



City of Hamilton
GENERAL ISSUES COMMITTEE
ADDENDUM

Meeting #: 20-007
Date: February 19, 2020
Time: 9:30 a.m.
Location: Council Chambers, Hamilton City Hall
71 Main Street West

Stephanie Paparella, Legislative Coordinator (905) 546-2424 ext. 3993

5. COMMUNICATIONS

- *5.1 Correspondence from Nick Klip, Operations Manager, Hamilton/Halton, Enbridge Gas Inc., respecting the Proposed Kirkwall-Hamilton Natural Gas Pipeline Project

Recommendation: Be received and referred to the consideration of Item 10.8.

6. DELEGATION REQUESTS

- *6.1 Carol Priamo respecting Item 10.1 - Report PED19168(a) - Proposal for the Adaptive Re-Use of the Balfour House-Chedoke Estate

(For the February 19, 2020 GIC)

7. CONSENT ITEMS

- *7.1 * MOVED TO ITEM 9.1 2019 Annual Report on the 2016 - 2020 Economic Development Action Plan Progress (PED20039) (City Wide)

This report now has a presentation and has been moved to Item 9.1.

9. STAFF PRESENTATIONS

- *9.2 Commonwealth Games 2030 (PED19108(d)) (City Wide)

DUE TO ITS SIZE, APPENDIX "A" TO REPORT PED19108(d) IS AVAILABLE ON-LINE ONLY.

10. DISCUSSION ITEMS

- *10.8 Sub-Section (a) to Report PED20053 - Enbridge Gas Inc. Leave to Construct Application for the 2021 Dawn to Parkway Extension and Integrated Resource Planning Proposal

(Sub-Section (a) to Report PED20053 was DEFERRED from the February 7, 2020 Special General Issues Committee meeting.)

- *10.9 Airport Sub-Committee Report 20-001, February 11, 2020
- *10.10 Advisory Committee for Persons with Disabilities Report 20-002, February 11, 2020
- *10.11 Application of City's Equity, Diversion and Inclusion Policy to "City Leases" (LS20007/HUR20005) (City Wide)

14. PRIVATE AND CONFIDENTIAL

- *14.1 Closed Session Minutes - February 5, 2020

Pursuant to Section 8.1, Sub-sections (b), (c), (e), (f) and (k) of the City's Procedural By-law 18-270; as amended, and, Section 239(2), Sub-sections (b), (c), (e), (f) and (k) of the *Ontario Municipal Act*, 2001; as amended, as the subject matters pertains to personal matters about an identifiable individual, including municipal or local board employees; a proposed or pending acquisition or disposition of land by the municipality or local board; litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and, a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board. 2001, c. 25, s. 239 (2); 2017, c. 10, Sched. 1, s. 26.

- *14.2 Disposition of Land - Part of Moxley Road, Flamborough (PED20028) (Ward 13)

Pursuant to Section 8.1, Sub-section (c) of the City's Procedural By-law 18-270, and Section 239(2), Sub-section (c) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land by the municipality or local board.

- *14.3 Appendix "A" to Report PED19168(a), respecting the Proposal for the Adaptive Re-Use of BalfourHouse-Chedoke Estate (PED19168(a)) (Ward 14)

Discussion of Appendix "A" to Report PED19168(a), in Closed Session would be pursuant to Section 8.1, Sub-section (i) of the City's Procedural By-law 18-270, and Section 239(2), Sub-section (i) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization. (Refer to Item 10.1 for the public portion of this report)

- *14.4 Light Rail Transit (LRT) Project - Staffing Plan and Implications (PED20054) City Wide)

Pursuant to Section 8.1, Sub-section (b) of the City's Procedural By-law 18-270, and Section 239(2), Sub-section (b) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about an identifiable individual, including municipal or local board employees.

- *14.5 Appendix "A" to Report LS20007/HUR20005, respecting an Application of City's Equity, Diversion and Inclusion Policy to "City Leases" (City Wide)

Discussion of Appendix "A" to Report LS20007/HUR20005, would be pursuant to Section 8.1, Sub-sections (c), (f) and (k) of the City's Procedural By-law 18-270, as amended, and Section 239(2), Sub-sections (c), (f) and (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land by the municipality or local board; advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and, a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board. **Refer to Item 10.11 for the public portion of this report.)**



Enbridge Gas Inc.
918 South Service Road
Hamilton, ON L8E 5M4
Canada

February 14, 2020

City of Hamilton
City Clerk's Office
City Hall, 71 Main Street West
Hamilton, Ontario L8P 4Y5
Clerk@hamilton.ca

Subject: Follow-up to Feb. 7, 2020 delegation to City of Hamilton General Issues Committee

Dear Mayor Eisenberger and Members of City Council,

I am writing as a follow-up to the Enbridge Gas delegation appearing at the February 7, 2020 General Issues Committee meeting regarding our proposed Kirkwall-Hamilton natural gas pipeline project.

During our presentation, several important points were raised by the Enbridge Gas delegation about the project. I wanted to take this opportunity to reiterate those important points:

1. This project benefits Ontario, primarily Hamilton and the GTA.

- The Dawn-Parkway transmission system is essential in the movement of natural gas to supply homes and businesses across Ontario. This pipeline is nearing capacity.
- Currently, 75 percent of Ontario homes rely on natural gas for home and water heating, including 161,000 residential customers and 12,000 commercial and industrial customers in Hamilton.
- As Ontario's population increases—almost a million people added between the 2011 and 2016 censuses—energy demand has increased along with it. Growth in new home construction, new businesses and industries all want access to affordable and reliable natural gas.
- Ontario-based demand represents 89 percent of the total demand driving the project; 68 percent of which is existing demand growth.

2. The project route follows an established natural gas pipeline corridor.

- The project route was chosen by following the Ontario Energy Board's "Environmental Guidelines for the Location, Construction and Operation of Hydrocarbon Pipelines and Facilities in Ontario."
- The project route follows an existing pipeline utility corridor and benefits from overlapping easements.
- This corridor has been safely in operation since 1957.
- Three other pipelines currently operate safely in the proposed route area.

3. Enbridge has extensive construction experience in the project area.

- Enbridge Gas has extensive experience constructing pipeline projects of similar size in the area of this project:
 - Brantford-Kirkwall Project, 2015.
 - Hamilton-Milton Project, 2016.
- We seek to minimize impacts to the environment and restore the project area as close as practicable to its previous state.
- The goal is to leave an area post-construction with minimal indication we were ever there.
- We have extensive construction experience in natural environments such as this project.

4. The natural gas in this pipeline will be sourced from a diverse mix of North American natural gas supply basins including Alberta and the US.

- The natural gas for this pipeline, like all other natural gas pipelines in this area, will be sourced at the Dawn Hub near Sarnia, Ontario, which is connected to all major North American supply basins including Alberta and the US.
- Natural gas from shale currently makes up about a quarter of the North American natural gas supply. The North American natural gas supply is fully integrated, and as such, natural gas from shale is intermixed with gas produced by other extraction methods.

5. The additional natural gas capacity that the project provides will go to homes and businesses - lowering energy costs for Ontario residents.

- There is no increased power generation capacity being contracted for as part of this project.

6. This project will not have a material impact on the rates Enbridge Gas customers pay for natural gas.

- The total project cost is \$204 million. Customers will share in a portion of the cost as this pipeline will serve an increased demand for natural gas for homes and businesses.
- The total increase to a residential customer bill is estimated to be less than \$1.50 per year.

Sincerely,



Nick Klip
Operations Manager, Hamilton/Halton
Enbridge Gas Inc.



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Tourism and Culture Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	February 19, 2020
SUBJECT/REPORT NO:	Commonwealth Games 2030 (PED19108(d)) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Carrie Brooks-Joiner (905) 546-2424 Ext. 3967
SUBMITTED BY:	Carrie Brooks-Joiner Director, Tourism and Culture Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

That Council receive the Hosting Proposal Part 2 developed by Hamilton100 to host the 2030 Commonwealth Games in Hamilton.

EXECUTIVE SUMMARY

Following confirmation that Hamilton was shortlisted as a potential host city for the 2030 Commonwealth Games, an invitation from Commonwealth Games Canada (CGC) to submit a Hosting Proposal Part 2, and Council's approval, Hamilton100 has continued its work to develop a hosting concept and meet the CGC's Hosting Plan Proposal Guidelines for the domestic bidding process. The Hosting Proposal Part 2 attached as Appendix "A" to Report PED19108(d) is submitted for Council's review.

Should Council be supportive of continuing with the domestic bid process and confirm its willingness to make the required financial commitment, the deadline for Hamilton100 to submit the Hosting Proposal Part 2 to CGC is March 9, 2020.

This report is based on a review of the draft Hosting Proposal Part 2 dated January 24, 2020 prepared by Hamilton100. It was submitted February 13, 2020 and has additional information that staff has not reviewed. Hamilton 100 also submitted a Hamilton100

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SUBJECT: Commonwealth Games 2030 (PED19108(d)) (City Wide) - Page 2 of 14

2030 Commonwealth Games Bid Brief on January 30, 2020 which is attached as Appendix "B" to Report PED19108(d).

Given the short time available for review of the Hosting Proposal Part 2 and that the feasibility of the hosting concept has not been confirmed, staff are unable to make a recommendation to endorse.

Alternatives for Consideration – See Page 13**FINANCIAL – STAFFING – LEGAL IMPLICATIONS****Financial:**

On November 13, 2019, Council directed City staff to provide a review of a potential 2030 Commonwealth Games Hosting Proposal.

The 2030 Commonwealth Games Hosting Plan Proposal Guidelines (Part 2) requires a Financial Budget model. Hamilton100 estimated costs using the 2022 approved Commonwealth Games Budget for Birmingham, United Kingdom as a baseline. The organizing committee budget high-level summary is provided that is included in the Hosting Proposal Part 2. As indicated in the Hosting Proposal Part 2, a more detailed budget will be developed with the assistance of Klynveld Peat Marwick Goerdeler (KPMG). City staff provided Hamilton100 with a significant level of financial information which should be useful in the development of this detailed budget. This report responds to the information contained in the Hosting Proposal Part 2.

Organizing Committee Budget High-Level Summary¹

	\$ Local
INCOME	
Public Sector Contribution	1,175,000,000
OC Generated Income	250,000,000
Total Income	1,425,000,000
EXPENDITURE	
CEO Office	10,500,000
Commercial	21,650,000
Marketing and Communications	77,350,000
Ceremonies and QBR	32,500,000
Finance and Corporate Services	49,500,000
Human Resources	105,500,000
Games Workforce	8,000,000
Games Family Services	16,250,000
Games Services	28,000,000
Logistics	20,000,000
Transport	50,000,000
Sport	28,000,000
Venue Development and Overlay	619,000,000
Venue Management and Event Services	30,000,000
Village Operations	20,000,000
Security (OC Budget)	140,000,000
Technology and Broadcast	98,750,000
CGF / CGA Payments	30,000,000
Contingency	40,000,000
Total Expenditure	1,425,000,000

The 2030 Commonwealth Games forecast of \$1.425 B includes a venue development and overlay component of \$619 M. Construction would need to be completed by 2028 to allow testing for the 2030 Commonwealth Games. The athlete's village is not part of the game's expenditures and are assumed to be funded under a separate stream.

City staff have forecasted the percentage of the municipal funding contribution based on Hamilton100's Public Sector Contribution estimate of \$1.175 B. City staff anticipate the municipal funding contribution for the 2030 Commonwealth Games to range from 17% (Calgary's municipal contribution re; 1988 Olympics) to 25% (assuming 50% Federal and 25% Provincial contribution). This represents a gross City contribution between \$200 M and \$300 M. The City's contribution does not reflect funding from other

¹ Page 66 of 2030 COMMONWEALTH GAMES - CANDIDATURE PART 2 - Draft Feb 11, 2022

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municipal governments who have been identified as potential event hosts. City staff recognize the range in municipal contribution above differs from the assumptions within Hamilton100's financing plan, however, given that the financials are preliminary, exclusive of any commitments from senior levels of government, City staff are of the belief that this range is prudent at this time.

The City has a variety of funding sources it can leverage in addition to the tax levy, including development charges (DC), debt, assets and in-kind services. It should be noted that growth related recreation costs currently are a soft service under the Development Charges Act. In the future, these costs will be recouped in whole or part through proposed Community Benefit Charges (CBC - proposed DC Act changes, details unknown at this time), which would replace the existing parkland dedication fees and soft service DC quantum components. At this time, the degree to which these costs will be borne by future growth versus existing residents are not known. The City anticipates that its contribution to the games may offset some capital investments already identified in the 10-year tax supported capital plan.

Based on the current 10-year capital plan, total rate supported, tax supported and development charge supported debt levels are projected to remain at or below the Council approved target. Debt levels are trending upwards and are projected to peak in 2028 at just below the Council approved target. Illustrated is the current state of the City's 10-year total debt projections that provides an impact analysis of an additional \$200 M and \$300 M in tax supported debt. Based on the analysis, total debt levels are projected to exceed Council's approved limits, but remain within the Provincial annual repayment limits, in 2028 and 2029.

City of Hamilton: 10-year Total Debt Projections



The City’s estimated share of funding for the 2030 Commonwealth Games (\$200 M to \$300 M) in this report does not include additional revenue sources and cost reduction opportunities, which would reduce the municipal contribution including:

- Venue Naming Rights
- Institutional/Private Sector/Community Partnerships
- City Land Contribution
- Contributions from other participating municipalities/institutions

City Facilities, Recreation and Park Development staff have estimated that the Commonwealth Games venue development and overlay budget of \$619 M could save the City budgeted facility rehabilitation costs over the next 10 years (2021-2030).

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The proposed sport venues included in Hosting Proposal Part 2 are included below.

Proposed Sport Venues²

COMPULSORY SPORTS	PROPOSED VENUE
Athletics + para 944 athletes	Mohawk Sports Park
Badminton 114 athletes	multisport complex
Boxing 206 athletes	new Convention Centre or Grightmire Market Street arena
Cycling - road & time trials 211 athletes	Hamilton Centre to West Mountain
Gymnastics - Artistic 96 athletes	FirstOntario Centre or new arena
Field Hockey 360 athletes	Mohawk Sports Park
Judo 158 athletes	Dave Andreychuk Mountain Arena
Lawn Bowls + para 246 athletes	Gage Park
Netball (W) 144 athletes	Paramount Fine Foods Centre*
Rugby 7's 288 athletes	Tim Hortons Field
Squash 100 athletes	multisport complex
Swimming + para 373 athletes	McMaster Aquatic Centre*
Table Tennis 182 athletes	multisport complex
Triathlon 58 athletes	Pier 4 Park, Bayfront Park, City street cycling course
Weightlifting 215 athletes	FirstOntario Concert Hall
Wrestling 120 athletes	Dave Andreychuk Mountain Arena
OPTIONAL SPORTS	PROPOSED VENUE
Basketball 3x3 96 athletes	Eastwood Park and new Community Centre and outdoor event space
Cricket (W) 150 athletes	Confederation Park
Cycling - Track + para 135 athletes	Milton Velodrome*
Beach Volleyball 64 athletes	Confederation Park
Diving 50 athletes	Brock University*
NON-SPORT VENUES	PROPOSED VENUE
Technical Officials accommodation	Up to 4 sites in city centre (sites to be determined)
Athletes Village	McMaster University*
International Broadcast Centre	existing Convention Centre or new Convention Centre
Main Press Centre (MPC)	existing Convention Centre or new Convention Centre
Opening/Closing Ceremonies	Tim Hortons Field

*Indicates proposed venue is not owned by the City of Hamilton

² Page 60-62 of 2030 COMMONWEALTH GAMES - CANDIDATURE PART 2 - Draft Feb 11, 2022

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To date, no dedicated staff resources have been allocated to the development of the hosting proposals. Staff workplans across multiple departments have been adjusted to accommodate the additional work.

Dedicated and incremental City staff resources from all departments in the form of a Bid Secretariat will be required to continue in the domestic and international bid processes including the negotiation of the Multi-Party Agreement and creation of a Hosting Corporation. Senior representation from the City of Hamilton will be required to participate as a member of the Hosting Corporation. Based on the secretariat created for the Pan Am Games, it is estimated that between five to seven full-time equivalents (FTEs) are required for the initial phase including representation from Legal, Finance, Project Management, Capital Planning and Programming.

If Hamilton moves to the international bid phase, additional FTEs will be required, and a corporate event logistics committee will need to be struck.

The following staff were resources to Hamilton100 in the development of the Hosting Proposals:

City Managers Office

- City Manager
- Director, Strategic Partnerships and Communications
- Manager, Community Initiatives

Corporate Services

- General Manager
- Deputy City Solicitor
- Manager, Capital Budgets and Development
- Senior Financial Analyst

Planning and Economic Development

- General Manager
- Director, Tourism and Culture
- Director, Transportation Planning and Parking
- Manager, Tourism and Events
- Sport Tourism Product Development Specialist

Healthy and Safe Communities

- Director, Recreation
- Director, Housing Services
- Manager, Sport Services

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- Director, Energy, Fleet and Facilities Management
- Director, Transit

If Hamilton is selected by Commonwealth Games Canada as the preferred host city staff will report back for approval for the resources including FTEs to proceed with negotiation of the Tri-Party Agreement and to participate in the development of the international bid.

Legal:

Should Hamilton be selected as the preferred Canadian host city for the 2030 Commonwealth Games, Legal Services will be engaged to negotiate and finalize a Multi-Party Agreement, a Host Community Agreement and other related agreements.

Should Hamilton's bid be successful, Legal Services will continue to be involved to ensure compliance with the *Municipal Act*, including any concerns regarding "bonusing", and any applicable contractual obligations.

HISTORICAL BACKGROUND

- March 20, 2019 - Representatives from Hamilton100 delegated to the General Issues Committee (GIC) and offered to lead and wholly fund the development of a bid on behalf of Hamilton. Following the presentation, Council passed a motion directing staff to report back to GIC with "the outline of the games, the bidding process, risks and rewards, potential venues and facilities that the City of Hamilton would require to host the 2030 Commonwealth Games".
- June 5, 2019 - Staff reported back to GIC. Staff were directed to analyse the draft Hosting Proposal Part 1 and report back to GIC on November 6, 2019. Council also directed staff to develop a Memorandum of Understanding (MOU) to inform the working relationship between the City of Hamilton and Hamilton100 and report back to GIC.
- July 31, 2019 to August 2, 2019 - Representatives from the Commonwealth Games Federation and Commonwealth Games Canada made a site visit to Hamilton and were hosted by Hamilton100.
- August 12, 2019 - A draft MOU was presented to GIC and following the direction to execute, the MOU was signed with Hamilton100.
- September 27, 2019 - Hamilton100 submitted its working draft Hosting Proposal Part 1 to City staff.

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- November 6, 2019 - Staff reported back to GIC.
- November 13, 2019 - Teleconference between CGC and City of Hamilton staff.
- November 13, 2019 - Council identified three representatives to participate on the Hamilton100 Steering Committee. Staff were directed to prepare and execute a revised MOU to allow Hamilton100 to prepare, organize, facilitate, coordinate and finance, in its entirety, a Hosting Proposal Part 2. Staff were directed to report back on multiple issues including: a financial assessment of the proposal against the City's Master Plans and approved 10-year capital plan; governance; indemnification against risks, deficit and deficiencies; implications of tax-supported debt; and the entertainment district. Staff were directed to conduct a peer review of the financial model prior to execution of a Multi-Party Agreement. Attached as Appendix "C" to Report PED19108(d) is the full staff direction from the November 13, 2019 Council meeting.
- November 27, 2019 - The first of three facilitated meetings with City staff and Hamilton100.
- December 8, 2019 - Hamilton is shortlisted. CGC invited Hamilton100 to participate in Part 2 of the domestic bid process.
- December 9, 2019 - A revised Memorandum of Understanding between the City of Hamilton and the Hamilton100 Commonwealth Games Bid Corporation was executed.
- December 18, 2019 - The second of three facilitated meetings with City staff and Hamilton100.
- December 18, 2019 - Teleconference with CGC, Hamilton100 and City of Hamilton staff.
- January 15, 2020 - Staff reported back to GIC and confirmed that Hamilton was shortlisted.
- January 20, 2020 - The third and last facilitated meeting with City staff and Hamilton100.
- January 22, 2020 - Teleconference with CGC, Sport Canada, Hamilton100, City of Hamilton - Government Essential Services for a 2030 Commonwealth Games Bid.
- January 22, 2020 - Council directed staff to review and analyse Hosting Proposal Part 2 and report back to GIC prior to March 9, 2020.

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- January 24, 2020 - Hamilton100 submitted a working draft Hosting Proposal Part 2 for review.
- January 29, 2020 - Teleconference with CGC, Sport Canada, Hamilton100, City of Hamilton - Financial Risk Mitigation and Deficit Guarantee Strategies.
- January 30, 2020 - Hamilton100 submitted a Commonwealth Games Bid Brief.
- February 13, 2020 - Hamilton100 submitted Hosting Proposal Part 2 to the City of Hamilton.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The potential positive outcomes of hosting the Commonwealth Games is in alignment with the City of Hamilton's Strategic Plan (2016-2025); the Economic Development Action Plan (2016-2020); the Hamilton Tourism Strategy (2015-2020); and the Cultural Plan (2013).

There are policy and timing implications for the Recreational Indoor/Outdoor Master Plan. Implementation of a games centric capital plan will result in the delay of other non-games capital projects. Facility upgrades and games programming will temporarily displace community user groups.

There are policy and timing implications for the Culture Plan and related City programs such as heritage plaquing, public art, and museum exhibitions. Community-led cultural programming may be temporarily displaced.

RELEVANT CONSULTATION**Internal**

Senior Leadership Team

General Manager, Finance and Corporate Services Department

General Manager, Planning and Economic Development Department

Director, Recreation Division, Healthy and Safe Communities Department

Director, Energy, Fleet and Facilities Management Division, Public Works Department

Director, Transportation, Operations and Maintenance Division, Public Works Department

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Senior Advisor, West Harbour Re-Development, General Manager's Office, Planning and Economic Development Department

Senior Development Consultant, Economic Development Division, Planning and Economic Development Department

Deputy City Solicitor, Legal and Risk Management Services Division, Corporate Services Department

Manager of Capital Budgets and Development, Financial Planning, Administration and Policy Division, Corporate Services Department

Senior Financial Analyst, Financial Planning, Administration, and Policy Division, Corporate Services Department

External

Chief Executive Officer, Commonwealth Games Canada

Director, Major Sport Events Division, Sport Canada

Executive, Hamilton100

ANALYSIS AND RATIONALE FOR RECOMMENDATION**Guidelines**

Commonwealth Games Canada released the final 2026/30 Commonwealth Games Hosting Plan Proposal Guidelines on November 1, 2019. The Hosting Proposal Part 2 builds on the information submitted in Part 1 and consists of the following areas:

- Games Delivery
- Venues Plan (detail)
- Finance & Marketing (detail)

The requirement to conduct a predictive Economic Impact Assessment as part of the Hosting Proposal Part 2 was removed by Commonwealth Games Canada on January 14, 2020 and such an assessment is not included in Hamilton100's proposal.

The Hosting Proposal Part 2 addresses the categories of information required by CGC as listed in the Hosting Plan Proposal Guidelines. It is not known if the quality or amount of information provided is sufficient for CGC. The quality of the information was not assessed by staff.

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Governance

The Hosting Plan Proposal Guidelines do not require the Hosting Proposal Part 2 to address governance. A typical model for governance of the Commonwealth Games has been provided by Commonwealth Games Canada and is attached as Appendix “D” to Report PED19108(d).

Based on the facilitated meetings involving Hamilton100 and City staff, Hamilton100 expressed a desire to be an active participant.

Venue Plan

The City provided the 10-year Recreation Facilities Capital Plan to Hamilton100. There are points of alignment between the City’s Plan and Hamilton100’s Venue Plan. The City may be expected to make a material investment to achieve the Venue Plan, however this will ultimately be determined through a successful negotiation of a Multi-Party Agreement.

As referenced in the Hosting Proposal Part 2, new and existing venue locations have been identified by Hamilton100 in their draft Sport Venue Location Plan. Typically, in major sport event planning, venue locations change as the plan is refined, specific sports and programming confirmed, and additional partners are identified.

Hamilton100’s draft Sport Venue Plan outlines plans for proposed new facilities and for existing venues to be upgraded in time for hosting the 2030 Commonwealth Games. The Sport Venue Plan also utilizes existing facilities in neighbouring municipalities that will require minimal upgrades prior to the Commonwealth Games.

Indemnification:

Sports Canada and Commonwealth Games Canada have indicated that there is an expectation that risk be mitigated through the budget planning process, contingency and governance.

Typically, identifying and mitigating risk associated with capital and operating costs is the responsibility of the Host Corporation and formalized in the Multi-Party Agreement. The 2015 Toronto Pan-Am Games Multi-Party Agreement designated the Provincial Government as the party ultimately responsible for underwriting risk. Specifically, in the Pan-Am Games Multi-Party Agreement, the City of Toronto and Federal Government “assume[d] no responsibility for any aspect of the organization, planning, promoting, financing or staging of the [Pan-Am] Games including any aspect of the construction, renovation or management of the Facilities.” Additionally, the Provincial Government indemnified the City of Toronto and the Federal Government against liability arising out of: (i) the Multi-Party Agreement, or (ii) the use or occupancy of any

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lands/buildings/facilities used in connection with the Pan-Am Games (excluding situations where the City of Toronto or Federal Government were negligent).

Legacy Trust

The Hosting Proposal Part 2 notes that Hamilton100 has budgeted for a Legacy Fund and that a similar governance structure to that of the 2015 Toronto Pan-Am Games will be developed to manage the Fund. In the case of the 2015 Toronto Pan-Am Games, the Legacy Fund was managed by a Committee composed of the Federal and Provincial governments, the City of Toronto and the Canadian Olympic and Paralympic Committees.

Entertainment District Facilities

The venue inventory includes a convention centre and arena (7,000-10 K seat capacity). The Sport Venue Plan notes that the convention centre and arena will be either existing or new and shows the location as the downtown core. FirstOntario Concert Hall is also identified as a venue.

Other Bids

Commonwealth Games Canada has confirmed that Hamilton is the sole Canadian community bidding for the 2030 Commonwealth Games. A community consortium in Calgary, Alberta is preparing a bid for the 2026 Commonwealth Games also for submission on March 9, 2020. CGC will only endorse one bid for either the 2026 or 2030 Games and that endorsement will be based on the outcome of the review of submissions due March 9, 2020.

India has expressed interest in bidding for the 2026 and 2030 Commonwealth Games.

ALTERNATIVES FOR CONSIDERATION

- (a) That Council endorse the Hosting Proposal Part 2 developed by Hamilton100 to host the 2030 Commonwealth Games in Hamilton for submission to Commonwealth Games Canada by March 9, 2020;
- (b) That the Mayor be authorized to sign a letter of endorsement to host the Commonwealth Games and that expresses awareness that the City of Hamilton will be required to make a financial investment in the planning, delivery and legacies of a Commonwealth Games. The signed letter is to be added to Hamilton100's Hosting Proposal Part 2 submission;
- (c) If the Hosting Proposal Part 2 is submitted, that staff report back to the General Issues Committee on the outcome of the domestic bidding process for direction.

SUBJECT: Commonwealth Games 2030 (PED19108(d)) (City Wide) - Page 14 of 14

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**Community Engagement and Participation**

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

Economic Prosperity and Growth

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

Healthy and Safe Communities

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

Clean and Green

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

Built Environment and Infrastructure

Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

Culture and Diversity

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PED19108(d) - Hamilton100 Hosting Proposal Part 2

Appendix “B” to Report PED19108(d) - Hamilton100 2030 Commonwealth Games Bid Brief

Appendix “C” to Report PED19108(d) - Motion as Amended by Council on November 13, 2019

Appendix “D” to Report PED19108(d) - Commonwealth Games Canada - Governance Delivery Model

CBJ:ac



2030 Commonwealth Games Hosting Proposal – Part 2

– February 11, 2020 –





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INTRODUCTION

The year 2030 will mark the 100th Anniversary of the Commonwealth Games. As the host city of the very first Games, we believe that Hamilton-Ontario-Canada is the perfect place to host this centenary event.

It's been 25 years since the Commonwealth Games were last hosted in Canada. By 2030 it will have been 35 years, a long time for this country to have not enjoyed the privilege of welcoming the Commonwealth Sports Movement to Canada's shores. A whole generation of Canadians has grown up with no living memory of the Games and very little understanding of, or appreciation for the Commonwealth. Returning the Games to Hamilton and to Canada will be an opportunity to renew interest in the Commonwealth and to celebrate the growth and the evolution of the Games over the past 100 years.

Bringing the Games Home

In 1930 the City of Hamilton, with a population of 155,000 people, was the fifth largest city in Canada. Larger than Ottawa, as large as Calgary and Edmonton put together, it was a great option to be the host city for the inaugural Games.

Today this community of 537,000 stands at the centre of the most populous region of Canada, with more than 8-million people living within an 80 km radius of Hamilton city centre. This region of Ontario, known as the **Greater Golden Horseshoe**, is the heartland of Canadian business and finance, the fastest growing part of the country, and the place where most immigrants and newcomers settle.

Like other Commonwealth Games in the past, the 2030 Games will extend beyond the host city to encompass other communities in our regional network. Our hosting plan calls for events in municipalities stretching from Niagara to Toronto. Like the 2022 Birmingham Games, the 2014 Glasgow Games, and the 1994 Games in Victoria B.C., the 2030 Games will be a regional event that engages the participation and support of multiple adjacent cities and towns.



SOURCE: MAPBOX, OPENSTREETMAP, GOVERNMENT OF ONTARIO THE CANADIAN PRESS

A Global Sport Event

The Commonwealth Games is a truly global sporting event. Attracting athletes and teams from 71 Commonwealth nations and territories, it will have a television audience of 1.5-billion people. The level of competition is world-class and many of the athletes participating in the 2030 Commonwealth Games will go on to compete and win medals at the 2032 Olympics.

For these and many other reasons, the 2030 Commonwealth Games will focus a national and global attention on Hamilton and other communities in the Golden Horseshoe. From Niagara Falls to Toronto, international visitors and television audiences will come to know and learn about this dynamic region of Canada and the host province of Ontario.

A 10-Year City-Building and Province-Building Project

As exciting as this is, the Commonwealth Games is more than just a sport event. It's a 10-year city-building and province-building project. The impact on provincial prosperity will be significant:

- Hundreds of millions of dollars in Games-related capital investment;
- An estimated 20,000 new full-time equivalent jobs directly related to Games spending;
- A big boost to tourism spending across the Greater Toronto and Hamilton Area and extending through Niagara Region; and,
- A legacy of new and refurbished sport facilities that will serve the recreational needs of our community and provide training facilities for our elite athletes.

The Games will also create opportunities for Ontarians who need help the most. Hamilton100 will deliver jobs, internships and business opportunities to young people who are having difficulty finding stable employment, people with disabilities, and Indigenous communities. Games investments will also be directed to help create affordable housing in Hamilton.

Making a Social Impact Across Canada and Around the World

Beyond the social and economic benefits directly attributable to Games spending, the Commonwealth Games provide us with an opportunity to make a significant social impact across Canada and around the world. The hosting strategy of Hamilton100 includes a plan to leverage the corporate social responsibility initiatives of Canadian businesses – banks, retailers, manufacturers, technology companies and others – to achieve some important sustainable development goals.

This strategy is inspired by the **17 Sustainable Development Goals** adopted by the United Nations, which are to be achieved by the year 2030. These "Global Goals" focus on protecting the environment and improving the quality of life of people everywhere. They include issues like hunger, food insecurity, clean water, good health and gender equality – which are not just problems for developing countries but challenges as well for our own cities, towns and First Nations

communities here in Ontario and across Canada. Guided by these goals, it's up to all of us – governments, businesses, civil society and the public – to work together to build a better future for everyone.

We often look to governments to deliver on these goals, but it's not up to governments alone. Currently, many of Canada's largest and best-known companies commit significant resources to addressing important social issues. From the *Jumpstart* program of Canadian Tire, which provides sports equipment to children, to companies like Kellogg's and Loblaws who contribute generously to school breakfast programs and food banks, we can identify hundreds of business-sponsored initiatives that are already helping to make a difference.

Our educational sector too is deeply involved in projects that improve the health and wellbeing of people and communities. A good example is our Commonwealth Games supporter and partner, McMaster University, which was recently ranked the #2 University in the World for Social Impact (*Times Higher Education Ranking 2019*). McMaster is home to more than 70 research centres and institutes that work with their academic colleagues in other countries to develop new knowledge, technologies and processes that improve our quality of life. In the areas of health and wellbeing alone, McMaster has 430 projects underway and nearly 2,000 partnerships worldwide.

Hamilton100 is committed to working with Canadian businesses and our education sector partners to identify, encourage and support social development projects that align with the values of the Commonwealth Games. As this strategy takes hold, we hope to expand these partnerships to include governments, businesses, universities and non-governmental organizations worldwide.

This is a fundamentally new approach to creating a Commonwealth Games social legacy and one that we hope will prove beneficial to the Federation in the future. With a 10-year lead time to plan and organize the Games, we are confident we can deliver on this vision.

If we're successful, this will truly be a "Games Changer" idea.



100TH ANNIVERSARY PLANS

Returning to the Place Where It All Began

The year 2030 will mark the 100th anniversary of the Commonwealth Games. As such, it presents us with a once-in-a-lifetime opportunity to reflect on the origins and evolution of the Games, the vision and values that inspired it, and their continuing relevance for the future. What better way to celebrate that history than to return to the place where it all began: Hamilton, Ontario, Canada.

Our hosting plan for the 2030 Commonwealth Games will bring that history back to life. Our plans to celebrate the 100th Anniversary include the following ideas:

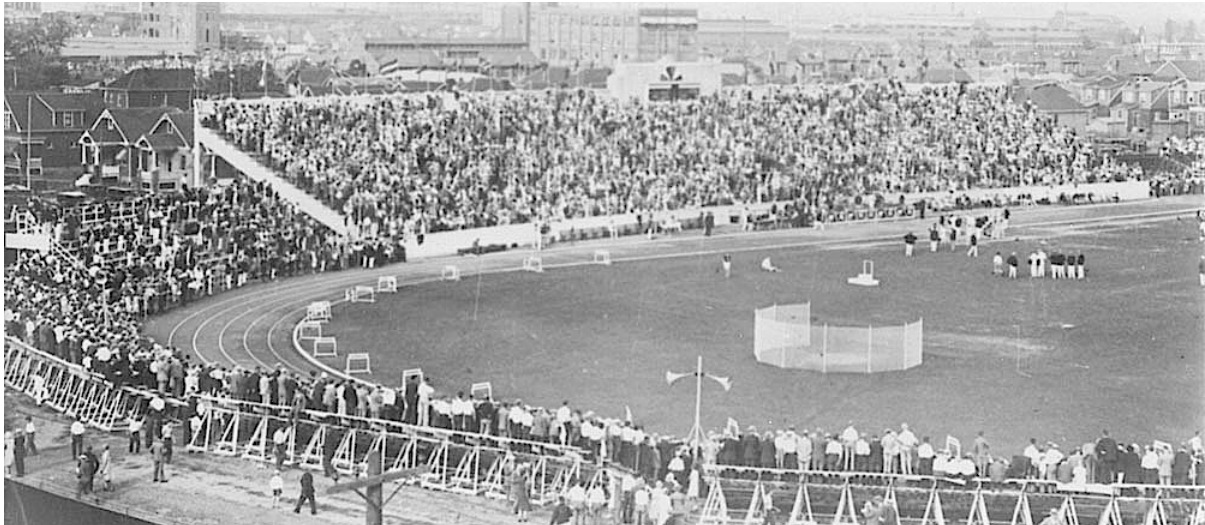
- **Opening Ceremonies** – The Opening Ceremonies will include a multimedia extravaganza that recreates the story of the 1930 Games. (See the chapter on Cultural Program for details.)
- **Queen's Baton Relay** – The QBR will incorporate an element of the 1930 Games into the design of the Baton. (See the chapter on the QBR.)
- **Retro uniforms** – Uniforms for members of the Canadian team will have a retro design that recalls the uniforms worn by our athletes in 1930.
- **Commonwealth Games History Project** – A research project to index and photograph all elements of memorabilia from the 1930 Games. Through this project we will rediscover the human-interest stories from those Games that can help to create a buzz for the Anniversary and provide backgrounders for broadcasters and the media.
- **Virtual Museum of the 1930 Games** – The History Project will give us content for a Virtual Museum that celebrates the 100th Anniversary and shares with the world the history of the inaugural Games.
- **Retro Stadium Design** – The design of the new field house and permanent seating at Mohawk Sports Park will have a retro design that recalls the design of Hamilton's original Civic Stadium, which hosted the Opening and Closing Ceremonies in 1930.
- **Historical Plaques** – Historical plaques marking significant locations of the 1930 Games will be erected around the city.
- **Tours of Original Games Venues** – Visitors to Hamilton will be able to take guided and self-guided tours of original Games venues. We will identify these venues and incorporate them into the 2030 Games mobile app.

- **Displays of Games Memorabilia** – A display of memorabilia from the inaugural Games will be created for the Games. This display will be located in the downtown area. It will be a top visitor attraction for those attending the Games.
- **A Touring Exhibition** – In conjunction with the Art Gallery of Hamilton, City of Hamilton Museums, and Canada's Sports Hall of Fame, we will create a curated exhibit documenting the 1930 Games. Beginning in late 2028 or early 2029 this exhibit will be taken on the road to participating art galleries and museums across Canada.
- **100th Anniversary Commonwealth Games Scholarships** – We will establish a number of university and college scholarships that provide ongoing support to students who need financial assistance for post-secondary education. A number of these scholarships will be reserved for Indigenous students.
- **Commemorative Canadian Stamps and Coins** – We will ask the federal government and the Canadian Mint to create commemorative stamps and coins celebrating the 100th Anniversary of the Commonwealth Games.
- **Videos and Documentaries** – As part of our marketing plan, and as a contribution to the Commonwealth Games History Project, we will commission a series of videos and documentaries that explore the history of the Games,
- **Souvenirs** – Souvenirs of the 2030 Games will include reproductions of 1930 Games programs and other retro items.
- **Public Art Projects** – Public art projects commissioned for the Games will celebrate the 100th Anniversary of the event.
- **Commonwealth-Branded Sport Facility** – as per CGF requirements, we will identify a Games-financed sport facility for permanent Commonwealth branding.
- **Curriculum Resources** – Curriculum resources will be created for schools. These resources, including videos, guides, maps and other materials, will document the 1930 Games and help to familiarize students with the Commonwealth

Inspiring a New Generation of Canadians

While the memory of the original British Empire Games has faded from the public memory, we have noted that when we talk to Hamiltonians about those Games, there is a universal reaction of wonder and surprise. If Hamilton is selected to host of the 2030 Games, we can confidently predict that public interest, enthusiasm and pride will be ignited. In our universities and colleges, our public schools, our arts and cultural communities and our sport organizations, there will be an appetite to learn more about that important moment in Commonwealth history and to share it with everyone we meet.

M.M. Bobby Robinson's wish was that the Commonwealth Games would one day return to Hamilton. That wish was passed along to Hamilton100's bid manager Greg Maychak when he met with Bobby's daughter Edna Robinson in 2015 to talk about the Games. In 2030, the centennial of that event, we would like to honour Bobby Robinson's wish by bringing the Games home.



Some 17,000 people attended the Opening Ceremonies at Civic Stadium on August 16, 1930. The new stadium that now occupies the same location will be the venue for the Opening Ceremonies in 2030.



Left: Melville Marks "Bobby" Robinson, the visionary Canadian sport organizer and driving force behind the very first British Empire Games. Centre: Percy Williams, the young Canadian athlete who set a long-standing Games record in the 100-yard dash. Right: Helen McCormick (middle) was a silver medalist for Canada in the women's high diving event.



CULTURAL PROGRAM

Opening and Closing Ceremonies

Returning To The Place Where It All Began

The Opening Ceremonies of the 2030 Games will be held at Tim Hortons Field, Hamilton's new stadium built for the 2015 Pan Am Games. The stadium sits on the site of the original Civic Stadium built in 1928, which hosted the Opening Ceremonies of the 1930 British Empire Games. Using the same seating configuration that is planned for the 2021 Grey Cup game, it will accommodate 40,000 spectators.

Across the street sits the Bernie Morelli Recreation Centre, which houses the Jimmy Thompson Pool. Named after famed Canadian swimmer Jimmy Thompson, who was an Olympic and British Empire Games medal winner, the pool was built to host the aquatic events at the 1930 Games and is the sole remaining intact sport facility from those Games.

With the closure of the street for the duration of the Games, the stadium and the historic swimming pool become part of a Commonwealth Games precinct that includes large plazas and gathering places for spectators, sponsors, exhibitors, entertainers and vendors.

Opening Ceremony

The opening of the 2030 Commonwealth Games will take place on Saturday August 3, 2030. The opening ceremonies will feature the parade of athletes into the stadium carrying the flags of their respective nations. The delivery of the Queen's Baton and the reading of the Queen's message will mark the official opening of the Games.

As darkness descends on the stadium, the extravaganza will begin. The theme of the show will be **"100 years of the Commonwealth Games"**, with a focus on the inaugural Games of 1930. This multimedia extravaganza will feature hundreds of live performers, a period musical score, images and video on the stadium Jumbotron, and a light show. Members of the audience will have hand-held visuals, lights, etc. that will make them active participants in the show.

Musical performances by top Canadian and Quebec artists will close out the event.

The staging of the extravaganza will be planned and coordinated by a team of Canada's top creative professionals, who have abundant experience in designing and choreographing performances for

multiple Olympic, Commonwealth and Pan Am Games. The designated broadcaster for the Games will be directly involved in the planning of the performance to ensure that the television broadcast is as spectacular as the performance on the field.

Closing Ceremonies

The Closing Ceremonies will be held on August 16 in Hamilton's new downtown arena, which will accommodate 20,000 people for the event. The August 16 date is special, as it was the date of the Opening Ceremonies of the very first Commonwealth Games in Hamilton, exactly 100 years ago.

Special floor seating will be reserved for the teams and nations that participated in the first Commonwealth Games. Following the ceremonies, these teams will lead an Athletes Parade from the downtown to the waterfront, where there will be a star-studded concert on the stage of the new outdoor cultural centre that will be built as a Games legacy. The concert will conclude with a fireworks display.

The theme of the Closing Ceremonies will be **"Friendship, Cooperation and Reconciliation"**. As a very high-level concept, it will include musical performances and celebrations that involve the flags of all the Commonwealth nations and territories, the flags of Canada's provinces and territories, and the banners and symbols of Canada's Indigenous peoples. The underlying message is that sport can bring people together as the Commonwealth Games has done for the past 100 years.



Tim Hortons Field sits on the site of the original Civic Stadium, which hosted the Opening Ceremonies of the 1930 British Empire Games. Built in 2015 to host the Pan Am Games soccer matches, the new stadium is the home of Hamilton's premier sport franchise, the Hamilton Tiger Cats football club. The stadium has 24,000 permanent seats, which can be expanded to accommodate 40,000 spectators for the Games.

100th Anniversary Opening Ceremonies Extravaganza

(A conceptual outline)

- The opening ceremonies will include a performance that takes the live crowd of 40,000 at Tim Hortons stadium and the worldwide television audience back to the original 1930 Games.
- The period musical score captures the spirit of the times and a multimedia extravaganza combining film footage from the 1930 Games on the stadium Jumbotron with dancers and performers on the field re-enacting history-making events.
- The show opens with video footage from World War 1, the event that inspired Melville Marks (Bobby) Robinson, himself a war veteran and the organizer of the Games, to campaign for an international sporting event that would bring nations together in a spirit of friendly competition
- On the field we see Robinson arguing with Lord Derby, the head of the British sports movement, to support his vision.
- Newspaper headlines on the Jumbotron announcing the Games in Hamilton
- Segue to the Opening Ceremonies of the 1930 Games, the teams in original uniforms enter the stadium carrying the flags of the 11 nations that participated.
- Memorable events and history-making athletic performances, on the screen and on field, including:
 - The record breaking 100 yard dash of Canadian athlete Percy Williams during the qualifying heat, and the dramatic moment in the finals when Williams tears a tendon in his leg at the 70 yard mark and is helped to the finish line by his team mate
 - Jimmy Thompson, the championship Canadian swimmer, Olympic medalist and British Empire Games gold medal winner
 - The rowing event featuring Australia's Henry "Bobby" Pearce, which drew some of the largest crowds
 - The Scottish marathoner Duncan "Dunkie" Wright beating the dominant marathoner of the day, Sam Ferris of England
 - Many others stories are available to add to this list
 - The presentation of medals on the first medals podium
- The 1930 Games Closing Ceremonies, athletes embracing, the King's representative, Governor General Viscount Willingdon, waving to the crowd.



The 2030 Commonwealth Games Cultural Festival

A highlight of the 2030 Games will be the Commonwealth Festival – a celebration of arts and culture that draws on the talents of our artists, poets, actors, musicians, choirs, story tellers, dancers, performance artists and fashion designers, representing many different ethnic traditions and cultural strands, including Indigenous peoples.

The 2018 Gold Coast Festival featured more than 550 events and 1,500 performers. The 2030 Festival in Hamilton will be similar in size and scope, extending the Commonwealth Games beyond sport into a public celebration of arts, culture and lifestyle.

Hamilton currently hosts several large cultural and music festivals. The largest are:

- **It's Your Festival**, a music-driven multicultural extravaganza that attracts upwards of 200,000 people over the Canada Day long weekend in July;
- **Festival of Friends**, the largest free music festival in Canada, which attracts 250,000 people over the Civic Holiday long weekend in August; and,
- **Supercrawl**, which draws 250,000 to a huge downtown street festival in the month of September.

These events feature local, national and international musical talent and provide a high-traffic venue for vendors of arts, crafts, clothing, food and drink.

The 2030 Commonwealth Festival will be larger than any of these, extending over 12 days during the Games and drawing upwards of one million people. Hundreds of local organizations will join in planning and staging events across the city, offering visitors many choices for cultural interactions and entertainment.

In addition to music, the Festival will showcase the talents of Hamilton artists. There will be public art installations, sculptures, murals and art exhibitions, to name just a few. A special exhibit will feature the work of aboriginal artists.

Venues for Festival Events

Hamilton has several large outdoor public spaces that are often used for festivals and cultural events. These include:

- **Gage Park** is a 29 hectare park east of the downtown, just a short walk from the stadium (Tim Hortons Field). The park hosts several large festival events each year, including Festival of Friends, It's Your Festival, Francofest, and the Pride Festival.
- **Bayfront Park** is a 13 hectare park located on Hamilton's waterfront not far from the downtown. The park is the location for many community events and especially for holiday fireworks shows.
- **Confederation Park** at 93 hectares is Hamilton's largest park, located in the east end of the city on the shores of Lake Ontario. It's a summer-time attraction with a Wild Waterworks wave pool, mini golf, go-carts and batting cages.
- **James St. North** in the downtown is the location of Hamilton's largest street festival, Supercrawl. Up to a quarter million people pack the street for that event. Similar street festivals (not as large) take place on Locke St. South and Ottawa St. North.
- **City Hall Plaza** is a large gathering area in the downtown, often used for public celebrations and rallies.
- **Gore Park** is just 3/4 hectares in size, but its location in the centre of the downtown makes it an ideal venue for Commonwealth displays and sponsor activities.
- **Tim Hortons Field** is Hamilton's main civic stadium and the site of the Opening Ceremonies. It will accommodate 40,000 people for the Games.
- **T.B. McQuesten Park** on the Mountain has sport facilities and large open areas.
- Suburban parks that have served as festival locations include the **Ancaster Fair Grounds**, the **Dundas Driving Park**, and **Joe Sams Leisure Park** in Waterdown.

Our Capacity to Organize The Festival

Approximately 30,000 people – roughly 11 percent of Hamilton's labour force – work in creative industries. About 50 percent of these are between the ages of 25 and 44.



Music

Hamilton is blessed with an abundance of musical talent and a music industry that includes more than 541 businesses, 7,725 workers, 50 community music organizations and 20 recording studios. Many of Canada's top musical artists got their start in Hamilton and most continue to call the city home.



Fashion

Hamilton hosts the fifth largest cluster of fashion businesses in Canada and ranks third in the country for fashion-related jobs. With a growing number of fashion designers, Hamilton has 521 fashion businesses and 7,540 people employed in the fashion sector.



Fine Arts

Hamilton has many fine artists and many art galleries and studios that are open to the public. In the downtown area alone there are two dozen galleries, including the Art Gallery of Hamilton, which boasts one of the finest collections of Canadian, contemporary and International art in all of Canada.



Film

Hamilton has 9,140 workers employed in 901 film-related businesses, making it the third largest cluster of film businesses in Canada. The City is the second busiest location in Ontario for television productions (Murdoch Mysteries, Good Witch) and feature films (The Incredible Hulk, Resident Evil Apocalypse).



QUEEN'S BATON RELAY

A Brief History of the QBR

An important part of Commonwealth Games tradition is the Queen's Baton Relay (QBR). The relay carries a message from the head of the Commonwealth (currently Queen Elizabeth), which is read aloud at the opening Ceremonies of the Games.

The QBR traditionally begins at Buckingham Palace, where the Queen entrusts the baton to the first relay runner. At the Opening Ceremonies of the Games, the final relay runner hands the baton back to the Queen or her representative, who reads the message to the assembled crowd.

It has become a tradition for the baton to be carried through many Commonwealth nations. The Queen's Baton Relay in 2014 travelled 190,000 km through 70 nations and territories over 288 days. The Gold Coast relay in 2018 was the longest in history, extending over 388 days and covering 230,000 km. It travelled through all the Commonwealth regions: Africa, the Americas, the Caribbean, Europe, Asia and Oceania.

The design of the baton is the prerogative of the host city/nation. Typically it reflects something distinctive about the history and culture of that nation. The baton for the Gold Coast Games was fashioned from locally-sourced materials – macadamia wood and reclaimed plastic salvaged from nearby waterways.

In 2006, a video camera and GPS tracker was built into the baton so that the baton's location could be viewed on the Commonwealth Games website.

Building Support for the Games

To carry the baton is a great honour and so it's an opportunity to recognize and reward those who have made a contribution to sport, either as an athlete, para-athlete, coach or a builder. Games sponsors can become a partner of the Queen's Baton Relay, giving them positive media relations opportunities. Organizations who become Friends of Hamilton100 will be eligible to carry the Queen's Baton during the Canadian leg of the relay.

The Canadian leg of the relay will cover the length and breadth of the nation, from the most eastern point of Canada – Cape Spear in Newfoundland – to the most western point – Boundary Peak – at the apex of British Columbia, the Yukon and Alaska; and from Canada's southernmost point on Pelee Island to the far north communities of Iqaluit, Rankin Inlet and Cape Dorset.

In every community it visits, there will be recognition of Canada's First Nations who occupied the land before the coming of European settlers. All QBR ceremonies will be conducted in both English and French, regardless of the location, and the local indigenous language where possible.

The international leg of the relay will encompass all Commonwealth nations and territories, including all past host cities of the Games. This part of the journey will be planned and coordinated in conjunction with Global Affairs Canada and the Commonwealth Sport Associations in each member nation.

Celebrating 100 Years of the Commonwealth Games

A major theme of the QBR tour in 2030 will be a celebration of the 100th Anniversary of the Games. First hosted in Hamilton in 1930, the Games are returning 100 years later to the city where it all began.

In celebration of this centennial event, we would like to incorporate into the baton a "time capsule item" from 1930 – perhaps a gold medal from those Games or some similar souvenir. This will symbolize the journey of the Baton through time as well as space – passed down from generation to generation.

In its year-long journey around the world, the Baton will visit every city that ever hosted the Commonwealth Games. Wherever possible, athletes and others who participated in those earlier Games will be asked to join us in the local ceremonies and the local leg of the relay.

While there are no surviving athletes from the 1930 Games who can carry the Baton, we can identify some of the descendents of athletes who were part of the original Canadian team, who can carry the Baton here in Canada. We will also schedule the Canadian leg of the relay to visit 100 cities and towns in 100 days.

At the beginning of the relay, which as tradition dictates would be in London England, we will release 100 doves of peace into the air. This event would recall the motivations that inspired Bobby Robinson to organize the inaugural Games – viz., that sport can bring nations together in friendly competition, brotherhood and peace.

As a final homage to the Games centenary, the Baton will complete its journey when the final relay runner enters the stadium at Tim Hortons Field, located on the same ground as the original Civic Stadium that hosted the Opening Ceremonies 100 years earlier.

The Baton Design

The design of the Hamilton100 Baton will be entrusted to a highly creative and trusted Canadian design firm. Our design brief will include the following instructions:

- The Baton will be constructed of natural materials sourced from different regions of Canada. The materials will reflect Canada's identity and our commitment to sustainability.
- It will include design motifs that are inspired by Indigenous artists. This will acknowledge the original inhabitants of the lands on which Canada was built.
- It will be of a size and sufficiently light in weight that it can easily be carried by school children or disabled athletes.
- It will incorporate some element of digital technology. This will signify the role that Canadian companies – including many right here in Southern Ontario – play in developing leading-edge technologies that are changing the way that people live, work and play. In recognition of the emerging Internet to Things (IOT), the Baton will have its own unique IP address, allowing Hamilton100 to track and communicate directly with the Baton. Fans will be able to connect to the Baton using a baton app to find its current location and track its journey.
- It will, of course, have a compartment to hold the Queen's message, which we would ask be written in both English and French, to be removed from the Baton and read aloud at the Opening Ceremonies.
- The Baton will incorporate or contain a souvenir – perhaps a gold medal – from the 1930 Games. This will be an homage to the organizers, coaches and athletes of the 11 teams that assembled in Hamilton Ontario in August 1930 to compete in the very first Commonwealth Games.



VOLUNTEERS

Engaging Volunteers

Volunteers are the lifeblood behind any major sporting event, bringing enthusiasm, kindness, experience and a whole lot of heart. Hosting the Commonwealth Games in 2030 will provide a chance for thousands of sports enthusiasts from across the Greater Toronto and Hamilton area to show their spirit.

Our city has always answered the call. During the 2015 Pan Am Games, Hamilton had the greatest number of volunteers for the competitions and venues that were hosted in this city – more than any other venue location associated with those Games. Overall, the Pan Am Games enlisted the support of 30,000 volunteers, culled from an original volunteer sign-up list of 63,000 people.

For the 2030 Games we'll be looking for 15,000 volunteers. Volunteers will have the experience of a lifetime, meeting athletes, coaches and spectators from around the world and having a unique opportunity to be part of the global community that is working to promote equity, fairness, friendship and cultural exchange through sport.

Recruitment Plan

Volunteer recruitment will begin well in advance of the Games. All volunteers will be part of a best-practices program of recruitment, orientation, training, management and recognition. To meet our targets we'll be extending our recruitment efforts right across the country, with a special focus on the experienced volunteer corps from the 2015 Pan Am Games.

Hamilton already has thousands of volunteers who have been involved in hosting major sport events such as the Canadian Open (PGA golf tour), the International Children's Games, the Road World Cycling Championships, North American Indigenous Games, CANUSA Games, and the Hamilton component of the 2015 Toronto Pan Am Games.

Locally there are several organizations that maintain volunteer databases that we can access for prospective candidates. Mohawk College and the McMaster University Student Success Centre have online volunteer databases and the latter sponsors a Community Engagement and Volunteer Fair every fall. Spark Ontario is a provincial volunteer database sponsored by the Ontario Ministry of Citizenship and Immigration. Volunteer Canada and Canada Service Corps offer a Pan-Canadian Matching Platform. The Ontario Volunteer Centre Network identifies additional local volunteer networks.

Other effective tools for recruitment are social media and the Games website. Using Twitter, Facebook and LinkedIn, we can target advertising to reach large numbers of people in specific cities and regions that we've identified for recruitment.

Bilingual Volunteers

Special attention will be given to recruiting volunteers who are fluent in French. We are targeting 15% of all volunteers to be bilingual (i.e., approximately 2,500–3,000 in total). To achieve this goal, our recruitment process will not only target bilingual Canadians in the Greater Toronto and Hamilton Area but will also extend to other cities like Sudbury, Welland, Montreal and Ottawa.

We will require bilingual volunteers to have a "conversational/intermediate" or "fluent/advanced" proficiency level. This will be identified through online live-interviews to screen applicants. We've already identified an online interview system, developed locally here in Hamilton, that will make this process smooth and efficient.

Volunteer Training and Management

All volunteers will participate in an innovative and comprehensive training program that will help them to learn not just what they need to know for the Games specifically, but also transferable skills that will enhance their ability to be successful in subsequent volunteer and professional activities.

Hamilton100 will deliver its volunteer training – prominently featuring the story, history and character of the Commonwealth – through an innovative blend of media. Our web-based training modules will eliminate distance and scheduling as impediments to training. These e-training modules can also serve as templates for other volunteer-driven organizations throughout the community and the Commonwealth.

While web-based training will be the cornerstone of the Hamilton100 program, we know that personal interaction is critical to motivating volunteers. We will be organizing workshops in Hamilton, Toronto and other selected communities to provide additional training to those applicants who show an interest in taking on leadership roles in managing the larger volunteer team.

Knowledge Transfer

The volunteer management modules developed for the Games will become part of a web-based resource available to sport organizations throughout the Commonwealth. This resource will address key volunteer management issues like recruitment, roles and responsibilities, orientation, training and customer service.



ACCOMMODATIONS

Hotels and Other Accommodations

Based on previous Games, a minimum of 4,000 rooms in the following star categories are required: 5 star – 200 rooms, 4 star – 1,400 rooms, 3 star – 2,100 rooms, 2 star – 300 rooms. To meet the Commonwealth Games requirements we will require hotel spaces in nearby communities.

Within the Greater Toronto and Hamilton Area (GTHA), and including Niagara Region and Waterloo Region, there are more than 60,000 hotel rooms, with room sizes and amenities to meet all needs.

Hotels in Hamilton (< 10 km)

CITY	# HOTELS	# HOTEL ROOMS	NOTES
Hamilton (2019)	13	1,490	
Hamilton (2020-21)*	16	1,903	Three new hotels: Hyatt Hotel (2021), Hampton Inn by Hilton (2020), and TownPlace Marriott (2020)
Hamilton (2030)**	19	2,500	Three new hotels with estimated 200 rooms each.

*SOURCE: Tourism Hamilton. Includes three new hotels that will be open in 2020 and 2021.

**SOURCE: Projection for 2022-30 by Best Western C-Hotel / Carmens Group.

Hotels less than 50 km travel distance

CITY	DISTANCE	# HOTELS	# HOTEL ROOMS	TRAVEL TIME Non-Peak/Peak
Burlington	17 km	11	1,306	0:15 / 0:20
Oakville	32 km			0:25 / 0:35
Milton	37 km			0:30 / 0:40
Brantford	38 km	7	696	0:30 / 0:40
Cambridge	45 km			0:40 / 0:45
Mississauga	47 km			0:40 / 0:55
Guelph	50 km			0:45 / 0:55

The greatest number of hotel rooms are in Toronto and Niagara Falls, which are respectively 68 km and 74 km from Hamilton city centre. The following chart summarizes the current inventory of rooms.

2030 COMMONWEALTH GAMES – CANDIDATURE PART 2 – Feb 11, 2022

Hotels 50-75 km travel distance

CITY	DISTANCE	# HOTELS	# HOTEL ROOMS	TRAVEL TIME Non-Peak/Peak
St. Catharines	57 km			0:50
Kitchener	65 km			0:55
Greater Toronto (GTA) *	68 km	108	25,280	0:55
City of Waterloo	70 km			1:00
Niagara Falls **	74 km	28	14,000	1:00

* SOURCE: CBRE (2016)

** SOURCE: Niagara Falls Tourism. The number 14,000 refers to the total number of hotel rooms, and does not include motels, B&B's or the residences at Brock University. This number of hotel rooms is expected to rise to 15,000 by 2030. Most hotels offer singles, doubles and suites.

Hamilton Hotel Details (2021)

HOTEL	NUMBER OF ROOMS	ACCESSIBLE ROOMS	ROOM TYPES	CLASS
Admiral Inn	58	8	Singles, Doubles	3 star
The Barracks Inn	18	2	Singles, Doubles, Suites	4 star
Best Western C Hotel by Carmen's	52	6	Singles, Doubles, Suites	4 star
Comfort Inn	60	1	Singles, Doubles	2 star
Courtyard by Marriott	136	3	Singles, Doubles, Suites	3 star
Hampton Inn by Hilton	144		Opening 2020	-
Holiday Inn Express	100	-	Opening 2021	-
Homewood Suites	182	2	Singles, Doubles, Suites	3 star
Hyatt Hotel Group	144	-	Opening in 2021	-
Four Points by Sheraton	138	7	Singles, Doubles	2 star
Sandman Hotel Hamilton	208	20	Singles, Doubles, Suites	3 star
Sheraton Hamilton Hotel	300	7	Singles, Doubles, Suites	3 star
Staybridge Suites Hamilton	129	7	Singles, Suites	3 star
Super 8 Motel	49	0	Singles, Doubles, Suites	2 star
Towne Place Marriott	125	-	Suites only	-
Visitors Inn	60	10	Singles, Doubles, Suites	3 star
Total number of rooms:	1,903	73		

List courtesy of Tourism Hamilton, January, 2020

College Residences in Hamilton

COLLEGE	NUMBER OF RESIDENCE ROOMS	NUMBER OF BEDS
Mohawk College Residence	171	342
Redeemer University College	43 Townhouses	344
	12 - 3 Bedroom Apartments	72
Total number of rooms:	1,423	2,668

List courtesy of Tourism Hamilton, January, 2020. Does not include McMaster University, which will host the Athletes Village.

Burlington Hotel Details (Average nightly rate \$185 CAD)

HOTEL	NUMBER OF ROOMS	ACCESSIBLE ROOMS	ROOM TYPES	CLASS
Admiral Inn	66	1	Singles, Doubles	3 star
Best Western	78	4	Singles, Doubles	3 star
Comfort Inn	89	1	Singles, Doubles	3 star
Courtyard by Marriott	135	14	Singles, Doubles, Suites	3 star
Hampton Inn	108	-	Opening 2021	-
Hilton Garden Inn	120	1	Singles, Doubles, Suites	3 star
Homewood Suites	83	1	Singles, Doubles, Suites	3 star
Holiday Inn Burlington	237	2	Singles, Doubles	3 star
Pearle Hotel & Spa	151	15	Opening soon	-
Quality Hotel	110	1	Singles, Doubles, Suites	3 star
Waterfront Hotel	129	1	Singles, Doubles	3 star
Total Number of Rooms:	1,306	41		

List courtesy of Tourism Burlington, January 2020

Brantford Accommodations Details – as of January 2019

Class	# Hotels	# Rooms	Accessible/Partial	Average Nightly Rate
3 Star	3	342	16/8	\$129-\$149 *
2 Star	4	354	2/12	\$129-\$179 *

List courtesy of City of Brantford Tourism (January 2020) * Prices based on 2020 group pricing

Availability and Cost of Accommodation – Fair Rate Policy

It is difficult to identify hotel room prices and a fair rate policy for an event that will take place 10 years from now. A more realistic approach would be to engage hotel owners 3-4 years prior to the Games to obtain that commitment. Our expectation would be that most hotels will be willing to hold room rates at summer of 2029 levels, plus a small allowance for anticipated cost inflation in 2030.

A similar argument applies to obtaining a commitment from hotels to put 4,000-plus rooms on hold for Games visitors. It will be far more meaningful to obtain that commitment 3-4 years prior to the Games rather than a decade in advance.



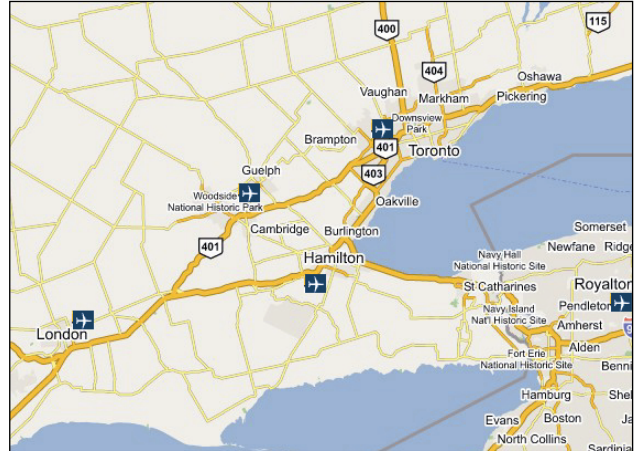
TRANSPORTATION

Airport Services

Five international airports are within a 90-minute drive of downtown Hamilton. Key for the purposes of this bid are Pearson International Airport (Toronto) and Hamilton International Airport.

Pearson International Airport

Toronto's Pearson International is Canada's busiest airport with more than 30 airlines flying to 180+ destinations around the globe. The airport handled 473,000 flights and 49.5 million passengers in 2018, and has extensive experience in the movement of people, baggage, and equipment, and has the staff and infrastructure to support a world-class event.



Pearson has direct flights from 18 Commonwealth nations, including the UK, Australia, India, Pakistan, and nine destinations in the Caribbean. African nations can connect via London or Paris. Asian or Pacific countries may connect via direct flights to Vancouver.

Pearson is located 65 km northwest of Hamilton. The travel times to Hamilton currently range from 45 to 85 minutes, depending on the mode of transport and time of day. These times do not include the improvements that will be gained from the Games Route Network (GRN) and Travel Demand Management (TDM) measures that will be in place for the 2030 Games.

Hamilton International Airport (YHM)

The John C. Munro Hamilton International Airport services the City of Hamilton and adjacent areas of Southern Ontario. The airport is Canada's largest overnight express cargo airport and is designed to handle overseas flights and large aircraft i.e. the Boeing 747 and Antonov-AN124.

In 2018 YHM handled more than 725,000 passengers. With current passenger volumes being relatively low, the arrival/departure process is very quick, and the travel time to downtown Hamilton, without any GRN and TDM measures, averages 20 minutes.

International carriers currently provide only limited regular service to Hamilton, however for large Commonwealth teams, charter flights to Hamilton would provide a convenient alternative to Toronto Pearson. Hamilton International will also be a good choice for domestic visitors. WestJet currently provides service between Hamilton and several other Canadian cities and could expand its schedule during the Games.

Airport Welcome Services

To assist international guests, during the agreed upon arrival and departure windows, our Arrivals/Welcome Program will include:

Immigration Support

Working with Canadian Immigration and the Canadian Border Services Agency, we will establish protocols for all arriving Games family. This will include meet and greet, and where possible, fast track lanes, as well as support personnel on site at Toronto Pearson and Hamilton International airports.

