



## City of Hamilton

# HAMILTON TOURISM DEVELOPMENT CORPORATION BOARD OF DIRECTORS REVISED

**Meeting #:** 24-001  
**Date:** June 7, 2024  
**Time:** 12:00 p.m.  
**Location:** Room 264, 2nd Floor, City Hall (hybrid) (RM)  
71 Main Street West

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**1. CEREMONIAL ACTIVITIES**

**2. APPROVAL OF AGENDA**

(Added Items, if applicable, will be noted with \*)

**3. DECLARATIONS OF INTEREST**

**4. APPROVAL OF MINUTES OF PREVIOUS MEETING**

4.1 November 30, 2023

**5. STAFF PRESENTATIONS**

5.1 Hamilton Tourism Development Corporation Business Plan 2024-2028

\*a. Hamilton Tourism Development Corporation Business Plan 2024-2028 -  
REVISED

**6. DISCUSSION ITEMS**

6.1 Tourism Hamilton Project Funding Requests (Report 24001)

**7. BOARD RESOLUTIONS**

7.1 2024 Budget, 2024-2028 Business Plan, Tourism Hamilton Project Funding Requests  
(Report 24001), Confirmatory Actions

- \*a. 2024 Budget (REVISED), 2024-2028 Business Plan (REVISED), Tourism Hamilton Project Funding Requests (Report 24001), Confirmatory Actions

8. MOTIONS

9. NOTICES OF MOTION

10. GENERAL INFORMATION / OTHER BUSINESS

11. PRIVATE AND CONFIDENTIAL

12. ADJOURNMENT

**HAMILTON TOURISM DEVELOPMENT CORPORATION BOARD  
OF DIRECTORS  
MINUTES 23-001**

12:30 p.m.

Thursday, November 30, 2023

Room 192, 1<sup>st</sup> Floor

Hamilton City Hall, 71 Main Street West

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**Present:**                   **Board of Directors:**  
Councillor M. Spadafora (Chair)  
Councillor T. Hwang (Vice-Chair)

**Officers:**  
J. Summers, Vice-President  
S. Hesmer, Treasurer  
T. Bates, Acting Secretary

**Absent:**                   Councillor C. Cassar  
J. Thorne, President

**Also Present:**       G. Mater, Acting City Manager  
D. McKenna, Solicitor  
R. McHugh, Manager of Tourism and Events  
P. Mulholland, Senior Project Manager, Tourism and Events  
S. Salamone, Legislative Assistant

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**THE FOLLOWING ITEMS WERE REFERRED THE SOLE VOTING MEMBER OF THE  
HAMILTON TOURISM DEVELOPMENT CORPORATION FOR CONSIDERATION:**

**1.     APPOINTMENT OF CHAIR AND VICE-CHAIR (Item 1)**

**(a)    (Hwang/Spadafora)**

That Councillor Spadafora be appointed Chair of the Hamilton Tourism Development Corporation Board of Directors for the 2022-2026 term of Council.

**Result: Motion CARRIED by a vote of 2 to 0, as follows:**

ABSENT - Ward 12 Councillor Craig Cassar  
YES - Ward 4 Councillor Tammy Hwang  
YES – Chair - Ward 14 Councillor Mike Spadafora

**(b) (Spadafora/Hwang)**

That Councillor Hwang be appointed Vice-Chair of the Hamilton Tourism Development Corporation Board of Directors for the 2022-2026 term of Council.

**Result: Motion CARRIED by a vote of 2 to 0, as follows:**

ABSENT - Ward 12 Councillor Craig Cassar  
YES - Ward 4 Councillor Tammy Hwang  
YES – Chair - Ward 14 Councillor Mike Spadafora

**2. Shareholder Resolutions (Item 7.1)**

**(Hwang/Spadafora)**

**1. APPOINTMENT OF OFFICERS**

BE IT RESOLVED that the following individuals, having consented to act as officers of the Corporation, are hereby appointed to the offices indicated next to their names, commencing on the date hereof and continuing thereafter until their successors are duly appointed:

- (i) Jason Thorne – President;
- (ii) John Summers – Vice-President; and
- (iii) Shelley Hesmer – Treasurer.

**2. APPROVAL OF CORPORATE BY-LAW**

BE IT RESOLVED that By-Law No. 1 of the Corporation, a copy of which is attached hereto, is hereby approved and enacted, as of the date hereof, as the sole by-law of the Corporation and continuing thereafter until amended or replaced by the Board of Directors of the Corporation.

**3. APPROVAL OF THE 2023 BUDGET**

BE IT RESOLVED that the 2023 Budget, a copy of which is attached hereto, be approved and adopted as of the date hereof.

**4. SIGNING AUTHORITY RE: CERTAIN AGREEMENTS**

BE IT RESOLVED that the President of the Corporation is hereby authorized and directed to execute, on behalf of the Corporation:

- (i) an Operating Agreement between the Corporation and the City of Hamilton, a copy of which is attached hereto, together with any necessary ancillary documents and/or agreements;
- (ii) a Line of Credit Agreement with the City of Hamilton, a copy of which is attached hereto, for financial support to an upset limit of Two Million Dollars (\$2,000,000) to be used for certain business operation expenses, together with any necessary ancillary documents and/or agreements; and
- (iii) a Line of Credit Agreement with the City of Hamilton, a copy of which is attached hereto, for financial support to an upset limit of Two Hundred Fifty Thousand Dollars (\$250,000) to be used for certain business administration expenses, together with any necessary ancillary documents and/or agreements.

#### **5. MUNICIPAL ACCOMMODATION TAX RESERVE FUND POLICY**

BE IT RESOLVED that the Corporation's Municipal Accommodation Tax Reserve Fund Policy, a copy of which is attached hereto, be approved and adopted as of the date hereof.

#### **6. CONFIRMATORY ACTIONS**

BE IT RESOLVED that the officers of the Corporation are, and each acting alone is, hereby authorized to do and perform any and all such acts, including execution of any and all documents and certificates, as such officers shall deem necessary or advisable, to carry out the purposes and intent of the foregoing resolutions.

**THE FOREGOING RESOLUTIONS** are hereby consented to by the Board of Directors of the Corporation pursuant to the provisions of the *Not-for-Profit Corporations Act* (Ontario).

**Result: Motion CARRIED by a vote of 2 to 0, as follows:**

ABSENT - Ward 12 Councillor Craig Cassar  
YES - Ward 4 Councillor Tammy Hwang  
YES – Chair - Ward 14 Councillor Mike Spadafora

#### **FOR INFORMATION:**

##### **(a) APPROVAL OF AGENDA (Item 1)**

The Committee Clerk advised there were no changes to the agenda:

**(Hwang/Spadafora)**

That the Agenda for the November 30, 2023 meeting of the Hamilton Tourism Development Corporation Board of Directors, be approved, as presented.

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

There were no declarations of interest.

**(c) STAFF PRESENTATIONS (Item 8)**

**(i) Hamilton Tourism Development Corporation and Municipal Accommodation Tax Overview (Item 8.1)**

Ryan McHugh, Manager of Tourism and Events, City of Hamilton, addressed Committee respecting Hamilton Tourism Development Corporation and Municipal Accommodation Tax Overview, with the aid of a presentation.

**(Hwang/Spadafora)**

That the Presentation from Ryan McHugh, Manager of Tourism and Events, City of Hamilton, be received and referred to the Sole Voting Member of the Hamilton Tourism Development Corporation for information.

**Result: Motion CARRIED by a vote of 2 to 0, as follows:**

ABSENT - Ward 12 Councillor Craig Cassar  
YES - Ward 4 Councillor Tammy Hwang  
YES – Chair - Ward 14 Councillor Mike Spadafora

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

**(i) Hamilton Tourism Development Corporation By-Law No. 1 (Item 10.1)**

For further disposition of this matter, refer to Item 2(2).

**(ii) Approval of the 2023 Budget (Item 10.2)**

For further disposition of this matter, refer to Item 2(3).

**(iii) Signing Authority for Certain Agreements (Item 10.3)**

- (1) Operating Agreement (Item 10.3(a))**
- (2) Line of Credit - Business Operations (Item 10.3(b))**
- (3) Line of Credit – Administrative (Item 10.3(c))**

For further disposition of this matter, refer to Item 2(4).

**(iv) Municipal Accommodation Tax Reserve Fund Policy (Item 10.4)**

For further disposition of this matter, refer to Item 2(5).

**(e) GENERAL INFORMATION AND OTHER BUSINESS (Item 15)**

**(Hwang/Spadafora)**

That staff be directed to include in the Business Plan for the Hamilton Tourism Development Corporation a clear delineation between the realm of influence and the work of the Hamilton Tourism Development Corporation and those of Tourism Hamilton, along with a list of upcoming activities and how each entity is involved in the activities.

**Result: Motion CARRIED by a vote of 2 to 0, as follows:**

ABSENT - Ward 12 Councillor Craig Cassar  
YES - Ward 4 Councillor Tammy Hwang  
YES – Chair - Ward 14 Councillor Mike Spadafora

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

**(Hwang/Spadafora)**

That there being no further business the Hamilton Tourism Development Corporation Board of Directors meeting be adjourned at 1:04 p.m.

**Result: Motion CARRIED by a vote of 2 to 0, as follows:**

ABSENT - Ward 12 Councillor Craig Cassar  
YES - Ward 4 Councillor Tammy Hwang  
YES – Chair - Ward 14 Councillor Mike Spadafora

Respectfully submitted,

Councillor M. Spadafora  
Chair, Hamilton Tourism Development  
Corporation Board of Directors

Tamara Bates, Legislative Coordinator  
Acting Secretary to Hamilton Tourism  
Development Corporation Board of Directors







# Hamilton Tourism Development Corporation Business Plan 2024 – 2028

Board of Directors Meeting: June 7, 2024

# HAMILTON TOURISM DEVELOPMENT CORPORATION BUSINESS PLAN

## TABLE OF CONTENTS

	Page
<b>HTDC Overview</b>	<b>3</b>
<b>HTDC Governance Structure</b>	<b>4</b>
<b>HTDC Officer Roles and Responsibilities</b>	<b>5</b>
<b>CoH Tourism &amp; Culture Org Structure</b>	<b>6</b>
<b>CoH Role of City Staff</b>	<b>7</b>
<b>MAT Reserve Policy &amp; HTDC Agreement</b>	<b>8</b>
<b>Funding Decision Matrix</b>	<b>9</b>
<b>Tourism Strategy 2024-2028</b>	<b>10</b>
<b>Tourism &amp; Events Work Plan</b>	<b>11</b>
<b>Current Funding Requests</b>	<b>12</b>
<b>2024 – 2028 Budget Projections</b>	<b>13</b>
<b>Appendix A – Funding Requests</b>	<b>14-21</b>

# HAMILTON TOURISM DEVELOPMENT CORPORATION

**Mandate:** The Hamilton Tourism Development Corporation (HTDC) is established to drive tourism growth within Hamilton. It aligns and supports the city's Tourism Strategy, which outlines a vision and priorities for tourism development.

**Funding Utilization:** The HTDC receives funding from the Municipal Accommodation Tax (MAT), which is utilized to support various tourism-related initiatives.

**Accountability Structure:** The Province of Ontario requires the City of Hamilton to share 50% of MAT with a non-profit eligible tourism entity. The Hamilton Tourism Development Corporation (HTDC) is the eligible tourism entity that receives this 50% of funds. As a non-profit corporation, the HTDC is accountable to the City of Hamilton, which serves as the sole voting member. The Board of Directors, consisting of council members and appointed officers, oversee the Corporation's operations, ensuring transparent and effective utilization of funds in accordance with approved policies and regulations.

The HTDC will provide an Annual Report with audited financial statements to Council providing full access to records with transparency and accountability.

## Tourism Strategy 2015-2020

The city has grown and made significant gains in tourism development since the previous strategy was adopted. This strategy focused on **Leadership, Marketing and Communications** and **Destination Development**. The majority of action items have been completed.

## Tourism Strategy 2024-2028

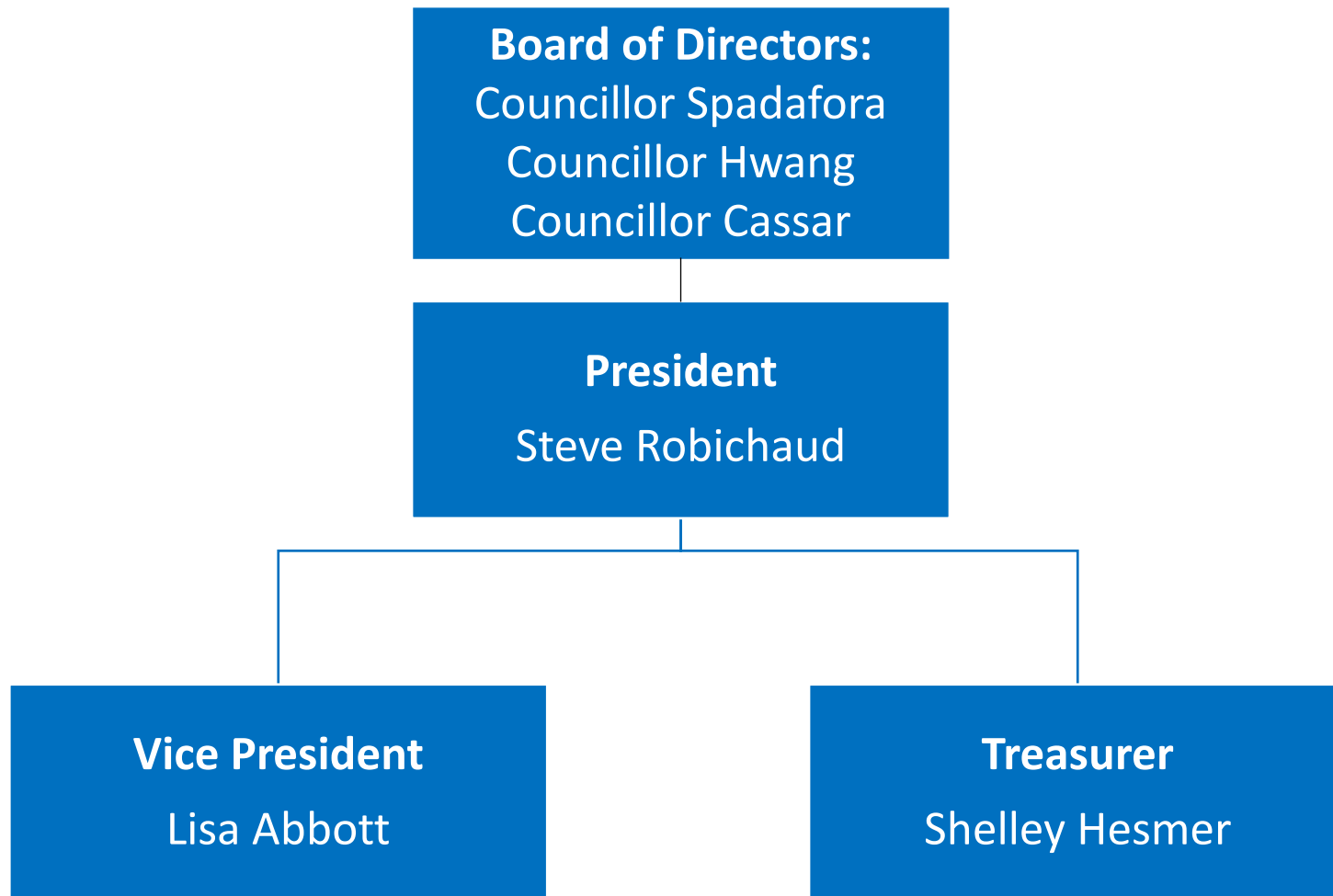
The Draft 2024-2028 strategy builds on previous work and adopts a 'whole city' approach, emphasizing inclusion, diversity, equity, and accessibility. The strategy is undergoing consultation and will be presented to Council fall 2024. The four priorities identified in the strategy include:

1. **Grow Hamilton's Reputation as a Leading Tourism Destination**
2. **Create Vibrant Tourism Districts**
3. **Promote and Support the Sustainability of Natural Assets**
4. **Strengthen Major Festivals and Events**

The strategy will include action items and an implementation plan that focuses on capacity building in the sector.

