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----Original Message-----
From: jasperk@porchlight.ca [mailto:jasperk@porchlight.ca]
Sent: Thursday, January 24, 2008 4:04 PM
To: Eisenberger, Fred; McHattie, Brian; Bratina, Bob; Morelli, Bernie; Merulla, Sam; Collins, Chad; Jackson, Tom; Duvall, Scott; Whitehead, Terry; Clark, Brad; Pearson, Maria; Mitchell, Dave; Ferguson, Lloyd; Powers, Russ; Pasuta, Robert; mmcarthy@hamilton.ca
Cc: blord@lord.ca; bking@lord.ca
Subject: Proposal From Lord Cultural Resources

Mr. Mayor and Members of Council:

I am writing to update you on the proposal from Lord Cultural Resources regarding coordination of preliminary work to position Hamilton to bid for the 2017 World’s Fair. An electronic copy of the proposal is attached to this message.

While a number of individuals and groups are aware of the proposal and many are supportive, we wanted you to know North End Neighbours Inc. have already considered the proposal and are specifically recommending it to the City.

Best regards,

Jasper Kujavsky
(905) 512-9393
Expo 2017

Proposal to the City of Hamilton for Preparatory Work for Expo 2017 Bid

January 2008
Lord Cultural Resources is a global professional practice dedicated to creating cultural capital worldwide. We assist people, communities and organizations to realize and enhance cultural meaning and expression.

We distinguish ourselves through a comprehensive and integrated full-service offering built on a foundation of key competencies: visioning, planning and implementation.

We value and believe in cultural expression as essential for all people. We conduct ourselves with respect for collaboration, local adaptation and cultural diversity, embodying the highest standards of integrity, ethics and professional practice.

We help clients clarify their goals; we provide them with the tools to achieve those goals; and we leave a legacy as a result of training and collaboration.
# Table of Contents

Background and Approach........................................................................................................... 1
About Lord Cultural Resources........................................................................................................ 2
Your Planning Team....................................................................................................................... 3
Our Experience............................................................................................................................. 8

## Scope of Work ........................................................................................................................ 10
1. Preliminary Site Identification and Assessment...................................................................... 10
2. Key Stakeholder Consultation................................................................................................. 10
3. Consultations with Federal Authorities .................................................................................. 11
4. Preliminary Promotional Work............................................................................................... 11
5. Coordination with Other Events............................................................................................. 12
6. Institutional Planning............................................................................................................... 12
7. Preliminary Interpretive Planning........................................................................................... 12
8. Draft Final and Final Report.................................................................................................... 12

Schedule and Budget.................................................................................................................... 13
Background and Approach

There is now a clear emerging recognition that Canada's 150th birthday celebrations in 2017 will most likely be highlighted by a World's Fair, which would represent the first Expo held in North America since Vancouver hosted Expo '86. It will also mark 50 years since Montreal hosted Canada's Centennial at Expo '67.

For the first time in the history of Canada's participation in bidding to host a World's Fair, the competition for 2017 will likely see multiple Canadian cities express interest in being selected as the Canadian bidder to the international bureau that awards and sanctions World Expositions.

In light of this developing dynamic and unique timing, there is now a historical opportunity for Hamilton to declare that the Ambitious City is back, and that Hamilton intends to finally realize its unique yet untapped potential while highlighting its many existing strengths.

Hamilton has a great story to tell. The bid would highlight the success of the 2003 World Road Cycling Championships as the template for demonstrating the City's ability to host international events (especially in preparing a bid for the Paris-based and somewhat Eurocentric Bureau International des Expositions, which would be well-aware of the Cycling event.

To make this vision become reality, Lord Cultural Resources is proposing to initiate and coordinate the process, at which point the parties would review progress, including a critical analysis of the level of private-sector commitment secured for the bid. The goal will be to determine the City's readiness for hosting a World's Fair, and to lay the groundwork for a successful bid.
About Lord Cultural Resources

Lord Cultural Resources (www.lord.ca) was founded in 1981 in response to the need for specialized planning services in the museum, cultural and heritage sector. Lord Cultural Resources has earned an international reputation for excellence based on the successful completion of more than 1,500 museum planning assignments worldwide in 36 countries on 5 continents.

Over 30 full-time employees serve our national and international client base through a system of offices in Toronto, New York, Paris, Madrid and Beijing. This international network enables us to deliver an understanding of the latest developments in the sector to each of our clients at the local level.