Airport Transfer Support

Once through customs, Games family will be able to avail themselves of the following services:

Commonwealth Teams

- Dedicated transport of teams to the Athletes Village – provision of motor coaches and drivers, with assistance for personal baggage handling
- Provision of cube vans for equipment transfers to the Athlete Village or Venues
- Team check-in (to facilitate ease of accreditation)

Games Family

- Accreditation and Credential Processing (pre-badged only)
- Dedicated transport – provision of motor coaches, or vehicles and drivers - to official accommodations locations
- Baggage Support

Spectators and Others

- Full information kiosks - brochures and information available to assist travellers in planning their trip
- Ticket Support
- Access to an extensive transportation system including taxis, hotel shuttles, limousine service and public transit

For other Games clients, we will be requesting Fast Track lanes through immigration, and where feasible, a “Commonwealth Club” check-in at major airlines.

Departures

Hamilton100 will provide mirror services at departure to those described above for arrivals. Recognizing the volume of departing traffic in the days immediately following the conclusion of the Games, we will work with the airports, major air carriers, and immigration and customs officials to enhance support for remote check-in, remote baggage checks and remote passport clearance.

Hamilton100 Travel Grant

To ensure that travel-related financial limitations do not restrict participation in the Games, Hamilton100 will provide travel grants for participating Commonwealth teams using the ratios and calculations as described in the CGF constitution.

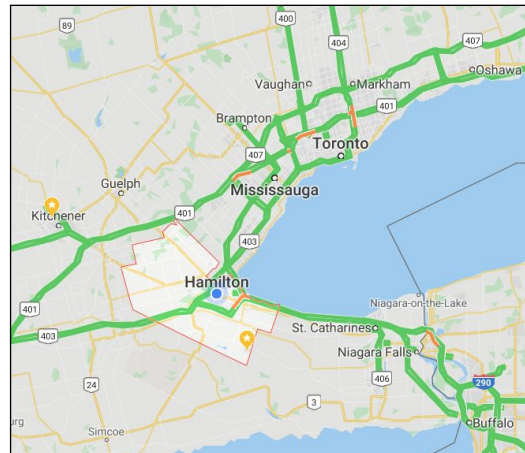
Transportation Infrastructure

Hamilton is at the hub of one of the most active transportation systems in North America. With major infrastructure and facilities for all of the major modes of transportation, Hamilton has the capacity, experience and ability to meet all needs associated with the Commonwealth Games.

Highways

Hamilton's major highway links include:

- Queen Elizabeth Way (QEW), linking Hamilton to Toronto and Niagara Region
- Highway 407, linking Hamilton to Pearson International and north Toronto
- Highway 403, linking Hamilton to Southwestern Ontario (London & Windsor)
- Highway 6, linking Hamilton to Guelph, Waterloo Region and points north



Public Transportation

► Public Transit - Hamilton

The Hamilton Street Railway (HSR) public transit system consists of 267 buses, all wheelchair accessible. Delivering 35 major routes, the HSR is an effective system with seven day a week service, operating from 5:30 am - 1:00 am. The City of Hamilton's DARTS specialized service has previously supplied transportation for major international events. HSR and DARTS services recorded more than 22-million rides in 2019.

► **Public Transit – Greater Golden Horseshoe Area (GGHA)**

Out-of-Hamilton venues - Milton, St. Catharine’s, Mississauga – and the anticipated spectator and workforce draw from across the GGHA, will require coordination and integration of public transport providers across the region. This was very successful for the 2015 Toronto Pan Am Games with both standard and specialized transit. The plan is to follow this same cross-jurisdictional approach for the 2030 Games.

► **Taxi and E-hail**

Hamilton has two major taxi companies with a combined fleet of 450+ vehicles, including accessible vehicles. Additionally, all venue municipalities have existing taxi services. E-hail services Uber and Lyft also operate across the GGHA.

► **Metrolinx GO Transit**

GO Transit, Ontario’s inter-urban rail and bus agency, serves a population of more than five million over 8,000-square-kilometres. Currently, the GO system carries more than a quarter-million passengers a day. Over the next 10 years, the system will increase frequencies and expand to the Niagara Region. Currently, GO serves Hamilton passengers at two stations – Hamilton GO (downtown) and West Harbour GO (near the waterfront). Metrolinx was a key delivery partner for the TO2015 Games, bringing both infrastructure, support and experience to the event.



➤ **Via Rail**

VIA Rail operates trains in all regions of Canada with a network stretching from the Atlantic to the Pacific, and the Great Lakes to Hudson Bay. The **VIA Rail** train system extends the reach of public transit service to residents in Southwestern Ontario, eastern Ontario and Quebec.

➤ **The Port of Hamilton / Fast Ferry Service**

An intriguing transportation option for some visitors will be a **fast ferry service** that the Hamilton Oshawa Port Authority intends to pilot test during the Commonwealth Games. The ferry would run between Toronto and Hamilton, providing commuters and visitors with a transportation option that avoids highway congestion and commute times during weekday rush hours.

➤ **Park & Ride**

For many special events in Hamilton, regional shopping malls serve as "park and ride" locations. These will be leveraged during the Games, and served by public transit and Games shuttle buses to provide complimentary transport to venues and special Games events.

Active Transportation

➤ **Cycling**

Hamilton has developed a cycling network that includes nearly 100 km of cycling infrastructure. The City has invested in providing bikes rack on all city buses and at all City-owned facilities to encourage multi-modal travel.



During the Games, Hamilton100 is planning dedicated secure bike parking areas at all Games venues. This will make cycling more convenient for spectators to bike to Games events and contribute to the Game’s TDM strategy. Efforts will be coordinated with the city's bike share program, SoBi Bikes, which currently has 825 bikes and 129 stations around the city. The Hamilton transit ‘Mountain Climber’ program allows cyclists to take bikes on a bus for free, from a stop at the bottom of the escarpment to the first stop at the top (or vice versa).

➤ **Walking**

The City of Hamilton is a leader in creating a barrier-free, fully accessible pedestrian connections. The locations identified for the Games events will make walking a viable option for visitors. There are six planned sports venues within walking distance of Hamilton's downtown hotels, and four competitions in the downtown itself. Bayfront Park and Eastwood Park venues are within a 15 and

20 minute walking distance respectively. As Hamilton continues to roll out its 'complete-livable-better streets' design approach, walking will become more attractive in the lead-up to the Games.

Visitors arriving in Hamilton via the GO train will be a short walking distance from downtown hotels and sport venues. The Hunter Street Station is located centrally and West Harbour GO Station is a 10-minute walk to downtown, and an even shorter 5-minute walk to Bayfront and Eastwood Park venues. The new Confederation station, currently under construction in Hamilton's east end, will be a 15-minute walk or a short shuttle ride from the Confederation Park venue.

Games Transportation Planning and Coordination

Commonwealth Games Transportation Team (CGTT)

Hamilton100 plans to establish a collaborative **Commonwealth Games Transportation Team (CGTT)** to operate at arm's-length from the Organizing Committee for the planning, implementation, and delivery of the **Games Transportation Plan (GTP)**. Representation on the **CGTT** will include senior Host City staff, Regional/Provincial staff, Host Organizing Committee operational staff, Transport Delivery Partner representatives from the venue municipalities, Transport Security staff from all impacted police forces, as well as key related operations like venue management, security, logistics, accreditation and communications.

The **CGTT** will coordinate all elements of transportation for the Games, providing expertise, governance oversight, and integration at all levels of government, and the Host Organizing Committee, throughout all phases of work and project delivery. This model was used successfully for the 2015 Toronto Pan Am Games, and many delivery partners will be the same for 2030.

Games Transportation Plan (GTP)

The **GTP** will support transportation for Hamilton and the full Games region, and will include detailed plans and requirements for all key workstreams, including, but not limited to:

- Games Route Network
- Games Transit Network
- Accessible Transport
- Travel Demand Management Strategy
- Games-time Integrated Transportation Control Centre
- Transportation Wayfinding & Signage
- Venue Local Area Plans
- KPI's & Real-time Monitoring

Games-Time Transportation Commitments

Public Transit

To assist in the efficient and convenient transportation of all spectators, workforce and accredited guests, through arrangements with public transport providers, access to services will be offered at no cost to the rider.

► Games Workforce

Several thousand accredited volunteers, staff and contractors, known collectively as the Games Workforce, will be required to travel to assigned workplaces. Public transport, wherever possible, will be promoted as the prime method of transportation for this group, and will be offered at no cost to the rider upon presentation of a valid Games accreditation badge. Volunteers will also have access to dedicated Park-and-Ride lots and shuttle systems, linking all the major activity centres.

► Visitors and Spectators

Upon presentation of a valid Games ticket(s), public transport at no cost to the rider will also be extended to all spectators on the day of their event, for travel to and from the venue(s). Spectators from across the Greater Golden Horseshoe region will be encouraged to use the **GO Transit** system to bridge transit trips between municipal carriers. Upon arrival in Hamilton, visitors will have access to the **Hamilton100 Games Spectator Shuttle System**. This Games-specific system will provide bus-based links among the major competition and non-competition venues of the Hamilton 2030 Games. The schedules and fleet will respond to the schedules of the Sport Program and the Festivals so that the CGTA can satisfy periods of peak demand.

► Games Family

All accredited members of the Games Family, including athletes, team officials, technical officials, media, and visiting Commonwealth Games Federation guests, will also have access to public transit at no cost, in addition to their dedicated transport services.

Games Route Network (GRN)

A Games Route Network (GRN) will be jointly planned, monitored, and managed by members of the **GCTT** and will link all Games venues. The GRN will provide reliable travel times and safe service through a variety of priority measures including but not limited to Games Lanes.

It is currently envisioned that the GRN will not be solely dedicated to Games vehicles and will only operate when and where required to keep the City of Hamilton, the GGHA, and the Games moving. An alternate GRN may be established in an event that the journey times on the primary GRN

become unreliable. The alternate GRN will be parallel routes that use different roadways, pre-determined as part of the planning of the Games.

Current planning is for the GRN to leverage existing Higher Order Transit Networks including Go Rail, Go Bus, and the City's planned Frequent Transit Network connections, and to include HOV lanes on QEW to and from Toronto and surrounding cities.

Travel Demand Management (TDM)

A number of TDM strategies will be implemented to reduce background traffic demand such as public engagement campaigns to encourage alternate travel options, and to access flex work and telework during the Games.

The City of Hamilton is well positioned to leverage the existing Smart Commute network which currently consists of 102,000 staff and students at 27 workplaces across Hamilton. Smart Commute works with large employers to reduce the number of single occupant vehicles travelling to their workplaces. In 2018, their annual survey found that 59% of commuters use sustainable modes to get to work, 27% higher than Hamilton's average. During the Toronto 2015 Pan Am Games, Smart Commute Hamilton offered 'Games Services' to employers to identify how their employees may be impacted and offer strategies to mitigate them.

TDM has been successful in past multi-sport Games, including the 2015 Toronto Pan Am Games where 34% of post-Games surveyed residents noted that they changed their travel routines during the Games because of TDM strategies. Overall, the Games could be a catalyst for TDM strategies that create a lasting legacy post Games.

Travel Times / Distances (Athletes Village to Games Venues)

Venue	Location	Distance to Village (km)	Travel time Non-Peak/Peak
Athletes Village	McMaster University	0	n/a
Athletics	Mohawk Sports Park	20	0:20 / 0:30
Badminton	Multisport Complex	6	0:15 / 0:20
Basketball 3 on 3	Eastwood Park	7	0:15 / 0:20
Beach Volleyball	Confederation Park	16	0:25 / 0:30
Boxing	Hamilton Convention Centre	5	0:05 / 0:10
Cricket	Confederation Park	16	0:25 / 0:30
Cycling – Road	Downtown Hamilton	5	0:05 / 0:10
Cycling – Track (Milton)	National Cycling Centre	35	0:30 / 0:40

Diving (St. Catharines)	Brock University	64	0:45 / 0:55
Field Hockey	Mohawk Sports Park	20	0:20 / 0:30
Gymnastics	FirstOntario Centre Arena	5	0:05 / 0:10
International Broadcast Centre	Hamilton Convention Centre	5	0:05 / 0:10
Judo	Dave Andreychuk Mountain Arena	9	0:15 / 0:20
Lawn Bowls	Gage Park	12	0:15 / 0:20
Main Press Centre	Hamilton Convention Centre	5	0:05 / 0:10
Netball (Mississagua)	Paramount Fine Foods Centre	54	0:45 / 0:55
Opening Ceremonies	Tim Hortons Field	8	0:15 / 0:20
Closing Ceremonies	FirstOntario Centre Arena	5	0:05 / 0:10
Rugby 7's	Tim Hortons Field	8	0:15 / 0:20
Squash	Multisport Complex	6	0:15 / 0:20
Swimming	McMaster University Aquatics Centre	0	n/a
Table Tennis	Multisport Complex	6	0:15 / 0:20
Triathlon	Bayfront Park / Pier 4 Park	7	0:10 / 0:15
Weightlifting	First Ontario Concert Hall	5	0:05 / 0:10
Wrestling	Dave Andreychuk Mountain Arena	9	0:15 / 0:20

Future Transportation Upgrades

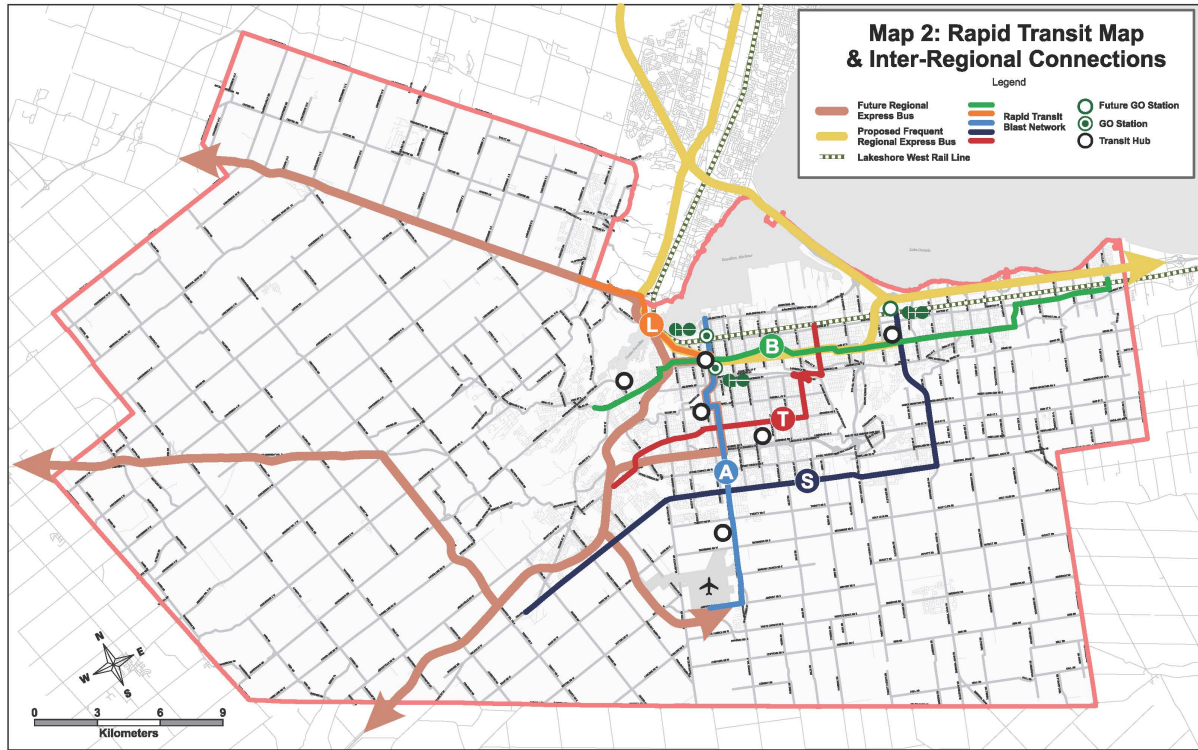
Infrastructure

Over the next 10 years there will be upgrades to the transportation system in and around Hamilton, including improvements to GO Transit service. The transit network as a whole has planned expansions through the 10-year Local Transit Strategy. As well, the province has promised to spend \$1-billion on local improvements, the details of which are still to be worked out. Regardless of these upgrades, the City's existing public transit system, together with additional shuttle buses, has the capacity to move Commonwealth Games visitors to all the proposed Games locations in and around the city.

Environmental

Currently, 115 of the 267 City-owned buses are powered by compressed natural gas, an environmental improvement over diesel. Environmental impact is a key consideration for Hamilton for all future transportation project.

The Games are an opportunity to showcase both Hamilton and Ontario to the world – a goal that is well served by a public transit system that employs 21st century technology and supports the sustainability goals of Hamilton100 and the Commonwealth Games Federation



The City of Hamilton's Master Transportation Plan identifies priorities and plans for upgrading rapid transit in the city and improving inter-regional service.



TECHNOLOGY & ENERGY

Telecommunications Technology

Hamilton100 recognizes that modern multi-sport games depend heavily on technology. A world-class Commonwealth Games must incorporate world-class technology solutions universally across all games operations.

Hamilton 100 will employ proven technologies with trusted and experienced suppliers to provide reliable and redundant services in the following key areas of technology:

- Telephone and communications
- Web, Internet and Data communications including transmission of broadcast signals
- Games Enabling Systems including Accreditation and Games information
- Timing, Scoring and Results
- Venue Technology including computers, office equipment, and sound and video devices
- Office Services
- Resource management including finance, staff, volunteers and equipment assets
- Transportation and logistics

Network Configuration

The network system provides the underpinnings for all Games communications. As such, it must be reliable, secure, resistant to failure and intentional attack, and provide sufficient capacity to meet the needs of Games organizers, volunteers, spectators and broadcasters.

➤ **Wide Area Network (WAN)**

The Wide Area Network will consist of one or more fibre optic mesh networks that will interconnect the various venues and provide connectivity to the International Broadcast Centre (IBC), results distribution, accreditation, security, and other systems. This network will leverage the fibre optic network that already exists in the city. That network will be upgraded over the next five years, thanks to a \$400-million investment by Bell Canada.

➤ **Local Area Networks (LAN)**

Each Games venue, both sport and non-sport, will be served by its own Local Area Network. These networks will be configured in such a way that they provide secure access for a variety of user groups, including Games organizers, volunteers, security staff and spectators.

➤ **Wireless Networks at Games Venues**

For the convenience of spectators and Games participants there will be public Wi-Fi access at Games venues. These free public Wi-Fi networks will be separated from other essential Games networks in order to protect network security.

Wireless Telephone Service

The Greater Golden Horseshoe area, including the Greater Toronto and Hamilton Area, is served by three large telecoms – Rogers, Bell and Telus – who provide 100 percent LTE coverage across the entire region.

International Broadcast Centre (IBC) Support

The Host Broadcaster for the Games will specify its technology requirements. These may include a Commentator Information System, Results Delivery System and other hardware or software solutions.

The Main Press Centre (MPC)

Technologies to support media representatives in the Main Press Centre will include high-speed internet, a video wall with CATV connections to sport venues, and other equipment to be identified.

Hamilton100 Websites and Intranet

The sharing of information with the public and Games family will be accomplished using primarily digital technologies. The Games website (which may include a variety of microsites) will provide up-to-date and timely information about the Games throughout the planning and organizing stages. During the Games, these websites will deliver near real-time updates on schedules, competition results, festival events, tourism information, weather forecasts and more. All of this information will also be available via the Games mobile app.

The Games Intranet will serve the Commonwealth Games family. The Intranet will provide access to, and storage of, documents and data required by Hamilton100 and CGAs across the Commonwealth. A password system will ensure that authorized users have access only to the information they need, while safeguarding other information that is restricted to higher-level authorized users.

Games Event Management

The games event management system will manage lists of contacts; record, categorize, train, accredit, assign and reward volunteers; register and accredit staff, VIP's, suppliers, and all others requiring access to some or all security zones; and in the case of athletes and officials, register, accredit, and provide Sport inscription which is converted to the timing, judging, scoring, and measuring system to be ordered into a starting list for competition. The modules of the system are:

- Contact management
- Volunteer recruitment, training and management
- Registration
- Accreditation
- Sports inscription

Other Technology Issues

A whole range of technology issues will be addressed as we move forward with our procurement planning. Our needs and requirements will be identified in consultation with trusted Commonwealth Games suppliers. These needs will include:

- Timing/Judging/Scoring measurement systems
- Results collection and distribution software
- Scoreboards
- Video screens and video walls
- Audio and video recording equipment
- Sound equipment
- Two-way radios (or other technology) for organizers, volunteers and security
- Office technologies (telephones, computers, printers, copiers, etc.)

Energy and Power Plan

Hamilton100's Energy Strategy

A secure and reliable electricity supply at all Games venues will be critical to the success of the Commonwealth Games. As residents of Ontario we are blessed to live in a province that produces an abundance of electrical energy and which boasts a robust and reliable distribution system. Notwithstanding all of this, Hamilton100 will put in place backup systems at all Games venues to ensure that the power supply is not disrupted.

In addition to securing the power supply, the other key element of our energy strategy is to ensure that the 2030 Commonwealth Games are both energy efficient and carbon neutral. We will achieve this through attention to energy conservation, the purchase of electricity from renewable energy suppliers, and as part of our overall sustainability strategy, the purchase of high-quality carbon offsets.

Ontario's Electricity System

Ontario has a very robust power generation and distribution system. The province's installed generating capacity of 37,000 megawatts is supplied by large generators connected to a high-

voltage transmission grid, which in turn is connected to neighbouring provinces and U.S. border states, allowing electricity to be imported or exported as needed. Being part of this large interconnected system improves reliability as each jurisdiction can rely on the others to balance supply and demand.

About 40 percent of Ontario's electricity capacity comes from renewable sources such as wind, solar, water and biofuel. With the shutdown of the last of the province's coal generators in 2014, the balance of electricity is generated by lower emission fuel sources such as nuclear and natural gas.

About 40 percent of Ontario's electricity capacity comes from renewable sources such as wind, solar, water and biofuel.

Electricity Distributors

Electricity from the grid is distributed to municipalities via highly-efficient and experienced Local Distribution Companies (LDCs), the great majority of which are owned by the municipalities they serve. Alectra Utilities is the electricity distributor that serves Hamilton, St. Catharines and Mississauga – the cities where Commonwealth Games events will be held. With 1,600 employees, Alectra is the largest municipally-owned electrical utility in Canada. A smaller company, Milton Hydro, is the LDC for the Town of Milton – the venue for the cycling track competitions.

Energy Storage / Backup

In the unlikely event of localized power disruptions, we will have backup systems on-site at every Games venue. These systems may include:

- Onsite permanent backup systems
- Transportable power
- Lithium battery
- Generators
- Fuel cells
- Liquid air energy storage

These backup systems will be in place at all sport venues as well as the International Broadcast Centre (IBC) and Main Press Centre (MPC).

Temporary Power versus Permanent Power

For most Games venues – stadiums, arenas, multi-sport centres – permanent power systems are already installed. Temporary power systems may be required in some park locations. A more detailed analysis will be undertaken if/when our Hosting Bid is approved for submission to the CGF.



SAFETY & SECURITY

Security Planning and Operations

Security for the 2015 Games will be planned and implemented by an integrated team involving all levels of policing, under a unified chain of command that employs state-of-the-art security and monitoring technology to protect Games venues, participants and spectators.

Overall responsibility for Games security will rest with an **Integrated Public Safety Security Planning Group**, led by the **Hamilton Police Service**. This group will include the Ontario Provincial Police (OPP), the Royal Canadian Mounted Police (RCMP-GRC), the Ontario Ministry of Community Safety and Correctional Services, and the regional police services where out-of-town Commonwealth Games events will be held.

During the Games, Hamilton Police Services will lead a **Unified Command Centre (UCC)**, which will coordinate security and provide command and control. The UCC will include municipal, provincial and federal security partner agencies. Security at each venue will be coordinated through a site command centre under the direction of an Incident Commander. The UCC will serve as the primary link to the various venue command centres as well as provincial and federal operations centres.

A **Joint Intelligence Group (JIG)** will be established well in advance of the Games. Comprised of RCMP, OPP, Hamilton-area law enforcement agencies and other federal law enforcement and intelligence agencies, the JIG will work to proactively detect and prevent criminal activity, including acts of terrorism and violent or destructive activist behaviour.

Cooperation Among Police Services

The Province of Ontario boasts more than 30,000 highly-trained professional police and law enforcement personnel, approximately 1,000 of whom will likely be deployed on peak days during the 2030 Games. This professional force will be enhanced by 1,500 private security personnel and 2,000 security volunteers.

Security resources will be drawn from a pool of trained police officers who will be assigned duties by their respective police services which include: Ontario Provincial Police, Hamilton Police Service, Halton Regional Police Service, Peel Regional Police Service, and Niagara Regional Police Service.

These agencies have the capacity and expertise to ensure the safe conduct of major international events and have an extensive history of working cooperatively during major events in the Greater

Toronto and Hamilton Area (GTHA), including international conferences, sporting events and cultural festivals. They also routinely and effectively combine resources to support tactical operations, joint intelligence operations, crowd management, criminal investigations, marine operations, search and rescue, and traffic management.

Utilizing a common Incident Management System (IMS), Ontario policing agencies work regularly and effectively with other emergency and public safety service providers, including fire departments, Emergency Medical Services (EMS) and emergency management agencies. IMS provides a common planning and response structure, unified command and control, and harmonized inter-agency operations.

Private security resources will also assist in securing the Games by providing additional security where appropriate, including venue access screening and asset security. Private security agencies are subject to provincial regulations, which ensure that only qualified, trained and bonded security personnel are employed in these capacities. Private security officers will work under the supervision of police personnel at a ratio commensurate with the specific task.

Hamilton Police Services (HPS)

The Hamilton Police Service (HPS) has a total of 829 sworn officers as well as 414 civilian personnel. HPS has Shared Resource Agreements and Memorandums of Understanding with surrounding policing agencies, including the Ontario Provincial Police and the Royal Canadian Mounted Police.

The Hamilton Police Service has extensive special event experience. The HPS has directed security for events including Canadian Football League (CFL) Grey Cups, World Junior Hockey Championships, Canada Cup Hockey Championship, International Children's Games, 2003 World Cycling Championship, and royal visits. During these major events, the HPS partners with the Ontario Provincial Police and the Royal Mounted Police to provide the highest level of security for athletes, officials, VIP's and dignitaries from around the globe.

The Hamilton Police Service has Shared Resource Agreements, including Memoranda of Understanding, to provide the following safety and security services: Hostage/Barricaded Persons, Tactical Deployment, Crowd Management Units, Marine Unit, Canine support, Hostage Negotiators, Explosive Disposal Unit (including Chemical, Biological, Radiological and Nuclear trained/equipped first responders), and Traffic support to ensure the safety and security of all persons in the City of Hamilton.

Ontario Provincial Police (OPP)

One of North America's largest deployed police forces with over 5,700 uniformed members, 2,600 civilian members and 700 auxiliary officers, making it the largest police service in Ontario and the

second largest in Canada. Its mandate includes specialized investigative services, major case management, search and rescue, forensic identification, emergency response/assistance, anti-terrorism, intelligence and general law enforcement

Royal Canadian Mounted Police (RCMP-GRC)

The Royal Canadian Mounted Police has the legislated mandate for the protection of Internationally Protected Persons such as heads of state and for combating terrorism as defined in the Security Offences Act. In Ontario the RCMP has responsibility for the Integrated National Security Enforcement Team (INSET). This team links directly with other intelligence agencies at the municipal, provincial, federal and international levels – including the Canadian Security Intelligence Service (CSIS) – providing for the early detection and prevention of terrorist acts, and the coordinated apprehension and prosecution of perpetrators.

General Risks

Intrusion into the Commonwealth Games Venues

Secure Games venues, from the sport facilities to the Athletes Village, will be protected using concentric rings of physical and technological security to detect and prevent unauthorized entry of persons, vehicles, vessels, aircraft, weapons and substances. Each venue will be subject to an ongoing threat-risk assessment to allow for the application of appropriate security measures. Security measures may include physical barriers (fencing and barricades), physical surveillance, video surveillance, aerial surveillance, security patrols, physical searches of persons and vehicles, and magnetometer examinations.

The Games accreditation system will prevent unauthorized intrusions and ensure that authorized only persons, including athletes, coaches, trainers, security personnel, emergency responders and media, have expedited access to appropriate areas of Commonwealth Games venues.

RCMP, OPP and Hamilton-area police agencies have highly trained integrated tactical response resources. These resources will be strategically deployed within the Commonwealth Games theatre of operations to ensure rapid response in support of venue security personnel should the need arise.

Civil Disobedience

All police services with responsibility for Commonwealth Games security have significant public order maintenance capability. The RCMP, OPP and Hamilton-area police agencies have conducted integrated public order operations and are often sought out to provide support to other law enforcement agencies both provincially and nationally. These units pride themselves on their highly

professional, coordinated and measured response to acts of civil disobedience. Where protests and demonstrations are anticipated, liaison teams are deployed well in advance to work cooperatively with stakeholders at all levels, including the activist community, with a goal of satisfying mutual interests, including the facilitation of lawful protests.

Terrorism

Since the 9/11 terrorist attacks, Canada and Ontario have taken significant measures to strengthen policing, security and intelligence services. These enhancements include additional intelligence and investigative personnel, response teams and detection equipment, and enhanced counter-terrorism plans and procedures. Security resources at border crossings and other points of access are continually being refined and updated. There have also been substantial enhancements to the security of critical infrastructure including transportation systems, telecommunications and information technology systems, energy supplies, food and water supplies, and nuclear power generating facilities.

Security Costs

Security costs for international multi-sport events are frequently underestimated by Games organizers. In the case of the 2015 Toronto Pan Am Games for example, the initial budget was set at \$113 million, which grew to \$182 million in the final accounting. The Glasgow 2014 Commonwealth Games security budget of £27-million more than trebled to £90-million.

Security Cost Benchmarks

The security costs incurred by other major international multi-sport events provides a benchmark for estimating the security costs of the 2030 Commonwealth Games. The following are relevant comparables:

- The 2014 Glasgow Games security costs were £90-million, or \$153-million CAD at current exchange rates.
- The 2018 Gold Coast Games security costs were \$174-million AUD, or \$156.6-million CAD.
- The final security costs for the 2015 Toronto Pan Am and Parapan Am Games totalled \$182-million CAD. *(Source: Ontario Auditor General's Report, June 2016)*

The 2030 Commonwealth Games Security Budget

Hamilton100 has identified a budget of **\$140 million CAD** to cover all aspects of Games security, including the costs of operational planning, testing of security plans, police services, private security services, security screening equipment and security upgrades at venues.

This estimate is validated by a comparison with the security costs of the 2015 Pan Am and Parapan Am Games, which were held in the Greater Toronto and Hamilton Area (GTHA). The Pan Am Games were hosted in Toronto and 15 other municipalities in the surrounding area, a broad geographical footprint for a major international sporting event of this kind. This required complex security coverage from several partners at all venues, plus the Athletes' Village and satellite villages for athletes competing at more distant sites, and training facilities. Security for the Games was provided jointly by the Ontario Provincial Police/Integrated Security Unit (OPP/ISU), the Royal Canadian Mounted Police (RCMP), 8 regional and municipal police forces, and private security services contracted by the OPP/ISU and TO2015.

For the 2030 Commonwealth Games we will have *fewer* sport events, *fewer* venues, *fewer* athletes and coaches to protect, *a single set of Games over a 12-day period* compared with two sets of Games – Pan Am and Parapan Am – over a 25-day period, and *fewer* total venue operating days. There are also *only three out-of-town venues*, and therefore fewer local police forces involved. Based on these points alone, it seems clear that the 2030 Commonwealth Games security budget will be less than the \$182-million required for the 2015 Pan Am and Parapan Am Games.

The following chart compares the two Games and their costs in more detail.

The 2015 Toronto Pan Am and Hamilton 2030 Games By the Numbers

	2015 Pan Am and Parapan Am Games	Hamilton 2030 Commonwealth Games
Number of Sports	51	22
Number of Competition Venues	43	15-17
Number of Non-Sport Venues	18	3
Number of Training-Only Venues	15	???
Number of Other Municipalities Hosting Events	15	3
Number of Days	25	14
Number of Athletes	7,730	4,400
Number of Coaches & Team Officials	3,048	2,000
Number of Test Events	48	TBA – but far fewer
Total Games Budget	\$2.529-billion (actual)	\$1.425-billion
Total Security Budget	\$182-million	\$140-million
Policing Costs in Other Municipalities	\$78-million for 8 regions	3 regions only
Private Security Contract	\$81-million	Fewer venues & events

(Source: Ontario Auditor General's Report, June 2016)



MEDICAL & DOPING CONTROL

Medical Support at the Games

Medical services for athletes and team officials will be available during the Games at each sport venue as well as through the Polyclinic located at the Athletes Village. Host medical staff will be prepared to provide care directly to those Games participants who do not have accompanying medical staff and to facilitate and assist the provision of care by visiting medical professionals treating members of their own delegations.

Medical services at Games events will be provided by physicians, sport therapists and paramedics who are trained in emergency management. Depending on the severity of the medical situation, patients may be relocated to the most appropriate hospital.

Athletes Village Polyclinic

The Athletes Village Polyclinic is a 900 square-metre area located in the student health centre on the McMaster University campus. The clinic is completely wheelchair accessible and close to all residences and sport venues. There is easy access for ambulances and a 10 to 15-minute transport time to the City's emergency healthcare hospitals.

The clinic will be staffed 24 hours a day. A full team of sport medicine professionals will be available during different times of the day to meet all athlete needs. These professionals include physical therapists, physicians, sport medical physicians, nurses, massage therapists, laboratory technicians, dentists and chiropractors.

The clinic houses physical therapy services, offices, examining rooms, meeting rooms, a pharmacy and a dental chair for minor surgical procedures. It will also include a laboratory technician able to conduct blood/urine/ECG testing.

David Braley Sport Medicine and Rehabilitation Centre

The David Braley Sport Medicine and Rehabilitation Centre is located on the McMaster campus in the David Braley Athletic Centre, about a 5-minute walk from the Athletes Village. It includes a large treatment area, private treatment rooms, a hydrotherapy pool, return-to-play room, exercise equipment and a brace store. There are approximately 30 physicians and accredited healthcare professionals affiliated with the Centre, which provides treatment and rehab services to several

professional sport franchises, including the Hamilton Tiger Cats football team, the Hamilton Bulldogs hockey club, and the Toronto Rock lacrosse team.

First Aid

On-site first aid services for spectators and volunteers will be available at each Games venue. Qualified first responders will be able to provide first aid services within their scope of practice. If necessary, the host medical team may provide additional assistance. Members of the public have access to any hospital emergency room in Ontario.

Emergency Medical Services

Hamilton's Emergency Medical Services (EMS) is one of the finest in Canada, with a highly effective fire and EMS integrated service delivery model. The EMS has 200 employees, including 170 paramedics, managerial and support staff. It operates 35 vehicles out of 13 strategically-located stations including an Operations Centre. The Hamilton Fire Department has 30 stations, with more than 100 vehicles and 700 firefighters. All front line staff are trained in emergency medical response, including defibrillation.

Hamilton's EMS has demonstrated its ability to provide emergency services to many large events that are staged in the city. These include annual festivals like Supercrawl and Festival of Friends, both of which attract more than a quarter-million visitors.

Emergency service vehicles will be stationed at each Commonwealth Games venue, with larger venues having multiple vehicles present during peak times. If required, helicopter air ambulances can be dispatched.

Hamilton Hospitals

The City of Hamilton is served by two large hospital systems, St. Joseph's Healthcare Hamilton and Hamilton Health Sciences. These two systems offer emergency treatment and care at several locations across the city.

Hamilton Health Sciences is a community of 15,000 staff, physicians, researchers and volunteers. Its main emergency care facility is the Hamilton General Hospital, located in the central north area of the city, close to the downtown and Tim Hortons Field. HHS also operates an Urgent Care facility located west of the downtown, about a 5-minute drive from the Athletes Village at McMaster University.

St. Joseph's Healthcare Hamilton, with more than 4,700 full and part-time employees, operates a large hospital in the downtown and an Urgent Care facility in the east end of the city.

Doping Control

Canada is a world leader in doping control and the home of the World Anti-Doping Agency (WADA).

The Hamilton100 doping control program will follow all IOC and WADA regulations and guidelines. The program will be operated under the auspices of the Canadian Centre for Ethics in Sport (CCES), which will ensure all policies and procedures meet with international standards. All athletes will be tested at each sport venue. Each sport venue will house a secure doping control station that will be staffed by certified doping control officers and trained volunteers.

All doping control samples collected at the Games will be analyzed at the University of Quebec's Institute National de la Recherche Scientifique (INRS) – Institut Armand-Frappier in Montreal, a WADA-accredited laboratory. The lab performs sample analyses on an ongoing basis for Canada's domestic anti-doping program.

The INRS laboratory has conducted anti-doping analyses for many international multi-sport games, international single-sport events and high performance leagues. It performed all sample analyses for the 1976 Olympic Summer Games (Montreal), the 1980 Olympic Winter Games (Lake Placid), the 1988 Olympic Winter Games (Calgary), the 1994 Commonwealth Games (Victoria), the 1999 Pan Am Games (Winnipeg), the Vancouver 2010 Olympic Winter Games, and the 2015 Toronto Pan Am Games.

The INRS lab will provide daily analyses of urine and/or blood samples as required. All samples will be accompanied in transit by a special courier. Sample testing will be conducted using state-of-the-art technologies, including high-resolution mass spectrometry, gas chromatography and other analytical methods.

Health Insurance for the Commonwealth Family

Hamilton100 will provide a health insurance plan for all members of the Commonwealth Games family to cover the costs of medical and dental care, including:

- Medical assistance at the Village Polyclinic
- Medical assistance in any of the reference hospitals (including emergency surgical procedures and intensive care)
- Medical assistance at the Games venues
- Treatment and tests in specialized clinics (when not offered at the Polyclinic)
- Urgent and necessary dental care, and
- Medications



OFFICIAL LANGUAGES

The City of Hamilton is a predominantly English-speaking community with a relatively small francophone population. As the host city of the Commonwealth Games, however, we have a duty to provide a Games experience that is welcoming for all of Canada's athletes and team members, their families, and the many spectators and visitors who will attend from across the country.

Hamilton100 will strive to make the 2030 Commonwealth Games a fully bilingual event. This will begin in the earliest stages of our Organizing Committee's activities. The following are key points of our high-level Official Languages Plan.

Liaison with the Office of the Commissioner of Official Languages (OCOL)

- We will work closely with the Office of the Commissioner of Official Languages (OCOL) to ensure our plan meets all the official languages requirements of the Multi-Party Agreement.

Management Commitment

- The leadership team of Hamilton100 will be the champion for linguistic duality and will ensure that middle-level managers share that commitment.
- We will put in place a team (and/or advisory committee) to plan, coordinate and monitor efforts to make the Games an authentically bilingual event.
- Our official languages team (and/or advisory committee) will prepare quarterly reports that document our progress and success, and challenges to be overcome, as measured by a set of Key Performance Indicators to be determined in concert with OCOL.

Budget Planning

- We will ensure that budgets for translation services are adequate for our needs, particularly as we approach the Games. The translation budget for the Vancouver 2010 Winter Olympics was \$5.3 million (as per VANOC's estimate).

Bilingual Staff

- We will hire sufficient bilingual staff to respond to public inquiries and act as media spokespersons. Approximately 15 percent of VANOC 2010's staff were bilingual.
- An in-house translation team will be put in place to ensure all key communications pieces are delivered in both official languages. VANOC 2010 employed a six-person translation team, but as the Games approached and the translation needs expanded, there was a need for several dozen additional translators.

Partnerships with Francophone Organizations

- We will create partnerships local francophone organizations like the Centre Française Hamilton, Centre Francophone Hamilton, and the ACFO Régionale Hamilton, as well as provincial francophone groups. This will help us in Games planning and the recruitment of bilingual staff and volunteers. It will also aid us as we identify content and entertainment for the Commonwealth Cultural Festival.
- We will ensure that francophone organizations have representatives participating in the Organizing Committee.

Bilingual Volunteers

- We will target 15 percent of all volunteers to be bilingual (approximately 2,500–3,000 bilingual volunteers). To achieve this goal, volunteer recruitment will target bilingual Canadians in the Greater Toronto and Hamilton Area (GTHA) as well as other cities like Welland, Sudbury, Montreal and Ottawa.
- We will require bilingual volunteers to have a "conversational/intermediate" or "fluent/advanced" proficiency level. This can be identified through an online live-interview process that screens all applicants.
- We will have a plan for deploying bilingual volunteers during the Games to the venues where they are most needed. Bilingual volunteers will be easily identifiable at Games venues (e.g., by wearing "Bonjour" buttons).
- We will provide training for all volunteers to ensure they know how to greet and assist francophone visitors.

Communications and Marketing Materials

- Most communications and marketing materials will be produced in both official languages. This includes:
 - Brand Logo
 - Signage and displays
 - Promotional materials
 - Websites
 - Tickets
 - Maps
 - Phone greetings
 - Media backgrounders & guides
 - Videos
 - Social media posts
 - Souvenirs
 - Accreditations
- All documents, press releases, websites and social media posts will be available in both languages simultaneously.

Official Languages At Games Events

- Opening and Closing Ceremonies will include a balance of English and French voices.
- Bilingual announcers will be hired for all Games events. (This may require training for announcers to bring them up to speed on specific Commonwealth Games sports.)
- ASL translators will be retained to translate both English and French speakers.

Queen's Baton Relay

- We will ensure that a number of bilingual staff are assigned to the Queen's Baton Relay team and that all QBR protocol ceremonies, no matter where they take place, will be conducted in both official languages.

Coordination with Service Providers

- We will engage with and give direction to service providers who will be interacting with francophone visitors during the Games. (e.g. in the areas of health and safety, security services, emergency services, local public transportation, airport authorities, etc.)

French Language Media

- To ensure quality media coverage in the francophone press, especially in Quebec, we will negotiate agreements with newspaper publishers in that province to provide press releases, background information and interview opportunities that will be of interest to their readers. We will take a similar initiative to involve the Association de la press francophone (APF).
- When negotiating the broadcast rights for the Games, we will ensure there are opportunities for French-language broadcasters to share the Commonwealth Games experience with French-speaking Canadians.

Cultural Festival

- The Organizing Committee will make every effort to ensure that Cultural Festival events feature francophone musicians and performers. This will guarantee that there are many entertainment options in both official languages for visitors attending the Games. The organizers of Hamilton's annual *Francofest* festival have abundant experience in this and we will invite their participation to achieve our goal.

Place de la francophonie

- In cooperation with local francophone organizations, we will create a *Place de la francophonie* in downtown Hamilton. This will provide a gathering place for French-speaking visitors during the Games and will showcase francophone musicians, performers and entertainers



SOCIAL DEVELOPMENT PLAN

Games With a Social Conscience

The Commonwealth Games are known around the world as the "Games with a Social Conscience". More than just a sporting event, the Games are an opportunity to leverage public interest and support to make a real difference in the lives of people, both in the host community and across the Commonwealth.

Many of the Games initiatives and their legacies that we described in Part 1 of our Submission will have a positive impact for Hamilton and the other Ontario cities where Games events will be staged. For Part 2 of our Submission, we would like to expand our frame of reference to consider how we might leverage the Games to make an impact on poverty, inequality and the environment, not only in Hamilton but across Canada and around the world.

Sustainable Development Goals

In 2015, world leaders agreed to 17 goals for a better world by 2030. These goals – known as the **Global Goals for Sustainable Development** – have the power to end poverty, fight inequality and address the urgency of climate change. Hamilton100 embraces these goals and would like to make them the focus of our social impact strategy.



Broadly speaking, the 17 Global Goals can be grouped under the themes of poverty, inequality and the environment. These also happen to be important issues facing the City of Hamilton.

Poverty and inequality are challenges that the city continues to struggle with. Approximately 20 percent of Hamiltonians live below the poverty line. This poverty is concentrated in the older areas of the city, which have come to be known as the CODE RED neighbourhoods. For tens of thousands of Hamiltonians their daily reality is one of income inequality, inadequate housing, unemployment or under-employment, poorer health and a shorter lifespan. In the lower city, where about 175,000 people live, the average lifespan is five years less than it is for people living on the Mountain and in the suburban communities. The lifespan gap between the highest and lowest Hamilton neighbourhoods is 23 years!

The environment, too, is another global challenge that has relevance for our host city. While many advances have been made to make Hamilton a greener community, the city still has the dubious honour of being the largest green-house-gas emitter (per capita) of any community in the Greater Toronto and Hamilton Area (GTHA). Meanwhile massive amounts of sewage and waste continue to find their way into the harbour due to failures of municipal infrastructure that was intended to alleviate the problem.

We can find the same stark realities in other Canadian cities and in Commonwealth countries around the world – hence, the need to address social development as a global issue.

Making an Impact

In Part 1 of our Submission, we identified several initiatives that Hamilton100 would undertake to address inequality and improve the environment in Hamilton. Proposals included investing in new recreation facilities in poor neighbourhoods; offering job training and volunteer opportunities to people who need them most; improvements to city parks; support for youth sports; and participation in projects to create affordable housing. We also identified some initiatives that would generate benefits for First Nations and urban aboriginals, among whom poverty is even more widespread than the general population.

To improve the environment, we proposed to build or refurbish sport facilities to make them net-zero consumers of energy and conservers of water. We are also committed to organizing and hosting the Commonwealth Games with a net-zero carbon footprint. One of the ideas that attracted much local attention was our proposal to clean up the waters at Bayfront Park, where we are planning to host the Triathlon event.

As excellent as these initiatives are, they barely scratch the surface of what's needed and what's possible, which leads us to our GAMES CHANGER IDEA for making a social impact.

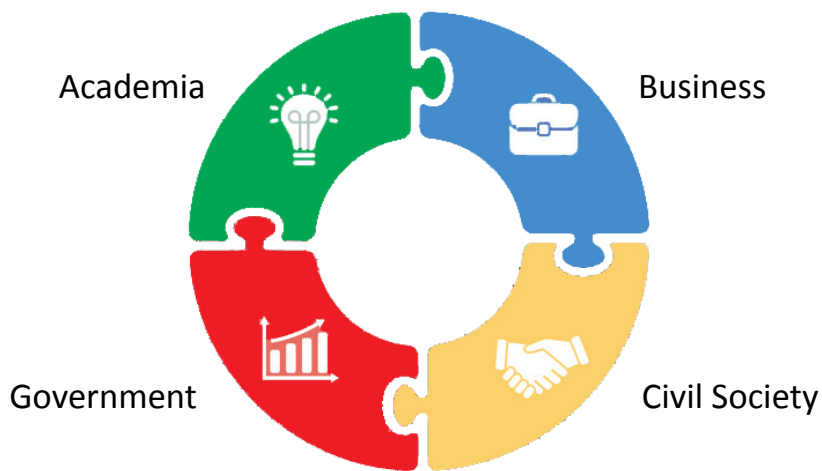
Forging Partnerships to Make a Difference

We believe the overall social impact of Hamilton100 will be magnified if we can involve and engage others who have a commitment to our social development goals. Specifically, we would like to tap the knowledge, energy and resources of governments, businesses, our educational and healthcare partners, and other groups in civil society to tackle the social development challenges that are most pressing for our city, our country and the planet.

We propose to do this through a strategy of coalition building that brings together all of those groups and organizations that are actively engaged in developing research, social programs, educational initiatives, and new technologies that can help to advance the Global Goals. By leveraging the prestige of the Commonwealth Games, we believe Hamilton100 can forge coalitions between many of these players who are already committed to tackling key social development issues.

We believe our social impact will be magnified if we can forge partnerships with others who share a commitment to our social development goals.

The target date for achieving the Global Goals for Social Development is 2030, the year that the Commonwealth Games will be hosted in Canada. Domestically and internationally, governments and many of the world's largest business organizations are already on board with the United Nations' vision. Bringing the Commonwealth Games on board too would align us with national governments and business organizations that are working to achieve a more sustainable future for all.



While Games-related spending will create important legacies for the host community, our plan is to leverage the knowledge and resources of governments, businesses, universities and civil society to magnify the Games social impact.

Identifying Our Social Development Goals

Members of our team have begun to approach businesses, universities and colleges to identify the social issues that are important to them. We've started here in Hamilton, where there is already a partnership between McMaster University, McMaster Innovation Park, Mohawk College and the City of Hamilton that is committed to developing new technologies and solutions that address social problems. Hamilton100's legal advisor, Gowling WLG, is one of the facilitators of this partnership.

The next step will be to reach out to the top 100 Canadian companies that have a commitment to corporate social responsibility. These include many of the country's largest banks, manufacturers, developers, retailers and others who see the value of investing in sustainability and social development. We'll be asking them to tell us what projects they are investing in and gauging their interest in aligning their CSR investment with Commonwealth-Games-driven initiatives to make a social impact.

Many of these companies already invest in sports through sponsorships of athletes, youth sports and sport federations. At the appropriate time we'll be asking them to invest in the Commonwealth Games too. Our focus right now, however, is to identify partners for social development projects that can be aligned with the Games. We envision this evolving into an international collaboration that engages multinational companies and universities in other parts of the world.

We expect that most of the businesses we are talking to will target issues that are aligned with the Global Goals for Sustainable Development. While the specific projects they might want to undertake remain to be defined, we're confident they will address a number of the pressing social issues that have relevance for Hamilton and many other communities as well.

Some of issues we will be addressing include:

- **ENVIRONMENTAL SUSTAINABILITY** is one of the greatest challenges of the 21st Century. Hamilton100 is committed to organizing the greenest, most sustainable event in Commonwealth Games history. Our hosting plan will integrate sustainability into all aspects of the Games, from site planning and construction to procurement, venue management, Games operations, transportation, waste management and communications. We are committed to organizing an event that has a net zero carbon footprint.
- **MODERN SLAVERY AND CHILD LABOUR** – World Vision Canada has reported that there are at least 1,200 Canadian companies importing up to \$34-billion in goods that may have been made by child or forced labour overseas. Hamilton100's Games procurement policy will ensure that no goods or services will be sourced from companies and their subcontractors who are using forced labour, child labour or human-trafficked labour.

- **AFFORDABLE HOUSING** is a major issue in most Canadian cities. Working with affordable housing advocates, governments and businesses we will encourage innovative and creative partnerships that can accelerate the creation of new affordable housing locally, and show the way for other communities nationally and globally.
- **RECONCILIATION WITH FIRST NATIONS** – Real reconciliation goes beyond lofty words and solemn declarations. There are huge social and economic deficits that need to be addressed. Hamilton100's legacy plan will create educational, volunteer and job opportunities for First Nations and urban aboriginal youth, and business opportunities for aboriginal-owned businesses.
- **GENDER EQUALITY** continues to be a challenge. Ending discrimination against women and girls, ensuring full participation for women in leadership roles, and promoting the empowerment of women through education in the maths and sciences – are a few of the issues we believe are important and relevant both locally and globally. Hamilton100 will strive for gender equality in the composition of our organizing committee, our internships and job opportunities, the recruitment of Games volunteers, and the gender balance of athletes in the Games themselves.
- **CLEAN WATER AND SANITATION** are major issues in many of our cities, towns and First Nations communities. In Hamilton specifically there is a longstanding commitment on the part of the City and senior levels of government to clean up the waters of Hamilton Harbour. Hamilton100 will be contributing to this effort with our plans to remediate the waters around Bayfront Park, where the Commonwealth Games Triathlon event will be held.
- **POVERTY AND INEQUALITY** – Partnerships between local government, educators, healthcare providers and community organizations are already helping to improve the wellbeing and quality of life of people living in Hamilton's poorest neighbourhoods. Hamilton100's hosting plan will reinforce these efforts by building new recreation facilities and launching new sports programs in areas of the city that that need them most. Additionally, our staffing and volunteer opportunities will target marginalized members of the community, including people with disabilities, young people who are struggling to find employment, and members of the urban aboriginal community.

A Ten Year Social Development and City-Building Project

We often describe Hamilton100 as a 10-year social development and city building project, with a large sport event and cultural festival near the end of it. Ten years is a good measure of time. Time enough to develop partnerships with businesses, both domestic and international. Time enough for universities to create research partnerships with other universities. Time enough to truly explore the possibilities for leveraging non-Commonwealth Games resources for a Commonwealth Games objective.

This is a fundamentally new approach to creating a Commonwealth Games social legacy and one that we hope will prove beneficial to the Federation in the future. If we're successful, this will truly be a "Games Changer" idea.

Sport Program





SPORT PROGRAM

Core Sports	# Male Athletes	# Female Athletes	# Para Athletes	Total # Athletes (max. 3,800)
1. Athletics	400	400	144	944
2. Badminton	72	72		144
3. Boxing	103	103		206
4. Cycling (road/time trials)	121	90		211
5. Gymnastics (artistic)	48	48		96
6. Hockey (field) (team)	180	180		360
7. Judo	100	58		158
8. Lawn Bowls	110	110	26	246
9. Netball (Women team)	0	144		144
10. Rugby 7s (m/w team)	144	144		288
11. Squash	60	40		100
12. Swimming	150	150	73	373
13. Table Tennis	100	82		182
14. Triathlon	38	20		58
15. Weightlifting (+ Para Powerlifting)	110	85	20	215
16. Wrestling (freestyle)	80	40		120
Total	1,816	1,766	263	3,845

Optional Sports	# Male Athletes	# Female Athletes	# Para Athletes	Total # Athletes (max. 500)
Basketball 3x3 (team)	48	28	20	96
Cricket (T20 Women team)	0	150		150
Cycling (track)	70	50	15	135
Beach Volleyball	32	32		64
Table Tennis	0	0	16	16
Diving	0	23		23
Total	150	283	51	484

Core + Optional	# Male Athletes	# Female Athletes	# Para Athletes (min. 300)	Total # Athletes (max. 4,300)
Total	1,966	2,049	314	4,329

Note: Presently our total numbers slightly exceed CGF requirements. Our hope is that the CGC/CGF will approve all the Optional Sports, which we believe make the games more relevant both domestically and internationally.



GAMES DATES

August 3–16, 2030

Our proposed Games Dates would see the Opening Ceremonies on Saturday August 3 and the Closing Ceremonies on Friday August 16.

The Opening Ceremonies on Saturday – the first day of a 3-day civic holiday weekend – will be a convenient date for those attending from out-of-town, especially from across the GTHA. All competitions will take place in the 12-day period between the Opening and Closing of the Games.

Opening Ceremonies	Saturday August 3
12 Days of Competitions and Festival Events	August 4 – 15
Closing Ceremonies	Friday August 16

No Conflicts With Other International Sport Events

The proposed Games dates are selected to avoid conflicts with other major international sporting events that may be taking place in 2030.

- The dates we've identified do not conflict with the schedules of the Olympic Games, Pan Am Games or Canada Games. None of these events will be held in 2030.
- The dates of the 2030 FIFA World Cup are not yet known. FIFA has not yet selected a host city and, depending on whether that city is in the northern or southern hemisphere, the dates could vary quite widely.
- Likewise, there is no set date for the 2030 Asian Games. The 2022 and 2026 Games both occur during the middle or latter part of September, which suggests that a conflict with our schedule is unlikely.

No Local or Domestic Conflicts

If the Athletes Village is hosted in the residences at McMaster University, the proposed Games dates do not conflict with the "move in date" (usually around August 24) when students begin moving back into the residences for the fall semester. There is ample time for venue cleanup.

Venues





SPORT VENUE LOCATIONS

Sport Venues

	COMPULSORY SPORTS	PROPOSED VENUE	DESCRIPTION
1.	Athletics + para 944 athletes	Mohawk Sports Park	Up to 40,000 seats 400 m competition track + warm up track + warm up throwing field
2.	Badminton 114 athletes	Multisport Complex	1,400 permanent retractable seats plus 1,100 temporary seats 1 centre court, 4 match courts, 4 warm up courts
3.	Boxing 206 athletes	New Convention Centre or Grightmire Market St. Arena	3,000 temporary seats or 1,000 permanent seats plus 1.900 temporary seats
4.	Cycling – Road & Time Trials 211 athletes	Hamilton Centre to West Mountain	1,000 temporary seats at City Hall start/finish line 12 km loop TT – 40 km M; 30 km W; single loop
5.	Gymnastics – Artistic 96 athletes	First Ontario Centre or New Arena	Up to 15,000 seats or 7,000 to 10,000 seats
6.	Field Hockey 360 athletes	Mohawk Sports Park	Up to 5,000 temporary seats 2 Competition Pitches Field House with change rooms & meeting rooms
7.	Judo 158 athletes	Dave Andreychuk Mountain Arena	2,500 permanent seats
8.	Lawn Bowls + para 246 athletes	Gage Park	2,500 temporary seats 4 competition greens New Field House
9.	Netball (W) 144 athletes	Paramount Fine Foods Centre	5,000 permanent seats
10.	Rugby 7's 288 athletes	Tim Horton Field	23,218 permanent seats + 10,000 temporary seats

2030 COMMONWEALTH GAMES – CANDIDATURE PART 2 – Feb 11, 2022

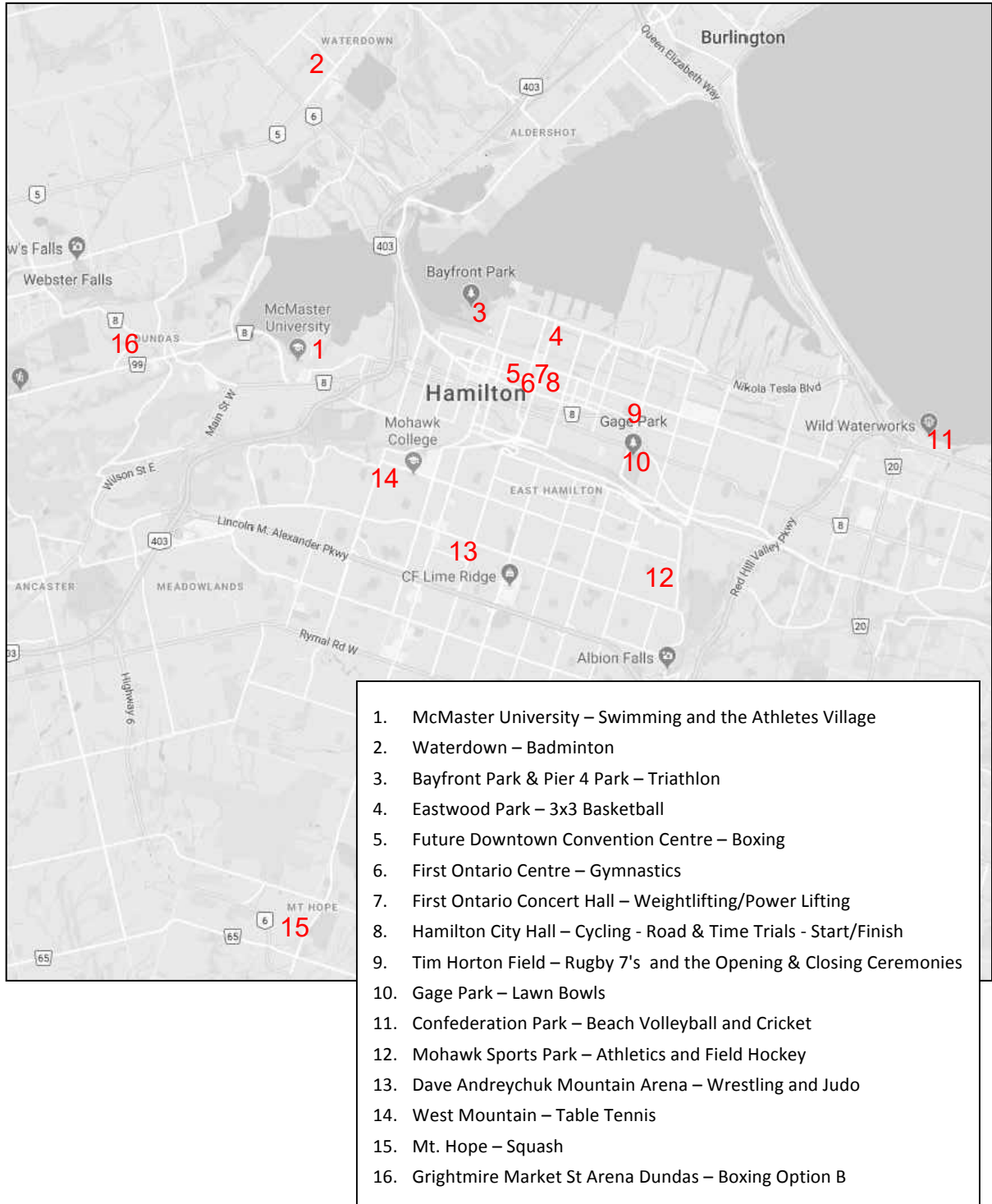
11.	Squash 100 athletes	Multisport Complex	2,500 temporary seats for Show Court 500 temporary seats for Match Courts
12.	Swimming + para 373 athletes	McMaster Aquatic Centre	5,000 temporary seats at 8 lane 50 m Competition Pool
13.	Table Tennis 182 athletes	Multisport Complex	2,500 temporary seats at 2 Match Courts plus 400 permanent retractable & 350 temporary seats for 8 Show Courts
14.	Triathlon 58 athletes	Pier 4 Park Bayfront Park City street cycling course	2,000 temporary seats at Transition Area plus 3,000 hillside seats at Bayfront Park 1,500 m swim; 40 km cycling; 10 km run
15.	Weightlifting 215 athletes	First Ontario Concert Hall	2,000 permanent seats
16.	Wrestling 120 athletes	Dave Andreychuk Mountain Arena	2,500 permanent seats

	OPTIONAL SPORTS	PROPOSED VENUE	DESCRIPTION
17.	Basketball 3x3 96 athletes	Eastwood Park & New Community Centre & Outdoor Event Space	Up to 5,000 temporary seats 9 post Games courts Art Music Centre during games
18.	Cricket (W) 150 athletes	Confederation Park	2,000 permanent seats plus up to 8,000 temporary seats. New national level Field House
19.	Cycling – Track + para 135 athletes	Milton Velodrome	2,500 permanent seats 250 m indoor track
20.	Beach Volleyball 64 athletes	Confederation Park	4,000 temporary seats expandable up to 10,000 around Competition Court 500 permanent seats at 6 indoor practice courts
21.	Diving 50 athletes	Brock University	seats pool

Non-Sport Venues

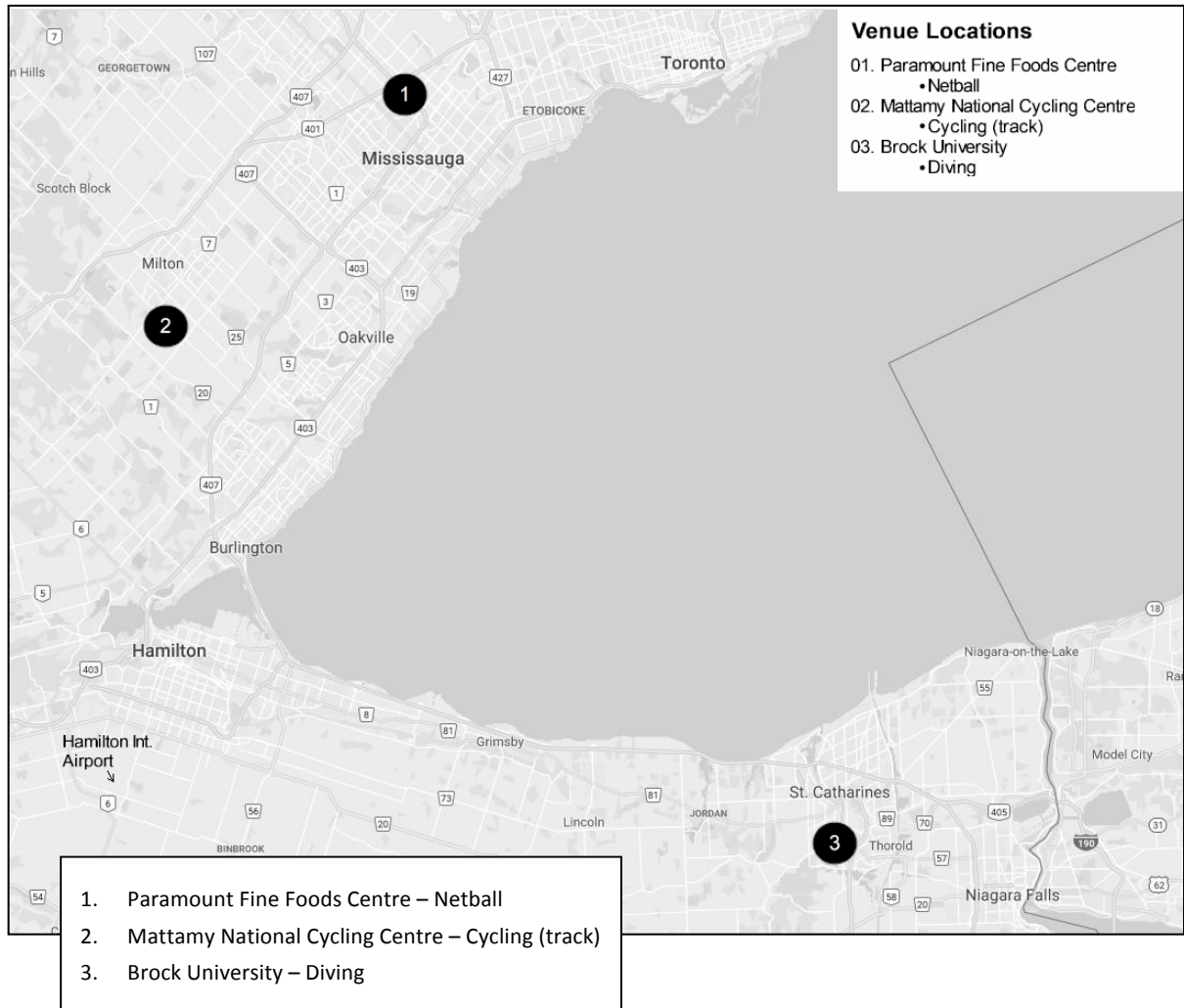
	NON-SPORT VENUES	PROPOSED VENUE	DESCRIPTION
22.	Technical Officials Accommodation	Up to 4 sites in city centre (sites to be determined)	Average of 200, 2 bedroom units per building with ground floor providing food service, meeting rooms, training rooms & social spaces
23.	Athletes Village	McMaster University	6,000 beds at McMaster, with food service options and meeting rooms
24.	International Broadcast Centre	Existing Convention Centre or new Convention Centre	Up to 4,000 m2 on one floor which can be subdivided as required. In city centre and at centre of games venues
25.	Main Press Centre (MPC)	Existing Convention Centre or new Convention Centre	Up to 4,000 m2 on 1 floor which can be subdivided as required. In city centre and at centre of games venues
26.	Opening/Closing Ceremonies	Tim Hortons Field	23,218 permanent seats + 10,000 temporary seats + standing & lounge areas

Hamilton Locations



Out-of-Town Locations

There are three regional sport venues that utilize existing facilities in Mississauga, St. Catharines and Milton. The most distant are the locations in Mississauga – 54 km from Hamilton city centre (45 minutes by car); and St. Catharines – 64 km (47 minutes by car).