# HTDC GOVERNANCE STRUCTURE

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# HTDC OFFICER ROLES & RESPONSIBILITIES

Officer	Summary of Responsibilities
President	<ul style="list-style-type: none"> <li>• Provides leadership and direction to the HTDC Board of Directors.</li> <li>• Ensures alignment to mandate and objectives.</li> <li>• Approves board reports and materials for HTDC board meetings.</li> <li>• Oversees evaluation of funding requests, ensures alignment with legislative requirements, the corporation's founding documents, and Tourism Strategy.</li> </ul>
Vice-President	<ul style="list-style-type: none"> <li>• Leads specific initiatives or projects assigned by the Board; contributes to achieving the HTDC's strategic goals.</li> <li>• Assists in reviewing and assessing funding requests, considers alignment with the corporation's objectives and strategic direction.</li> <li>• Prepares recommendations for funding allocation and strategic priorities in collaboration with staff.</li> </ul>
Treasurer	<ul style="list-style-type: none"> <li>• Manages finances, oversees budget, financial reporting, and audit processes.</li> <li>• Ensures compliance with financial regulations and reporting requirements; maintains transparency and accountability in financial matters.</li> <li>• Develops and implements financial policies and procedures to safeguard the corporation's assets and resources.</li> <li>• Reviews funding requests, assesses financial implications, provides recommendations on funding allocation and resource management.</li> <li>• Provides regular updates to the Board on the financial status, performance, and risks, to inform strategic decision-making processes.</li> </ul>

## Planning & Economic Development Department

Tourism & Culture Division

Tourism & Events Section

Creative Industries & Cultural  
Development Section

Placemaking &  
Public Art Section

Heritage  
Resource  
Management  
Section

Event  
Attraction  
& Hosting

Tourism  
Sector  
Development

Tourism  
Product  
Development

Visitor  
Experience  
Centre

Tourism  
Hamilton  
Marketing

Film

Music

Placemaking

Public Art

Civic Museum  
Attractions

# ROLE OF CITY STAFF

As part of the Tourism & Culture Division, the Tourism & Events section is responsible for:

- **Sector Development**, which includes supporting the businesses and workforce, as well as investment attraction.
- **Event Attraction and Hosting**, including major events, meetings and conventions, sporting, festivals, etc.
- **Tourism Marketing**, both to individual leisure travelers (B2C) and business development and event attraction (B2B).
- **Visitor Services**, offered digitally through the [TourismHamilton.com](http://TourismHamilton.com) website, and physically at the Visitor Experience Centre at 28 James St. N.
- **Product Development**, this is a new function by which staff curate unique experiences for visitors and co-create Tourism Products with local businesses and organizations.

## Responsibilities Related to HTDC

- As subject matter experts, staff make recommendations to request funding for tourism initiatives. Requests are supported by developing business cases, financial modelling, benchmarking, research and measurement of KPI's.
- Staff prepare bid and procurement documents and provide liaison services to third-party tourism entities.
- Staff ensure that funded activities comply with the HTDC's requirements, including reporting and accountability measures.
- Staff execute all deliverables associated with delivering requests which have received funding from the HTDC.

# MUNICIPAL ACCOMMODATION TAX RESERVE POLICY & AGREEMENT

## Purpose:

The policy provides guidelines to ensure support for initiatives that align with the broader goals of the Tourism Strategy. Identified uses include:

- securing and executing the hosting and promotion of events in Hamilton that are deemed to be a regional, provincial, national and/or international draw;
- developing new and innovative tourism products using equity, diversity, inclusion and accessibility as a driver;
- supporting Tourism sector development and capacity building;
- marketing Hamilton as a leading destination for tourism, leisure and business travel with emphasis on promoting overnight stays;
- support staffing and operational expenses reducing dependency on the municipal tax levy

Flexibility should be maintained to ensure that MAT funds can be directed to emerging priorities and opportunities within the tourism sector. Priorities are identified through ongoing consultation and engagement and are reflected in the Tourism Strategy.

## Operating Agreement:

The Corporation shall strive to fulfil the following objectives while providing tourism promotion and tourism development services to the City:

- assist in securing and executing the hosting and promotion of events that are deemed to be a regional, provincial, national and/or international draw;
- support the creation of tourism product development which brings new and innovative products, experiences, and services to the market for tourists to enjoy;
- support tourism sector development and capacity-building;
- promote and market Hamilton as a leading destination for tourism, leisure and business travel with an emphasis on promoting overnight stays; and
- undertake its duties using objective decision-making that is accountable and transparent, with a focus on providing City-wide benefits.



# FUNDING DECISION MATRIX

In 2024, the Tourism team is looking ahead for opportunities that require commitments from the HTDC Board and CoH Council. The Municipal Accommodation Tax Reserve Policy (FPAP-RE-004) specifies that a minimum of \$2m is required in each reserve account as a measure of fiscal responsibility. Until this base amount has been collected, Council has approved a line of credit attached to the HTDC MAT Reserve Fund to support immediate funding needs. Current funding requests will access the line of credit in addition to existing Tourism reserves. All funding requests must align to priorities designated in the Reserve Policy and in the Tourism Master Plan.

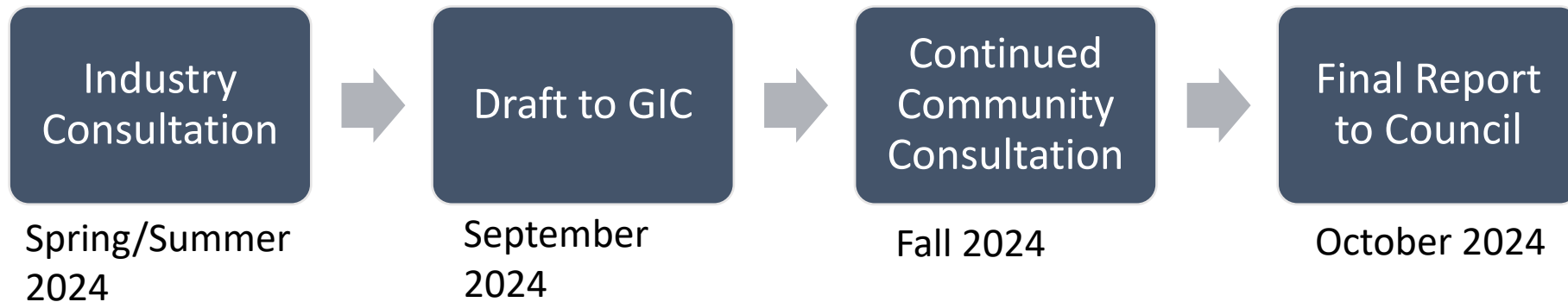
In future, the following priority matrix will be used as a guide to determine which fund is accessed. These priorities reflect the Reserve Fund Policies, the HTDC agreement with the City of Hamilton, the Tourism Master Plan and benchmarking with other municipalities. In summary, the City’s Municipal Accommodation Tax Reserve No.108072 would fund opportunities that directly benefit residents whereas the HTDC priorities are focused on attracting visitors.

CoH MAT Reserve Fund Priorities	HTDC MAT Reserve Fund Priorities
<p>The City of Hamilton’s MAT Reserve Fund can be used for:</p> <ul style="list-style-type: none"> <li>• Opportunities to advance City priorities that strengthen communities and enhance events that are focused on attracting Hamilton residents;</li> <li>• Opportunities that further cultural development within the city;</li> <li>• Opportunities that advance City Strategies such as the Urban Indigenous Strategy, Clean &amp; Green Hamilton, and the Council Priority 2: Safe &amp; Thriving Neighbourhoods;</li> <li>• City/community events that require infrastructure enhancement (such as road closures, additional security, street-cleaning etc.);</li> <li>• Staff resources and operational costs that could reduce the tax levy.</li> </ul>	<p>The Hamilton Development Corporation Reserve Fund can be used for:</p> <ul style="list-style-type: none"> <li>• Opportunities to secure and execute the hosting and promotion of events that are deemed to be of regional, provincial, national and/or international significance;</li> <li>• Support the creation of tourism product development which brings new and innovative products, experiences, and services for tourists;</li> <li>• Support tourism sector development and capacity-building;</li> <li>• Opportunities that positively impact hotels, restaurants, tourist attractions</li> <li>• Opportunities that focus on providing City-wide benefits.</li> </ul>

Hamilton’s Draft 2024-2028 Tourism Strategy, currently in development, adopts a regenerative ‘whole city’ approach, emphasizing inclusion, diversity, equity, and accessibility. The strategy, which will go to Council in the fall, envisions Hamilton as a top Canadian destination renowned for vibrant tourism districts, captivating nature-based activities, and authentic experiences.

### Proposed Strategic Priorities:

- 1. Grow Reputation as a Leading Tourism Destination:** Enhancing Tourism Hamilton's role to support stakeholders, welcome visitors, and co-create unique experiences, with a focus on collaboration, sustainability, and Indigenous tourism.
- 2. Create Vibrant Tourism Districts:** Fostering authentic 'sense of place' experiences through placemaking, programming, and investment attraction, aligned with city efforts for neighborhood revitalization.
- 3. Promote and Support the Sustainability of Natural Assets:** Thoughtful planning and infrastructure improvements to enhance visitor experiences while preserving the environment, in alignment with broader city greenspace protection and waterfront access plans.
- 4. Strengthen Major Festivals & Events:** Securing investments in event infrastructure, leveraging new funding sources, and managing event impacts, integrating with city priorities for cultural vibrancy and economic growth.



# 2024-2025 TOURISM HIGHLIGHTS

## Major Tourism Event Hosting

- RBC Canadian Open (PGA Tour) – International
- U Sports Women’s Volleyball Championship – National
- League 1 Canada Women's Inter-Provincial Soccer Championship – National
- Founders Cup Jr. B Lacrosse Championship – National
- Players Open Men’s & Women’s Curling Event – International

## Meetings and Conventions

- Tourism Industry Association of Ontario Conference (Ontario Tourism Summit): Tourism industry professional development and advocacy.
- Canadian Brewing Awards & Conference: 800 breweries competing for a chance to win a medal in one of 61 categories.
- Ontario Association of Veterinary Technicians Conference: Continuing education for veterinary healthcare professionals.
- Canadian Society for Vascular Surgery Conference: Vascular health professionals' education, research and advocacy forums.

## Tourism Marketing

- Launch of a new campaign featuring the characters behind the city’s tourism, retail, and hospitality businesses called *Let Me Show You* sharing what they love about Hamilton. In 2025, will continue to leverage this local ambassadorship brand to tell authentic, local stories to leisure and business travelers as well as event organizers with targeted, paid advertising campaigns and collateral.
- Tourism Hamilton partnerships to expand its reach to new audiences including: Metrolinx, Destination Ontario, and in-market partnerships with Tim Hortons Field, FirstOntario Centre, and John C. Munro Hamilton International Airport

## Visitor Experience Centre Programming

- Take a Ride with HSR: Celebrating 150 Years of Connections (May-December 2024)
- Tourism Hamilton’s Supercrawl Vendor Pop-up (September 2024)
- Summer sidewalk/patio activations (June-August 2025)

# CURRENT FUNDING REQUESTS

## HTDC Funding Requests - Estimated Timing of Cashflows

Funding Request:	2024	2025	2026	2027	2028	2029	Total
2026 Brier* (BID)	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000
2026/2027 JUNOS* (BID)	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000
2029 Canada Wide Science Fair** (BID)	\$ 50,000	\$ -	\$ -	\$ 205,000	\$ -	\$ -	\$ 255,000
2027 Canada Wide Science Fair** (BID)	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 205,000	\$ 255,000
2026-2029 Winterfest	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 200,000
Waterfall Master Plan	\$ 50,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Indigenous Tourism Exercise	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Placemaking/Activation/Safety Initiatives	\$ 50,000	\$ 100,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 200,000
<b>Total</b>	<b>\$ 250,000</b>	<b>\$ 340,000</b>	<b>\$ 690,000</b>	<b>\$ 245,000</b>	<b>\$ 40,000</b>	<b>\$ 245,000</b>	<b>\$ 1,810,000</b>

**Notes:**

\* Payable only if we are successful in securing the event

\*\* Venue deposits required in 2024, remaining funds applied to eligible expenses in 2027 & 2029

**Note:**

- The above funding requests do not represent the Tourism & Culture Division’s entire work plan.
- The above requests are high-priority, high-impact requests that would not be fully funded without HTDC funds.

