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Date January 23, 2024 **Report No.** 2024-50
To Chair and Members
Special City Council
From Brian Hutchings
Chief Administrative Officer

1.0 Type of Report

Consent Item
Item For Consideration

**2.0 Topic Sports and Entertainment Centre Community
Feedback and Phase Three Update [Financial Impact \$735,000]**

3.0 Recommendation

- A. THAT Report 2024-50 Sports and Entertainment Centre Community Feedback and Phase Three Update BE RECEIVED; and
- B. THAT the Brantford Sports and Entertainment Complex be formally considered a priority project for the City; and
- C. THAT costs in the amount of \$735,000 to initiate a Request for Business Partnerships process, including negotiations, and undertake preparatory site due diligence BE FUNDED from the Capital Funding Envelope Reserve (RF0556)
- D. THAT Council APPROVE the following non-competitive procurements pursuant to section 4.02(e) of the Purchasing Policy:
 - a. Retention of professional services with KKR Advisors to an upset limit of \$295,000

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- b. Other professional services to complete the preparatory site due diligence phase to an upset limit of \$100,000; and
- E. THAT the CAO and Manager of Purchasing BE AUTHORIZED to execute agreements with both KKR Advisors Ltd and any additional consultant(s) to perform the services as required as part of the preparatory due diligence phase.

4.0 Executive Summary

The City of Brantford has reacted swiftly to the rare opportunity to elevate the City's profile as the Tournament Capital of Ontario by embracing the Brantford Bulldogs to the City of Brantford. In turn, the City has seen a boost in civic pride, a surge in the downtown development a surge in economic development with further anticipated growth. Throughout 2023, the CAO and Staff were directed to undertake a number of actions related to the relocation of the OHL team, along with pursuing potential opportunities to develop a new Sports and Entertainment Centre(SEC).

These actions included:

- February 7, 2023: A term sheet was negotiated and approved with the Bulldogs Hockey Club to make Brantford the home of the Bulldogs and rebrand the OHL Team as the Brantford Bulldogs
- February 28, 2023: City of Brantford Council approved a resolution on the exploration of a New Sports and Entertainment Facility (SEC)
- September 7, 2023: The City received Business Case Assessment (Phase 1) scenario from KKR Advisors Ltd., and conducted an information-gathering session to evaluate potential sites (Phase 2)
- November 28, 2023: Through a meticulous and lengthy assessment based on specific evaluation criteria, considering both individual and comparative rankings, adjacent to, and including, the current Civic Centre site at 79 Market Street emerged as the most favourable and prime recommendation for the SEC (Phase 2)
- November 28, 2023: Staff were directed to develop a communications campaign to engage the public on the opportunities of a future SEC

In November, 2023 staff were directed to continue working with KKR Advisors to complete Phase Three, Financial and Partnership Assessment, using the Civic

Centre site, located at 79 Market Street South. At the same time, City Council mobilized efforts to consider the development of Brantford as a renowned destination for world class sports through an intensive community engagement campaign.

5.0 Purpose and Overview

This report provides the results of Phase Three KKR Advisors contract The Financial and Partnership Assessment. In addition this report provides the results of the Community Engagement Campaign initiative conducted in December 2023.

6.0 Background

Over the past year, several key actions have been taken by The City of Brantford Council towards these efforts, and include:

- A Term Sheet negotiated and approved at a Special Council meeting on February 7, 2023 with the Bulldogs Hockey Club to make Brantford their home rebrand the OHL team as the Brantford Bulldogs. The Term Sheet and Facility Lease and License Agreement included a provision that the City consider the future development of a new Sports and Entertainment Centre (SEC) with a facility capacity of 5,000 seats minimum; of a possible new sport and entertainment centre in Brantford, that would enable the City to maintain a competitive OHL team long-term, while also accommodating other larger scale entertainment opportunities for residents and visitors;
- On February 28, 2023 the City of Brantford Council approved a resolution on a New Sports and Entertainment Facility:

WHEREAS on February 7th, 2023 the City of Brantford Council approved Report 2023-58 Term Sheet for OHL Team Agreement for Brantford Civic Centre; and

WHEREAS the Term Sheet between the City of Brantford and The Bulldogs Hockey Club states that the City of Brantford is to consider throughout the term a future development of a new sports and entertainment facility capable of seating 5,000 spectators for Hockey Games and capable of being a home arena for an O.H.L. franchise; and