Finances





FINANCES

Organizing Committee Budget High-Level Summary

Organising Committee Budget High-Level Summary (automatically completes from OC Budget Template)		
	000s Local	£000
INCOME		
Public Sector Contribution	1,175,000,000	652,777,778
OC Generated Income	250,000,000	138,888,889
Total Income	1,425,000,000	791,666,667
EXPENDITURE		
CEO Office	10,500,000	5,833,333
Commercial	21,650,000	12,027,778
Marketing and Communications	77,350,000	42,972,222
Ceremonies and QBR	32,500,000	18,055,556
Finance and Corporate Services	49,500,000	27,500,000
Human Resources	105,500,000	58,611,111
Games Workforce	8,000,000	4,444,444
Games Family Services	16,250,000	9,027,778
Games Services	28,000,000	15,555,556
Logistics	20,000,000	11,111,111
Transport	50,000,000	27,777,778
Sport	28,000,000	15,555,556
Venue Development and Overlay	619,000,000	343,888,889
Venue Management and Event Services	30,000,000	16,666,667
Village Operations	20,000,000	11,111,111
Security (OC Budget)	140,000,000	77,777,778
Technology and Broadcast	98,750,000	54,861,111
CGF / CGA Payments	30,000,000	16,666,667
Contingency	40,000,000	22,222,222
Total Expenditure	1,425,000,000	791,666,667
Overall Total (should be nil)	0	0

Legacy Fund / Sustainability Plan

The new sport facilities and community programs created for the Commonwealth Games will only be sustainable if there are revenue streams available to support their ongoing maintenance and operating costs.

Not all new facilities will require legacy support. For example, in cases where an older facility is replaced by a new one, the savings that result from the closure of the former should fully cover the maintenance costs of the latter. Other projects, like the affordable housing units created through Commonwealth Games investments, will be self-supporting through the rents they earn. Other sources of funds could include private sector long term funding, local government (if owned and operated by the municipality), grants, lotteries, foundations and local philanthropists.

Where additional ongoing support is needed, the Commonwealth Games Legacy Fund will help to bridge the gap.

As we are still in the early planning stages, it's not yet possible to determine which facilities or community programs will require legacy support. However, following the lead of the 2015 Toronto Pan Am Games, which endowed a \$60-million fund to support legacies for a period of 20 years, Hamilton 100 has budgeted for a similar-size 2030 Commonwealth Games Legacy Fund.

Management of the Fund

In the case of the 2015 Toronto Pan Am Games, the Legacy Fund is managed by a committee composed of representatives of the federal and provincial governments, the City of Toronto and the Canadian Olympic and Paralympic Committees. For the Commonwealth Games Legacy Fund, a similar governance structure will be developed in cooperation with our government and sport partners.

Letters of Support





LETTERS OF SUPPORT

Hamilton100's bid is supported by a broad range of business, community and sport organizations. Many of these have provided us with Letters of Support, copies of which can be viewed in the pages that follow.

ArcelorMittal Dofasco

Badminton Ontario

Canada Basketball

Canadian Elite Basketball League

Canadian Warplane Museum

City of Hamilton

City of St. Catharines

City of Toronto

Filomena Tassi, MP

Hamilton Accessible Sports Council

Hamilton Challenger Baseball

Hamilton Chamber of Commerce

Hamilton Health Sciences

Hamilton Olympic Club

Hamilton Oshawa Port Authority

Hamilton Wentworth Catholic District School Board

Hamilton Wentworth District School Board

Industry-Education Council of Hamilton

McMaster University

Mohawk College

Ontario Cycling Association

SportHamilton

Stoney Creek Athletics

The Hamilton Spectator

Wesley Youth Outreach



ArcelorMittal

City of Hamilton
General Issues Committee
71 Main Street West
Hamilton, ON L8P 4Y5

February 7, 2020

2030 Commonwealth Games Bid

Committee Members,

On behalf of ArcelorMittal Dofasco, I am pleased to express our support for the Hamilton100 bid for the 2030 Commonwealth Games in Hamilton.

We understand the Hamilton100 bid committee has identified the 2030 Commonwealth Games as an opportunity to be a catalyst for social transformation through its support and alignment of these Games with the United Nation's Sustainable Development Goals (SDG). These goals are also at the core of our company's sustainable development framework and I believe will be a differentiator in guiding the hosting of an international sporting event.

We are behind any project that has the potential to benefit and enrich the social and environmental aspects of Hamilton and wish the bid committee well in its efforts to bring the 2030 Commonwealth Games to Hamilton.

Sincerely,

Tony Valeri
Vice President, Corporate Affairs

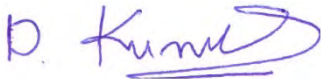
December 18, 2019

To the Hamilton 2030 Bid Committee
Commonwealth Games

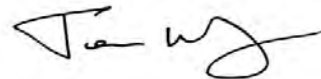
Badminton Ontario would like to express its support for the Hamilton bid for the 2030 Commonwealth Games. We believe that events such as the Commonwealth Games are not only a great showcase for the city and are hosting the event, but also a boost for the sports involved in the development of athletes, officials, and coaches.

We believe that all members of the association will want to be involved in the games, as spectators and volunteers; and we look forward to hearing that this has been a successful bid.

Sincerely,



Dave Kumar
President
Badminton Ontario



Jean Wong
Technical Director
Badminton Ontario

January 27, 2020

Mr. Richard Powers
President of Commonwealth Games Association of Canada
2451 Promenade Riverside Drive
Ottawa, K1H 7X7

Dear Mr. Powers:

I am writing in support of Hamilton 100's proposed facility plan in connection with its bid for the 2030 Commonwealth Games.

Hamilton's facility plan includes the Commonwealth Games Sports Centre featuring multiple sport courts. As a legacy of the 2030 Commonwealth Games, that facility would serve as both a community sport centre and an elite training centre. In addition, a show court is included which would serve as an arena where various types of events and sports could be hosted, including domestic and international basketball games and tournaments. A second facility, the 3X3 basketball centre at Eastwood Park, is also a key part of Hamilton's plan and would be another important legacy of the 2030 Commonwealth Games.

There is much good news about Canadian basketball. Buoyed by the Raptors' championship season and the success of the Canada Basketball men's and women's programs, more people are playing basketball than ever before. The NBA reports that youth basketball participation in Canada grew a remarkable 15% in the past year alone - from 1.1M in the 2018-2019 season to over 1.3M in the 2019-2020 season. Basketball is the most inclusive sport in Canada, drawing fans and participants old and young, male and female, urban and rural, and representing a diversity of backgrounds and cultures as rich as the country itself. Basketball is the fastest growing sport in Canada and the most participated sport amongst youth aged 12 to 17. Basketball is considered the coolest sport amongst 18 to 24-year-olds and the first sport choice for newcomers to Canada. 3X3 basketball is now an Olympic Sport and hundreds of 3X3 events are hosted across Canada each year.

But that popularity and growth also brings capacity issues. Canada Basketball is working hard to increase the number of qualified coaches, referees, administrators And facilities!

The need for additional basketball facilities has been a long-standing problem in Canada, particularly in the Greater Toronto and Hamilton Area. That problem has only increased as the popularity of the sport grows, and as access to general purpose sports facilities such as schools becomes more restrictive and expensive.

The importance of basketball to a community and the need to provide additional facilities for the ever increasing demand has been recognized by other communities in the Golden Horseshoe (for example, see the "Basketball Development Plan" prepared by the City of Toronto's Parks, Forestry and Recreation Department which can be found on-line at <https://www.toronto.ca/legdocs/mmis/2016/cd/bgrd/backgroundfile-98433.pdf>).

Canada Basketball would also be interested in using Hamilton 100's Commonwealth Games facilities for its own programs, games and other events. We had engaged in discussions with the City of Hamilton about relocating Canada Basketball's headquarters and men's national training centre to Hamilton earlier in the year. Although those discussions did not result in an agreement, we would be very interested in exploring all possibilities for our involvement in these proposed facilities. Canada Basketball's participation in the Hamilton facilities could bring significant exposure, employment, and valuable sport tourism benefits.

Finally, I know firsthand how much unfulfilled demand for basketball courts exists in the area from my experience as the former Director of Athletics and Recreation at McMaster University and also as the co-founder/chairman of HoopDome, a seven court privately owned basketball facility located in Toronto's Downsview Park. At McMaster, we could not fulfill much of the third-party requests for rentals of our gymnasiums. Similarly, our courts at HoopDome are booked to capacity with leagues, rentals and tournaments and we regularly must turn away rental requests. HoopDome has been profitable since inception and usage has increased year over year in all twelve years of its existence.

Mr. Powers, I respectfully encourage you to consider Hamilton 100's bid for the 2030 Commonwealth Games. I am sure Hamilton will provide a wonderful Commonwealth Games experience for all participants. And, the legacy of the Commonwealth Games in Hamilton will be important and well-needed community and sport infrastructure.

Please feel free to contact me if you should need any further information or assistance.

Sincerely,



Glen Grunwald
President & CEO
Canada Basketball



CEBL

P.J. Mercanti
Hamilton 100 Bid Corporation President
Hamilton City Centre
77 James Street North
Suite 300
Hamilton ON
L8R 2K3

The Canadian Elite Basketball League (CEBL) and one of its member clubs the Hamilton Honey Badgers advocates on behalf of the sport of basketball as the official licensed Professional Domestic League in Canada.

The CEBL supports the National Basketball Federation, all Provincial and Territorial Basketball Federations and all levels of minor and club basketball in Canada.

We are pleased to lend our support to the request being made by the Hamilton 100 Bid committee towards a joint application with the City of Hamilton to represent Canada as the host of the 2030 Commonwealth Games in this great city.

The games represent a glorious opportunity for Hamilton to share its story, vision, and greatness on the world stage. It also provides a much needed platform to engage our youth, multicultural communities, indigenous groups, and the city at large at a time when the necessary infrastructure and social programs are in dire need of repair and upkeep.

It is quite evident that there is a major gap for the community at large as it pertains to indoor/outdoor facilities for numerous sport programs and dedicated training and recreation facilities that should exist in a city as large and as diverse as ours, especially given the fact Hamilton is home to a population that puts us in the top 10 of all major cities in the country.

On behalf of the CEBL, the Hamilton Honey Badgers, and all those affiliated minor basketball groups that aspire to live out their dream to play professionally and recreationally we strongly encourage you to consider any and all possible options to support this request.

Sincerely,
Mike



CEBL

Mike Morreale
Commissioner and CEO
Canadian Elite Basketball League



November 19, 2019

Hamilton 100
Commonwealth Games Bid Corporation
Hamilton City Centre
77 James St North, Suite 300
Hamilton, Ontario
L8R 2K3

To whom it may concern,

Re: Commonwealth Games Bid Corporation – Letter of support for Hamilton, Ontario

On behalf of the Canadian Warplane Heritage Museum, please accept this letter of support to Hamilton 100 Commonwealth Games Bid Corporation in their application for The 2030 Commonwealth Games marking the 100th Anniversary of the Games.

The Canadian Warplane Heritage Museum would like to offer our support as a non-profit organization. Our mandate is to acquire, document and preserve and maintain a complete collection of aircraft that were flown by Canadians and the Canadian military from the beginning of World War II to the present.

It's difficult to overstate how lastingly the Commonwealth Games etched in Hamilton's collective consciousness are. In so many ways, 1930 represented a high-water mark in our city's history, a seminal moment that changed the way we see ourselves. We believe 2030, exactly 100 years later, would be every bit as transformational. Indeed, we are convinced that it would be difficult to exaggerate how positive an impact the return of the Games would have on our community.

If you require more information about the Canadian Warplane Heritage Museum and our support, please contact the undersigned.

Sincerely,

A handwritten signature in black ink, appearing to read "Sandra Price".

Sandra Price
Vice-President, Operations



OFFICE OF THE MAYOR
CITY OF HAMILTON

November 22, 2019

Rick Powers
President
Commonwealth Games Canada
2451 Promenade Riverside Drive
Ottawa, ON K1H 7X7

Dear Rick,

As Mayor of the City of Hamilton, I am encouraged and proud of Hamilton 100's efforts, as they truly reflect the dedicated work of some outstanding volunteers, private and community partners, working with City of Hamilton staff and members of City Council.

Please accept this letter and attached council-approved true copy of the General Issues Committee report date November 21, 2019. I am confident that the City and its Citizens will fully embrace and support the 100th anniversary of the Commonwealth Games.

We believe that it's our time to bring the Games home, as it's "history worth repeating".

Sincerely,

A handwritten signature in black ink, appearing to read "Fred Eisenberger".

Fred Eisenberger
Mayor

St. Catharines

Walter Sendzik, Mayor

November 12, 2019

P.J. Mercanti, President
Hamilton 100 Commonwealth Games Bid Corporation
Hamilton City Centre
77 James Street North, Suite 300
Hamilton, ON L8R 2K4

Re: Letter of Support for the 2030 Commonwealth Games

Dear Reviewers,


The City of St. Catharines is pleased to support HAMILTON 100 in bringing the Commonwealth Games to Hamilton in 2030. St. Catharines and Hamilton have a long history of working co-operatively and we believe that the partnerships established will result in an exciting and well organized Games that will create a memorable experience for athletes and visiting fans.

St. Catharines has earned a reputation as a destination for sport tourism. Having successfully hosting the U18 Women's Hockey Championships in 2016 and the FIBA U18 Boys' Basketball Championships in 2018. In recent years, the City played a large role in winning the bid to host the 2021 Canada Summer Games for the Niagara Region. St. Catharines has also been the site choice for FISA North American Rowing Championships, FISA World Rowing Championships (1970 and 1999), FISU Games, FISA World Masters Regatta, the 2015 Pan American Rowing Competition and most recently, the 2024 World Rowing Senior, Under 23 and Junior Championships. This wealth of experience and enthusiasm speaks to our community's commitment to delivering the best possible athlete experience.

The Meridian Centre, located in our downtown core, is a multi-use spectator facility which can seat 5,000 for hockey, basketball or a host of other events. The City has committed \$10 million towards facilities as part of the CSG 2021. A new high performance training centre, the Henley Rowing Centre, will be built along the Henley rowing course. This fall, construction will start on Canada Games Park, located at Brock University. This jointly owned athletic complex will feature a sport and ability centre which will include arenas, gymnasiums, an outdoor facility with a track, an athletic field and beach volley ball courts. The City has made significant investment in infrastructure to support our community and achieve our goals of hosting future elite athletic events.

The City of St. Catharines welcomes the opportunity to work with Hamilton 100 in hosting the Commonwealth Games in 2030. I look forward to learning about Hamilton's success!

Sincerely,


Walter Sendzik
Mayor

 /MayorSendzik

 @WSendzik

 @wsendzik

 www.mayorsendzik.ca

 mayor@stcatharines.ca

www.stcatharines.ca
TTY: 905.688.4TTY(4889)

January 23, 2020

To Whom it May Concern:

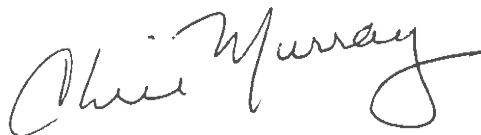
We are writing in relation to Hamilton100's proposed bid to host the 2030 Commonwealth Games.

We note with considerable interest that the Commonwealth Game Federation's vision is centered on building peaceful, sustainable and prosperous communities globally through the building of coalitions between athletes, citizens and communities that are innovative, bold, relevant and resonant.

We understand that the Hamilton100 bid is heavily focused on advancing this agenda through the creation of a variety of coalitions, which would include the City of Toronto, along with other communities in Southern Ontario and beyond. And that we, and other coalition partners would, in partnership with the Games, explore aligning and better coordinating resources and initiatives centred on a number of the United Nation's Sustainable Development Goals ("SDG") within our communities, including health (SDG3), education (SDG4), gender equality (SDG5), economic growth (SDG8), sustainable communities (SDG11), and peace (SDG16) thereby working to affirm that partnerships (SDG17) are a crucial aspect of the 'means of implementation'.

This resolve aligns with many of the values of our community and we wish to express our enthusiastic support for the award of the Games in Hamilton in 2030 so that those in our community and beyond can explore our collaboration in pursuit of these goals in the years ahead.

Sincerely,

A handwritten signature in black ink that reads "Chris Murray". The signature is written in a cursive, flowing style.

Chris Murray
City Manager

Monday February 10, 2020



HOUSE OF COMMONS
CHAMBRE DES COMMUNES
CANADA

Ottawa

Room 682
Confederation Building
Ottawa, Ontario
K1A 0A6
Tel.: 613-992-1034
Fax: 613-992-1050

Constituency

1686 Main St. W., Unit 4
Hamilton, Ontario
L8S 0A2
Tel.: 905-529-5435
Fax: 905-529-4123



Hon. Filomena Tassi

Member of Parliament/
Députée
Hamilton West—
Ancaster—Dundas

Ottawa

Pièce 682
Édifice de la Confédération
Ottawa, Ontario
K1A 0A6
Tél. : 613-992-1034
Télééc. : 613-992-1050

Circonscription

1686, rue Main ouest
Unité 4
Hamilton, Ontario
L8S 0A2
Tél. : 905-529-5435
Télééc. : 905-529-4123

To Whom it May Concern:

I am writing in relation to Hamilton100's proposed bid to host the 2030 Commonwealth Games.

I note, with considerable interest, that the Commonwealth Game Federation's vision is centred on building peaceful, sustainable and prosperous communities globally through the building of coalitions between athletes, citizens and communities that are innovative, bold, relevant and resonant. I understand that the Hamilton100 bid is heavily focussed on advancing this agenda through the creation of a variety of coalitions which may include the Government of Canada, along with other communities in Southern Ontario and beyond. Additionally, other coalition partners, would, in partnership with the Games, explore aligning and better co-ordinating resources and initiatives centred on a number of the United Nation's Sustainable Development Goals ("SDG") within our communities, including health (SDG3), education (SDG4), gender equality (SDG5), economic growth (SDG8), sustainable communities (SDG11), and peace (SDG16) thereby working to affirm that partnerships (SDG17) are a crucial aspect of the 'means of implementation.'

This resolve aligns with many of the commitments and aspirations of the Government of Canada and I look forward to consulting with you and other stakeholders with a view to determining how we can advance this compelling vision for our communities in the award of the Games in Hamilton in 2030.

Sincerely,

Filomena Tassi
Hon. Filomena Tassi, P.C., MP
Hamilton West-Ancaster-Dundas





Feb. 5, 2020

Re: Hamilton 100 Commonwealth Games bid

Dear Vanessa,

I am writing this letter with two hats, as the chair of the Hamilton Accessible Sports Council and as a Therapeutic Recreationist with the Ron Joyce Children's Health Center of the Hamilton Health Sciences. The Hamilton Accessible Sports Council (HASC) is a nonprofit organization that supports organizations that facilitate an inclusive sport environment for all participants and is dedicated to the promotion of accessible sport for all in the Hamilton community and as a Therapeutic Recreationist, I work with hundreds of families of children with physical disabilities.

Hamilton is a hub for recreation for individuals with a disability. The community provides lots of opportunity for recreational sport, but very limited opportunity for elite sport for individuals competing with a disability. It is my hope that if Hamilton is successful at bringing the games, to Hamilton that this may change. (that groups will create opportunities for training and competition and that accessible dedicated facilities will be made as a legacy that will allow for this training and competition to occur.

Hamilton Accessible Sports Council and Denise McArthur as a Therapeutic Recreationist is pleased to support the bid for these games. We wish the Hamilton 100 Commonwealth bid much success. If you have questions, please feel free to contact me at (905) 521-2100 ext. 74482 or mcarthur@hhsc.ca

Sincerely,

Denise McArthur,
Chair Hamilton Accessible Sports Council and Therapeutic Recreationist, RJCHC

Jan 15, 2020

Re: Hamilton100 Commonwealth Games bid

Dear Vanessa,

I am writing in response to a request from P. J. Mercanti for a letter of support for the Hamilton100 Commonwealth Games bid.

Recently Greg Maychak shared the vision of the Hamilton100 Commonwealth Games committee and it is extremely encouraging to see this amazing opportunity at our doorstep. HCBA and Hamilton Accessible Sports Council (HASC) leaders feel that we're seeing the potential for accelerated growth and development in our city for competitive and recreational sports for people with disabilities.

Hamilton Challenger Baseball (HCBA) has been in Hamilton for 30 years and is providing 4 athletic activities over 8 months each year for up to 220 participants. We also host a variety of social activities for participants, their families and friends. Our leaders are responding to the trend for increased participation, awareness and support for sports and rec programs for people with disabilities in Hamilton. We're considering options for restructuring with the hope of developing and supporting new programs, increasing participation in existing programs and increasing sustainability in the programs.

So, with this in mind, we feel that the timing of the Commonwealth Games bid for Hamilton is perfect. We are willing to jump on board and offer support and assistance in the area of sports for people with disabilities. Interestingly, we may very soon be including Paralympic Bocce in our Winter program and we are also willing to consider adding additional Paralympic sports providing financial support is available and providing we're successful at recruiting volunteers.

Thank You to the Hamilton100 committee for your impressive vision and efforts. We wish you much success in your endeavors.

Mike Moore

Board Chairman - Hamilton Challenger Baseball
Director - Hamilton Accessible Sports Council

February 12, 2020

General Issues Committee
71 Main Street West
Hamilton, ON
L8P 4Y5

Re: Commonwealth Games Bid 2030

Dear Committee members:

Since its inception in 1845, the Hamilton Chamber of Commerce has harnessed collective action to advocate for ambitious, city-building initiatives that enhance the social and economic prosperity of Hamilton and our region.

With those objectives in mind, the Board of Directors of the Chamber have authorized me to inform you of our support for the effort to host the 2030 Commonwealth Games.

As you know, Hamilton hosted the first version of the Commonwealth Games in 1930. Since then, the event has grown significantly, attracting over 6,000 athletes to the host city to compete in up to 17 sports. Returning to Hamilton for the games' 100-year anniversary would therefore go beyond an homage to history; as the bidding group has outlined, it would also serve as a catalyst in social and economic development.

The bid before Council details plans to address some of the social, environmental, and economic challenges facing our city. The proposal includes measures to address ongoing concerns, such as water quality in Hamilton Harbour and a dearth of affordable housing units throughout the city. An influx of athletes, spectators and sports officials to the city of Hamilton will undoubtedly contribute to our local economy for the span of the event, while new multi-sport complexes and much-needed upgrades to facilities across the city will redound to the benefit of Hamilton for years to come.

For these reasons, we are proud to support this worthwhile endeavour and pledge to support our hosting efforts in any way we are called upon.

Sincerely,

A handwritten signature in black ink, appearing to read "Keanin Loomis".

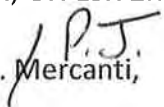
Keanin Loomis
President & CEO
Hamilton Chamber of Commerce



Rob MacIsaac
President and Chief Executive Officer
Hamilton Health Sciences

November 6, 2019

P. J. Mercanti
Hamilton100 Commonwealth Bid Corporation
Hamilton City Centre
77 James Street N, Suite 300
Hamilton, ON L8R 2K3

Dear Mr.  Mercanti,

On behalf of the employees, physicians and volunteers at Hamilton Health Sciences, we applaud and support your efforts to bring the 2030 Commonwealth Games to Hamilton.

HHS has every confidence that the 2030 Games would be a wonderful success here in our city. Hamilton has recently demonstrated through other events, such as the Pan Am Games and the Canadian Open, that we have the capacity to successfully play host to world-class events.

Hosting the Commonwealth Games in 2030 is also a tremendous opportunity to advance investments in our community creating a legacy of infrastructure while showcasing all that our region has to offer.

HHS would welcome the opportunity to play its part in contributing to a successful bid outcome and fabulous Games.

Sincerely,

A handwritten signature in black ink, appearing to read 'Rob MacIsaac', written in a cursive style.

Rob MacIsaac
President and CEO
Hamilton Health Sciences



% 7 Brady Court, Dundas, ON L9H6R4
905-536-6058, info@hamiltonolympicclub.ca

February 12th, 2020

Hamilton 100
Commonwealth Games Bid Corporation
21 King Street West 1501
Hamilton, ON L8P 4W7

Dear Hamilton 100:

RE: Hamilton bid for the Commonwealth Games 2020

The Hamilton Olympic Club is Canada's oldest continuously operating track and field organization, having been incorporated in 1926.

Indeed our organization shares a common heritage in that one M.M. Robinson was the founder of both our club and the British Empire Games, the forerunner to the Commonwealth Games.

As such, our club wishes to offer its enthusiastic support to the Hamilton 100 bid, in an effort to bring these games home for their centenary celebration. Imagine, having athletes from all over the world come to Hamilton as they did back at the old Civic Stadium in 1930!

We look forward to Hamilton hosting these games and, in particular, to the substantial track and field facility legacy it will leave that will benefit athletes aspiring to one day represent Canada on the world stage.

Let's bring these games home!

Yours very truly,

Richard Gelder
President



October 4, 2019

c/o Commonwealth Bid Team

To Whom it May Concern,

On behalf of the Hamilton-Oshawa Port Authority (HOPA Ports), we wish to express our enthusiastic support for Hamilton's 2030 Commonwealth Games bid.

Hamilton has so much to offer as a host community, as one of the greatest Great Lakes cities. As visitors travel from around the region, we believe Hamilton has an opportunity to celebrate its extraordinary waterfront and maritime assets, and to make travel by water an integral part of the Games.

HOPA Ports would be pleased to champion and invest in a fast-ferry service from Toronto to Hamilton for the duration of the Games. Travelling by water will give participants and spectators a unique and memorable way to access the city, avoid congested surface transportation routes, and celebrate the marine aspect of Hamilton's heritage and identity. We propose to work with industry partners to make the experience convenient, fun, and environmentally sustainable.

Beyond the Games, the shuttle could serve as a pilot and proving ground for a more permanent service, helping to make people movement by water a viable, environmentally-responsible option for Ontarians in the future. We would be excited to showcase the new technologies available in this sector to help improve the Games' environmental performance.

We look forward to working closely with the Hamilton 100 Bid Team, and to helping in any way we are able.

Sincerely,

A handwritten signature in black ink, appearing to be "Ian Hamilton", written over a light blue horizontal line.

Ian Hamilton
President and CEO
Hamilton-Oshawa Port Authority



Hamilton-Wentworth Catholic District School Board
Believing, Achieving, Serving

*Chairperson of the Board
Mr. P.J. Daly*

November 7, 2019

*Mr. P.J. Mercanti
President
HAMILTON100 Commonwealth Bid
Hamilton City Centre
77 James Street North, Suite 300
Hamilton, ON L8R 2K3
info@hamilton100.ca*

Dear Mr. Mercanti:

We are pleased to support the Hamilton 2030 Commonwealth Games bid. This bid represents a unique opportunity for our city and more specifically, the students who attend our schools.

In examining the development of possible plans for the Games and bid related programs that bring our students into the multi-faceted sport, cultural and social aspects of the Commonwealth Games, one aspect that stands out is the importance of the legacy of these Games to our students and to our city. This will be an unmatched learning and life experience. We look forward to partnering with you to bring our students and our community the opportunities that the Hamilton 2030 Commonwealth Games will afford.

As a bid partner, we look forward to helping bring the Commonwealth Games back home to Hamilton.

Yours very truly,

A handwritten signature in blue ink, appearing to read 'P. J. Daly', with a long, sweeping underline.

*Patrick J. Daly
Chairperson of the Board*

PJD/lm

November 4, 2019

As a learning institution, Hamilton-Wentworth District School Board (HWDSB) believes in fostering curiosity, creativity and possibility for its students. We do this so that local youth can learn and grow to their full potential in a diverse world.

It is in this spirit that we offer a letter of support for the Hamilton 100 bid to host the 2030 Commonwealth Games. This promises to be an exciting milestone for our community, marking the 100th anniversary of the games, first hosted in Hamilton in 1930.

Much has changed since 1930, but we also continue to see the legacy of the Commonwealth Games in our local facilities, sports history and sense of community pride. Hosting the games in 2030 would be a way for community partners to continue their city-building efforts, always ensuring that our community is inclusive and welcoming for all.

My colleagues and I at HWDSB look forward to working with the Hamilton 2030 bid team to make this dream a reality. This work would align with our continuing efforts to build positive cultures in our schools, to foster student well-being through mental and physical wellness, to revitalize our facilities and to work with partners to offer supports and programs outside of the traditional classroom.

The 2030 Games would be a one-in-a-lifetime opportunity for our students and staff, to volunteer, compete, host and connect with an international audience.

Thank you for considering the Hamilton 2030 bid, and appreciating why HWDSB lends its support to the effort. I look forward to collaborating so that we can enhance our city, our educational landscape and our partnerships in the years ahead.

Sincerely,

A handwritten signature in black ink, appearing to read 'Manny Figueiredo', written in a cursive style.

Manny Figueiredo
Director of Education



February 6, 2020

Commonwealth Games Federation
Commonwealth House
55-58 Pall Mall
London SW1Y 5JH
United Kingdom

RE: Hamilton bid for the 2030 Commonwealth Games

To Whom It May Concern,

The Industry Education Council of Hamilton is committed to fostering partnerships among industry, business, education and other community groups in Greater Hamilton, to support experiential learning opportunities for all learners. We understand the importance of collaborative partnerships in achieving successful learning outcomes for our youth and we commit our efforts to achieving this goal.

The 2030 Commonwealth Games marks a milestone for both the games and Hamilton, the city where the first-ever version of the games were held in 1930, then known as the British Empire Games. Reflecting about the past, with a vision to the future provides powerful learning for our young people who will be tomorrow's athletes, workers and parents. This provides our young people with a wonderful opportunity to understand the importance of the games globally and the relevance it has for our community. It is an opportunity to showcase how both the games and the city have evolved, and what can be achieved through common purpose.

As the founding city to the Commonwealth Games, Hamilton is positioned to demonstrate to the world the importance of a community uniting behind a noble cause. I wish to highly endorse and support the Hamilton 100 consortium who forms the leadership for our effort. If you require any further information, please feel free to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Cesare'.

Cesare Di Donato
Executive Director
cesare.didonato@iechamilton.ca / c 905-630-0752

November 7, 2019

P.J. Mercanti
HAMILTON100 President
Hamilton City Centre, 77 James Street North, Suite 300
Hamilton, Ontario
L8R 2K3

Dear Mr. Mercanti,

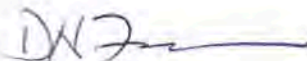
The first ever Commonwealth Games, hosted in Hamilton 89 years ago, were a landmark event for the city, of which we can all be proud. In that same year, citizens and civic leaders welcomed McMaster University to the city of Hamilton. Our shared history with the Games is one of the many reasons we are proud to lend our support to bringing them back home to Hamilton in 2030.

As you know, McMaster hopes to be a key partner in hosting the 2030 Commonwealth Games. We are able to provide a potential site for the athlete's village and offer use of our world class athletic facilities, including the Ron Joyce Stadium and Track.

McMaster has devoted the expertise of key staff to supporting Hamilton's bid and we look forward to working in partnership as we enter the next phase and assemble the details of the city's bid.

Thank you for your continued leadership as we seek to bring the Commonwealth Games to Hamilton in 2030.

Sincerely,



David Farrar
Acting President and Vice-Chancellor



| OFFICE OF THE PRESIDENT |

February 12, 2020

Dear Hamilton100 Committee:

Mohawk College is pleased to support a bid to host the 2030 Commonwealth Games in Hamilton. Returning the Commonwealth Games to Hamilton would be a historic moment for the city and shine a spotlight on a community that has grown and flourished since the games were first held here 100 years ago.

As a leader in providing experiential and work-integrated learning opportunities to students, Mohawk College sees this as an extraordinary opportunity for our students and graduates to play an active and significant role in a historic event. From the planning and preparation, to the games themselves, Mohawk students and graduates would benefit from the many opportunities an event of this size and significance would create. Likewise, the community would benefit from being able to leverage the talent and abilities of our students and graduates to ensure the games are a success for Hamilton.

As a college that is deeply committed to providing students with an exceptional education and the region's employers with the skilled and talented workforce they need, we would be proud to support a bid for Hamilton to host the 2030 Commonwealth Games.

Regards,

A handwritten signature in black ink, appearing to read "Ron J. McKerlie".

Ron J. McKerlie
President



T. 905-575-2222 | F. 905-575-2313
135 Fennell Ave W
Hamilton, ON L9C 0E5

mohawkcollege.ca



ONTARIO CYCLING ASSOCIATION INC.

2015 Pan Am Boulevard, Suite 2, Milton, Ontario L9E 0K7

Telephone: 416-855-1717

Attention: Commonwealth Games Canada 2030 Bid Review Committee

Re: Cycling Events for the Hamilton 2030 Commonwealth Games Bid

November 7th, 2019

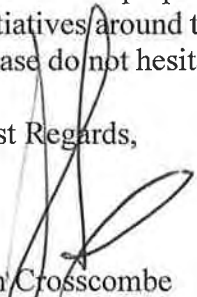
To Whom It May Concern:

This letter is in support of the Hamilton Bid Committee's cycling program intended for the 2030 Commonwealth Games. We have had several discussions and reviewed the technical plans from the Committee and we fully endorse their cycling plans.

We at the Ontario Cycling Association (OCA) believe this will be an excellent development opportunity for the sport of cycling in the Hamilton area. As I am sure you are aware, a strong cycling community already exists in the region. This was created in part from the successful World Road Cycling Championships in 2003 and the ongoing efforts of the Ontario Cycling Association.

The OCA is prepared to answer any questions you might have with respect to the cycling initiatives around the Hamilton 2030 bid. Should you have any further comments or concerns, please do not hesitate to call me at (416) 855-1717.

Best Regards,



Jim Crosscombe
Chief Executive Officer
Ontario Cycling Association.



November 10, 2019

PJ Mercanti

Hamilton100 Commonwealth Bid Corporation

City Center, 77 James Street, North, Suite 300

Hamilton, ON L8R 2K3

Dear Mr. Mercanti,

The Board of Directors of SportHamilton fully supports and whole-heartedly endorses the Hamilton100 bid to host the 2030 Commonwealth Games, the 100th Anniversary and the birthplace of the Games.

As the Official Sport Council for the City of Hamilton, SportHamilton is dedicated to the promotion, support and enhancement of sport in the Hamilton community. SportHamilton plays a leadership role in Hamilton and represents a unified sport community with over 1000 volunteers that support life-long, healthy opportunities that enhance participation and quality sport for all through innovative and diverse programming.

Hamilton has a proud history of hosting various sporting event competitions that include Local, Provincial, National, and International levels. SportHamilton and its member sport organizations are excited and honoured to volunteer and contribute to the successful planning and hosting of the 2030 Games. Hamilton's base of volunteers, one of the largest in Canada, is eager to participate in this historic opportunity.

We look forward to the upcoming announcement of the winning bid city and pledge our genuine commitment to bringing the Commonwealth Games home to Hamilton.

Sincerely Yours in Sport,

Helen Downey

President, SportHamilton

Sport for All

SPORHAMILTON VOLUNTEER BOARD OF DIRECTORS: Helen Downey, Val Sarjeant, Dave, Strecker, Marcello Campanaro, Gord Vignault, Shelley D'Angelo, Hilary Caldwell, Al Craig, Heidi Davidson, Bernard DuBois, Sam Hart, Geraldine Heaney, Elizabeth Hooker, Hayley Hopkins, Ian Marley, Michael McCarthy, Amanda Morelli, Taylor Ormond, Krystn Orr, Marco Perri, Dave Rashford, Franco Valconi, Ed Valtenbergs, Scott Weldon



P.J. Mercanti
Hamilton 100 Bid Corporation President
Hamilton City Centre
77 James Street North
Suite 300
Hamilton ON
L8R 2K3

November 13, 2019

Dear P.J.,

Stoney Creek Athletics actively supports the opportunity to bring the 2030 Commonwealth Games back to Hamilton. As a leader in the track and field community, our organization realizes the importance of sport and the role it plays in developing participants of all ages and abilities. Stoney Creek Athletics is a major advocate of the Hamilton 100 Bid and bringing the Commonwealth Games home.

Hamilton hosted the first British Empire Games in Hamilton in 1930; it would be a remarkable legacy to bring the games back. There are numerous benefits for our wonderful city and for our residents of Hamilton.

The track and field community welcomes new and improved track and field facilities for our athletes to use after the games have concluded. As this will greatly assist with the athletic development for hundred of young athletes in our community for years to come.

Sincerely,

Val Sarjeant
President



November 8, 2019

Hello,

The Hamilton Spectator is both pleased and excited to support our city's bid to bring the Commonwealth Games to Hamilton.

When the first British Empire Games were held in Hamilton in 1930, it was not simply an event that inspired citizens and visitors alike from around the world, it became a proud and indelible part of our collective consciousness, a highlight of our history, an important aspect of our character.

To be sure, sporting events as the Games bring people together from many different walks of life and help nurture peace and understanding. But for Hamilton, the Games would have a positive impact on our community in terms of social and economic development, among other things, and be easily as transformational as the first Games a century ago. What better way to celebrate the 100th anniversary than to bring it back to the place where it all began?

Thank you for the opportunity to showcase our great city and our passion for the Games.

Sincerely,

A handwritten signature in black ink that reads "Neil Oliver". The signature is fluid and cursive, with a long horizontal stroke at the end.

Neil Oliver
Publisher



November 20, 2019

P.J. Mercanti Hamilton
100 Bid Corporation President
Hamilton City Centre
77 James Street North, Suite 300
Hamilton, ON L8R 2k3

Dear Mr. Mercanti,

It is with great pleasure that Wesley offers their support for Hamilton to host the 2030 Commonwealth Games. Outstandingly, should the Games return to this city in 2030 it would be a historical event, marking Hamilton's 100th year since the last time we hosted in 1930. It seems a natural process to bring the Games back to its humble beginnings. This marks a huge point in history for Hamilton and we have grown so much since then as a city.

Our agency assists people of Hamilton of all ages and demographics, and with something as big as the Commonwealth Games, we anticipate it would only bring more opportunities for our youth and families. As a community-serving agency, we hope the Commonwealth Games will bring more job opportunities, and affordable housing for people of our city, utilizing the infrastructure developed for this endeavour. With the Games in Hamilton, we can expand and build on existing services to better meet the needs of our municipality.

Hosting the Commonwealth Games right here in Hamilton for 2030 would be exciting, inclusive, and so much potential for all of Hamilton. Wesley is in full support of this ambitious dream.

Let's bring the games back to Hamilton for its 100th year!

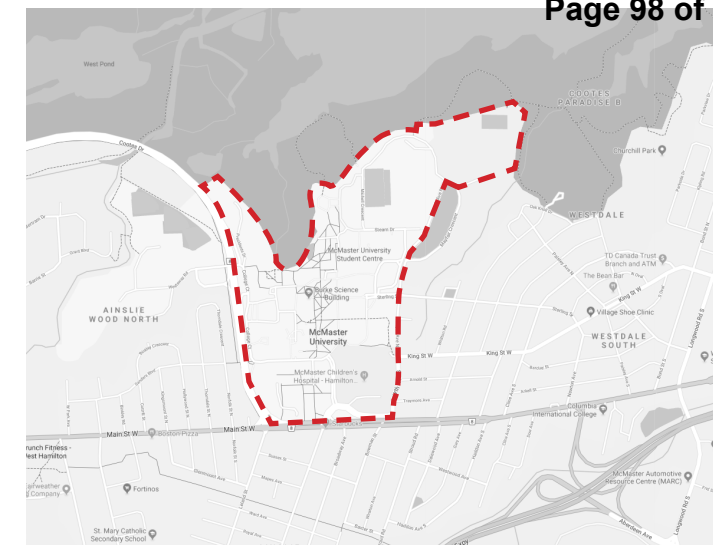
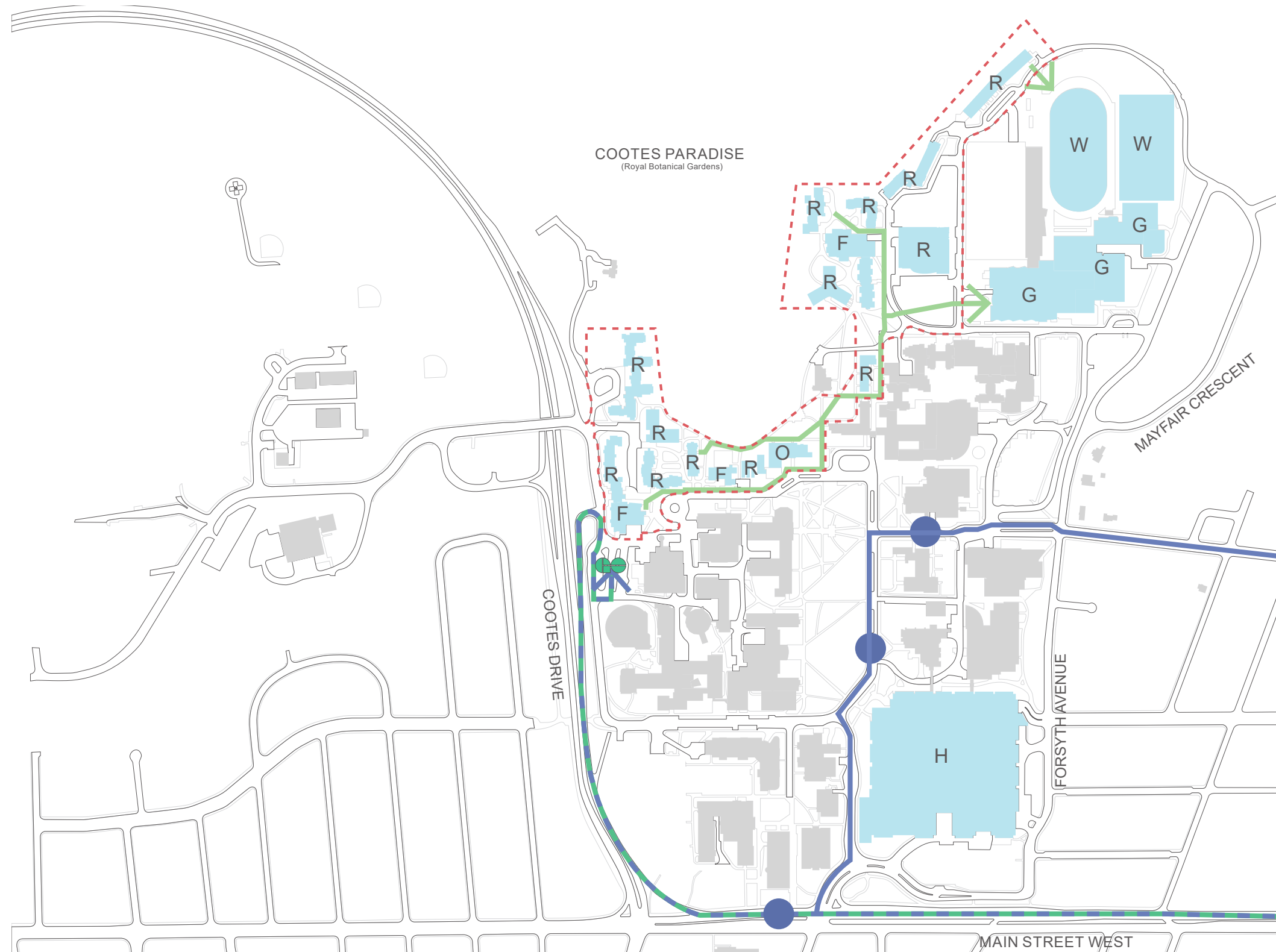
All the best,

A handwritten signature in black ink, appearing to read 'Denise Scott', written over a light grey rectangular background.

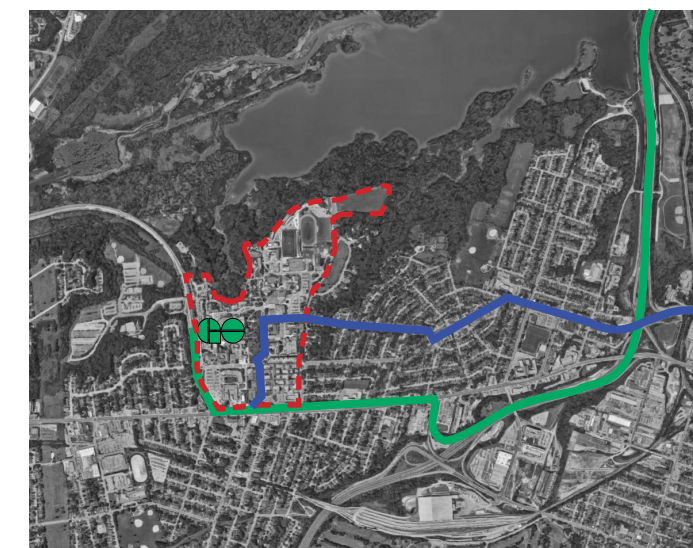
Denise Scott
Senior Director of Children, Youth and Family Services

Site Plans and Block Plans





LOCATION - NTS



TRANSIT - NTS

TRANSIT LEGEND

- HSR ROUTE
- GO ROUTE
- GO STATION
- LOCATION

drawing no.:

01

drawing title:

ATHLETE'S VILLAGE

SITE PLAN

McMaster University

Legend:

- Existing Infrastructure
- Secure Perimeter
- Transit Route
- Transit Stop
- Athletes/Media/Officials Circulation
- Residential
- Food & Beverage
- Operations
- Gym
- Warmup
- Hospital



mcCallumSather

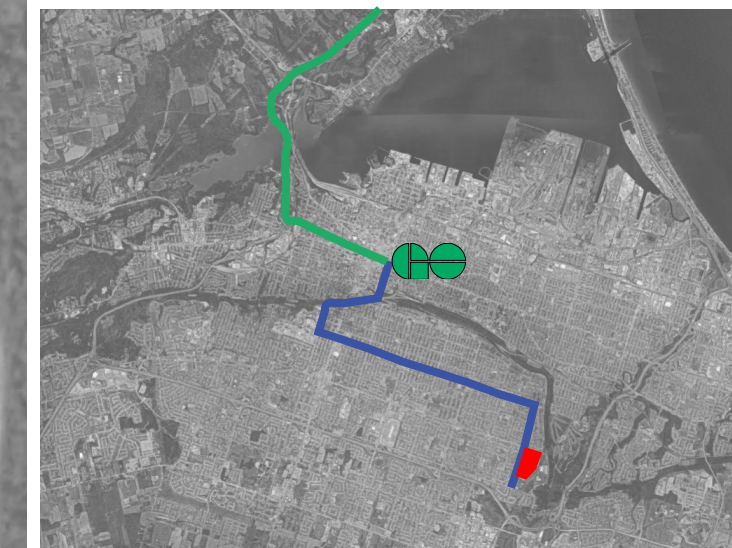
286 Sanford Ave N
(905)-526-6700



date: 2020-03-06 revision #: 2 scale: 0 5 10 20 40 80 160 meters



LOCATION - NTS



TRANSIT - NTS



drawing no.:

02-1

drawing title:

ATHLETICS
SITE PLAN
Mohawk Sport Park

Legend:

- Permanent Infrastructure
- Temporary Venue
- Secure Perimeter
- General Public/Games Family Circulation
- ▲ Back of House Entrance
- ▲ Spectator Entrance

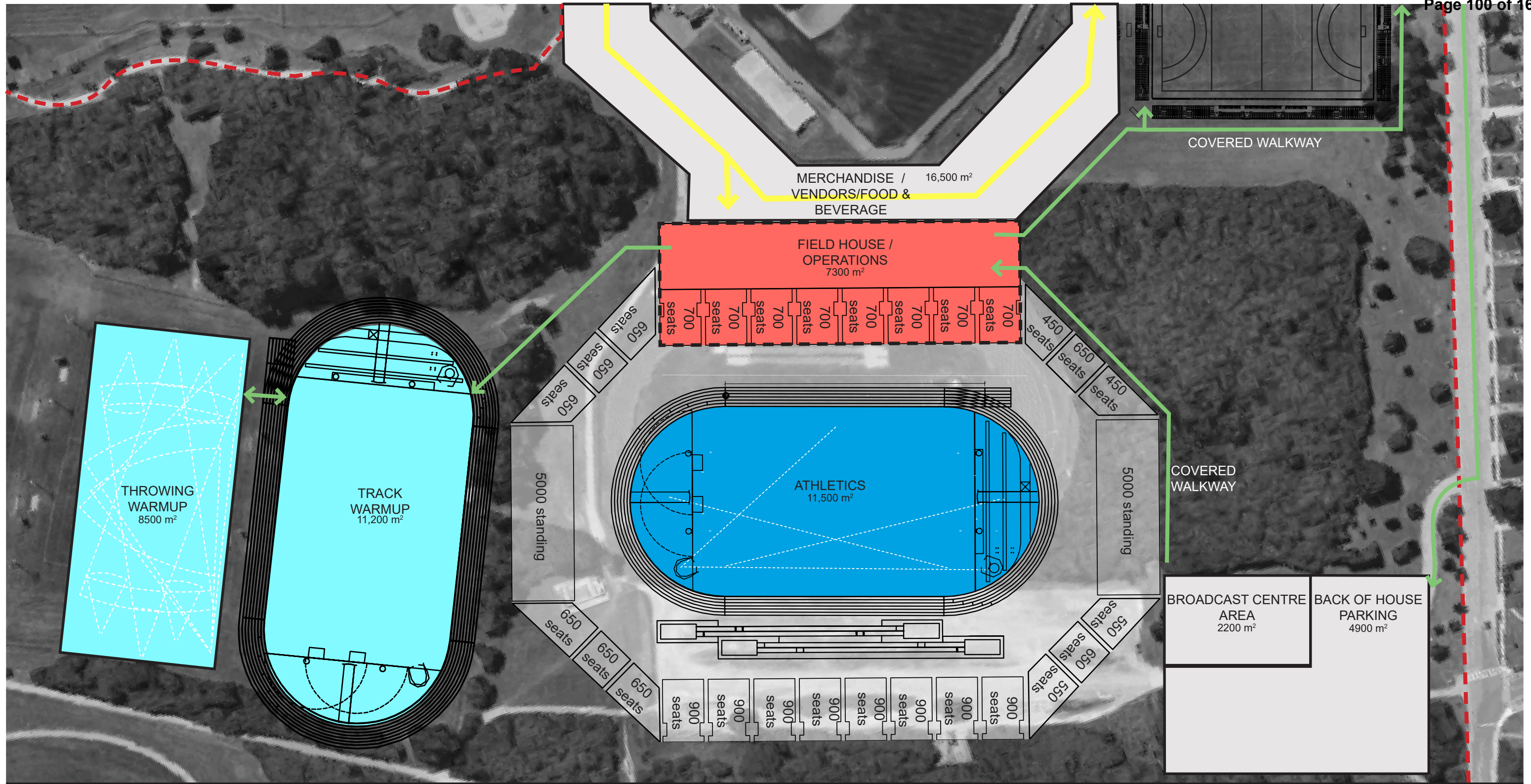


mcCallumSather

286 Sanford Ave N
(905)-526-6700



date: 2019-10-10 revision #: 2 scale: meters



drawing no.:

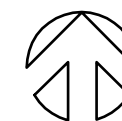
02-2

drawing title:

ATHLETICS
 BLOCK PLAN
 Mohawk Sports Park

Legend:

- Field of Play
- Warmup Area
- Permanent Infrastructure
- Other Spaces
- - - Secure Perimeter
- General Public/Games Family Circulation
- Athletes/Media/Officials Circulation



mcCallumSather

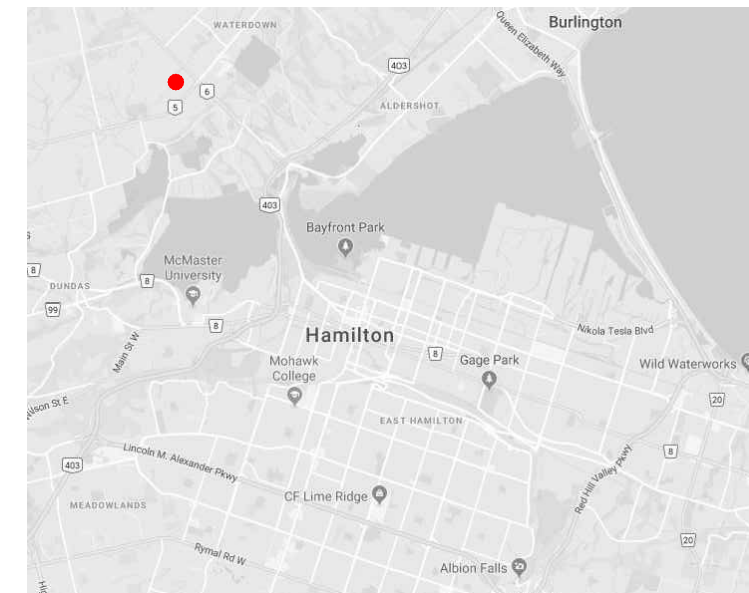
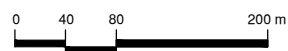
286 Sanford Ave N
 (905)-526-6700



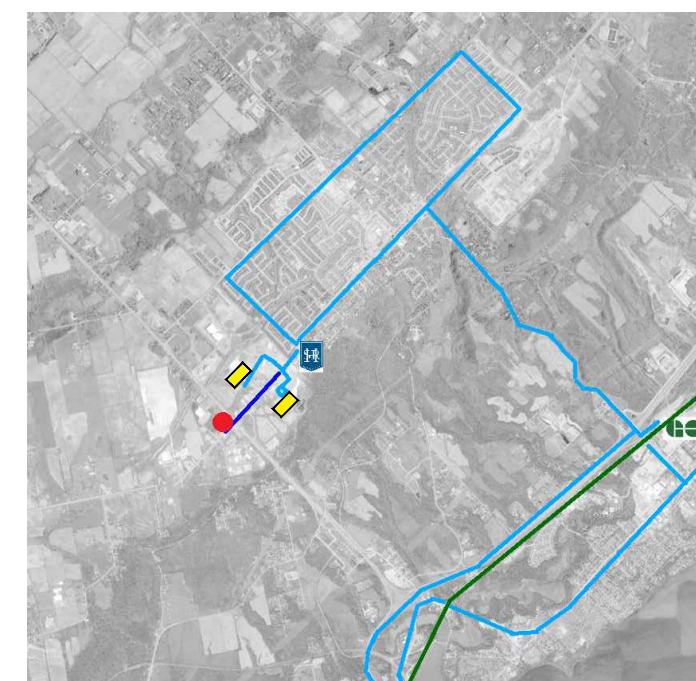
date: 2019-10-10 revision #: 2 scale: meters



SITE PLAN



LOCATION N.T.S.



- TRANSIT LEGEND**
- HSR ROUTE —
 - GO ROUTE —
 - VEHICLE SUPPORT —
 - EXTENDED HSR ROUTE —
 - GO STATION ●
 - LOCATION ●
 - GAMES RESERVED MALL PARKING

TRANSIT N.T.S.

drawing no.:

3.4

drawing title:

**BADMINTON
SITE PLAN**

Harry Howell Twin-Pad Arena

SITE PLAN

- Existing infrastructure, no permanent works
- Existing infrastructure, permanent works required
- Planned permanent infrastructure (irrespective of the Games)
- Additional permanent infrastructure (Games dependant)
- Temporary Venues





drawing no.:

3.5

drawing title:

**BADMINTON
 BLOCK PLAN**
 Harry Howell Twin-Pad Arena

date: 2020-02-04 scale: 1:1000 For Drawings 03.1 to 03.3 See Part 1 Submission

BLOCK PLAN

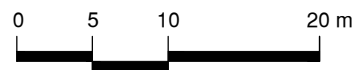
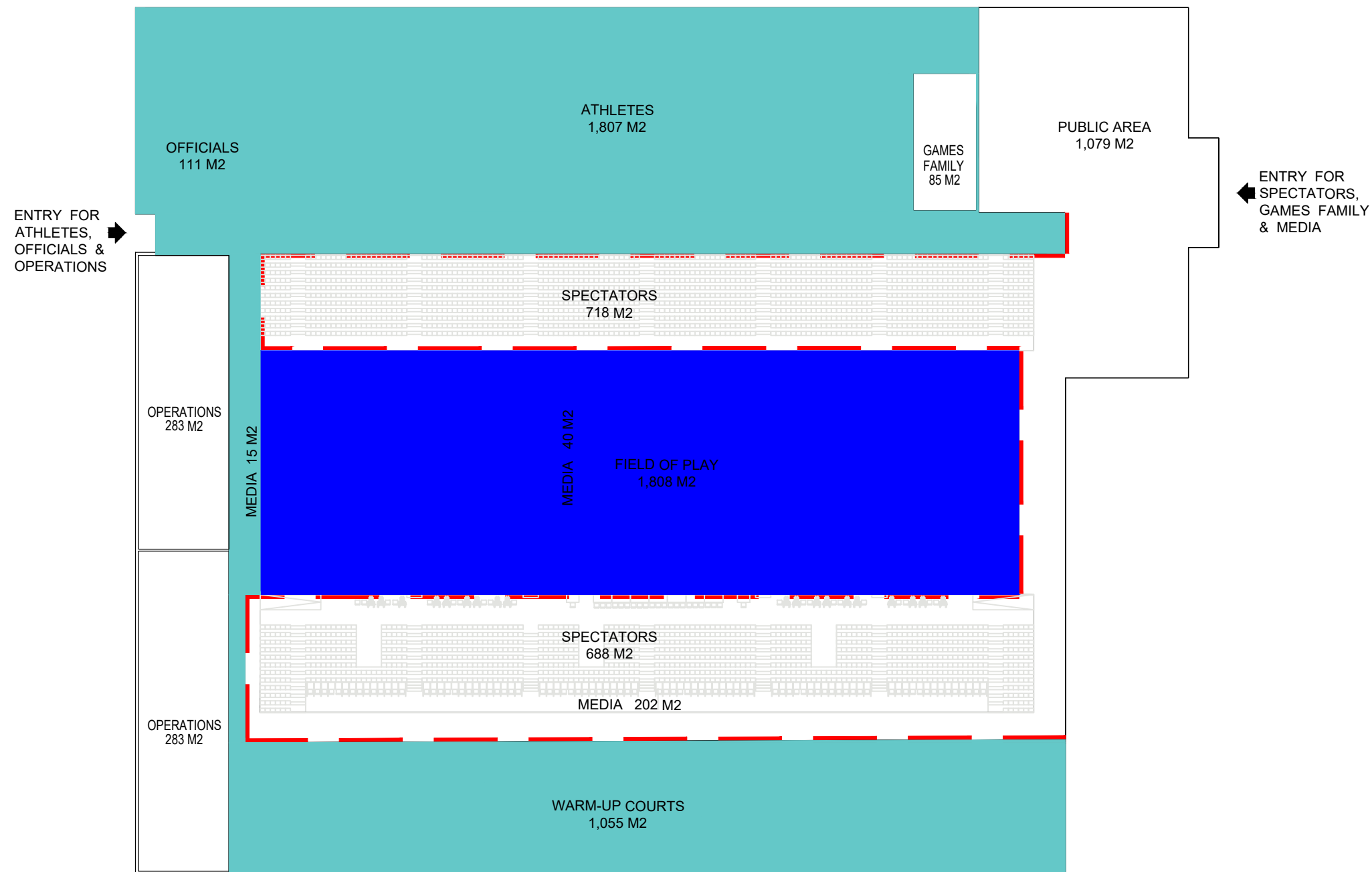
- Existing infrastructure, no permanent works
- Existing infrastructure, permanent works required
- Planned permanent infrastructure (irrespective of the Games)
- Additional permanent infrastructure (Games dependent)
- Temporary Venues

STAGING AREA COMPONENTS

The approximate breakdown of the Staging Area is as follows:

Broadcast Compound	810 m2
Operations Compound	410 m2
Media & Press	270 m2
Logistics	270 m2
Catering	240 m2
Venue Management	150 m2
Security	150 m2
Tech Comms	150 m2
Plant	120 m2
IT	120 m2
Work Force	90 m2
Cleaning and Waste	90 m2
ARC	60 m2
Merchandise	60 m2
Total	3,000 m2





drawing no.:

3.6

drawing title:

BADMINTON
INTERIOR SPACE PLAN
 Harry Howell Twin-Pad Arena

date: 2020-02-04 scale: 1:500 For Drawings 03.1 to 03.3 See Part 1 Submission

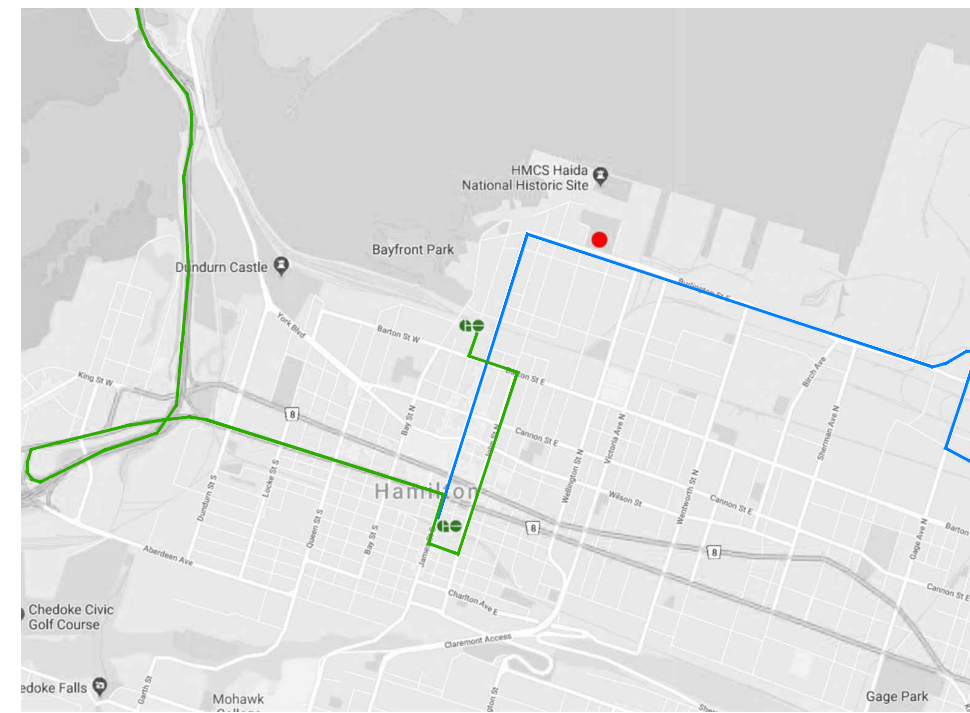
SPACE ALLOCATION

- Field of Play
- Warm-up and training area
- Venue Secure Perimeter
- all other spaces/areas





Location N.T.S.




