



Hamilton

Pan Am Stadium Precinct Sub-committee

REPORT 12-003

10: 00 a.m.

Monday May 28, 2012

Room 264 City Hall

71 Main Street West

Present: Councillors L. Ferguson, Chair, B. Morelli, Co-Chair
Mayor B. Bratina
D. Rye (Hamilton Tiger-Cats Representative)

**Absent with
Regrets:** A. Carrafiello (Community Soccer Representative)

Also Present: G. Davis, General Manager Public Works
R. Rossini, General Manager Finance & Corporate
Services
T. Tollis, City Treasurer
C. Secore, Manager, Pan Am Initiatives
J. Warner, Project Manager, Facilities
Andy Grozelle, Legislative Co-ordinator, Clerks Office

THE PAN AM STADIUM PRECINCT SUB-COMMITTEE PRESENTS REPORT 12-003 AND RESPECTFULLY RECOMMENDS:

1. Hamilton Pan Am Business Plan and Games Budget (City Wide) (Item 6.3)

That the Report respecting Hamilton Pan Am Business Plan and Games Budget be received and forwarded to the General Issues Committee for Information (Attached as Appendix "A" to Report 12-003)

FOR THE INFORMATION OF COMMITTEE:

(a) CHANGES TO THE AGENDA (Item 1)

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

The agenda was approved as presented.

General Issues Committee – June 20, 2012

(b) DECLARATIONS OF INTEREST (Item 2)

None.

(c) MINUTES (Item 3)

(i) Minutes March 26, 2012 (Item 3.1)

The Minutes of the March 26, 2012 meeting were approved as presented.

(d) DISCUSSION ITEMS (Item 6)

(i) Stadium Precinct Update (verbal) (Item 6.1)

Coralee Secore, Manager Pan Am initiatives, provided an update to Committee.

- Discussed on the ongoing public meetings and the community engagement.
- Indicated that over 100 people came out to attend the recently held community meeting
- Co-Chair Morelli commented that he wanted to assure the community that there will be ongoing public meetings on this issue to ensure everyone has an opportunity to express their ideas and be involved in the process.

The update respecting the Stadium Precinct was received.

(ii) Stadium Update (verbal) (Item 6.2)

Janet Warner, Project Manager, Facilities addressed the Committee.

- Indicated that the RFP closed last Tuesday and they are now reviewing the bids for compliance checks
- She discussed how the review process of the bids would proceed in general terms indicating that a proponent would be selected on August 17 and would proceed to financial close.
- Staff indicated that after the financial close is successful the successful proponent and design will be made public likely on September 26th.

- Committee members asked questions of how the RFP process and review will proceed at this point.
- Staff provided Committee with what clarification they could within the confidentiality currently in place around the review process.
- Staff indicated that Infrastructure Ontario will be on hand at the next meeting and could provide further clarification on the review process.

- Committee members asked whether the public would ever see the unsuccessful designs.
- Staff indicated that only the winning design will become public as the others are covered under confidentiality and proprietary interests.
- Staff clarified that the review team will not be looking at individual pricing; instead they are reviewing the combined cost of all the projects included in the bid.

- Committee members commented on the need to include further public input in the final design of the stadium to make sure the final stadium that is built and stands as a legacy to the community.

- Committee members discussed concerns respecting the confidentiality requirements around the project and asked for further details

- Mayor Bratina asked for clarification that the City of Hamilton's financial commitment is still capped at \$45 million
- Staff responded that this was correct.

The update respecting the Pan Am Stadium, was received.

**(iii) Hamilton Pan Am Business Plan and Games Budget (City Wide)
(Item 6.3)**

Coralee Secore, Manager Pan Am initiatives, provided an update to Committee.

- Committee members asked questions of staff respecting the Business Plan
- Staff clarified that they have the 2012 budget approved by the General Issues Committee and will bring all future budget requests forward through the budget process.

For disposition on this Item refer to Item 1.

(iv) Games Update (verbal update) (Item 6.4)

Coralee Secore, Manager Pan Am initiatives, provided an update to the Committee.

- Discussed the scope and scale of the soccer events in Hamilton
- Discussed the opportunities and possibilities to hold cultural events.
- Indicated that there are a lot of community groups that would like to be involved in a

The update respecting the Pan Am Games was received.

(e) GENERAL INFORMATION (Item 7)

(i) Pan Am Press Releases (Added Item 7.1)

Co-Chair Morelli indicated that he had seen a City of Toronto press event on the Pan Am Games and the map they used did not include the City of Hamilton. He suggested that the request be made that in the future press releases acknowledge Hamilton's involvement in the Games.