## HAMILTON TOURISM DEVELOPMENT CORPORATION

### 2024 DRAFT OPERATING BUDGET

FISCAL PERIOD: January 1 to December 31, 2024

	Draft Budget
<b>Revenue</b>	
Municipal Accommodation Tax - Hotel	1,057,000
Municipal Accommodation Tax - Short Term Rental <sup>1</sup>	-
Interest Income	60,000
<b>Total Revenue</b>	<b>1,117,000</b>
<b>Expenses</b>	
Bid Fees	250,000
Software Subscription	2,000
Professional Fees:	
Consulting	5,000
Audit Fees	9,000
City Staff	29,295
Insurance	7,218
Legal Fees	716
Financial Charges	1,000
<b>Total Expenses</b>	<b>304,229</b>
<b>Net Income</b>	<b>812,771</b>

<sup>1</sup> It is anticipated HTDC will receive revenue from the Municipal Accommodation Tax collected from Short Term Rentals (STR) beginning in Q4 of 2024. Municipal Accommodation Tax STR revenue forecasts not currently available

# 2024-2028 FORECASTED BUDGET

<b>Cash Flow:</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Opening Balance</b>	1,027,920	2,090,691	2,854,101	3,322,681	4,044,190	5,281,525
Add: Total Revenue	1,117,000	1,172,850	1,231,493	1,293,067	1,357,720	1,425,607
Add: Funding from Line of Credit	250,000					
Less: Repayment of Line of Credit				(250,000)		
Less: Bid Fees	(250,000)	(340,000)	(690,000)	(245,000)	(40,000)	(245,000)
Less: Other Expenses	(54,229)	(69,440)	(72,912)	(76,558)	(80,386)	(84,405)
<b>Net Cumulative Balance</b>	<b>2,090,691</b>	<b>2,854,101</b>	<b>3,322,681</b>	<b>4,044,190</b>	<b>5,281,525</b>	<b>6,377,726</b>

# APPENDIX A – FUNDING REQUESTS

## Notes:

1. The following funding requests do not represent Tourism & Culture's entire work plan.
2. The following funding requests are high-priority, high-impact requests that would not be fully funded without HTDC funds.
3. City of Hamilton MAT Reserve Fund Policy  
The MAT Reserves shall be used for the promotion and execution of tourism activities including but not limited to bidding fees; tourism sales; marketing initiatives and the development of tourism products. In the case of extraordinary and unforeseen operating expenditures in the Tourism and Culture Division, the General Manager of the Planning and Economic Development Department shall consult with the General Manager of Finance and Corporate Services to determine if funds from the MAT Reserve can be used to offset the Operating Budget.

## PRIORITY: STRENGTHEN REPUTATION AS A LEADING TOURISM DESTINATION

Event/Initiative	Indigenous Tourism Experiences Study
<b>Description:</b>	<ul style="list-style-type: none"> <li>• Consultation with Indigenous communities, product-market match assessment, and best practice research.</li> </ul>
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>• Establish innovative tourism products and experiences.</li> <li>• Increase domestic and/or foreign private-sector tourism investment; attract and support new tourism investments.</li> </ul>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>• Indigenous tourism experiences in Canada have seen exponential growth and have outpaced pre-pandemic levels, ahead of many other tourism products (Source: Destination Canada and ITAC);</li> <li>• There is high consumer demand for Indigenous tourism experiences (Source: Destination Canada, ITAC, the Conference Board of Canada, and Insignia Marketing Research);</li> <li>• There are currently no Indigenous experiences in Hamilton; 5 available within a three-hour drive of Hamilton (3 in Toronto, 1 in Brantford, 1 in Ohsweken) (Source: Destination Indigenous).</li> </ul>
<b>Total Cost:</b>	\$ 75 K (to be spent over 2024 and 2025)
<b>HTDC Request:</b>	\$ 50 K
<b>Other Funding:</b>	\$ 25 K – Secured through the Province's Tourism Development Fund



# PRIORITY: CREATE VIBRANT TOURISM DISTRICTS

Event/Initiative	Hamilton Winterfest (2026-2030)
<b>Description:</b>	<ul style="list-style-type: none"> <li>• Increase budget for this event to bring in line with industry standards.</li> <li>• Issue an RFP to secure a producer for 5 years to grow the event to provide funding that will build the capacity of the event.</li> </ul>
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>• Develop Winterfest into a signature winter attraction, drawing visitors from both local and regional markets;</li> <li>• Enhance the liveliness and attractiveness of the downtown area during the typically quieter winter season;</li> <li>• Encouraging residents and visitors to explore and enjoy the city's urban core;</li> <li>• Activate public spaces, streets, and storefronts in the downtown area through Winterfest programming, including interactive installations, performances, and events, to create a lively and engaging atmosphere for residents and visitors alike.</li> </ul>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>• Engagement of 230+ local artists across all Winterfest Events;</li> <li>• assist in producing/marketing 70+ community events;</li> <li>• attract 40,000+ in-person attendees;</li> <li>• grow the Family Day Event with partners Art Gallery of Hamilton and Hamilton Public Library;</li> <li>• Animate Jackson Square December to March</li> </ul>
<b>Total Cost:</b>	\$79 K annually (\$395 K over 5 years)
<b>HTDC Request:</b>	\$40 K annually (\$200 K over 5 years)
<b>Other Funding:</b>	\$39 K annually (\$195 K over 5 years); funding through Tourism and Culture Operating Budget

# PRIORITY: CREATE VIBRANT TOURISM DISTRICTS

Event/Initiative	Placemaking, Activation, and Safety Initiatives
<b>Description:</b>	<ul style="list-style-type: none"> <li>Through the Downtown West Harbourfront Coordinating Committee, implement safety, cleanliness, and activation initiatives in the Downtown and West Harbourfront areas, focusing on programming, placemaking, and strategic investments to enhance vibrancy and co-create an authentic ‘sense of place.’</li> </ul>
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>Activate key tourism locations like the West Harbour and Downtown Entertainment Precinct through placemaking, programming, and public art.</li> <li>Create and implement a program to use the Visitor Experience Centre as a year-round central hub through, for example, community pop-ups, activation in line with major hosted events, or a summer patio program.</li> <li>Utilize Municipal Accommodation Tax to develop and implement micro-grant program to incentivize the activation of tourism and business districts during LRT construction and the renovation of the downtown entertainment assets.</li> </ul>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>Increased foot traffic and visitor spending in downtown businesses, leading to economic growth and vitality.</li> <li>Attraction of new businesses and investments due to improved perceptions of safety and vibrancy.</li> <li>Creation of vibrant and engaging public spaces that attract residents, workers, and visitors, fostering a sense of community and belonging.</li> <li>Creation of a safe and welcoming environment through improved security measures, and pedestrian infrastructure, encouraging residents and visitors to explore the downtown and West Harbour.</li> </ul>
<b>Total Cost:</b>	<ul style="list-style-type: none"> <li>\$600 K (to be spent over 2024, 2025 and 2026)</li> </ul>
<b>HTDC Request:</b>	<ul style="list-style-type: none"> <li>\$200 K</li> </ul>
<b>Other Funding:</b>	<ul style="list-style-type: none"> <li>\$400 K approved through report Downtown Hamilton Office Report (PED23081) for the development and implementation of placemaking and animation projects and programs in the Downtown Core.</li> </ul>

# PRIORITY: PROMOTE AND SUPPORT THE SUSTAINABILITY OF NATURAL ASSETS

Event/Initiative	Waterfall Destination Master Plan
<b>Description:</b>	<ul style="list-style-type: none"> <li>• Tourism &amp; Culture Division seeks to undertake a Waterfall Destination Master Plan to improve visitor experience, enhance safety, increase capacity, and address enforcement issues around present and higher levels of visitation.</li> <li>• The Master Plan will be completed by a third-party consultant and the development of the Master Plan will involve extensive stakeholder engagement with (but not limited to) residents, the Hamilton Conservation Authority, community and environmental groups, and City departments.</li> </ul>
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>• Implement a regenerative tourism strategy to manage increased visitor numbers at waterfalls responsibly, ensuring positive outcomes for residents and the environment;</li> <li>• Develop a capital plan to improve visitor experience, safety, and capacity at waterfalls, addressing enforcement issues and ensuring sustainable management;</li> <li>• Provide recommendations to enhance accessibility and trail usage for all user groups, promoting inclusivity and enjoyment of Hamilton's waterfalls;</li> <li>• Create cohesive branding, wayfinding, and signage plans to enhance the visitor experience and navigation at Hamilton's waterfalls;</li> <li>• Develop a risk management strategy to prioritize visitor safety at waterfalls, focusing on those with the capacity to accommodate visitors safely.</li> </ul>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>• Tourism Hamilton has completed a high-level economic impact assessment using the Ontario Ministry of Tourism, Culture and Sport TREIM model for outdoor activities.</li> <li>• Using the estimated 112,348 new visitors and \$14,441,717 in new visitor spending (as described in the</li> <li>• Financial Projections section), the new waterfall tourism products would sustain 81 direct jobs and a</li> <li>• further 20 indirect and induced jobs in Hamilton</li> </ul>
<b>Total Cost:</b>	\$500 K ( to be spent over 2024, 2025, and 2026)
<b>HTDC Request:</b>	\$250 K
<b>Other Funding:</b>	\$250 K application for matching funding submitted to the Tourism Growth Fund.

## PRIORITY: STRENGTHEN HAMILTON'S MAJOR EVENTS & FESTIVAL SECTOR

	2026 or 2027 JUNO Awards (March 2026 or 2027)
<b>Description:</b>	<ul style="list-style-type: none"> <li>The JUNO Awards is Canada's largest music &amp; culture property, with a reach of over 16 million fans.</li> <li>5-day series of music events across all genres of music, presented by the Canadian Academy of Recording Arts and Sciences; culminates in a live Canada-wide broadcast (CBC) of the Awards recognizing outstanding achievements in Canada's music industry.</li> </ul>
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>Boosts tourism, benefiting local businesses and hospitality sectors, leading to economic uplift within the city;</li> <li>Continues to build Hamilton's reputation as a leading cultural city in Canada;</li> <li>Fosters a sense of pride among residents, contributing to the city's overall livability;</li> <li>Builds capacity in the music sector, advancing music strategies and cultural plans.</li> </ul>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>5 days of music and cultural JUNO events</li> <li>4,302+ room nights required over 10 days for production crews, musicians/bands, music industry professionals, media, and CARAS staff (<b>does not include rooms booked by fans</b>)</li> <li>Average attendance - 20,000 unique attendees throughout the 5 days</li> <li>Economic Impact approximately \$12 Million+</li> </ul>
<b>Total Cost:</b>	\$ 2 – 2.2 M (funds would be fully spent by June 2026 or 2027)
<b>HTDC Request:</b>	\$300 K (payable only if we secure the bid)
<b>Other Funding:</b>	<p>\$1m – 1.5m from Province</p> <p>\$150 K, Hamilton Tourism Development Investment Group (HTDIG)</p> <p>\$500 K, City of Hamilton Conventions/Sports/Events Reserve</p>


# PRIORITY: STRENGTHEN HAMILTON’S MAJOR EVENTS & FESTIVAL SECTOR

Event/Initiative	2026 Montana’s Brier (March 2026)
<b>Description:</b>	Annual Canadian men's curling championship, sanctioned by Curling Canada; 10 days of competition; 70+ hours of live television coverage; winner represents Canada at the World Curling Championships.
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>• Boosts tourism, benefiting local businesses and hospitality sectors, leading to economic uplift within the city;</li> <li>• Reinforces Hamilton's reputation as a premier sporting destination in Canada;</li> <li>• Fosters a sense of pride among residents, contributing to the city's overall livability.</li> </ul>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>• 200+ room nights required per day (11-12 days) for television crew, athletes and staff (<b><i>does not include fans/supporters</i></b>)</li> <li>• Estimated attendance – 100,000-120,000 throughout the 10-day event</li> <li>• Economic Impact approximately \$10million+</li> </ul>
<b>Total Cost:</b>	\$1.0 M (funds would be fully spent by June 2026)
<b>HTDC Request:</b>	\$300 K (1 – time; payable only if the bid is successful)
<b>Other Funding:</b>	\$200 K, Hamilton Tourism Development Investment Group (HTDIG) \$500 K, City of Hamilton Conventions/Sports/Events Reserve

## PRIORITY: STRENGTHEN HAMILTON’S MAJOR EVENTS & FESTIVAL SECTOR

Event/Initiative	2027 & 2029 Canada Wide Science Fair
<b>Description:</b>	Hosted annually by Youth Science Canada, this event brings together our nation’s brightest young minds, celebrating their passion for science, technology, engineering and mathematics (STEM) and innovation.
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>• Boosts tourism, benefiting local businesses and hospitality sectors, leading to economic uplift within the city;</li> <li>• Reinforces Hamilton's reputation as an educational center and one of the most diversified economies in Canada;</li> <li>• Promoting interest and participation in science, technology, engineering, and mathematics (STEM) among students across Canada.</li> </ul>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>• 7-day event in May</li> <li>• 548 Overnight attendees</li> <li>• 3,836 Estimated room nights</li> <li>• 3595 Day Attendees</li> <li>• Estimated Economic Impact of \$ 3.8 M (based on City of Edmonton’s economic impact reporting)</li> </ul>
<b>Total Cost:</b>	2027 \$255 K 2029 \$255 K  Total: \$510 K for 2 events
<b>HTDC Request:</b>	Total: \$510 K
<b>Other Funding:</b>	n/a

## Hamilton Tourism Development Corporation

<b>TO:</b>	Board of Directors, Hamilton Tourism Development Corporation
<b>MEETING DATE:</b>	June 7, 2024
<b>SUBJECT/REPORT NO:</b>	Tourism Hamilton Project Funding Requests (Report #24001)
<b>PREPARED BY:</b>	Ryan McHugh (905) 546-2424 Ext. 4132 Pam Mulholland (905) 546-2424 Ext. 4514
<b>SUBMITTED BY:</b>	Lisa Abbott Acting Director, Tourism and Culture Division, City of Hamilton
<b>SIGNATURE:</b>	

### RECOMMENDATIONS

- (a) That a funding contribution to the City of Hamilton to host the 2026 or 2027 JUNO Awards, based substantially on the information outlined in Appendix "A" attached to Report #24001, and contingent on Hamilton being selected as the host city, be approved by the Board of Directors of the Corporation;
- (b) That a funding contribution to the City of Hamilton to host the 2026 Brier Canadian Men's Curling Championship, based substantially on the information outlined in Appendix "B" attached to Report #24001, and contingent on Hamilton being selected as the host city, be approved by the Board of Directors of the Corporation;
- (c) That a funding contribution to the City of Hamilton to host the 2027 and 2029 Canada Wide Science Fairs, based substantially on the information outlined in Appendix "C" attached to Report #24001, be approved by the Board of Directors of the Corporation;
- (d) That a funding contribution to the City of Hamilton to support the planning and implementation of the Hamilton Winterfest Program 2026 through 2030 inclusive, based substantially on the information outlined in Appendix "D" attached to Report #24001, be approved by the Board of Directors of the Corporation;
- (e) That a funding contribution to the City of Hamilton to support the development and implementation of its Waterfall Destination Master Plan, based substantially on the information outlined in Appendix "E" attached to Report #24001, be approved by the Board of Directors of the Corporation;

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**SUBJECT: Tourism Hamilton Project Funding Requests (Report #24001)**  
**Page 2 of 6**

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- (f) That a funding contribution to the City of Hamilton to support the development of its Indigenous Tourism Experiences Study, based substantially on the information outlined in Appendix "F" attached to Report #24001, be approved by the Board of Directors of the Corporation;
- (g) That a funding contribution to the City of Hamilton to support the implementation of safety, cleanliness, and activation initiatives in the Downtown and West Harbourfront areas of Hamilton, based substantially on the information outlined in Appendix "G" attached to Report #24001, be approved by the Board of Directors of the Corporation;
- (h) That the President of the Corporation, or their designate, be hereby authorized and directed to execute, on behalf of the Corporation, all documents and agreements necessary to implement Recommendations (a) through (g) inclusive hereof, with content acceptable to the Vice-President and Treasurer of the Corporation and in a form satisfactory to the Corporation's solicitor; and
- (i) That the Treasurer of the Corporation be hereby authorized and directed to utilize funds from the Corporation's Line of Credit for Business Operations and/or the Corporation's Municipal Accommodation Tax Reserve Fund, as the case may be, in order to fund the contributions set out in Recommendations (a) through (g) inclusive hereof.