WHEREAS there has been tremendous positive community support to host an O.H.L. team through the sale of nearly 2,400 season memberships for the Brantford Bulldogs;

NOW THEREFORE BE IT RESOLVED:

THAT Staff BE DIRECTED to develop a plan that includes a recommended location, cost estimates including capital and operating, a financing plan, and delivery timelines of a new sports and entertainment facility for the City of Brantford and REPORT BACK no later than December 31st 2023; and

THAT Staff BE DIRECTED to engage and retain appropriate professional services, including external sport facility consultant(s), to create the plan referenced in Clause A and to fund these costs, estimated to be \$200,000, from the Casino Legacy Reserve RF0555.

- The City retained the services of KKR Advisors Ltd. to provide a phased plan, as outlined in section 7.1;
- City Council received the Phase 1 Business Case Assessment on September 7th, 2023, during a Special Committee of the Whole Meeting. City Council was provided with a comprehensive market overview, which highlighted the anticipated population growth in Brantford. An internal assessment estimates a total direct economic impact of \$4.3 million annually for this opportunity, derived from visiting team overnights and fan spending at local business, along with an estimated \$297,250 in local wages would be expected annually. Of the 21 jurisdictions with current OHL teams, Brantford is projected to have the sixth highest population growth rate (55.7%), higher than OHL cities Hamilton, Peterborough, Guelph and Niagara;
- On September 7, 2023, City Council conducted an information-gathering session, involving discussions regarding negotiations with landowners and potential land locations. The objective of the exercise was to gather insights into the essential location criteria, which would later be used to evaluate potential sites for the SEC;
- At the November 14, 2023 Special City Council meeting, Council approved the recommended site for the SEC as the Civic Centre site, located at 79 Market Street South;

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- On November 28, 2023 Council Directed staff to develop a communications strategy that considered feedback from the public regarding the development of a SEC and provide the results in January, 2024.

6.1 Council Approved Plan

Council has directed the CAO to work with KKR Advisors , and approved the following plan:

Phase 1 – Business Case Assessment

- Undertake research on the Brantford market from a demographic and socio-economic perspective;
- Undertake research on comparable sports and entertainment facilities in other markets (from an event attraction, operating revenue and expense perspective);
- Evaluate the potential “supportable” size of a new SEC in Brantford;
- Develop an estimate of potential costs for the SEC;
- Identify a projected utilization and programming schedule detailing potential events and uses of the SEC;
- Develop a 10-year proforma operating budget for the Facility depicting operating revenues and expenses;
- Prepare an assessment of the potential economic and social benefits of the SEC; and
- Prepare a draft report (“Business Case Assessment Report”) for review by and discussion with the City.

Completed: September 7, 2023

Phase 2 – Location Assessment

- Hold an “information gathering” session with members of Council to obtain insights into key location criteria that would then be used to evaluate potential locations for the SEC (Completed as part of the September 7, 2023 Special Committee of the Whole Meeting);

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- Liaise with KKR's sub-consultant, BBB Architects, to identify site dimensions needed for the SEC (based on the concluded "supportable size" identified in Phase 1);
 - Liaise with City staff to identify city-owned properties and other potential properties which meet the identified minimum site dimensions and could achieve Council's key location criteria;
 - Undertake an initial review and assessment of potential sites;
 - Identify a short list of up to three potential sites for more detailed review;
 - With BBB Architects, prepare illustrative / prospective renditions illustrating how an SEC could fit on the recommended site; and
 - Prepare a draft report ("Location Assessment Report") for review by and discussion with the City.

Completed: November 14, 2023

Phase 3 – Financing and Partnership Assessment

- Undertake research on the financial structuring of comparable sports and entertainment facilities in other markets (with a focus on newer facilities);
- Undertake research on how select municipalities have attracted the interest of private sector entities to assist in the financing and / or provision of community infrastructure projects;
- Liaise with City staff to identify potential developers / landowners / investor groups active in the Brantford area and hold discussions with those entities to explore potential options for third party partnerships and investment opportunities;
- Based on the foregoing, prepare illustrative financing and partnership structures for the City to consider;
- Based on the foregoing, prepare an illustrative project implementation / delivery timeline schedule; and

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- Prepare a draft report (“Financing and Partnership Assessment Report”) for review by and discussion with the City.