(f) ADJOURNMENT (Item 8)

There being no further business the Pan Am Stadium Precinct Sub-committee be adjourned at 10:52 a.m.

Respectfully submitted,

Lloyd Ferguson, Chair
Pan Am Stadium Sub-Committee

Andy Grozelle
Legislative Co-ordinator
May 28, 2012



Hamilton

CITY OF HAMILTON

PUBLIC WORKS DEPARTMENT Pan Am Initiatives

TO: Co-Chairs and Members Pan Am Stadium Precinct Sub-Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: May 28, 2012	
SUBJECT/REPORT NO: Hamilton Pan Am Business Plan and Games Budget (City Wide)	
SUBMITTED BY: Gerry Davis, CMA General Manager Public Works Department	PREPARED BY: Coralee Secore (905) 546-2424, Extension 5557
SIGNATURE:	

RECOMMENDATION

That Appendix A to the May 28th Hamilton Pan Am Business Plan and Games Budget report be received.

EXECUTIVE SUMMARY

City Council during the 2012 Capital Budget deliberations requested staff undertake a further analysis and due diligence related to the Pan Am Initiatives Budget and report back with further detail. Subsequent to that meeting, staff completed a Business Plan and Operating Budget, attached as Appendix A, that provides Council with a clear sense of the work, organizational structure and financial projections for hosting the 2015 Pan Am Games.

The Business Plan and Operating Budget is the foundation for good decision making and frames the road to 2015 for Hamilton and is the key tool for helping Hamilton to get there.

Staff is working in close cooperation with TO2015 to take full advantage of the economic, social and legacy benefits which the Games can provide. Important Pan Am Agreements, organizational structure and financial projections are highlighted in the Business Plan and Operating Budget.

Business Plan and Games Budget (City Wide)

The Business Plan and Operating Budget contain our current assumptions and estimates based on our best assessment of the Games requirements, risks and opportunities as we know them to be today. Operating Budgets will be brought back each year for approval as further planning and refinement takes place.

Alternatives for Consideration - See Page 4**FINANCIAL / STAFFING / LEGAL IMPLICATIONS**

Financial: The financial projections outlined as part of the 2012-2021 Capital Budget requested a budget of \$710,000 annually for the years 2012 - 2015 or a total amount of \$2,840,000 over the four years.

The proposed Business Plan operating budget impact is expected to be in the range of \$1,492,782 over the four years. Recognizing Hamilton's role in the Games has changed and TO2015 has not completed the negotiations to establish the costs and the level of funding to be provided, staff has taken steps to prepare the operating budget that reflects best estimates based on what we know today. There are commitments subject to a number of Agreements that the City will have shared responsibility for providing services to support the Games. These services will be provided at the municipality's cost. Staff's plan is to have the budget approved each year as further planning and negotiations take place.

The following chart presents the proposed operating budget comparison for the years 2012 - 2105.

Year	Capital Budget Submission	Proposed Business Plan
2012	\$710,000	\$340,300
2013	\$710,000	\$299,250
2014	\$710,000	\$388,700
2015	\$710,000	\$463,800
Total	\$2,840,000	\$1,492,782

Staffing: The proposed organizational structure contained with the Business Plan is based on best practices from games and events hosted by the City of Hamilton and align most effectively with TO2015 management structure and Hamilton's current role in the Games. Below is the 2012 Capital Budget request versus the proposed Business Plan staffing request:

2012 Capital Budget Request	Business Plan Proposed
2012 - 2015	2012
<ul style="list-style-type: none"> ○ Director ○ Manager ○ Administrative Co-ordinator ○ Communications Officer 	<ul style="list-style-type: none"> ○ Manager ○ Administrative Co-ordinator (Total = 2 FTE's)

2012 Capital Budget Request	Business Plan Proposed
(Total = 4 FTE's)	
	2013 - 2015 <ul style="list-style-type: none">○ Manager○ Community Relations/Legacy (<i>secondment from Recreation Division</i>)○ Administrative Co-ordinator (Total = 3 FTE's)

The organizational structure includes five working groups led by the Manager, Pan Am Initiatives. These working groups will be made up of staff from various departments that will be utilized to carry out the necessary logistical preparations for the Games.

Legal: There are no legal implications associated with this Report.

HISTORICAL BACKGROUND

At the November 9, 2011, General Issues Committee Meeting (2012 Capital Budget Workshop #2) the Pan Am Annual Operating Budget was presented. The Operating Budget was identified as \$710,000 annually. At this meeting, Council requested staff undertake a further analysis and due diligence related to the Pan Am Initiatives Budget and report back with further detail.

