

1. CONVENTION CENTRE FACILITIES

COMMITTEE RECOMMENDATIONS AS AMENDED

That Council approve:

1. That the Regional Municipality of Ottawa-Carleton endeavour to create new convention facilities in the context of a public/private partnership;
2. That staff recommendation No. 2 as follows be DELETED. That Council choose the site and the proponent with whom it intends to create the public/private partnership;
3. That staff recommendation No. 3 be amended by the following:  
That by choosing the site and the proponent it is clearly understood that the Regional Municipality of Ottawa-Carleton and the proponent will proceed on the basis that any financial plan, any business plan and any design, building plans and any final site plan will be subject to Council approval;
4. That staff recommendation No. 4 be amended to read:
  - 4a) That all financial planning will require participation by the private sector and the Federal and Provincial governments;
  - 4b) That the efforts to arrange a financial package do not explicitly or implicitly commit the Regional Municipality of Ottawa-Carleton to any financial contribution for convention facilities, and that the financial planning include a new RMOC Revenue Stream, other than property taxes, dedicated to capital and/or operating costs of a new Convention Centre if required to protect the exposure of the Ottawa-Carleton taxpayer;
5. That the site and the proponent be the Viking Rideau lands, adjacent to the Rideau Centre, as owned and/or controlled by the Viking Rideau Corporation;

- 6. That Council request that the Board of Directors of the Ottawa Congress Centre join the Regional Municipality of Ottawa-Carleton in leading the development of the detailed analysis to support the Congress Centre expansion;**
  
- 7. That when the Steering Committee is formed, the Ward Councillor be on the Committee.**

**DOCUMENTATION:**

1. Joint Chief Administrative Officer and Executive Director, Economic Affairs report dated 15 Jul 98 is immediately attached.
  
2. Written submissions from the Board of the Ottawa Congress Centre and Jean Pigott, Linkages Committee, immediately follows the report.
  
3. Extract of Draft Corporate Services and Economic Development Committee Minute, 21 July 98, immediately follows the written submissions and includes a record of all votes.

Our File/N/Réf.  
Your File/V/Réf.

DATE 15 July 1998

TO/DEST. Co-ordinator  
Corporate Services and Economic Development Committee

FROM/EXP. Chief Administrative Officer  
Executive Director, Economic Affairs

SUBJECT/OBJET **CONVENTION CENTRE FACILITIES**

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#### **DEPARTMENTAL RECOMMENDATIONS**

**That the Corporate Services and Economic Development Committee recommend Council:**

- 1. That the Regional Municipality of Ottawa-Carleton endeavour to create new convention facilities in the context of a public/private partnership;**
- 2. That Council choose the site and the proponent with whom it intends to create the public/private partnership;**
- 3. That by choosing the site and the proponent that it is clearly understood that the Regional Municipality of Ottawa-Carleton and the proponent will proceed on the basis that Council will approve any financial plan, any business plan, and any final site plan and buildings plans;**
- 4. That all financial planning will require efforts to include the private sector and the Federal and Provincial governments and that the efforts to arrange a financial package do not explicitly or implicitly commit the Regional Municipality of Ottawa-Carleton to any financial contribution for convention facilities;**
- 5. That the site and the proponent be the Viking Rideau lands, adjacent to the Rideau Centre, as owned and/or controlled by the Viking Rideau Corporation.**

## BACKGROUND

In 1995 the Region and Minto agreed to jointly fund a feasibility study addressing the need for additional convention and/or tradeshow space in Ottawa-Carleton. Following review of the final report, Regional Council on 13 November 1996 indicated its support in principle for the expansion of convention facilities, subject to substantial financial support from the senior levels of government.

Following direction from Regional Council, staff presented a report to CSEDC on 1 April 1997, recommending selection of the Viking Rideau land immediately east of the Rideau Centre, as the site for the expansion. Committee and Council did not choose a site, but instead directed staff to undertake further work on design, cost, economic viability, financing and benefits, associated with both sites under consideration. Council reiterated the need for senior government funding, and also indicated that private sector participation would be required.

On 17 June 1997, a report prepared by Coopers and Lybrand on the economic viability of the proposed expansion of convention facilities, was presented for information to CSEDC.

## DISCUSSION

In reviewing previous reports on this subject, it is staff's interpretation that Corporate Services and Economic Development Committee, and Regional Council, have essentially adopted the following position:

- Recognition of the beneficial impacts of expansion, and the declining competitive position of Ottawa-Carleton due to under-sized facilities relative to other similar markets
- Concern over the financial implications in light of current funding pressures
- Requirement for private sector and senior government funding
- Concern over design issues

The need for expanded convention facilities is well recognized in the business community and is seen as vital infrastructure to maintain and improve the marketability of the Region as a tourist and convention destination.

The question, therefore, is not whether there is a need for the facility but whether the project can be financed and under which conditions. Council has indicated that it would not move ahead with this project until it could be shown that financing was in place or could be arranged by the individual proponents.

The two proponents, Viking Rideau Corporation and Minto Corporation have also expressed opinions on the project. They believe that the cost and time involved in preparing a financing package of this size and complexity, is a problem, because of the need for such investment with no firm commitment that the project will proceed. The proponents have also highlighted their considerable investment in the project to date.

Arranging a financing package prior to this stage of the process is difficult if not impossible. Potential public and private interest is contingent upon the project having demonstrated support from the Region, and resolution of certain critical issues that enable the project to be visualized and marketed as a viable project. The first step that must be made is to select a site, and therein lies the dilemma.

Council has stated that it will not select a site until it can be demonstrated that financing can be arranged, and the proponents and potential financial participants have stated that they cannot arrange financing unless a site and a proponent have been selected.

In reviewing the situation, staff is of the opinion that this exemplifies the interdependence that exists between public and private sector interests when both cater to broad, joint community needs. Hence, the need for a public/private partnership where it is recognized that both parties must work jointly to achieve their respective goals of economic viability and public good.

In a project of this type, it is doubtful that the private sector can create the necessary funding partnership without support from the Region in gaining interest and support from the Federal and Provincial governments. A number of servicing, site plan and design issues will also likely directly impact the Region and approvals will be necessary along the way to address and resolve these. The Region may also make regulatory and other decisions which would help the economics of the project.

Given this reality, it is felt that the best course of action at this time is to endeavour to create new convention facilities in the context of a public/private partnership. In this spirit, and in order to break the impasse described earlier, it is also felt that Council should choose now, a site and proponent with whom it intends to create the public/private partnership. This will not only allow a formal dialogue to be established between the Region and one of the proponents but it will also provide that proponent with the encouragement it requires to commit resources to reviewing financing options and initiating various planning activities around convention facilities on its site in consultation with the Region.

Having defined the framework within which this project could proceed, staff then turned their attention to the selection of a site and of a proponent.