Completed: January 2024

Phase 4 – Consolidated Report

Upon receipt of feedback and comments from the City, KKR will work to finalize reports, and prepare the consolidated report and summary presentation document.

This report provides an update on Phase Three of the Plan.

6.2 Community Engagement Results

At the November 28, 2023 City Council meeting, Council directed staff to develop and conduct a communications strategy in December 2023 whereby the community would be consulted for their input regarding venue features and uses related to the new Sports and Entertainment Centre adjacent to, and including, the current Civic Centre site at 79 Market Street, and share findings to Council as part of the Phase Three report.

7.0 Corporate Policy Context

The development of a Sports and Entertainment Centre in the City of Brantford aligns with the following Council Priorities:

- Focus on productive and collaborative partnerships
- Commit to and implement the downtown revitalization plan and vision

The development of a Sports and Entertainment Centre in the City of Brantford aligns with the following corporate plans and strategies:

Economic Development Strategy (2016)

The recommendations herein are consistent with the Economic Development Strategy (2016) namely the following:

- To attract more people: bring attention to Brantford’s downtown; and draw more consumers to support local downtown businesses;

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- Continue to update public infrastructure and beautify public amenities (sidewalks, streetscape, signage, public art, etc.) to ensure the continued revitalization of Brantford's downtown attractions, events and festivals downtown; and
 - Continue to support the growth of sports tourism through the strategic marketing of new municipal sports infrastructure and bid and hosting opportunities.

The Parks and Recreation Master Plan (PRMP, 2018)

The PRMP recommended that the City plan for decommissioning the Civic Centre and Lions Park Arena and replacing them with a new twin-pad while recommending the City look at securing property for and constructing an additional twin-pad facility. This approach would accommodate expected growth-related increase in demand for arena facilities. With the recent investments in the Brantford Civic Centre to host the Brantford Bulldogs, the facility has been substantially upgraded improving on many areas within the facility that hindered any programming usage. The addition of an ice pad as part of the SEC development as well as the extension of the useful life of the Civic Centre changes the underlying conditions on which the PRMP recommendations were based and therefore the Plan will need to be reviewed and updated. Staff will undertake an update to the PRMP, including a review of the twin-pad recommendation.. The draft multi-year budget currently being considered for approval includes funding for the PRMP update in 2025.

Municipal Sport Tourism Strategy (2019)

The recommendations outlined in this report are supported by the City of Brantford's *Municipal Sport Tourism Strategy*¹(2019) Strategic Priorities, specifically:

- Financial: Brantford will establish a revenue model that support sport tourism as a market segment with dedicated professional resources, enabling both homegrown and attracted events to be hosted in a financially responsible manner.

¹ City of Brantford, *Municipal Sport Tourism Strategy*, 2019. <https://pub-brantford.escribemeetings.com/filestream.ashx?DocumentId=3685>

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- **Operational:** Brantford will make informed decisions and build operational excellence through responsible governance and policies that leverage existing sport hosting assets that drive economic, social and sustainability.
 - **Partnering:** Brantford will foster a hub of shared purpose that supports the future success of sport tourism and engages all residents of the community.
 - **Infrastructure:** Brantford will invest in the continued maintenance, development and supports required for its sport tourism infrastructure so that the City and local sport organizations can host events with confidence.

The Official Plan - Envisioning Our City: 2051

As outlined in the City of Brantford Official Plan, the Downtown Urban Growth Centre (UGC), where the suggested SEC site is located, is a Strategic Growth Area, envisioned to be the cultural, entertainment and administrative heart of the City, a key shopping district, and a destination for residents, students, tourists and businesses.

Located within the UGC, the Lower Downtown Precinct is planned to accommodate significant intensification through redevelopment opportunities upon vacant or underutilized lands and through the residential intensification of existing commercial developments. It is envisioned that the Lower Downtown Precinct will develop as a complete community, where new residents in Mid-Rise and High-Rise residential and mixed use buildings will have access to nearby jobs, transit, and entertainment opportunities. It is also envisioned that the expanded market will support commercial and cultural uses linked to the Grand River Waterfront, Shallow Creek Park and other precincts within the City's UGC.

The City of Brantford Urban Design Manual

Aligning with the City's Official Plan and Zoning By-Law, the City of Brantford Urban Design Manual recognizes the Downtown Urban Growth Centre as a primary destination for residents, students, tourists, and businesses and encourages development to be in the form of mixed-use buildings, residential buildings, retail and commercial spaces, offices, institutional buildings, and recreational / entertainment uses.