At the March 26, 2012, Pan Am Stadium Precinct Sub-Committee staff presented an overview of the proposed Hamilton Pan Am Business Plan and Games Budget as well as the 2012 Budget of \$340,300. The Operating Budget for 2012 was approved by Council on April 25, 2012, as part of the Pan Am Stadium Precinct Sub-Committee report.

Staff are now bringing the Hamilton Pan Am Business Plan and Operating Budget to the Sub-Committee and on to GIC as requested.

POLICY IMPLICATIONS

There is no policy implications associated with this Report.

RELEVANT CONSULTATION

Toronto 2015 regarding Organizational Structure, Facility Agreement and Legacy Agreement.

Corporate Services Department - Finance, regarding the development of the operating budget.

ANALYSIS / RATIONALE FOR RECOMMENDATION

The Business Plan and Operating Budget is the foundation for good decision making designed to provide Council with a clear sense of the work, organizational structure, Pan Am legal agreements and financial projections for hosting the 2015 Pan Am Games. The Business Plan outlines Hamilton's role, our goals, the assumptions and risks as we know them to be today. As the planning and negotiations take place staff will continue to refine the Business Plan and annual operating budget for Council approval.

ALTERNATIVES FOR CONSIDERATION

The City of Hamilton is contractually obligated to host the Games pursuant to the 2015 Pan American Games Multi-Party Agreement but Council may wish to hire a Director as proposed in the 2011 Capital Budget to act as the key liaison to implement the priority theme areas (Health & Wellness, Social Inclusion, Arts & Culture, Sport & Recreation, Economic Development & Business, Sustainability and Operations) and working with the community even though Hamilton has a lesser role.

Financial: Annual Operating Budget of \$710,000 for years 2013, 2014 & 2015.

Staffing: Hire for position of Director

CORPORATE STRATEGIC PLAN

Focus Areas: 1. Skilled, Innovative and Respectful Organization, 2. Financial Sustainability, 3. Intergovernmental Relationships, 4. Growing Our Economy, 5. Social Development, 6. Environmental Stewardship, 7. Healthy Community

Financial Sustainability

- ◆ Delivery of municipal services and management capital assets/liabilities in a sustainable, innovative and cost effective manner

Intergovernmental Relationships

- ◆ Influence federal and provincial policy development to benefit Hamilton
- ◆ Maintain effective relationships with other public agencies

Growing Our Economy

- ◆ An improved customer service
- ◆ A visitor and convention destination

Social Development

- ◆ People participate in all aspects of community life without barriers or stigma

Healthy Community

- ◆ An engaged Citizenry

APPENDICES / SCHEDULES

Appendix A: Hamilton Business Plan and Games Budget

PAN AM INITIATIVES

HAMILTON BUSINESS PLAN AND GAMES BUDGET

Prepared by Coralee Secore
Manager, Pan Am Initiatives
May 28, 2012

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Hamilton's Business Plan and Games Budget

Executive Summary

This Business Plan is the foundation for good decision making, designed to provide Council with a clear sense of the work, organizational structure and financial projections for hosting the 2015 Pan Am Games. The Business Plan frames the road to 2015 for Hamilton and is a key tool for helping us to get there. This Plan will continue to add layers of details and refinement over the next 4 years.

The ability to host the Toronto 2015 Pan/Parapan American Games Soccer event, development of a new Stadium facility and related training and competitive events leading up to, including and following the Games, is recognized as an opportunity. Hamilton's vision has been consistently clear: the Games must be about creating benefits and legacies for sport and our community. Our goals – to stage outstanding Games and to leave a lasting legacy. The new stadium will serve as a lasting community legacy, founded on principles of supporting high performance sports and community sport participation and growth.

Hamilton is part of a unique team in preparing and staging the Games. Toronto is the host city with 16 other municipalities. Hamilton is dependent upon TO2015's planning and commitments. With the changing of the original Bid Venue Plan and TO2015's oversight of the Games and the lesser role by Hamilton, it impacts our ability to meet goals. This Business Plan outlines Hamilton's role, the assumptions and the risks as we know them to be today.

The Business Plan presents a proposed organizational structure based on best practices from other games and events hosted by the City Hamilton and aligns most effectively with TO2015 management structure. The structure has been divided into 5 functions (Games Operations, Agreements/MOU's, Community Engagement, Scott Park Precinct and the Stadium Rebuild) led by the Manager of Pan Am Initiatives and represented by internal staff working groups. (Appendix A attached to this Business Plan highlights the Organizational Structure.)