Transit N.T.S.

drawing no.:
04.5

drawing title:
**RETROFIT FACILITY LAYOUT
BASKETBALL**

date: 2020-02-10 scale: 1:1200 revision #: 1 For Drawings 03.1 to 03.3 See Part 1 Submission

facility:
Eastwood Arena
111 Burlington St. E



- Drawing Legend:
- Existing infrastructure, no permanent works
 - Existing infrastructure, permanent works required
 - Planned permanent infrastructure (irrespective of the Games)
 - Additional permanent infrastructure (Games dependant)
 - Temporary Venues



25 main street west
suite 1800
(905)522-0220





drawing no.:

04.6

drawing title:

**RETROFIT FACILITY LAYOUT
BASKETBALL**

facility:

Hamilton City Hall
100 Main Street West

Drawing Legend:

- Field of play
- Warm-up and training area
- venue Secure perimeter
- all other spaces/areas



date: 2019-08-01

scale: 1:100

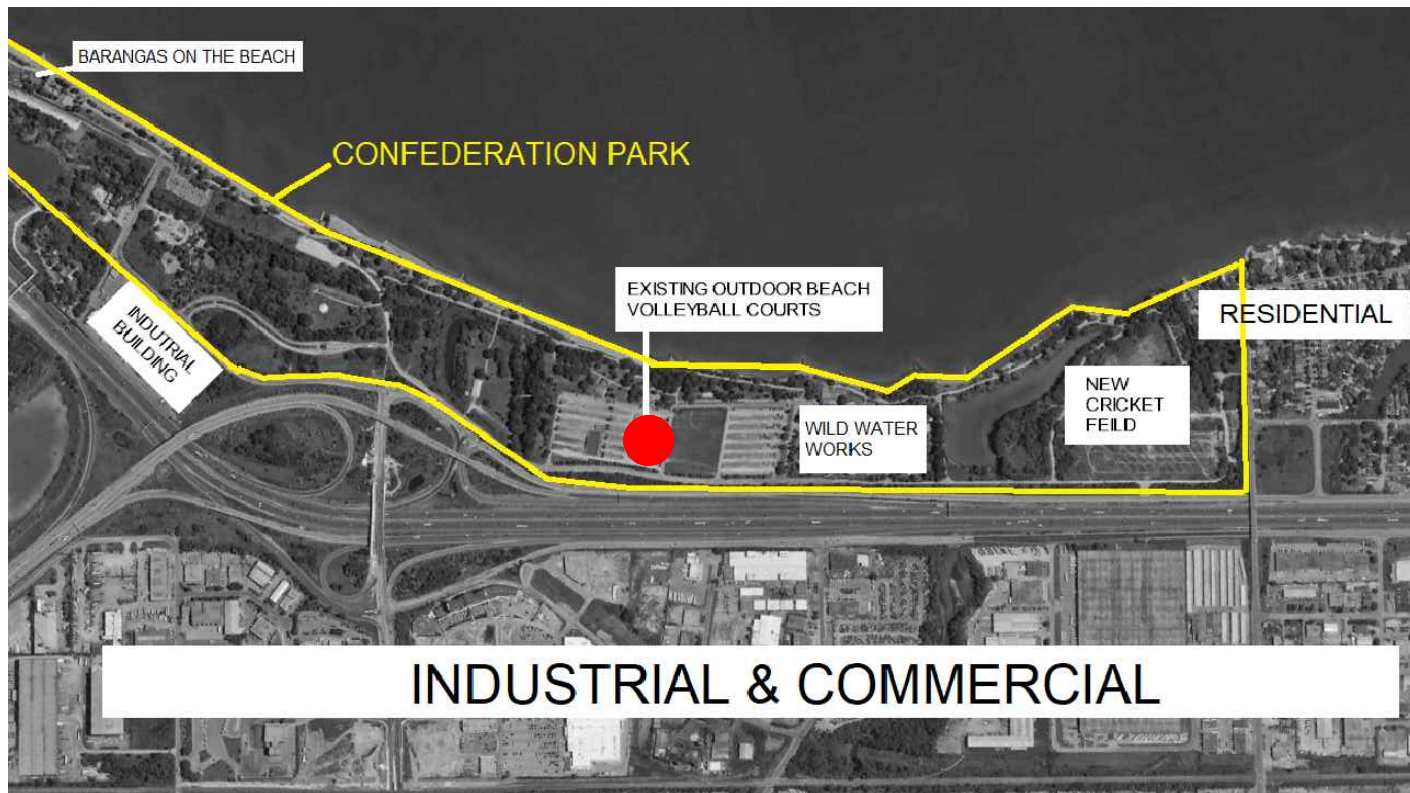
revision #: 1

For Drawings 03.1 to 03.3 See Part 1 Submission



25 main street west
suite 1800
(905)522-0220

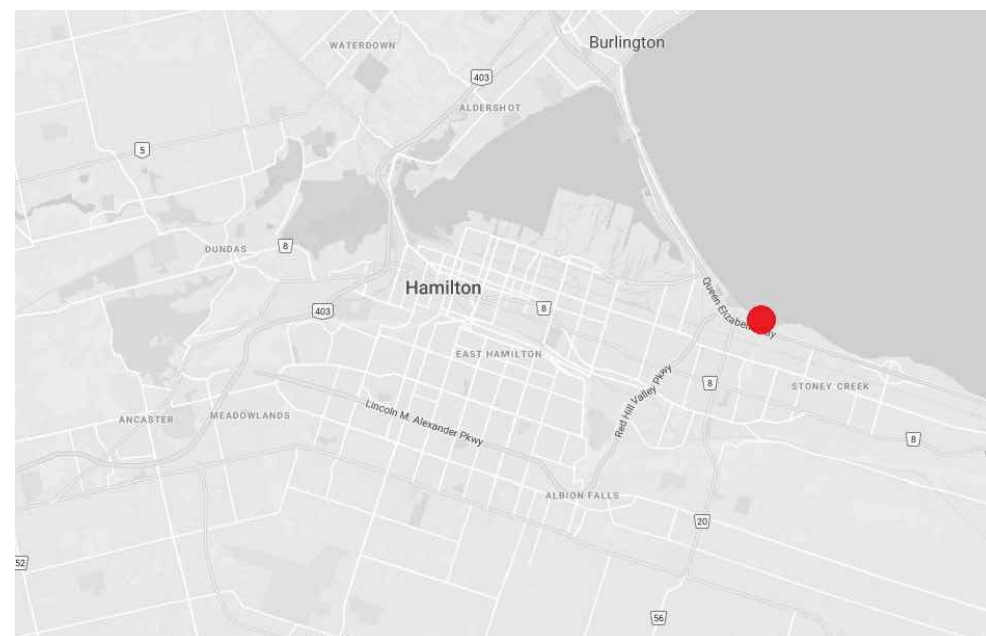




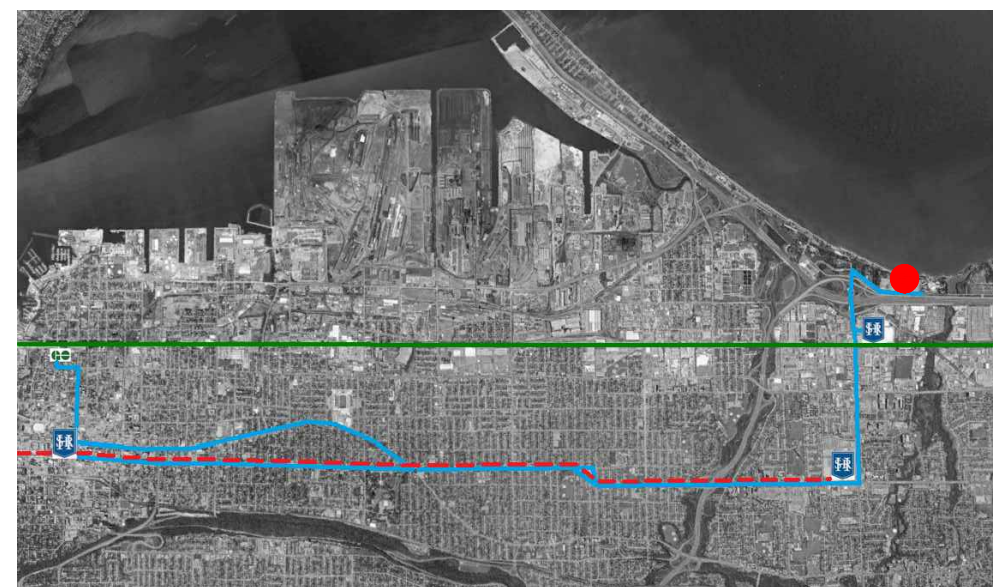
NEIGHBOURHOOD PLAN 1:15,000



SITE PLAN 1:4,000



LOCATION N.T.S.



TRANSIT N.T.S.

TRANSIT LEGEND
 HSR ROUTE
 FUTURE RAPID TRANSIT
 GO ROUTE
 VEHICLE SUPPORT
 GO STATION
 LOCATION

drawing no.:

5.5

drawing title:

**BEACH VOLLEYBALL
 SITE PLAN
 CONFEDERATION PARK**

date: 2020-02-04

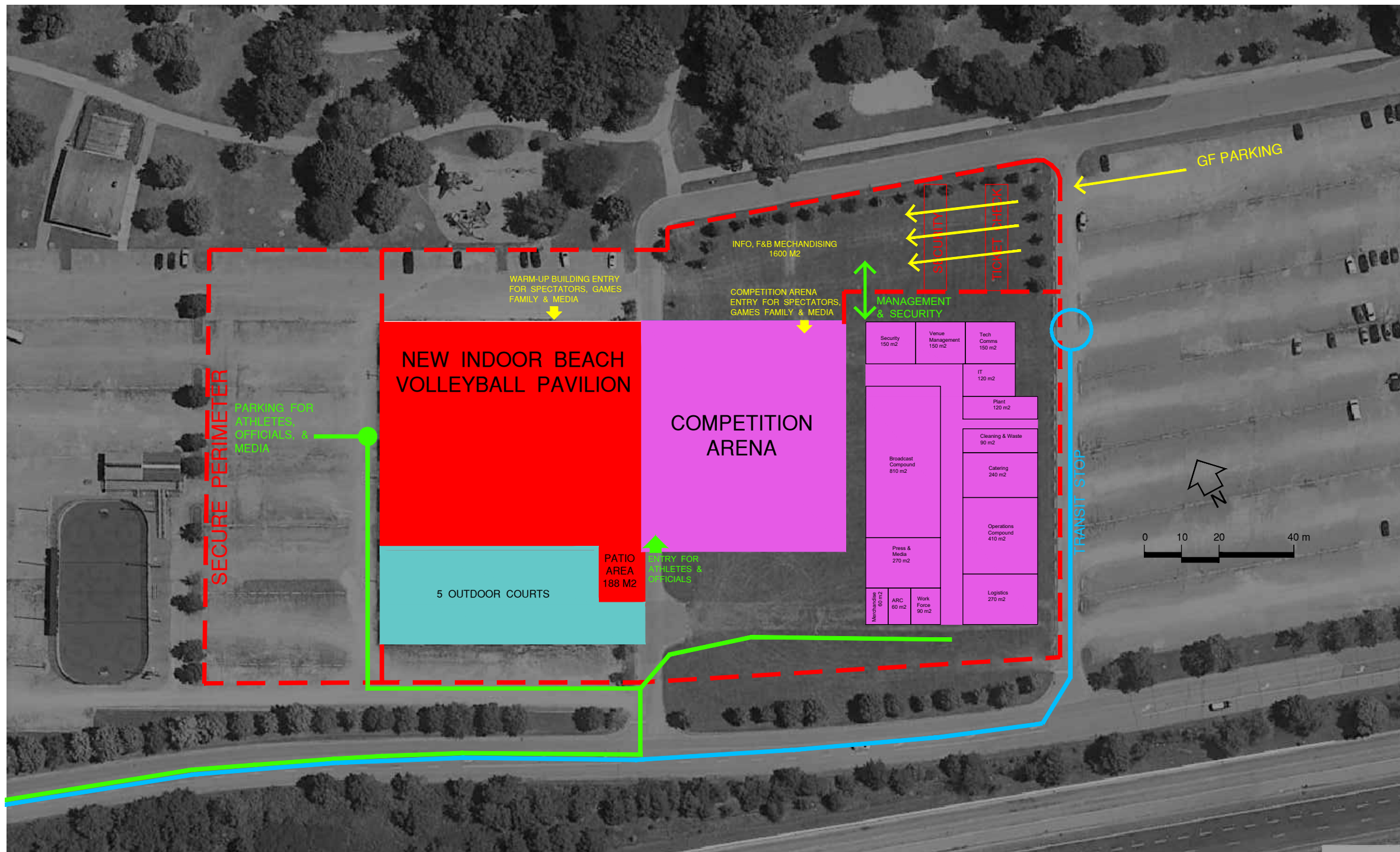
scale: NTS

For Drawings 05.1 to 05.4 See Part 1 Submission

SITE PLAN

- Existing infrastructure, no permanent works
- Existing infrastructure, permanent works required
- Planned permanent infrastructure (irrespective of the Games)
- Additional permanent infrastructure (Games dependent)
- Temporary Venues





drawing no.:

5.6

drawing title:

**BEACH VOLLEYBALL
 BLOCK PLAN
 CONFEDERATION PARK**

date: 2020-02-04

scale: 1:1,200

For Drawings 05.1 to 05.4 See Part 1 Submission

BLOCK PLAN

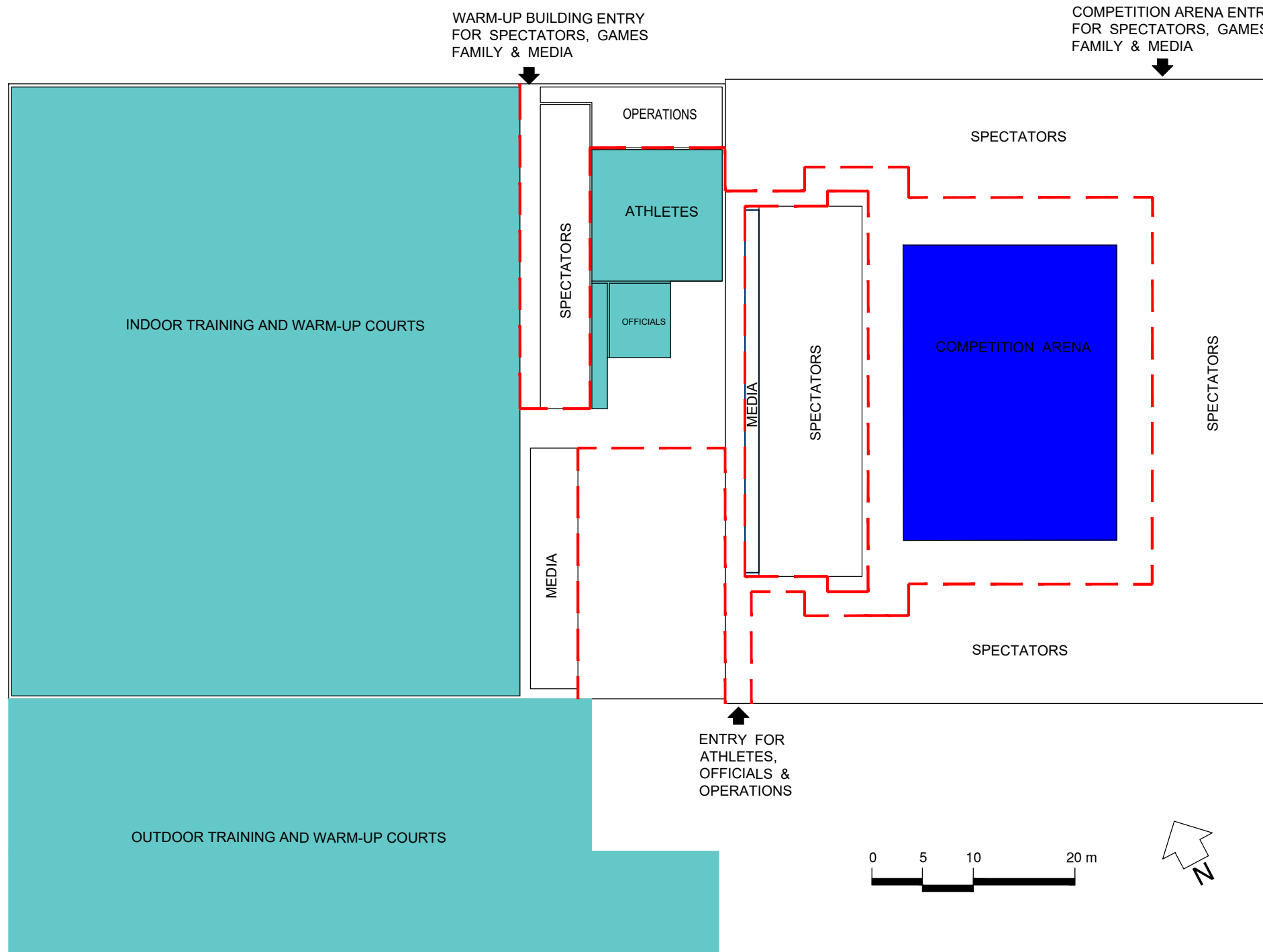
- Existing infrastructure, no permanent works
- Existing infrastructure, permanent works required
- Planned permanent infrastructure (irrespective of the Games)
- Additional permanent infrastructure (Games dependent)
- Temporary Venues

STAGING AREA COMPONENTS

The approximate breakdown of the Staging Area is as follows:

Broadcast Compound	810 m2
Operations Compound	410 m2
Media & Press	270 m2
Logistics	270 m2
Catering	240 m2
Venue Management	150 m2
Security	150 m2
Tech Comms	150 m2
Plant	120 m2
IT	120 m2
Work Force	90 m2
Cleaning and Waste	90 m2
ARC	60 m2
Merchandise	60 m2
Total	3,000 m2





drawing no.:
5.7

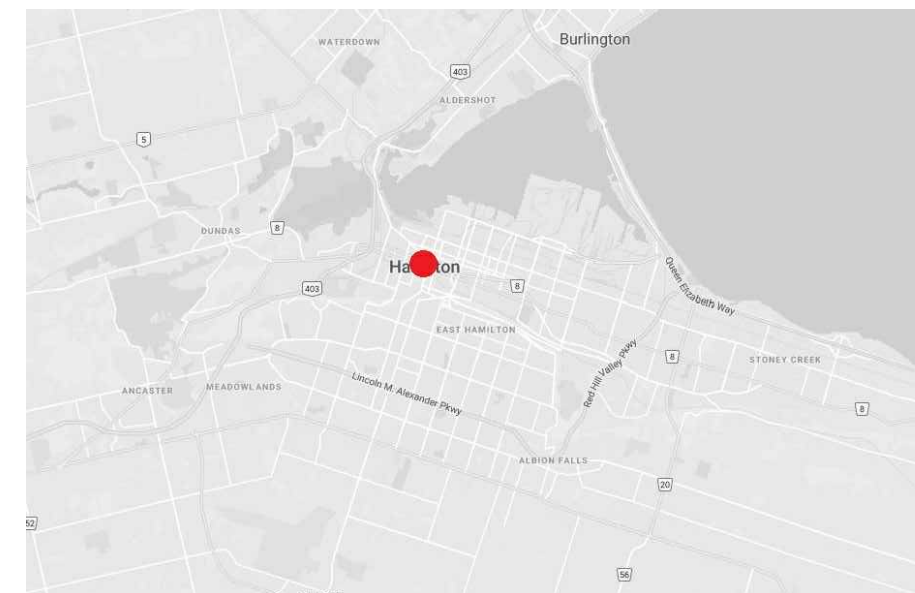
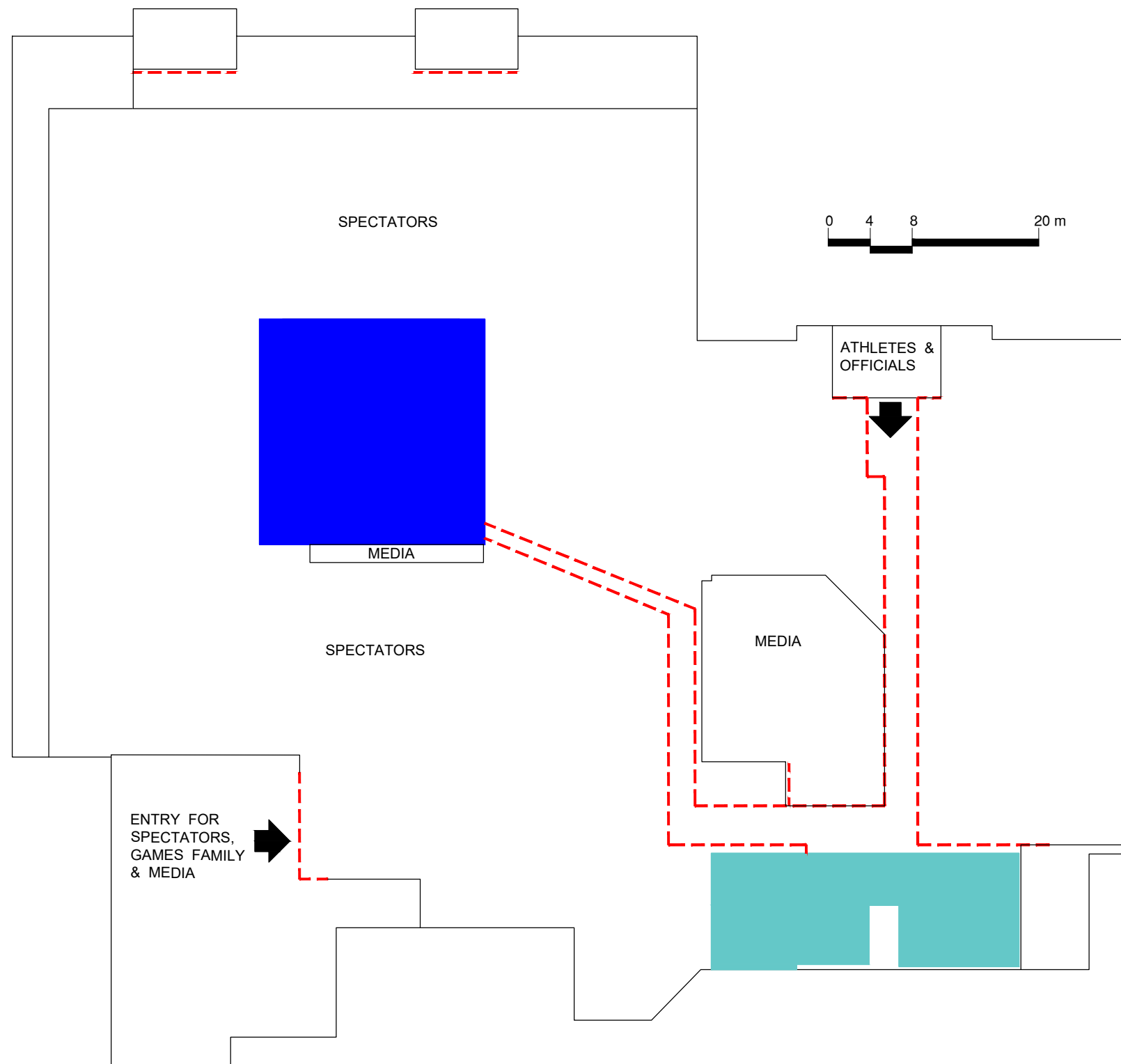
drawing title:
**BEACH VOLLEYBALL
 FLOOR PLAN
 CONFEDERATION PARK**

date: 2020-02-04 scale: 1:500 For Drawings 05.1 to 05.4 See Part 1 Submission

SPACE ALLOCATION

- Field of Play
- Warm-up and training area
- Venue Secure Perimeter
- all other spaces/areas





LOCATION N.T.S.



TRANSIT

TRANSIT LEGEND
 HSR ROUTE
 FUTURE RAPID TRANSIT
 GO ROUTE
 GO STATION
 EXISTING BLDG
 FUTURE BLDG AREA

drawing no.:

6.4

drawing title:

**BOXING
 FLOOR PLAN**
 NEW CONVENTION CENTRE
 DOWNTOWN CORE

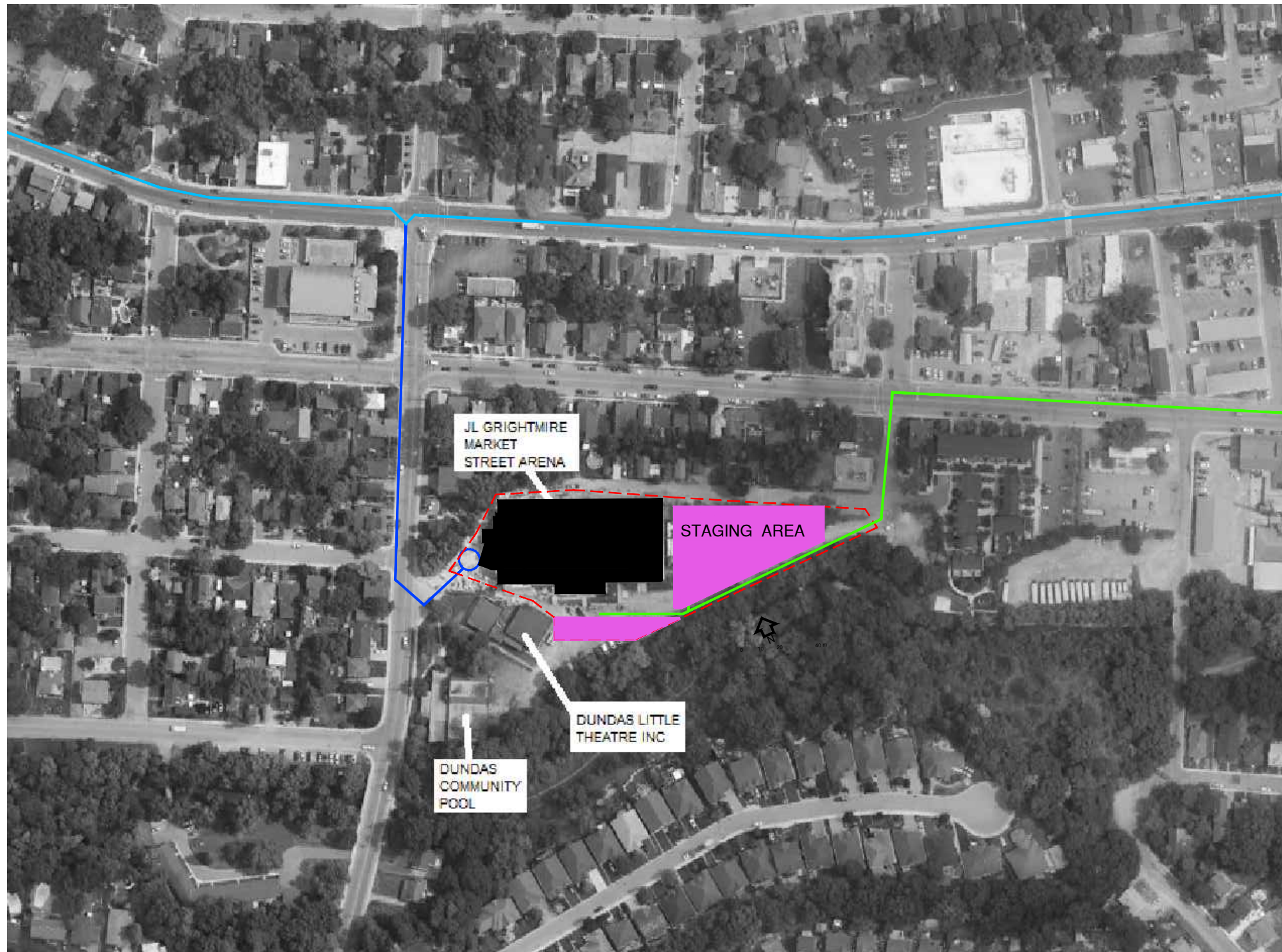
date: 2020-02-04 scale: 1:2,000 For Drawings 06.1 to 06.3 See Part 1 Submission

SPACE ALLOCATION

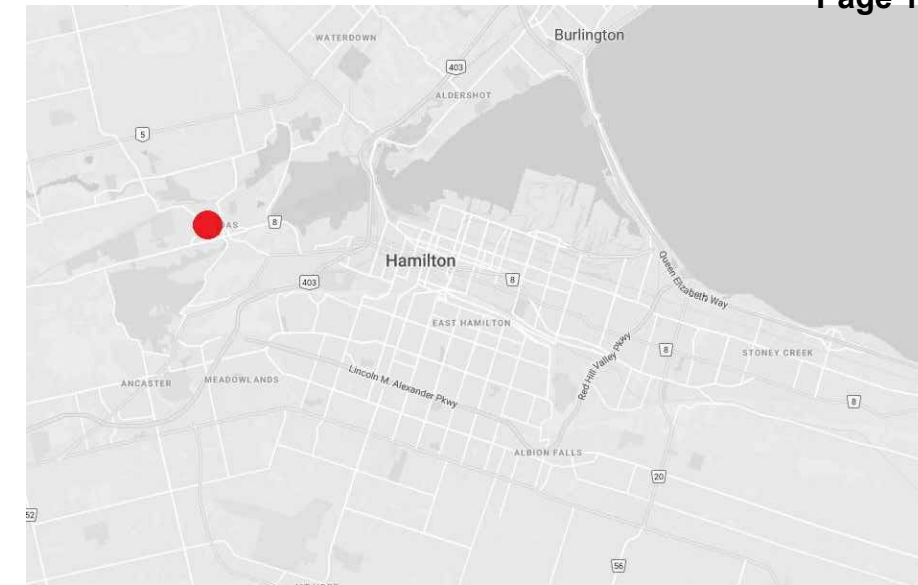
- Field of Play
- Warm-up and training area
- Venue Secure Perimeter
- all other spaces/areas

- Preferred location is in the planned new Convention Centre which will be somewhere in the city core.
- Staging Area would be in underground parking of Convention Centre.





SITE PLAN 1:2500



LOCATION N.T.S.



TRANSIT N.T.S.

TRANSIT LEGEND

- HSR ROUTE
- EXTENDED HSR ROUTE
- GO ROUTE
- GO STATION
- VEHICLE SUPPORT LOCATION

drawing no.: **6.5**
 drawing title: **BOXING SITE PLAN**
 ALTERNATIVE VENUE
 JL GRIGHTMIRE MARKET STREET ARENA
 date: 2020-02-04 scale: 1:2,500 For Drawings 06.1 to 06.3 See Part 1 Submission

SITE PLAN

- Existing infrastructure, no permanent works
- Existing infrastructure, permanent works required
- Planned permanent infrastructure (irrespective of the Games)
- Additional permanent infrastructure (Games dependent)
- Temporary Venues

In the event that the new Convention Centre is not built, this site becomes the venue location.





drawing no.:

6.6

drawing title:

BOXING BLOCK PLAN

ALTERNATIVE VENUE
JL GRIGMIRE MARKET STREET ARENA

date: 2020-02-04

scale: 1:1000

For Drawings 06.1 to 06.3 See Part 1 Submission

BLOCK PLAN

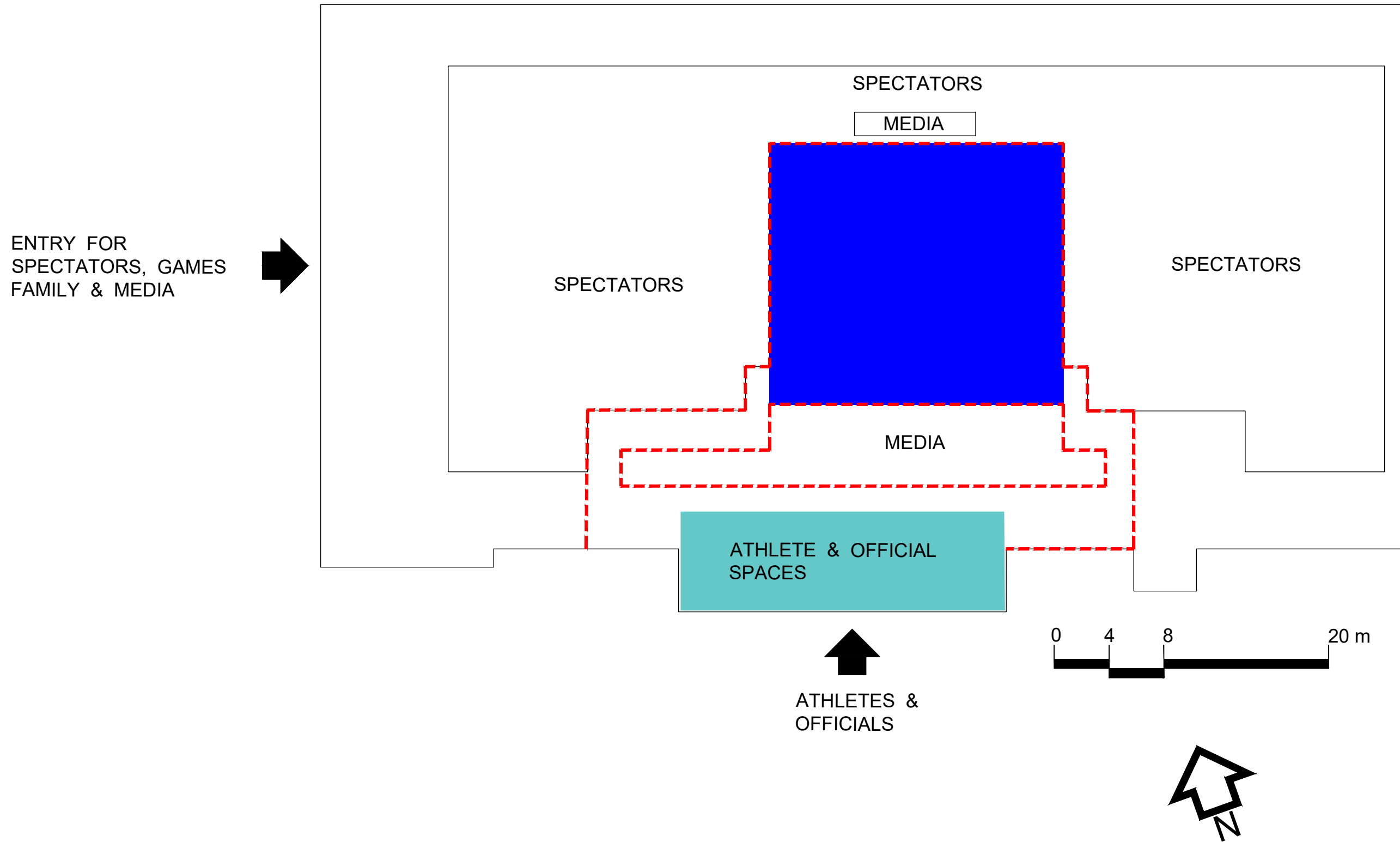
- Existing infrastructure, no permanent works
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- Additional permanent infrastructure (Games dependent)
- Temporary Venues

STAGING AREA COMPONENTS

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Tech Comms	150 m ²
Plant	120 m ²
IT	120 m ²
Work Force	90 m ²
Cleaning and Waste	90 m ²
ARC	60 m ²
Merchandise	60 m ²
Total	3,000 m²





drawing no.:

drawing title:

6.7

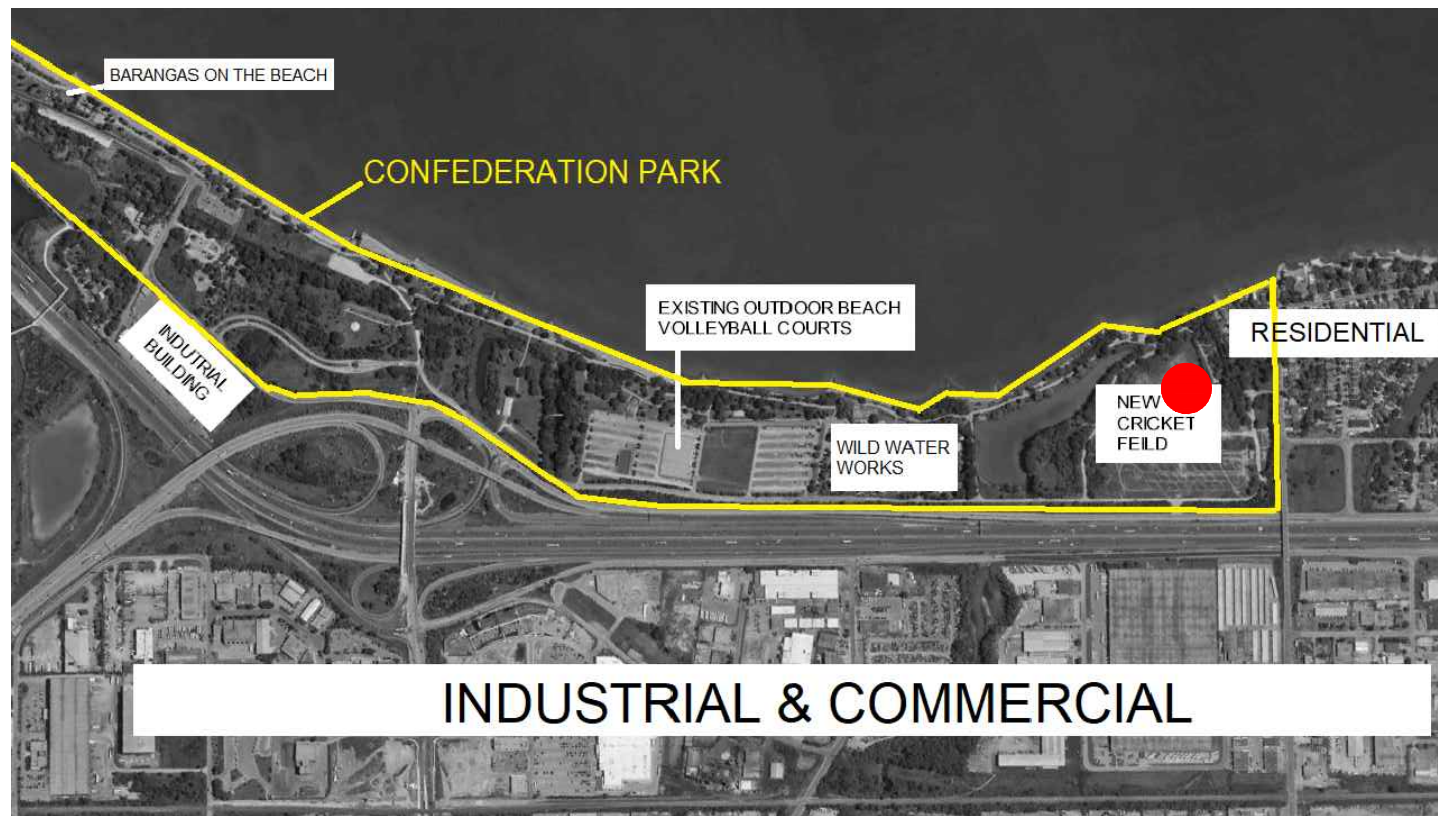
**BOXING
FLOOR PLAN**
ALTERNATIVE VENUE
JL GRIGHTMIRE MARKET STREET ARENA

date: 2020-02-04 scale: 1:300 For Drawings 06.1 to 06.3 See Part 1 Submission

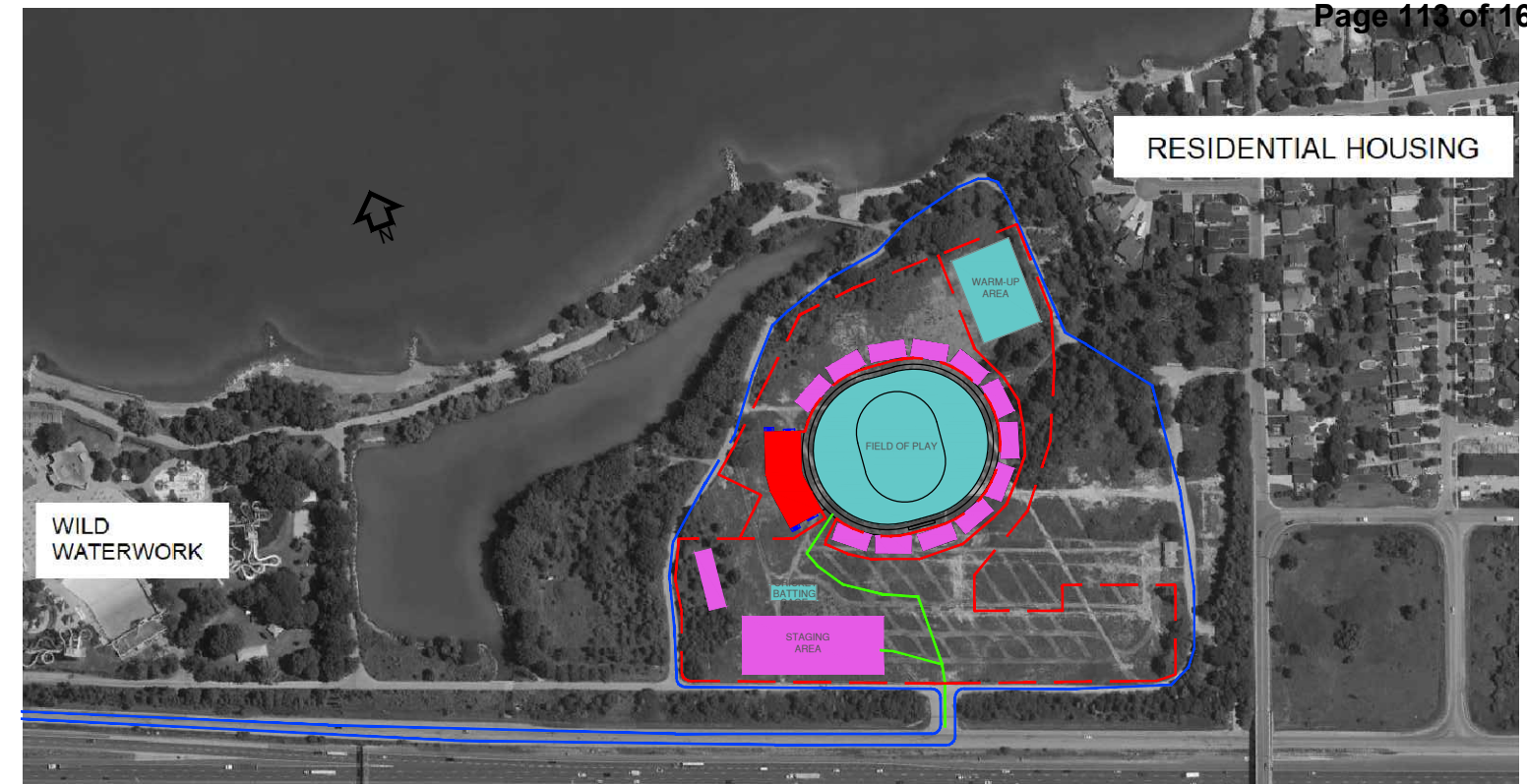
SPACE ALLOCATION

- Field of Play
- Warm-up and training area
- Venue Secure Perimeter
- all other spaces/areas

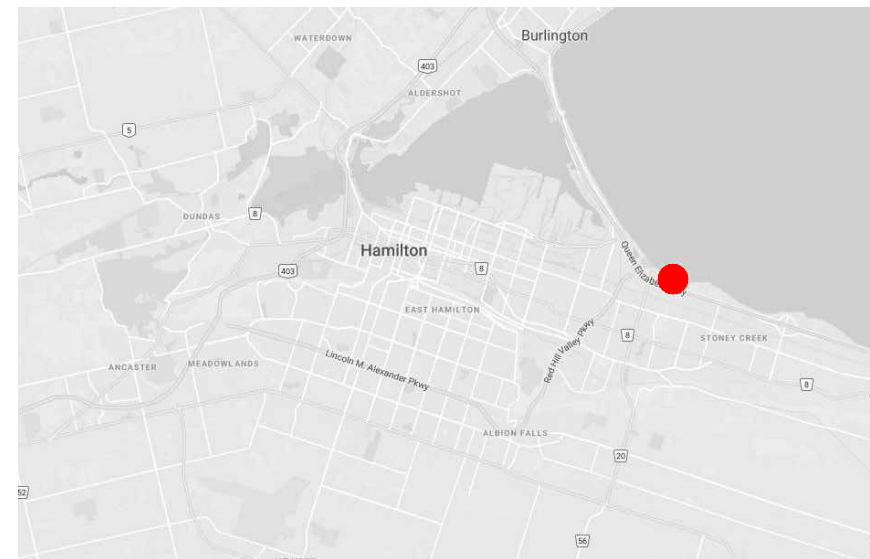




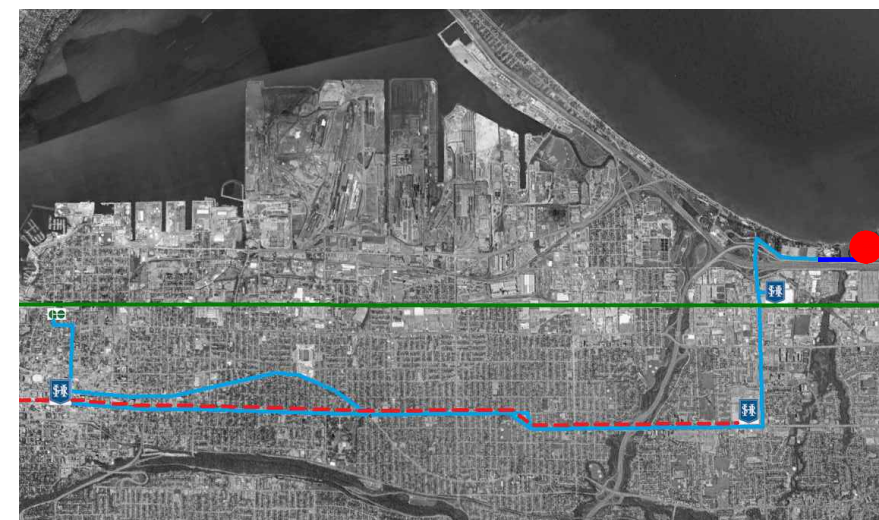
NEIGHBOURHOOD PLAN 1:15000



SITE PLAN 1:5000



LOCATION N.T.S.



TRANSIT N.T.S.

TRANSIT LEGEND

- HSR ROUTE ———
- GO ROUTE ———
- VEHICLE SUPPORT ———
- EXTENDED HSR ROUTE ———
- FUTURE RAPID TRANSIT - - - - -
- GO STATION ⊕
- LOCATION ○

drawing no.:

7.5

drawing title:

CRICKET
SITE PLAN
CONFEDERATION PARK

date: 2020-02-04

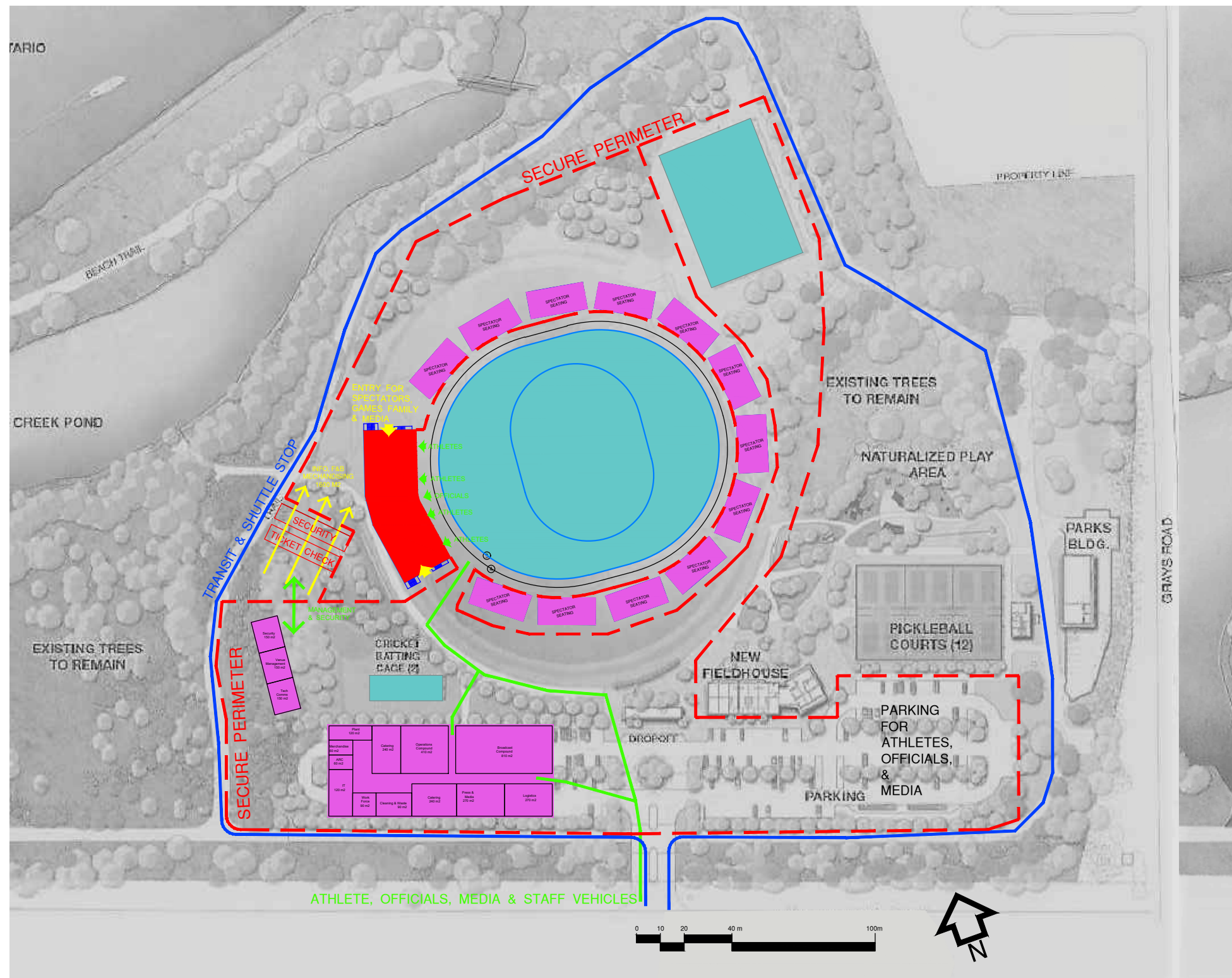
scale: As Noted

For Drawings 07.1 to 07.4 See Part 1 Submission

SITE PLAN

- Existing infrastructure, no permanent works
- Existing infrastructure, permanent works required
- Planned permanent infrastructure (irrespective of the Games)
- Additional permanent infrastructure (Games dependent)
- Temporary Venues





drawing no.:

7.6

drawing title:

CRICKET BLOCK PLAN CONFEDERATION PARK

date: 2020-02-04

scale: 1:2,000

For Drawings 07.1 to 07.4 See Part 1 Submission

BLOCK PLAN

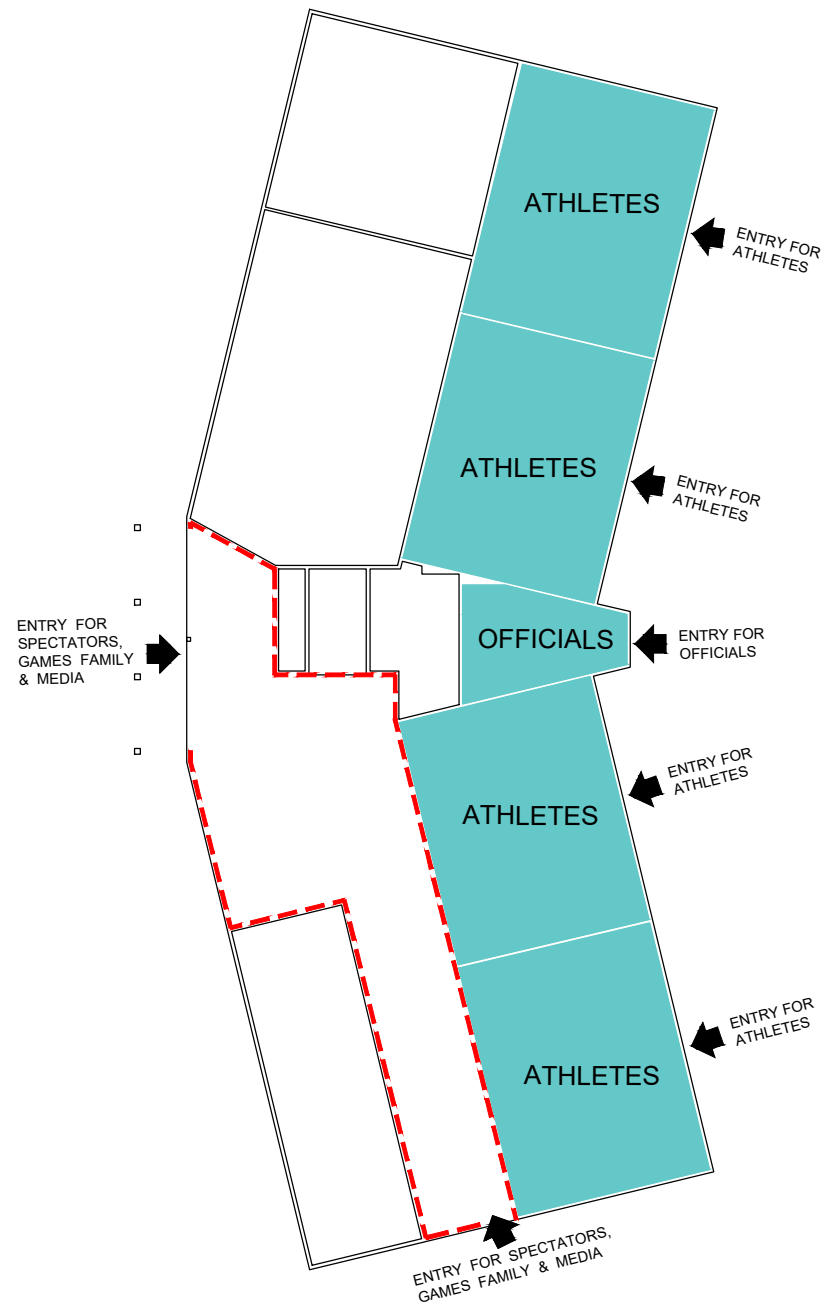
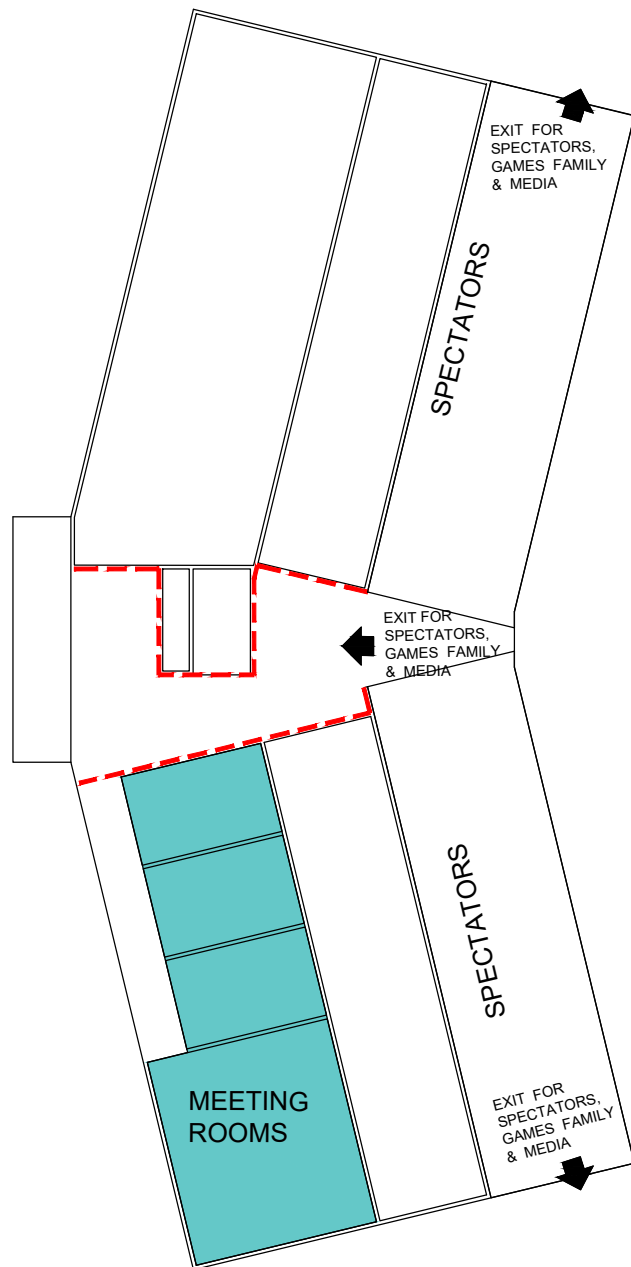
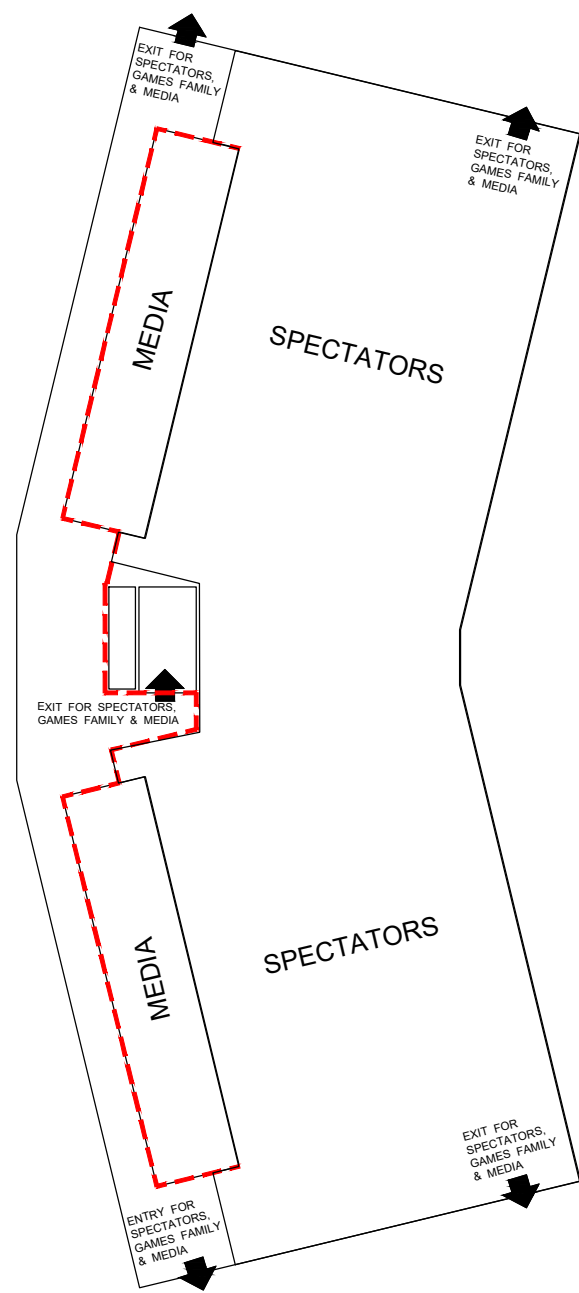
- Existing infrastructure, no permanent works
- Existing infrastructure, permanent works required
- Planned permanent infrastructure (irrespective of the Games)
- Additional permanent infrastructure (Games dependent)
- Temporary Venues

STAGING AREA COMPONENTS

The approximate breakdown of the Staging Area is as follows:

Broadcast Compound	810 m2
Operations Compound	410 m2
Media & Press	270 m2
Logistics	270 m2
Catering	240 m2
Venue Management	150 m2
Security	150 m2
Tech Comms	150 m2
Plant	120 m2
IT	120 m2
Work Force	90 m2
Cleaning and Waste	90 m2
ARC	60 m2
Merchandise	60 m2
Total	3,000 m2





UPPER LEVEL 

MIDDLE LEVEL 

LOWER LEVEL 

drawing no.:

7.7

drawing title:





CRICKET
FLOOR PLANS
 CONFEDERATION PARK

date: 2020-02-04

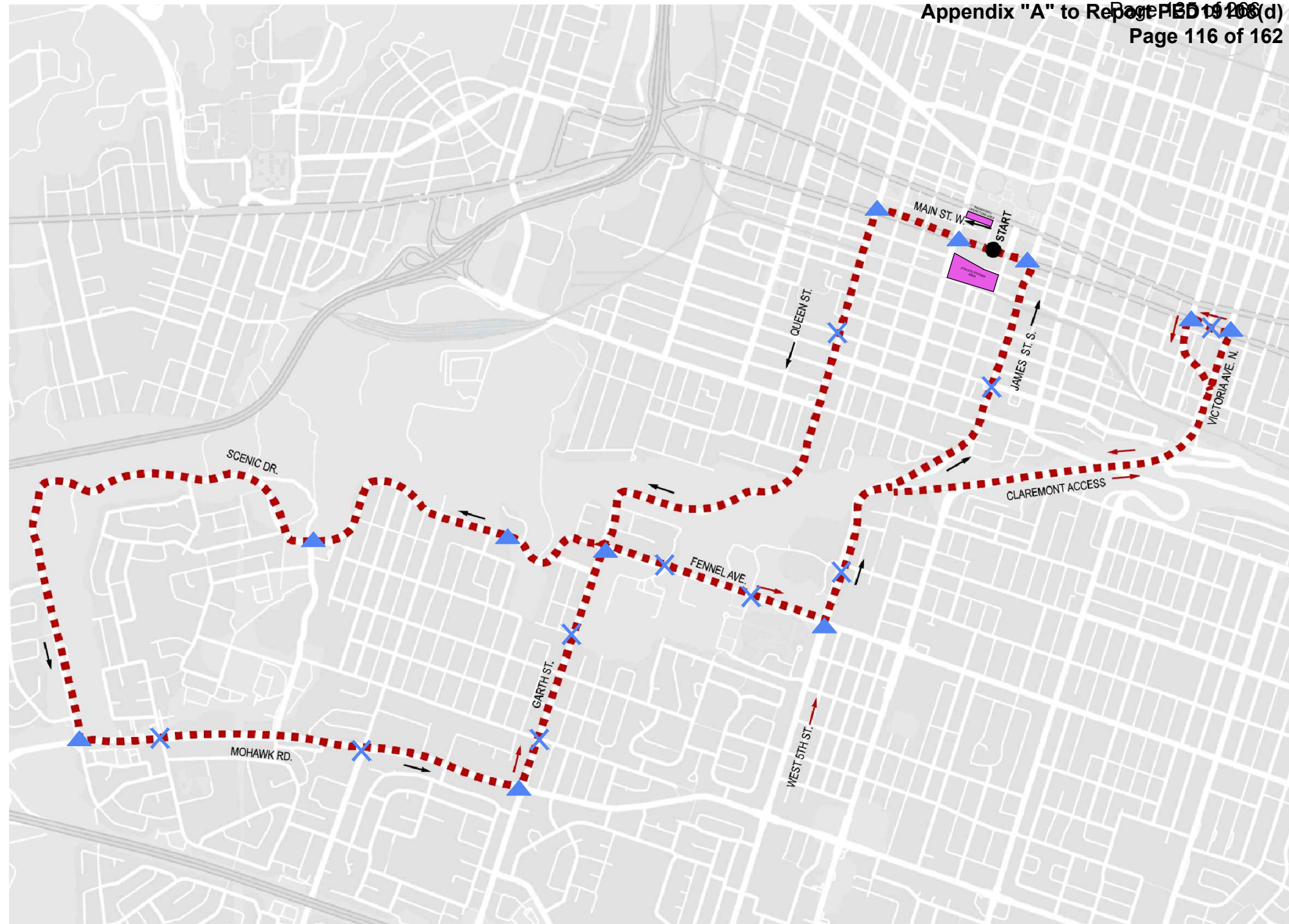
scale: 1:400

For Drawings 07.1 to 07.4 See Part 1 Submission

SPACE ALLOCATION

-  Field of Play
-  Warm-up and training area
-  Venue Secure Perimeter
-  all other spaces/areas





1 Short Track - 12.8km
SCALE: 1:20000

1 15km Loop
SCALE: 1:20000

X EMERGENCY CROSSING
▲ PEDESTRIAN CROSSING

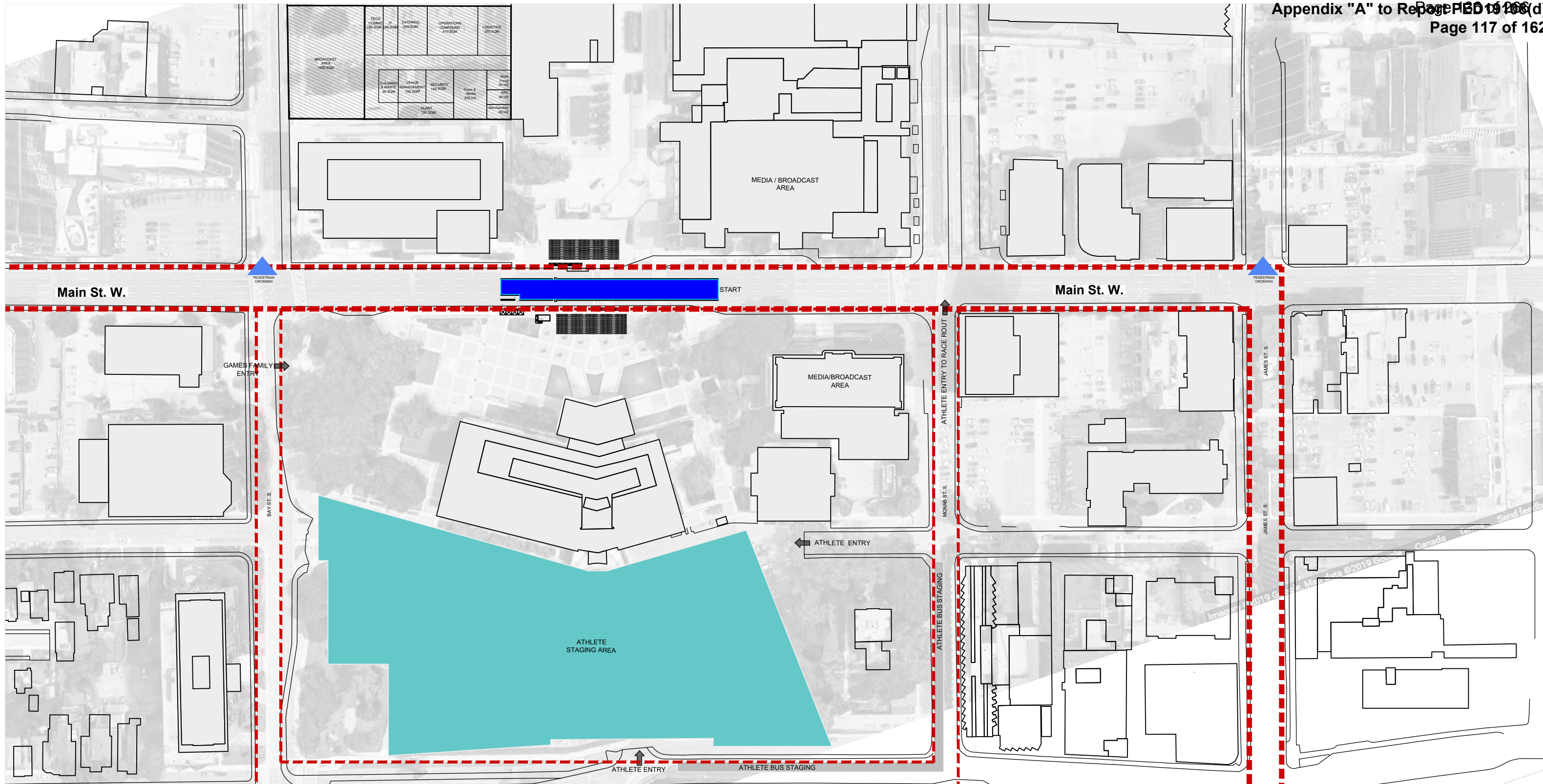
drawing no.:
08.1
drawing title:
**COURSE MAP
CYCLING (ROAD)**

facility:
**Hamilton -
City Wide**

- Drawing Legend:
- Existing infrastructure, no permanent works
 - Existing infrastructure, permanent works required
 - Planned permanent infrastructure (irrespective of the Games)
 - Additional permanent infrastructure (Games dependant)
 - Temporary Venues

dpa
25 main street west
suite 1800
(905)522-0220





drawing no.:

drawing title:

08.2 PLAN - START/END GATE CYCLING (ROAD)

facility:

Hamilton City Hall
100 Main Street West

Drawing Legend:

- Field of play
- Warm-up and training area
- venue Secure perimeter
- all other spaces/areas



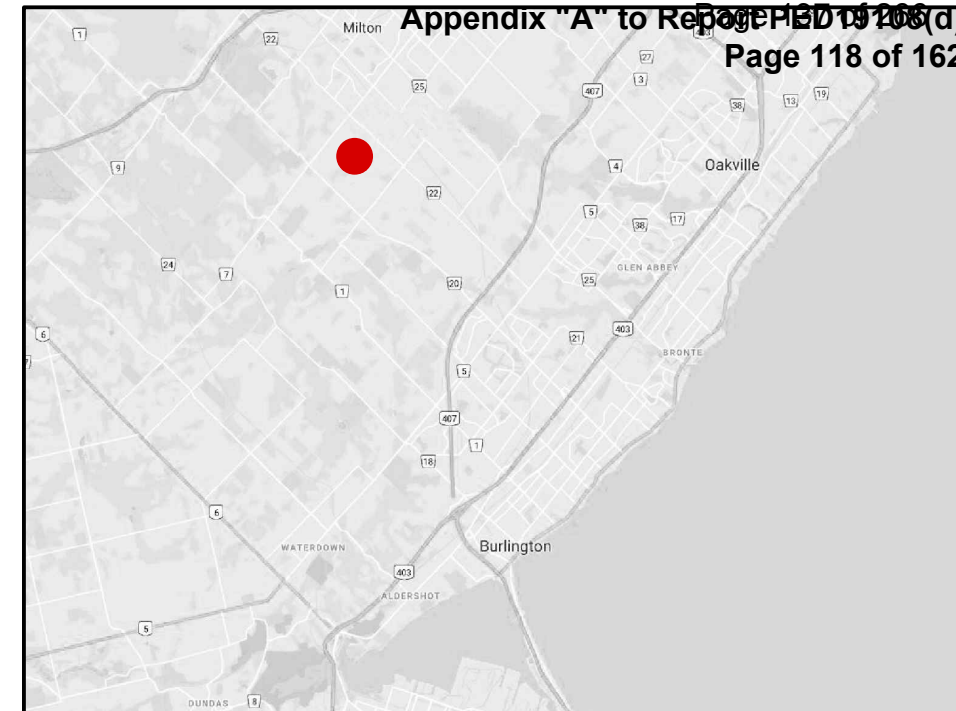
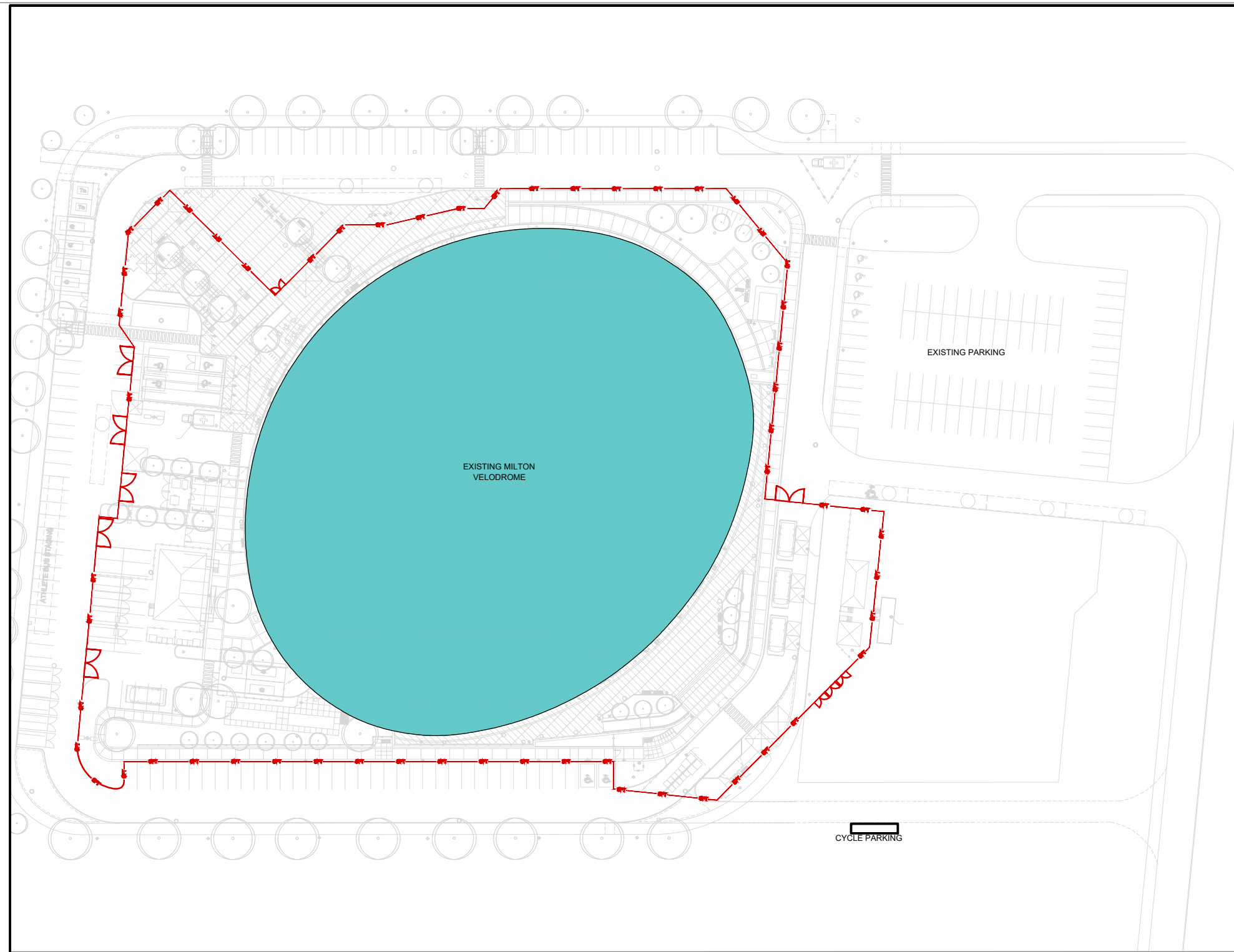
date: 2020-02-10 scale: 1:1500 revision #: 1 For Drawing 08 See Part 1 Submission



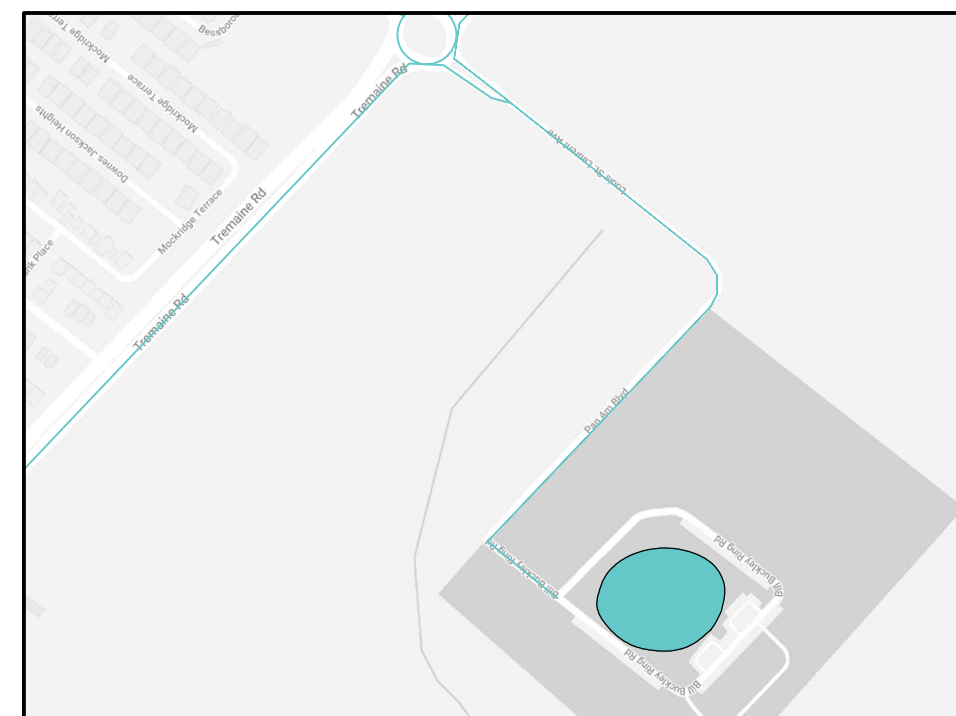
25 main street west
suite 1800
(905)522-0220



HAMILTON100
COMMONWEALTH GAMES BID CORPORATION



Location N.T.S.