It is envisioned that the precinct will evolve into a pedestrian-friendly, mixed-use complete community, providing for a range of shopping, office, residential, and recreational amenities. Residential mixed-use buildings are encouraged in the Lower Downtown Precinct with at-grade uses, with conscious design efforts to foster a live, work, and play environment

Downtown Community Improvement Plans

There are two Community Improvement Plans applicable in the Lower Downtown Precinct where various financial incentives are available to support redevelopment:

- *Brownfield Tax Incentive Program (BFTIP)*
- *Downtown Property Tax Increment-Based Grant Program*

8.0 Input From Other Sources

This process involved staff from Legal, Real Estate, Public Works, Community Development, Communications, Economic Development, Tourism & Cultural Initiatives, and Finance.

9.0 Analysis

9.1 Let's talk about a new sports and entertainment centre: Community Engagement Campaign Findings

Communications and Community Engagement staff, guided by Council direction on November 28, 2023, implemented a comprehensive public engagement campaign in December 2023 regarding the development of a new sports and entertainment venue at 79 Market St. This initiative included a public meeting at the Civic Centre on December 18th, 2023 and a Let's Talk Brantford (LTB) campaign that ran from December 1, 2023, to January 5, 2024, soliciting public input on venue impact, uses and features. Outlined below is an analysis of feedback collected from the community.

9.1.1 Survey Findings

Demographics:

575 people completed the survey online. 91% of participants identified as being residents of Brantford.

26-55 – 21.4%
36-45 – 22.5%
46-65 – 28.8%
65+ - 3.5%

The data reflects nearly an equal mix across age groups which is not typical for City engagement campaigns, where we normally see more participation from older age groups – 46+. The remarkably balanced distribution of engagement across age groups, suggests a notable interest from younger demographics in this initiative.

Impact on Brantford's Economy:

Positive – 80.7%
Negative – 8.1%
No impact – 3.3%
Unsure – 7.9%

The data collected on the impact of the proposed sports and entertainment center initiative in Brantford reveals overwhelmingly positive sentiments from the community. With a significant 80.7% expressing a positive outlook, it suggests a strong endorsement for the project.

One of the most noteworthy aspects of this data is the minimal negative response, standing at a mere 8.1%. This indicates that a large majority of the surveyed individuals believe the sports and entertainment center initiative will bring about positive changes for Brantford's economy.

Entertainment and Activity Preferences in order of importance:

Live entertainment (concerts, shows): 2.79
Community sports activities: 3.51
Professional sports events: 3.05
Professional sports entertainment (hockey, basketball): 3.67
Dining and restaurant options: 4.23
Retail spaces (shops, stores): 5.07
Hotel Accommodations: 5.67

Venue Amenities Ranking

Parking facilities
State-of-the-art sound and lighting systems
Flexible seating arrangements
Green spaces or outdoor areas
Accessibility features
Other

Town Hall Summary

The Town Hall meeting on December 18th was attended by nearly 100 residents and addressed several key questions and concerns regarding the proposed facility.

Questions arose about the Bulldogs commitment to the keep the team in the City of Brantford. The response indicated a 3-year lease with the possibility of a 3-year renewal, and the owner's commitment to either keeping the team in Brantford or facilitating the relocation of another team. The facility's estimated annual operating cost was addressed, emphasizing the positive economic impact on downtown Brantford and the potential for various events beyond hockey.

Other topics included the development across the street, potential partnerships, and the facility's role in promoting the city's heritage. Concerns were raised about the arena's size for hosting events like the Memorial Cup, and assurances were given regarding its capacity and cultural impact. The discussion also touched on the Sanderson Centre's relationship with the proposed venue, parking concerns, and the potential for shared ownership with the OHL team. The meeting concluded with mixed sentiments from attendees, with some expressing excitement about the proposed plan and others urging caution and consideration of financial implications.

Key Observations:

Entertainment Preferences: Live entertainment and professional sports events appear to be popular choices among respondents, with average ranks of 2.79 and 3.05, respectively.

Venue Amenities: The ranking of venue amenities indicates that respondents value accessibility features, flexible seating arrangements, and state-of-the-art sound and lighting systems.