## **EXECUTIVE SUMMARY**

The Hamilton Tourism Development Corporation (hereinafter referred to as "the Corporation") was established to drive tourism growth within Hamilton. The Corporation's mandate and related annual Business Plan align with the City of Hamilton's Tourism Strategy ("Tourism Strategy"), which outlines priorities and actions for tourism development.

The new Tourism Strategy (2024-2028), currently being updated by City of Hamilton Tourism & Culture staff, adopts a regenerative 'whole city' approach to tourism, emphasizing inclusion, diversity, equity, and accessibility. The Tourism Strategy, which is presently scheduled to go to City Council for consideration in Fall 2024, envisions Hamilton as a top Canadian destination renowned for vibrant tourism districts, captivating nature-based activities, and authentic experiences.

The funding requests set out in this Report, as further detailed in Appendices' "A" through "G" hereto, are for the following seven Tourism Hamilton projects:

- 2026 or 2027 JUNO Awards;

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**SUBJECT: Tourism Hamilton Project Funding Requests (Report #24001)**  
**Page 3 of 6**

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- 2026 Brier, Canadian Men's Curling Championship;
- 2027 and 2029 Canada Wide Science Fairs;
- 2026-2030 Hamilton Winterfest Program;
- Waterfall Destination Master Plan;
- Indigenous Tourism Experiences Study; and
- 2024-2026 Placemaking, Activation, and Safety Initiatives in key tourism locations.

Appendices "A" through "G" have pertinent information related to each project's objectives, budget, benefits for Hamilton, and how each project aligns with one or more of the Tourism Strategy Priorities, as follows:

- **Strengthen Hamilton's Reputation as a Leading Destination: Enhancing Tourism**  
Hamilton's role to support stakeholders, welcome visitors, and co-create unique experiences, with a focus on collaboration, sustainability, and Indigenous tourism;
- **Create Vibrant Tourism Districts: Fostering authentic 'sense of place'**  
experiences through placemaking, programming, and investment attraction, aligned with City efforts for neighbourhood revitalization;
- **Promoting and Supporting the Sustainability of Natural Assets: Thoughtful**  
planning and infrastructure improvements to enhance visitor experiences while preserving the environment, in alignment with broader City greenspace protection and waterfront access plans; and
- **Strengthening Major Festivals and Events: Securing investments in event**  
infrastructure, leveraging new funding sources, and managing event impacts, integrating with city priorities for cultural vibrancy and economic growth.

## **HISTORICAL BACKGROUND**

Please refer to the Corporation's 2024 Business Plan, which contains information about the Corporation's mandate, funding sources, funding utilization, and accountability structure.

## **FINANCIAL IMPLICATIONS**

In November 2023, the Corporation's Board of Directors approved its Municipal Accommodation Tax Reserve Fund Policy ("Reserve), which outlines that a minimum of \$2,000,000 must always be available in the Reserve. It will take until early 2025 for the

**SUBJECT: Tourism Hamilton Project Funding Requests (Report #24001)**  
**Page 4 of 6**

Reserve to reach this requisite balance, after which the Municipal Accommodation Tax will fully fund the Corporation's operations.

For the Corporation to support tourism growth within Hamilton in the interim, City Council approved the following:

- a Line of Credit for financial support to an upset limit of \$2,000,000 to be used for financial commitments toward business operations, including support of tourism events and initiatives; and
- a Line of Credit for financial support to an upset limit of \$250,000 to be used for administrative expenses, including bookkeeping, fees (e.g., banking, audit, insurance) and computer software.

Table 1 below tracks the proposed timing of cash flow should the Corporation's Board of Directors approve the funding requests set out in this Report. Depending on the year funding is due to the project, funds will be accessed from either the Corporation's Business Operations Line of Credit or the Reserve.

Table 1

HTDC Funding Requests - Estimated Timing of Cashflows							
Funding Request:	2024	2025	2026	2027	2028	2029	Total
2026 Brier* (BID)	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000
2026/2027 JUNOS* (BID)	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000
2029 Canada Wide Science Fair** (BID)	\$ 50,000	\$ -	\$ -	\$ 205,000	\$ -	\$ -	\$ 255,000
2027 Canada Wide Science Fair** (BID)	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 205,000	\$ 255,000
2026-2029 Winterfest	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 200,000
Waterfall Master Plan	\$ 50,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Indigenous Tourism Exercise	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Placemaking/Activation/Safety Initiatives	\$ 50,000	\$ 100,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 200,000
<b>Total</b>	<b>\$ 250,000</b>	<b>\$ 340,000</b>	<b>\$ 690,000</b>	<b>\$ 245,000</b>	<b>\$ 40,000</b>	<b>\$ 245,000</b>	<b>\$ 1,810,000</b>

**Notes:**  
\* Payable only if we are successful in securing the event  
\*\* Venue deposits required in 2024, remaining funds applied to eligible expenses in 2027 & 2029  
Indicates, year when event would take place

## RELEVANT CONSULTATION

- Officers, Hamilton Tourism Development Corporation;
- Legal Services, Corporate Services Department, City of Hamilton;
- Downtown West Harbourfront Coordinating Committee, City of Hamilton;
- Canadian Academy of Recording Arts and Sciences;
- Curling Canada;
- Youth Science Canada;

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**SUBJECT: Tourism Hamilton Project Funding Requests (Report #24001)**  
**Page 5 of 6**

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- Hamilton Tourism Development Investment Group;
- Hamilton Halton Brant Regional Tourism Association.

**ANALYSIS AND RATIONALE FOR RECOMMENDATIONS**

Refer to Appendices “A” through “G” attached to this Report for project funding analysis and rationale.

The Corporation’s Officers will report back to the Board of Directors concerning all funded projects as follows:

- Verbal interim progress reports at the Corporation’s Board meetings, as applicable.
- Delivery of a Final Project Report at a scheduled Corporation Board meeting. For Multiple - Year Projects, a Project Report is due for each year of funding.
- Project Reports must be delivered in written format and include details on how the project successfully met its objectives and the outcomes of the benefits the project delivered to Hamilton.

**APPENDICES ATTACHED**

Appendix “A” to Report #24001 - 2026 or 2027 JUNO Awards Project Funding Application

Appendix “B” to Report #24001 - 2026 Brier, Canadian Men’s Curling Championship Funding Application

Appendix “C” to Report #24001 - 2027 & 2029 Canada Wide Science Fair Funding Application

Appendix “D” to Report #24001 - 2026-2030 Hamilton Winterfest Funding Application

Appendix “E” to Report #24001 - Waterfall Destination Master Plan Funding Application

Appendix “F” to Report #24001 - Indigenous Tourism Experiences Study Funding Application

**SUBJECT: Tourism Hamilton Project Funding Requests (Report #24001)**  
**Page 6 of 6**

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Appendix "G" to Report #24001 - Placemaking, Activation, and Safety Initiatives (2024-2026) Funding Application

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## Hamilton Tourism Development Corporation Project Funding Application

### Applicant

<b>Name of Organization</b>	City of Hamilton
<b>Requesting Funding As</b>	<input type="checkbox"/> Non-profit organization (with defined tourism focus) <input type="checkbox"/> For-profit business (with defined tourism focus) <input checked="" type="checkbox"/> City of Hamilton division/department
<b>Address</b>	28 James Street North, 2nd Floor, Hamilton, ON, L8R 2K1
<b>Canada Revenue Agency Business Number</b>	88932 3218

### Organization/City of Hamilton Staff Contact

<b>Name of Contact</b>	Ryan McHugh
<b>Job Title</b>	Manager, Tourism and Events
<b>City of Hamilton Division/ Department</b>	Tourism and Culture/Planning and Economic Development
<b>Email</b>	ryan.mchugh@hamilton.ca
<b>Phone</b>	905-546-2424 ext. 4123

### Project/Event Details

<b>Name</b>	<b>2026 or 2027 JUNO Awards</b> (March 2026 or 2027)
<b>Dates</b>	March 25 - March 29, 2026
<b>Description (max 300 words)</b>	<ul style="list-style-type: none"> <li>• The JUNO Awards is Canada's largest music and culture property, with a reach of over 16 million fans.</li> <li>• 5-day series of music events across all genres of music, presented by the Canadian Academy of Recording Arts and Sciences (CARAS).</li> <li>• Culminates in a live Canada-wide broadcast (CBC) of the Awards recognizing outstanding achievements in Canada's music industry.</li> </ul>

### Tourism Strategy Alignment

<b>Priority Alignment</b>	Strengthen Hamilton's Major Events & Festival Sector
<b>Related Action (if applicable)</b>	Utilize a portion of the Municipal Accommodation Tax and other non-levy funding sources for bid fees for securing and executing major events, in collaboration with industry MAT Advisory Group
<b>Benefits the Project will deliver to Hamilton</b>	<ul style="list-style-type: none"> <li>• 5 days of music and cultural JUNO events with average attendance of 20,000 unique attendees throughout the 5 days.</li> <li>• 4,302+ room nights required over 10 days for production crews, musicians/bands, music industry professionals, media, and CARAS staff (does not include rooms booked by fans).</li> <li>• Economic Impact approximately \$12 Million.</li> </ul>

## Appendix "A" to Report #24001

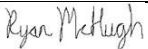
	<ul style="list-style-type: none"> <li>• Boosts tourism, benefiting local businesses and hospitality sectors, leading to economic uplift within the city.</li> <li>• Continues to build Hamilton's reputation as a leading cultural city in Canada.</li> <li>• Fosters a sense of pride among residents, contributing to the city's overall livability.</li> <li>• Builds capacity in the music sector, advancing music strategies and cultural plans.</li> </ul>
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**Funding Request**

<b>Total Project Budget</b>	\$2 to \$2.25 million
<b>HTDC Funding Request</b>	\$300,000 (only payable if bid secured)
<b>Other Funding Sources, Please Describe</b>	\$1 to \$1.25 million from Province \$150,000 from Hamilton Tourism Development Investment Group (HTDIG) \$500,000 from City of Hamilton Tourism Reserve (Proposed in Council Report (PED23129(b)) on the GIC agenda June 19, 2024)
<b>Single/Multi-Year Funding</b>	Single
<b>If Multi-Year, please detail what funding is required per year.</b>	N/A
<b>Deadline for Organization to know if this application is successful?</b>	June 2024, Partnership proposal due to the Canadian Academy of Recording Arts and Sciences August 2024.
<b>If successful, what date is funding due to the Organization?</b>	January 2026

**Declaration and Signature**

The applicant certifies that the above information is true to the best of the applicant's knowledge.

<b>Name</b>	Ryan McHugh
<b>Job Title</b>	Manager, Tourism & Events
<b>Signature</b>	
<b>Date</b>	May 22, 2024

**HTDC - For Office Use Only**

**HTDC Officer Comments:**

**HTDC Officers' Reporting Requirements to the Board of Directors:**

- Verbal interim progress reports at HTDC meetings, as applicable.
- Deliver a Final Project Report at the next scheduled HTDC meeting. For Multiple - Year Projects, a Project Report is due for each year of funding.
- Project Reports must be delivered in a written format and include:
  - how the Project successfully met its objectives (as described in the funding application question #8); and
  - the outcomes of the benefits the Project delivered to Hamilton (as described in the funding application question #10).





## Hamilton Tourism Development Corporation Project Funding Application

### Applicant

<b>Name of Organization</b>	City of Hamilton
<b>Requesting Funding As</b>	<input type="checkbox"/> Non-profit organization (with defined tourism focus) <input type="checkbox"/> For-profit business (with defined tourism focus) <input checked="" type="checkbox"/> City of Hamilton division/department
<b>Address</b>	28 James Street North, 2nd Floor, Hamilton, ON, L8R 2K1
<b>Canada Revenue Agency Business Number</b>	88932 3218

### Organization/City of Hamilton Staff Contact

<b>Name of Contact</b>	Ryan McHugh
<b>Job Title</b>	Manager, Tourism and Events
<b>City of Hamilton Division/ Department</b>	Tourism and Culture/Planning and Economic Development
<b>Email</b>	ryan.mchugh@hamilton.ca
<b>Phone</b>	905-546-2424 ext. 4123

### Project/Event Details

<b>Name</b>	<b>2026 Brier, Canadian Men’s Curling Championship</b>
<b>Dates</b>	February 27 - March 8, 2026, 10 days of competition
<b>Description (max 300 words)</b>	<ul style="list-style-type: none"> <li>• The Brier is the annual curling championship sanctioned by Curling Canada. The winner of the Brier goes on to represent Canada at the World Curling Championships.</li> <li>• The Brier is among the best attended curling competitions, often attracting crowds larger than the World Curling Championships.</li> <li>• It is estimated the Brier attendance in Hamilton will be 75,000-120,000 throughout the 10-day event, including 108 athletes and coaches, and 25 officials.</li> </ul>

### Tourism Strategy Alignment

<b>Priority Alignment</b>	Strengthen Hamilton’s Major Events & Festival Sector
<b>Related Action (if applicable)</b>	Utilize a portion of the Municipal Accommodation Tax and other non-levy funding sources for bid fees for securing and executing major events, in collaboration with industry MAT Advisory Group
<b>Benefits the Project will deliver to Hamilton</b>	<ul style="list-style-type: none"> <li>• 200+ room nights required per day (11-12 days) for television crew, athletes, and staff (does not include fans/supporters).</li> <li>• Estimated attendance of 100,000-120,000 throughout the 10-day event.</li> <li>• Economic Impact approximately \$10 million.</li> </ul>

## Appendix "B" to Report #24001

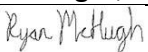
	<ul style="list-style-type: none"> <li>• Boosts tourism, benefiting local businesses and hospitality sectors, leading to economic uplift within the city.</li> <li>• Reinforces Hamilton's reputation as a premier sporting destination in Canada through 70+ hours of live television coverage.</li> </ul>
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**Funding Request**

<b>Total Project Budget</b>	\$1,000,000
<b>HTDC Funding Request</b>	\$300,000
<b>Other Funding Sources, Please Describe</b>	\$200,000 from Hamilton Tourism Development Investment Group (HTDIG), \$500,000 from CoH Tourism Reserve (Proposed in Council Report (PED23129(b)) on the GIC agenda June 19, 2024)
<b>Single/Multi-Year Funding</b>	Single
<b>If Multi-Year, please detail what funding is required per year.</b>	N/A
<b>Deadline for Organization to know if this application is successful?</b>	September 2024, Request for Proposal submission due to Curling Canada
<b>If successful, what date is funding due to the Organization?</b>	January 2026

**Declaration and Signature**

The applicant certifies that the above information is true to the best of the applicant's knowledge.

