



Vision

An exciting opportunity to create a vibrant mixed use destination centered at the 60 acre Lime Ridge Mall. It will become a premier location for dining, sport, entertainment, and shopping in the greater Hamilton area.



Introduction

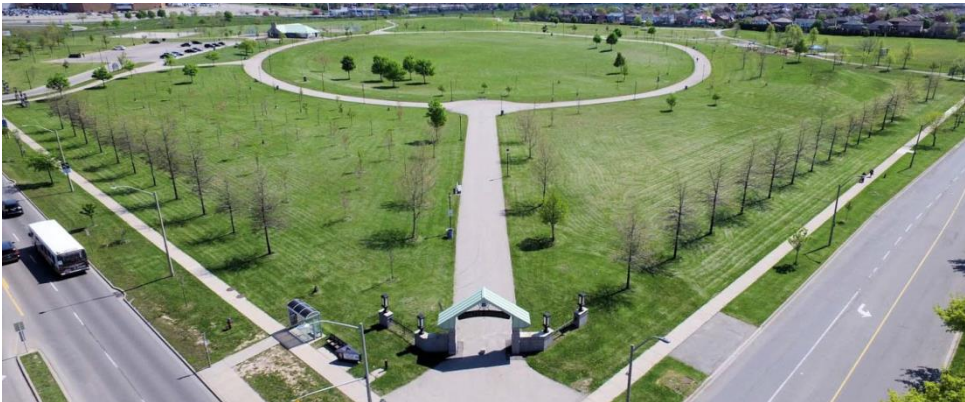
- City and Andlauer have been partners for last 15 years! Costing both parties money. But by keeping the lights on, we have been able to create some great moments for Hamiltonians.
- Status Quo is no longer acceptable. All reports indicate it would cost \$\$\$ i.e.. Entertainers choose alternative venues, fans have sub par experience, capital requirements to keep it safe and secure are high.
- This public “arena” is not the place to negotiate this proposal, however happy to discuss benefits and financial scenarios to highlight how this would be beneficial to Hamiltonians, both from a pocketbook standpoint and for the future of sport and entertainment.

Chronology

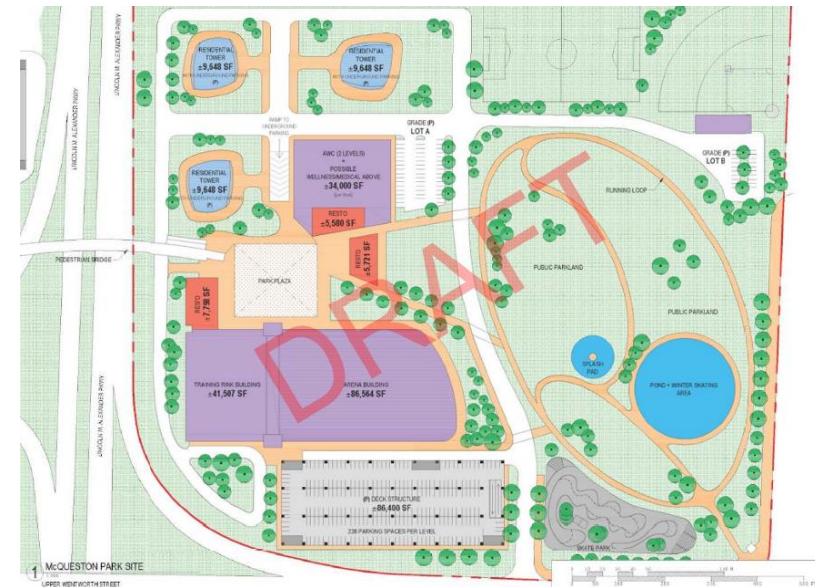
- Dates back from initial meeting with mayor when I committed to keep hockey in Hamilton by buying the Belleville Bulls and moving them to Hamilton. Subsequent weeks there were discussions about a study about what to do with FirstOntario Centre. Subsequent to study which identified a \$68Million need to retrofit, I began to look at options that may create better value for all.
- In the Fall of 2016, discussions were held with Cadillac Fairview about a plan to look at McQuesten Park as an opportunity to bring life to this 40 acre park and discuss a sport recreation facility, an OHL arena with a practice facility, and some residential density as well as a pedestrian bridge connecting Lime Ridge Mall.
- Discussions were held with City officials, including economic development, city planning, councilors, parks and rec and City Manager and subsequently Mayor. After several attempts it was suggested to us that the Park was a non starter and should strictly focus on the Mall. Many discussions and meetings (ten?) have been held over the past two years which led to the proposal we are discussing today.
- I believe I have been collaborative and cooperative since I arrived in 2004 so I am saddened that this has become acrimonious, especially since I am willing to give a significant amount of money and try to make a difference in the City.