Your Planning Team

We are pleased to include the following key individuals in your planning team:

Barry Lord, Principal

Barry Lord is internationally known as one of the world's leading cultural planners. Dedicated, thorough, knowledgeable, Barry brings over 40 years of experience in the management and planning of museums, galleries and historic sites to the hundreds of projects he has directed.

Born and raised in Hamilton, and educated at McMaster and Harvard Universities in Philosophy and the History and Philosophy of Religion, Barry has planned and managed cultural and heritage projects that range in topic from marine archaeology to industrial technology, from heritage villages to the complex stories of a nation. His profound knowledge of planning for art museums stems from his early work as an art curator, critic and educator. He has held positions as curator, education officer and director at several art galleries and museums in Canada as well as curating free-lance exhibitions for Canadian and American galleries.


President of Lord Cultural Resources, which he and Gail founded in 1981, Barry's international reputation is reflected by his many invitations to speak at conferences and seminars from Seoul to Zagreb, and at the 2001 conference of the International Council of Museums (ICOM), where he was appointed editor of brief, newsletter of the ICOM Committee on Architecture and Museum Techniques. Having previously lectured in art history in both English and French at leading Canadian universities, he now teaches frequently in museum management, planning and training programs at universities and related associations around the world.
Some of the projects that Barry has directed since 2000 include:

- Abu Dhabi Saadiyat Island Project, Abu Dhabi, UAE, Master Plan, 2006–Ongoing
- American Revolution Center, Valley Forge, Pennsylvania, Interpretive Plan, 2007–Ongoing
- Graceland Museum and Visitor Center, Memphis, Tennessee, Review of Program Plan, 2007–Ongoing
- Guggenheim and Cultural Council Advice, Abu Dhabi, United Arab Emirates, Advisory Services, 2007–Ongoing
- Historic New Orleans Collection, New Orleans, Louisiana, Space and Operational Planning, 2007–Ongoing
- Indiana University Art Museum, Special Exhibitions Gallery, Renovation Planning, 2007–Present
- Nora Eccles Harrison Museum of Art, Utah State University, Facility Planning Services, 2007–Present
- Le Louvre, France, Functional and Museographic Program for new northern branch at Lens, 2005–Present
- Natural History Museum of Paris, France, Exhibition Management, 2007–Present
- Punta della Dogana, Venice, Italy, Facility Planning Services, 2007–Present
- Qatar Museum of Art, Visitor Centre, Doha, Qatar, Concept and Space Planning, 2007–Ongoing
- West Kowloon Cultural District, Wanchai, Hong Kong, Master Planning Services, 2006–Ongoing
- Museo de Aviones Históricos en Vuelo, Madrid, Spain, Concept Revision, 2006–07
- White House Historical Association, White House Visitor Center, Washington, Preservation Assessment, 2006–07
- Musée automobile de la Sarthe, Le Mans, France, Exhibition Concept, Exhibition Design Competition, 2006
- Chicago Architecture Foundation, Planning for Chicago Architecture Center, 2005–06
- Espace des Radeliers de la Durance, Embrun, France, Master Plan, 2005–06
- International Quilt Study Centre, University of Nebraska, Facility Strategy, 2005–06
- Kimball Art Center, Park City, Utah, Strategic Planning, 2005–06
- National Aboriginal Art Gallery, Vancouver, Canada, Master Plan, 2005–06
• American Revolution Center, Valley Forge, Pennsylvania, Facility Strategy, 2004–06
• Fort Worth Museum of Science and History, Texas, Strategic Master Plan, 2004–06
• Thailand Creative and Design Center, Bangkok, Master Planning & Exhibition Planning, 2004–06
• Virginia Key Beach Park Museum, Miami, Florida, Comprehensive Planning & Design, 2004–06
• Exporail, Canadian Railway Museum, Operations and Collections Review, Montreal, 2004–05
• Louvre, Paris, Islamic Art Department, Gallery Program, 2004–05
• Markham Museum, Master Plan, Public Consultation, Ontario, Canada, 2003–05
• Museum of Modern Art, West Kowloon, Hong Kong, Master Plan, 2004
• National Palace Museum Southern Branch, Chiayi, Taiwan, Master Plan, 2004
• Fort Douglas Military Museum, Salt Lake City, Utah, Facility & Exhibition Planning, 2003–05
• Carthage, Jerba, Kairouan and Sousse, Tunisia, Museum Planning, 2003–05
• National Ship Model Collection Centre, Chatham Historic Dockyards, U.K., Facilities and Business Planning, 2003–04
• Grave Creek Mound Historic Site, Moundsville, West Virginia, Space Planning, 2003–04
• Price Tower Arts Center, Bartlesville, Oklahoma, Functional Strategy, 2002–03
• Southeast Missouri Regional Museum, Cape Girardeau, Missouri, Master Plan, Functional Program, Exhibition Design, 2001–06
• Arts and Science Council of Charlotte-Mecklenburg, North Carolina, Cultural Facilities Master Plan, 2002–03
• Western Reserve Historical Society, Cleveland, Ohio, Functional Strategy, 2002–03
• The Art Institute of Chicago, Space Planning for Expansion, 2000–03
• Princeton University Art Museum, New Jersey, Expansion Feasibility Study, 2002–03
• BMW Museum, Munich, Germany, Master Plan, 2002
• National Infantry Museum, Columbus, Georgia, Master Plan, 2001–02
• Los Angeles County Museum of Art, Functional Program, 2000–01
Barry directed the planning of the following new museums or expansions that have successfully opened:

- Rubin Museum of Art, New York, Planning Services, 2000–04
- Hong Kong Heritage Museum, Principal in Charge of our complete Planning, Design and Management services, 1995–2000
- Manchester City Art Galleries, Functional Brief, 1997–98
- National Museum of the Philippines, Manila, Master Plan, 1997
- Kunsthalle Wien, Austria, Facilities Planning, 1995–97
- Singapore Discovery Centre, Principal in charge of our complete Planning and Project Management services, 1991–98
- Singapore Philatelic Museum, Principal in Charge of our complete Planning, Design and Project Management Services, 1994–95
- Singapore Art Museum, Functional Brief, 1992–95
- Frederick H. Varley Art Gallery and Kathleen Gormley McKay Art Centre, Markham, Ontario, Master Plan and Facility Planning, 1992–95

Dr. Brad King, Principal

Brad King brings a diverse array of skills and abilities to Lord. A proven performer in market and financial analysis, collections and collection management, and interpretative planning for exhibition development, he is a versatile consultant with an appreciation for the many facets of cultural planning. Active in projects from North America to Asia to the Middle East, Brad is a keen and perceptive analyst who consistently demonstrates an ability to see through to the heart of a particular issue or problem. He is often commended by clients for the high quality and comprehensiveness of his work.

Brad holds a Ph.D. in History, specializing in 20th century North America and the history of technology, and was a Doctoral Fellow of the Social Sciences and Humanities Research Council of Canada. He gained his first museum experience at the Marine Museum of the Great Lakes in Kingston, Ontario. Prior to his career as a historian and museum planner, he was an Engineering Officer with the Canadian Coast Guard.
Brad has led the following recent projects:

- United Arab Emirates Military Museum, Master Plan, 2007- Ongoing
- Addiriyah Museum/Atturaf Historic Site, Saudi Arabia: Education Program Planning, 2007-Ongoing
- West Kowloon Cultural District, Hong Kong: Financial Advisor (Museum), 2006-2007

**Jasper Kujavsky**

Jasper Kujavsky is a native of Montreal who studied and worked in Ottawa, Windsor and London, Ontario before moving to Hamilton in 1989 where he began a practice of law. Between 1992 and 1998 he was a member of the HECFI Board of Directors, which operates Hamilton Place Theatre, the Convention Centre and Copps Coliseum on behalf of the Corporation of the City of Hamilton. From 2003 to 2005 Jasper led the Hamilton bid for the Canadian Music Hall of Fame, and is currently coordinating the effort to develop the facility in Toronto on behalf of the Juno Awards Academy.
Our Experience

The following is a selection of our recent World’s Fair projects:

EXPO 2008, Zaragoza, Spain, 2006-ongoing

After EXPO 2008 is over, part of the site will become a cultural and scientific park alongside the sporting facilities and nature park nearby. In addition to a series of modular spaces for offices there will be four iconic buildings – the Spanish Pavilion, the Pavilion Bridge (by Pritzker prize-winning architect Zahah Hadid), an Aquarium and Water Tower.

Lord Cultural Resources is working with ExpoAgua (the corporation that has been established to create the EXPO) to identify potential uses for after EXPO 2008, to develop scenarios regarding financial feasibility and to assist the client in attracting exciting international partners. It is the objective of ExpoAgua to be “the International Capital of Water” in the long term and therefore our work is closely linked to thematic development for the EXPO itself. In addition the post-EXPO uses must influence decisions made pre-EXPO in order to ensure the adaptability of the site and buildings when EXPO is over.