The submissions made by the two proponents in 1997 included detail on site design and financial aspects, in accordance with the original guidelines prepared by the Convention Centre Steering Committee. Clarification on a number of details was requested and addressed by the proponents. While there were still outstanding issues related primarily to details of the design, the committee at that time concluded that both sites were capable of supporting a viable facility and that the design issues were resolvable with additional effort.

Staff has reviewed the material and concurs with the conclusion of the Steering Committee. Furthermore, it would be premature to allocate any additional resources on design elements until there is a much clearer definition of what is being built and where it will be located. For this

reason, staff does not believe that it would be prudent nor advisable to consider design issues in the site selection process but recommends that Council, through its partnership with the successful proponent, retains its ability to approve any final site and buildings plans.

This basic rationale also applies to any attempt in costing the proposals, in trying to identify funding sources, or in trying to determine their economic viability. Clearly, these issues are critical elements, but as they are unlikely to be substantially different between the two proposals, again, are premature at this stage of the process. Council should, however, have the ability to approve any financial plan and business plan developed as part of its partnership so that it can be satisfied that its concerns have been addressed and its interest protected.

The two proponents which have submitted proposals for expanded convention facilities are Minto Developments Inc., and Viking Rideau Corporation.

Minto is a family-owned, Ottawa-based, fully-integrated real estate development company, with broad experience in both commercial and residential development, including acquisition, planning and servicing of land. The company also designs, constructs and markets large and diverse developments, and as part of the Minto Group of Companies, manages a portfolio of residential and commercial properties comprising about 22 million square feet. The company, active in Ottawa since 1955, has expanded to Toronto and south-east Florida.

Viking Rideau Corporation is responsible for the operation of the Rideau Centre and brings the resources of its three shareholders to the project: the Herman Family Trust, with extensive ownership of residential and parking facilities in Toronto, Winnipeg, Saskatoon and Regina; Cadillac Fairview Corporation Limited, one of the largest owners, managers and developers of commercial (office and retail) real estate in North America, with over 49 million square feet either owned or managed; and Joseph J. Barnicke and Gordon S. Peck, shareholders of J.J. Barnicke Limited, a full service real estate brokerage company with 17 offices across Canada.

Staff agrees that both proponents:

- Recognize the need to design and construct a convention centre that will enhance the economic growth of the Region;
- Are reputable and respected companies with a history of successful and profitable ventures;
- Have assembled teams with appropriate professional qualifications to undertake a project of this nature;
- Have the credibility and business acumen to attract potential investors to support the financing.

Given the above, the Region would welcome the opportunity to associate itself with either proponent to move this exciting project forward.

With respect to site selection, staff believes that the information submitted to date is sufficient to establish a clear preference in terms of a site for expanded convention facilities, and that any

additional detail that could be collected as part of additional work would not change this conclusion.

## EVALUATION

The purpose of the evaluation should be to determine which site has the potential to allow construction of the most *marketable* and *functional* facility. These basic considerations will ensure that the facility will best meet the needs of the tourism and convention industry and will be able to be operated in the most effective and efficient manner possible. The result will be to maximize the attraction of conventions to Ottawa-Carleton.

A number of criteria that might otherwise be used were not considered, as staff concluded that there was no substantial differences between the two sites. Such criteria include:

- Cost - neither site has any unique feature which would significantly affect the cost of construction
- Servicing - water and sewer servicing is essentially the same
- Transportation - truck, vehicular and transit access is similar

Staff believes the sites can be distinguished on the basis of six criteria:

### 1. Land Assembly/Ownership

Viking Rideau has acquired outright all 4.7 acres required for the construction of the convention facility on their proposed site and the site is available for development immediately. Minto owns outright 1.5 of the 5.8 acres proposed, with the remaining land split between the Region, and Public Works and Government Services Canada (PWGSC) with the Department of National Defence (DND) as their tenant.

In order to determine the feasibility of acquisition of the federal land required with the Minto proposal, staff approached PWGSC. While a willingness to consider the proposal was indicated, the federal government was unable to indicate with certainty that the national security issues caused by having such a facility so close to the DND Headquarters could be resolved. A series of studies, likely requiring six months or more, would be needed before this question could be answered.

The use of air rights over part of the Regional transportation network, as part of the Minto proposal, also complicates matters. While there are no indications that this could not be achieved, nevertheless, there are legal and community issues that would need to be addressed as part of a public consultation process. These issues normally take time to resolve and are constraints to making the proposed site immediately available for development.

Staff concluded that the outright ownership by Viking Rideau of their site, along with site readiness for development, is a significant advantage.

## 2. Planning Approvals

The proposed convention/hotel/parking complex use would conform to both the Regional and City of Ottawa Official Plans at both sites. Specific aspects of the proposals (e.g. massing, design and access) will have to be measured against the Official Plan policies at the more detailed design stage.

The current zoning for the Viking Rideau site includes: C2-c-tp (8.0), C2-c (5.0) and RO-x (5.0). The C2-c zones would permit the proposed uses. The RO-x (5.0) zone south of Daly Street would have to be rezoned to C2-c in keeping with the remainder of the site.

The current zoning for the Minto site includes RO-x-tp (7.0) on the Minto property and RO-x (5.0) on the DND property. This would not permit the proposed development. A comprehensive rezoning would be required to redesignate the site. Given the negotiations required for a previous rezoning of this site, it could be anticipated that there would be objections to the rezoning.

Given the above, the Viking Rideau site is in greater conformity with existing regulatory requirements and is anticipated to be more straight-forward with respect to securing approvals.

## 3. Relationship with Rideau Centre and Ottawa Congress Centre

The two proposals present different approaches to the extent to which the convention centre should be integrated with other existing and new uses. The Minto proposal notes that proximity to retail shopping can be positive for convention delegates; however, it warns that direct integration of retail or similar uses into a convention centre can be a distraction and suggests that this is negatively viewed by meeting planners. They note that their proposal is designed with the single purpose of serving the needs of convention delegates, with no other direct private business enhancement.

The Viking Rideau site, in contrast, would be fully integrated into the existing Rideau Centre/Ottawa Congress Centre complex, and could conceivably include some expansion of the retail space. Links between the existing and proposed convention facilities, however, could be isolated and need not pass through retail areas, similar to the existing arrangement. Viking Rideau does not believe the mix of uses in their proposal is a conflict, noting the successful “marriage” of current facilities.

Staff concluded, after consultation with local meeting planners, that distractions are not a significant issue with a multiuse convention centre such as that proposed. The Ottawa Congress Centre has no history of clients indicating that the current arrangement is unsatisfactory.

Staff also note that the existing Congress Centre is a valuable asset and that its role should be considered while establishing a concept for the expansion of convention facilities in Ottawa-Carleton. Integration into the existing overall complex could be expected to offer certain efficiencies and increased flexibility in the general operation of the facility. Further, as Viking



Rideau is the landowner of the current facility, their selection as the proponent for the expansion would increase the flexibility in considering other uses for the current Centre in the context of the best utilization of the whole site.