Chronology

T.B. McQuesten – 40 acres



Conceptual Drawing-April 2017



December 13, 2016

Meeting with Jason Thorne



Benefits

- Civic Pride
- Location
- Timing
- Cost

Civic Pride

- 2007 Calder Cup
- 2010 Outdoor Game
- 2018 OHL Championship
- Bulldogs Foundation
- Shiny and New best in class modern arena! Better for fans, artists, and naming rights holder. (tough brand to be associated with the arena right now)
- Demonstrates that City is open for business when it comes to working with private sector.







Brandon Taylor // Hamilton Bulldogs





BULLDOGS FOUNDATION

OUR MISSION

The mission of the Bulldogs Foundation is to enrich the lives of children and youth in the Greater Hamilton Area through the assignment of tickets, cash donations and gifts in kind. The Foundation aims to promote the creativity of interactive programs involving education, physical fitness and personal well-being.



bulldogsfoundation.com



BULLDOGS FOUNDATION INITIATIVES

BREAKFAST PROGRAM

The Breakfast Program is the primary initiative for the Foundation and supports 22 local Hamilton schools by providing a healthy breakfast to thousands of children daily.



Our Initiatives

- The Breakfast Program
- Harry Howell Scholarship
- Adopt-A-School Program
- Annual Golf Tournament

bulldogsfoundation.com

The Bulldogs Foundation has raised '\$3.3M' to feed thousands of students in high needs schools in our community!

Location

- Next to highway
- Close to airport
- Mountain wards are where most families reside. Fastest growing areas of Hamilton are Binbrook and Glanbrook which are on the Mountain
- Enhances Lime Ridge Mall- largest employer of youth as well as largest taxpayer in Hamilton. 7.7 Million visitors per year
- Jason Thorne – City planner- “Lime Ridge is the Mountain’s downtown”
- Bus transit which could be expanded with new parking garage to include partnership with Metrolinx to provide parking for residents of Mountain to access West Harbour GO Station which today only has 300 parking spots
- Lime Ridge is NOT a suburb of Hamilton
- Lime Ridge to downtown (City Hall) is 13 minutes
- City Hall to Tim Hortons Field is 10 minutes
- LA Live to downtown Los Angeles (City Hall) is 10 minutes
- Lansdowne Park to downtown Ottawa is 10 minutes
- Wells Fargo Arena in Philadelphia, whose owner is the same as Spectra; which operates our First Ontario Place is 16 minutes from their downtown
- Wards 6,7,8,9,11,12,14 represents 251,560 Hamiltonians. Close to half of its population

Timing

- Clear and distinct timeline April 2022
- Downtown plan has no clear vision or timeline. 2025? 2029? LRT timeline?? Already behind
- Fan experience is enhanced sooner rather than present sub par experience.
- One less decision for City to deal with. Check that box...next, Convention Centre?
- Allows York and Bay where FOC is to be developed sooner and City to monetize.
- Means less costs to subsidize operations which is costing taxpayers approximately \$3Million per year to Spectra to fund losses and hydro bill.
- Allows ability for Mountain residents to access West Harbour GO station more efficiently starting in early 2022.
- Gets Lime Ridge developing restaurant and residential faster.
- Chance to host Memorial Cup (\$12-20 Million economic spinoff)

FirstOntario Centre, Hamilton Bulldogs both losers at home opener

Hamilton loses as arena's warts are put on full display.

SPORTS 09:52 AM by [Scott Radley](#) The Hamilton Spectator



Cost

- Estimated cost of \$54MM for parking garage (\$30K per stall)
- Estimated cost of \$72MM for 6,000 seat arena (\$12K per seat)
- Potential partnership with Metrolinx (Park and ride on GO Transit)– for parking garage....Infrastructure money would have potential contribution of 73 percent allocated by Federal (40%) and Provincial government (33.33%)... What does it mean for the approximate 250,000 plus residents of the Mountain to have access to GO at Lime Ridge versus driving to Burlington (Aldershot) ?
- Potential contribution from private sector Andlauer (up to \$30MM)
- Andlauer to eliminate subsidy of City going forward by taking over management of arena for next 20 years (\$3MM savings per YEAR). i.e.. If new downtown arena were to be built in 2025 it would cost City \$9MM extra in subsidy; if 2029 would be another \$21Million!
- Elimination of CapEx for FirstOntario Centre for 2022 and thereafter. Savings of at least \$10MM plus. Even more if major issue with roof or ice plant. Capital funding alone over the next 10 years according to various reports would be more than the City's contribution of the cost of the new arena.
- Positive economic impact for construction. New arena would result in 805 full time jobs (KPMG report) and GDP impact of \$74.4Million.
- Potential Cadillac Fairview leases land for \$1/year....Opportunity to sell land at Bay and York for at least \$12MM/acre....i.e. Potential for \$50MM benefit to City.
- Generates development and tax dollars for Bay and York- \$Million/year??