EXPO 2000, Hannover, Germany, 1998–2000

Lord Cultural Resources was engaged to manage the Millennium project: EXPO 2000, Hannover’s innovative “theme park”. Arguably the largest exhibition project ever, this ambitious Thematic Area covered over 100,000 square meters of exhibition space in 5 halls. The 11 themes explored the core issues facing humanity in the next century, and presented innovative solutions essential to our survival. Lord’s role was multifaceted as we assisted EXPO 2000 Hannover GmbH to transform the exciting designs created by teams of internationally known designers and architects into workable, feasible constructions for the millions of visitors who came to the German city in the year 2000.

Our Lord Hannover team was thrilled to work with talented and diverse groups from around the world to make EXPO 2000 a landmark in World Expositions.
"Our close working relationship with Lord, their international experience and clear understanding of the content of the themes confirmed our decision to award the project steering contract to Lord. The integration of Lord has essentially contributed to the realization of the themes to date. We commend Lord for their cooperation and dedicated commitment."

Fred M. Dillenberger, Technical Director
Thematic Area and Projects around the World
i.A. Bettina Ebi, Project Manager
Thematic Area / Project 26

EXPO '93, Canadian Pavilion, Taejon, Korea, 1992–93

Lord Cultural Resources was instrumental in creating the central "blockbuster" presentation at the Canada Pavilion for EXPO '93 in Taejon. We provided theme development for the exhibits and conducted audience testing of key trade and tourism messages with representative Korean audiences. The central experience, which we conceptualized, was a high-speed, “supernatural” voyage across Canada in search of Canada-Korea partnerships. Our practical knowledge of advanced cinema programming and simulator technology enabled us to create a leading-edge event within the budget and architectural limits set for the projects.

EXPO '92, Ontario Exhibition at the Canadian Pavilion, Seville, Spain, 1991–92

Lord Cultural Resources provided the interpretive planning and visitor evaluation for Ontario’s official presence at the first European world exposition in over twenty years. We developed the overall interpretive program, determined the themes and content, and wrote the exhibit text. We also conducted studies to determine if the exhibit proposals would communicate effectively and meaningfully with Spanish and other European visitors.

Lord worked closely with the design team throughout the design phase of the exhibit, and additionally provided the detailed scripting and programming of the exhibition. The Ontario Exhibition proved to be the most popular exhibition in the most popular pavilion.

"The success of Ontario’s participation at EXPO '92 in Seville was entirely due to the efforts and support of the many contributors to the project. We would like to thank you and your team for your participation in the project, and hope that your efforts on our behalf will bear fruit in the future."

Project Coordinator, Ontario Exhibition
Scope of Work

Given the background to the project as outlined above, to help determine Hamilton’s readiness for an Expo 2017 bid we propose the following work elements:

1. **Preliminary Site Identification and Assessment**

   The first task will be the identification and assessment of potential sites including the lands from Pier 8 to the C.N. marshalling yards on the west harbour and brownfield lands on the east harbour. Having grown up in the east end of Hamilton, attending Delta and McMaster, Barry Lord is directly familiar with the possibilities and constraints of the site. Having worked on many Expo sites in the past (beginning with his personal experience long before our company was formed as Curator of the Painting in Canada exhibition in the Canada pavilion at Expo 67 in Montreal, in addition to many of the projects listed above), Barry will lead our team in this site evaluation exercise, which will be based on objective criteria and a weighting system that will facilitate an informed decision about the potential site.

   From our work at other Expo sites, we know that post-Expo uses need to be considered right from the beginning. We will therefore be evaluating site options with this after-use in mind. (One of our current projects at Expo 08 in Zaragoza is to plan post-Expo use of one of the major buildings being constructed on that site.)

2. **Key Stakeholder Consultation**

   We will consult with key individuals and encourage their participation in a private-sector-driven Steering Committee to work with the City. Such individuals could include business and community leaders (for example, Roger Yachetti, Jack Pelech, Lincoln Alexander, Teresa Casioli, Fred Losani, Louise Dompierre, Ron Foxcroft, Lynda Lukasik, Bob Young, Don McLean, David Braley, Dan Lawrie, Jeff Paikin), west harbour and north end neighbourhood representatives (North End Neighbours Inc.), the Chamber of Commerce, the Port Authority, a representative from John Munro Hamilton International Airport, representatives from McMaster University and Mohawk College, and others as required.
In this work element specific efforts will be made to secure the involvement of representatives from C.N. and the major steel manufacturers. Including C.N. as a stakeholder in this process is particularly important with regard to discussions on how the shunting operations could be relocated, and the marshalling yards finally redeveloped in a financially sustainable and profitable manner for all concerned, while maintaining and incorporating two rail lines through the site.