Impact Perception: Understanding the perceived impact of events or amenities is crucial. The survey includes responses regarding positive, negative, or no impact, providing valuable insights into the overall sentiment.

Cultural Celebrations: A significant number of respondents express interest in events celebrating different cultures and traditions within the community.

In summary, the findings overall, strongly suggests broad community support for the sports and entertainment center initiative in Brantford, particularly in terms of its positive impact on the local economy. The low percentage of negative responses and the even smaller percentage of respondents who see no impact highlight a general consensus that the initiative has the potential to bring significant economic advantages to the city. This positive sentiment is a promising signal for the success and acceptance of the proposed project within the community.

9.2 Financing and Partnership Assessment

Based on a review and assessment of the 35 Canadian Sports and Entertainment Facilities that have been under development since 1990, the attached Appendix B outlines the options and opportunities as they exist; including municipal funding sources, private contributions, and more complex public-private partnerships.

There are six key findings of the assessment:

1. The majority of SEC's are publicly funded, mostly from municipal sources. While seven SEC's secured some level of provincial and federal funding support, KKR Advisor's understanding is that neither the Ontario nor federal governments currently have programs which the City of Brantford could access to support the cost of building a new SEC.
2. Of the 11 SEC's built in Ontario since 1990, only five have secured private sector contributions through public-private partnership arrangements. These contributions ranged between \$1.5 million and \$2.5 million and were based on the private sector's perceived ability to generate a return of and a return on their invested capital.
3. Where the private sector invested larger amounts of capital (in Kelowna, Chilliwack and Gatineau), municipalities provided guaranteed annual revenue payments, structured as ice rental purchase agreements.

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4. A small number of examples exist where the resident sports team invested in and / or took on operating responsibility, limiting or eliminating any ongoing operating subsidy from the municipality.
 5. More recent arrangements, both for sports and entertainment venues and community infrastructure facilities, have seen municipalities leverage land assets to support their investment. Such arrangements have allowed municipalities to reduce or eliminate their up-front capital requirements, while providing future revenues (from property taxes) to support debenture obligations.
 6. Where municipalities have structured partnership arrangements, these have been accomplished through solicited and unsolicited processes.

The attached appendix A details the recommended strategy suggested by KKR Advisors, using a six phase plan commencing immediately and reaching completion in September, 2027.

9.3 Implementation Plan

Staff is recommending that City Council endorse the SEC as its **Priority Project**. This will enable the CAO to prioritize resources. The implementation plan provided by KKR Advisors assumes this, providing a number of key decision points / milestones that will require Council consideration and direction / approval. These key decision points include:

1. During the Preparatory Due Diligence Phase, when specific properties / facilities are presented for Brantford City Council's consideration for inclusion into the Request for Business Partnerships ("RFBP") process;
2. During the RFBP process, when preliminary proposals / offers are presented for Brantford City Council's consideration and direction;
3. During the RFBP process, when negotiated partnership / development / investment agreements are presented for Brantford City Council's consideration and approval;
4. At the conclusion of the RFBP and Preparatory Due Diligence phases, when the SEC financing plan becomes more advanced;

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5. During the Design process, to approve preliminary and final designs (including project costs);
 6. At the conclusion of the Construction Tendering process when final bids and a finalized financing plan are presented for Brantford City Council's consideration and approval.

The recommended Implementation Plan (attached, page 33, Appendix B) includes the following phases:

1. Implementing a "Request for Business Partnerships" process;
2. Undertaking preparatory site due diligence;
3. Embarking on a public fundraising campaign;
4. Commencing facility design;
5. Issuing the construction tender; and
6. Facility construction.