Transit N.T.S.

drawing no.:

drawing title:

09.1 RETROFIT FACILITY LAYOUT CYCLING - TRACK

facility:

Milton Velodrome
2015 Pan Am Blvd, Milton, ON

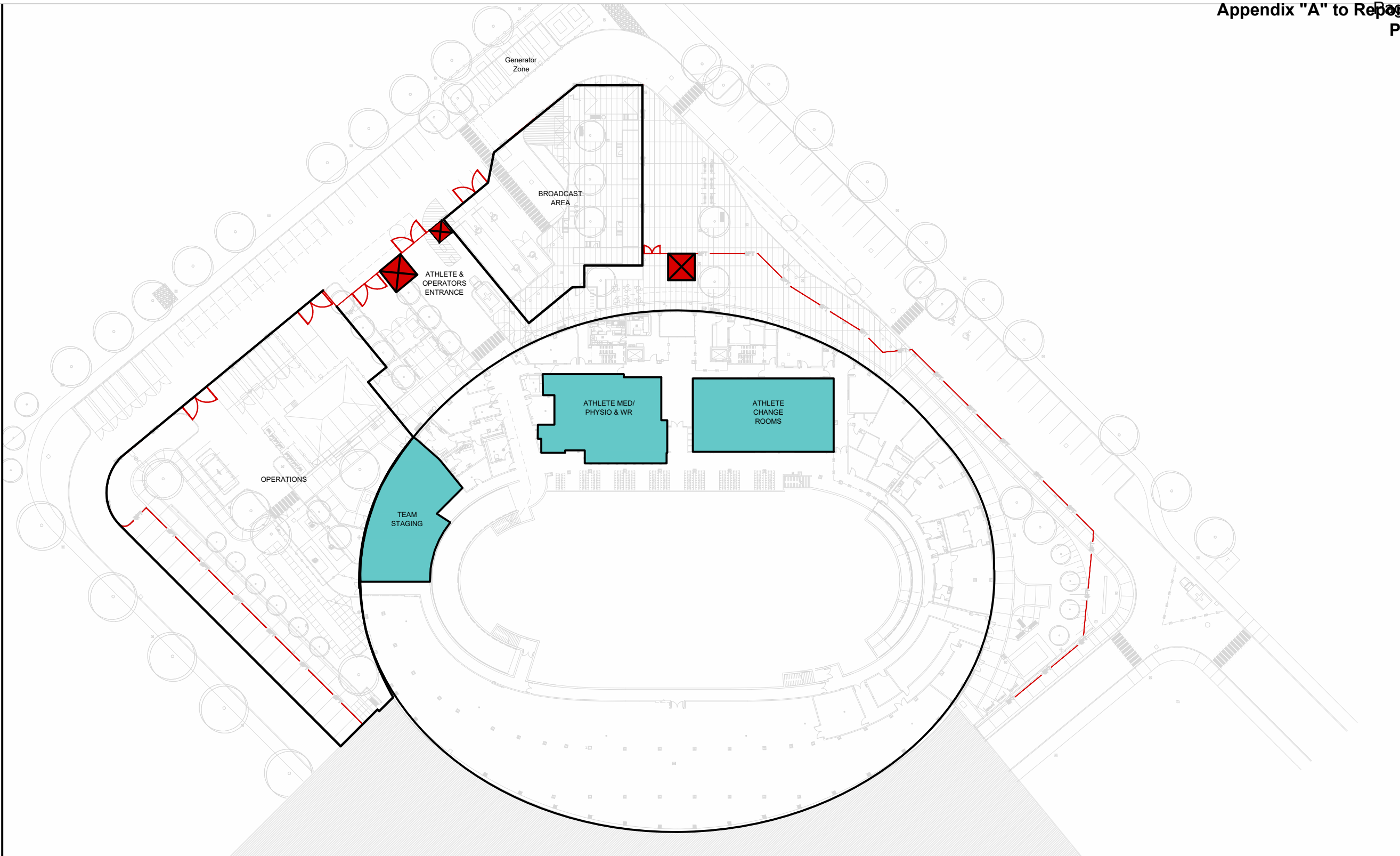
Drawing Legend:

- Existing infrastructure, no permanent works
- Existing infrastructure, permanent works required
- Planned permanent infrastructure (irrespective of the Games)
- Additional permanent infrastructure (Games dependant)
- Temporary Venues



25 main street west
suite 1800
(905)522-0220





drawing no.:

09.2

drawing title:

RETROFIT FACILITY LAYOUT CYCLING - TRACK

facility:

Milton Velodrome
2015 Pan Am Blvd, Milton, ON



Drawing Legend:

- Field of play
- Warm-up and training area
- venue Secure perimeter
- all other spaces/areas

date: 2020-01-20

scale: 1:750

revision #: 1

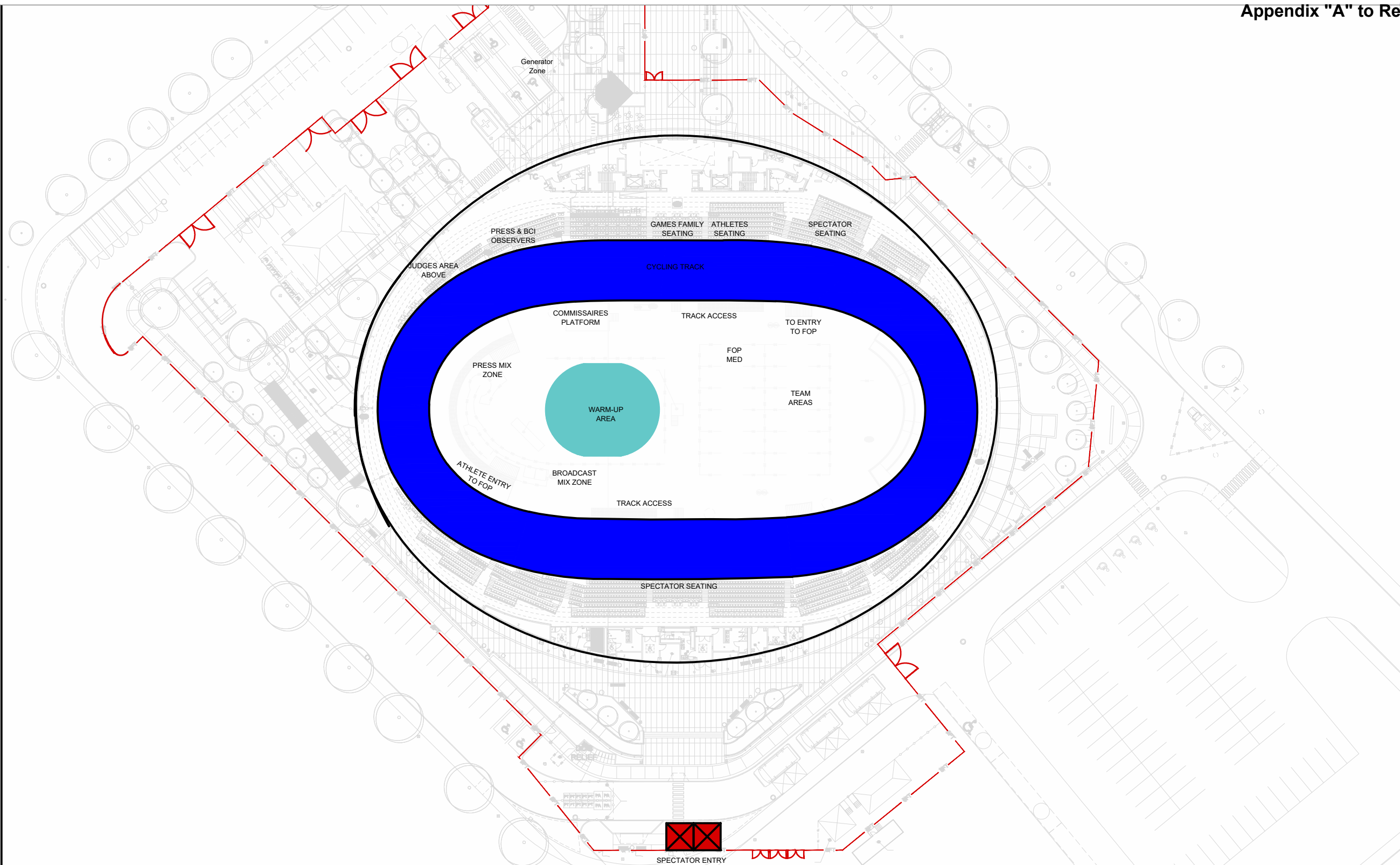
For Drawing 09 See Part 1 Submission



25 main street west
suite 1800
(905)522-0220



HAMILTON100
COMMONWEALTH GAMES BID CORPORATION



drawing no.:

09.2

drawing title:

**RETROFIT FACILITY LAYOUT
CYCLING - TRACK**

facility:

Milton Velodrome
2015 Pan Am Blvd, Milton, ON



Drawing Legend:

- Field of play
- Warm-up and training area
- - - venue Secure perimeter
- all other spaces/areas

date: 2020-01-20

scale: 1:750

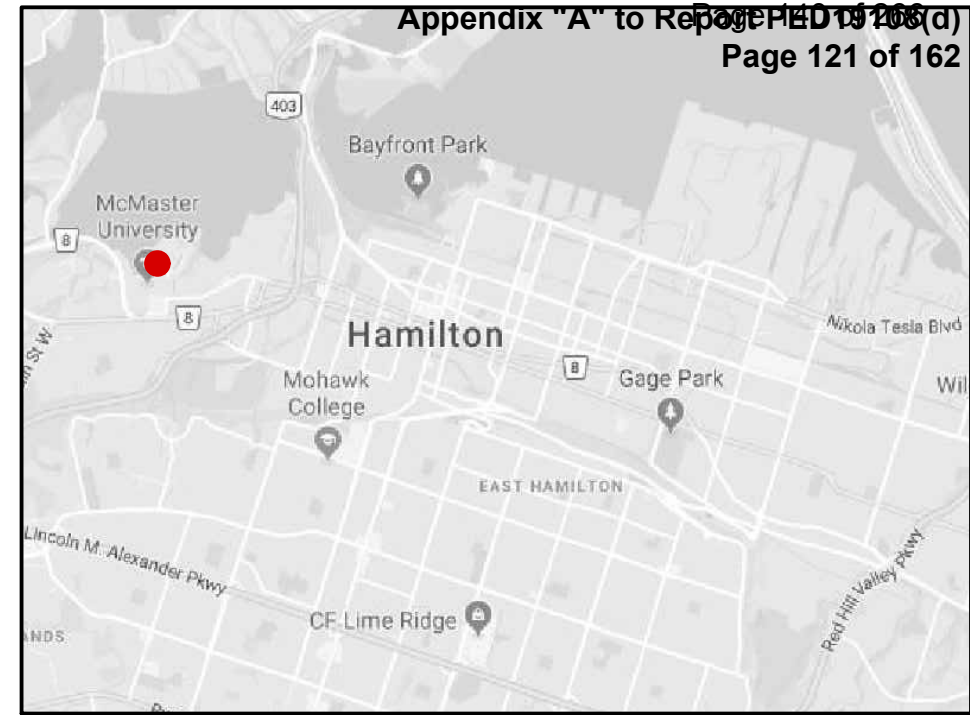
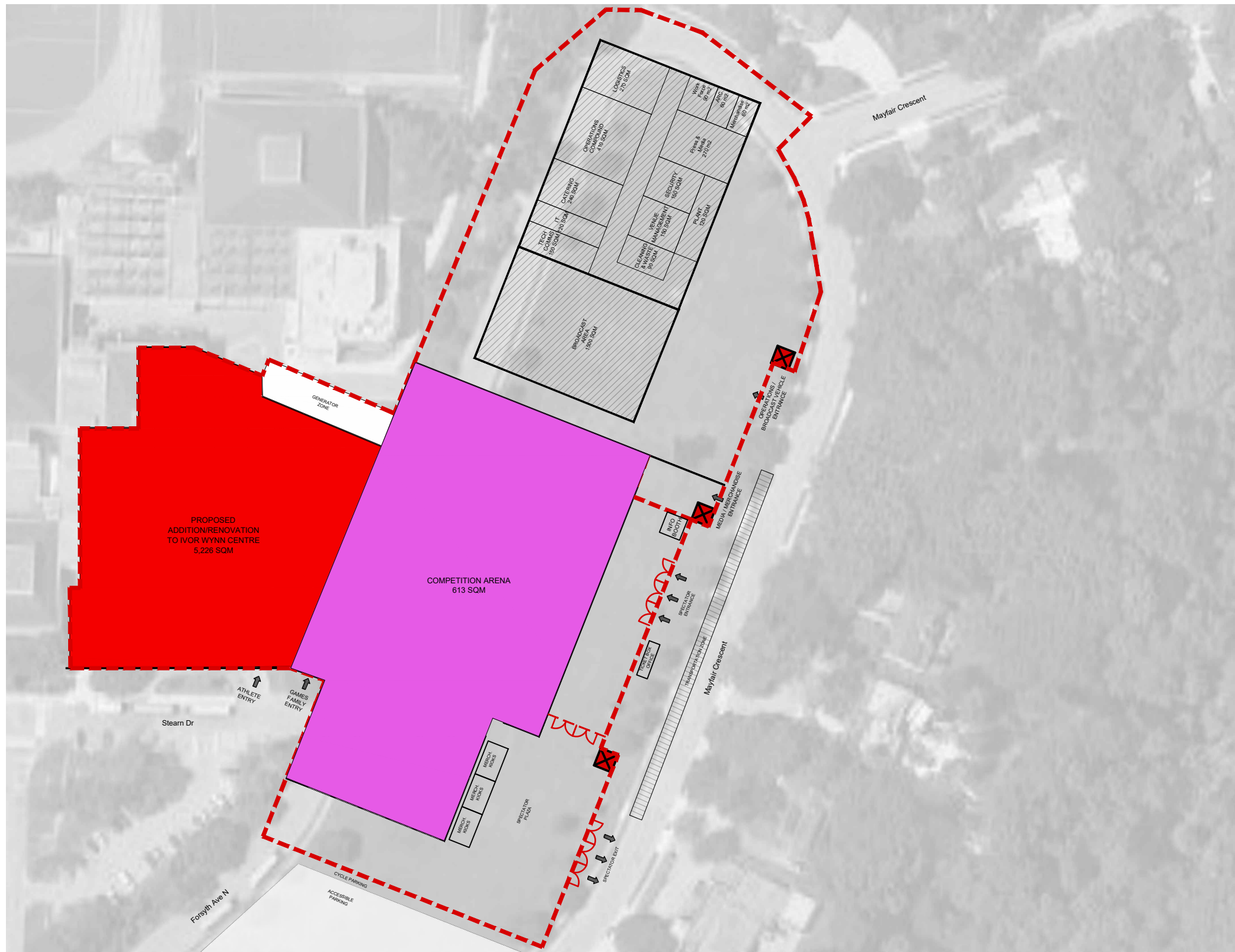
revision #: 1

For Drawing 09 See Part 1 Submission

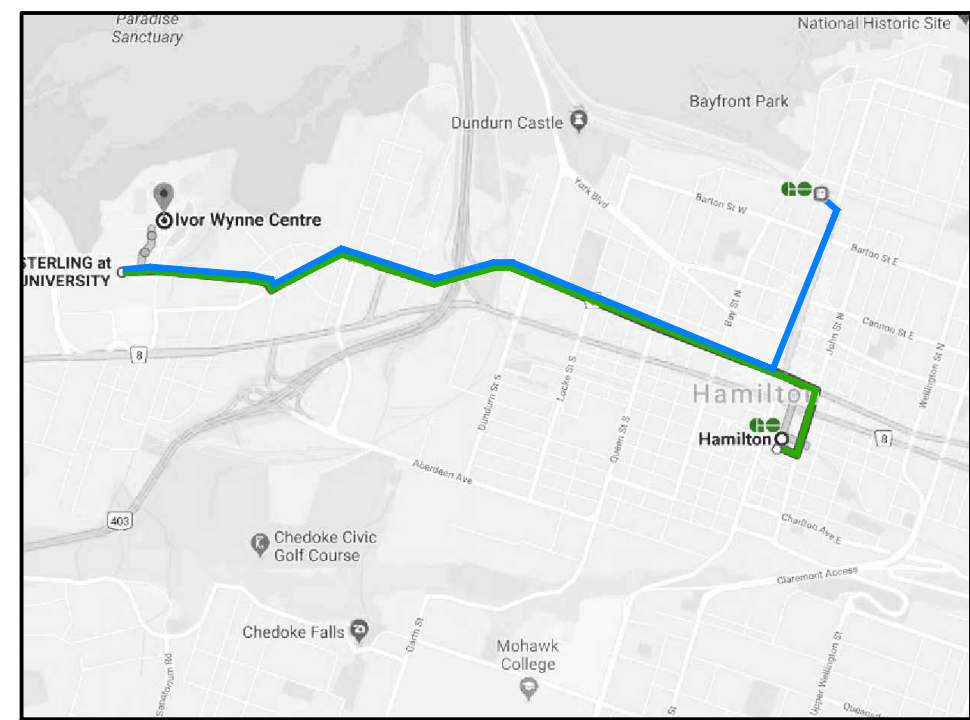


25 main street west
suite 1800
(905)522-0220





Location N.T.S.



Transit N.T.S.

drawing no.:

drawing title:

10.1 RETROFIT FACILITY LAYOUT AQUATICS - SWIMMING

facility:

The Oval-McMaster Field
Forsyth Ave N



Drawing Legend:

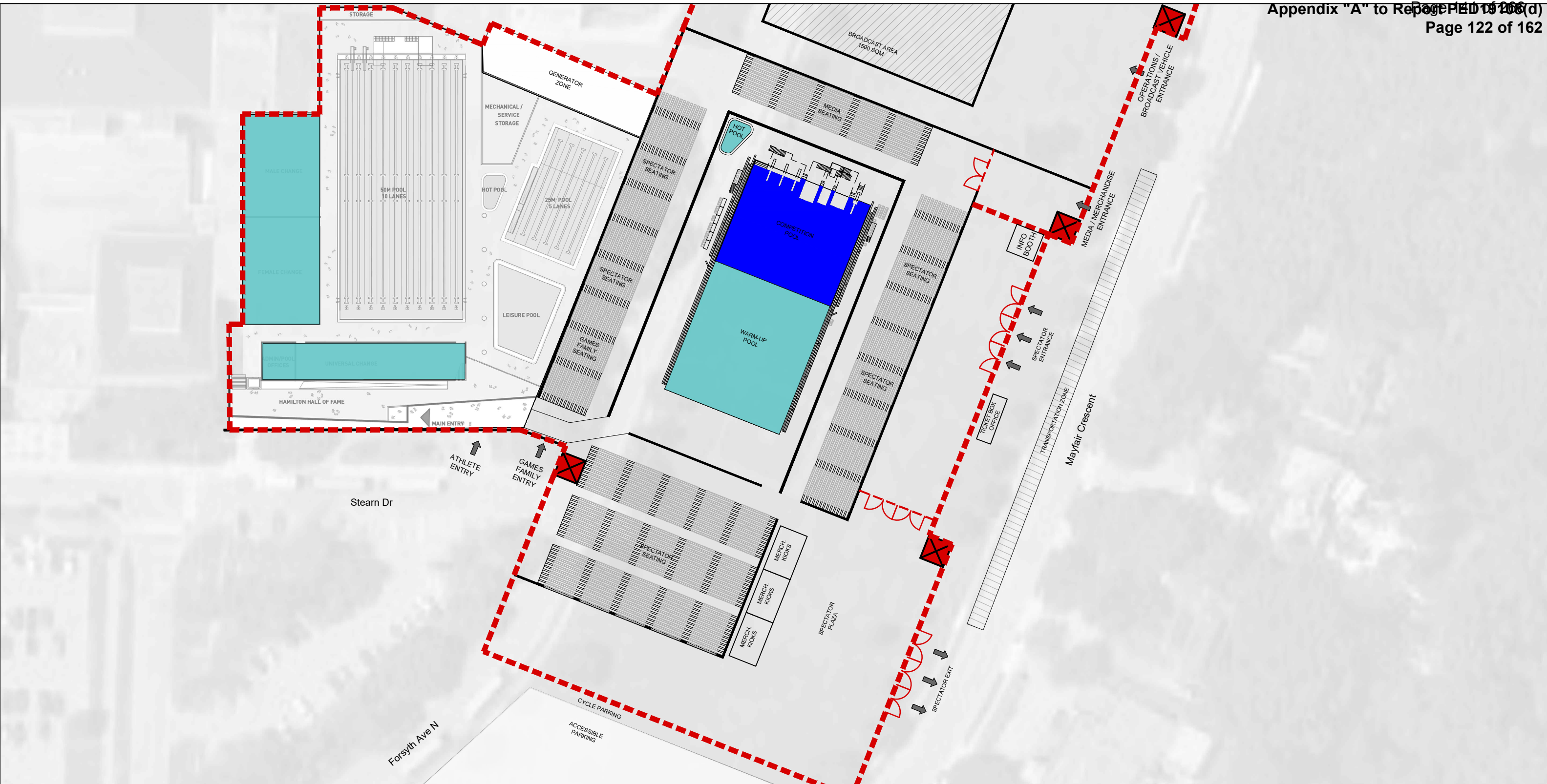
- Existing infrastructure, no permanent works
- Existing infrastructure, permanent works required
- Planned permanent infrastructure (irrespective of the Games)
- Additional permanent infrastructure (Games dependant)
- Temporary Venues

date: 2020-02-10 scale: 1:1200 revision #: 1 For Drawing 22 See Part 1 Submission



25 main street west
suite 1800
(905)522-0220





drawing no.:
10.2 RETROFIT FACILITY LAYOUT
 AQUATICS - DIVING

date: 2020-02-10 scale: 1:750 revision #: 1 For Drawing 22 See Part 1 Submission

facility:
 The Oval-McMaster Field
 Forsyth Ave N



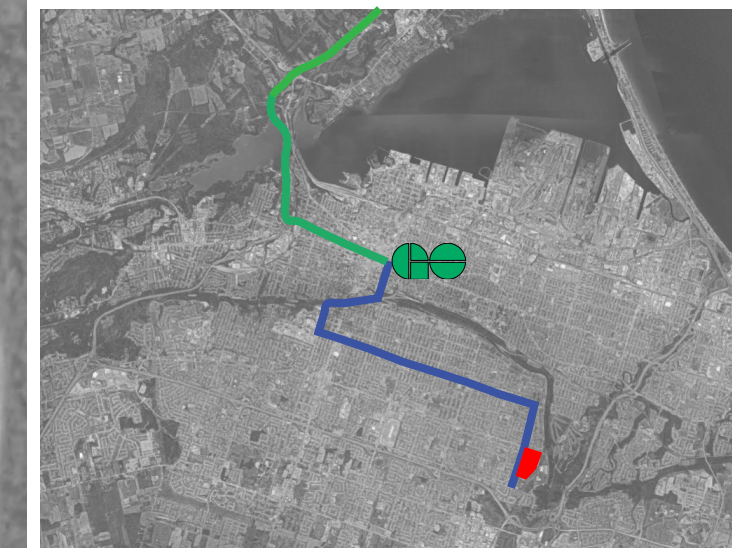
- Drawing Legend:
- Field of play
 - Warm-up and training area
 - venue Secure perimeter
 - all other spaces/areas

dpa
 25 main street west
 suite 1800
 (905)522-0220





LOCATION - NTS



TRANSIT - NTS

TRANSIT LEGEND



drawing no.:

11-1

drawing title:

FIELD HOCKEY
SITE PLAN
Mohawk Sports Park

Legend:

- Permanent Infrastructure
- Temporary Venue
- Secure Perimeter
- General Public/Games Family Circulation
- ▲ Back of House Entrance
- ▲ Spectator Entrance

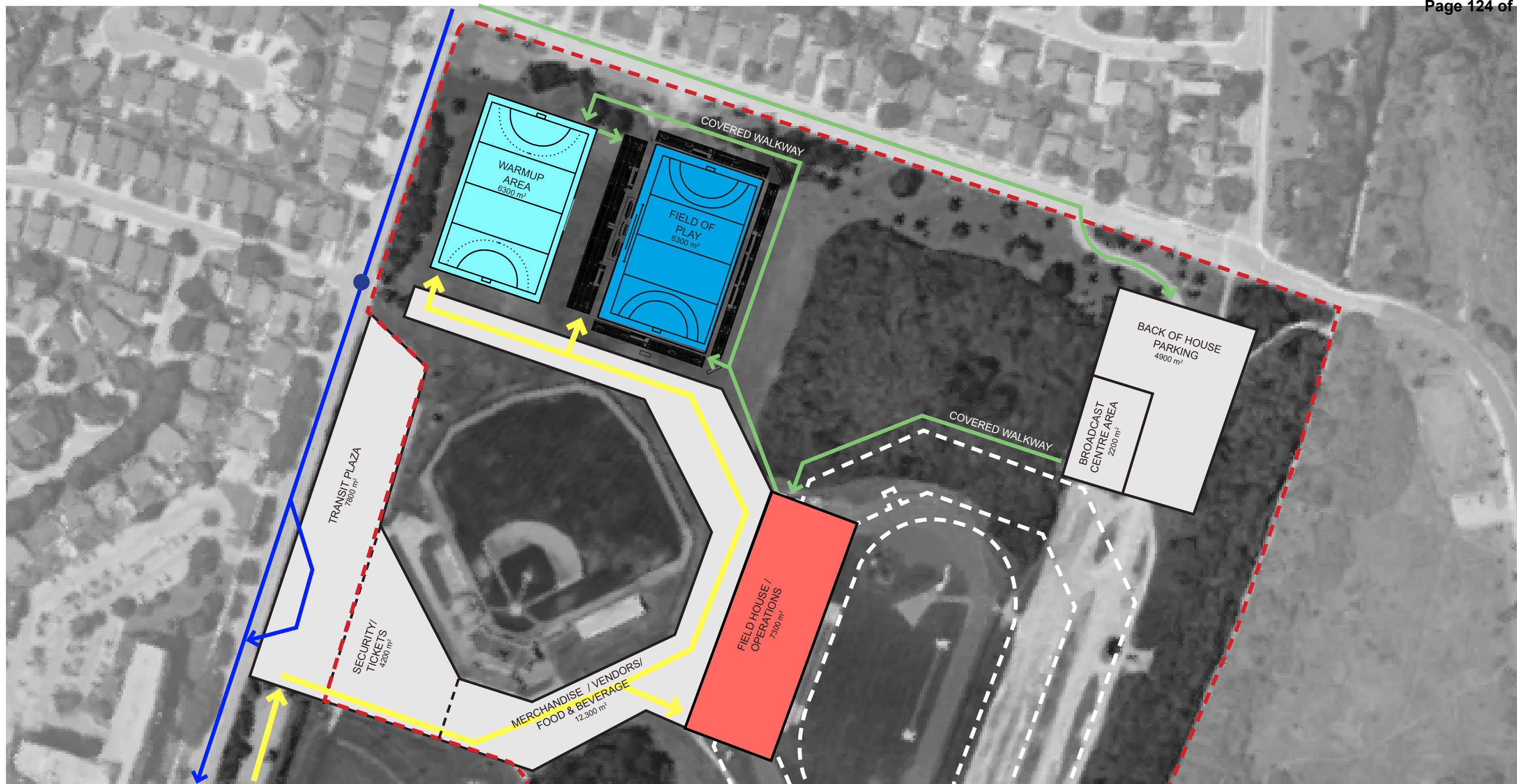


mcCallumSather

286 Sanford Ave N
(905)-526-6700



date: 2019-10-10 revision #: 2 scale: meters



drawing no.:

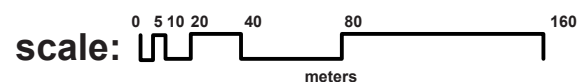
11-2

drawing title:

**FIELD HOCKEY
 BLOCK PLAN
 Mohawk Sports Park**

date: 2019-10-10

revision #: 2



Legend:

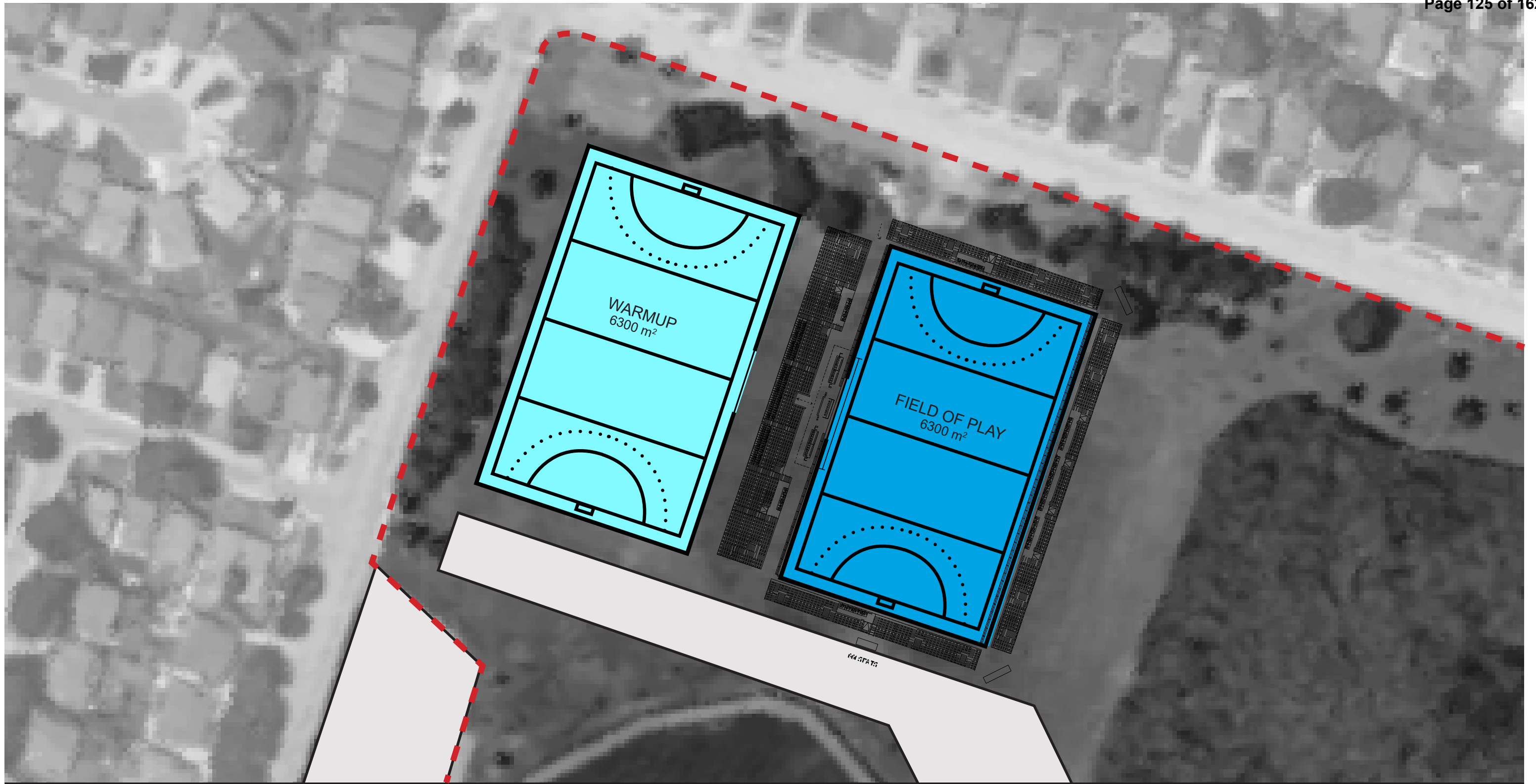
- Field of Play
- Warmup Area
- Permanent Infrastructure
- Other Spaces
- Secure Perimeter
- General Public/Games Family Circulation
- Athletes/Media/Officials Circulation
- Transit Route
- Transit Stops



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 (905)-526-6700





drawing no.:

11-3

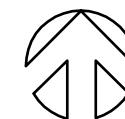
drawing title:

FIELD HOCKEY
FIELD OF PLAY

Mohawk Sports Park

Legend:

- Field of Play
- Warmup Area
- Other Spaces
- Secure Perimeter

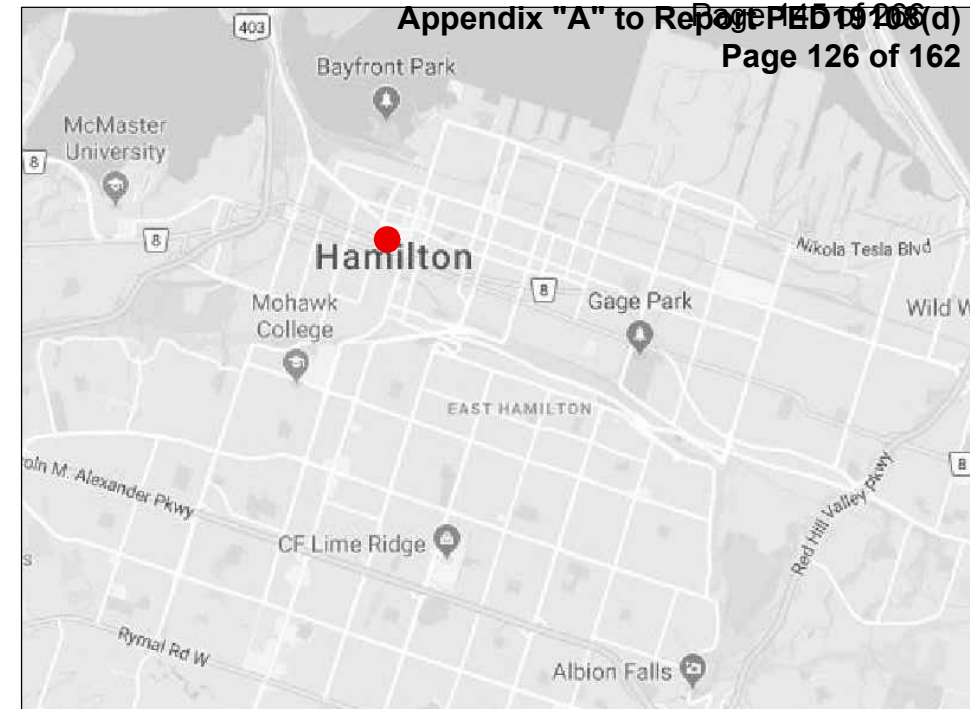
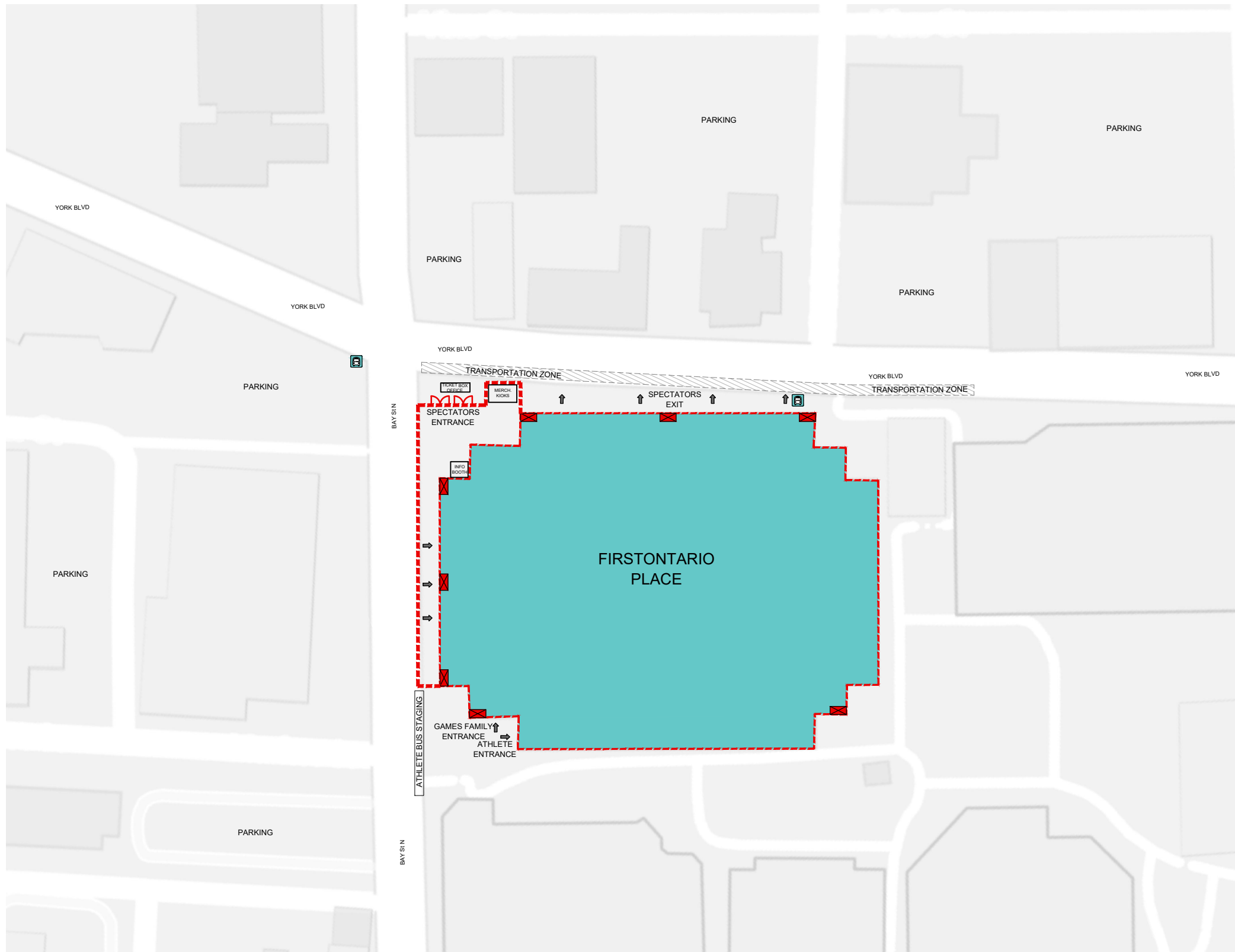


date: 2019-10-10 revision #: 2 scale: 0 15 30 60 120 160 480 meters

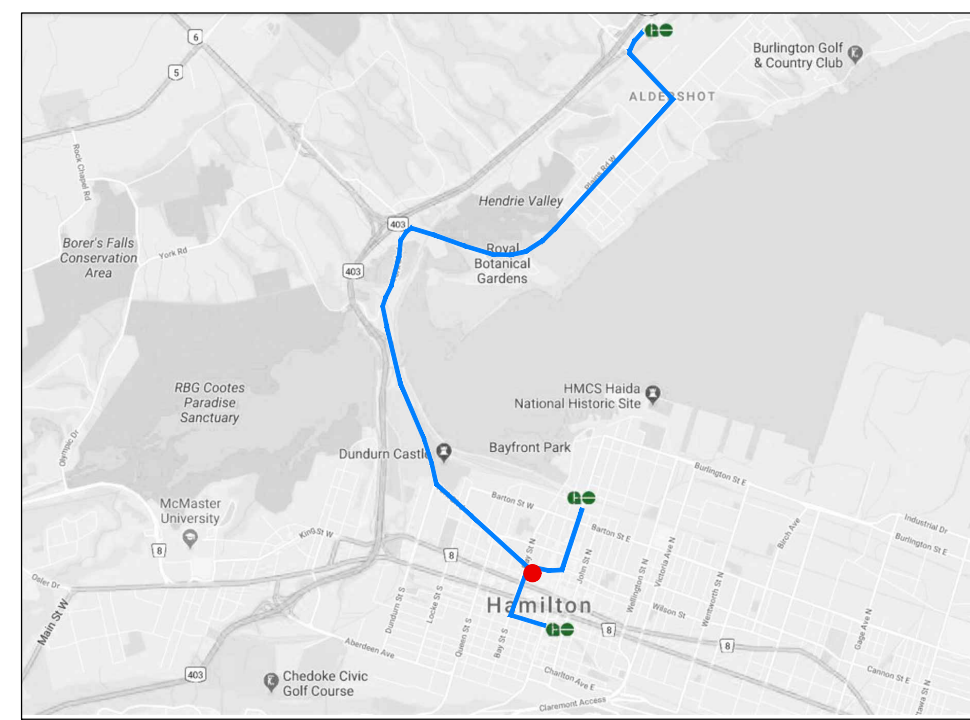
mcCallumSather

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(905)-526-6700





Location N.T.S.



Transit N.T.S.

drawing no.:
12.1

drawing title:
**RETROFIT FACILITY LAYOUT
GYMNASTICS**

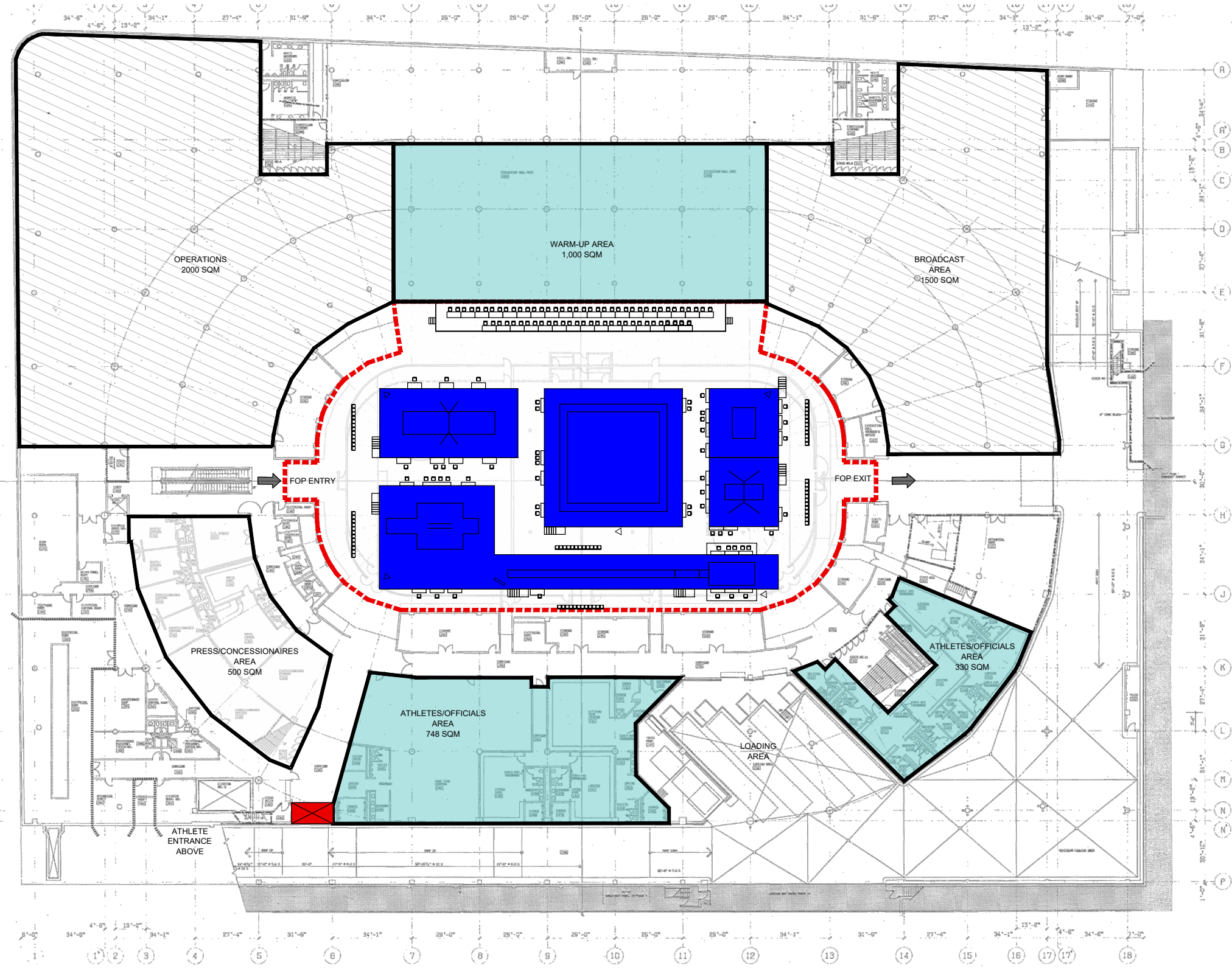
facility:
FirstOntario Centre
101 York Blvd



- Drawing Legend:
- Existing infrastructure, no permanent works
 - Existing infrastructure, permanent works required
 - Planned permanent infrastructure (irrespective of the Games)
 - Additional permanent infrastructure (Games dependant)
 - Temporary Venues

dpa
25 main street west
suite 1800
(905)522-0220





drawing no.:
12.2 RETROFIT FACILITY LAYOUT
GYMNASTICS

drawing title:
**RETROFIT FACILITY LAYOUT
GYMNASTICS**

facility:
FirstOntario Centre
101 York Blvd

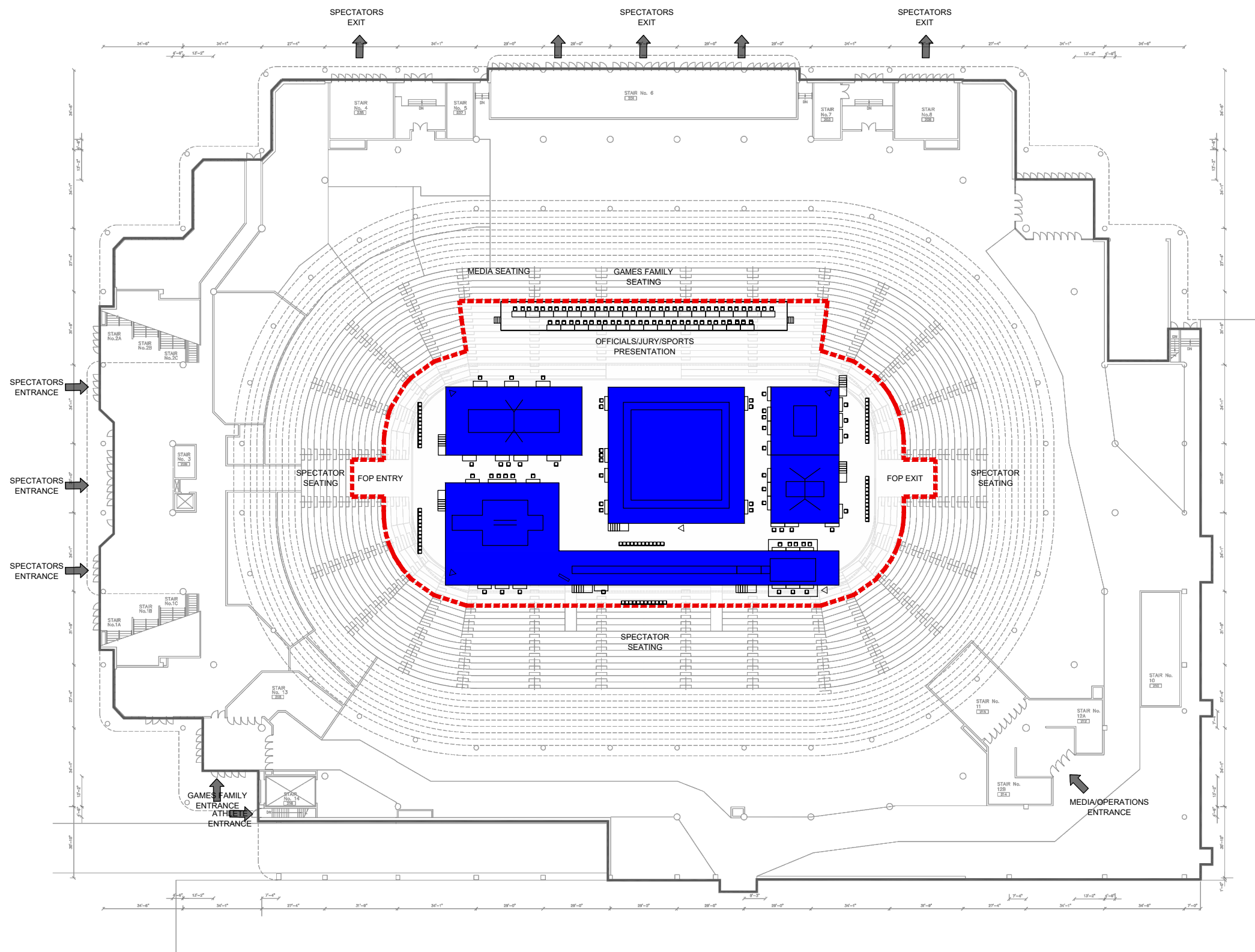
- Drawing Legend:
- Field of play
 - Warm-up and training area
 - venue Secure perimeter
 - all other spaces/areas



date: 2020-02-10 scale: 1:600 revision #: 1 For Drawing 12 See Part 1 Submission

dpa
25 main street west
suite 1800
(905)522-0220





drawing no.:

12.3

drawing title:

**RETROFIT FACILITY LAYOUT
 GYMNASTICS**

facility:

FirstOntario Centre
 101 York Blvd



Drawing Legend:

- Field of play
- Warm-up and training area
- venue Secure perimeter
- all other spaces/areas

date: 2020-02-04

scale: 1:600

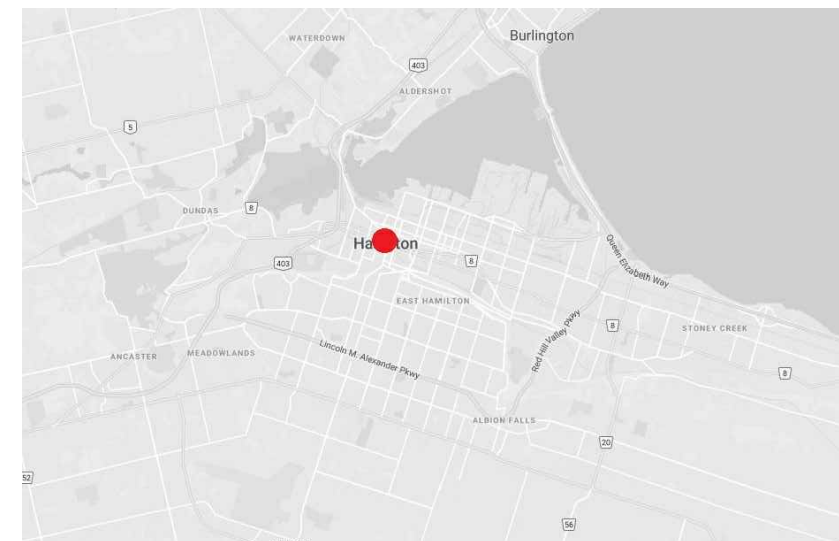
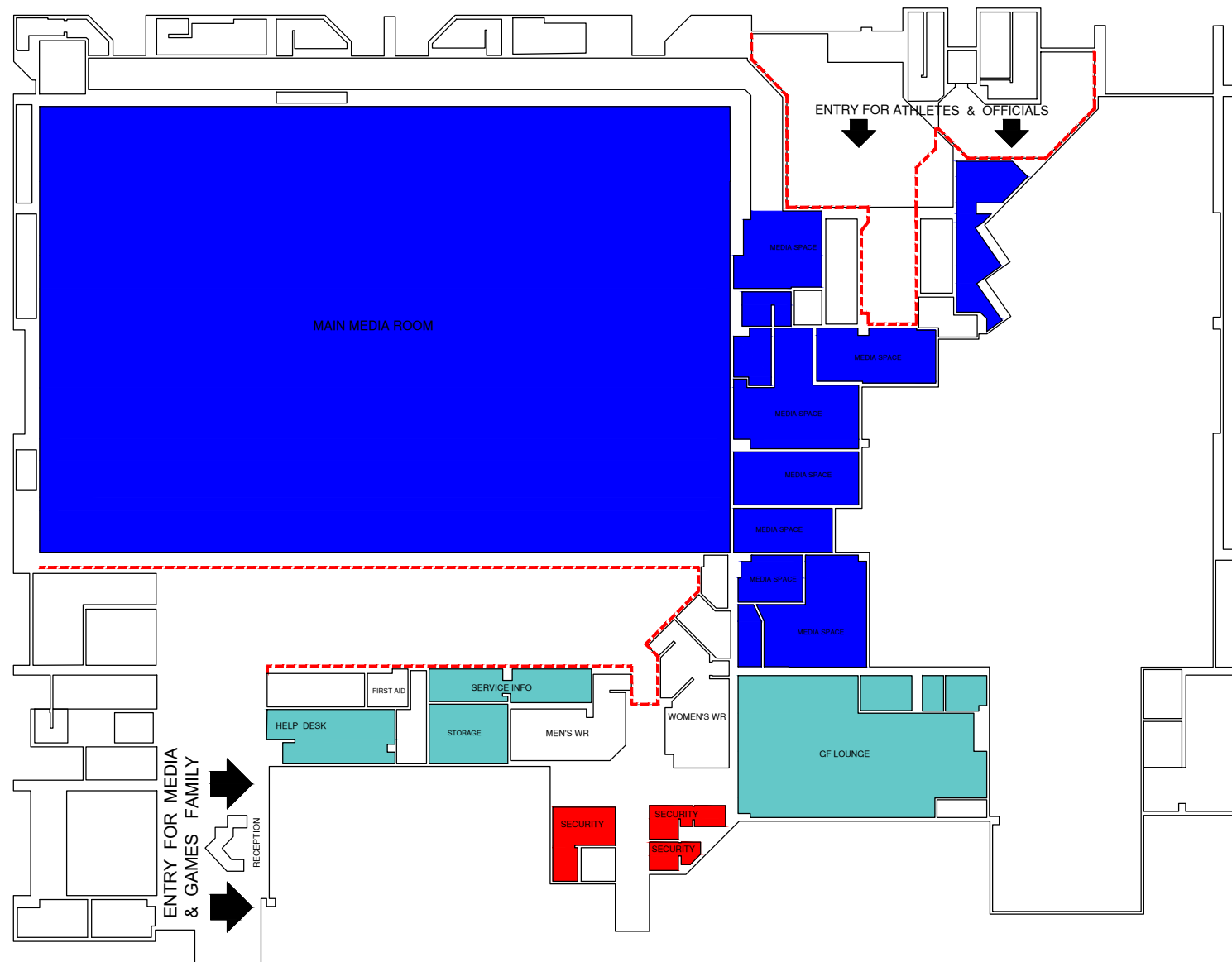
revision #: 1

For Drawing 12 See Part 1 Submission



25 main street west
 suite 1800
 (905)522-0220





LOCATION N.T.S.



TRANSIT N.T.S.

drawing no.:

13.2

drawing title:

IBC INTERNATIONAL BROADCAST
BLOCK PLAN
Existing or New Convention Centre

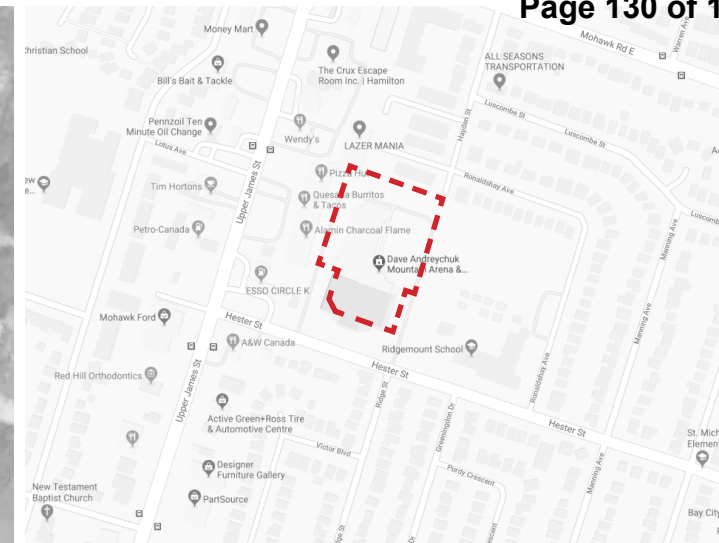
date: 2020-01-21 scale: 1:2000 For Drawing 13.1 See Part 1 Submission

BLOCK PLAN

- Media - Press (Field of Play)
- Games Family (Warm-up and training area)
- Security & Venue Secure Perimeter
- all other spaces/areas

- Located in the existing Convention Centre or the planned new Convention Centre which will be somewhere in the city core.
- Staging Area would be in underground parking of Convention Centre.