The Business Plan outlines the financial projections for the next 4 years.

The following is the high level total projected annual cost over the 4 years.

2012	2013	2014	2015
\$340,332	\$299,250	\$389,700	\$463,500

Staff is seeking approval of the 2012 Budget and each year will bring back the budget for the remaining 3 years for approval as further planning and refinement takes place.

The proposed Business Plan provides a proactive and responsible approach to manage the City's best interest in a consolidated and coordinated manner while achieving our goals and providing a positive legacy that carries on long after the Games are over.

Hamilton's Business Plan and Games Budget

1.0 Introduction

The Toronto 2015 Pan Am Games were awarded to Canada on November 6, 2009, providing Ontario with its first international multi-sport event since Hamilton hosted the 1930 British Empire Games. The Pan Games will be held July 10 – 26, 2015 and Parapan Games will be held August 7 – 14, 2015 and from now till then, Hamilton will be part of a unique structure in preparing for, and staging, the Games, while also planning for the post-Games phase.

Since the beginning, Hamilton's vision has been consistently clear: the Games must be about creating benefits and legacies for sport and our community. Our goals are clear – to stage outstanding games and to leave a lasting legacy.

With any project that takes more than a few years to deliver, changes are inevitable. This Business Plan is a living, pliable document. It contains our current assumptions and estimates, based on our best assessment of Games requirements, risks and opportunities as we know them to be today. Its structure reflects the requirements of the TO2015 Pan and Parapan American Games Multi-Party Agreement. It is robust and flexible. We have combined the lessons from previous games and events in our City with expertise from our partners. This plan will guide our decisions as we approach the staging of the TO2015 Pan and Parapan American Games in a fiscally disciplined way leaving benefits and legacies that will last long after the Games are over.

The Plan is, in part, designed to provide Council with a clear sense of the work and financial commitment. The Plan frames the road to TO2015 for Hamilton and is a key tool in helping us get there. We will continue to add layers of details and refinement annually in preparation for budget approvals.

1.1 Hamilton's Role

Hamilton is part of a unique structure in preparing for and staging the Games while also planning for the post-Game phase. The City will not be going it alone, but rather will be working as part of a team that comprises the Games Host Corporation (TO2015), a Provincial Games Secretariat, Infrastructure Ontario, the Federal Government, Canadian Olympic Committee (COC), the Canadian Paralympics Committee (CPC), the Pan American Sports Organization (PASO), private sector partners and 16 other municipalities in Southern Ontario including Toronto as the host city.

1.2 Quick Facts about the Pan/Parapan Games

- World's largest international multi-sports event
- 36 Sports (28 Olympic recognized sports & 8 Pan American Sports)
- 15 Parapan Sports
- Over 10,000 athletes, coaches & officials
- 41 Countries participating in the Pan/Parapan Games
- 20,000 volunteers
- Games goal is to attract over 200,000 visitors

2.0 Hamilton's Business Plan and Budget

2.1 Overview

Hamilton is responsible for two key areas relating to the TO2015 Pan/Parapan Games; the rebuild of Ivor Wynne Stadium, and the delivery of successful Games

3.0 Background

Hosting national and international events is not new to staff of the City of Hamilton. In the past, staff have been directly involved in the administration and/or development of a number of major events (International Children's Games, World Cycling, Olympic Torch Run etc) Through this experience, staff are able to establish a series of indicators that are critical to the successful implementation of large-scale events. This Business Plan is one of the keys to success. The Plan needs to be robust based on sound strategy and forward thinking. One of the key lessons learned from previous events is that change is certain and constant and a good plan allows for change. This one does.

This Plan allows decision making, monitoring performance and fulfilling our core responsibilities. It provides the context against which to measure activities and understand the progression of planning. With a project-oriented business like the TO2015 Pan/Parapan Games, planning is best monitored against the expected Games-time deliverables and milestones along the path. Fiscal year performance provides Council and stakeholders with an appreciation of how resources are being managed year-to-year. This Business Plan should provide Council with the foundation for good decision making.

3.1 Building of the Business Plan

This Business Plan follows a number of reports and presentations that have been both approved and received by Council. Over the next four years, the Plan will be updated annually as function planning advances.