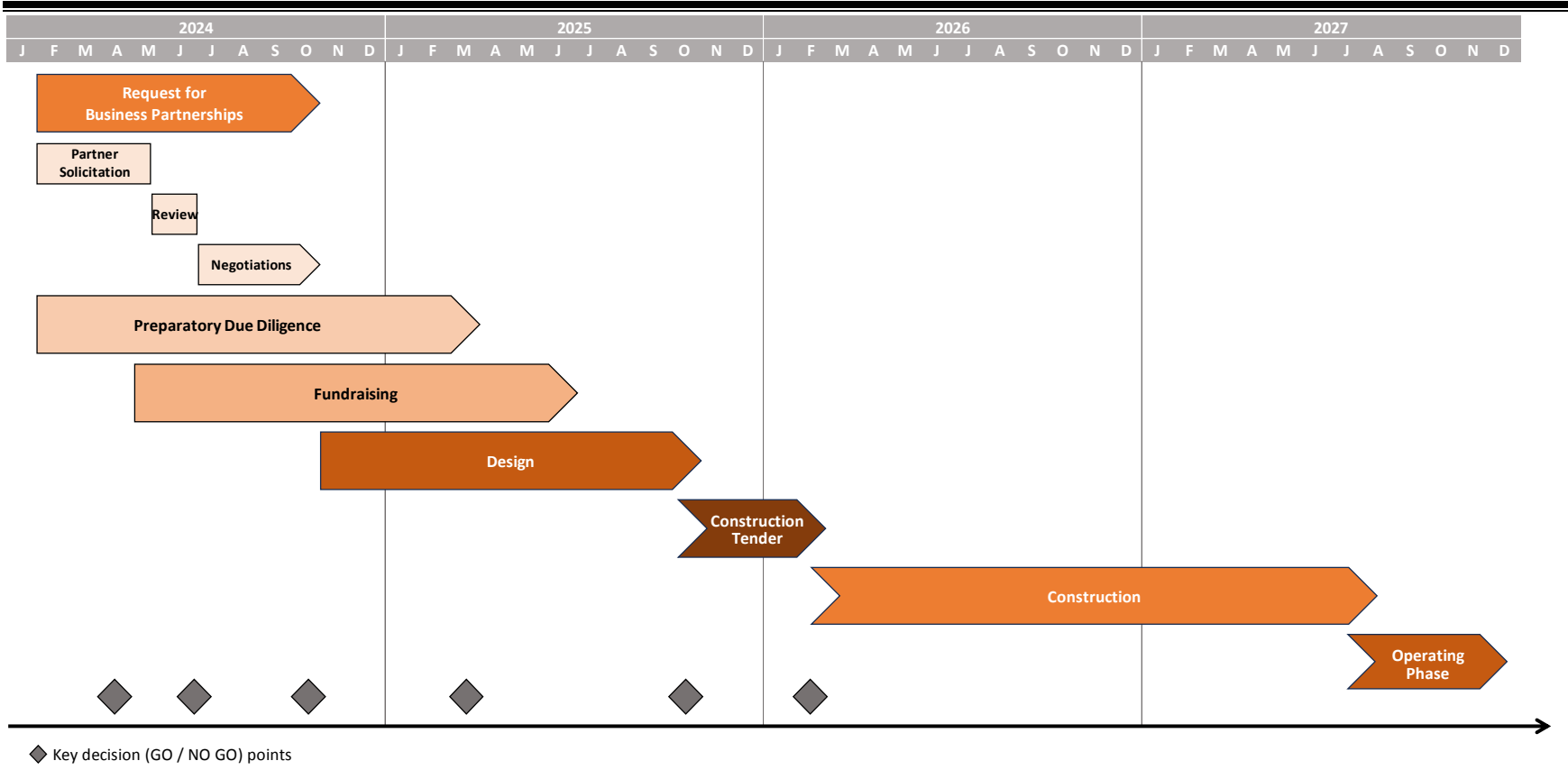


Figure 1: Project Timeline

9.3.1 Request for Business Partnerships

The purpose of the Request for Business Partnerships process is to seek out, through an open and transparent process:

- A prospective sports team tenant and to secure their long-term presence in the Facility through a facility lease and license agreement;
- Prospective investors willing to (a) invest / co-invest in the Facility with the City, (b) develop / co-develop the Facility with the City, and / or (c) secure the operations, management and ./ or programming of the Facility (and / or potentially other municipal facilities); and
- A prospective naming sponsor(s) willing to pre-pay their sponsorships with the proceeds used to pay for a portion of the cost of the Facility.

The RFBP Phase is preliminarily projected to span an estimated six to nine month period, commencing in February 2024, with the RFBP solicitation process assumed to occur over the first three to four months, and the remaining time being used for proposal review, partner selection and proposal development / refinement and final negotiations.

9.3.2 Preparatory Due Diligence

The purpose of the Preparatory Due Diligence Phase is for the City to undertake research and gather information to educate both the City and prospective Business Partners and developers / investors on the nature of the SEC opportunity and identify the properties which the City could offer for sale and redevelopment (both as part of the Request for Business Partnerships and on a stand-alone basis).