LOCATION - 1:50,000



TRANSIT - NTS

TRANSIT LEGEND

- HSR ROUTE
- GO ROUTE
- GO STATION
- LOCATION

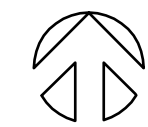
drawing no.:
14-1

drawing title:
JUDO
 SITE PLAN
 Dave Andreychuk Mountain Arena

Legend:

- Existing Infrastructure (No Permanent Works)
- Existing Infrastructure (Permanent Works)
- Permanent Infrastructure
- Secure Perimeter
- Back of House Entrance
- Spectator Entrance

date: 2019-10-10 revision #: 2 scale:



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 286 Sanford Ave N
 (905)-526-6700





drawing no.:

14-2

drawing title:

JUDO
BLOCK PLAN
Dave Andreychuk Mountain Arena

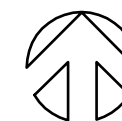
date: 2019-10-10

revision #: 2

scale: meters

Legend:

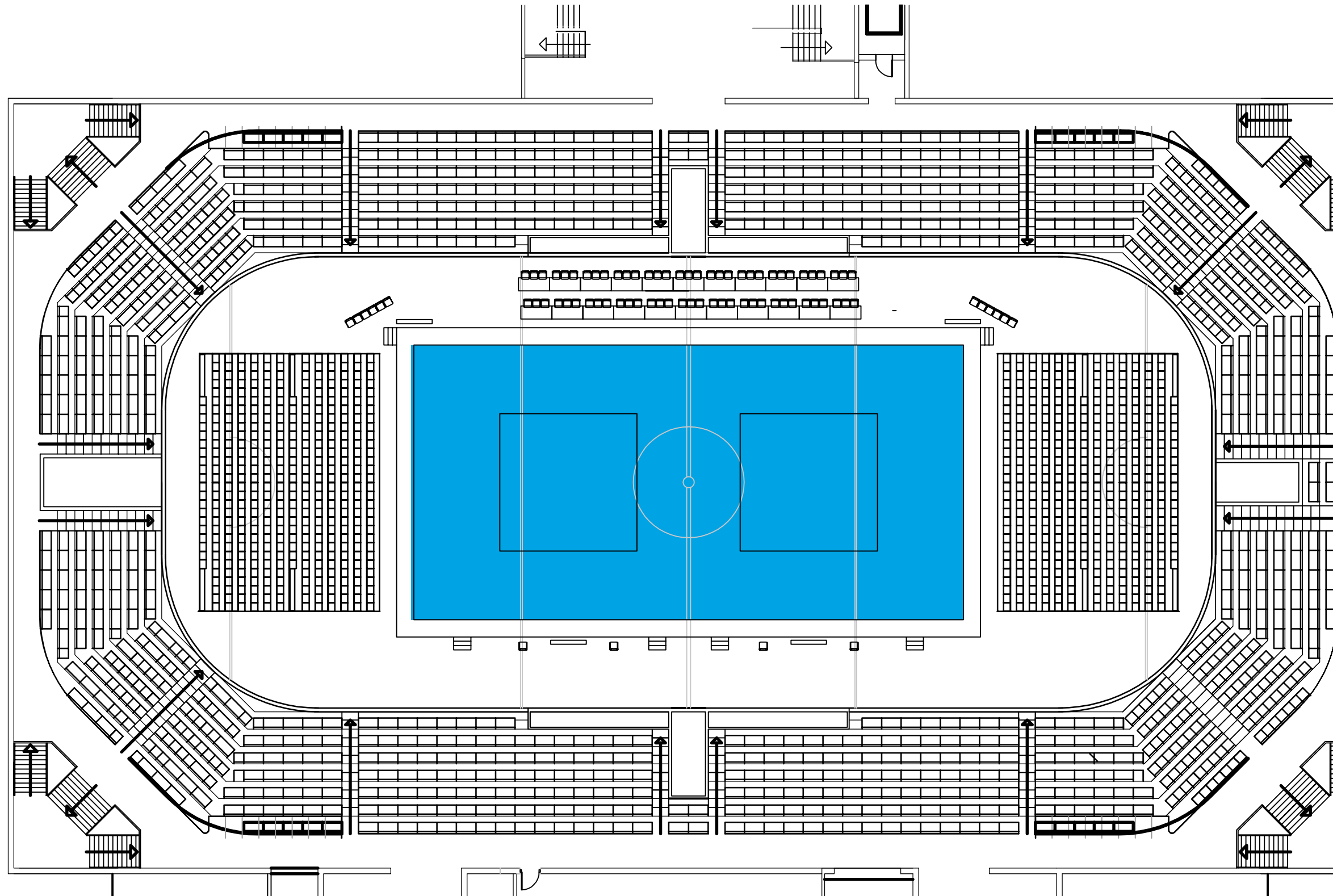
- Field of Play
- Warmup Area
- Other Spaces
- Secure Perimeter
- Athletes/Media/Officials Circulation
- General Public/Games Family Circulation
- Transit Route
- Transit Stops
- Back of House Entrance
- Spectator Entrance



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286 Sanford Ave N
(905)-526-6700





drawing no.:

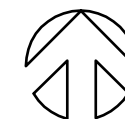
14-3

drawing title:

JUDO
FIELD OF PLAY OPT. 1
Dave Andreychuk Mountain Arena

Legend:

■ Field of Play

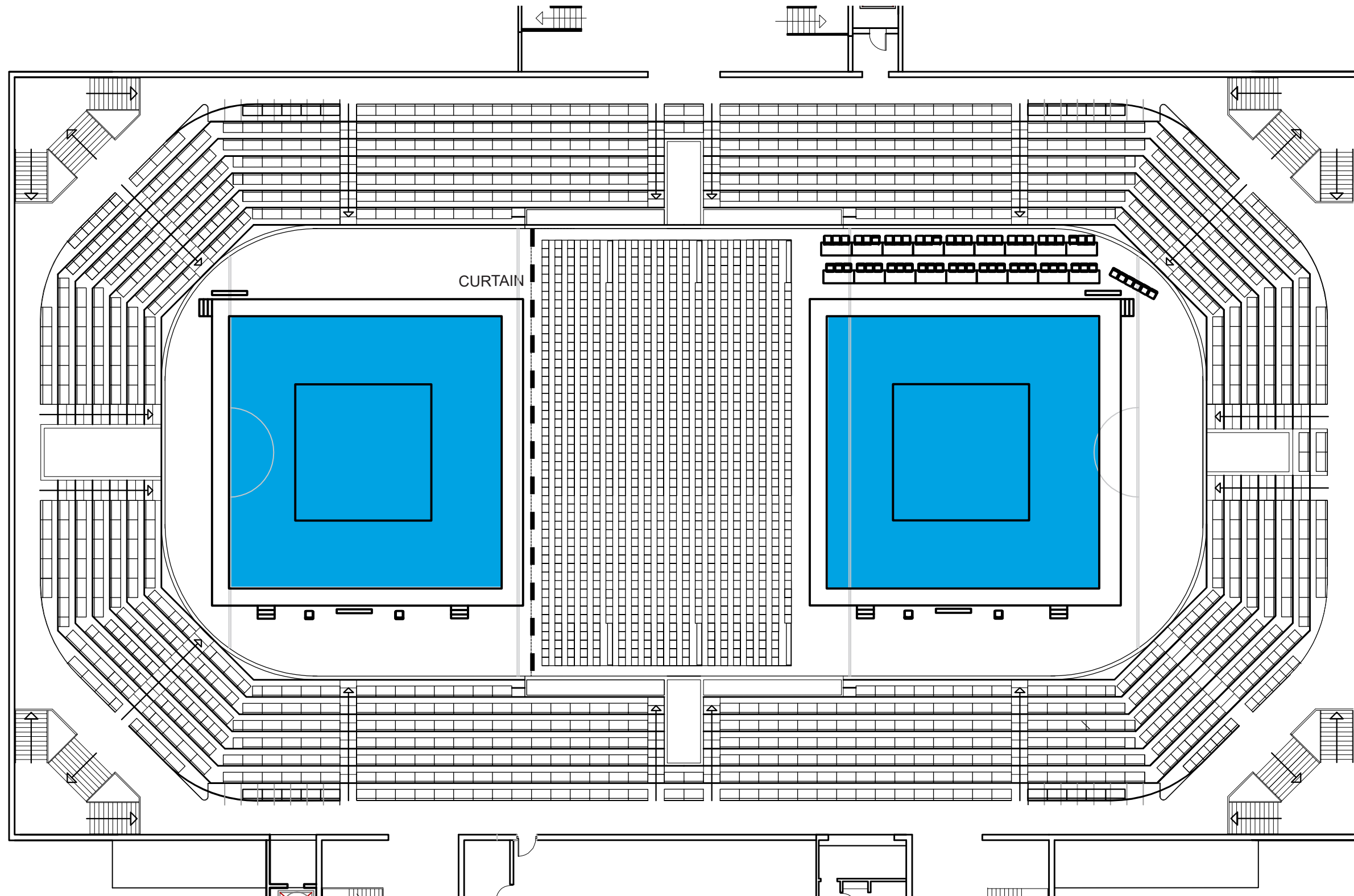


date: 2019-10-10 revision #: 2 scale: 0 5 1 2 4 8 16 meters

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286 Sanford Ave N
(905)-526-6700





drawing no.:

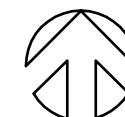
14-4

drawing title:

JUDO
FIELD OF PLAY OPT. 2
Dave Andreychuk Mountain Arena

Legend:

■ Field of Play

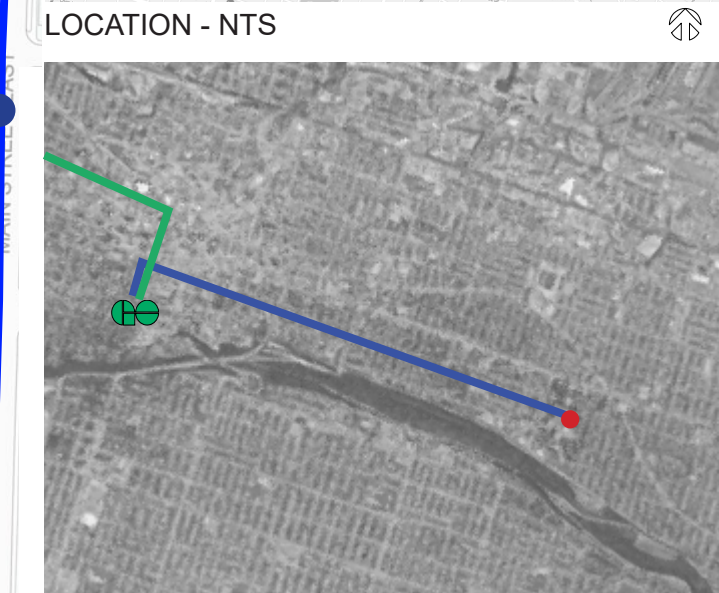
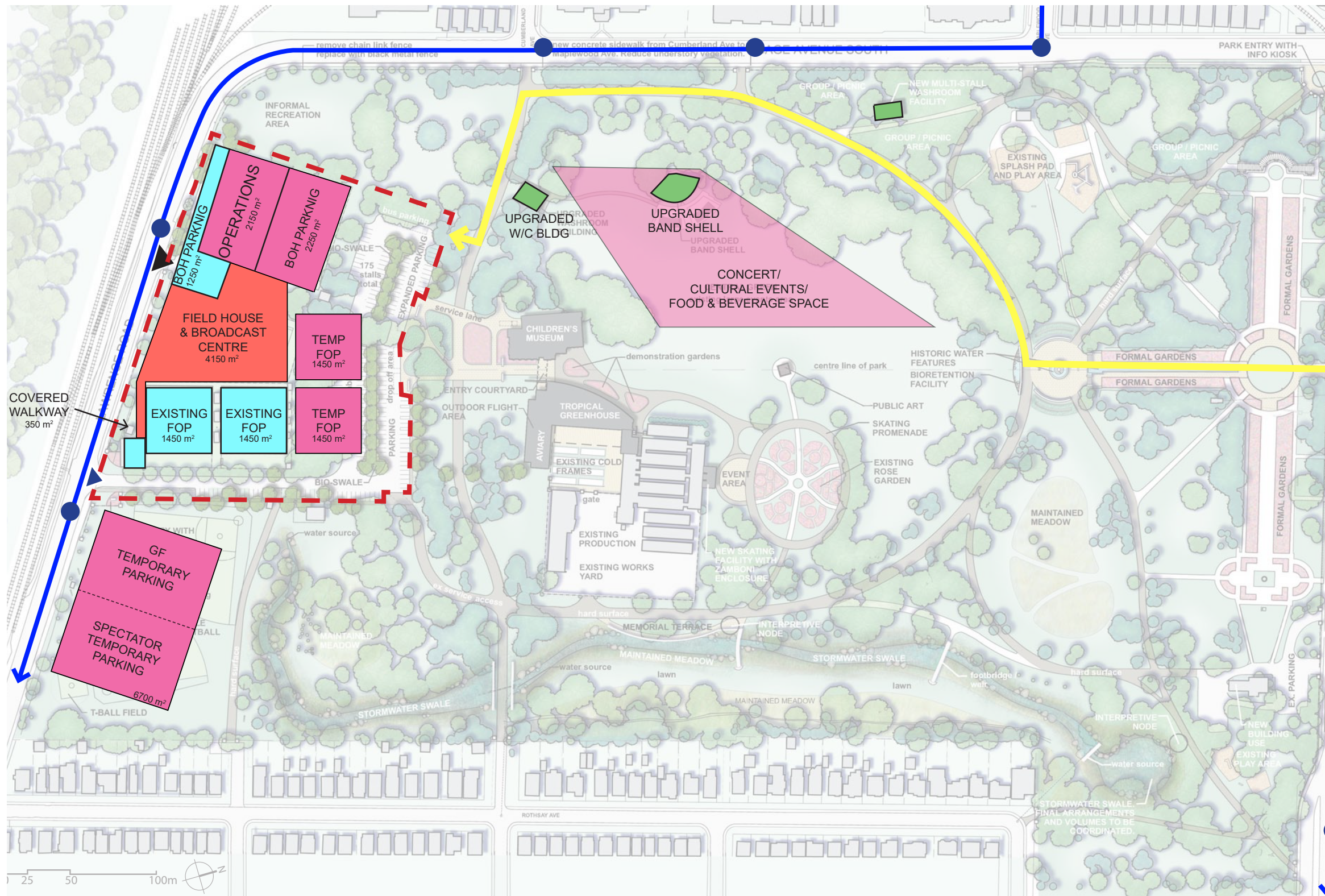


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(905)-526-6700



date: 2019-10-10 revision #: 2 scale: 0 0.5 1 2 4 8 16 meters



drawing no.:
15-1

drawing title:
LAWN BOWLS
SITE PLAN
Gage Park

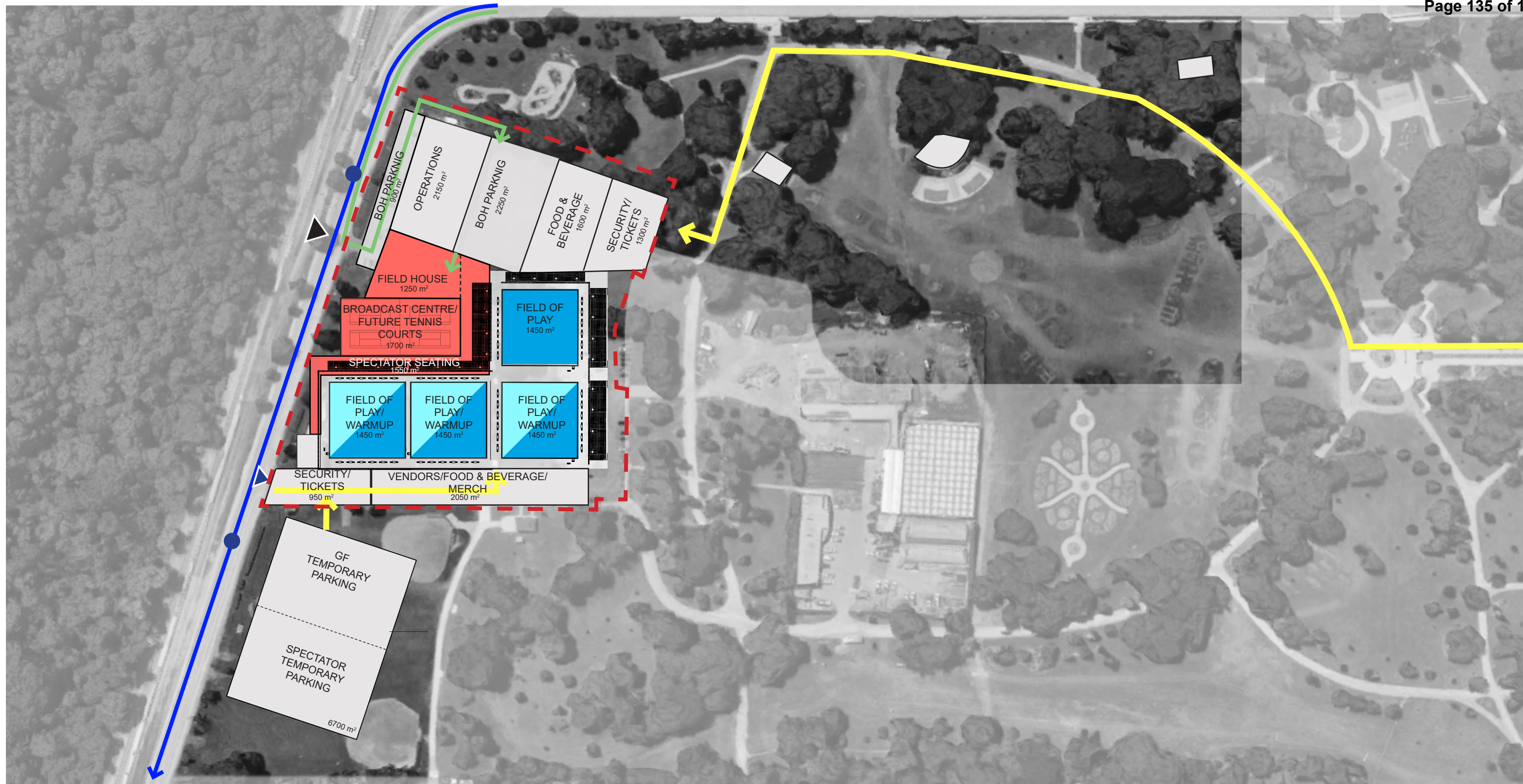
- Legend:**
- Existing Infrastructure
 - Permanent Infrastructure
 - Temporary Venue
 - Planned Infrastructure
 - Secure Perimeter
 - General Public/Games Family Circulation
 - Transit Routes
 - Transit Stops
 - Back of House Entrance
 - Spectator Entrance

date: 2019-10-10 revision #: 2 scale:



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(905)-526-6700





drawing no.:

15-2

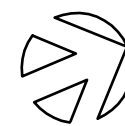
drawing title:

**LAWN BOWLS
BLOCK PLAN
Gage Park**

Legend:

- Field of Play
- Warmup Area
- Permanent Infrastructure
- Other Spaces
- Secure Perimeter
- General Public/Games Family Circulation
- Athletes/Media/Officials Circulation
- Transit Route
- Transit Stops

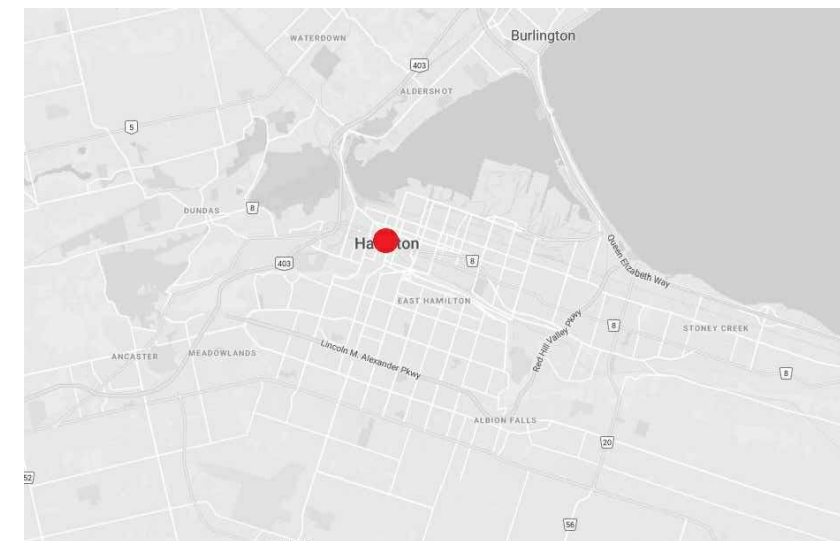
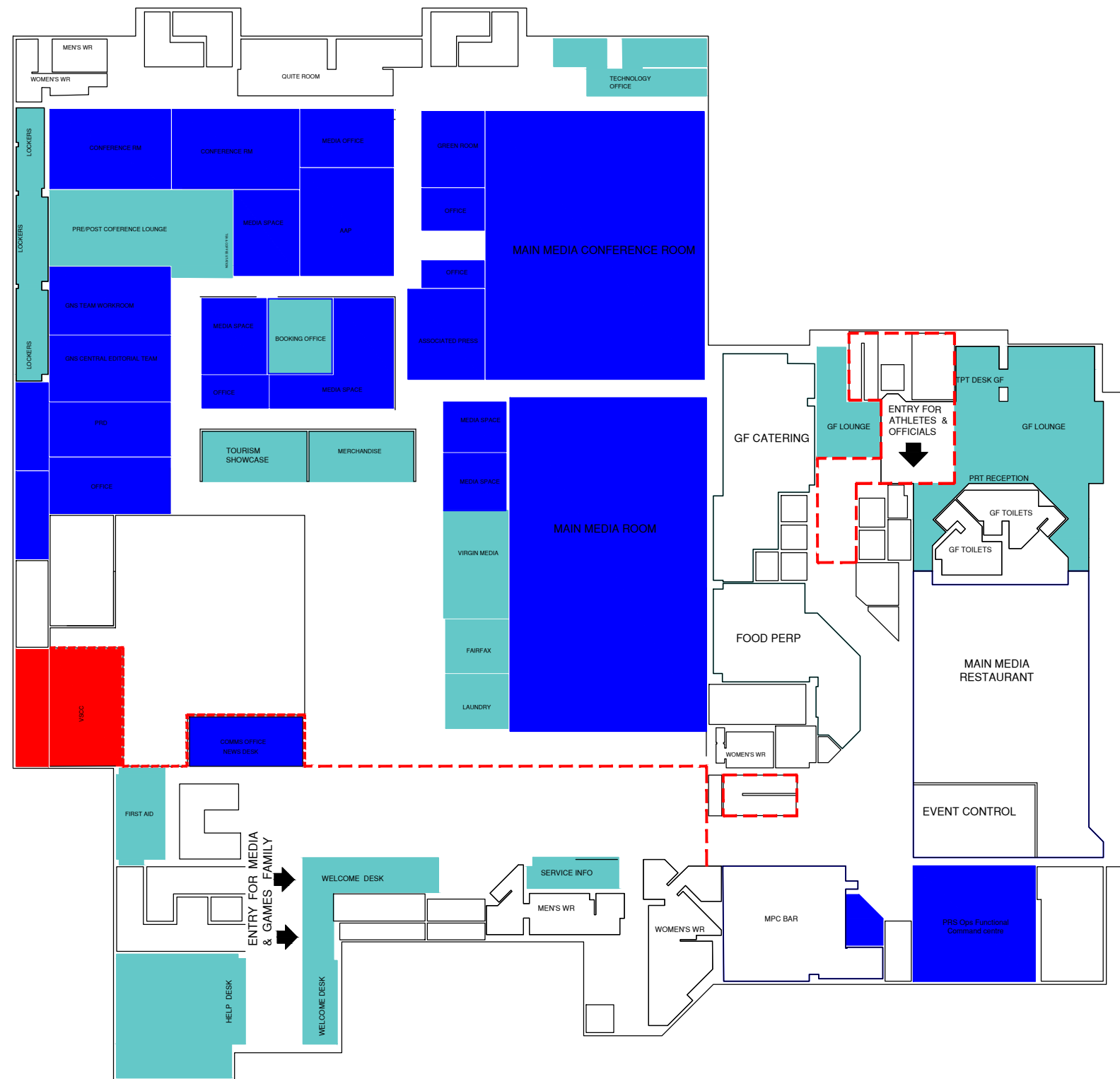
date: 2019-10-10 revision #: 2 scale: meters



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(905)-526-6700





LOCATION N.T.S.



TRANSIT LEGEND

- HSR ROUTE —
- FUTURE RAPID TRANSIT —
- GO ROUTE —
- GO STATION ⊕
- EXISTING BLDG ■
- FUTURE BLDG AREA □

TRANSIT N.T.S.

drawing no.:

16.2

drawing title:

**MPC Main Press Centre
BLOCK PLAN**
Existing or New Convention Centre

date: 2020-01-21

scale: 1:500

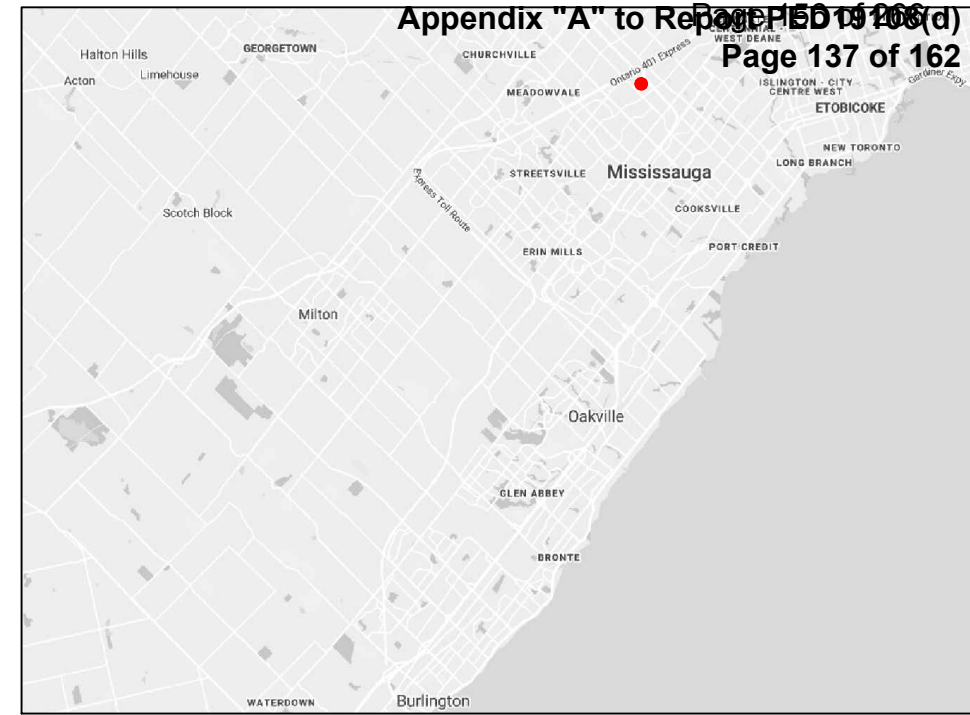
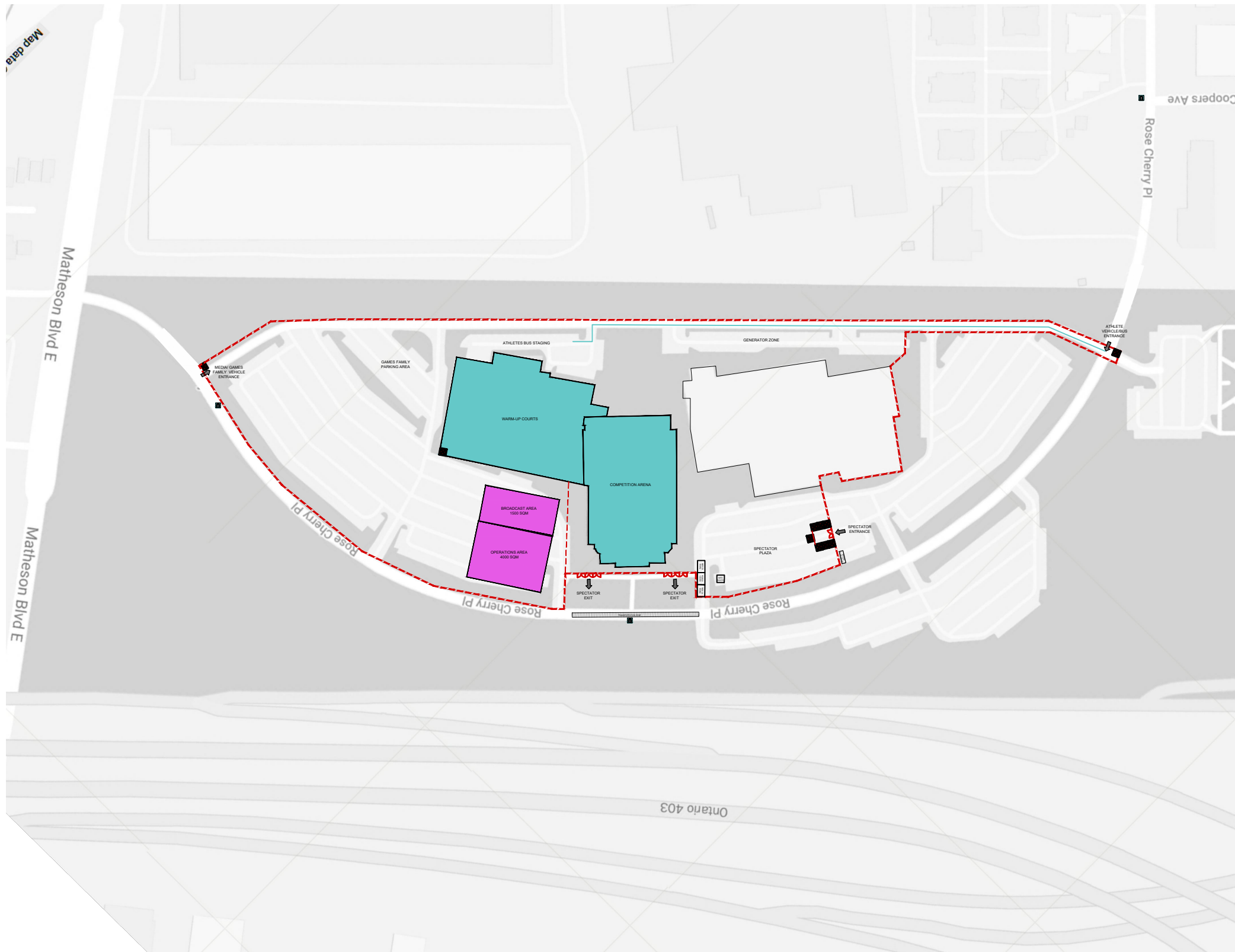
For Drawing 16.1 See Part 1 Submission

BLOCK PLAN

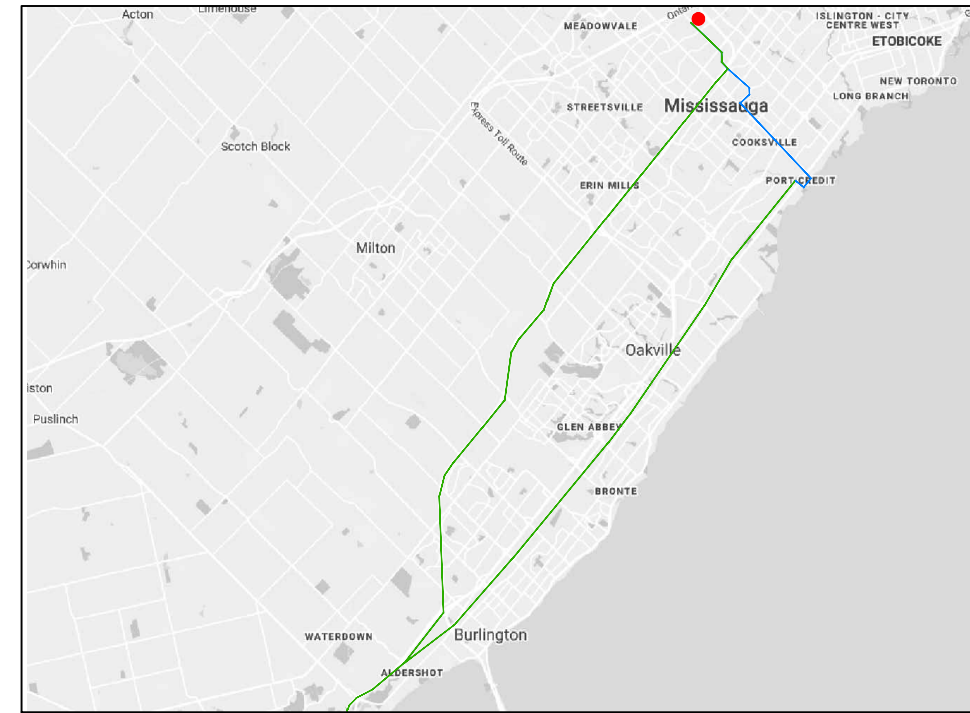
- Media - Press (Field of Play)
- Games Family (Warm-up and training area)
- Security & Venue Secure Perimeter
- all other spaces/areas

- Located in the existing Convention Centre or the planned new Convention Centre which will be somewhere in the city core.
- Staging Area would be in underground parking of Convention Centre.





Location N.T.S.



Transit N.T.S.

drawing no.:

drawing title:

17.1 RETROFIT FACILITY LAYOUT NETBALL

facility:

Paramount Fine Foods
Centre
5500 Rose Cherry Pl, Mississauga, ON

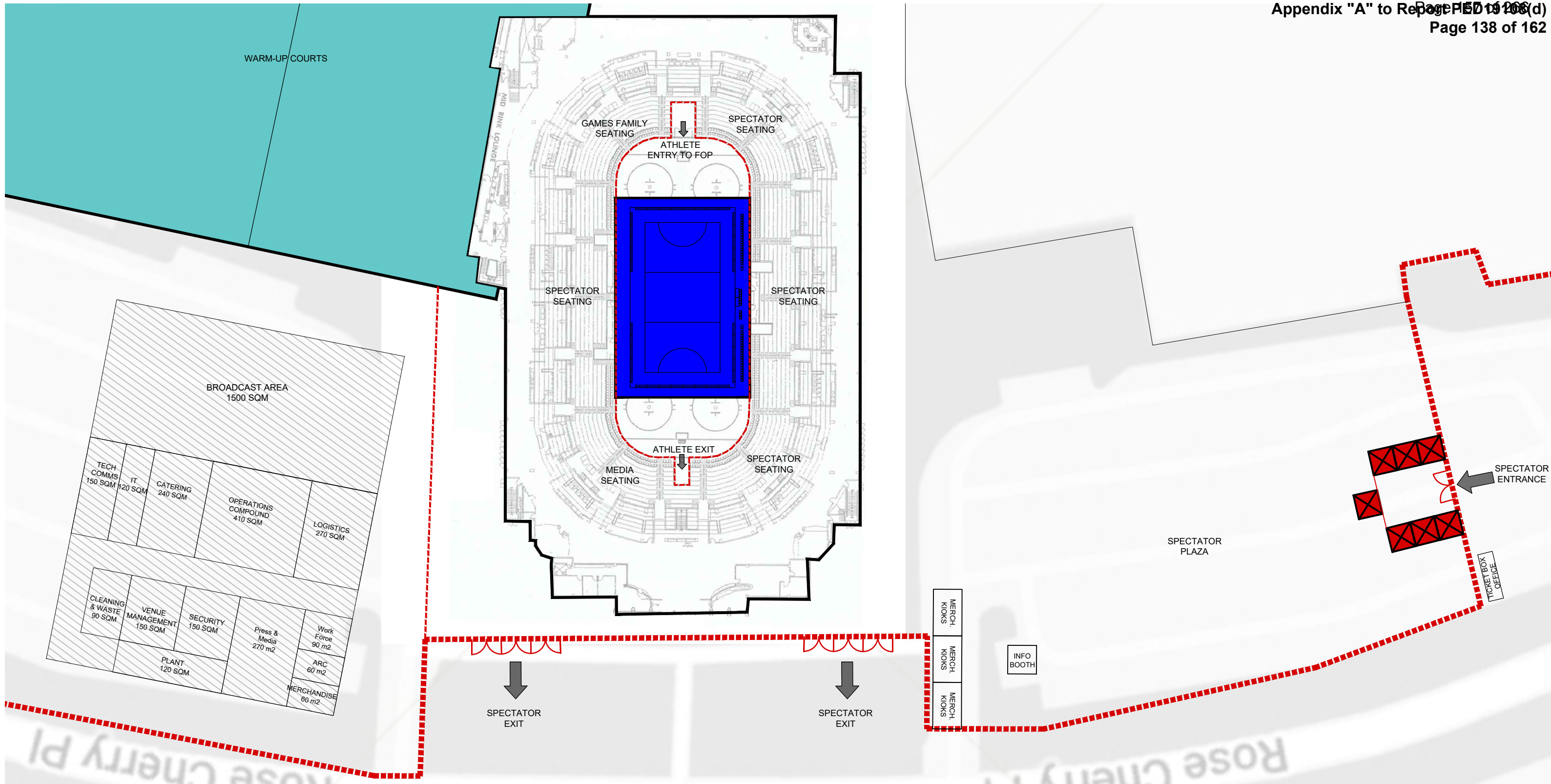
Drawing Legend:

- Existing infrastructure, no permanent works
- Existing infrastructure, permanent works required
- Planned permanent infrastructure (irrespective of the Games)
- Additional permanent infrastructure (Games dependant)
- Temporary Venues



25 main street west
suite 1800
(905)522-0220





drawing no.:

17.2

drawing title:

**RETROFIT FACILITY LAYOUT
NETBALL**

facility:

**Paramount Fine Foods
Centre**
5500 Rose Cherry Pl, Mississauga, ON

Drawing Legend:

- Field of play
- Warm-up and training area
- venue Secure perimeter
- all other spaces/areas

date: 2020-01-28

scale: 1:750

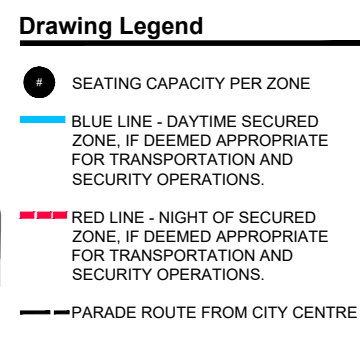
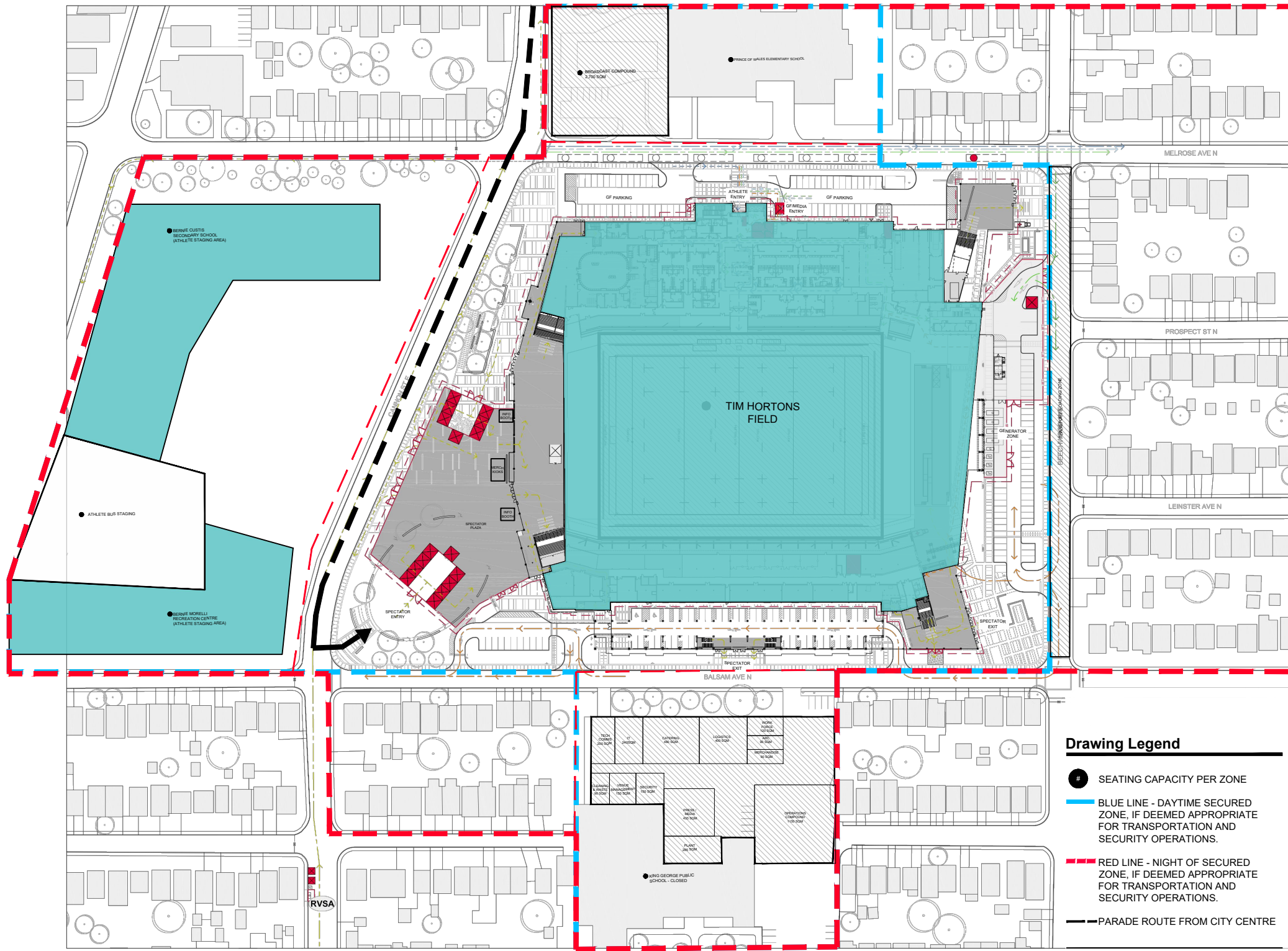
revision #: 1

For Drawing 07 See Part 1 Submission

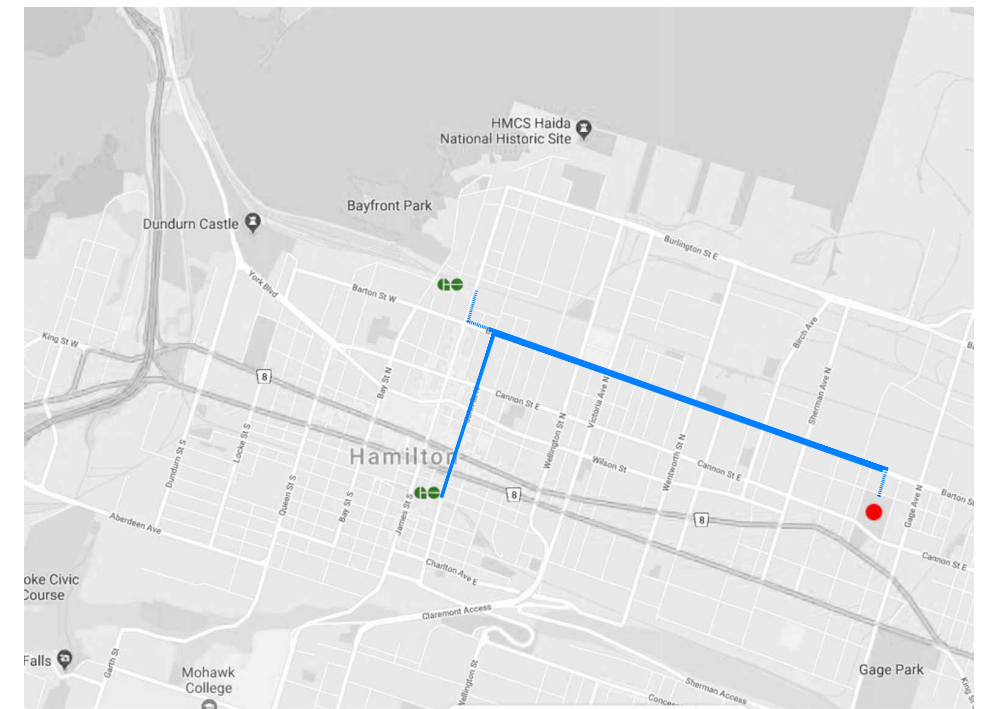


25 main street west
suite 1800
(905)522-0220





Location N.T.S.



Transit N.T.S.

drawing no.:

drawing title:

19.1

**RETROFIT FACILITY LAYOUT
CEREMONIES**

facility:

Tim Hortons Field
64 Merlose Ave N

Drawing Legend:

- Existing infrastructure, no permanent works
- Existing infrastructure, permanent works required
- Planned permanent infrastructure (irrespective of the Games)
- Additional permanent infrastructure (Games dependant)
- Temporary Venues

date: 2020-02-10

scale: 1:100

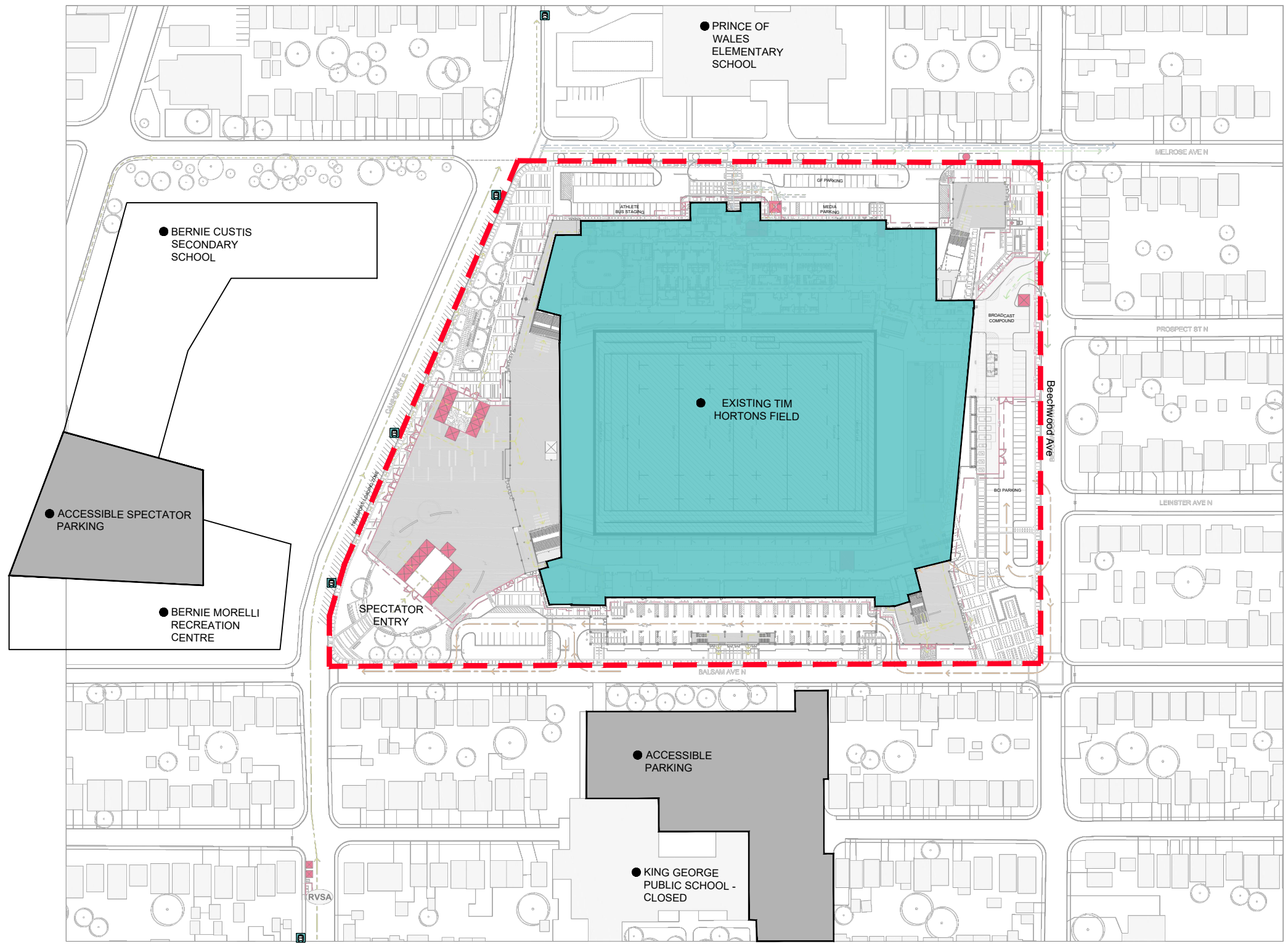
revision #: 1

For Drawing 19 See Part 1 Submission

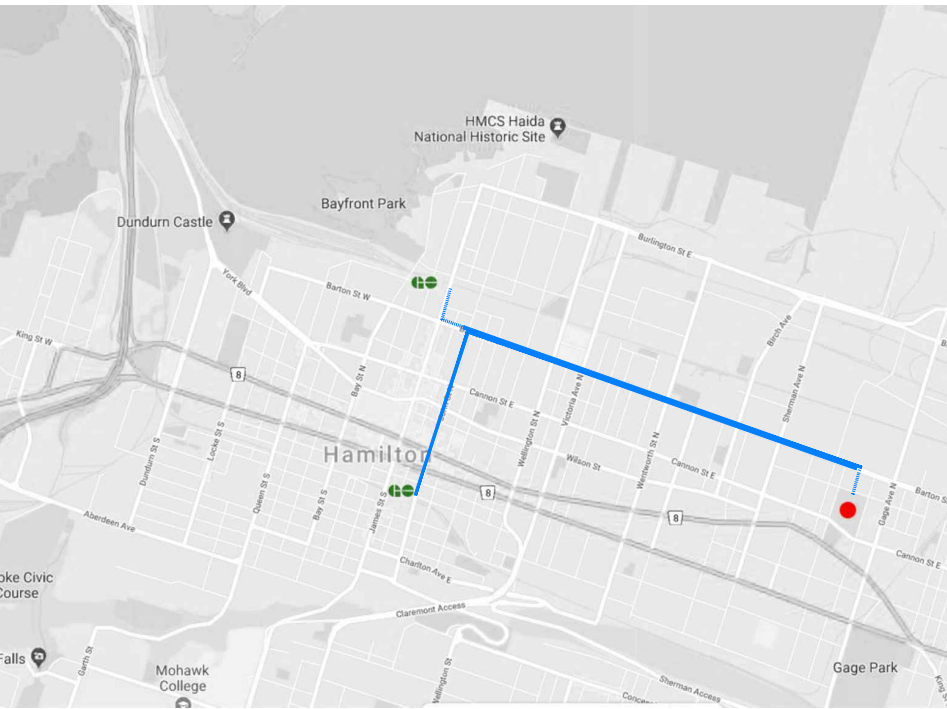


25 main street west
suite 1800
(905)522-0220





Location N.T.S.



Transit N.T.S.

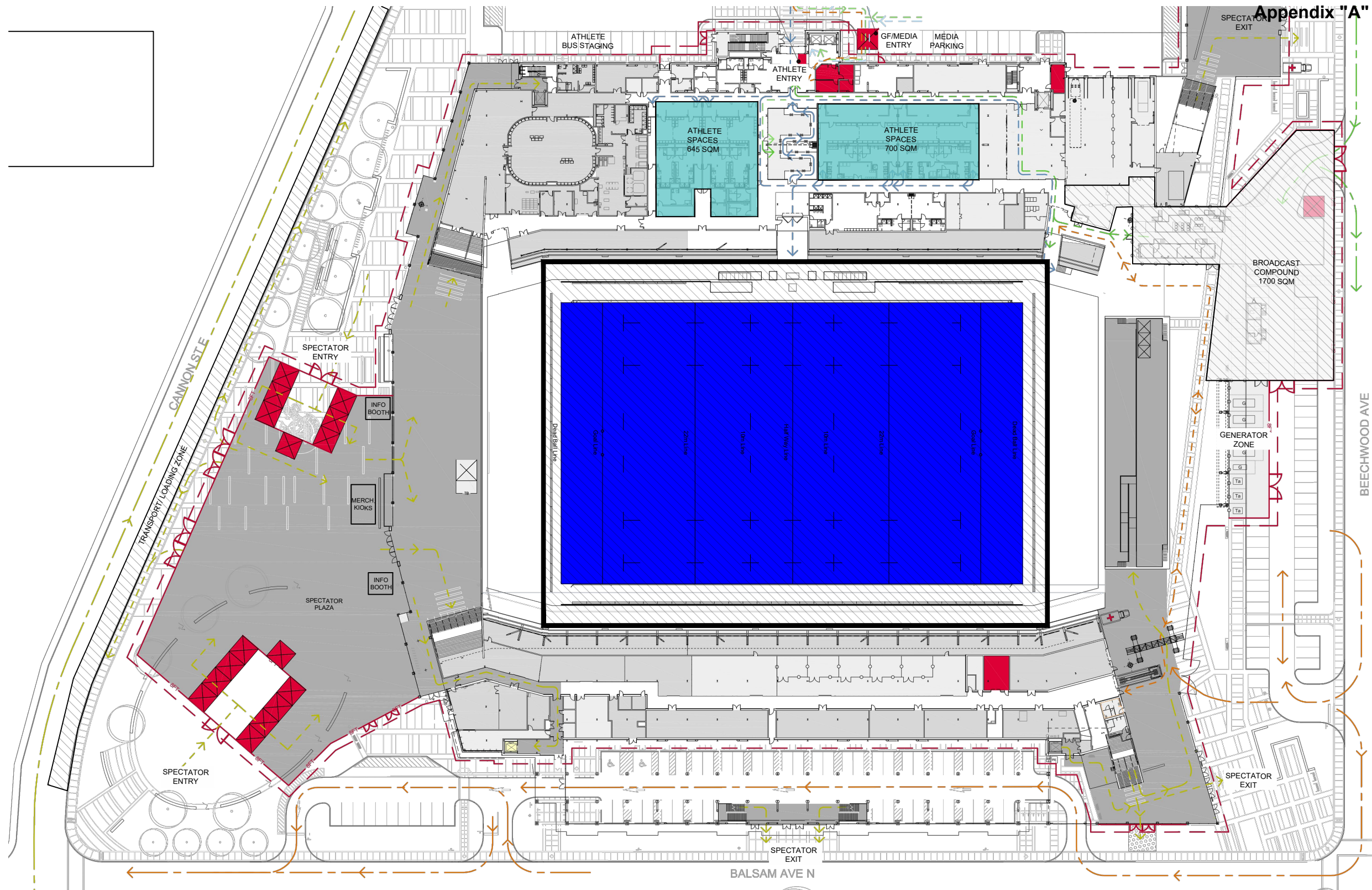
drawing no.: **20.3** drawing title: **RETROFIT FACILITY LAYOUT RUGBY SEVENS**

facility: **Tim Hortons Field**
64 Merlose Ave N

- Drawing Legend:
- Existing infrastructure, no permanent works
 - Existing infrastructure, permanent works required
 - Planned permanent infrastructure (irrespective of the Games)
 - Additional permanent infrastructure (Games dependant)
 - Temporary Venues

dpa
25 main street west
suite 1800
(905)522-0220





drawing no.: **20.4** drawing title: **RETROFIT FACILITY LAYOUT RUGBY SEVENS**

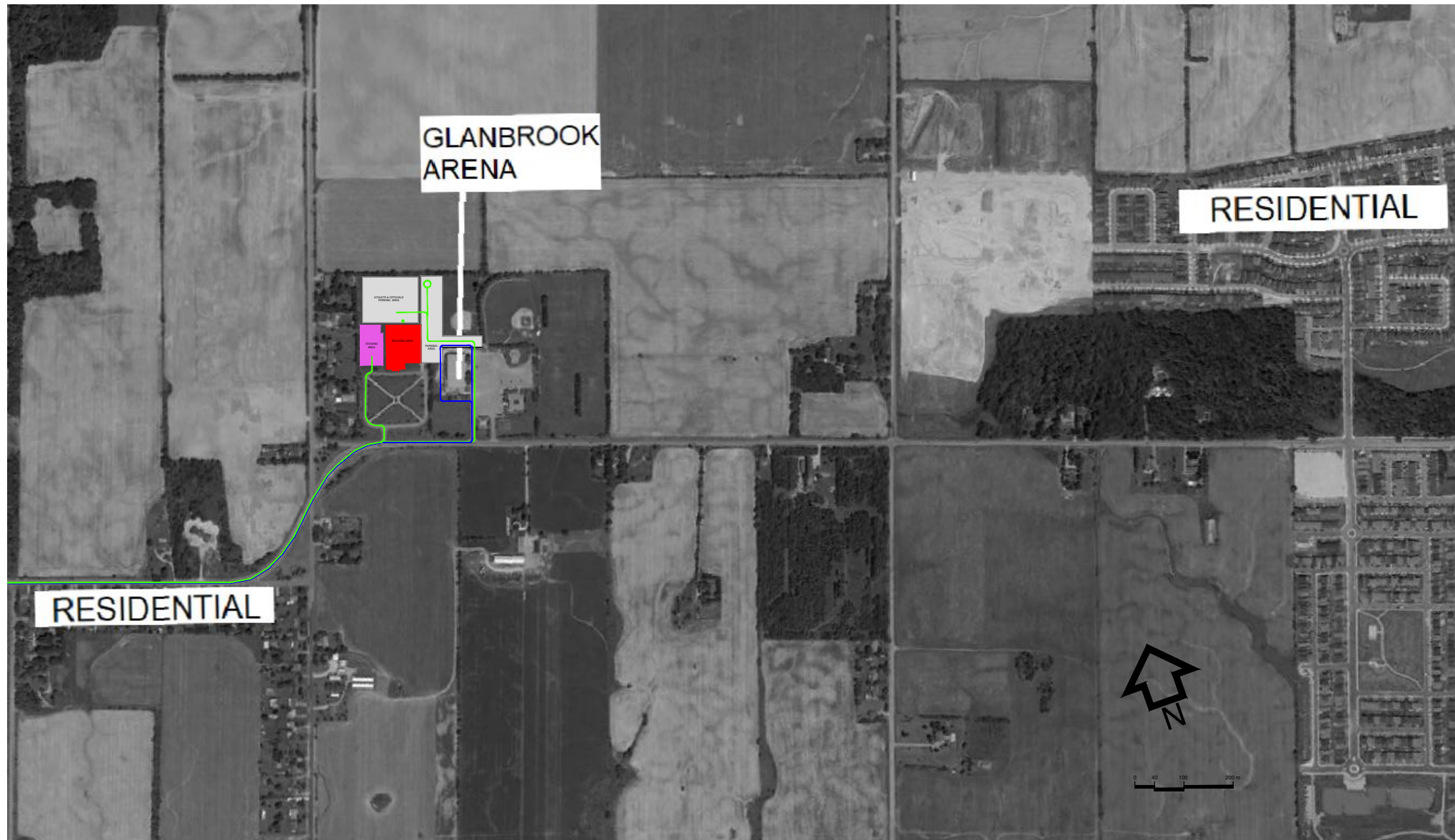
facility: **Tim Hortons Field**
64 Merlose Ave N

- Drawing Legend:
- Field of play
 - Warm-up and training area
 - venue Secure perimeter
 - all other spaces/areas



dpa
25 main street west
suite 1800
(905)522-0220





SITE PLAN



LOCATION N.T.S.



TRANSIT N.T.S.

drawing no.:

21.4

drawing title:

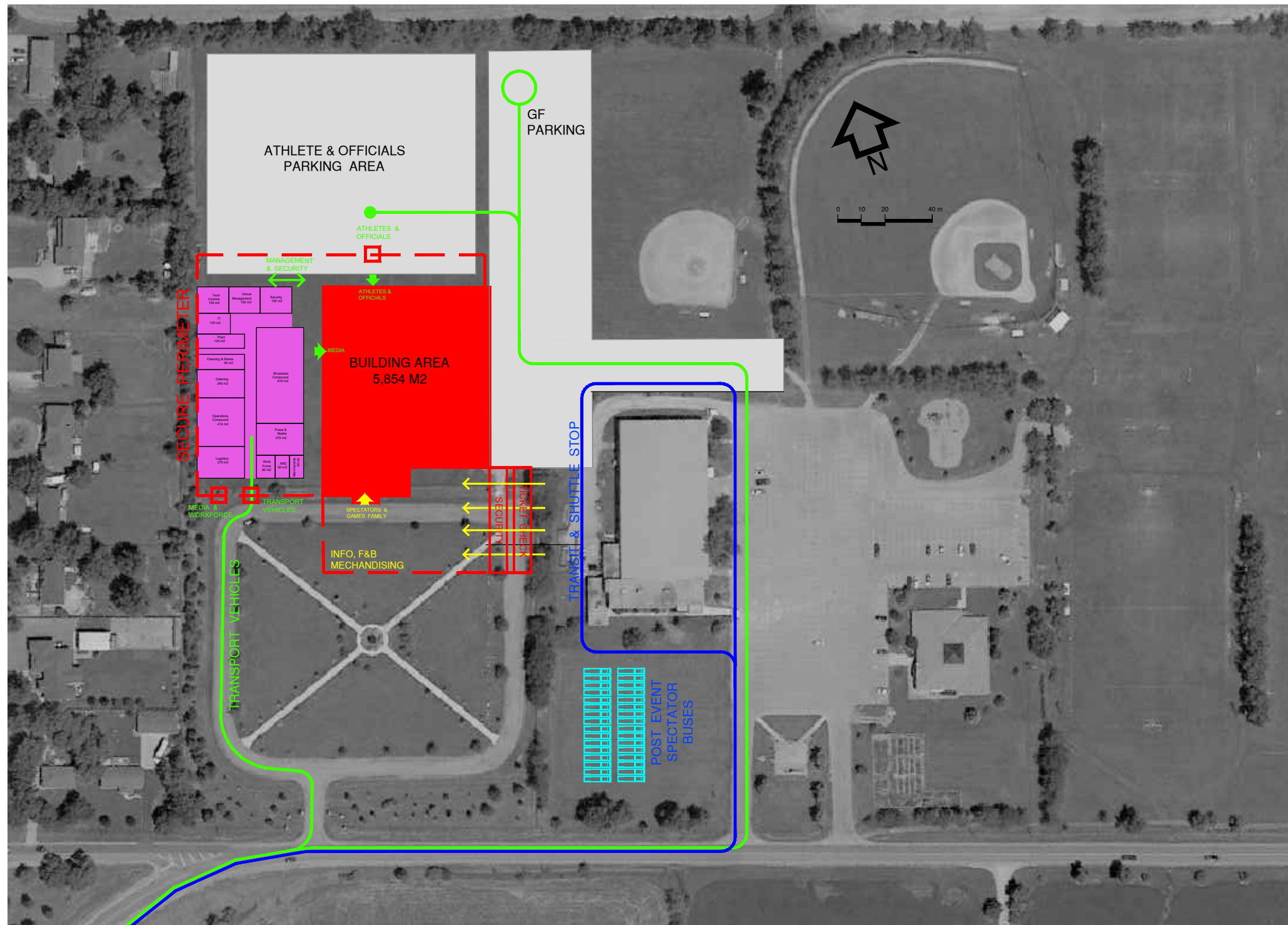
SQUASH
 SITE PLAN
 Glanbrook Sports Park

date: 2020-02-13 scale: 1:11000 For Drawings 21.1 to 21.3 See Part 1 Submission

SITE PLAN

- Existing infrastructure, no permanent works
- Existing infrastructure, permanent works required
- Planned permanent infrastructure (irrespective of the Games)
- Additional permanent infrastructure (Games dependant)
- Temporary Venues





drawing no.:

21.5

drawing title:

**SQUASH
BLOCK PLAN**
Glanbrook Sports Park

date: 2020-02-13

scale: 1:2000

For Drawings 21.1 to 21.3 See Part 1 Submission

BLOCK PLAN

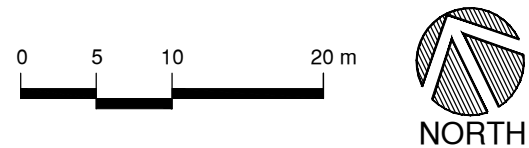
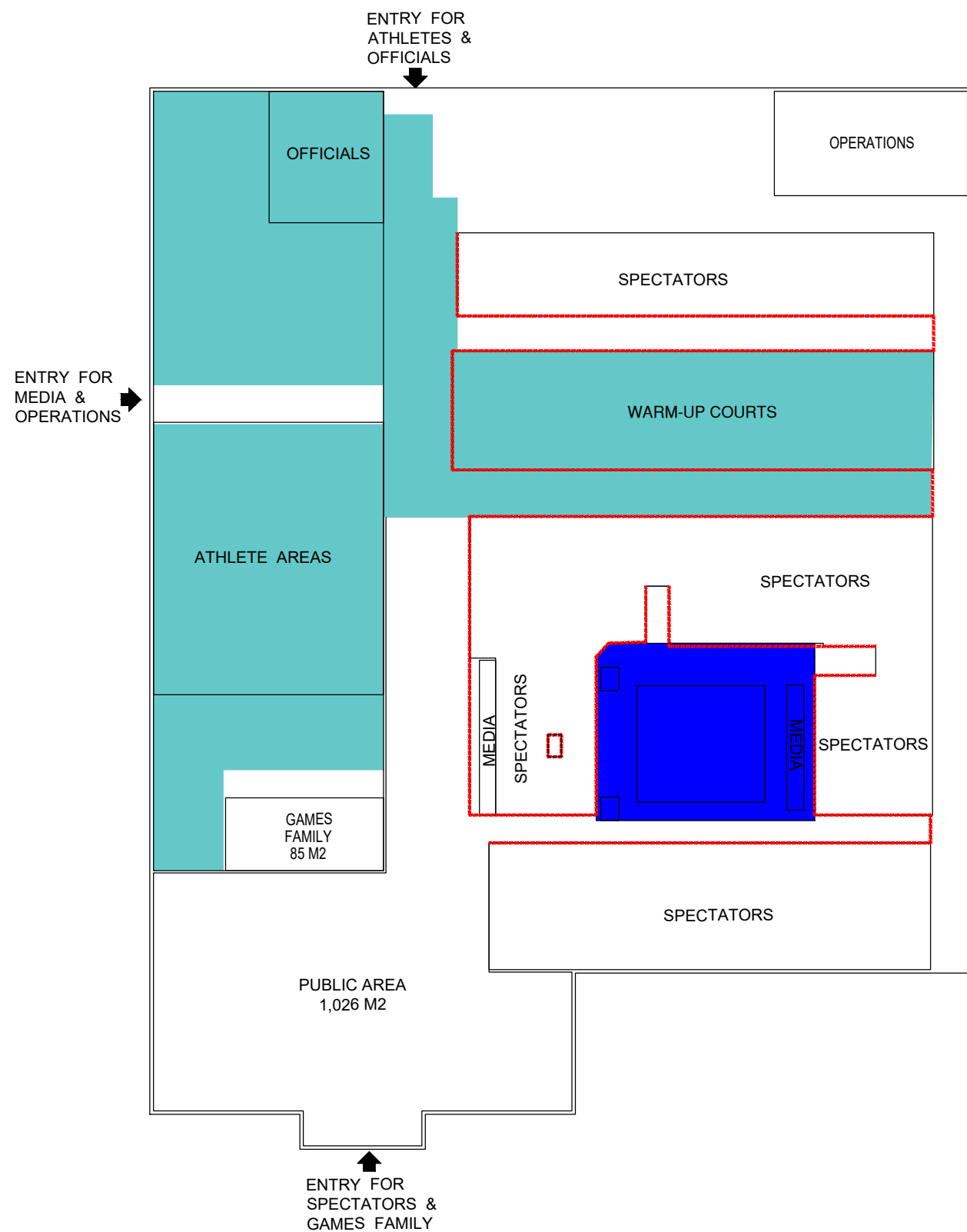
- Existing infrastructure, no permanent works
- Existing infrastructure, permanent works required
- Planned permanent infrastructure (irrespective of the Games)
- Additional permanent infrastructure (Games dependant)
- Temporary Venues
- Security Checkpoint

STAGING AREA COMPONENTS

The approximate breakdown of the Staging Area is as follows:

Broadcast Compound	810 m2
Operations Compound	410 m2
Media & Press	270 m2
Logistics	270 m2
Catering	240 m2
Venue Management	150 m2
Security	150 m2
Tech Comms	150 m2
Plant	120 m2
IT	120 m2
Work Force	90 m2
Cleaning and Waste	90 m2
ARC	60 m2
Merchandise	60 m2
Total	3,000 m2





drawing no.:

21.6

drawing title:

SQUASH
FLOOR PLAN
 Glanbrook Sports Park

date: 2020-02-13

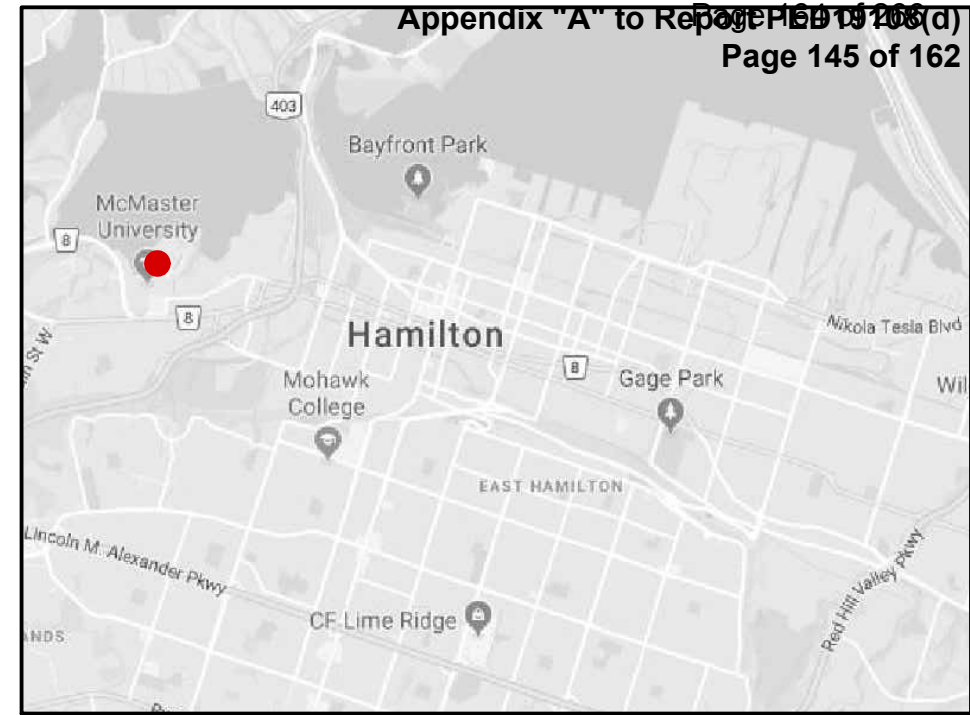
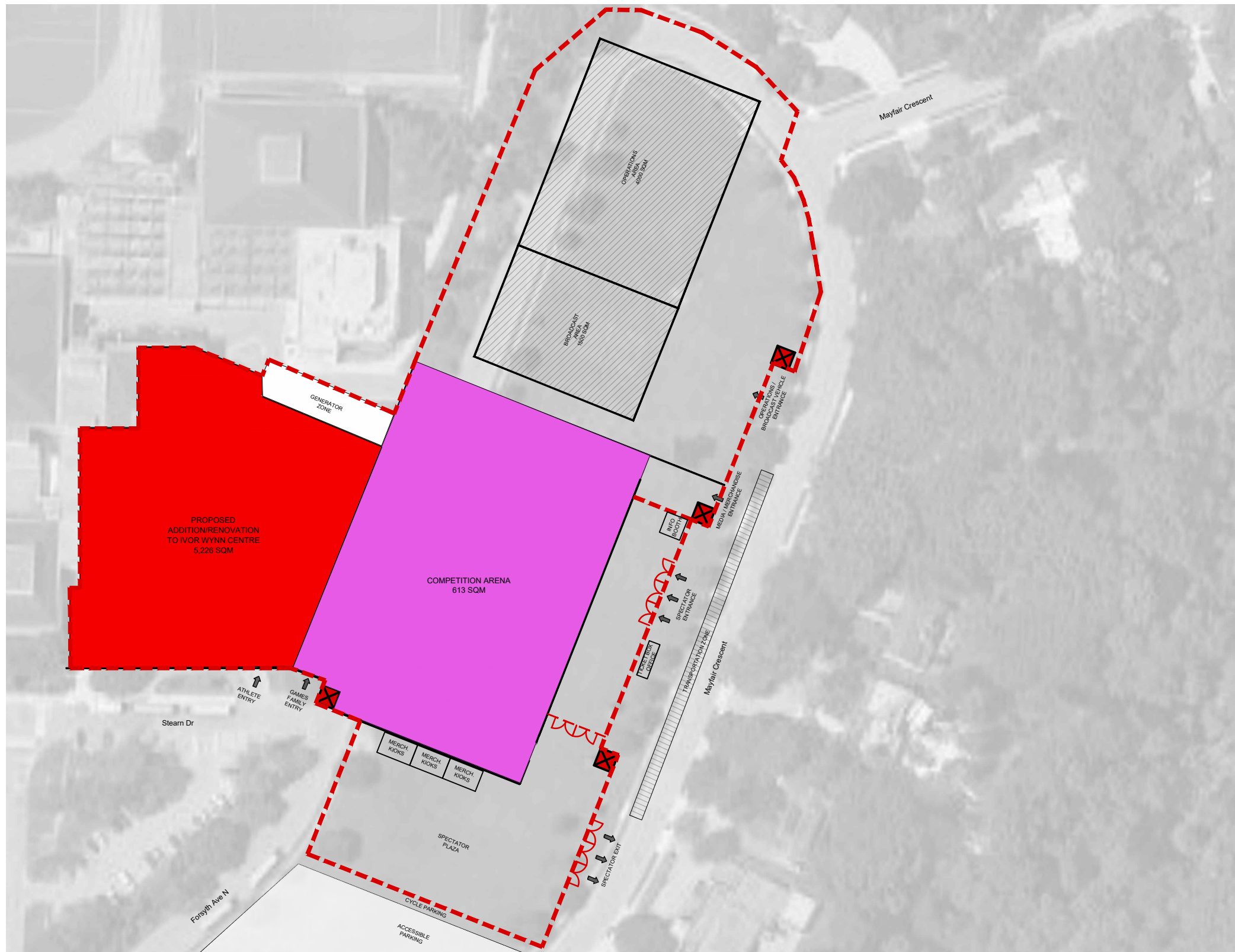
scale: 1:500

For Drawings 21.1 to 21.3 See Part 1 Submission

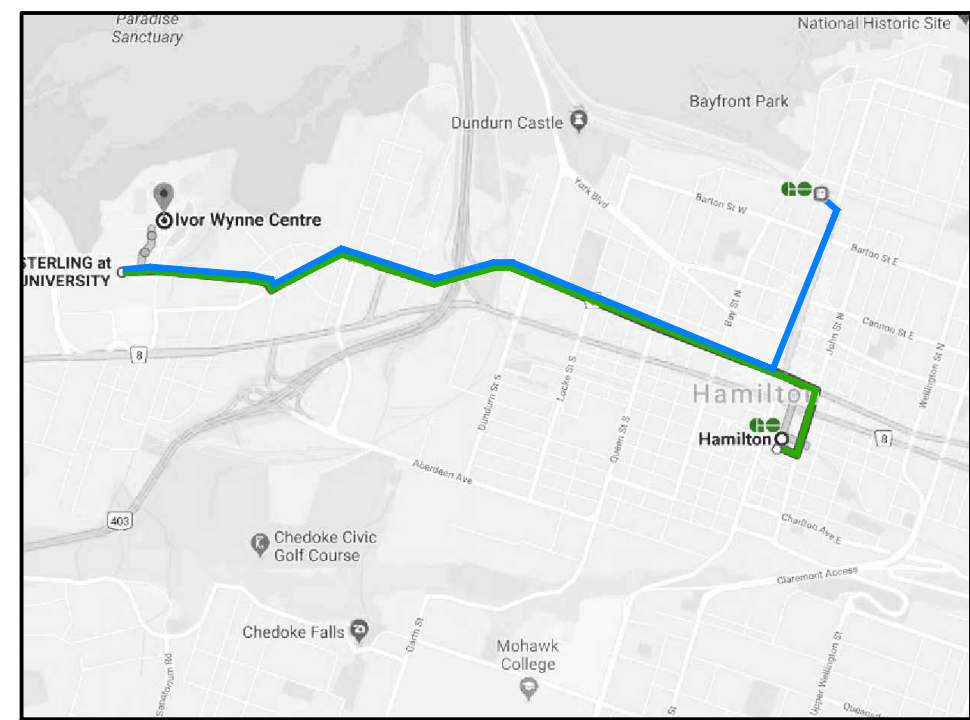
SPACE ALLOCATION

- Field of Play
- Warm-up and training area
- Venue Secure Perimeter
- all other spaces/areas





Location N.T.S.