3.2 Writing and Updating a Function Business Plan

Using a common function business plan template, this Business Plan includes:

- Contractual Obligations
- Assumptions
- Risks
- Hamilton's Approach
- Objectives
- Organizational Structure
- A workforce plan
- Budget

3.3 Contractual Obligations

The operations of TO2015 Pan/Parapan Games are subject to several key agreements and commitments. Some are very fundamental to Hamilton's involvement in the Games and our obligations. In many cases, these agreements are key to the development of the Business Plan and the budget.

Key Agreements include the following:

- Multi-Party Agreement
- Facility Agreement
- Legacy Agreement

3.4 Assumptions

There has been a significant amount of work done since the Bid and there are areas where the ability to accurately predict future events is limited. This Business Plan built on what we know today. The following chart highlights where we started and where we are now.

2008	2012
Stadium - Track & Field & warm-up Track	Stadium - Soccer
Velodrome – Track Cycling	
Pool – McMaster (Waterpolo training)	
Copps - Volleyball	
2 nd site for Cultural Festivals	
Hub location for Volunteers	
Ron Joyce Stadium – Soccer	

This Business Plan is built on what is proposed in 2012.

3.5 Risks

As we know, Hamilton is part of a unique structure in preparing and staging the Games. The City is part of a team comprised of TO2015, a Provincial Games Secretariat, Infrastructure Ontario, the Federal Government, Canadian Olympic Committee, the Canadian Paralympics Committee, the Pan American Sports Organization, Toronto as the host city and 16 other municipalities. Hamilton is dependent upon TO2015's planning and until we move to commitments, there is a continued risk things may change. On May 11, 2012, TO2015 presented their Venue Plan identifying Pan Am Games venue clusters and sport clusters. Hamilton will host soccer. There are still planning gaps related to training venues, volunteer hubs, and cultural plans. These are expected to be rolled out over the next few months.

The Joinder Agreement commits the City to the terms and conditions in the Multi-Party Agreement that relate to the City, including Section 19.0 which states in part that the City shall enter into Facility Agreements that will outline certain terms and conditions including specific obligations of the parties. Also set out under Section 19.0 are the requirements for the City with respect to levels of services at the facilities, advertising rights and facility revenues during the Games.

The Multi-Party Agreement is very one-sided. It permits the organizers of the Games to decline use of the City’s facilities for the Games; however neither the Multi-Party Agreement nor the Joinder Agreement permits the City to terminate its commitment to the Games.

There are still questions to be answered on cost/revenue sharing, facility overlay, staffing, normal facility operations and facility suitability. Games’ officials need to clarify the expectations for the City.

4.0 Hamilton’s Approach

Hamilton’s mandate is clear. It is responsible for two key areas: 1) rebuild of Ivor Wynne Stadium, and 2) staging the Games.

Hamilton’s Vision for the 2015 Pan Am Games is to recreate the enduring sport and community legacies precipitated by the 1930 British Empire Games.

Hamilton’s Objectives

The following represents 4 key objectives that are driving Hamilton’s participation in the Games:

- Facilitator
- Promoter
- Producer
- Partner

Hamilton’s Goals

The opportunity to host the TO2015 Pan Am Games soccer and related training and competitive events leading up to, including and following the Games, is recognized as a catalyst to increase participation.

The new Stadium will serve as a high performance and community legacy, founded on the principles of supporting high performance and community participation and growth, volunteer development, sport tourism, financial viability, community engagement and diversity.

5.0 *Hamilton's Proposed Games Organizational Structure*

While the City is not the "principal agency" but a partner in hosting of the Games, the proposed structure represents a proactive and responsible approach to manage the City's best interest in a consolidated and coordinated manner given the lesser role the City now has versus 2009 Reports on International Event Opportunities that highlighted Hamilton's role as the 2nd largest recipient of sports events and a cultural festival.

Best practices from past games and events hosted by the City have been used to work most effectively with the management structure in place by TO2015.

For the purposes of planning and budgeting, the structure has been divided into 5 functions led by the Manager, Pan Am Initiatives and represented by internal staff working groups as set out in Appendix A.

The following outlines the responsibilities of each of the 5 functions:

- *Games Operations Working Group*

The Games Operations Working Group includes 12 Departments/Divisions generally related to the delivery of the games. This working group is responsible for the staging of the games as laid out and directed by TO2015. This working group will be responsible for ensuring that all expected services are met and that operational plans and procedures are developed and implemented for all activities associated with operating the Games.

This group will meet monthly, bi-monthly and then more frequently as the Games draw near. Council will be kept informed as it relates to municipal service impacts.