Conclusion

- Saves taxpayers money
- Eliminates operating costs by City for sports and entertainment facility
- With sale York and Bay property, eliminates future capital cost of Arena
- Brings WHOLE city together!
- Gives Mountain residents an effective solution for north-south transit
- Encourages and gives easier access for all day West Harbour GO ridership
- An arena and mall that Hamilton can be proud of! Best in Class!
- Enhances Lime Ridge Mall with new development of mixed-use retail and residential and Cadillac Fairview continues to be the largest employer of youth and largest taxpayer in Hamilton
- Andlauer keeps hockey in Hamilton and continues to be supporter in community
- Clear road map with defined timelines and costs
- City and Andlauer and CF continue to be partners for next 20 years without having it cost the City any money

QUESTIONS?



APPENDIX





SPECTRA

JOHN PAGE
President

Spectra Venue Management

150 Rouse Boulevard, 3rd Floor
Philadelphia, PA 19112

C: 215-389-9558 M: 215-429-7009 john.page@spectravp.com

September 27, 2019

Michael Andlauer
President & CEO
Andlauer Management Group, Inc.
100 Vaughan Valley Blvd.
Vaughan, ON L4H 3C5

Dear Michael:

Spectra and Live Nation want to see a new Arena in Hamilton - almost as much as you do! In this respect our futures are intertwined. Your commitment and dedication to the City of Hamilton is very impressive and we join you in our collective desire to see - and possibly help fund - a new arena anchored by the Bulldogs and one which we are confident will attract more sports and entertainment events to the City.

As part of the negotiations with the City for our new 5-year Management Agreement, we committed to be their consultant and possibly equity partner in the development of a new arena wherever the site is approved in the City by Council. This commitment also applies to the possible upgrade and renovation of the existing arena.

In all of our conversations with the City, we have stressed how important it is now and in the future to have a strong, financially viable and overall successful prime tenant franchise, which is you and the OHL Bulldogs.

Spectra and Live Nation therefore commit to working with you closely in your negotiations with the City to find a quick, realistic and satisfactory solution to your immediate problem.

Regards,

John Page
President
Spectra Venue Management

Riley O'Connor
Chairman
Live Nation Canada

cc: Frank Russo

September 30, 2019
Michael Andauer
mandlauer@andlauer.ca

Dear Micheal,

We appreciate you sharing your proposal for a new mid-size Lime Ridge arena in Hamilton. The Hamilton Bulldogs have been a primary sports content provider for the City of Hamilton, providing a cultural focus for the community. In today's competitive entertainment environment, the public are seeking destination venues that provide all the modern conveniences within a facility as part of the total fan experience. The business models of sports and live entertainment enterprises need to generate revenues in multiple channels from sponsorship, to fan club experience, VIP, guest relations, and quality food and beverage. It is exciting to see local community business envision a bold new facility that will provide Hamiltonians with a modern destination venue.

Live Nation produces over 550 live events in southern Ontario annually. The competitive North American landscape is evolving every year, so it is vital that facilities meet the expectations of a demanding public as well as the athletes, performers and community event organizers. Communities that provide a focused cultural dynamic and the modern facilities that are required to attract growth, will be the cities that continue to be sustainable in sports and entertainment cultural enterprises.

Yours Truly,



Riley O'Connor
Chairman
Live Nation Canada



DONNA SKELLY, MPP
Flamborough-Glanbrook

Constituency Office:
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2000 Garth Street
Hamilton, ON L9B 0C1
Tel: 905-679-3779
Fax: 905-679-0288

October 1, 2019

Michael Andlauer, Owner
Hamilton Bulldogs
FirstOntario Centre,
101 York Blvd,
Hamilton, ON
L8R 3L4

Dear Michael;

I am looking forward to working with you on this exciting proposal of a private/public partnership for a Sports – Entertainment – Residential Complex located at Lime Ridge Mall.


As the former Hamilton City Councillor for Ward 7, I recognize the importance of developing these opportunities for the residents in the ward and across the city.

In fact, I recall a meeting with Jason Thorne, General Manager of Planning and Economic Development, who pointed out that Lime Ridge is essentially Hamilton Mountain's downtown core, thus reinforcing the significance of this location.