3. Consultations with Federal Authorities

Unlike an Olympics or Pan-Am Games which fall under the auspices of the Canadian Olympic Committee, or a Commonwealth Games where local authority rests with the Canadian Commonwealth Games Federation, no permanent formal process exists for Canada to select an Expo bidder, and there have not been in the past multiple cities in Canada competing for the same Fair. Given this fact, and given the likelihood that at least one other city will be competing to be Canada's representative for the Expo 2017 competition, we will seek to establish contact with the Federal Government to encourage creation of a process within which a Canadian bid city will be selected for Expo 2017. Susan Dunlop in the Lord Ottawa office will assist in this undertaking.

4. Preliminary Promotional Work

Utilizing our Paris and Madrid offices and taking advantage of our current participation in planning for Expo 2008 in Zaragoza, Spain, we will make Hamilton's interest in hosting the Fair known to the Bureau International des Expositions (B.I.E.) headquartered in Paris, which awards and sanctions World Expos, putting a proactive Hamilton effort front and centre as the 2017 bidding process begins to take shape. Part of the proposed work to establish a Hamilton presence regarding 2017 would include direct contact with the B.I.E. offices in Paris, and preparation for attendance of a Hamilton representation at World Expo 2008 in Zaragoza.

As part of this work element we will also initiate contact with community leaders and local media in each of the other potential Canadian bid cities (including Edmonton, Ottawa and Montreal) as well as all communities nationwide to aggressively but respectfully pitch the vision for World Expo 2017 in Hamilton, highlighting how the impact and legacy of the Fair for Hamilton's downtown and waterfront would far surpass the impact hosting this event could have on any other municipality (the Ambitious City concept, the potential vs. current reality analysis). The goal would be to encourage Canadians to find common ground with Hamilton's dreams and come together in support for our bid, thereby possibly lessening the internal Canadian competition. Given the apparent desire of the B.I.E. to return to North America, this domestic effort would also help make the international competition less competitive.
5. Coordination with Other Events

We will work with all stakeholders in coordinating this Expo 2017 effort with an emerging and completely synergistic Golden Horseshoe 2015 Pan-Am Games bid currently being contemplated by the Canadian Olympic Committee, which would include Hamilton as a central location for this multi-sport event. The goal is to make the two bids mutually supportive of each other.

6. Institutional Planning

We will work with all stakeholders, and the City specifically, to determine how development regarding the World's Fair would be administered, including discussion of a new arms-length Waterfront Development Corporation currently under consideration by the city. This process would include preparation of preliminary financial analyses of how public infrastructure monies would be integrated with private-sector commitments, thereby increasing the Fair's economic sustainability and lessening the chance of financial shortfalls. This work would also begin the process of analyzing how the development of the site would be value-designed and engineered to create long-term adaptive use of the lands after the anticipated public events in 2015 and 2017. This is comparable to the work we are doing in Zaragoza to plan post-Expo 08 use of one of the major buildings on that site.

7. Preliminary Interpretive Planning

In our discussions we will consult key stakeholders with regard to developing a theme for the Fair that represents the City of Hamilton and its aspirations in the 21st century. We are familiar with the themes of previous World’s Fairs, and believe that it should be possible to develop a theme that will relate to Hamilton’s long-term image development, while at the same time setting forth a stirring and relevant objective for the Fair that will challenge and inspire the best from participating countries, and will motivate the BIE to give full consideration to Hamilton’s bid.

8. Draft Final and Final Report

Once we have completed the consultation, research and analysis, we will produce a Draft Final Report for your review. Once you have examined the report, and after we have made any necessary changes or revisions, we will finalize the Report and present it to Council if required by you.
Schedule and Budget

We propose to complete this work for a total of $49,900 in professional fees and out-of-pocket expenses. GST and any other applicable taxes would be additional. We anticipate that all work will be complete within six months of signing a contract with you.

Our Payment Schedule would be 40% upon signing contract, 40% upon submittal of a Draft, and 20% upon presentation of our Final Report.

Lord Cultural Resources would of course be ready to continue our work on the preparation of a bid and all further steps in support of advancing the project, once this initial Report is accepted by the City as a basis for going forward. At that time we would be pleased to project the next phase of work to be undertaken.

We thank you for the opportunity to present this Proposal. We look forward to assisting the City of Hamilton with this important project.