The overall conclusion was the higher potential for integration and/or flexibility associated with the Viking Rideau site was an advantage.

#### 4. Access to Nearby Attractions

Convenient access to amenities, particularly hotels, is an important criteria in the selection of a venue by meeting planners. Assuming a 400 room on-site hotel is included in the project, there will be over 1800 hotel rooms within proximity of the convention centre, in accordance with the recommendation of KPMG. The walking time to the two sites from the four existing hotels is estimated to be about 50% less for the Viking Rideau site, compared to Minto. Further, a concept providing year round weather protected linkages across the downtown core has been developed. The Viking Rideau site provides a higher potential for integrating with these linkages, when they are developed.

Access to area attractions will also contribute to the facility's marketability. Delegates could be expected to have interest in the following features in the vicinity of the two sites: Parliament Hill, the National Arts Centre, Rideau Street, Sparks Street, Rideau Canal, By Ward Market, Bytown Museum, Canadian Museum of Contemporary Photography, Major's Hill Park and National Gallery. These tend to be located to the north and are more accessible from the Viking Rideau site.

Staff conclude that the Viking Rideau site is favoured in terms of proximity to area hotels and other attractions, and vis-à-vis its potential to integrate with the proposed "linkages" network.

#### 5. Architectural "Statement" and Landmark

Previously at Corporate Services and Economic Development Committee, there was discussion on the extent to which the two sites offer the potential to create a convention centre with a landmark status in Ottawa-Carleton. The two sites offer different opportunities in this respect. The Minto site is strategically situated as the first major site encountered travelling north on Nicholas from the Queensway. Combined with the requirement for vehicular traffic to pass directly underneath the facility, the Minto site offers a greater "first impact" potential due to its greater long-distance visibility and would be a dominant landmark on the downtown skyline.

In contrast, the Viking Rideau site will have a more localized contribution to the Rideau Street streetscape and By Ward Market, and could significantly contribute to the ongoing renewal of these areas. In terms of "presence", Viking Rideau is expected to be superior due to the higher degree of street-level activity in its vicinity, and its greater potential contribution to the vision of an interconnected tourism and convention district in the downtown/canal area.

The two facilities offer different types of architectural “statements” and the relative merit of each is a matter of judgement. In terms of affecting marketability as a convention site, staff doubt that either site would have any particular advantage, as there is no evidence that meeting planners consider this aspect. However, the Minto site’s potential for a more dramatic and distinctive facility would likely be an advantage in terms of landmark status and also marketability for potential sponsorship of the facility itself.

## 6. Urban Environment

The Viking Rideau site offers the potential to contribute to the further revitalization of Rideau Street, in the heart of the region’s tourism, convention and entertainment district. Development of the site would fill in the gap on the south side of Rideau Street east of the Rideau Centre that has broken up the continuous retail frontage (important to a mainstreet’s success). On axis with the Viking Rideau site, the William Street Mall would provide an opportunity for a direct link and views between the convention centre and the market area. With a focus on pedestrian oriented uses and activity at street level, such as retail shops, restaurants and galleries, development of the site represents an opportunity to knit together the local urban fabric and continue the renewal of Rideau Street.

Development of the Minto site would provide an opportunity to bridge the gap that presently exists between the University of Ottawa/Sandy Hill community and the Rideau Centre/Congress Centre area. The proposed convention centre would develop these lands with a use that is complementary to the latter, but less so to Sandy Hill and the university, potentially creating a somewhat harsher transition. The Minto site does provide an opportunity for shared meeting space and hotel/residence rooms with the University of Ottawa.

Staff considered the effects of Minto’s proposal spanning the major intersection of Nicholas and Waller, with high truck volumes and street-level pedestrian activity. While the representation in the submission opens up the approaches on all sides to the greatest degree possible, issues of noise, vehicle emissions, visibility, and lighting levels, were noted as potentially affecting traffic safety and the environment for pedestrians.

The conclusion was that there was greater potential to contribute to the urban environment through the development of the Viking Rideau site.

## EVALUATION CONCLUSION

The Convention Centre Steering Committee, through its previous work, had recommended that the Viking Rideau site be the preferred site for the convention facilities. Staff has reviewed this work and through an analysis of the attributes of each proposed site, as detailed above, concur with the previous recommendations and support the Viking Rideau site as the clearly superior site for the location of expanded convention facilities.

## PUBLIC CONSULTATION

No additional public consultation has been undertaken following the work done by the Steering Committee. Staff is of the opinion that either site will require some level of zoning approval to utilize the site for convention facilities and that the rezoning process will provide a forum for public consultation.

Informal discussions with the business community confirm the need and support for convention facilities and the timeliness of selecting a site and a proponent now to reactivate this project.

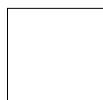
## FINANCIAL IMPLICATIONS

There are no financial implications to the Region related to the approval of this report other than requirements of due diligence in assessing proposals from the proponent and reviewing and approving plans as per the recommendations contained earlier in this report.

*Approved by*

*Merv Beckstead  
Chief Administrative Officer*

*Réjean Chartrand  
Executive Director, Economic Affairs*



# EXPANDING OTTAWA'S CONVENTION CAPACITY

## An Investment, Not An Expense

To date, consideration of expanded or additional linked convention and tradeshow facilities in Ottawa's downtown core has centred largely on concerns about the initial capital expense - how much will it cost, who's going to pay?

It's time we shifted the discussion to focus on which of the proposed approaches to expansion will generate the greatest return for our region.

Authoritative studies on the convention industry in general and ours in particular consistently come to the same conclusions:

- **Conventions have a positive economic impact**

The convention industry contributed \$187 million to our local economy in 1997, including almost \$50 million in revenues split between the three levels of government.

- **Conventions are a growth industry but Ottawa is losing business due to lack of space**

Conventions are a growth market, with delegates increasingly combining convention attendance with an extended leisure visit. But Ottawa's ability to leverage its share of the increasingly lucrative convention market, especially during peak meeting seasons, is severely hampered by one major shortcoming: despite being the nation's capital and the country's fourth largest metropolitan area, Ottawa has the smallest convention and trade show facility of any major Canadian city – meaning it can only compete with third tier convention destinations like Halifax, Fredericton and Moncton.

- **Investing in expanded convention facilities will pay immediate dividends**

The KPMG Feasibility Study conducted on behalf of the Regional Municipality of Ottawa Carleton (RMOC) and Minto estimates the impact of construction alone at 2,600 full time jobs and \$37 million in revenue to various levels of government.