From a provincial government perspective, I have looked into possible funding opportunities to support such a project and I believe there might be an avenue through the "Investing in Canada Infrastructure Program – Community, Culture and Recreation" funding stream. As such, I would be prepared to strongly advocate on behalf of my constituents and the residents of Hamilton to secure funding for this very worthy proposal. Earlier this year, I had the opportunity to visit a similar project, Lansdowne Park in Ottawa and I was struck by how much of a catalyst Lansdowne has become in terms of spurring all kinds of new economic and residential activity. The area around Lansdowne is now home to new restaurants, shops, housing developments and literally teems with life.

In closing, I am hopeful that council will see the tremendous value in supporting your proposal and I hope we can work in partnership with council and the province in securing the necessary funding to move this project forward.

Yours truly,


Donna Skelly, MPP
Flamborough-Glanbrook



**Ontario
Hockey
League**

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**Commissioner's
Office**

September 30, 2019

Mayor Eisenberger & Members of Hamilton City Council
City Hall Municipal Service Centre
71 Main Street West
Hamilton, Ontario
L8P 4Y5

Dear Mayor Eisenberger:

Let me begin by saying that the Ontario Hockey League (OHL) was delighted when, under the leadership of Michael Andlauer, major junior hockey returned to Hamilton, a city known for its love of sports.

The OHL is aware of the discussions underway regarding the potential development of a new arena facility in the City and we express our complete support for this exciting project.

The OHL has teams in 17 municipalities in Ontario, in all of these municipalities our teams are either the number one or number two sports and entertainment property and an important part of the community. One of the most important factors in the success of an OHL franchise is that of a suitable arena facility, which not only affords the team a place to play and fans to gather, but also provides for hosting of league-wide events such as Memorial Cup, which provide a significant return in the form of local economic impact.

We thank you for your consideration of this exciting project. Should you require any additional information or clarification, please do not hesitate to contact me.

Sincerely,



DAVID E. BRANCH
Commissioner
ONTARIO HOCKEY LEAGUE

DEB/tl



Wayne Barwise
Executive Vice President, Development

Direct: (416) 598-8460
wayne.barwise@cadillacfairview.com

October 2, 2019

Mayor Eisenberger and Members of the Hamilton City Council
Hamilton City Hall
2nd floor - 71 Main Street West
Hamilton, Ontario
L8P 4Y5

RE: CF Lime Ridge Mall

Dear Mayor Eisenberger and Members of Council,

I am writing to express Cadillac Fairview's support for the proposal which Michael Andlauer is presenting to Council today, namely; the opportunity to create a new home for the Hamilton Bulldogs at CF Lime Ridge Mall as part of a vibrant mixed-use sports and entertainment complex with significant dining and retail amenities.

This is an opportunity to rejuvenate CF Lime Ridge Mall along with the Mountain district and to create a catalyst for further investment at Lime Ridge and the surrounding area.

Here are some of the remarkable stats regarding Lime Ridge Mall:

- **\$300 million** in sales volume
- **7.7 million** visitors per year (down -6.4% yoy)
- Trade area of **580,000 people**
- **Largest property tax** contribution in Hamilton at **\$12 million per year**
- **2300 people** employed at CF Lime Ridge
- 657,000 sf (excluding former Sears space of 144,000 sf)

CF Lime Ridge is a significant contributor to the City of Hamilton community and it is critical to ensure its ongoing success. The retail sector is currently going through a disruptive period with e-commerce (internet, mobile sales ect.), which is transforming the market and causing significant change as it relates to retail centres and the physical demands for space. This requires landlords to re-think traditional malls, and to re-invent properties to create a multi-faceted vibrant experience for customers and the community.

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HOME OF
TEAM CANADA



At CF Lime Ridge the Sears box remains vacant since the Sears bankruptcy approximately 1 year ago. The opportunities to re-fill the Sears box are limited and only yesterday it was announced that Forever 21 will also close it's 44 stores in Canada. Retail headwinds remain challenging, which is why it's important to proactively take action.

We believe now is the time to seriously explore the potential to relocate the Bulldogs to CF Lime Ridge as part of a larger entertainment complex. We suggest that a small working group be established representing the Bulldogs, CF and the City to review options and negotiate the key terms of a potential transaction. This is not a negotiation that can happen in a public forum, but once the parties reach consensus on viable options and terms for a transaction, it would of course require review and approval by Hamilton City Council.

We hope that we can count on your support to explore this exciting opportunity.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Wayne Barwise', written over a light blue horizontal line.

Wayne Barwise
Executive Vice President, Development