- *Agreements/Memorandum Working Group*

This working group is responsible to support the development of all Agreements/Memorandums of Understanding regarding the Pan/Parapan Games and Stadium rebuild. The current estimates for Agreements/Memorandums of Understanding expect to be in the range of 20 as a result of participation in the Games and Stadium rebuild.

- *Community Outreach/Engagement/Programming (Legacy Planning)*
The central theme of participating in the TO2015 Pan Am Games is to create sustainable legacies both physical and human. Our goal is to leave legacies that last long after the Games are over.

The City of Hamilton through the development of the bid to host the Games was identified as the 2nd largest recipient of sports events and a cultural festival. In terms of community impact based on the number of events, festivals etc there was opportunity to link hosting of the Games to the 7 priority theme areas (health & wellness, social inclusion, arts & culture, sports & recreation and business & economic development, sustainability, and operations) identified as goals of the Games. Now with the changing of Bid Venue Plan and TO2015's oversight of the Games, the lesser role significantly impacts Hamilton's ability to meet its goals.

This Business Plan is still proposing a community outreach/engagement/programming, both sport and culture), (legacy plan) but with a more realistic strategy.

Physical

At this stage, the Pan Am Games has provided Hamilton the opportunity to build a new stadium. The new stadium will act as a catalyst to develop a centre of excellence in one or more sports while at the same time providing renewed recreation space for community use.

Human

Legacy is a key part of Hamilton's participation in the Games. Given the short lifespan of the Pan Am Games to deliver a sustainable legacy, the Business Plan proposes a secondment arrangement with the Community Services Department, Recreation Division to address the community outreach, engagement and programming (legacy) to ensure the long-term positive impacts last long after the Games are over. The Business Plan focuses on a community presence and public engagement strategy commencing 24 months prior to the Games. Although many of the programs (legacies) will be achieved within the lifetime of the Games, many aspects will only be realized over the long term. This would be best driven by the Recreation Division. Specific deliverables as it relates to the 5 priority theme areas and the community engagement are identified in Appendix "B" as part of this Business Plan. These priority theme areas will be developed to create measurable goals and included as part of the Pan Am Initiative annual work plan with updates to Council.

- *Scott Park Precinct Working Group*
This working group is led by Paul Johnson, Director of Neighbourhood Development. The intent of this working group is to help advance the precinct revitalization around the new Stadium for the Pan Am Games. For the short term this working group will work in conjunction with the construction of a new Stadium to prepare for the Pan Am Games. Long term is to develop a strategy to advance the revitalization of the Scott Park Precinct neighbourhood. The Pan Am Initiatives Office is providing administrative support to this working group as well as being an important member of the working group.
- *Stadium Rebuild Working Group*
This working group is led by Janet Warner, Project Manager. This team is part of a working group with Infrastructure Ontario and Toronto 2015 on the design and construction of the new stadium. The central theme of our being a part of the Pan Am Games was to create a sustainable legacy with the rebuild of Ivor Wynne Stadium. This working group is responsible for ensuring the City's requirements for a function stadium are incorporated and implemented and within budget.

6.0 City of Hamilton Pan Am Games Operating Budget

This section outlines the proposed Pan Am Games operating budget (2012 – 2015). There is a commitment subject to a number of Agreements that the City will have shared responsibility for providing services to support the Games. These services will be provided at the municipality's costs.

Given that TO2015 has not completed the negotiations with the City to establish the costs and the level of funding to be provided, The budget amounts proposed in this Business Plan reflect best estimates based on what we know today. Staff's plan is to have the 2012 budget approved and each year for the remaining 3 years will bring back the budget for approval as further planning and negotiations take place.

The following table provides the detail for each respective year for the Pan Am Initiatives Operating Budget:

PAN AM OPERATING BUDGET

Wednesday, March 21, 2012

	2012	2013	2014	2015	Details
EMPLOYEE RELATED COSTS					
Salaries & Benefits	\$196,000	\$253,500	\$316,000	\$274,300	Pan Am Office to include 2.0 staff members in 2012, 2.5 in 2013, increasing to 3.0 in 2014 and decreasing to 2.5 staff members in 2015
Mileage	\$6,000	\$6,000	\$6,000	\$6,000	Mileage expenses for meetings
Bus Passes/Parking Pass	\$1,300	\$2,500	\$2,500	\$2,600	Bus Pass and Parking Passes for Pan Am Office
	\$203,300	\$262,000	\$324,500	\$282,800	