<b>Name</b>	Ryan McHugh
<b>Job Title</b>	Manager, Tourism & Events
<b>Signature</b>	
<b>Date</b>	May 22, 2024

**HTDC - For Office Use Only****HTDC Officer Comments:****HTDC Officers' Reporting Requirements to the Board of Directors:**

- Verbal interim progress reports at HTDC meetings, as applicable.
- Deliver a Final Project Report at the next scheduled HTDC meeting. For Multiple - Year Projects, a Project Report is due for each year of funding.

- Project Reports must be delivered in a written format and include:
  - how the Project successfully met its objectives (as described in the funding application question #8); and
  - the outcomes of the benefits the Project delivered to Hamilton (as described in the funding application question #10).



## Hamilton Tourism Development Corporation Project Funding Application

### Applicant

<b>Name of Organization</b>	City of Hamilton
<b>Requesting Funding As</b>	<input type="checkbox"/> Non-profit organization (with defined tourism focus) <input type="checkbox"/> For-profit business (with defined tourism focus) <input checked="" type="checkbox"/> City of Hamilton division/department
<b>Address</b>	28 James Street North, 2nd Floor, Hamilton, ON, L8R 2K1
<b>Canada Revenue Agency Business Number</b>	88932 3218

### Organization/City of Hamilton Staff Contact

<b>Name of Contact</b>	Ryan McHugh
<b>Job Title</b>	Manager, Tourism and Events
<b>City of Hamilton Division/ Department</b>	Tourism and Culture/Planning and Economic Development
<b>Email</b>	ryan.mchugh@hamilton.ca
<b>Phone</b>	905-546-2424 ext. 4123

### Project/Event Details

<b>Name</b>	<b>2027 and 2029 Canada Wide Science Fair</b>
<b>Dates</b>	May 29 - June 6, 2027 May 26 - June 2, 2029
<b>Description (max 300 words)</b>	<ul style="list-style-type: none"> <li>The City of Hamilton has successfully secured commitments for the 2027 and 2029.</li> <li>Hosted annually by Youth Science Canada, this 7-day will bring together our nation's brightest students (grades 7-12), celebrating their passion for science, technology, engineering, mathematics (STEM) and innovation.</li> <li>The fair is a vibrant display of presentations, engaging demonstrations, and thought-provoking discussions. It is estimated the fair will have 11,000 unique attendees throughout the 7 days, including 3,600 student participants from across the country.</li> </ul>

### Tourism Strategy Alignment

<b>Priority Alignment</b>	Strengthen Hamilton's Major Events & Festival Sector
<b>Related Action (if applicable)</b>	Utilize a portion of the Municipal Accommodation Tax and other non-levy funding sources for bid fees for securing and executing major events, in collaboration with industry MAT Advisory Group.
<b>Benefits the Project will deliver to Hamilton</b>	<ul style="list-style-type: none"> <li>Boosts tourism, benefiting local businesses and hospitality sectors, leading to economic uplift within the city</li> </ul>

## Appendix C to Report #24001

	<ul style="list-style-type: none"> <li>• Reinforces Hamilton's reputation as an educational center and one of the most diversified economies in Canada</li> <li>• Promoting interest and participation in science, technology, engineering, and mathematics (STEM) among students across Canada.</li> <li>• 548 Overnight attendees</li> <li>• 3,836 Estimated room nights</li> <li>• 3,595 Day Attendees</li> <li>• Estimated Economic Impact of \$ 3.8 M (based on City of Edmonton's economic impact reporting)</li> </ul>
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**Funding Request**

<b>Total Project Budget</b>	\$255,000 each year (\$510,000 for 2 events)
<b>HTDC Funding Request</b>	\$255,000 each year (\$510,000 for 2 events)
<b>Other Funding Sources, Please Describe</b>	N/A
<b>Single/Multi-Year Funding</b>	Multi-Year
<b>If Multi-Year, please detail what funding is required per year.</b>	\$255,000 each year in 2027 and 2029
<b>Deadline for Organization to know if this application is successful?</b>	June 2024
<b>If successful, what date is funding due to the Organization?</b>	\$100,000 in 2024 \$205,000 in 2027 \$205,000 in 2029

**Declaration and Signature**

The applicant certifies that the above information is true to the best of the applicant's knowledge.

<b>Name</b>	Ryan McHugh
<b>Job Title</b>	Manager, Tourism & Events
<b>Signature</b>	<i>Ryan McHugh</i>
<b>Date</b>	May 22, 2024

**HTDC - For Office Use Only**

**HTDC Officer Comments:**

**HTDC Officers' Reporting Requirements to the Board of Directors:**

- Verbal interim progress reports at HTDC meetings, as applicable.
- Deliver a Final Project Report at the next scheduled HTDC meeting. For Multiple - Year Projects, a Project Report is due for each year of funding.
- Project Reports must be delivered in a written format and include:
  - how the Project successfully met its objectives (as described in the funding application question #8); and
  - the outcomes of the benefits the Project delivered to Hamilton (as described in the funding application question #10).





## Hamilton Tourism Development Corporation Funding Application

### Applicant

<b>Name of Organization</b>	City of Hamilton
<b>Requesting Funding As</b>	<input type="checkbox"/> Non-profit organization (with defined tourism focus) <input type="checkbox"/> For-profit business (with defined tourism focus) <input checked="" type="checkbox"/> City of Hamilton division/department
<b>Address</b>	28 James Street North, 2nd Floor, Hamilton, ON, L8R 2K1
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<b>City of Hamilton Division/ Department</b>	Tourism and Culture/Planning and Economic Development
<b>Email</b>	ryan.mchugh@hamilton.ca
<b>Phone</b>	905-546-2424 ext. 4123

### Project/Event Details

<b>Name</b>	<b>Hamilton Winterfest</b>
<b>Dates</b>	3 weeks each February, 2025 to 2030 inclusive
<b>Description (max 300 words)</b>	<ul style="list-style-type: none"> <li>• Increase budget for this event to bring in line with industry standards.</li> <li>• Issue an RFP to secure a producer for 5 years to grow the event to provide funding that will build the capacity of the event.</li> <li>• Background:             <ul style="list-style-type: none"> <li>○ Hamilton Winterfest is a 19-day, city-wide, series of events that take place each February in Hamilton, concluding with Family Day programming. Winterfest boasts more than 70 community-led events, a centralized downtown event known as the Winterfest HUB that engages professional artists in installation art, music, dance and theatre, and a collective marketing campaign that reaches more than 14 million impressions throughout the region. In 2023, Winterfest events attracted more than 40,000 visitors to Hamilton and was supported by more than 200 volunteers.</li> <li>○ Hamilton Winterfest has been operating since 1978, and since 2019 has been a co-production between the City of Hamilton and arts non-profit Cobalt Connects, successful proponent of the City of Hamilton RFP (2019-2024).</li> <li>○ Staff will be issuing an RFP to select a producer of Hamilton Winterfest for the following period: 2026-2030.</li> </ul> </li> </ul>

## Appendix D to Report #24001

	Currently, the City of Hamilton only provides Hamilton Winterfest \$39,000 a year in funding. Although the existing vendor secures significant funding from other levels of government and corporate sponsors, if funding is not in line with comparable events (Festival of Friends receives approximately \$80,000 in funding from the City Enrichment Fund), it is doubtful capable proponents will bid.
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**Tourism Strategy Alignment**

<b>Priority Alignment</b>	Create Vibrant Tourism Districts
<b>Related Action (if applicable)</b>	Activate key tourism locations like the West Harbour and Downtown Entertainment Precinct through placemaking, programming, and public art.
<b>Benefits the Project will deliver to Hamilton</b>	<ul style="list-style-type: none"> <li>• Develop Winterfest into a signature winter attraction, drawing visitors from both local and regional markets.</li> <li>• Enhance the liveliness and attractiveness of the downtown area during the typically quieter winter season, animating Jackson Square December to March.</li> <li>• Encouraging residents and visitors to explore and enjoy the city's urban core.</li> <li>• Engagement of 230+ local artists across all Winterfest Events</li> <li>• Assist in producing/marketing 70+ community events.</li> <li>• Attract 40,000+ in-person attendees.</li> <li>• Grow the Family Day Event with partners Art Gallery of Hamilton and Hamilton Public Library.</li> </ul>

**Funding Request**

<b>Total Project Budget</b>	\$79,000 annually (\$395,000 over 5 years)
<b>HTDC Funding Request</b>	\$40,000 each year (\$200,000 over 5 years)
<b>Other Funding Sources, Please Describe</b>	Funding through Tourism and Culture Operating Budget \$39,000 annually (\$195,000 over 5 years)
<b>Single/Multi-Year Funding</b>	Multi-year, 2025-2030
<b>If Multi-Year, please detail what funding is required per year.</b>	\$40,000 each year
<b>Deadline for Organization to know if this application is successful?</b>	September 2024
<b>If successful, what date is funding due to the Organization?</b>	Funding is due on September 1st of the previous Winterfest program year, as follows: September 2025 for 2026 Winterfest; September 2026 for 2027 Winterfest, September 2027 for 2028

## Appendix D to Report #24001

	Winterfest, September 2028 for 2029 Winterfest, and September 2029 for 2030 Winterfest.
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**Declaration and Signature**

The applicant certifies that the above information is true to the best of the applicant's knowledge.

<b>Name</b>	Ryan McHugh
<b>Job Title</b>	Manager, Tourism & Events
<b>Signature</b>	<i>Ryan McHugh</i>
<b>Date</b>	May 22, 2024

**HTDC - For Office Use Only****HTDC Officer Comments:****HTDC Officers' Reporting Requirements to the Board of Directors:**

- Verbal interim progress reports at HTDC meetings, as applicable.
- Deliver a Final Project Report at the next scheduled HTDC meeting. For Multiple - Year Projects, a Project Report is due for each year of funding.
- Project Reports must be delivered in a written format and include:
  - how the Project successfully met its objectives (as described in the funding application question #8); and
  - the outcomes of the benefits the Project delivered to Hamilton (as described in the funding application question #10).



## Hamilton Tourism Development Corporation Project Funding Application

### Applicant

<b>Name of Organization</b>	City of Hamilton
<b>Requesting Funding As</b>	<input type="checkbox"/> Non-profit organization (with defined tourism focus) <input type="checkbox"/> For-profit business (with defined tourism focus) <input checked="" type="checkbox"/> City of Hamilton division/department
<b>Address</b>	28 James Street North, 2nd Floor, Hamilton, ON, L8R 2K1
<b>Canada Revenue Agency Business Number</b>	88932 3218

### Organization/City of Hamilton Staff Contact

<b>Name of Contact</b>	Ryan McHugh
<b>Job Title</b>	Manager, Tourism and Events
<b>City of Hamilton Division/ Department</b>	Tourism and Culture/Planning and Economic Development
<b>Email</b>	ryan.mchugh@hamilton.ca
<b>Phone</b>	905-546-2424 ext. 4123

### Project/Event Details

<b>Name</b>	<b>Waterfall Destination Master Plan</b>
<b>Dates</b>	June 2024 - March 2026
<b>Description (max 300 words)</b>	<ul style="list-style-type: none"> <li>• Tourism &amp; Culture Division seeks to undertake a Waterfall Destination Master Plan to improve visitor experience, enhance safety, increase capacity, and address enforcement issues around present and higher levels of visitation.</li> <li>• The Master Plan will be completed by a third-party consultant and the development of the Master Plan will involve extensive stakeholder engagement with (but not limited to) residents, the Hamilton Conservation Authority, community and environmental groups, and City departments.</li> </ul>

### Tourism Strategy Alignment

<b>Priority Alignment</b>	Promote and support the sustainability of Natural assets
<b>Related Action (if applicable)</b>	Complete a Waterfall Destination Master Plan to improve the visitor experience, enhance safety, increase capacity, create clear and consistent communication, and address enforcement issues around present and higher visitation levels.
<b>Benefits the Project will deliver to Hamilton</b>	<ul style="list-style-type: none"> <li>• A regenerative tourism strategy to manage increased visitor numbers at waterfalls responsibly, ensuring positive outcomes for residents and the environment.</li> </ul>

## Appendix E to Report #24001

	<ul style="list-style-type: none"> <li>• Capital plan to improve visitor experience, safety, and capacity at waterfalls, addressing enforcement issues and ensuring sustainable management.</li> <li>• Recommendations to enhance accessibility and trail usage for all user groups, promoting inclusivity and enjoyment of Hamilton's waterfalls.</li> <li>• Cohesive branding, wayfinding, and signage plans to enhance the visitor experience and navigation at Hamilton's waterfalls;</li> <li>• A risk management strategy to prioritize visitor safety at waterfalls, focusing on those with the capacity to accommodate visitors safely.</li> <li>• Tourism Hamilton has completed a high-level economic impact assessment using the Ontario Ministry of Tourism, Culture and Sport TREIM model for outdoor activities. Based on projections of additional visitors and new product development experiences: <ul style="list-style-type: none"> <li>○ Estimated 112,348 new visitors and \$14,441,717 in new visitor spending,</li> <li>○ The new waterfall tourism products would sustain 81 direct jobs and a further 20 indirect and induced jobs in Hamilton.</li> </ul> </li> </ul>
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### Funding Request

<b>Total Project Budget</b>	\$500,000
<b>HTDC Funding Request</b>	\$250,000
<b>Other Funding Sources, Please Describe</b>	\$250,000 application for matching funding submitted to the Tourism Growth Fund, a federal program administered through FedDev
<b>Single/Multi-Year Funding</b>	Single
<b>If Multi-Year, please detail what funding is required per year.</b>	N/A
<b>Deadline for Organization to know if this application is successful?</b>	June 2024
<b>If successful, what date is funding due to the Organization?</b>	June 2024

**Declaration and Signature**

The applicant certifies that the above information is true to the best of the applicant's knowledge.

<b>Name</b>	Ryan McHugh
<b>Job Title</b>	Manager, Tourism & Events
<b>Signature</b>	<i>Ryan McHugh</i>
<b>Date</b>	May 22, 2024

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- Deliver a Final Project Report at the next scheduled HTDC meeting. For Multiple - Year Projects, a Project Report is due for each year of funding.
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  - the outcomes of the benefits the Project delivered to Hamilton (as described in the funding application question #10).