- **Investing in expanded convention facilities will pay long-term dividends**

Studies\* conducted on behalf of the Regional Municipality of Ottawa Carleton (RMOC), and Minto put the on-going annual economic impact of expanded convention facilities at 1325 - 3810 jobs and \$18 - \$48 million in revenue to government – generated through delegate expenditures\*:

- \$22.0 million to Canada
- \$16.5 million to Ontario
- \$ 9.5 million locally

\$48 million in total annual revenue to Federal, Provincial and Local Governments

\* KPMG Peat Marwick Thorne - Capital Centre Capital Market Study June 1998  
Coopers and Lybrand - Convention Centre Project Analysis, June 1997

These revenues would be in addition to the already significant contribution the current Rideau Area Project (which includes the Rideau Centre, the Ottawa Congress Centre, the Westin Hotel and the parking garages) make in terms of tax generation for all three levels of government.

## Rideau Area Project *(Rideau Centre, Ottawa Congress Centre, Westin Hotel, Parking Garages)*

### Current Tax Revenue Generation\*

Total Provincial Taxes Generated .....	\$25,371,855
Total Federal Taxes Generated .....	\$33,839,000
Total Municipal Taxes Generated.....	\$10,054,000
Total Taxes Generated .....	\$69,264,855

\*(Based on the 1998 tax bases for Provincial and Federal Taxes and the 1997 Municipal tax bases.)

## While We Debate, Business Is Going Elsewhere

While concern over costs and funding without regard to potential return on investment continue to slow progress on this issue, lost opportunities due to lack of sufficient convention and trade show space continue to mount.

It is estimated that from the period spanning 1996 to 1998, the Ottawa Congress Centre has turned away \$9.96\* million in business due to insufficient space. Some of the most notable examples of lost business include: the NATO Defence Ministers' Meeting; the NHL All-Star Game; and, Nortel's Premier Data Networking Conference.

The impact of the loss of \$9.96 million in business revenue to the Ottawa Congress Centre can be translated into a loss of 402 full-year jobs across Ontario, 355 within the Ottawa-Carleton region. In addition, the loss of business revenue to the Ottawa Congress Centre would have supported a total of \$4.74 million of taxes (representing \$2.32 million of taxes to the Federal Government, \$1.74 million for the province of Ontario and approximately \$570,000 for local governments).

In terms of business revenue lost to other businesses, the events lost to the Ottawa Congress Centre would have represented a total number of attendees estimated at 51,795 translating to a requirement for 109,000 room-nights or \$12 million in accommodation spending alone. When combined with spending on transportation, food and beverages, recreation and entertainment as well as retail and miscellaneous spending, the total loss of business revenue to other businesses would be \$29.45 million. The impact of this loss of business translates to 877 full-year jobs across Ontario, 667 within the Ottawa Carleton region and overall tax revenue losses to all three levels of government of a total of \$5.573 million.

Collectively, the level of spending attributable to the events lost as a result of the limitations in availability of conference facilities at the Ottawa Congress Centre amounted to \$39.41 million.

The destination faces additional space pressures due to the change in use of the Government Conference Centre to the Canadian Sports Hall of Fame and the continuing debate over the future of the Lansdowne Park facility.

\* (Figures on the loss of business to the Ottawa Congress Centre and its resultant economic impact were provided in a report entitled "Economic Impact Analysis of Lost Convention Business to the Ottawa-Carleton Region Due to Space Limitations of the Ottawa Congress Centre" prepared by the Canadian Tourism Research Institute.)

## We're Capable of Capturing a Bigger Share of the Growing Convention Market

Our local convention industry has done extremely well given the limitations it faces. Studies undertaken by the Ottawa Tourism and Convention Authority show that Ottawa consistently ranks highly as a desirable convention site on criteria such as service quality, affordability, city image, cleanliness, safety, and recreational opportunities. This demonstrates that the product is here to sell - capacity is the issue.

Recent changes in approach by the management and Board of the Ottawa Congress Centre have resulted in sales increases of 45% since 1994. This has contributed \$1 million directly to the bottom line, making the Centre, as of 1996/97, only the second of its kind in all of Canada to turn an operating profit without government funding.

By working together, key stakeholders including the Ottawa Congress Centre, the Ottawa Tourism and Convention Authority, the Ottawa Economic Development Corporation, Ottawa Board of Trade, and others have made steady gains, increasing business on a consistent and on-going basis. The Ottawa Congress Centre is satisfied there is pent up demand for more convention space in Ottawa, and agrees with the Coopers & Lybrand June 17, 1997 report to the RMOC that established that even the most pessimistic case for forecasting potential revenues from expanded space is stronger than the case for the status quo. It is important to note that the forecasts presented in this report did not take into account the even reduced capacity of the region due to the change in use of the Government Conference Centre and the proposed changes to Lansdowne Park.

## The Choice Is Clear

The March 21, 1997 Report from the Planning and Development Approvals Commissioner to the Co-ordinator Corporate Services and Economic Development Committee and the June 16, 1997 Report from the Co-ordinator Corporate Services and Economic Development Committee to the Planning and Development Approvals Commissioner both made a powerful case for the convention facilities expansion plan put forward by Viking Rideau Corporation. Sixteen months later, the Viking Rideau plan is still the most attractive – both in terms of practicality and long term return on investment to the convention industry at large. In addition to the many positive attributes cited in the RMOC evaluation last year, consider these factors:

- The Viking Rideau site requires no complicated land assembly – as the sole owner, Viking Rideau can proceed with the project immediately.
- Direct linkages between the Ottawa Congress Centre and the Viking Rideau facility will support the practical integration and joint marketing of the two facilities – resulting in savings and efficiencies, yet allowing the Congress Centre to retain its integrity as a viable, standalone facility.
- The Rideau Street location of the Viking Rideau facility is a major advantage. Closer proximity to shopping, entertainment, food, attractions, and hotels, plus its plan to add a hotel and additional retail on-site, gives the Viking Rideau facility more delegate-appeal and means that its positive impact on the downtown core will be far greater.

## Now Is the Time To Act

At its July 14, 1998 meeting, the Board of Directors of the Ottawa Congress Centre officially endorsed the Viking Rideau site for expanded convention facilities, with the Ottawa Congress Centre itself continuing to operate as an independent facility.

The Board requests that the RMOC grant it 90 days to prepare a Business Plan for this preferred expansion option. The objectives of this process will be as follows:

- 1) To develop a plan for the integration of the Congress Centre and Viking Rideau facility as a public/private partnership that will deliver the greatest efficiencies.
- 2) To explore and propose funding options.
- 3) To identify potential partners to develop the hotel facility included in the Viking Rideau plan.

The Board is seeking up to \$200,000 in joint funding from the RMOC and the Province of Ontario to assist in the development of the Business Plan.

Let us not wait any longer. The cost of delay is mounting each day in terms of missed opportunity. But if we invest now, our region will earn dividends for years to come.