MATERIALS & SUPPLIES					
Office Supplies	\$1,000	\$1,000	\$1,000	\$1,000	Pan Am Office - misc. supplies
Meeting Expenses	\$8,000	\$2,000	\$2,000	\$2,000	RFP meetings(2012) & room rentals
Teleconferencing	\$1,500	\$1,500	\$1,500	\$1,500	Pan Am Office - teleconferencing expenses
Printing/Postage	\$500	\$500	\$500	\$500	Pan Am Office - printing and postage
	\$11,000	\$5,000	\$5,000	\$5,000	

CONSULTING/CONTRACTUAL					
Consulting Services	\$100,000	\$0	\$0	\$0	2012: MHPM - Project Mgt services related to next phase of programming and RFP process for Stadium until July 31, 2012
Contractual Services	\$0	\$0	\$16,700	\$33,300	Planning & Operations support for the Games; Effective Sept 1, 2014 until Sept 1, 2015
Community Services Events	\$5,000	\$10,000	\$20,000	\$20,000	In preparation for the Games, annual community events will be organized to increase awareness and enthusiasm
	\$105,000	\$10,000	\$36,700	\$53,300	

CHARGEBACKS					
IP Telephony	\$300	\$450	\$600	\$600	Pan Am Office - annual telephone charges
Blackberry/Cell Phones	\$700	\$1,050	\$1,400	\$1,050	Pan Am Office - annual blackberry & cell phone expense
Offices & Building	\$17,000	\$17,000	\$17,000	\$17,000	Pan Am Office - annual office rental space
PC Hardware	\$3,000	\$3,750	\$4,800	\$3,750	Pan Am Office - annual computer expense
City Services during Games	\$0	\$0	\$0	\$100,000	Corporate wide costs associated with hosting the Games that are the City's responsibilities
	\$21,000	\$22,250	\$23,800	\$122,400	

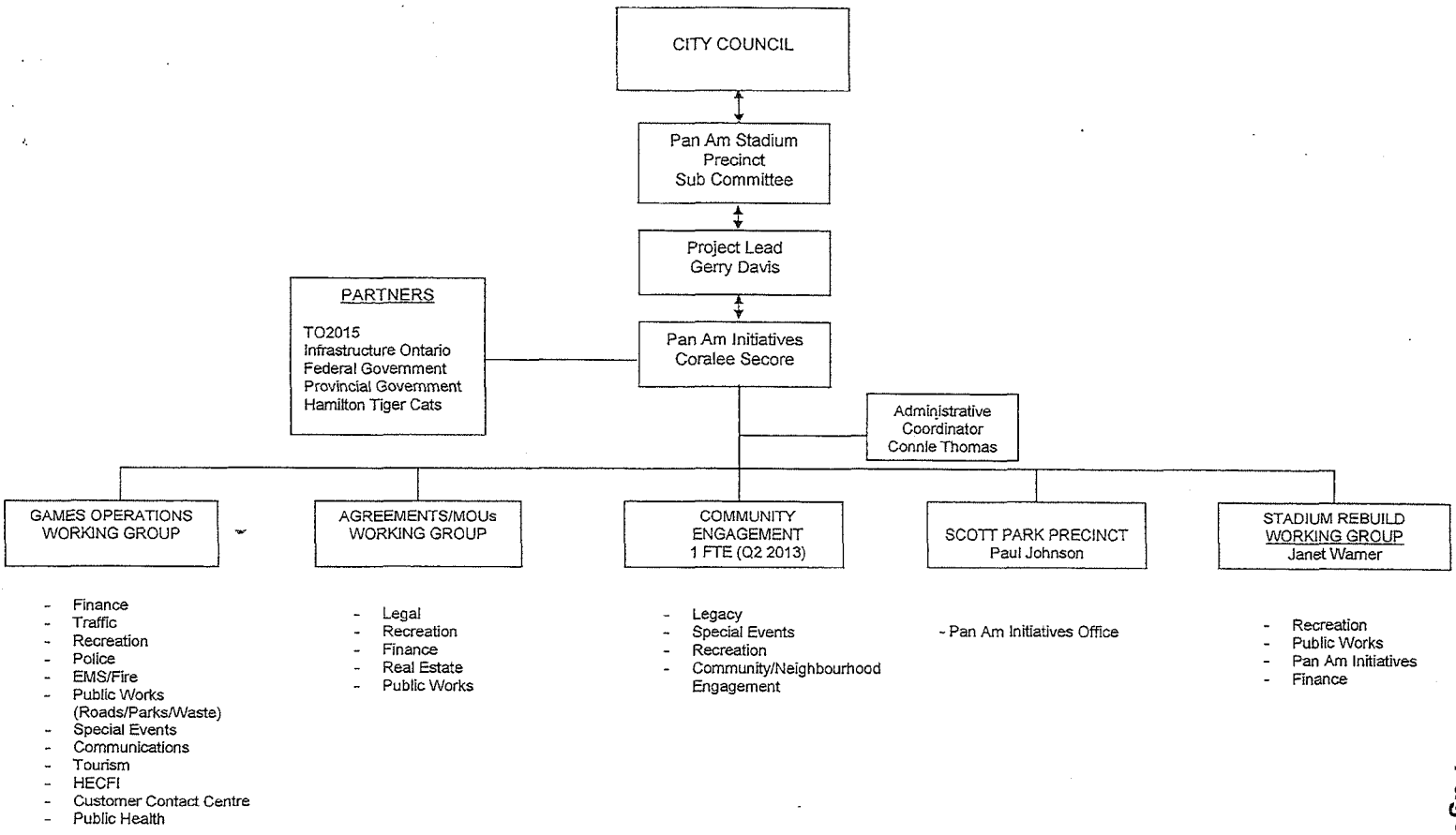
TOTALS	\$340,300	\$299,250	\$389,700	\$463,500
	2012	2013	2014	2015