This phase will help the City identify which sites the City could offer, and define acceptable uses for the Facility. This phase will also help the City provide definitions for acceptable use(s) and broad parameters governing the potential reuse and development of each property. During this phase, the City would also complete due diligence on the Civic Centre site in order to detail the nature

of, cost and process to rectify any constraints to development, including environmental, or geotechnical, site servicing, etc.

It is very likely that during Preliminary Due Diligence the City will need to retain third party expertise, including consulting engineers (to identify solutions and costs to resolve any site-related development constraints). This phase is expected to span an approximate 12-month period starting February, 2024 and would be led by KKR Advisors using sub-consultants hired by KKR Advisors.

9.3.3 Legal Services

Staff recognize that it is likely that The City will need to retain third party legal services with expertise in devising and negotiating potential sponsorship or other agreements.

9.4 Expression of Interest / Request for Business Partnership

To perform this work, staff recommend that the initial vendor engagement be aligned with the City's Purchasing Policy and the RFBP be issued through the City's e-bidding platform. This will provide the transparency and openness required for all public procurements and will demonstrate initiative on behalf of the City to be fair, open, and transparent in receiving input from all potential and interested vendors. Under the guidance of Mr. Bidulka, of KKR Advisors, the City's Purchasing department would prepare, issue, and close the RFBP in compliance to the Purchasing Policy following the standard solicitation process.

Similar to the EOI's issued for previous projects, such as Colborne Point, the review and evaluation of submissions may result in either a subsequent RFP process, or ideally, concurrent commercially confidential negotiations; a term used in KKR Advisors' report but a common practice applied in complex, large scale, public procurements.

10.0 Financial Implications

The costs to retain the services of KKR Advisors to complete Phase One, Implementing a Request for Business Partnerships process will not exceed \$295,000.

The costs associated with undertaking preliminary due diligence of the Civic Centre site in order to detail the nature of, and rectify any constraints to development will be approximately \$220,000. The City will use existing contracts and contract pricing where applicable for these services.

Staff anticipate that Legal Services will cost approximately \$220,000.

Finance staff have confirmed that funding is available in the Capital Funding Envelope Reserve (RF0556) for the total amount of \$735,000 requested.

11.0 Climate and Environmental Implications

There are no direct climate and environmental implications with this report.

12.0 Conclusion

While aggressive, staff do feel that the attached timeline and implementation plan is achievable. With the current target of September 2027, there is an opportunity to celebrate Brantford's incredible 150 years of history with the Grand-Opening of a state of the art Sports and Entertainment Centre. This incredible landmark building could secure The City an OHL Team, while also providing so many other benefits to the community, and in particular boost The City's civic pride.

The development of a Sports and Entertainment Centre could assist The City in reinforcing the image of Brantford as a sport-friendly city via the municipal and community support of the Brantford Bulldogs, along with the many other sporting activities and cultural festivities that could take place within the facility. By developing a Sports and Entertainment Centre, The City is also making a future investment – and in particular, in the downtown.

As recommended in several of The City's key guiding documents, and plans, the rehabilitation and revitalization of the lower downtown will be key in achieving the vision this Council has of this precinct evolving into a pedestrian-friendly, mixed-use complete community, providing for a range of shopping, office, residential, and recreational amenities.

By declaring the SEC a priority project, staff can work toward the goal of making Brantford's downtown a primary destination for residents, students, tourists, and businesses and encourages development to be in the form of mixed-use buildings, residential buildings, retail and commercial spaces, offices, institutional buildings, and recreational / entertainment uses in the area. The benefits to the residents of Brantford are vast.

A handwritten signature in black ink, appearing to read 'B. Hutchings', is positioned above a horizontal line.

Brian Hutchings, Chief Administrative Officer

Prepared By:

Sasha Hill Smith, Manager, Government Relations & Corporate Initiatives

Attachments:

Appendix A: Community Engagement Campaign Findings

Appendix B: City of Brantford Proposed Sports and Entertainment Centre *Financing and Partnership Assessment*

Appendix C: City of Brantford Lower Downtown: Policy Framework Overview

In adopting this report, is a by-law or agreement required? If so, it should be referenced in the recommendation section.

By-law required yes no

Agreement(s) or other documents to be signed by Mayor and/or City Clerk yes no

Is the necessary by-law or agreement being sent concurrently to Council? yes no