## BUILDING THE CAPITAL OF CANADA

### 1985 to 1995

125 Anniversary of Canada (Canada House – Lorne Building)  
1<sup>st</sup> section of Confederation Blvd.  
National Gallery  
Canadian Museum of Civilization  
National Aviation Museum  
Canadian Museum of Contemporary Photography  
National Museum of Caricature  
Long-term lighting plan for Parliament Hill  
Peacekeeping Monument  
Flags and banner programme  
Lighting of War Memorial by Legion  
Placing Mr. Pearson and Mr. Diefenbaker statues on Parliament Hill  
The statue of Queen on Hill  
Chambers Building Renewal  
Gen. Gault statue on Confederation Square  
Ottawa City Hall (Safe building)  
Long term planning for Lebreton (NCC, RMOC, City of Ottawa)  
Renewal plans for Official Residences and Canadian Fund Initiative  
Christmas Lights Tradition  
Cancellation of contract to use Chaudiere Island to dump snow in Ottawa River  
Long-term plans for Gatineau Park (Camp Fortune Renewal)  
Greenbelt Long Term Plan  
Blackburn By Pass  
Completion of Eastern Parkway  
CSIS Headquarters  
Stables for RCMP  
Bell Northern Headquarters  
Canada Post Headquarters

### 1995 to 1998

Plaza Bridge renovations  
Wellington Section of Confederation Blvd.  
Majors Hill Park restoration  
Festival Network – Festival Park in Confederation Park and RMOC Plaza  
Privatization of Airport  
Pre-clearance Airport  
Carp Airport  
Highway 416 Progress – Link to Queensway  
Iqualiat decision  
Corel Centre  
Casino de Hull  
Highway 105 to Tulip Valley

## **BUILDING THE CAPITAL OF CANADA (cont'd...)**

### **1995 to 1998 (cont'd)**

Night Lighting Conference  
New Archives Building (Gatineau)  
NCC Tourist Centre on Wellington  
Wakefield Pedestrian bridge  
Woolworth Chapters development on Sussex

### **1998 to 2000**

Planning for 150,000 sq. ft. of trade show space and a new front on existing Congress Centre and linkage over Nicholas for two hotels  
Hull section of Confederation Blvd.  
Lebreton Master Plan approved  
Daly Site decision  
Conference Centre Sports Hall of Fame – RMOC decision  
Summer Festival NAC  
Renewal MacKenzie King Bridge and steps to Festival Park and steps to Nicholas St.  
Transitway to airport  
Third lane Champlain Bridge  
Military Museum expansion  
Renewal of National Library  
Renewal of Archives on Wellington Street West Pavilion and Garden of Provinces  
New US Embassy  
Millennium Planning  
1<sup>st</sup> linage project (Eaton to DND)  
“Futures Ottawa” Marketing  
Famous Five statue  
Lansdowne Park decision  
Experimental Farm decision for future  
The Byward Market Bldg. Privatization

### **2000 +++**

Federal Court Bldg. On Wellington  
Linkage projects completed in core  
East end bridges  
PWC concept for north side of Sparks Street  
Tour bus parking  
Upper Ottawa River boat project  
Archives move to south side of Wellington  
2010 event (Expo)  
Opening of Chaudiere Falls  
Lebreton development  
Light Rail development

## CONFEDERATION BOULEVARD SITES

Government House

8 Rideau Gate – S. A. Embassy Southam House

Prime Minister's House

French Embassy

100 Sussex (National Research Council)

City Hall

Foreign Affairs (External Affairs)

British High Commission (Earncliffe)

MacDonald-Cartier Bridge

Mint

Military Museum

National Gallery

Peacekeeping Monument

Major's Hill Park

Colonel By Statue

Artillery Monument

War Memorial

Gen. Gault Statue

Chateau Laurier Hotel

Chateau Laurier Photography Museum

National Arts Centre

Parliamentary Precinct

Parliament Buildings (West Block, East Block)

Supreme Court

Bank of Canada Museum

Archives (West Pavillion)

National Library

Victoria Island/Chaudiere Falls

Museum of Civilization

Postal Museum

Alexander Bridge (100 years)

Extract of Draft Minute  
Corporate Services and  
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### CONVENTION CENTRE FACILITIES

- Joint Chief Administrative Officer and Executive Director, Economic Affairs report dated  
15 Jul 98

Mr. Rejean Chartrand, Executive Director, Economic Affairs, introduced the staff report and reviewed key components as follows:

- ⇒ In 1995, Minto Development and the Region jointly agreed to study the feasibility of an expanded convention facility; study prepared by KPMG and released in Jun 96. The study confirmed the need for an expanded facility and outlined the numerous benefits such as job creation and increased tax revenues.
- ⇒ Following the study, staff requested submissions of interest; two received from Minto Development Inc. and Viking Rideau. Staff reviewed the proposals and brought recommendations forward, recommending Viking Rideau as the more suitable site. Council requested more information on design, costs, potential financing and the need for private, Federal and Provincial participation.
- ⇒ Report prepared by Coopers and Lybrand in June 1997 confirmed the analysis of KPMG study and made additional comments regarding the need to improve Ottawa's competitive edge.
- ⇒ Due to the considerable investment of time and resources, and the difficulty in attracting potential investors, the two proponents expressed the need for Council to confirm its support and to select a site.
- ⇒ Staff recommends entering into a public/private partnership in that the Region would contribute its best efforts to work with the proponent to set up a business plan that would be successful. No intention at this point that Council make a financial commitment to the project.
- ⇒ Throughout process, Council will maintain the ability to approve a number of issues including site plan, financial / business plans, servicing and transportation issues.
- ⇒ Private sector expected to obtain potential investors and initiate planning activities.
- ⇒ Each proponent was capable of constructing a convention centre that would enhance the economic growth of the Region, were both reputable companies with professionals to undertake the project, and had the credibility to attract potential investors; the Region welcomed the opportunity to associate itself with either proponent.

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⇒ With respect to site selection, staff reviewed previous recommendations of the Steering Committee and studies; considered six criteria in assessing each site:

1. Land Assembly/Ownership
  2. Planning Approvals
  3. Relationship with Rideau Centre and Ottawa Congress Centre
  4. Access to Nearby Attractions
  5. Architectural “Statement” and Landmark
  6. Urban Environment
- (see staff report dated 15 Jul 98 for detail rationale)*

⇒ Concluded with the selection of the Viking Rideau site.

Councillor Hume inquired what role the Board of the Ottawa Congress Centre (OCC) would have. Mr. Chartrand stated it would be large, but more as a member rather than a leader. He agreed it would be necessary to involve a number of very strong members, such as the OCC and the convention industry. However, he noted there were issues the Region must approve. He suggested the next step would be to establish a working team that would review the issues.

In response to Councillor Stewart’s question regarding recommendation No. 3, Mr. Chartrand confirmed if Council approved a site and proponent, staff could then continue with the project. He noted Council’s original requirements of financial options and private sector involvement would be met at a later date. Mr. Chartrand confirmed Council had the ability to reject any design or concept that did not meet the requirements.