## Hamilton Tourism Development Corporation Project Funding Application

### Applicant

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<b>Requesting Funding As</b>	<input type="checkbox"/> Non-profit organization (with defined tourism focus) <input type="checkbox"/> For-profit business (with defined tourism focus) <input checked="" type="checkbox"/> City of Hamilton division/department
<b>Address</b>	28 James Street North, 2nd Floor, Hamilton, ON, L8R 2K1
<b>Canada Revenue Agency Business Number</b>	88932 3218

### Organization/City of Hamilton Staff Contact

<b>Name of Contact</b>	Ryan McHugh
<b>Job Title</b>	Manager, Tourism and Events
<b>City of Hamilton Division/ Department</b>	Tourism and Culture/Planning and Economic Development
<b>Email</b>	ryan.mchugh@hamilton.ca
<b>Phone</b>	905-546-2424 ext. 4123

### Project/Event Details

<b>Name</b>	<b>Indigenous Tourism Experiences Study</b>
<b>Dates</b>	April-October 2024
<b>Description (max 300 words)</b>	<ul style="list-style-type: none"> <li>In June 2019, Hamilton City Council endorsed the City of Hamilton's Urban Indigenous Strategy (UIS). The UIS identifies specific actions that the City of Hamilton needs to take to ensure Indigenous contributions and experiences are honoured and commemorated. To continue reconciliation and support sustainable Indigenous businesses in Hamilton, Tourism Hamilton and the Indigenous Relations Team are looking to create several authentic Indigenous tourism experiences.</li> <li>The Indigenous Tourism Experiences Study objectives are to establish innovative Indigenous tourism products and experiences in Hamilton. These experiences would create Indigenous jobs, increase domestic and/or foreign private-sector tourism investment; attract and support new tourism investments; and bring visitors to the Hamilton region for these experiences.</li> <li>Study phases will include consultation with Indigenous communities, product-market match assessment, and best practice research.</li> </ul>

### Tourism Strategy Alignment

<b>Priority Alignment</b>	Strengthen Reputation as a Leading Tourism Destination
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## Appendix F to Report #24001

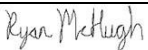
<b>Related Action (if applicable)</b>	Complete and implement the Indigenous Tourism Experiences study and support Indigenous tourism operators in developing authentic Indigenous tourism experiences.
<b>Benefits the Project will deliver to Hamilton</b>	<ul style="list-style-type: none"> <li>Indigenous tourism experiences in Canada have seen exponential growth and have outpaced pre-pandemic levels, ahead of many other tourism products (Source: Destination Canada and ITAC).</li> <li>There is high consumer demand for Indigenous tourism experiences (Source: Destination Canada, ITAC, the Conference Board of Canada, and Insignia Marketing Research).</li> <li>There are currently no market-ready Indigenous tourism experiences in Hamilton; 5 available within a three-hour drive of Hamilton (3 in Toronto, 1 in Brantford, 1 in Ohsweken) (Source: Destination Indigenous).</li> </ul>

### Funding Request

<b>Total Project Budget</b>	\$75,000
<b>HTDC Funding Request</b>	\$50,000
<b>Other Funding Sources, Please Describe</b>	Secured \$25,000 through the Province's Tourism Development Fund
<b>Single/Multi-Year Funding</b>	Single
<b>If Multi-Year, please detail what funding is required per year.</b>	N/A
<b>Deadline for Organization to know if this application is successful?</b>	June 2024
<b>If successful, what date is funding due to the Organization?</b>	October 2024

### Declaration and Signature

The applicant certifies that the above information is true to the best of the applicant's knowledge.

<b>Name</b>	Ryan McHugh
<b>Job Title</b>	Manager, Tourism & Events
<b>Signature</b>	
<b>Date</b>	May 22, 2024

**HTDC - For Office Use Only****HTDC Officer Comments:****HTDC Officers' Reporting Requirements to the Board of Directors:**

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  - the outcomes of the benefits the Project delivered to Hamilton (as described in the funding application question #10).



## Hamilton Tourism Development Corporation Project Funding Application

### Applicant

<b>Name of Organization</b>	City of Hamilton
<b>Requesting Funding As</b>	<input type="checkbox"/> Non-profit organization (with defined tourism focus) <input type="checkbox"/> For-profit business (with defined tourism focus) <input checked="" type="checkbox"/> City of Hamilton division/department
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<b>Email</b>	ryan.mchugh@hamilton.ca
<b>Phone</b>	905-546-2424 ext. 4123

### Project/Event Details

<b>Name</b>	<b>Placemaking, Activation, and Safety Initiatives</b>
<b>Dates</b>	Funded initiatives will take place between 2024 and 2026
<b>Description (max 300 words)</b>	<ul style="list-style-type: none"> <li>• Through the Downtown West Harbourfront Coordinating Committee, implement safety, cleanliness, and activation initiatives in the Downtown and West Harbourfront areas, focusing on programming, placemaking, and strategic investments to enhance vibrancy and co-create an authentic 'sense of place.'</li> <li>• Activate key tourism locations like the West Harbour and Downtown Entertainment Precinct through placemaking, programming, and public art.</li> <li>• Create and implement a program to use the Visitor Experience Centre as a year-round central hub through, for example, community pop-ups, activation in line with major hosted events, or a summer patio program.</li> <li>• Utilize Municipal Accommodation Tax to develop and implement micro-grant program to incentivize the activation of tourism and business districts during LRT construction and the renovation of the downtown entertainment assets.</li> </ul>

### Tourism Strategy Alignment

<b>Priority Alignment</b>	Create Vibrant Tourism Districts
<b>Related Action (if applicable)</b>	Activate key tourism locations like the West Harbour and Downtown Entertainment Precinct through placemaking, programming, and public art.
<b>Benefits the Project will deliver to Hamilton</b>	<ul style="list-style-type: none"> <li>• Increased foot traffic and visitor spending in downtown businesses, leading to economic growth and vitality.</li> <li>• Attraction of new businesses and investments due to improved perceptions of safety and vibrancy.</li> <li>• Creation of vibrant and engaging public spaces that attract residents, workers, and visitors, fostering a sense of community and belonging.</li> <li>• Creation of a safe and welcoming environment through improved security measures, and pedestrian infrastructure, encouraging residents and visitors to explore the downtown and West Harbour.</li> </ul>

### Funding Request

<b>Total Project Budget</b>	\$600,000 over 3 years (2024-2026)
<b>HTDC Funding Request</b>	\$200,000
<b>Other Funding Sources, Please Describe</b>	The \$200,000 in funding would complement the \$400,000 approved through the Downtown Hamilton Office Report (PED23081) for the development and implementation of placemaking and animation projects and programs in the Downtown Core.
<b>Single/Multi-Year Funding</b>	Multi-Year
<b>If Multi-Year, please detail what funding is required per year.</b>	2024 - \$50,000 2025 - \$100,000 2026 - \$50,000
<b>Deadline for Organization to know if this application is successful?</b>	June 2024
<b>If successful, what date is funding due to the Organization?</b>	2024 funding is due in July 2024 2025 funding is due January 2025 2026 funding is due January 2026

**Declaration and Signature**

The applicant certifies that the above information is true to the best of the applicant's knowledge.

<b>Name</b>	Ryan McHugh
<b>Job Title</b>	Manager, Tourism & Events
<b>Signature</b>	<i>Ryan McHugh</i>
<b>Date</b>	May 22, 2024

**HTDC - For Office Use Only****HTDC Officer Comments:****HTDC Officers' Reporting Requirements to the Board of Directors:**

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Schedule A  
HTDC Board of Directors Meeting  
June 7, 2024

**HAMILTON TOURISM DEVELOPMENT CORPORATION**  
**2024 DRAFT OPERATING BUDGET**  
**June 7, 2024**

**FISCAL PERIOD:** January 1 to December 31, 2024

	<b>2024 Draft Budget</b>
<b>Revenue</b>	
Municipal Accommodation Tax - Hotel	\$ 1,057,000
Municipal Accommodation Tax – Short Term Rental*	
Interest	60,000
<b>Total Revenue</b>	<b>\$ 1,117,000</b>
 <b>Expenses</b>	
Project/Bid Fees	\$ 250,000
Software Subscription	2,000
Professional fees:	
Consulting	5,000
Audit	9,000
City Staff	29,295
Insurance	7,218
Legal Fees	716
Financial Charges	1,000
<b>Total Expenses</b>	<b>\$ 304,229</b>
 <b>Net Income</b>	 <b>\$ 812,771</b>

\*It is anticipated that Municipal Accommodation Tax will be collected from Short Term Rentals in Hamilton beginning in the Fall/Winter of 2024; revenue projections not currently available.





# Hamilton Tourism Development Corporation Business Plan 2024 – 2028

Board of Directors Meeting: June 7, 2024

# HAMILTON TOURISM DEVELOPMENT CORPORATION BUSINESS PLAN

## TABLE OF CONTENTS

	Page
<b>HTDC Overview</b>	<b>3</b>
<b>HTDC Governance Structure</b>	<b>4</b>
<b>HTDC Officer Roles and Responsibilities</b>	<b>5</b>
<b>CoH Tourism &amp; Culture Org Structure</b>	<b>6</b>
<b>CoH Role of City Staff</b>	<b>7</b>
<b>MAT Reserve Policy &amp; HTDC Agreement</b>	<b>8</b>
<b>Funding Decision Matrix</b>	<b>9</b>
<b>Tourism Strategy 2024-2028</b>	<b>10</b>
<b>Tourism &amp; Events Work Plan</b>	<b>11</b>
<b>Current Funding Requests</b>	<b>12</b>
<b>2024 – 2028 Budget Projections</b>	<b>13</b>
<b>Appendix A – Funding Requests</b>	<b>14-21</b>

# HAMILTON TOURISM DEVELOPMENT CORPORATION

**Mandate:** The Hamilton Tourism Development Corporation (HTDC) is established to drive tourism growth within Hamilton. It aligns and supports the city's Tourism Strategy, which outlines a vision and priorities for tourism development.

**Funding Utilization:** The HTDC receives funding from the Municipal Accommodation Tax (MAT), which is utilized to support various tourism-related initiatives.

**Accountability Structure:** The Province of Ontario requires the City of Hamilton to share 50% of MAT with a non-profit eligible tourism entity. The Hamilton Tourism Development Corporation (HTDC) is the eligible tourism entity that receives this 50% of funds. As a non-profit corporation, the HTDC is accountable to the City of Hamilton, which serves as the sole voting member. The Board of Directors, consisting of council members and appointed officers, oversee the Corporation's operations, ensuring transparent and effective utilization of funds in accordance with approved policies and regulations.

The HTDC will provide an Annual Report with audited financial statements to Council providing full access to records with transparency and accountability.

## Tourism Strategy 2015-2020

The city has grown and made significant gains in tourism development since the previous strategy was adopted. This strategy focused on **Leadership, Marketing and Communications** and **Destination Development**. The majority of action items have been completed.

## Tourism Strategy 2024-2028

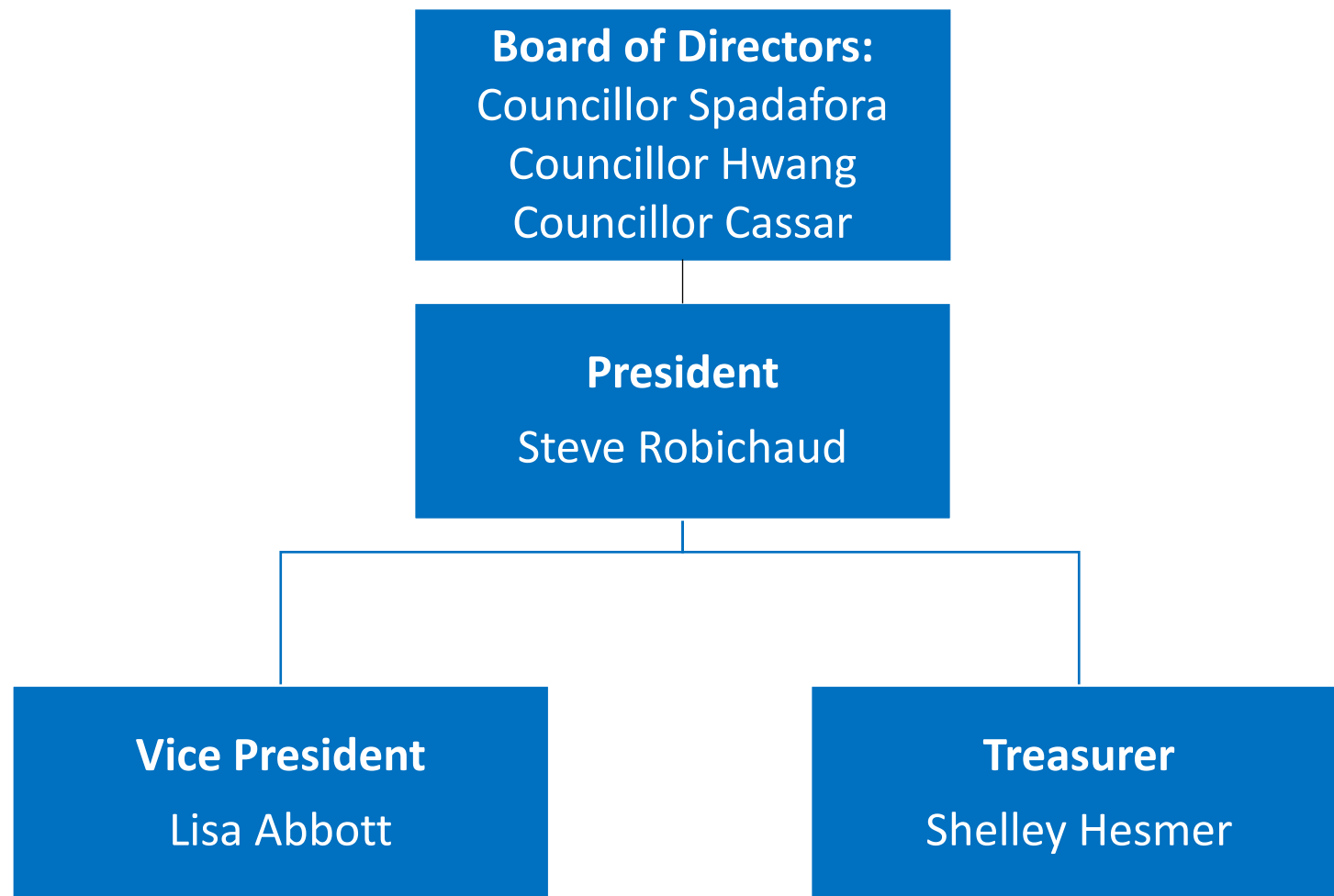
The Draft 2024-2028 strategy builds on previous work and adopts a 'whole city' approach, emphasizing inclusion, diversity, equity, and accessibility. The strategy is undergoing consultation and will be presented to Council fall 2024. The four priorities identified in the strategy include:

1. **Grow Hamilton's Reputation as a Leading Tourism Destination**
2. **Create Vibrant Tourism Districts**
3. **Promote and Support the Sustainability of Natural Assets**
4. **Strengthen Major Festivals and Events**

The strategy will include action items and an implementation plan that focuses on capacity building in the sector.