7.0 Conclusion

This Business Plan proposes a strategy that represents a proactive and responsible approach to manage the City's best interest in a consolidated and coordinated manner.

As the Games approach, this Plan will be revised, tested and refined as new information becomes available. The disciplined approach to budget management and decision making through the organizational structure will ensure that the end result will be successful staging of the Games and a positive legacy that carries on long after the Games are over.

CITY OF HAMILTON
2015 PAN AM GAMES INITIATIVE



Community Engagement/Outreach/Programming (Legacy Planning)

Purpose

There are a variety of benefits that can be realized from hosting international sports events. The City of Hamilton's goal is to link hosting of the 2015 Pan/ParaPan American Games to Priority Theme Areas and the new Stadium.

The Priority Theme Areas include Health and Wellness, Social Inclusion, Culture, Sports & Recreation, Business & Economic Development, Sustainability and Operations.

The new Stadium Legacy that will serve as a high performance and community legacy founded on the principles of high performance and community sport participation and growth.

Staff recognizes programs, projects and events linked to the Games can inspire the community and leave benefits and legacies that will last long after the Games are over.

Objectives

The Pan Am Initiatives staff commitment includes a number of deliverables as it relates to the Priority Theme Areas and the new Stadium Legacy in hopes of showcasing our City and generating social and sporting change before and after the Games.

The goal is to create measurable outcomes that will guide and define the impact of the Games on the community.

The focus will be on:

Health and Wellness

- To increase wellness programming throughout the community
- To make the community aware of the Affordable Access to Recreation Strategy that breaks down the barriers to participation provided by the Recreation Division.
- Sharing the benefits of participation with the community

Social Inclusion

- Connect communities
- Build participation in communities
- Link communities
- Engage youth

- Encourage and support local volunteers
- Support the opportunities for all Hamiltonians to be involved in the Games
- Work with the local School Boards

Arts and Culture

- Create a feeling of community celebration around the Games
- Utilize special events and public spaces as part of the awareness leading up to the Games.

Sport and Recreation

- Engage our sport communities
- Promote community sport and its benefits
- Connect our community sports organizations to encourage participation
- Use TO2015 Games Programs to inspire participation in grassroots sport
- Ensure long term community needs are met in the new Stadium

Economic Development and Business

The Games goal is to encourage participation by small and medium businesses. TO2015 plans to procure over \$300 million in product and services for the Games.

- Ensure small and medium businesses in Hamilton are aware of Games needs and procurement processes.

Sustainability

- That all legacy planning has a lasting impact for the community
- Community pride – the visibility of the Games and caliber of competition brings a high level of community pride and community spirit among residents, community groups and volunteers. This is an important outcome of the entire Games.
- The ability to attract high caliber tournaments and special events in the new Stadium.

Games Operations

- Work effectively with TO2015
- Ensure we are positioned well to serve the needs of TO2015 as it relates to the delivery of the Games

Communication

- To serve as the City's central point of contact related to all matters associated with the Games and construction of the new Stadium
- Administration of citizen inquiries and complaint resolution
- Prepares and presents Games and Stadium updates to Council.

Community Education

- Coordinates inquiries for community volunteer interest in supporting events
- Facilitates activities related to community education programming inspired by the Games
- Coordinates community information updates on the Games from a City/citizen interest viewpoint.