Councillor Meilleur inquired why the report stated there were no financial implications to the Region when a budget of \$3 million had been approved. Mr. Chartrand responded the specific recommendations outlined in the report did not require financing. However, he noted should the recommendations be approved, a report would be forthcoming requesting the budget freeze be lifted to allow staff to fulfill their obligations.

Councillor Hunter requested confirmation that Council would not be committing funds to the capital and operating costs of the facility. Mr. Chartrand referenced recommendation No. 4 and suggested this commitment was outlined there. The Councillor believed it was necessary to state the Region may support the concept, but property tax dollars were not to be used for the construction or operation of the facility. Speaking to the involvement of the Region, Councillor Hunter suggested there may be a concern or conflict in future planning issues around the project.

Councillor Cantin requested the addition of the word “design” in recommendation No. 3. Speaking to the membership of the working committee, the Councillor suggested a board member

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of the Ottawa Tourism and Convention Authority sit on the committee. As staff direction, Mr. Chartrand agreed representation from this important industry would be on any working team developed.

Councillor van den Ham inquired what contact had been made with the Provincial and Federal governments regarding possible financing. Chair Chiarelli reported there had been some discussions with the Federal level and they expressed an interest in receiving requests. In addition, contacts had been made with several Provincial individuals and the Minister responsible, which had also received promising feedback. The Chair reinforced that it was necessary to select a site and proceed.

Councillor Beamish referenced the term “public/private partnership” and questioned its use. Mr. Chartrand acknowledged that Council had made it clear that unless the private sector became involved financially, such as facility would not proceed. He explained the partnership was in the context that a public contribution from the Region’s perspective was to attract funding from the senior levels of government, a task the private sector would have difficulty doing without the Region’s support. Mr. Chartrand confirmed the private sector had not officially been asked to contribute funds as it was premature at this time.

With regard to making the project financially viable, Chair Chiarelli referenced suggestions, not necessarily proposals, to be explored such as the possibility of a hotel tax or a tax levy for the benefiting businesses in the area. The Chair stressed the importance to choose a site so issues such as private sector financing could be reviewed to determine its feasibility.

Councillor Legendre agreed it was necessary to “unblock” the current situation and move towards a decision. The Councillor requested clarification with the wording of recommendation No. 3. The Chair noted a revision was forthcoming.

The Committee then heard from Minto Developments Inc. and Viking Rideau, followed by public delegations supporting the project.

*Mr. Roger Greenberg, Minto Development Inc.*

Mr. Greenberg expressed both disappointment and excitement by the staff report; disappointment that the Minto site was not recommended but excitement that the much needed facility may become a reality. Mr. Greenberg referenced the initiative taken by Minto in 1995 to examine this need and noted he was more convinced now of the overwhelming need and benefits to the Region. He believed the success of a new facility would depend on it being functional and first class. In closing, Mr. Greenberg expressed Minto’s support in the Region selecting a site as it was a critical step which would permit the resolution of many details.

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Chair Chiarelli and committee members expressed their respect and admiration to Mr. Greenberg and Minto Development Inc. The Chair noted the project would not exist without Minto's initiative.

*Mr. Don Maclellan, Viking Rideau*

Mr. Maclellan referenced the past development of the Rideau Centre and its strategic positioning as a revitalization of the downtown core and the declining business district. He explained the Centre resulted from the initiative of the Federal and Regional governments and City of Ottawa, in co-operation with the private enterprise of Viking Rideau. He pointed out the desired change was accomplished; however, in order to maintain economic return, enhancement and growth must be permitted as the status quo was not acceptable. Mr. Maclellan stated Viking Rideau looked forward to the recently announced changes to the downtown core and the opportunity to work with the Region on this project. Mr. Maclellan complimented Minto, Mr. Roger Greenberg and Mr. Regis Trudel for their vision and concern for the City of Ottawa.

In response to a question from Councillor Cantin regarding the tax revenues from the commercial retail units (Rideau Centre), Congress Centre and hotel, Mr. Maclellan stated the realty and business taxes paid were approximately \$10 million per year.

Councillor Beamish inquired if Viking Rideau would invest money in a new convention centre. Mr. Maclellan stated they were willing to work with the Region in the development of a business plan. He understood the Region did not intend to contribute financially, but noted interest from the Provincial and Federal levels. He believed there was a need to examine in what manner it could be constructed and financed, and determine if an economic analysis identified it as being a viable proposition. Mr. Maclellan pointed out the OCC had a shortfall over the years, however, there was a much greater investment in tax revenue. In closing, Councillor Beamish suggested most tax revenue gained in large projects such as this was required to support the operations and infrastructure needs.

Chair Chiarelli referenced the name of the committee and their responsibility to economic development in the Region.

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### Public Delegations

*Ms. Jacquelin Holzman, Chair, Ottawa Congress Board (OCC)  
(See written presentation entitled "Expanding Ottawa's Convention Capacity")*

Ms. Holzman reviewed statistical information confirming the benefits of an expanded convention centre and losses due to the existing situation. She stressed Ottawa was capable of capturing a larger share of the growing convention market.

Ms. Holzman reported conventions had a positive economic impact, were a growth industry in which Ottawa was presently losing, and the investment would pay both immediate and long-term dividends.

In closing, the Board Chair reviewed the two sites and confirmed the OCC Board had officially endorsed the Viking Rideau site. She pointed out the operation and management role of the current OCC and requested the Region grant the Board 90 days to prepare a business plan. Ms. Holzman explained funding of up to \$200,000 (joint from Province and RMOC) would be required to assist in the preparation of the plan.

In response to questions from Councillor Beamish, Mr. Hamilton, OCC President, reviewed public owned facilities that achieved funding from private corporations, such as the Edmonton Convention Centre and a General Motors facility.

Responding to questions from Councillor Meilleur, Ms. Holzman confirmed the Board considered this project as an expansion of the current Congress Centre, not a new Convention Centre. She believed it should be managed by one Board.

Councillor Hume inquired if the Board considered its role to be larger than that referenced by staff. Ms. Holzman explained it was the Board that was responsible for the management and financial bottom line of the Centre. She believed they were in the position to prepare a proposal/business plan in conjunction with others such as Viking Rideau, RMOC staff, the industry and community. Ms. Holzman reported she had a letter from Provincial staff stating they were waiting for further information and the Region's position. Councillor Hume concluded by stating he felt the OCC should lead the process and moved a Motion to that effect.

Chair Chiarelli explained to date there was no clear arrangement on the partnership and the members, as they were details to be considered once a site and proponent were endorsed. He noted there would be a role for the RMOC, the Congress Centre, Viking Rideau, private investors, the industry and the community.



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*Mr. Otto Heberlein, Vice-Chair, Ottawa Tourism and Convention Authority*

Mr. Heberlein expressed pleasure that a site recommendation had been made. He looked forward to working with the Region and Viking Rideau to ensure the centre was user friendly and marketable. Mr. Heberlein reviewed statistical data on the tourism industry and its relationship to the convention and trade show industry, emphasizing benefits such as balancing employment opportunities and tax revenues. In closing, Mr. Heberlein noted Ottawa had much of the infrastructure in place, provided a clean and safe City and stressed the need for this expansion. He urged the Committee to support the staff report.