# HTDC GOVERNANCE STRUCTURE

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# HTDC OFFICER ROLES & RESPONSIBILITIES

Officer	Summary of Responsibilities
President	<ul style="list-style-type: none"> <li>• Provides leadership and direction to the HTDC Board of Directors.</li> <li>• Ensures alignment to mandate and objectives.</li> <li>• Approves board reports and materials for HTDC board meetings.</li> <li>• Oversees evaluation of funding requests, ensures alignment with legislative requirements, the corporation's founding documents, and Tourism Strategy.</li> </ul>
Vice-President	<ul style="list-style-type: none"> <li>• Leads specific initiatives or projects assigned by the Board; contributes to achieving the HTDC's strategic goals.</li> <li>• Assists in reviewing and assessing funding requests, considers alignment with the corporation's objectives and strategic direction.</li> <li>• Prepares recommendations for funding allocation and strategic priorities in collaboration with staff.</li> </ul>
Treasurer	<ul style="list-style-type: none"> <li>• Manages finances, oversees budget, financial reporting, and audit processes.</li> <li>• Ensures compliance with financial regulations and reporting requirements; maintains transparency and accountability in financial matters.</li> <li>• Develops and implements financial policies and procedures to safeguard the corporation's assets and resources.</li> <li>• Reviews funding requests, assesses financial implications, provides recommendations on funding allocation and resource management.</li> <li>• Provides regular updates to the Board on the financial status, performance, and risks, to inform strategic decision-making processes.</li> </ul>

## Planning & Economic Development Department

Tourism & Culture Division

Tourism & Events Section

Creative Industries & Cultural  
Development Section

Placemaking &  
Public Art Section

Heritage  
Resource  
Management  
Section

Event  
Attraction  
& Hosting

Tourism  
Sector  
Development

Tourism  
Product  
Development

Visitor  
Experience  
Centre

Tourism  
Hamilton  
Marketing

Film

Music

Placemaking

Public Art

Civic Museum  
Attractions



# ROLE OF CITY STAFF

As part of the Tourism & Culture Division, the Tourism & Events section is responsible for:

- **Sector Development**, which includes supporting the businesses and workforce, as well as investment attraction.
- **Event Attraction and Hosting**, including major events, meetings and conventions, sporting, festivals, etc.
- **Tourism Marketing**, both to individual leisure travelers (B2C) and business development and event attraction (B2B).
- **Visitor Services**, offered digitally through the [TourismHamilton.com](http://TourismHamilton.com) website, and physically at the Visitor Experience Centre at 28 James St. N.
- **Product Development**, this is a new function by which staff curate unique experiences for visitors and co-create Tourism Products with local businesses and organizations.

## Responsibilities Related to HTDC

- As subject matter experts, staff make recommendations to request funding for tourism initiatives. Requests are supported by developing business cases, financial modelling, benchmarking, research and measurement of KPI's.
- Staff prepare bid and procurement documents and provide liaison services to third-party tourism entities.
- Staff ensure that funded activities comply with the HTDC's requirements, including reporting and accountability measures.
- Staff execute all deliverables associated with delivering requests which have received funding from the HTDC.

# MUNICIPAL ACCOMMODATION TAX RESERVE POLICY & AGREEMENT

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## Purpose:

The policy provides guidelines to ensure support for initiatives that align with the broader goals of the Tourism Strategy. Identified uses include:

- securing and executing the hosting and promotion of events in Hamilton that are deemed to be a regional, provincial, national and/or international draw;
- developing new and innovative tourism products using equity, diversity, inclusion and accessibility as a driver;
- supporting Tourism sector development and capacity building;
- marketing Hamilton as a leading destination for tourism, leisure and business travel with emphasis on promoting overnight stays;
- support staffing and operational expenses reducing dependency on the municipal tax levy

Flexibility should be maintained to ensure that MAT funds can be directed to emerging priorities and opportunities within the tourism sector. Priorities are identified through ongoing consultation and engagement and are reflected in the Tourism Strategy.

## Operating Agreement:

The Corporation shall strive to fulfil the following objectives while providing tourism promotion and tourism development services to the City:

- assist in securing and executing the hosting and promotion of events that are deemed to be a regional, provincial, national and/or international draw;
- support the creation of tourism product development which brings new and innovative products, experiences, and services to the market for tourists to enjoy;
- support tourism sector development and capacity-building;
- promote and market Hamilton as a leading destination for tourism, leisure and business travel with an emphasis on promoting overnight stays; and
- undertake its duties using objective decision-making that is accountable and transparent, with a focus on providing City-wide benefits.

# FUNDING DECISION MATRIX

In 2024, the Tourism team is looking ahead for opportunities that require commitments from the HTDC Board and CoH Council. The Municipal Accommodation Tax Reserve Policy (FPAP-RE-004) specifies that a minimum of \$2m is required in each reserve account as a measure of fiscal responsibility. Until this base amount has been collected, Council has approved a line of credit attached to the HTDC MAT Reserve Fund to support immediate funding needs. Current funding requests will access the line of credit in addition to existing Tourism reserves. All funding requests must align to priorities designated in the Reserve Policy and in the Tourism Master Plan.

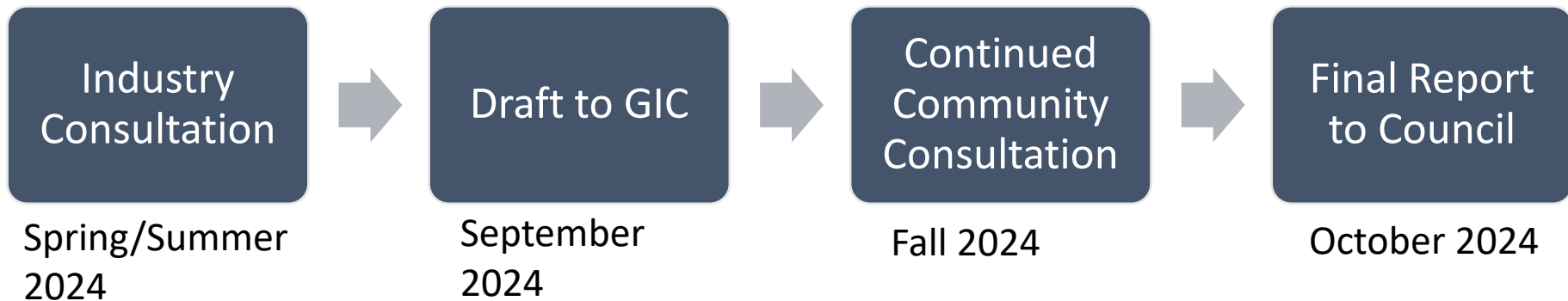
In future, the following priority matrix will be used as a guide to determine which fund is accessed. These priorities reflect the Reserve Fund Policies, the HTDC agreement with the City of Hamilton, the Tourism Master Plan and benchmarking with other municipalities. In summary, the City’s Municipal Accommodation Tax Reserve No.108072 would fund opportunities that directly benefit residents whereas the HTDC priorities are focused on attracting visitors.

CoH MAT Reserve Fund Priorities	HTDC MAT Reserve Fund Priorities
<p>The City of Hamilton’s MAT Reserve Fund can be used for:</p> <ul style="list-style-type: none"> <li>• Opportunities to advance City priorities that strengthen communities and enhance events that are focused on attracting Hamilton residents;</li> <li>• Opportunities that further cultural development within the city;</li> <li>• Opportunities that advance City Strategies such as the Urban Indigenous Strategy, Clean &amp; Green Hamilton, and the Council Priority 2: Safe &amp; Thriving Neighbourhoods;</li> <li>• City/community events that require infrastructure enhancement (such as road closures, additional security, street-cleaning etc.);</li> <li>• Staff resources and operational costs that could reduce the tax levy.</li> </ul>	<p>The Hamilton Development Corporation Reserve Fund can be used for:</p> <ul style="list-style-type: none"> <li>• Opportunities to secure and execute the hosting and promotion of events that are deemed to be of regional, provincial, national and/or international significance;</li> <li>• Support the creation of tourism product development which brings new and innovative products, experiences, and services for tourists;</li> <li>• Support tourism sector development and capacity-building;</li> <li>• Opportunities that positively impact hotels, restaurants, tourist attractions</li> <li>• Opportunities that focus on providing City-wide benefits.</li> </ul>

Hamilton’s Draft 2024-2028 Tourism Strategy, currently in development, adopts a regenerative ‘whole city’ approach, emphasizing inclusion, diversity, equity, and accessibility. The strategy, which will go to Council in the fall, envisions Hamilton as a top Canadian destination renowned for vibrant tourism districts, captivating nature-based activities, and authentic experiences.

### Proposed Strategic Priorities:

- 1. Grow Reputation as a Leading Tourism Destination:** Enhancing Tourism Hamilton's role to support stakeholders, welcome visitors, and co-create unique experiences, with a focus on collaboration, sustainability, and Indigenous tourism.
- 2. Create Vibrant Tourism Districts:** Fostering authentic 'sense of place' experiences through placemaking, programming, and investment attraction, aligned with city efforts for neighborhood revitalization.
- 3. Promote and Support the Sustainability of Natural Assets:** Thoughtful planning and infrastructure improvements to enhance visitor experiences while preserving the environment, in alignment with broader city greenspace protection and waterfront access plans.
- 4. Strengthen Major Festivals & Events:** Securing investments in event infrastructure, leveraging new funding sources, and managing event impacts, integrating with city priorities for cultural vibrancy and economic growth.



# 2024-2025 TOURISM HIGHLIGHTS

## Major Tourism Event Hosting

- RBC Canadian Open (PGA Tour) – International
- U Sports Women’s Volleyball Championship – National
- League 1 Canada Women's Inter-Provincial Soccer Championship – National
- Founders Cup Jr. B Lacrosse Championship – National
- Players Open Men’s & Women’s Curling Event – International

## Meetings and Conventions

- Tourism Industry Association of Ontario Conference (Ontario Tourism Summit): Tourism industry professional development and advocacy.
- Canadian Brewing Awards & Conference: 800 breweries competing for a chance to win a medal in one of 61 categories.
- Ontario Association of Veterinary Technicians Conference: Continuing education for veterinary healthcare professionals.
- Canadian Society for Vascular Surgery Conference: Vascular health professionals' education, research and advocacy forums.

## Tourism Marketing

- Launch of a new campaign featuring the characters behind the city’s tourism, retail, and hospitality businesses called *Let Me Show You* sharing what they love about Hamilton. In 2025, will continue to leverage this local ambassadorship brand to tell authentic, local stories to leisure and business travelers as well as event organizers with targeted, paid advertising campaigns and collateral.
- Tourism Hamilton partnerships to expand its reach to new audiences including: Metrolinx, Destination Ontario, and in-market partnerships with Tim Hortons Field, FirstOntario Centre, and John C. Munro Hamilton International Airport

## Visitor Experience Centre Programming

- Take a Ride with HSR: Celebrating 150 Years of Connections (May-December 2024)
- Tourism Hamilton’s Supercrawl Vendor Pop-up (September 2024)
- Summer sidewalk/patio activations (June-August 2025)

# CURRENT FUNDING REQUESTS

## HTDC Funding Requests - Estimated Timing of Cashflows

Funding Request:	2024	2025	2026	2027	2028	2029	Total
2026 Brier* (BID)	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000
2026/2027 JUNOS* (BID)	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000
2029 Canada Wide Science Fair** (BID)	\$ 50,000	\$ -	\$ -	\$ 205,000	\$ -	\$ -	\$ 255,000
2027 Canada Wide Science Fair** (BID)	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 205,000	\$ 255,000
2026-2029 Winterfest	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 200,000
Waterfall Master Plan	\$ 50,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Indigenous Tourism Exercise	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Placemaking/Activation/Safety Initiatives	\$ 50,000	\$ 100,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 200,000
<b>Total</b>	<b>\$ 250,000</b>	<b>\$ 340,000</b>	<b>\$ 690,000</b>	<b>\$ 245,000</b>	<b>\$ 40,000</b>	<b>\$ 245,000</b>	<b>\$ 1,810,000</b>

**Notes:**

\* Payable only if we are successful in securing the event

\*\* Venue deposits required in 2024, remaining funds applied to eligible expenses in 2027 & 2029

**Note:**

- The above funding requests do not represent the Tourism & Culture Division’s entire work plan.
- The above requests are high-priority, high-impact requests that would not be fully funded without HTDC funds.

**HAMILTON TOURISM DEVELOPMENT CORPORATION**  
**2024 DRAFT OPERATING BUDGET**  
**FISCAL PERIOD: January 1 to December 31, 2024**

	<b>Draft Budget</b>
<b>Revenue</b>	
Municipal Accommodation Tax - Hotel	1,057,000
Municipal Accommodation Tax - Short Term Rental <sup>1</sup>	-
Interest Income	60,000
<b>Total Revenue</b>	<b>1,117,000</b>
<b>Expenses</b>	
Bid Fees	250,000
Software Subscription	2,000
Professional Fees:	
Consulting	5,000
Audit Fees	9,000
City Staff	29,295
Insurance	7,218
Legal Fees	716
Financial Charges	1,000
<b>Total Expenses</b>	<b>304,229</b>
<b>Net Income</b>	<b>812,771</b>

<sup>1</sup> It is anticipated HTDC will receive revenue from the Municipal Accommodation Tax collected from Short Term Rentals (STR) beginning in Q4 of 2024. Municipal Accommodation Tax STR revenue forecasts not currently available

# 2024-2028 FORECASTED BUDGET

<b>Cash Flow:</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Opening Balance</b>	1,027,920	2,090,691	2,854,101	3,322,681	4,044,190	5,281,525
Add: Total Revenue	1,117,000	1,172,850	1,231,493	1,293,067	1,357,720	1,425,607
Add: Funding from Line of Credit	250,000					
Less: Repayment of Line of Credit				(250,000)		
Less: Bid Fees	(250,000)	(340,000)	(690,000)	(245,000)	(40,000)	(245,000)
Less: Other Expenses	(54,229)	(69,440)	(72,912)	(76,558)	(80,386)	(84,405)
<b>Net Cumulative Balance</b>	<b>2,090,691</b>	<b>2,854,101</b>	<b>3,322,681</b>	<b>4,044,190</b>	<b>5,281,525</b>	<b>6,377,726</b>



# APPENDIX A – FUNDING REQUESTS

## Notes:

1. The following funding requests do not represent Tourism & Culture's entire work plan.
2. The following funding requests are high-priority, high-impact requests that would not be fully funded without HTDC funds.
3. City of Hamilton MAT Reserve Fund Policy  
The MAT Reserves shall be used for the promotion and execution of tourism activities including but not limited to bidding fees; tourism sales; marketing initiatives and the development of tourism products. In the case of extraordinary and unforeseen operating expenditures in the Tourism and Culture Division, the General Manager of the Planning and Economic Development Department shall consult with the General Manager of Finance and Corporate Services to determine if funds from the MAT Reserve can be used to offset the Operating Budget.