Transit N.T.S.

drawing no.:

drawing title:

22.1 RETROFIT FACILITY LAYOUT AQUATICS - SWIMMING

facility:
The Oval-McMaster Field
Forsyth Ave N



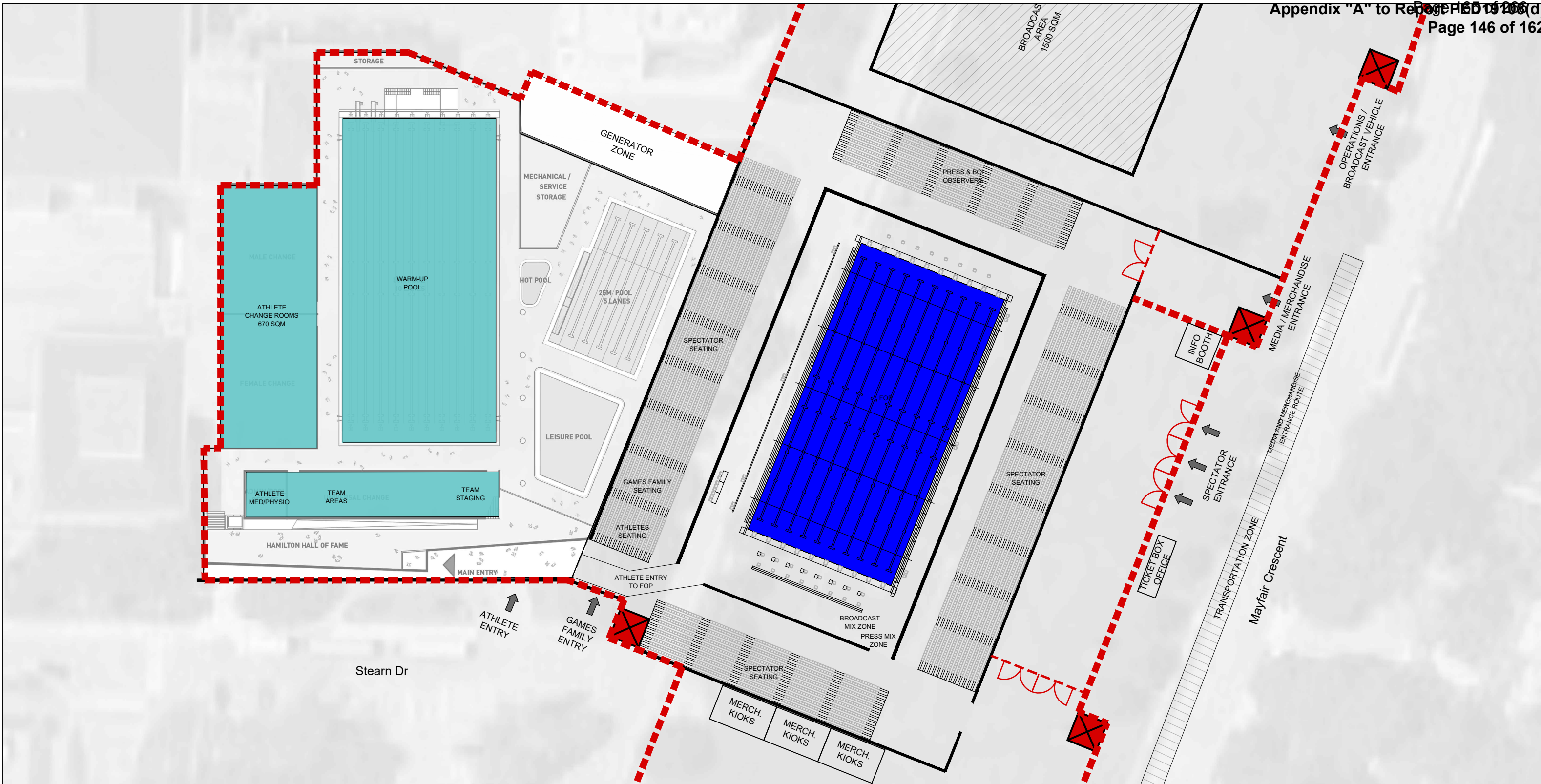
Drawing Legend:

- Existing infrastructure, no permanent works
- Existing infrastructure, permanent works required
- Planned permanent infrastructure (irrespective of the Games)
- Additional permanent infrastructure (Games dependant)
- Temporary Venues

date: 2020-02-10 scale: 1:1200 revision #: 1 For Drawing 22 See Part 1 Submission

dpa
25 main street west
suite 1800
(905)522-0220





drawing no.: **22.2** drawing title: **RETROFIT FACILITY LAYOUT**
AQUATICS - SWIMMING

facility: **The Oval-McMaster Field**
 Forsyth Ave N

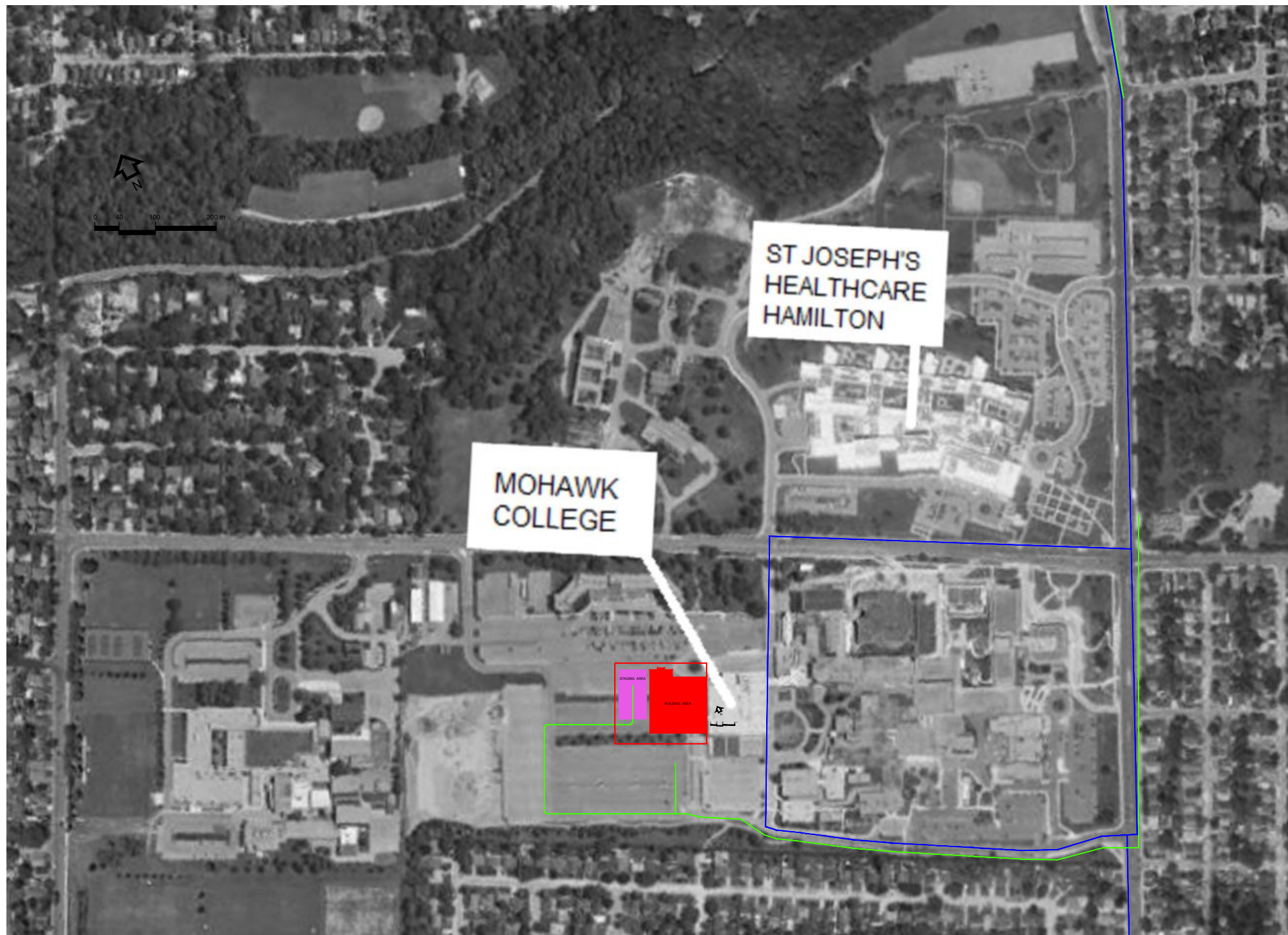
- Drawing Legend:
- Field of play
 - Warm-up and training area
 - venue Secure perimeter
 - all other spaces/areas



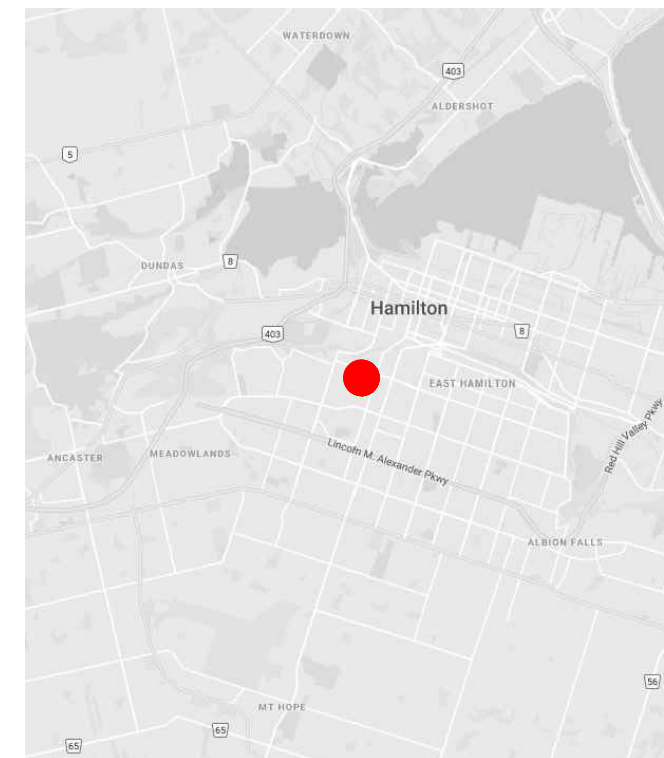
date: 2020-02-10 scale: 1:600 revision #: 1 For Drawing 22 See Part 1 Submission

dpa
 25 main street west
 suite 1800
 (905)522-0220

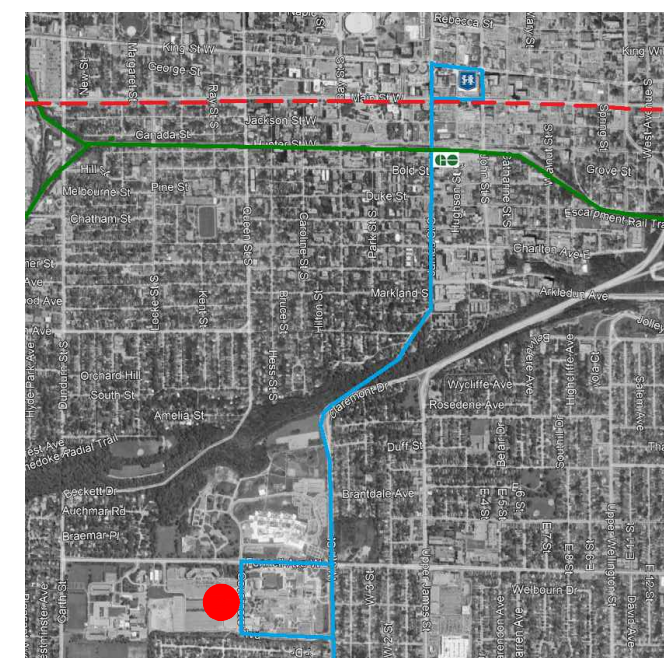




SITE PLAN



LOCATION N.T.S.



TRANSIT N.T.S.

drawing no.:

23.4

drawing title:

TABLE TENNIS
SITE PLAN
Mohawk College

date: 2020-02-13

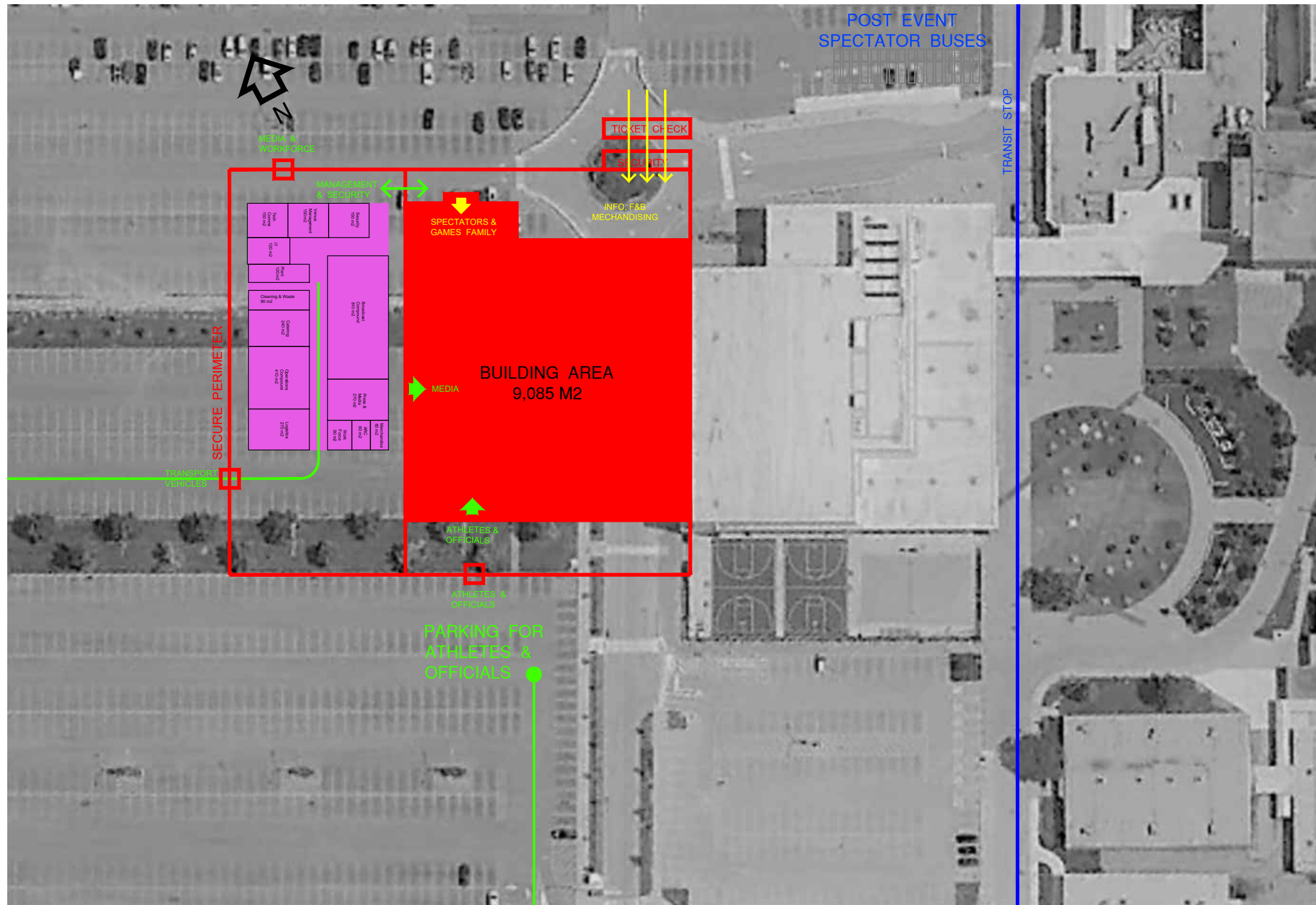
scale: 1:8000

For Drawings 23.1 to 23.3 See Part 1 Submission

SITE PLAN

- Existing infrastructure, no permanent works
- Existing infrastructure, permanent works required
- Planned permanent infrastructure (irrespective of the Games)
- Additional permanent infrastructure (Games dependent)
- Temporary Venues





drawing no.:

23.5

drawing title:

TABLE TENNIS BLOCK PLAN

Mohawk College

date: 2020-02-13

scale: 1:1500

For Drawings 23.1 to 23.3 See Part 1 Submission

BLOCK PLAN

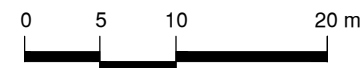
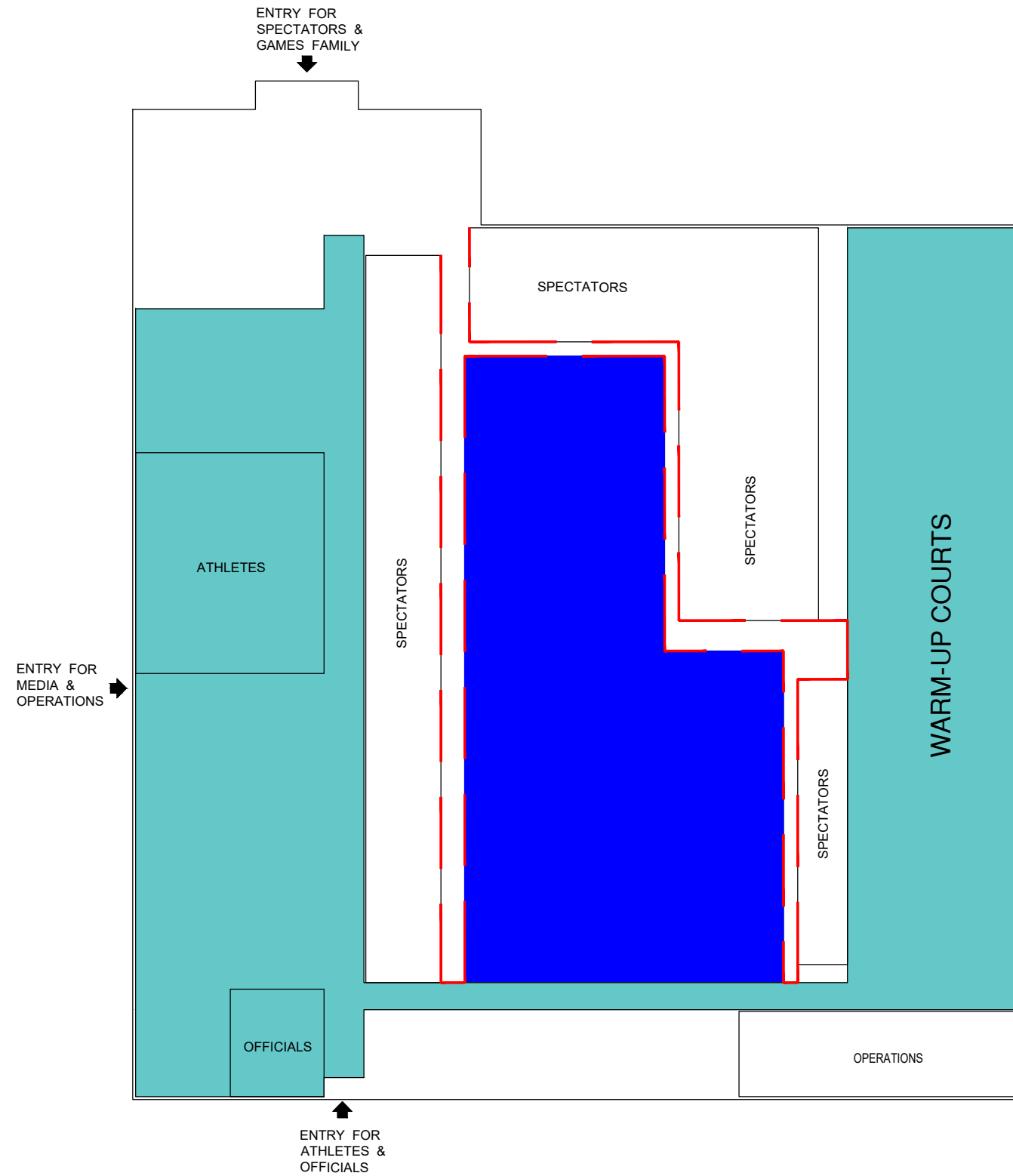
- Existing infrastructure, no permanent works
- Existing infrastructure, permanent works required
- Planned permanent infrastructure (irrespective of the Games)
- Additional permanent infrastructure (Games dependant)
- Temporary Venues
- Security Checkpoint

STAGING AREA COMPONENTS

The approximate breakdown of the Staging Area is as follows:

Broadcast Compound	810 m2
Operations Compound	410 m2
Media & Press	270 m2
Logistics	270 m2
Catering	240 m2
Venue Management	150 m2
Security	150 m2
Tech Comms	150 m2
Plant	120 m2
IT	120 m2
Work Force	90 m2
Cleaning and Waste	90 m2
APC	60 m2
Merchandise	60 m2
Total	3,000 m2





drawing no.:

23.6

drawing title:

TABLE TENNIS
 FLOOR PLAN
 Mohawk College

date: 2020-02-13

scale: 1:600

For Drawings 23.1 to 23.3 See Part 1 Submission

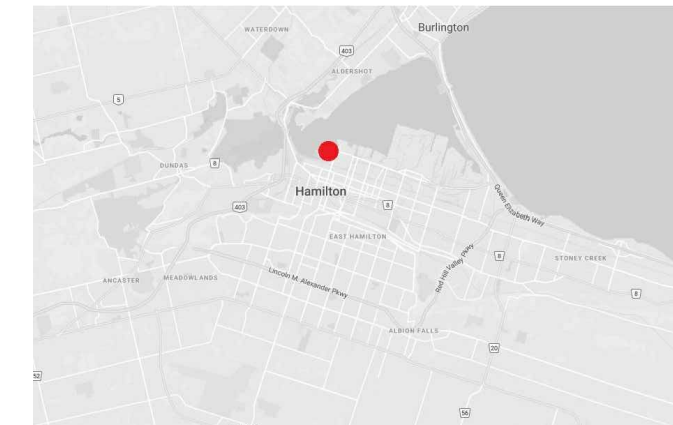
SPACE ALLOCATION

- Field of Play
- Warm-up and training area
- Venue Secure Perimeter
- all other spaces/areas





SITE PLAN



LOCATION N.T.S.



TRANSIT N.T.S.

drawing no.:

24.6

drawing title:

TRIATHLON
 SITE PLAN
 HAMILTON WATERFRONT

date: 2020-02-13 scale: 1:6000 For Drawings 24.1 to 24.5 See Part 1 Submission

SITE PLAN

- Existing infrastructure, no permanent works
- Existing infrastructure, permanent works required
- Planned permanent infrastructure (irrespective of the Games)
- Additional permanent infrastructure (Games dependent)
- Temporary Venues





drawing no.:

24.7

drawing title:

TRIATHLON
 ALL 3 EVENTS
 HAMILTON WATERFRONT

date: 2020-02-13 scale: 1:6000 For Drawings 24.1 to 24.5 See Part 1 Submission

BLOCK PLAN

- Existing infrastructure, no permanent works
- Existing infrastructure, permanent works required
- Planned permanent infrastructure (irrespective of the Games)
- Additional permanent infrastructure (Games dependant)
- Temporary Venues





drawing no.:
24.7

drawing title:
**TRIATHLON
TRANSITION AREA
HAMILTON WATERFRONT**

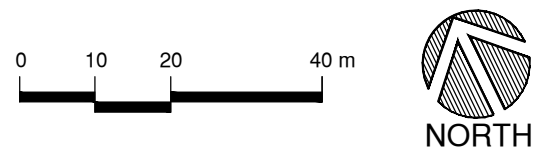
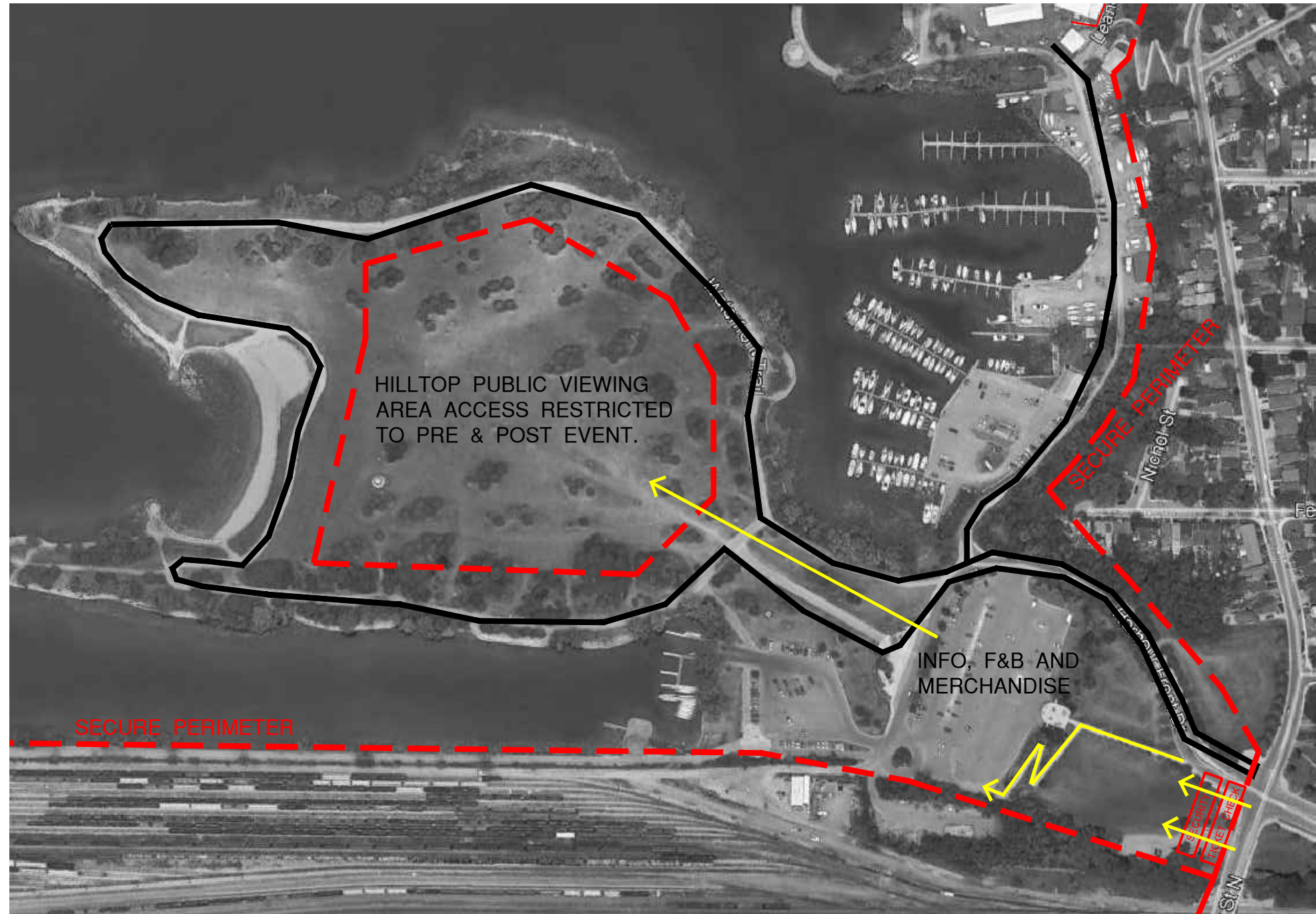
date: 2020-02-13 scale: 1:1000 For Drawings 24.1 to 24.5 See Part 1 Submission

- BLOCK PLAN**
- Existing infrastructure, no permanent works
 - Existing infrastructure, permanent works required
 - Planned permanent infrastructure (irrespective of the Games)
 - Additional permanent infrastructure (Games dependant)
 - Temporary Venues
 - Security Checkpoint

NOTES

Transit to the Transition Area and to the Running viewing area on the island would stop 30 minutes prior to commencement of competition so as not to interfere with the cycling and running portions of the competition.





drawing no.:

24.8

drawing title:

TRIATHLON
RUNNING
HAMILTON WATERFRONT

date: 2020-02-13 scale: 1:1000 For Drawings 24.1 to 24.5 See Part 1 Submission

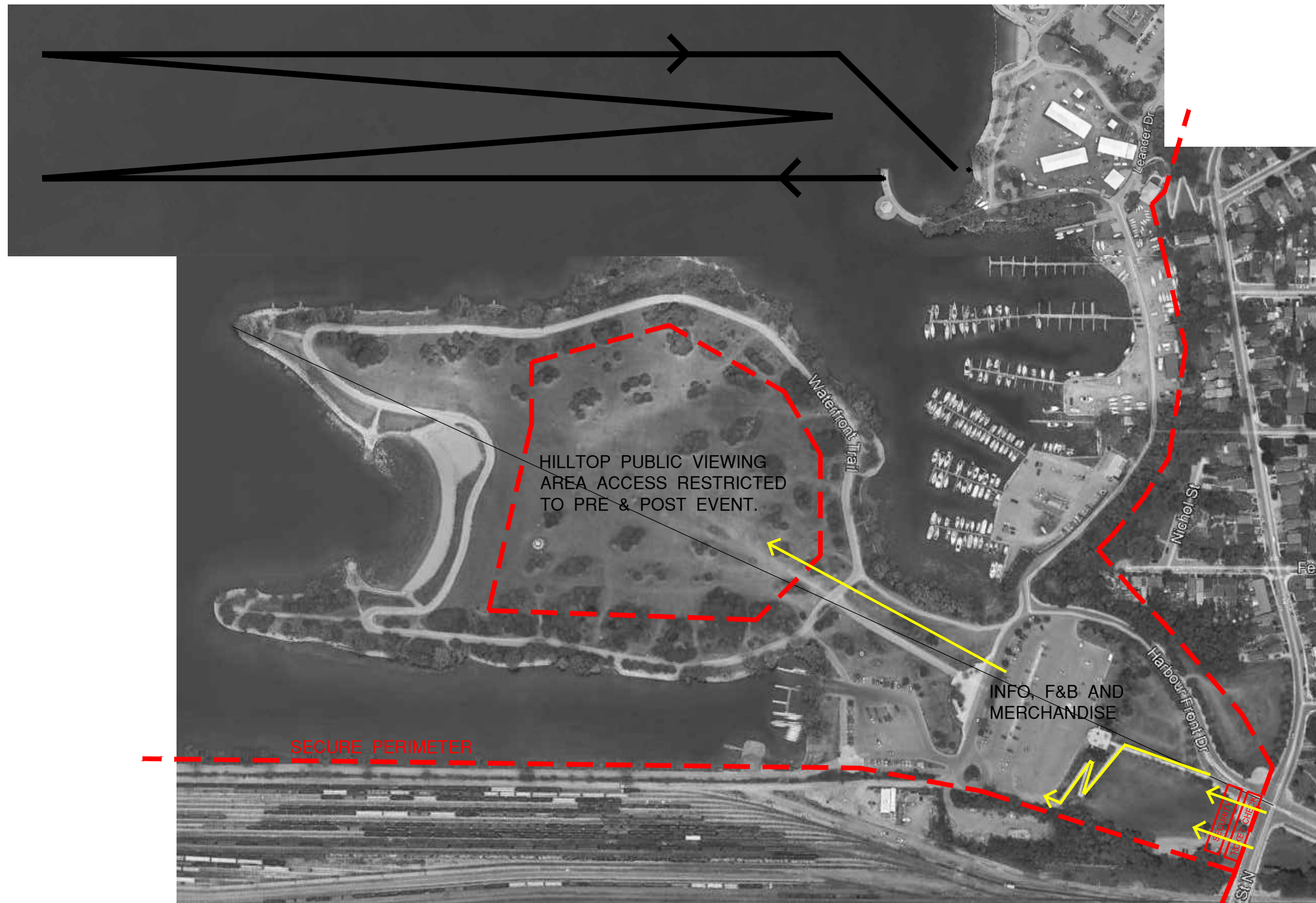
SPACE ALLOCATION

- Field of Play
- Warm-up and training area
- Venue Secure Primeter
- all other spaces/areas
- Security Checkpoint

NOTES

Transit to the Transition Area and to the Running viewing area on the island would stop 30 minutes prior to commencement of competition so as not to interfere with the cycling and running portions of the competition.





drawing no.:
24.9

drawing title:
**TRIATHLON
 SWIMMING
 HAMILTON WATERFRONT**

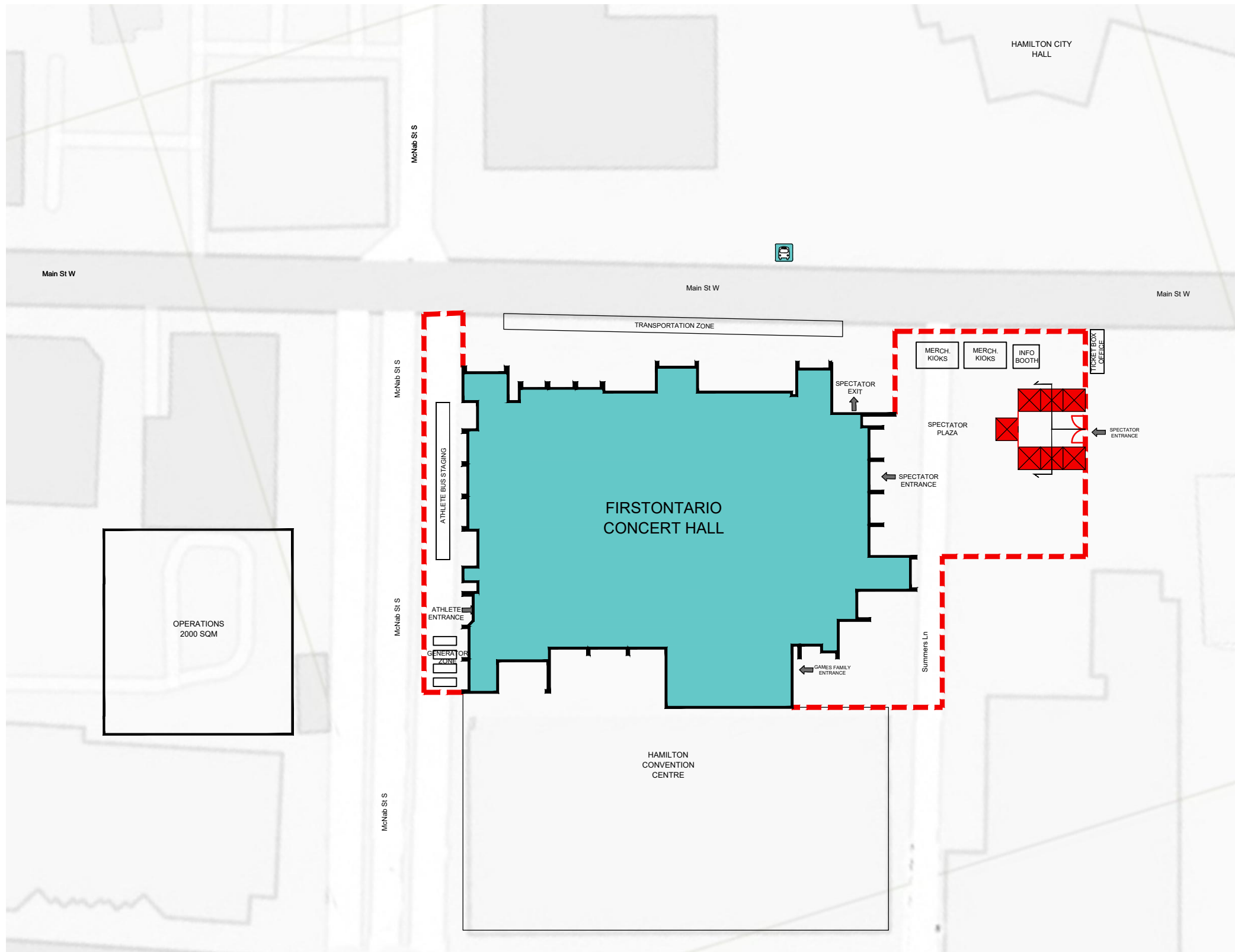
date: 2020-02-13 scale: 1:1000 For Drawings 24.1 to 24.5 See Part 1 Submission

- SPACE ALLOCATION**
- Field of Play
 - Warm-up and training area
 - Venue Secure Primeter
 - all other spaces/areas
 - Security Checkpoint

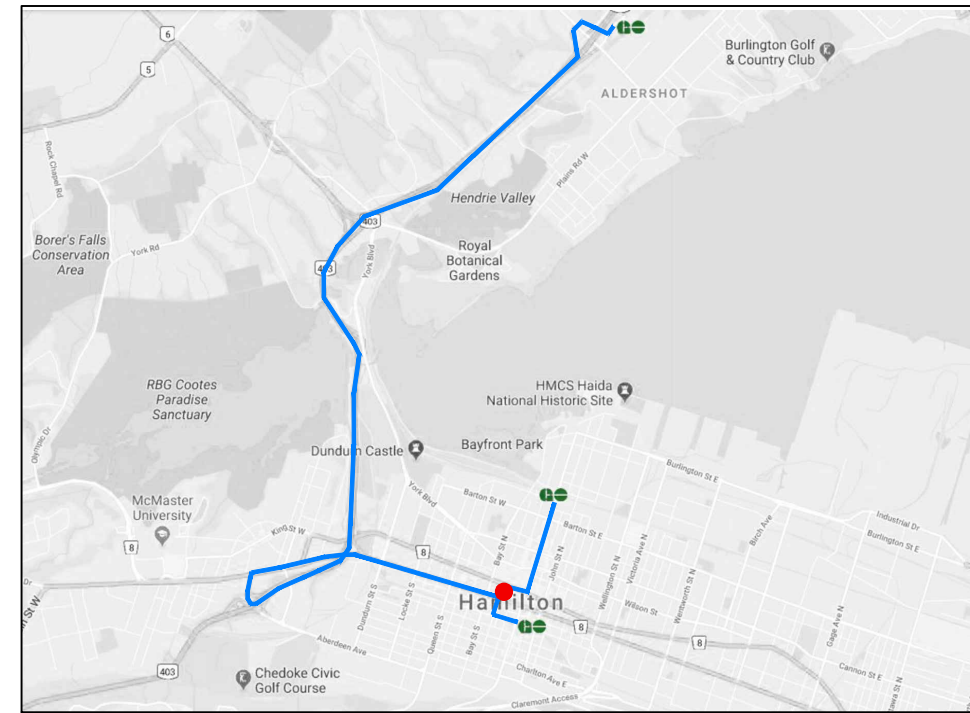
NOTES

Transit to the Transition Area and to the Running viewing area on the island would stop 30 minutes prior to commencement of competition so as not to interfere with the cycling and running portions of the competition.





Location N.T.S.



Transit N.T.S.

drawing no.: **25.5**
 drawing title: **RETROFIT FACILITY LAYOUT
 POWERLIFTING**
 date: 2020-02-10 scale: 1:1000 revision #: 1 For Drawings 25.1-25.2 see Part 1 Submission

facility:
FirstOntario Concert Hall
 1 Summers Ln

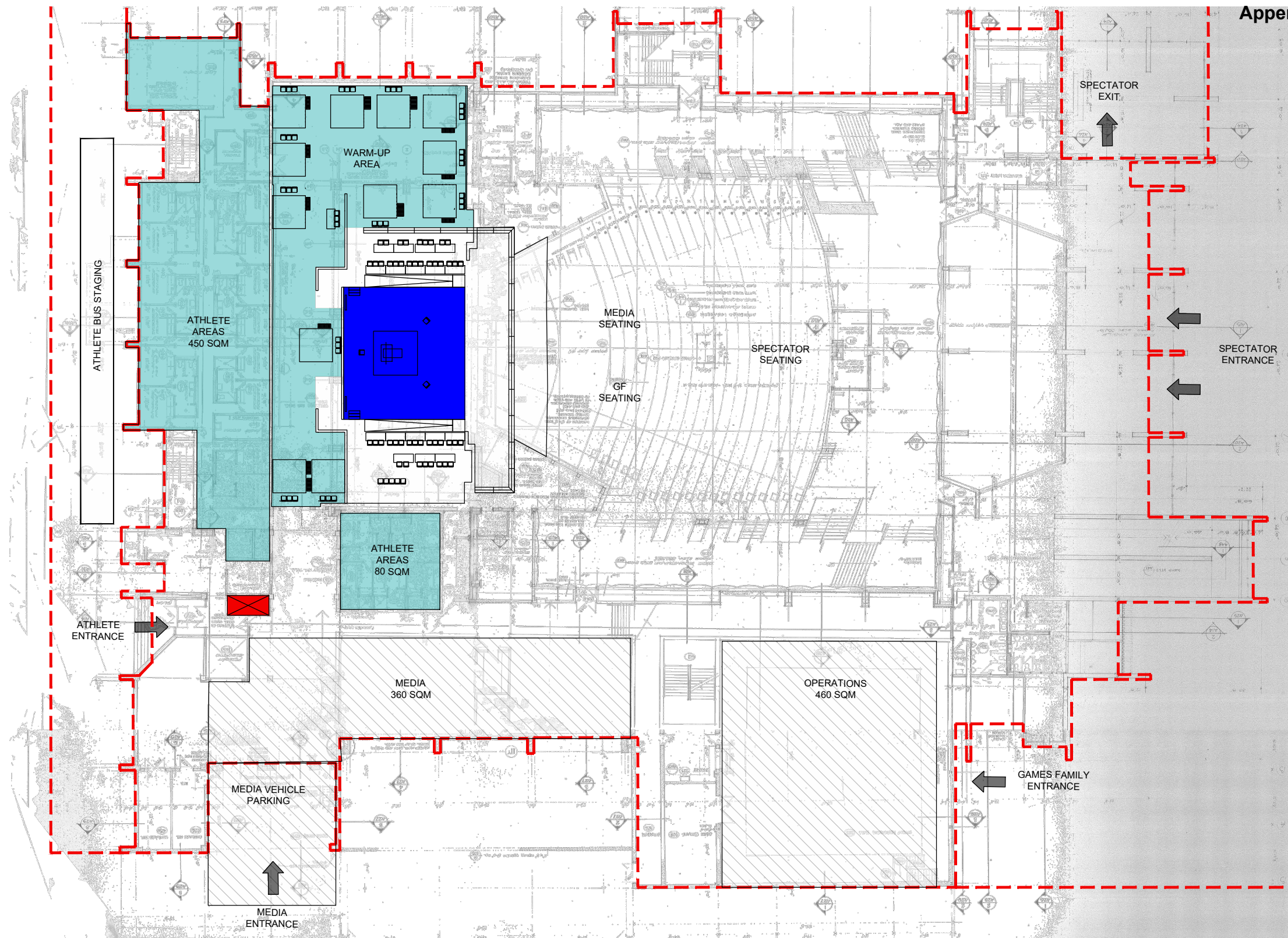


- Drawing Legend:
- Existing infrastructure, no permanent works
 - Existing infrastructure, permanent works required
 - Planned permanent infrastructure (irrespective of the Games)
 - Additional permanent infrastructure (Games dependant)
 - Temporary Venues



25 main street west
 suite 1800
 (905)522-0220





drawing no.:

25.6

drawing title:

**RETROFIT FACILITY LAYOUT
POWERLIFTING**

facility:

FirstOntario Concert Hall
1 Summers Ln



Drawing Legend:

- Field of play
- Warm-up and training area
- venue Secure perimeter
- all other spaces/areas

date: 2020-02-10

scale: 1:400

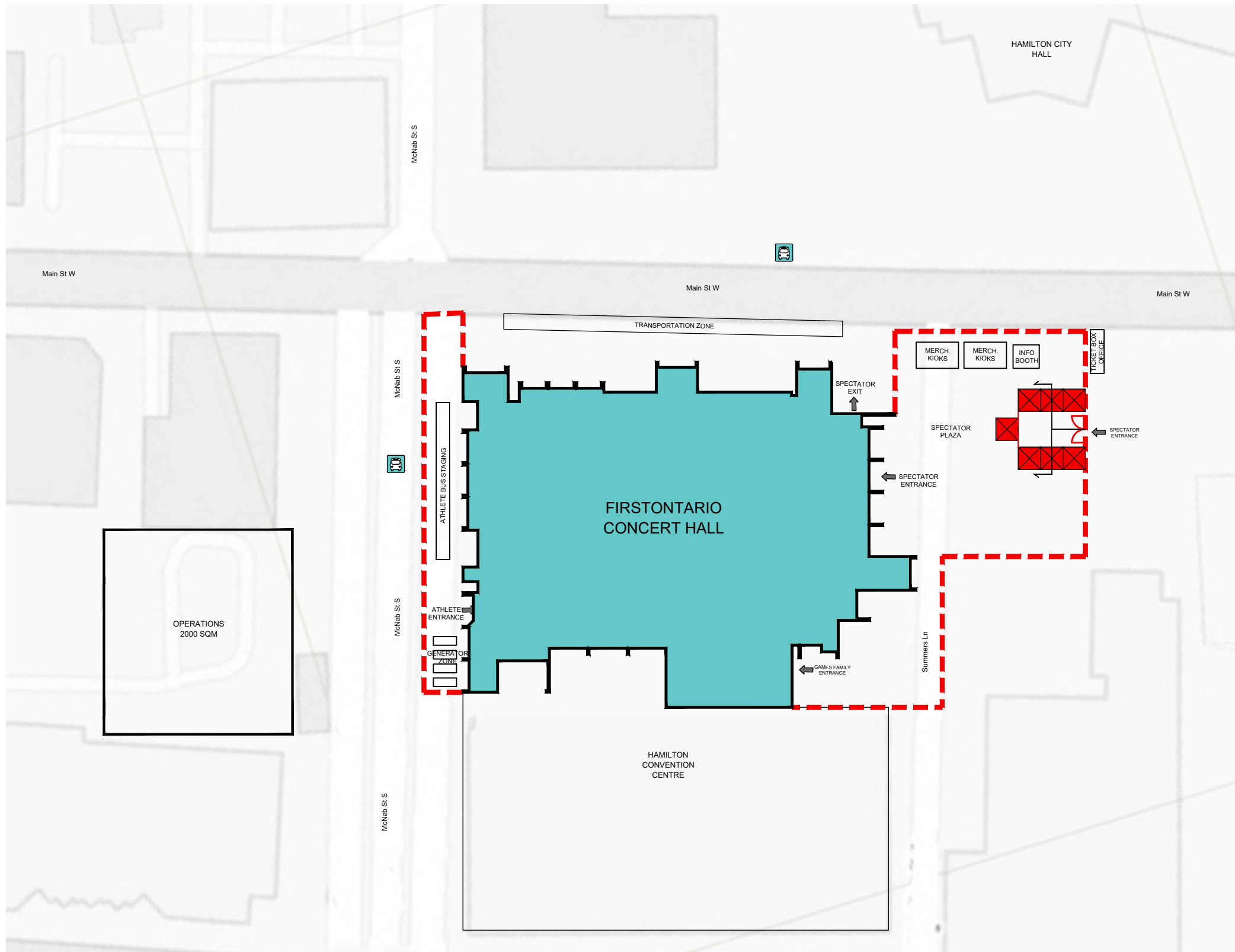
revision #: 1

For Drawings 25.1-25.2 see Part 1 Submission

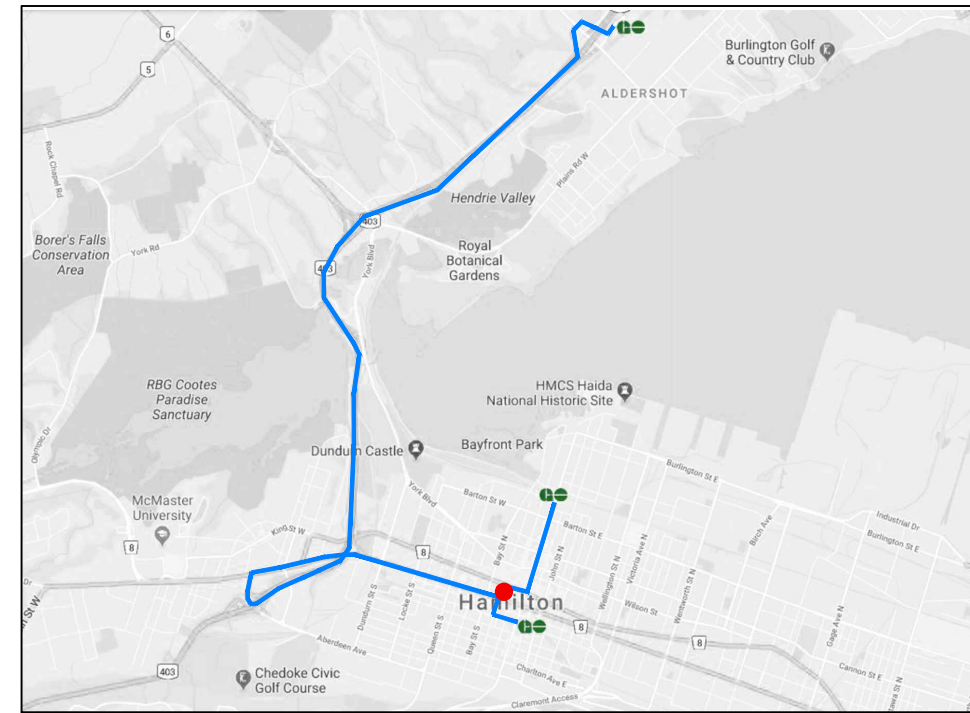


25 main street west
suite 1800
(905)522-0220





Location N.T.S.



Transit N.T.S.