In response to a question from Councillor Stewart regarding a hotel tax or tourist levy, Mr. Heberlein stated the hotel industry was aware of the need for funding sources to be reviewed. He acknowledged and confirmed there were many stakeholders in the tourism industry that would benefit from the expansion; this would ensure a public/private partnership.

*Ms. Marg Coll, Conference Coll Incorporated*

Ms. Coll expressed her support for the Viking Rideau proposal. She referenced the current shortage of meeting space and stated there were many peak periods throughout the year that hotels and space were not available for high paying clients. Ms. Coll referenced changes to the government conference centre and civic centre which increased the demand for additional space elsewhere. In closing, she spoke about the benefits and spin-offs from conventions and tourism in the downtown core.

*Mr. Hector St. Jacques, President, Nautical Show Group*

Mr. St. Jacques reported they had been holding boat shows in Ottawa for five years, however, recently outgrew the Corel Centre with all other facilities inadequate. Regarding the 1998 show, he reported they had reviewed all options possible, but have decided to cancel with the hope it will return in 1999. In closing, Mr. St. Jacques urged the Committee to proceed quickly with the expanded convention centre.

*Mr. Bernie Colterman, Ottawa Association of Exhibition Managers*

Mr. Colterman, Connelly Exhibitions, applauded the Region's efforts to proceed with the facility as the lack of space had severely hindered the trade show and conference industry. Mr. Colterman agreed with Councillor Cantin regarding the importance of consultation with the conference industry and requested time be given to allow them to contribute. This would ensure the facility would meet the users' needs and would compete in the marketplace as a world class facility.

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*Mr. Bill Fenton, Chair, Ottawa Economic Development Corporation*

Mr. Fenton reported the OEDC agreed that a vibrant convention/tourism industry was essential to the fundamental economic goal of a diversified economy. He stressed this sector needed a new convention facility which would support these goals and build on the successes. Mr. Fenton reported the OEDC had solicited the views on economic development which concluded with reaffirmation that an expanded facility was essential and formed part of the Region's Economic Development Plan.

*Ms. Helene Lamadeleine, President, Golden Planners Inc.*

Ms. Lamadeleine referenced the Linkages Project and stated both projects together were integral to improving the marketability of Ottawa and extend the length of the tourism season and revenues. She noted all studies had shown a greater positive impact on the sector and economy which would be achieved through the completion of the Linkages and expanded convention facility projects. Ms. Lamadeleine reviewed statistics in the industry. In closing, she referenced the initiatives of Highway 416 and direct air links which had increased the accessibility to the City and business.

*Ms. Gail Logan, President, Ottawa-Carleton Board of Trade*

Ms. Logan expressed the Board's support for the expansion of the facility, as the City was limited in their ability to increase in the lucrative market without change. She encouraged the Committee to select a site and move forward quickly. Ms. Logan suggested it was necessary as early as during the construction, the management must actively market the facility to secure new business and dollars to the economy.

*Ms. Donna Holton, Chair, Rideau Street BIA*

Ms. Holton referenced a strategy plan for Rideau Street and stated various components of the plan supported the Viking Rideau proposal. She referenced the numerous economic returns and expressed concern there were members of Council that were opposed to the proposal. Speaking to the statistics, Ms. Holton reported she was in the position to see lost revenues in conventions over many years and stated there was a great deal more than documented. She stated there was even Ottawa based businesses holding their regional district meetings outside Ottawa-Carleton. In closing, Ms. Holton reported they were investigating development opportunities for Rideau Street. She expressed her support for Viking Rideau and Viking Rideau's past community and business contributions to the Region. Ms. Peggy Ducharme, Executive Director, Rideau Street BIA, reiterated the Board's endorsement of the Viking Rideau proposal as it integrated into the community better and supported the Linkages Project. Ms. Ducharme referenced vacant properties on Rideau Street that may have more development potential should the expansion proceed.

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*Mr. Phil Wasserman, Byward Market BIA*

Mr. Wasserman expressed his support for the process to continue. He emphasized that the Region should not be responsible for any operating losses, and the design should be developed in conjunction with the users of the space.

*Ms. Jean Pigott, Chair, Linkages Committee*

Ms. Pigott thanked Minto and acknowledged their initiative in the project. In reference to the hotel, she pointed out the City would have over 2000 rooms linked to the Convention Centre which would provide an overwhelming marketing advantage. Speaking through experience, Ms. Pigott reviewed the tremendous investments and attractions that have developed in the Capital over the past fifteen years through the co-operation of the three levels of government and the private sector. She emphasized there were many more yet to come.

Councillor Hume inquired what Ms. Pigott seen the OCC role in the process. Ms. Pigott believed the Board must play a very “real” role in the design and the operating structure of the new centre, in particular with its proximity to the present components such as the kitchen and loading facilities. She pointed out financial success was achieved through the little details and efficient management of a facility.

Upon the conclusion of the public delegations, the Committee moved into discussion and debate on the report.

Councillor van den Ham moved a Motion regarding recommendation no. 4. Speaking to the Motion, he noted if he was to take the representative role, he could not support the report. However, he believed the project should continue to address the shortage of conference space with the inclusion of protection for the taxpayer. He acknowledged if Council decided to approve the continuation of the project, there may be a financial commitment from the Region, however, a financial plan was necessary. The Councillor explained the amendment would *require* participation by the private sector and the Federal and Provincial governments. Speaking to the annual budget process and the possibility of reducing services and/or programs, the addition of this project would require new revenue streams. Councillor van den Ham expressed the need to review options for a revenue stream to dedicate to the capital and/or potential operating costs to protect the taxpayer from potential liabilities. Chair Chiarelli summarized the motion and suggested that additional revenue streams be considered and be available to assist in the financing. However, they should not be a mandatory component if the business plan demonstrated it was not required.

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Councillor Meilleur expressed the concerns of the Sandy Hill and Lower Town Market communities. In speaking to the current traffic problems, the Councillor noted this project would compound that problem with no clear resolution in the near future. Councillor Meilleur noted if the project was to continue, the communities favored the Viking Rideau site as it had less of an impact on the Sandy Hill residential community. The Councillor expressed additional concerns including the project's financial viability, additional costs to the Region and the possibility of future reduced services and/or programs. She emphasized all concerns and issues must be addressed first, and expressed her support for the review of other revenue streams.

Councillor Beamish referenced the terminology "proponents" throughout the recommendations and the necessity for recommendation No. 2. The Councillor stated Viking Rideau was the land holder of the site, however, was not going to be the only private partner involved. He stated if the project was to proceed, the RMOC would take the lead role along with other partners and joint proponents such as the OCC, OTCA, OEDC.