## PRIORITY: STRENGTHEN REPUTATION AS A LEADING TOURISM DESTINATION

Event/Initiative	Indigenous Tourism Experiences Study
<b>Description:</b>	<ul style="list-style-type: none"> <li>• Consultation with Indigenous communities, product-market match assessment, and best practice research.</li> </ul>
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>• Establish innovative tourism products and experiences.</li> <li>• Increase domestic and/or foreign private-sector tourism investment; attract and support new tourism investments.</li> </ul>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>• Indigenous tourism experiences in Canada have seen exponential growth and have outpaced pre-pandemic levels, ahead of many other tourism products (Source: Destination Canada and ITAC);</li> <li>• There is high consumer demand for Indigenous tourism experiences (Source: Destination Canada, ITAC, the Conference Board of Canada, and Insignia Marketing Research);</li> <li>• There are currently no Indigenous experiences in Hamilton; 5 available within a three-hour drive of Hamilton (3 in Toronto, 1 in Brantford, 1 in Ohsweken) (Source: Destination Indigenous).</li> </ul>
<b>Total Cost:</b>	\$ 75 K (to be spent over 2024 and 2025)
<b>HTDC Request:</b>	\$ 50 K
<b>Other Funding:</b>	\$ 25 K – Secured through the Province's Tourism Development Fund

# PRIORITY: CREATE VIBRANT TOURISM DISTRICTS

Event/Initiative	Hamilton Winterfest (2026-2030)
<b>Description:</b>	<ul style="list-style-type: none"> <li>• Increase budget for this event to bring in line with industry standards.</li> <li>• Issue an RFP to secure a producer for 5 years to grow the event to provide funding that will build the capacity of the event.</li> </ul>
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>• Develop Winterfest into a signature winter attraction, drawing visitors from both local and regional markets;</li> <li>• Enhance the liveliness and attractiveness of the downtown area during the typically quieter winter season;</li> <li>• Encouraging residents and visitors to explore and enjoy the city's urban core;</li> <li>• Activate public spaces, streets, and storefronts in the downtown area through Winterfest programming, including interactive installations, performances, and events, to create a lively and engaging atmosphere for residents and visitors alike.</li> </ul>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>• Engagement of 230+ local artists across all Winterfest Events;</li> <li>• assist in producing/marketing 70+ community events;</li> <li>• attract 40,000+ in-person attendees;</li> <li>• grow the Family Day Event with partners Art Gallery of Hamilton and Hamilton Public Library;</li> <li>• Animate Jackson Square December to March</li> </ul>
<b>Total Cost:</b>	\$79 K annually (\$395 K over 5 years)
<b>HTDC Request:</b>	\$40 K annually (\$200 K over 5 years)
<b>Other Funding:</b>	\$39 K annually (\$195 K over 5 years); funding through Tourism and Culture Operating Budget

# PRIORITY: CREATE VIBRANT TOURISM DISTRICTS

Event/Initiative	Placemaking, Activation, and Safety Initiatives
<b>Description:</b>	<ul style="list-style-type: none"> <li>Through the Downtown West Harbourfront Coordinating Committee, implement safety, cleanliness, and activation initiatives in the Downtown and West Harbourfront areas, focusing on programming, placemaking, and strategic investments to enhance vibrancy and co-create an authentic ‘sense of place.’</li> </ul>
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>Activate key tourism locations like the West Harbour and Downtown Entertainment Precinct through placemaking, programming, and public art.</li> <li>Create and implement a program to use the Visitor Experience Centre as a year-round central hub through, for example, community pop-ups, activation in line with major hosted events, or a summer patio program.</li> <li>Utilize Municipal Accommodation Tax to develop and implement micro-grant program to incentivize the activation of tourism and business districts during LRT construction and the renovation of the downtown entertainment assets.</li> </ul>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>Increased foot traffic and visitor spending in downtown businesses, leading to economic growth and vitality.</li> <li>Attraction of new businesses and investments due to improved perceptions of safety and vibrancy.</li> <li>Creation of vibrant and engaging public spaces that attract residents, workers, and visitors, fostering a sense of community and belonging.</li> <li>Creation of a safe and welcoming environment through improved security measures, and pedestrian infrastructure, encouraging residents and visitors to explore the downtown and West Harbour.</li> </ul>
<b>Total Cost:</b>	<ul style="list-style-type: none"> <li>\$600 K (to be spent over 2024, 2025 and 2026)</li> </ul>
<b>HTDC Request:</b>	<ul style="list-style-type: none"> <li>\$200 K</li> </ul>
<b>Other Funding:</b>	<ul style="list-style-type: none"> <li>\$400 K approved through report Downtown Hamilton Office Report (PED23081) for the development and implementation of placemaking and animation projects and programs in the Downtown Core.</li> </ul>

# PRIORITY: PROMOTE AND SUPPORT THE SUSTAINABILITY OF NATURAL ASSETS

Event/Initiative	Waterfall Destination Master Plan
<b>Description:</b>	<ul style="list-style-type: none"> <li>Tourism &amp; Culture Division seeks to undertake a Waterfall Destination Master Plan to improve visitor experience, enhance safety, increase capacity, and address enforcement issues around present and higher levels of visitation.</li> <li>The Master Plan will be completed by a third-party consultant and the development of the Master Plan will involve extensive stakeholder engagement with (but not limited to) residents, the Hamilton Conservation Authority, community and environmental groups, and City departments.</li> </ul>
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>Implement a regenerative tourism strategy to manage increased visitor numbers at waterfalls responsibly, ensuring positive outcomes for residents and the environment;</li> <li>Develop a capital plan to improve visitor experience, safety, and capacity at waterfalls, addressing enforcement issues and ensuring sustainable management;</li> <li>Provide recommendations to enhance accessibility and trail usage for all user groups, promoting inclusivity and enjoyment of Hamilton's waterfalls;</li> <li>Create cohesive branding, wayfinding, and signage plans to enhance the visitor experience and navigation at Hamilton's waterfalls;</li> <li>Develop a risk management strategy to prioritize visitor safety at waterfalls, focusing on those with the capacity to accommodate visitors safely.</li> </ul>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>Tourism Hamilton has completed a high-level economic impact assessment using the Ontario Ministry of Tourism, Culture and Sport TREIM model for outdoor activities.</li> <li>Using the estimated 112,348 new visitors and \$14,441,717 in new visitor spending (as described in the Financial Projections section), the new waterfall tourism products would sustain 81 direct jobs and a further 20 indirect and induced jobs in Hamilton</li> </ul>
<b>Total Cost:</b>	\$500 K ( to be spent over 2024, 2025, and 2026)
<b>HTDC Request:</b>	\$250 K
<b>Other Funding:</b>	\$250 K application for matching funding submitted to the Tourism Growth Fund.

## PRIORITY: STRENGTHEN HAMILTON'S MAJOR EVENTS & FESTIVAL SECTOR

	2026 or 2027 JUNO Awards (March 2026 or 2027)
<b>Description:</b>	<ul style="list-style-type: none"> <li>The JUNO Awards is Canada's largest music &amp; culture property, with a reach of over 16 million fans.</li> <li>5-day series of music events across all genres of music, presented by the Canadian Academy of Recording Arts and Sciences; culminates in a live Canada-wide broadcast (CBC) of the Awards recognizing outstanding achievements in Canada's music industry.</li> </ul>
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>Boosts tourism, benefiting local businesses and hospitality sectors, leading to economic uplift within the city;</li> <li>Continues to build Hamilton's reputation as a leading cultural city in Canada;</li> <li>Fosters a sense of pride among residents, contributing to the city's overall livability;</li> <li>Builds capacity in the music sector, advancing music strategies and cultural plans.</li> </ul>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>5 days of music and cultural JUNO events</li> <li>4,302+ room nights required over 10 days for production crews, musicians/bands, music industry professionals, media, and CARAS staff (<b>does not include rooms booked by fans</b>)</li> <li>Average attendance - 20,000 unique attendees throughout the 5 days</li> <li>Economic Impact approximately \$12 Million+</li> </ul>
<b>Total Cost:</b>	\$ 2 – 2.2 M (funds would be fully spent by June 2026 or 2027)
<b>HTDC Request:</b>	\$300 K (payable only if we secure the bid)
<b>Other Funding:</b>	<p>\$1m – 1.5m from Province</p> <p>\$150 K, Hamilton Tourism Development Investment Group (HTDIG)</p> <p>\$500 K, City of Hamilton Conventions/Sports/Events Reserve</p>

## PRIORITY: STRENGTHEN HAMILTON’S MAJOR EVENTS & FESTIVAL SECTOR

Event/Initiative	2026 Montana’s Brier (March 2026)
<b>Description:</b>	Annual Canadian men's curling championship, sanctioned by Curling Canada; 10 days of competition; 70+ hours of live television coverage; winner represents Canada at the World Curling Championships.
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>• Boosts tourism, benefiting local businesses and hospitality sectors, leading to economic uplift within the city;</li> <li>• Reinforces Hamilton's reputation as a premier sporting destination in Canada;</li> <li>• Fosters a sense of pride among residents, contributing to the city's overall livability.</li> </ul>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>• 200+ room nights required per day (11-12 days) for television crew, athletes and staff (<b><i>does not include fans/supporters</i></b>)</li> <li>• Estimated attendance – 100,000-120,000 throughout the 10-day event</li> <li>• Economic Impact approximately \$10million+</li> </ul>
<b>Total Cost:</b>	\$1.0 M (funds would be fully spent by June 2026)
<b>HTDC Request:</b>	\$300 K (1 – time; payable only if the bid is successful)
<b>Other Funding:</b>	\$200 K, Hamilton Tourism Development Investment Group (HTDIG) \$500 K, City of Hamilton Conventions/Sports/Events Reserve

## PRIORITY: STRENGTHEN HAMILTON'S MAJOR EVENTS & FESTIVAL SECTOR

Event/Initiative	2027 & 2029 Canada Wide Science Fair
<b>Description:</b>	Hosted annually by Youth Science Canada, this event brings together our nation's brightest young minds, celebrating their passion for science, technology, engineering and mathematics (STEM) and innovation.
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>• Boosts tourism, benefiting local businesses and hospitality sectors, leading to economic uplift within the city;</li> <li>• Reinforces Hamilton's reputation as an educational center and one of the most diversified economies in Canada;</li> <li>• Promoting interest and participation in science, technology, engineering, and mathematics (STEM) among students across Canada.</li> </ul>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>• 7-day event in May</li> <li>• 548 Overnight attendees</li> <li>• 3,836 Estimated room nights</li> <li>• 3595 Day Attendees</li> <li>• Estimated Economic Impact of \$ 3.8 M (based on City of Edmonton's economic impact reporting)</li> </ul>
<b>Total Cost:</b>	2027 \$255 K 2029 \$255 K  Total: \$510 K for 2 events
<b>HTDC Request:</b>	Total: \$510 K
<b>Other Funding:</b>	n/a



**HAMILTON TOURISM DEVELOPMENT CORPORATION**  
(the "Corporation")

**RESOLUTIONS OF THE BOARD OF DIRECTORS OF THE CORPORATION**

**1. APPOINTMENT OF OFFICERS**

BE IT RESOLVED that the following individuals, having consented to act as officers of the Corporation, are hereby appointed to the offices indicated next to their names, commencing on the date hereof and continuing thereafter until their successors are duly appointed:

- (i) Steve Robichaud – President; and
- (ii) Lisa Abbott – Vice-President.

**2. 2024 BUDGET**

BE IT RESOLVED that the 2024 budget (attached hereto as Schedule "A") be approved and adopted.

**3. 2024 - 2028 BUSINESS PLAN**

BE IT RESOLVED that the 2024-2028 HTDC Business Plan (attached hereto as Schedule "B") be approved and adopted.

**4. REPORT HTDC24001**

BE IT RESOLVED that Report HTDC24001 be received and the recommendations contained therein be approved, namely that:

- (i) the Board of Directors of the Corporation hereby approves a funding contribution from the Corporation to the City of Hamilton to host the 2026 or 2027 JUNO Awards, based substantially on the information outlined in Appendix "A" of Report HTDC24001, and contingent on Hamilton being selected as the host city;
- (ii) the Board of Directors of the Corporation hereby approves a funding contribution from the Corporation to the City of Hamilton to host the 2026 Brier Canadian Men's Curling Championship, based substantially on the information outlined in Appendix "B" of Report HTDC24001, and contingent on Hamilton being selected as the host city;
- (iii) the Board of Directors of the Corporation hereby approves a funding contribution from the Corporation to the City of Hamilton to host the 2027 and 2029 Canada Wide Science Fairs, based substantially on the information outlined in Appendix "C" of Report HTDC24001;
- (iv) the Board of Directors of the Corporation hereby approves a funding contribution from the Corporation to the City of Hamilton to support the planning and implementation of the Hamilton Winterfest Program, from 2026 through 2030 inclusive, based substantially on the information outlined in Appendix "D" of Report HTDC24001;

- (v) the Board of Directors of the Corporation hereby approves a funding contribution from the Corporation to the City of Hamilton to support the development and implementation of the City of Hamilton's Waterfall Destination Master Plan, based substantially on the information outlined in Appendix "E" of Report HTDC24001;
- (vi) the Board of Directors of the Corporation hereby approves a funding contribution from the Corporation to the City of Hamilton to support the development of the City of Hamilton's Indigenous Tourism Experience Study, based substantially on the information outlined in Appendix "F" of Report HTDC24001;
- (vii) the Board of Directors of the Corporation hereby approves a funding contribution from the Corporation to the City of Hamilton to support the implementation of safety, cleanliness, and activation initiatives in the Downtown and West Harbourfront areas of the City, based substantially on the information outlined in Appendix "G" attached to Report HTDC24001;
- (viii) the President of the Corporation, or their designate, be hereby authorized and directed to execute, on behalf of the Corporation, all documents and agreements necessary to implement the foregoing funding contributions, with content acceptable to the Vice-President and Treasurer of the Corporation and in a form satisfactory to the Corporation's solicitor; and
- (ix) the Treasurer of the Corporation be hereby authorized and directed to utilize funds from the Corporation's Line of Credit for Business Operations and/or the Corporation's Municipal Accommodation Tax Reserve Fund, as the case may be, in order to fund the foregoing funding contributions.

## 5. CONFIRMATORY ACTIONS

BE IT RESOLVED that the officers of the Corporation are, and each acting alone is, hereby authorized to do and perform any and all such acts, including execution of any and all documents and certificates, as such officers shall deem necessary or advisable, to carry out the purposes and intent of the foregoing resolutions.

**THE FOREGOING RESOLUTIONS** are hereby consented to by the Board of Directors of the Corporation pursuant to the provisions of the *Not-for-Profit Corporations Act* (Ontario).

**DATED** the 7th day of June 2024.

CITY OF HAMILTON

\_\_\_\_\_  
Tammy Hwang

\_\_\_\_\_  
Craig Cassar

\_\_\_\_\_  
Mike Spadafora