Councillor Hume believed the three key groups were Viking Rideau, the OCC and the Region, all being the "proponents". He agreed it would be necessary to consult with the community and other interested parties to make the facility successful, however, the OCC Board brought significant expertise and operating understanding. Councillor Hume stated his community did not support the Region committing to any financial contribution, however, understood it was necessary to choose a site and examine options for funding.

Chair Chiarelli agreed the OCC should be an integral component of the partnership, however, expressed concern over legal complications with three *equal* partners.

Councillor Meilleur requested that a representative from the community association be on the committee. Chair Chiarelli acknowledged that the community must be involved in the process, however, suggested that Councillor Meilleur, as the ward councillor, sit on the working committee. After discussion, Councillor Meilleur agreed she would sit on the committee.

Councillor Cantin hoped the members would approve the staff recommendations and proceed with the project. The Councillor referenced numerous cities across North America that had much better conference facilities yet were smaller or the same size as the Region. Councillor Cantin spoke about the numerous attractions in Ottawa and referenced the capacity to keep tourists for a lengthy visit. In closing, Councillor Cantin stated the hospitality industry attracted a different work force than the high tech industry, providing employment opportunities for a large number of people.

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Councillor Loney stated the Region would inherently be involved financially if it was going to guide the project; he noted the responsibility was already with Council. The Councillor agreed a responsible business plan must be developed and if an annual deficit was expected, it must be weighed in the equation and a decision be made on that basis. He did not believe that an operating deficit for such a facility was an accumulated debt; instead the facility had certain revenues, including a contribution from the taxpayer to assist in the facility's operation, as there was a community need for the service/facility. Councillor Loney expressed support for Councillor van den Ham's Motion and emphasized the need for the hotel industry to be agreeable to the imposition of some kind of a tax.

In speaking to Councillor Hume's Motion, Councillor Loney did not at this time support the Motion to have a senior partnership with the OCC or the OCC's request for \$100,000 to assist in the development of the business plan. He agreed the OCC should be integrally involved, however, believed staff should be given the opportunity to address this proposal first.

Chair Chiarelli expressed support for Councillor van den Ham's Motion as it clarified the intention of the report.

In speaking to Councillor Beamish's Motion, Chair Chiarelli did not at this time believe that the Region should necessarily be involved in the ownership. He stated amending the wording on an ad hoc basis could have significant legal implications.

Chair Chiarelli referenced Councillor Hume's Motion and agreed it was understood there would be co-operation with the OCC, however, he questioned that they take the lead role.

Speaking to his Motion, Councillor Beamish stated it was important to note Council was committing to the project as a public/private partnership, not just the RMOC or a public investment. He wanted the private sector to join as partners and contribute up front to the capital required, not later when there may be profits. The Councillor believed they should also take some risk in the development of the centre.

To accommodate concerns raised by Councillors Cantin and Legendre, the following Motion was considered, followed by the remaining Motions moved by committee members.

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Moved by A. Loney

**That staff recommendation No. 3 be amended by the following:**

3. That by choosing the site and the proponent it is clearly understood that the **Regional Municipality of Ottawa-Carleton and the proponent will proceed on the basis that any financial plan, any business plan and any design, building plans and any final site plan will be subject to Council approval.**

CARRIED as amended

Moved by D. Beamish

1. That staff recommendation Nos. 3 and 5 be amended by removing the words “and the proponents”.
2. That staff recommendation No. 2 be amended to read:  
“That Council intends to create a public\private partnership in the development and ownership of the new convention facilities.

MOTION WITHDRAWN

Moved by D. Beamish

**That staff recommendation No. 2 be deleted.**

CARRIED

Moved by P. Hume

**That Council request that the Board of Directors of the Ottawa Congress Centre join the Regional Municipality of Ottawa-Carleton in leading the development of the detailed analysis to support the Congress Centre expansion.**

CARRIED

YEAS: D. Beamish, B. Hill, P. Hume, G. Hunter, M. Meilleur, R. van den Ham ... 6  
NAYS: R. Cantin, A. Loney, W. Stewart, R. Chiarelli .... 4

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Moved by M. Meilleur

**That when the steering committee is formed, the Ward Councillor be on the Committee.**

CARRIED

Moved by Councillor van den Ham

**That staff recommendation No. 4 be amended to read:**

**4a) That all financial planning will require participation by the private sector and the Federal and Provincial governments;**

CARRIED as amended

**4b) That the efforts to arrange a financial package do not explicitly or implicitly commit the Regional Municipality of Ottawa-Carleton to any financial contribution for convention facilities, and that the financial planning include a new RMOC Revenue Stream, other than property taxes, dedicated to capital and/or operating costs of a new Convention Centre, if required to protect the exposure of the Ottawa-Carleton taxpayer.**

CARRIED as amended

In summary, the Committee then considered each recommendation as amended by the Motions put forward.

**That the Corporate Services and Economic Development Committee recommend to Council:**

**1. That the Regional Municipality of Ottawa-Carleton endeavor to create new convention facilities in the context of a public/private partnership;**

CARRIED  
(M. Meilleur, B. Hill and  
P. Hume dissented)

2. **That staff recommendation No. 2 as follows be DELETED. That Council choose the site and the proponent with whom it intends to create the public/private partnership;**

CARRIED

3. **That staff recommendation No. 3 be amended by the following:**  
**That by choosing the site and the proponent it is clearly understood that the Regional Municipality of Ottawa-Carleton and the proponent will proceed on the basis that any financial plan, any business plan and any design, building plans and any final site plan will be subject to Council approval;**

CARRIED as amended  
(P. Hume dissented)

4. **That staff recommendation No. 4 be amended to read:**  
**4a) That all financial planning will require participation by the private sector and the Federal and Provincial governments;**

CARRIED as amended

- 4b) That the efforts to arrange a financial package do not explicitly or implicitly commit the Regional Municipality of Ottawa-Carleton to any financial contribution for convention facilities, and that the financial planning include a new RMOC Revenue Stream, other than property taxes, dedicated to capital and/or operating costs of a new Convention Centre, if required to protect the exposure of the Ottawa-Carleton taxpayer;**

CARRIED as amended

5. **That the site and the proponent be the Viking Rideau lands, adjacent to the Rideau Centre, as owned and/or controlled by the Viking Rideau Corporation.**

CARRIED



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- 6. That Council request that the Board of Directors of the Ottawa Congress Centre join the Regional Municipality of Ottawa-Carleton in leading the development of the detailed analysis to support the Congress Centre expansion.**

CARRIED

YEAS: D. Beamish, B. Hill, P. Hume, G. Hunter, M. Meilleur, R. van den Ham ... 6  
NAYS: R. Cantin, A. Loney, W. Stewart, R. Chiarelli .... 4

- 7. That when the Steering Committee is formed, the Ward Councillor be on the Committee.**

CARRIED