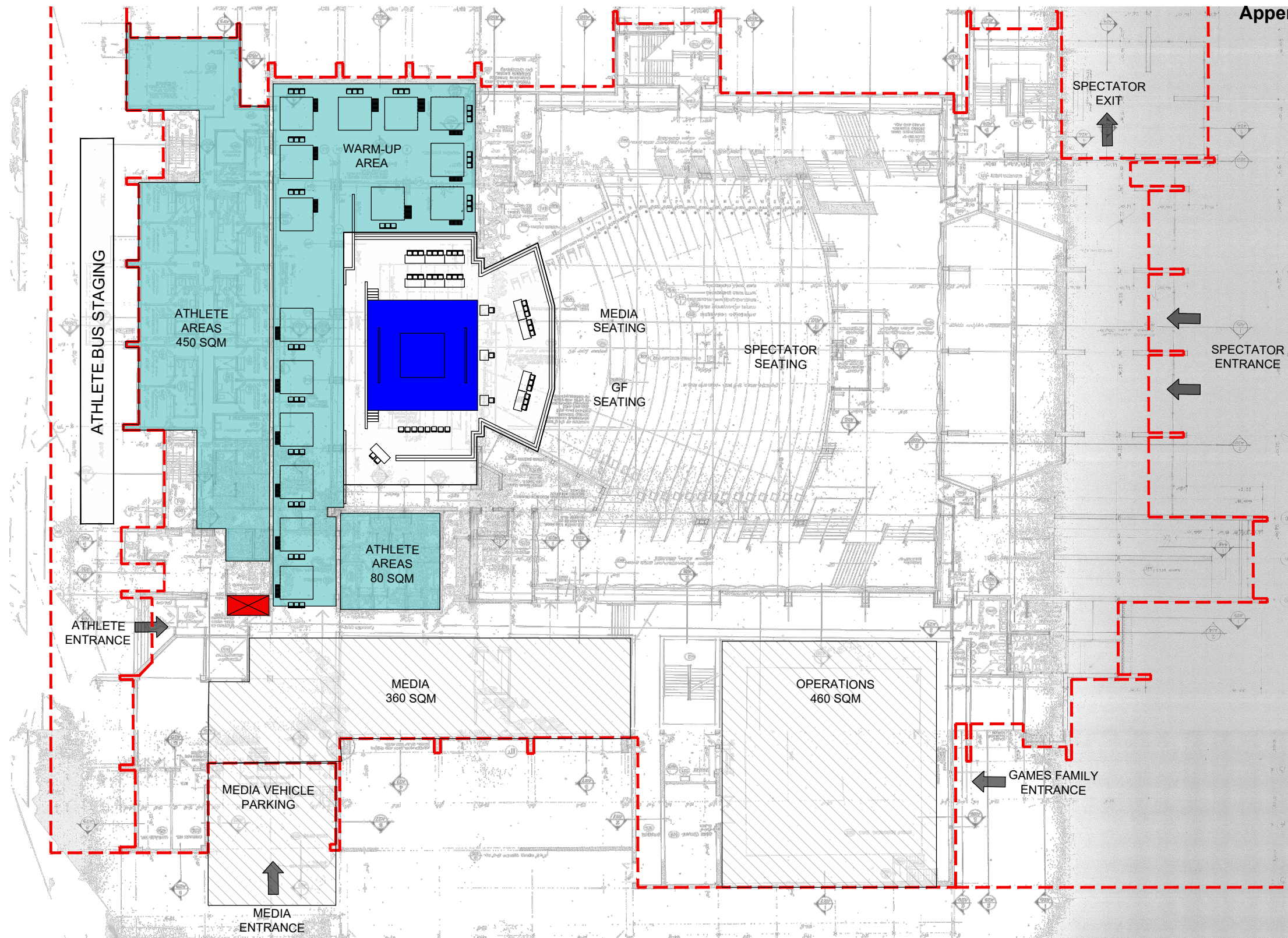
drawing no.: **25.3**
 drawing title: **RETROFIT FACILITY LAYOUT WEIGHTLIFTING**
 date: 2020-02-10 scale: 1:1000 revision #: 1 For Drawings 25.1-25.2 see Part 1 Submission

facility: **FirstOntario Concert Hall**
 1 Summers Ln

- Drawing Legend:
- Existing infrastructure, no permanent works
 - Existing infrastructure, permanent works required
 - Planned permanent infrastructure (irrespective of the Games)
 - Additional permanent infrastructure (Games dependant)
 - Temporary Venues

dpa
 25 main street west
 suite 1800
 (905)522-0220





drawing no.:

25.4

drawing title:

**RETROFIT FACILITY LAYOUT
WEIGHTLIFTING**

facility:

FirstOntario Concert Hall
1 Summers Ln

Drawing Legend:

- Field of play
- Warm-up and training area
- - - venue Secure perimeter
- all other spaces/areas



date: 2020-02-10

scale: 1:400

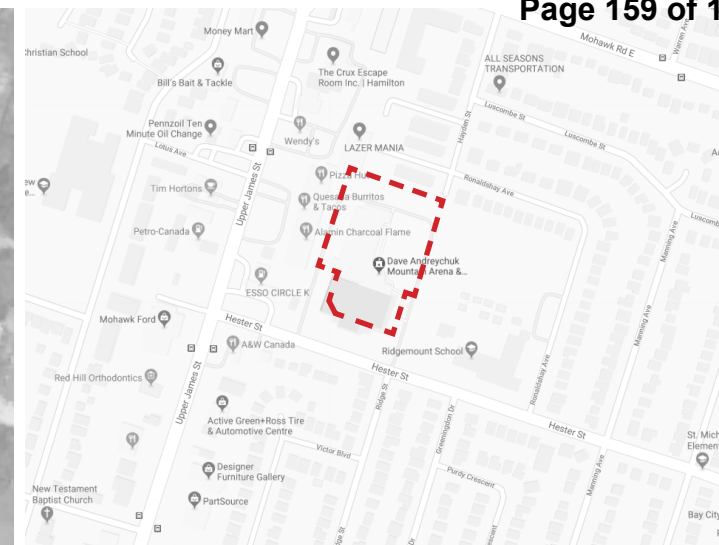
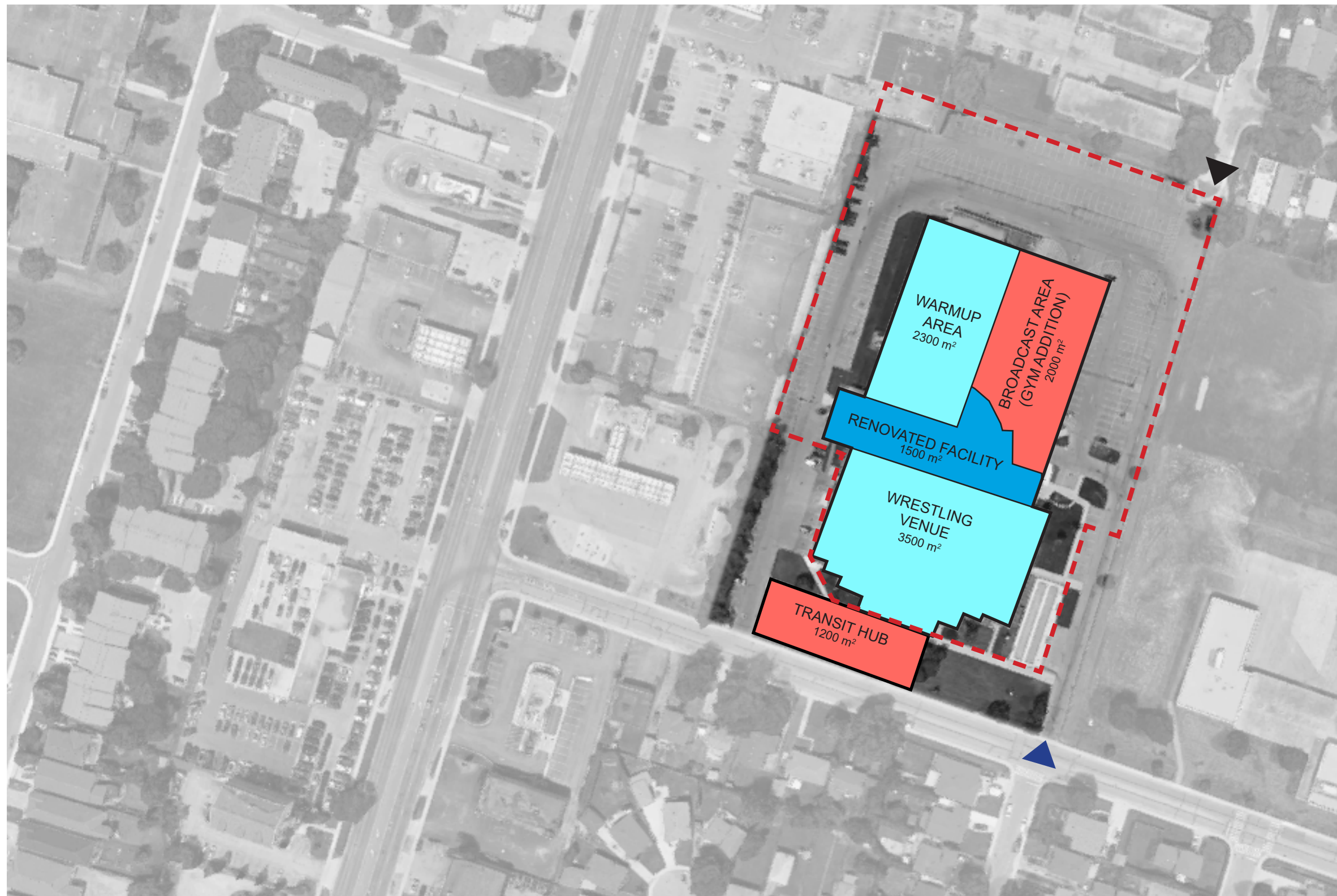
revision #: 1

For Drawings 25.1-25.2 see Part 1 Submission



25 main street west
suite 1800
(905)522-0220





LOCATION - 1: NTS



TRANSIT - NTS

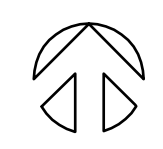


drawing no.:
26-1

drawing title:
WRESTLING
SITE PLAN
Dave Andreychuk Mountain Arena

- Legend:**
- Existing Infrastructure (No Permanent Works)
 - Existing Infrastructure (Permanent Works)
 - Permanent Infrastructure
 - Secure Perimeter
 - Back of House Entrance
 - Spectator Entrance

date: 2019-10-10 revision #: 2 scale:



mcCallumSather
286 Sanford Ave N
(905)-526-6700





drawing no.:

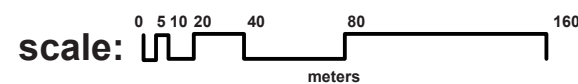
26-2

drawing title:

WRESTLING
BLOCK PLAN
Dave Andreychuk Mountain Arena

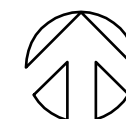
date: 2019-10-10

revision #: 2



Legend:

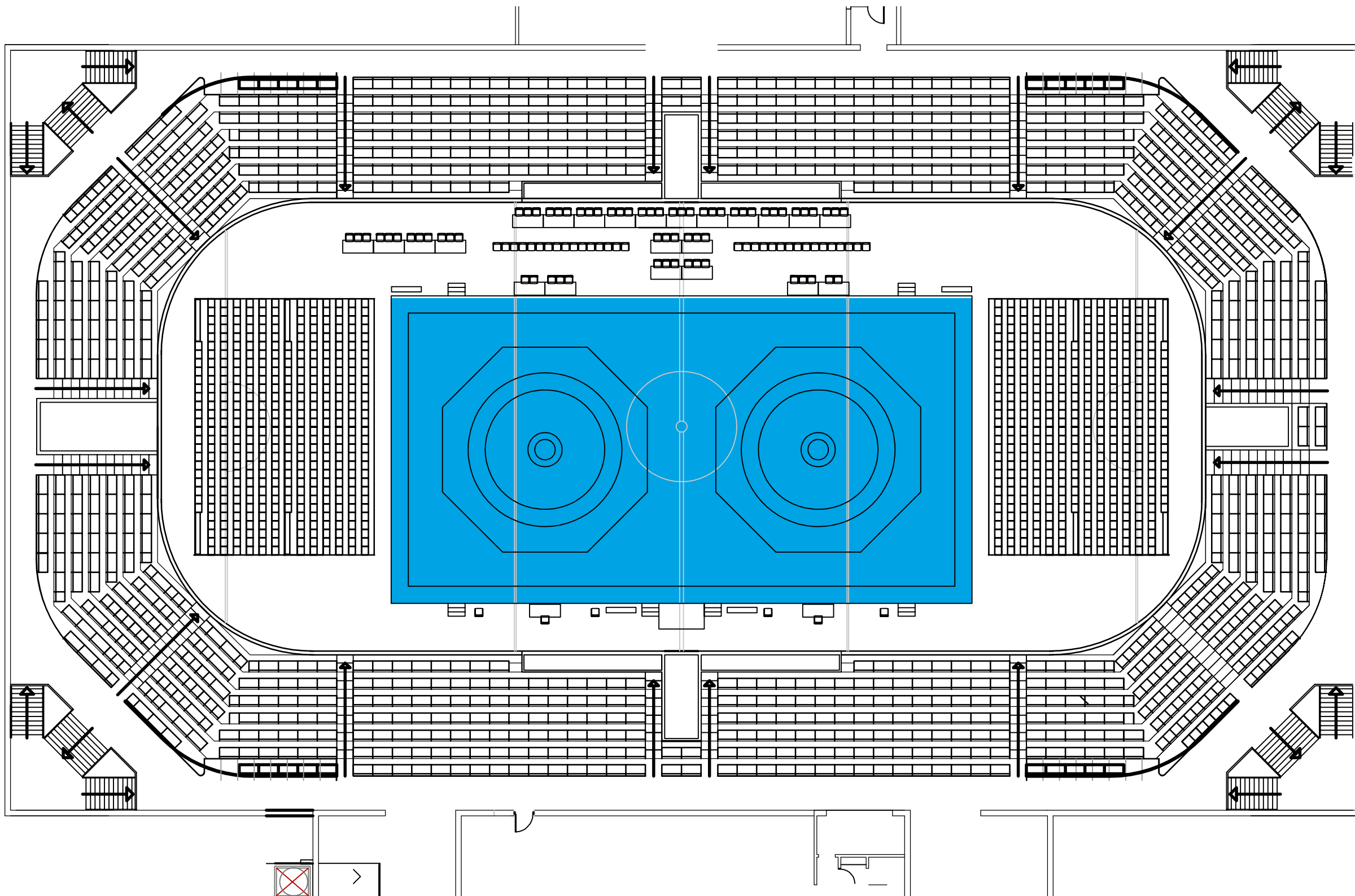
- Field of Play
- Warmup Area
- Other Spaces
- Secure Perimeter
- Athletes/Media/Officials Circulation
- General Public/Games Family Circulation
- Transit Route
- Transit Stops
- ▲ Back of House Entrance
- ▲ Spectator Entrance



mcCallumSather

286 Sanford Ave N
(905)-526-6700





drawing no.:

26-3

drawing title:

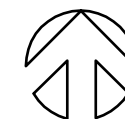
WRESTLING

FIELD OF PLAY OPT. 1

Dave Andreychuk Mountain Arena

Legend:

■ Field of Play

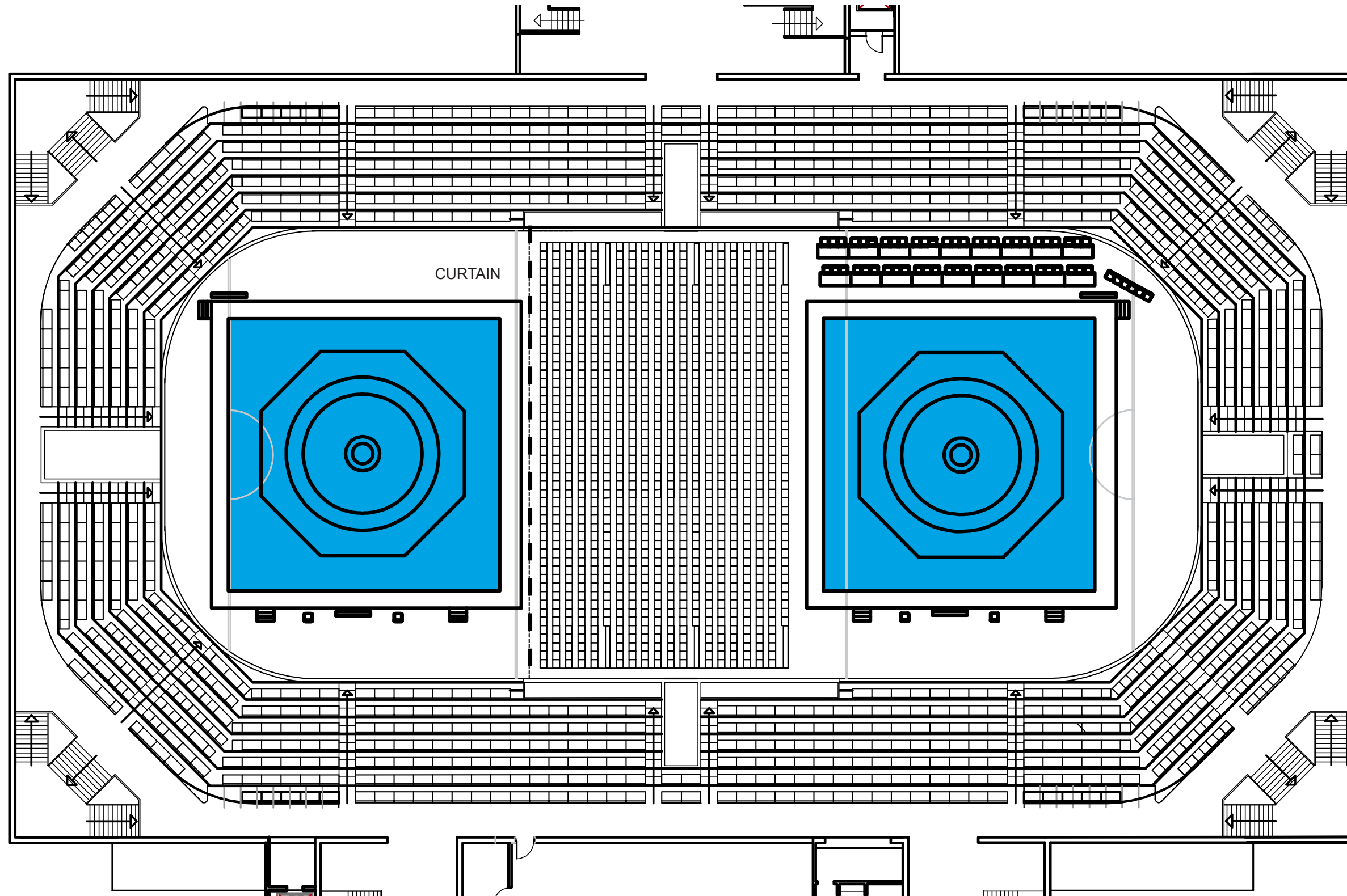


date: 2019-10-10 revision #: 2 scale: 0 5 1 2 4 8 16 meters

mcCallumSather

286 Sanford Ave N
(905)-526-6700





drawing no.:

26-4

drawing title:

WRESTLING

FIELD OF PLAY OPT. 2

Dave Andreychuk Mountain Arena

Legend:

■ Field of Play



date: 2019-10-10 revision #: 2 scale: meters

mcCallumSather

286 Sanford Ave N
(905)-526-6700



Hamilton100 2030 Commonwealth Games Bid Brief

Executive Summary

The Commonwealth Games bring together 71 nations and territories that comprise one third of the world’s population which range from among its most populous, India with over 1.2 billion people, to Niue with a population of 1,600. Fully sixty percent of the citizens of the Commonwealth are under 30 years of age constituting a demographic that will drive the world economy for decades. By virtue of their common lineage, these nations and territories also share a common cultural heritage which reflects a commitment to human rights, democracy and the rule of law. This commitment manifests in the Commonwealth Games’ unique and compelling vision of being far more than a curator of athletic competition, but rather, driven by its values of **Humanity, Equality and Destiny**, a transformative force for positive social impact globally.

Every four years, the event itself draws in excess of a billion spectators globally watching over 6500 of the World’s best able and para athletes competing at the same time in medal events that are remarkably gender balanced and diverse in an inspiring and inclusive pageant of community, culture and sport that transforms the communities which host it. And yet, Games of this magnitude have only been hosted in Eastern Canada once in the last 90 years. Despite having been founded in Hamilton in 1930, the Commonwealth Games have not been to Ontario since those first Games.

Why?

There are unquestionably myriad reasons for this, including chance, but a primary factor involves what many colloquially distil to a preference for ‘bread over circuses’. Put in this way, as a binary choice, the absence of such sporting spectacles is more than defensible. After all, the mounting of ‘games’, particularly games of this magnitude, warrant concerns about their cost in an era of government fiscal austerity and pressing public need in health care and education. And while those who support the hosting of these games justifiably point to the infrastructure and community sport legacy that these Games bring to their host communities, insofar as funding is sought from other levels of government, and from their host communities, that are seen as better purposed to other more pressing needs and other regions, there is an understandable reluctance to make a commitment of this magnitude.

Allowing for all of this, it is critical to understand that Hamilton’s proposal to host the one hundredth centenary of the Games in its birth City in 2030 is radically different in approach and impact than any before. And that far from involving a choice between sporting spectacle and more immediate investments towards economic health and well-being, our Games - **Ontario’s Games** - will represent a very significant **accelerant of economic activity, research and innovation, education and employment for a generation or more**, not only for this province but in regions well beyond, propelling a global narrative of Canada’s most consequential economic cluster in Southern Ontario as ‘open for business’ under the banner of inclusivity and diversity ‘for the people’.

Here’s How

Beyond the table stakes proposition of local infrastructure legacy and tourism revenue, our

Games have set their sights on attacking challenges that unite our region, country and the world in their importance and magnitude. Our legacy will be nothing less than our answering the universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity through the achievement of the United Nations’ 17 Sustainable Development Goals (SDGs), also known as the Global Goals, adopted by all UN Member States in 2015. These goals are well recognized and include health (SDG3), education (SDG4), economic growth (SDG8) and sustainable communities (SDG11) (see the attached for a full listing of the 17 goals). In totality, these goals have the benefit of universal understanding and consensus and are powerfully centered on enhancing the health and well-being of people in ways that leverage this province and our country’s greatest strengths, the ingenuity, industriousness and generosity of our citizens and institutions; public and private.

We propose to do this through the power of “**Coalitions**”; a powerful concept that invokes the values of collaboration, co-operation, diversity and inclusivity purposed to the broadest and most critical measures of the public good, principally innovation and economic development, emerging from the insight that solving the world’s most vexing problems, also presents the greatest opportunity for public and private financial return. In reflecting on the types of coalitions which would be most likely to most significantly leverage and contribute to the economic well-being of our province and advance the cause of global social impact through the pursuit of the goals above, we are activating three types of coalitions which collectively represent the broadest constituencies of stakeholders best positioned to achieve this goal:

(a) A Coalition of Regions:

While physically hosted at the center of Ontario’s economic engine, its most diversified economy in Hamilton, these Games will regionalize, nationalize and indeed globalize communities around the creation of legacy through the goals and targets referenced above *while being the beneficiary of those impacts*. We have already begun this process in securing the commitment of key public stakeholders in this region, and remarkably, the cities of Toronto, Kitchener, Waterloo and the Niagara Peninsula towards the achievement of our social impact goals. We are pleased to attach the written commitment of the City of Toronto as reflective of this commitment. Collectively, this coalition of municipal and regional governments represents the most powerful in Canada, and among the most powerful in the world.

(b) A Coalition of Communities:

Or more precisely, a coalition of the key stakeholders in every region through which all activity occurs. For the purposes of this bid, these communities include our (i) public institutions (government ministries and initiatives and educational institutions at every level), (ii) private industry and (iii) citizenry. Some have referred to this coalition as Quadruple Helix Partnerships (QHPs) or 4P (Public-Private-People Partnerships). This is a burgeoning area of thought leadership and activity globally and a potent construct for incorporation into the Games which engages the widest possible constituencies to greatest impact. We cannot overstate the importance of this construct. The core constituencies driving all economic activity here and across the commonwealth arises from the interaction of these public and private actors; most especially in the agency and activity of individuals, of *the people*, upon whom and for whom everything is purposed. Again, we have already begun to activate this coalition through the immediate commitment of our region’s key educational institutions, McMaster University and Mohawk College, our most significant private employers in institutions like ArcelorMittal

Appendix “B” to Report PED19108(d)
Page 3 of 3

Dofasco and Hamilton Health Sciences, and a broad array of community organizations to which they all connect.

In the event that these Games are awarded, the work of expanding this coalition through the collaborative action of these same institutions in recruiting other educational institutions, private companies and community organizations, will accelerate rapidly across the region, the province, Canada and beyond, as all of these stakeholders are already deeply committed to achieving these goals through research, education, investment and employment and, critically, because the unifying power of the Commonwealth Games brings with it over 70 countries and a third of the world’s population already purposed to the achievement of these sustainable development goals.

(c) A Coalition of Generations:

Lastly, we see the Games as providing a unique opportunity to leverage the power and purpose of people of all ages united in advancing the values of the Games in its operations and through its social legacy programming. Beyond recognizing the fundamental human value and dignity of all ages, we see infinite possibility in advancing the cause of experiential and other types of learning through multi-generational engagement purposed towards a remarkable legacy of sustainable development supported by the coalitions of regions and communities referenced above.

Lastly, and not insignificantly, we wish to point out that this effort is aided and supported in a unique way by the only global law firm that was birthed in Canada, Gowling WLG. Gowling has embraced and is helping to advance this impact strategy in a unique and powerful way: Gowling WLG is not only advising and supporting the Hamilton100 bid, it is the legal advisor to the Canadian Commonwealth Games Team and the legal advisor to the Birmingham 2022 Commonwealth Games. The multinational engagement of one of the world’s leading law firms in this effort brings with it good governance and risk mitigation deeply connected to and knowledgeable about the Commonwealth Games and its functioning and powerfully situated to activate its global network of client relationships in innovation, technology, finance, manufacturing and many other verticals in support of our social impact strategy.

Beyond the ambitious yet realistic vision above, and while not the focus of this note, the Games undeniably present a ***massive and transformative investment in sport and recreational infrastructure and programming in a region that has long been neglected***, is at the heart of the Ontario economy and is now rising again. Hamilton has a remarkable and proud history of innovation, is now reclaiming its past glory in the growing prominence of its institutions globally, and *in a remarkable accident of fate*, is perfectly positioned to return the games to its birthplace at the 100th anniversary of its birth, heralding the next hundred years of innovation and economic growth for Southern Ontario.

In summary, this is not a choice between bread or circuses. It is not even ultimately a question of cost. Our offer is the opportunity to communicate to the world through the platform of one of the largest, most inclusive and unquestionably the most socially impactful sporting events known to man, that our province and our country are global leaders in innovation and research, open to investment and immigration, open to new ideas and opportunities; that we hold the key to sustainable development everywhere; that we are **‘open for business’**.

GENERAL ISSUES COMMITTEE

AS AMENDED BY COUNCIL ON NOVEMBER 13, 2019

REPORT 19-023

9:30 a.m.

Wednesday, November 6, 2019

Council Chambers

Hamilton City Hall

71 Main Street West

2. Commonwealth Games 2030 (PED19108(b)) (City Wide) (Item 9.1)

- (a) That, as it is Council's unfettered right and discretion to designate up to four elected officials to serve as the City's representative(s) on the Hamilton100 Committee, as per the Memorandum of Understanding between the City of Hamilton and the Hamilton100 Commonwealth Games Bid Corporation, up to four members of Council be appointed to the Committee;
- (b) That the Memorandum of Understanding between the City of Hamilton and the Hamilton100 Commonwealth Games Bid Corporation, respecting the 2030 Commonwealth Games Bid, be amended to allow Hamilton100 to prepare, organize, facilitate, coordinate and finance, in its entirety, a Hosting Proposal (Part 2), and to include up to four members of Council to serve as Committee members, in a form satisfactory to the General Manager of Finance and Corporate Services and City the Solicitor;
- (c) That, subject to Commonwealth Games Canada inviting Hamilton100 to prepare and submit a Hosting Proposal (Part 2), staff be directed to report back to General Issues Committee to seek support for the Hamilton100 Commonwealth Games Bid Corporation to proceed with the Hosting Proposal (Part 2), with that report to include any internal resources required to support the development of a Multi-Party Agreement; and,
- (d) That the following Councillors be appointed to participate on the Hamilton100 Committee with respect to the 2030 Commonwealth Games:
 - (i) Terry Whitehead;
 - (ii) Judi Partridge; and,
 - (iii) Esther Pauls.
- (e) *That, through the review of a potential 2030 Commonwealth Hosting Proposal 2, staff be directed to provide a financial assessment of the proposal against the City's Master Plans and approved ten-year capital plan, with the objective of preserving city funding capacity for state of good repair for existing facilities, as well as future identified capital priorities and report back to the General Issues Committee;***

- (f)** That, prior to executing a Multi-Party Agreement for the 2030 Commonwealth Games, staff be directed to report back to the General Issues Committee regarding Governance, including, what level of government or agency will be the responsible party for procurement, project management, project delivery, project administration, security, etc. and will be ultimately financially accountable for both capital and operational decisions for the 2030 Commonwealth Games;
- (g)** That, through the review of a potential Hosting Proposal 2 for the 2030 Commonwealth Games, staff be directed to report back to the General Issues Committee on how the City of Hamilton can be indemnified against any risks such as capital and operating budget overruns, games deficit, deficiencies in third party funding, and deficiencies in legacy funding;
- (h)** That, prior to executing a Multi-Party Agreement for the 2030 Commonwealth Games, an independent peer review be undertaken of the financial model contained in the potential Hosting Proposal 2 to include, but not limited to, the games operations, the capital investment strategies and facility construction budgets as provided by Hamilton100 and report back to the General Issues Committee;
- (i)** That Hamilton100 be requested to consider incorporating a legacy trust in the 2030 Commonwealth Hosting Proposal 2, funded through non-municipal proceeds, to provide for both capital and operating funding for program delivery and facility operations for a minimum period of ten years, post Commonwealth Games 2030;
- (j)** That staff be directed to report back to the General Issues Committee on the potential implications of the municipal share of the 2030 Commonwealth Games bid being between \$250-\$375 million on the city's projected tax supported debt, including alignment with the City's Municipal Debt Policy; and,
- (k)** That, through the review of a potential 2030 Commonwealth Games Hosting Proposal 2, staff be directed to report back to the General Issues Committee on the inclusion of the entertainment district facilities in the Commonwealth Games bid and any impacts or conflicts on the approved review of the entertainment district that is currently under way.

CGF Delivery Model



CGF Partnerships: ownership and control



- CGF Partnerships is a subsidiary of the CGF
- Equity ownership
- CGFP Board: 5 members
- CGF President attends all Board meetings. Chair appointed by CGF

CGFP Board



Scope of CGF Partnerships

Deliver services to the CGF, Organising Committees for the Commonwealth Games and CGAs



Manage and exploit all commercial rights



Manage host broadcasting operations



Support Organising Committees with Games Delivery



Develop the future Host City pipelines



Support the development of the CGF brand



Strategic and marketing advice to the CGF



Strategic and marketing advice for CGAs


Planning and delivery benefits



Collaborative host city selection process

1


- Feasibility support
- Proposals aligned with Games' requirements and cities' legacy objectives



Integrated Delivery Teams

2

- 'One team' approach
- Experienced resources
- Reduce planning time



Cost effective consistent technology platform

3

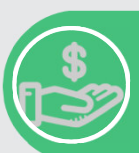
- Reduce 're-invention' costs
- Greater continuity
- Multi-Games solutions



Improve Games operational planning

4

- Consistency of systems, solutions, processes and people to support successive OCs
- Master Plan, Lifetime workforce model; role descriptions; contract specifications



Revenue streams

5

- Target multi-Games deals (2022, 2026, 2030)
- Early and informed engagement to support better value deals

Vision for future planning and delivery

-  Collaborative host city selection process **1**
-  Integrated Delivery Teams **2**
-  Cost effective consistent technology platform **3**
-  Improve Games operational planning **4**
-  Revenue streams **5**



Increase overall value of hosting the Games

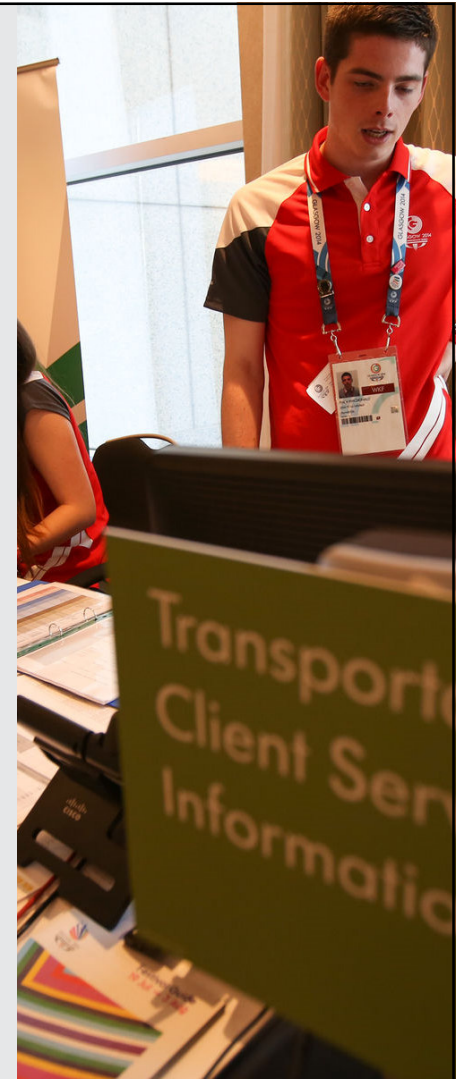


CGF and CGFP management arrangements

- CGF and CGFP have an integrated management approach
- Ensures effective day to day co-ordination and delivery
- Work plans approved by CGFP Board and CGF Executive Board

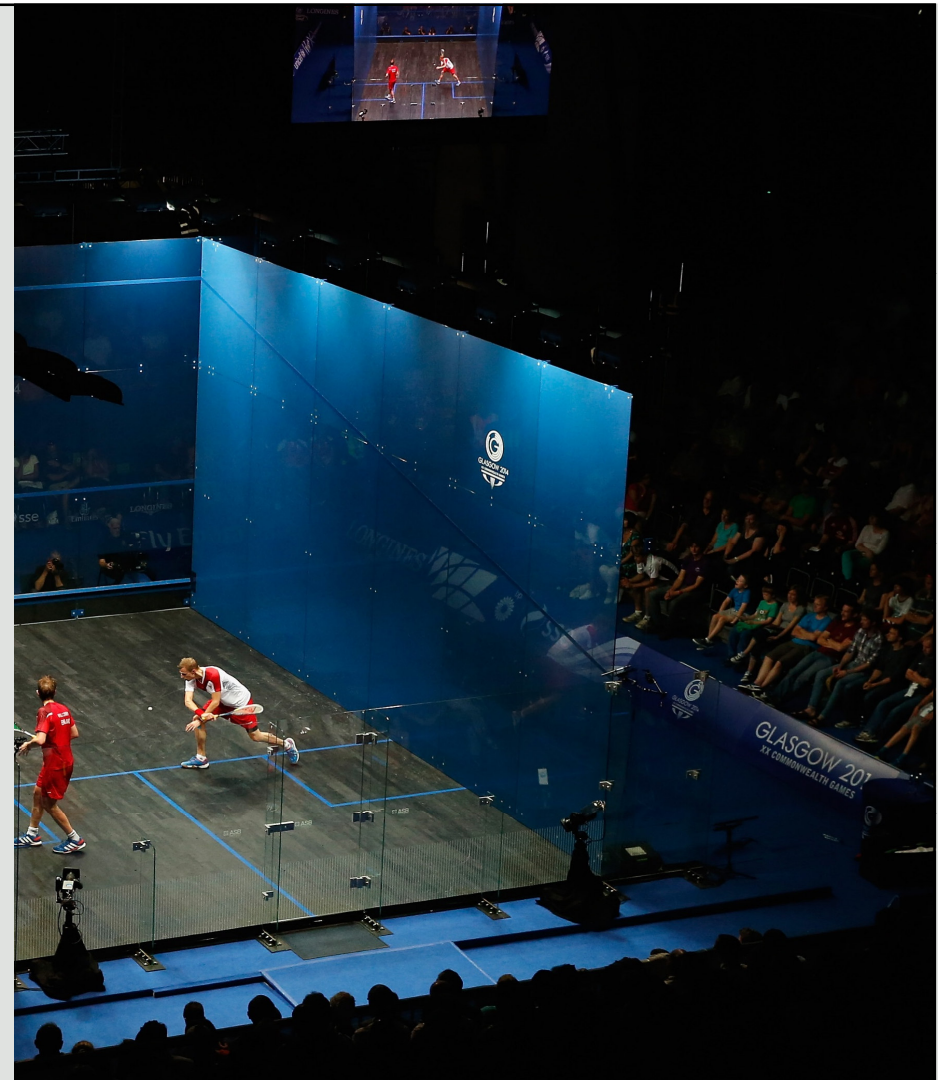
Key Principles – Resourcing

- Experienced CGFP resources co-located with OC
- ‘One team’ approach: CGFP secondees fully integrated within the OC
- Engage experienced personnel from the local host market as well as other nationalities ensuring breadth of experience and local market understanding
- Team culture aligned with the longer term vision of the CGF, improving efficiency, reducing cost, maintaining Games service quality



CGFP delivery model key elements

- New approach to venue design and operational planning to reduce costs, effort and improve efficiency
- Small number of experienced personnel engaged early improving planning work and avoiding silo working
- People involved in planning will also be involved in delivery to avoid wasted effort and initial plans being discarded
- Compression of the planning cycle for 2022 from 7 years to 4.5 years will help to facilitate this approach, but care still required not to grow too quickly





OC Secondment support indicative examples

<p>C-Suite Level</p>	<p>Exec Office</p> <ul style="list-style-type: none"> • Operations Lead • Head of Programme Management • Integrating Planning Manager 		<p>Transport</p> <ul style="list-style-type: none"> • Head of Transport Planning and Delivery
	<p>Finance</p> <ul style="list-style-type: none"> • Head of Financial Planning • Financial Planning Manager • Strategic Sourcing Manager 		<p>Venue Delivery</p> <ul style="list-style-type: none"> • Director of Venue Delivery • Lead Overlay Designer
	<p>Workforce</p> <ul style="list-style-type: none"> • Head of Workforce Planning 		<p>Broadcast</p> <ul style="list-style-type: none"> • Head of Broadcast Management
	<p>Technology</p> <ul style="list-style-type: none"> • Director of Technology and Broadcast 		<p>Venue Operations</p> <ul style="list-style-type: none"> • Director of Venue Operations
	<p>Security</p> <ul style="list-style-type: none"> • Security Operations Planning manager 		<p>Village Operations</p> <ul style="list-style-type: none"> • Head of Village Operations

Secondes approx 5% of OC
 95% employees

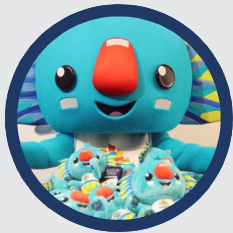
CGFP resources embedded into
 agreed roles as secondees

CGFP and OC will work closely
 together forming 'one team' with
 fully integrated secondees

● Deployed
 July 2018

● Deployed
 January 2019

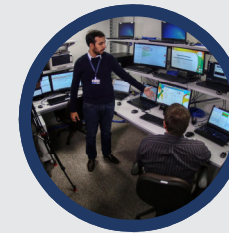
CGFP delivery support



Commercial



**Venues
&
Infrastructure**



Technology



**Games
Operations**



**Corporate
Support &
Partnership**



**Communications,
Culture &
Engagement**

Roles and responsibilities



Commercial

CGF and CGFP

- Sponsorship sales
- Broadcast rights sales
- Licensing programme

Organising Committee

- Brand Management
- Rights protection
- Sponsor servicing
- Ticketing
- Hospitality

Host City

- Co-funder of Games
- Rights protection enforcement

Host Government

- Co-funder of Games
- Rights protection legislation

Delivery Partnership – eg Games Operations



Games Operations

CGF and CGFP

- Manage relationship with IFs
- Provision of key solutions eg. accreditation system, processes, policies and procedures
- Integrated planning and project management
- Workforce planning

Organising Committee

- Sport competition, op's & medical
- Venue management
- Games services
- Event Services
- Games Family Services & Protocol
- Logistics
- Medical
- Press op's
- Security
- Games Family Transport
- Workforce Ops

Host City

- City resilience plans
- City Operations
- City Volunteer programme
- City signage and wayfinding
- City Transport operations, spectators and workforce services
- Public Health

Host Government

- Oversight of overall security
- Security operations
- Customs and Immigration
- Transport operations
- Public Health
- Dignitary Management

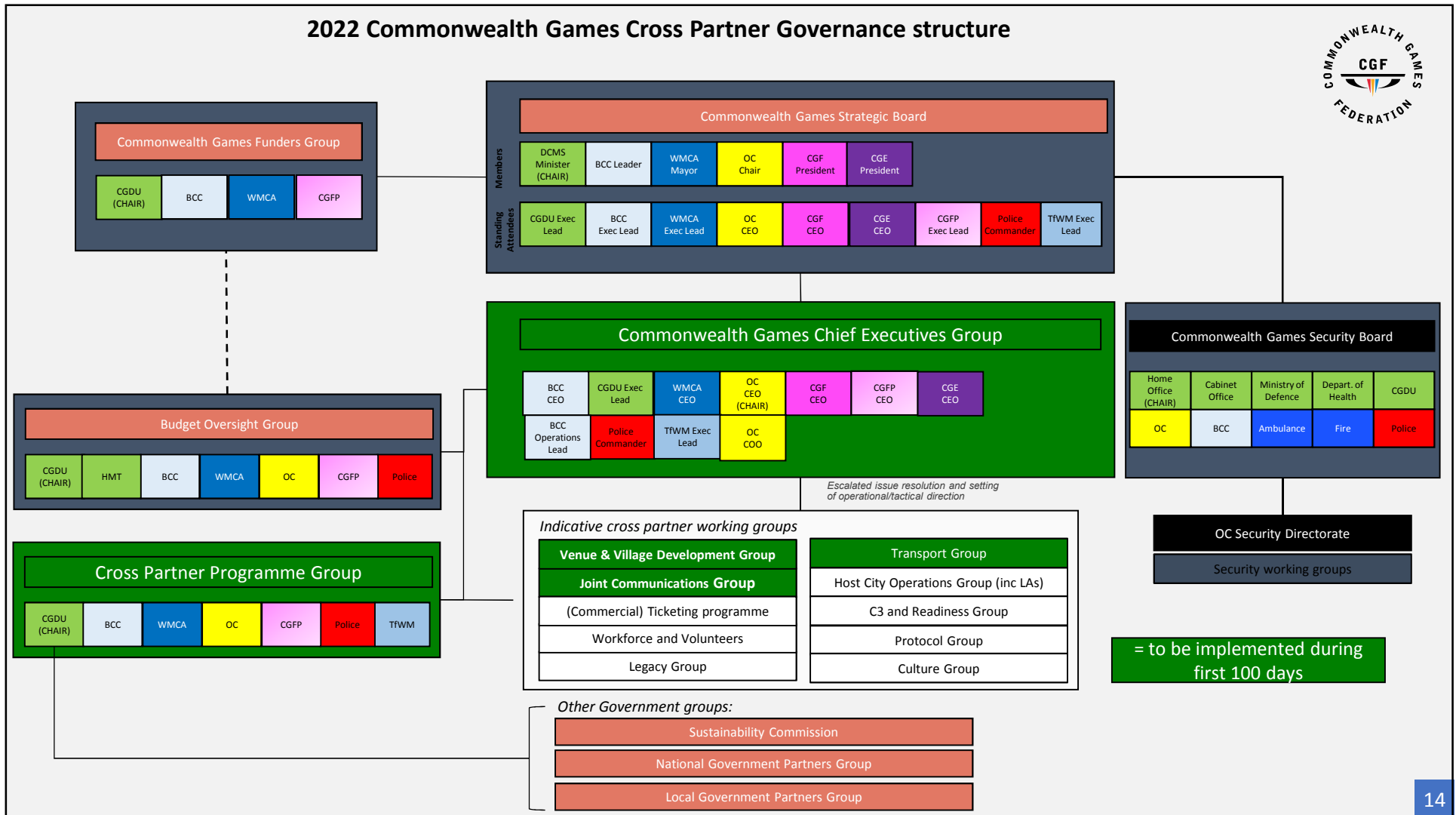


B2022 Governance Structures



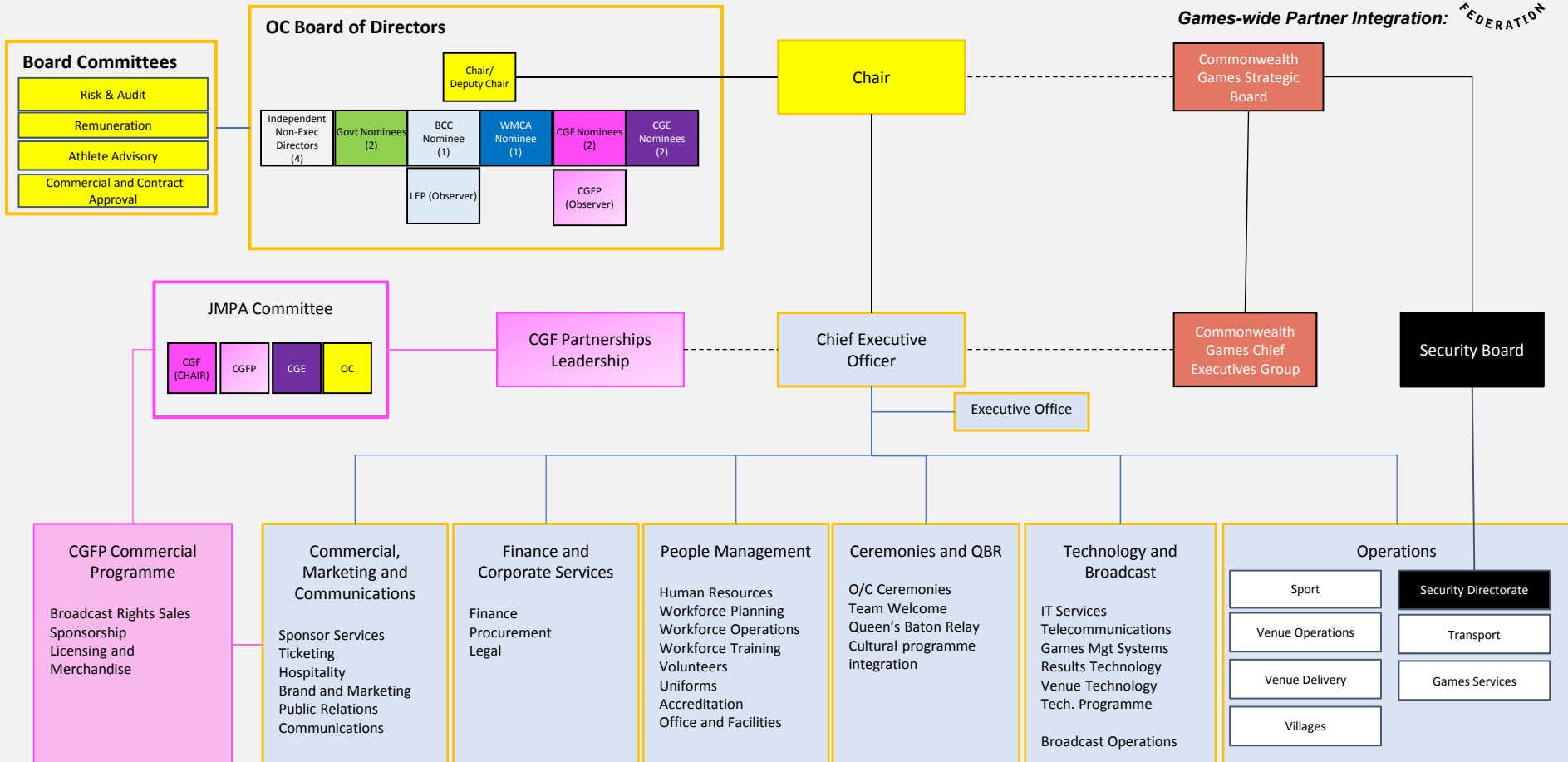


2022 Commonwealth Games Cross Partner Governance structure





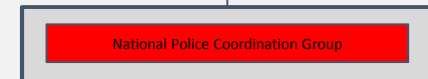
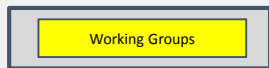
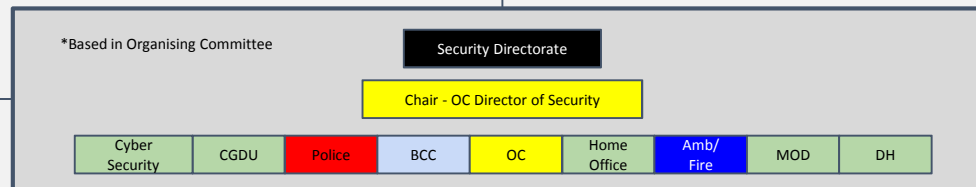
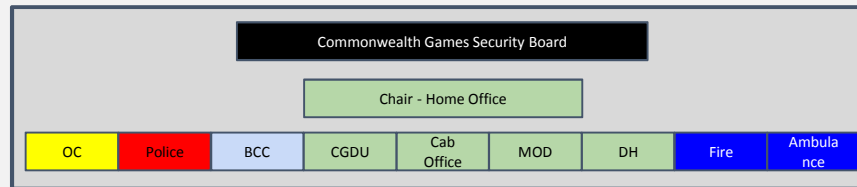
COMMONWEALTH GAMES 2022 OC GOVERNANCE AND INTEGRATED DELIVERY MODEL





COMMONWEALTH GAMES 2022 SECURITY STRUCTURES

Colour key	
[Green]	HMG
[Yellow]	OC
[Light Blue]	BCC
[Purple]	CGE
[Pink]	CGF
[Red]	Police
[Blue]	Fire/Ambulance
[White]	Independents
[Green]	Finance/Commercial
[Black]	Security
[Light Blue]	WMCA





COMMONWEALTH GAMES 2022 ORGANISING COMMITTEE BOARD

Colour key	
	HMG
	BCC
	WMCA
	CGE
	CGF
	Independents
	WMCA

Independent Chair
(Public Appointment)

Independent Deputy Chair
(Public Appointment)

Independent Non-Executive Directors

(Public Appointments)

x 4

Government Nominees

(Nomination)

x 2

Birmingham City Council Nominee

(Nomination)

x 1
1 x Observer (LEPs)

West Midlands Combined Authority Nominee

(Nomination)

x 1

CGE

(Nomination)

x 2

CGF

(Nomination)

x 2
1x CGFP Observer

Organising Committee CEO
Attendee

Public appointments process (for Chair, Deputy Chair and 4 x Independents) will be managed by DCMS but appointments will be made in collaboration with all partners





***STAFF PRESENTATION
COMMONWEALTH GAMES 2030
HOSTING PROPOSAL PART 2
GENERAL ISSUES COMMITTEE - FEBRUARY 19, 2020***

Objectives

- Clarify the role of City Staff in bid process
- Highlights of the Hamilton100 Hosting Proposal Part 2
- Reminder - Bidding Process and Critical Timelines
- Next Steps

Role of City Staff

- Facilitate Hamilton100's access to City staff across the Corporation
- Provide accurate and timely information to Hamilton100 to assist in its bid development
- Gather information from Commonwealth Games Canada and Sport Canada to inform the City on bid process
- Facilitate flow of information to GIC from Hamilton100 to support Council's decision-making ³

City Staff Involvement with Bid

CITY MANAGERS OFFICE

- Janette Smith, City Manager
- John Hertel, Director of Strategic Partnerships and Communications
- John Ariyo, Manager of Community Initiatives

FINANCE AND CORPORATE SERVICES

- Mike Zegarac, General Manager
- Michael Kyne, Deputy City Solicitor
- Joe Spiler, Manager of Capital Budgets and Development
- James Dowling, Senior Financial Analyst

PLANNING AND ECONOMIC DEVELOPMENT

- Jason Thorne, General Manager
- Carrie Brooks-Joiner, Director of Tourism and Culture
- Brian Hollingsworth, Director of Transportation Planning and Parking
- Sharon Murphy, Acting Manager of Tourism and Events
- Alanna Henderson, Sport Tourism Product Development Specialist

HEALTHY AND SAFE COMMUNITIES

- Chris Herstek, Director of Recreation
- Edward John, Director of Housing Services
- Steve Sevor, Manager of Sport Services

PUBLIC WORKS

- Rom D'Angelo, Director of Energy, Fleet and Facilities Management
- Debbie Dalle Vedove, Director of Transit
- Edward Soldo, Director of Transportation Operations and Maintenance

Timeline of Bid Process

MARCH 2019 <ul style="list-style-type: none"> • Hamilton100 created and delegates to GIC • Direction to staff 	APRIL	MAY	JUNE <ul style="list-style-type: none"> • Report to GIC
JULY <ul style="list-style-type: none"> • Site visit from CGC and CGF 	AUG <ul style="list-style-type: none"> • Report to GIC • MOU signed 	SEPTEMBER <ul style="list-style-type: none"> • Hosting Proposal Part 1 submitted to the City 	OCTOBER
NOVEMBER <ul style="list-style-type: none"> • Report to GIC • Hosting Proposal Part 1 submitted to CGC • Joint City/ Hamilton100 Facilitated meeting #1 	DECEMBER <ul style="list-style-type: none"> • Hamilton invited to continue in bid process by CGC • Revised MOU signed • Joint City/ Hamilton100 Facilitated meeting #2 	JANUARY 2020 <ul style="list-style-type: none"> • Joint City/ Hamilton100 Facilitated meeting #3 • Report to GIC 	FEBRUARY <ul style="list-style-type: none"> • Hosting Proposal Part 2 submitted to the City • Report to February 19 GIC for February 26 Council by March 9th Deadline <p>(Expected decision by March 31)</p>

Financials

INCOME	\$ Local
Public Sector Contribution	1,175,000,000
OC Generated Income	250,000,000
Total Income	1,425,000,000

EXPENDITURE	\$ Local
CEO Office	10,500,000
Commercial	21,650,000
Marketing and Communications	77,350,000
Ceremonies and QBR	32,500,000
Finance and Corporate Services	49,500,000
Human Resources	105,500,000
Games Workforce	8,000,000
Games Family Services	16,250,000
Games Services	28,000,000
Logistics	20,000,000
Transport	50,000,000
Sport	28,000,000
Venue Development and Overlay	619,000,000
Venue Management and Event Services	30,000,000
Village Operations	20,000,000
Security (OC Budget)	140,000,000
Technology and Broadcast	98,750,000
CGF / CGA Payments	30,000,000
Contingency	40,000,000
Total Expenditure	1,425,000,000

Income

- Public Sector Contribution \$1.175 B
 - City of Hamilton Contribution
 - City estimate \$200-\$300 M
 - Hamilton100 assumption \$100 M

Venue Development & Overlay \$619 M

21 Sports Venues

- 18 within the City of Hamilton
- 3 within neighbouring municipalities

5 Non-Sport Venues

- Officials' Accommodations
- Athletes' Accommodations (funded under a separate stream)
- Communications (Press/Broadcast)
- Opening/Closing Ceremonies

Sport Venue Plan

- There are points of alignment between the City's 10-year Capital Recreation Plan and the Games concept

Entertainment District Implications

- Downtown arena, convention centre and performance hall are included in the Games concept
- Renovated or new venues
- Consideration required for potential entertainment facility sale agreements

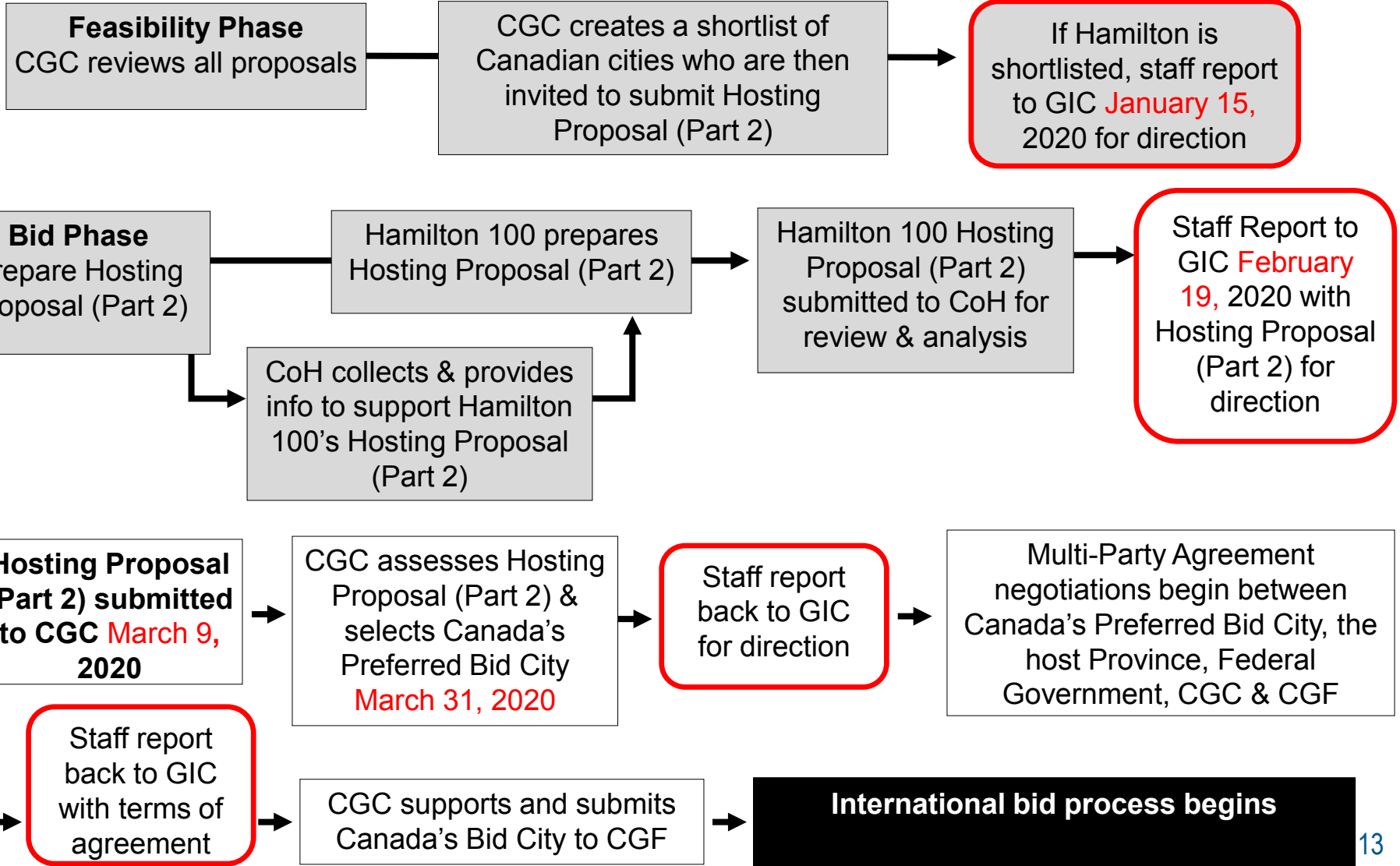
Security Plan

- Security is a significant commitment and cost (\$140 M)
- The City has not participated in any direct conversations with the Hamilton Police Services about the Games

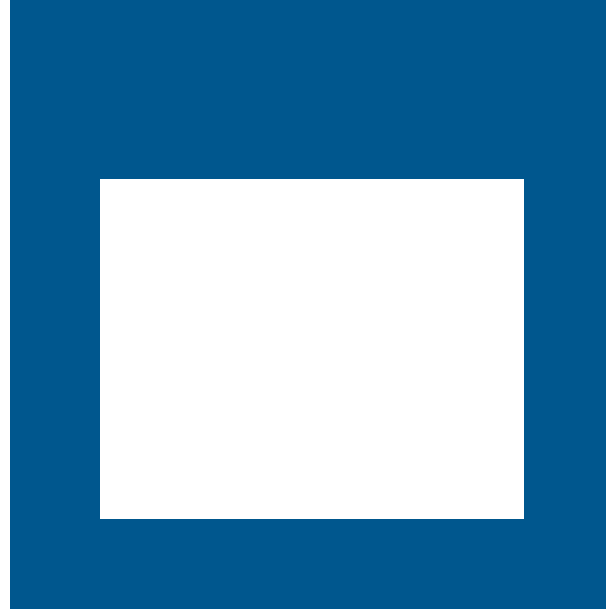
Cultural Program

- Cultural programming is a significant part of the Games experience
- Significant coordination of existing festivals and cultural programming will be required

Domestic Process - Step 2 - Feasibility Phase



- Staff are seeking Council direction to:
 - Receive; or
 - Endorse
- Hamilton100 is seeking endorsement of Hosting Proposal Part 2
 - Letter of endorsement



QUESTIONS?

10.8

Referred from the February 7, 2020 Special General Issues Committee:

Sub-section (a) to Report PED20053, respecting the Enbridge Gas Inc. Leave to Construct Application for the 2021 Dawn to Parkway Extension and Integrated Resource Planning Proposal (Wards 13 and 15) (Report attached for reference.)

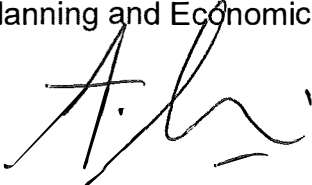
That the General Manager of Planning and Economic Development be authorized and directed to advise the Ontario Energy Board that Hamilton withdraws its request for intervenor status for file EB-2019-0159 in respect of the Enbridge Gas Inc. Leave to Construct Application for the 2021 Dawn to Parkway Extension and Integrated Resource Planning Proposal.



Hamilton

CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
 Growth Management Division

REFERENCE MATERIAL ONLY

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	February 7, 2020
SUBJECT/REPORT NO:	Enbridge Gas Inc. Leave to Construct Application for the 2021 Dawn to Parkway Extension and Integrated Resource Planning Proposal (PED20053) (Wards 13 and 15)
WARD(S) AFFECTED:	Wards 13 and 15
PREPARED BY:	Guy Paparella (905) 546-2424 Ext. 5807 Alvin Chan (905) 546-2424 Ext. 2978
SUBMITTED BY:	Tony Sergi Senior Director, Growth Management Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATIONS

- (a) That the General Manager of Planning and Economic Development be authorized and directed to advise the Ontario Energy Board that Hamilton withdraws its request for intervenor status for file EB-2019-0159 in respect of the Enbridge Gas Inc. Leave to Construct Application for the 2021 Dawn to Parkway and Integrated Resource Planning Proposal.

SUBJECT: Enbridge Gas Inc. Leave to Construct Application for the 2021 Dawn to Parkway Extension and Integrated Resource Planning Proposal (PED20053) (Wards 13 and 15) - Page 2 of 17

EXECUTIVE SUMMARY

Enbridge Gas Inc. ("Enbridge") has applied to the Ontario Energy Board ("OEB") to construct 10.2 kilometres of 48-inch diameter natural gas pipeline and associated facilities in the City of Hamilton from the Kirkwall Valve Site to the Hamilton Valve Site. The Project will provide incremental capacity of 92,174 GJ/d on Enbridge Gas's Dawn Parkway System with an in-service date in the fall of 2021. The proposed project extends through the City of Hamilton, more specifically, Wards 13 and 15 (see attached Appendix "A" to Report PED20053).

Enbridge has also applied to the OEB for approval of its Integrated Resource Planning Proposal, as it applies to the proposed project and future projects, as it will allow the OEB to better assess future projects. However, per Procedural Order 1 of the OEB dated January 30th, 2020 (see attached Appendix "B" to Report PED20053), the Enbridge Integrated Resource Planning (IRP) Proposal shall be heard separate and apart from the current Leave to Construct application proceeding.

Procedural Order 1 goes on to state that, whereby Enbridge Gas, and any parties that filed intervenor requests or parties that filed comments may file with the OEB by February 10, 2020 written submissions regarding the Draft Issues List attached as Appendix A to the Procedural Order and to confirm the additional scope for the Leave to Construct Proceeding.

Accordingly, staff from Healthy and Safe Communities, Planning and Economic Development and Public Works have determined the additional scope of the Leave to Construct proceeding to be appropriate, which shall be confirmed to the OEB through the recommended submissions.

With respect to the Draft Issues list, staff have requested that an additional issue be included to address the proposal and how it addresses the City's declared Climate Emergency, established policies and goals.

In particular, given the lifespan of the proposed pipeline being beyond 2050; and, as it falls fully within the municipal boundaries of the City of Hamilton, how does Enbridge Gas Inc., proposed Leave to Construct Application address the City of Hamilton's declared Climate Emergency and subsequent policies and goals?

In conclusion, the approval of this Report will also authorize City staff to file Interrogatories; and, a Letter of Comment including potential Conditions of Approval, to the OEB, with respect to the Enbridge Gas Inc. Leave to Construct Application for the 2021 Dawn to Parkway Extension.

SUBJECT: Enbridge Gas Inc. Leave to Construct Application for the 2021 Dawn to Parkway Extension and Integrated Resource Planning Proposal (PED20053) (Wards 13 and 15) - Page 3 of 17

Alternatives for Consideration – See Page 17

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: If the alternative recommendation is approved by Council, the City will be affirming that they wish to participate in the legal oral hearing proceeding, which may necessitate outside counsel and consultants in representing the City's concerns.

Staffing: Not Applicable

Legal: The OEB will hold a public oral hearing to consider Enbridge's Leave to Construct Application. As part of its review of this application, the OEB will assess Enbridge's compliance with the OEB's Environmental Guidelines for the Location, Construction and Operation of Hydrocarbon Pipelines and Facilities in Ontario.

If directed, the City shall submit a Letter of Comment including potential conditions and interrogatories to the OEB, and requesting that Enbridge Gas Inc., provide a response as to the acceptability and reasonableness of the interrogatories submitted for the Enbridge Gas Inc. Leave to Construct Application for the 2021 Dawn to Parkway Extension.

If the alternative recommendation is approved by Council, the City will be affirming that they wish to participate in the legal oral hearing proceeding, which may necessitate outside counsel and consultants in representing the City's concerns.

HISTORICAL BACKGROUND

On November 1, 2019, Enbridge submitted the Leave to Construct Application related to the 2021 Dawn to Parkway Extension and Integrated Resource Planning Proposal to the OEB, the Province's energy regulator responsible for ensuring compliance with the Province's environmental guidelines for the location, construction and operation of hydrocarbon pipelines and facilities in Ontario.

The proposed project will construct approximately 10.2 kilometres of Nominal Pipe Size ("NPS") 48 natural gas pipeline from an interconnect at the Kirkwall Valve Site to the Hamilton Valve Site in the City of Hamilton more specifically, Wards 13 and 15 (see attached Appendix "A" to Report PED20053). Subject to Provincial regulatory review and receipt of all permits, Enbridge expects this project to be in service as of November 1, 2021.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

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The application for Leave to Construct for the proposed project; its regulatory review; and, the Environmental Report, are available for download from Enbridge's project website at:

www.uniongas.com/projects/kirkwall-hamilton

As well as on the OEB's regulatory applications page at:

www.rds.oeb.ca/HPECMWebDrawer/Record?q=CaseNumber%3DEB-2019-0159&sortBy=recRegisteredOn-&pageSize=400

Of note, the OEB project website also includes letter of comment and request for intervenor status submissions from citizens, agencies, and others.

Enbridge has also requested that the OEB determine that the Integrated Resource Planning ("IRP") Proposal, to be reasonable and appropriate, as it relates to the Project and for application to future Enbridge projects.

However, per Procedural Order 1 of the OEB dated January 30, 2020 (see attached Appendix "B" to Report PED20053), the IRP Proposal raises issues of broad applicability that are best dealt with outside of the context of a project-specific Leave to Construct proceeding.

Accordingly, the OEB has determined that Enbridge's IRP Proposal should be heard separate and apart from the current Leave to Construct application proceeding.

Furthermore, the Procedural Order states that "whereby Enbridge Gas, and any parties that filed intervenor requests or parties that filed comments may file with the OEB by February 10, 2020 written submissions on the following:

- 1) The Draft Issues List attached to Appendix A to this Procedural Order.
- 2) Whether the scope of the Leave to Construct proceeding should include:
 - a. impacts related to the methods of upstream natural gas extraction (such as hydraulic fracturing) for natural gas that will be transported through the pipeline; and,
 - b. impacts related to the ultimate downstream consumption of the natural gas transported through the pipeline."

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In review of the matters identified within the Procedural Order, staff support the additional scope identified in item 2 above; and, request that an additional issue be added to the Draft Issues list per Item 1 above.

In particular, given the lifespan of the proposed pipeline is beyond 2050; and, as it falls fully within the municipal boundaries of the City of Hamilton, how does Enbridge's proposed Leave to Construct Application address the City of Hamilton's declared Climate Emergency and subsequent policies and goals?

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

In review with the Healthy and Safe Communities - Public Health Services – Healthy Environments Division – Health Hazards Section, the following outline of the City's Climate Change initiatives has been provided.

Climate change refers to the long-term change in average weather patterns resulting from the release of greenhouse gases ("GHG") into the atmosphere, resulting in temperature changes and altered weather patterns. Key sources of GHG in Hamilton include the burning of fossil fuels such as and natural gas in energy consumption; for heating and cooling, lighting and powering electronics; and transportation. Accordingly, reducing GHG emissions helps conserve our energy supply, improves air quality and reduces their effect on climate change and ecosystems.

In 2008 the City passed the Corporate Air Quality and Climate Change Action Plan; and the Corporate Air Quality and Climate Change Strategic plans. In addition, a GHG emissions inventory for City of Hamilton operations and in our community was completed in 2009.

Furthermore, as part of the Federation of Canadian Municipalities Partners for Climate Protection program, Hamilton achieved all five corporate milestones in in 2012. Hamilton has achieved up to milestone three for its community work. Notwithstanding, the City continues to work towards reducing GHG locally from both its corporate and community emissions, in particular:

- a 50% reduction of 2005 greenhouse gases levels by 2030;
- an 80% reduction of 2005 greenhouse gases levels by 2050.

Subsequently, City Council declared a climate change emergency on March 27, 2019, which details intent to change the community wide GHG target from 80% to carbon neutrality before 2050. This aligns more closely with recent United Nations Intergovernmental Panel on Climate Change (IPCC) reports highlighting the global need to drastically reduce GHG emissions.

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As part of the subject application, an environmental report was completed in 2019 by Stantec Consulting Limited and filed with the OEB. In particular, it states that natural gas, because of its clean-burning properties, has an increasingly important role to play in reducing the environmental impacts in comparison to other forms of energy use. The use of natural gas, either in conjunction with or instead of other fossil fuels, in residential, commercial, industrial and transportation applications reduces environmental impacts in two ways.

Enbridge application to OEB, Exhibit A Tab 8, has stated the following in regards the benefits of natural gas compared to other high carbon intensive fuels:

- Firstly, processing with natural gas is frequently more efficient, reducing total energy use; and
- Secondly, natural gas pollutant release per unit of energy is less than other fossil fuels. Natural gas combustion produces virtually no sulphur dioxide – the most significant component of acid rain formation. Combustion of natural gas also emits 2 significantly lower amounts of reactive hydrocarbons and nitrogen oxides – the key 3 photochemical agents in the formation of urban smog.

Exhibit A, Tab 10 of the Enbridge Application to OEB further states:

- The environmental report also identifies an environmentally preferred route for the proposed pipeline and the various mitigation measures to minimize the impacts to the environment resulting from the construction of the Project.
- Enbridge believes that by following its standard construction practices and adhering to the recommendations and mitigation identified in the environmental report that the construction and operation of the Project will have negligible impacts on the environment. The cumulative effects assessment completed as part of the environmental report indicates that no significant cumulative effects are anticipated from the development of the Project, and Enbridge will comply with all mitigation measures recommended in the environmental report.

However, staff note that global warming has been largely attributed to human activity, primarily being the release of carbon dioxide and other greenhouse gases to the atmosphere.

These gases enhance the insulating properties of the atmosphere, reducing heat loss, thereby warming the planet. Continued emission of these gases is the primary cause for concern about climate change now and into the immediate future. Particularly important is the emissions of carbon dioxide, which is released through the combustion of carbon-

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is the emissions of carbon dioxide, which is released through the combustion of carbon-based fossil fuels. In Canada, over 80 % of total national greenhouse gas emissions are associated with the production or consumption of fossil fuels for energy purposes.

As carbon dioxide stays in the atmosphere for a long time, levels of carbon dioxide continue to build-up in the atmosphere with on-going human emissions. Even with human emissions eliminated, atmospheric levels of carbon dioxide would fall very gradually as natural processes slowly remove carbon dioxide from the atmosphere. This means that past emissions from human activity continue to affect the climate system for a very long time.

The potential impacts of climate change are far-reaching, affecting our economy, infrastructure, and health, the landscapes around us, and the wildlife that inhabit them. However, notwithstanding the above, the decision with respect to the Leave to Construct Application for the 2021 Dawn to Parkway Extension and Integrated Resource Planning Proposal, is that of the Ontario Energy Board.

Accordingly, the City's Pipeline Technical Review team has reviewed the Leave to Construct Application for the 2021 Dawn to Parkway Extension and have recommended that the General Manager of Planning and Economic Development be authorized and directed to withdraw "Intervenor" status and to raise potential municipal issues of concern by submitting a Letter of Comment including potential conditions and interrogatories to the Ontario Energy Board, and requesting that Enbridge Gas Inc., provide a response as to the acceptability and reasonableness of the interrogatories submitted for the Enbridge Gas Inc. Leave to Construct Application for the 2021 Dawn to Parkway Extension.

Lastly, per the Procedural Order 1 (see attached Appendix "B" to Report PED20053), staff support the additional scope identified in item 2 above; and, request that an additional Issue be added to the Draft Issues list per Item 1 above.

In particular, given the lifespan of the proposed pipeline is beyond 2050; and, as it falls fully within the municipal boundaries of the City of Hamilton, how does Enbridge's proposed Leave to Construct Application address the City of Hamilton's declared Climate Emergency and subsequent policies and goals?

OEB Decision-making Process:

The OEB is an independent, quasi-judicial tribunal that is regulated by the *Ontario Energy Board Act* (the "Act"). The primary objective of the OEB is to ensure the public interest is served and protected. Any individual or organization planning to construct

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certain hydrocarbon transmission facilities within Ontario must apply to the OEB for a Leave to Construct prior to construction, pursuant to section 90(1) of the *Act*.

The OEB's approval for construction of pipelines is conditioned upon compliance with applicable regulatory requirements including design, operation, maintenance, safety, and integrity. The OEB will hold a public oral hearing to consider Enbridge's Leave to Construct Application.

As part of its review of this application, the OEB will assess Enbridge's compliance with the OEB's Environmental Guidelines for the Location, Construction and Operation of Hydrocarbon Pipelines and Facilities in Ontario. The City's formal submission of Interrogatories; and, Letter of Comment including conditions, if submitted, will be considered at the oral hearing.

RELEVANT CONSULTATION

The following groups were consulted and provided input to this Report:

- City Manager's Office – Legal and Risk Management Services Division;
- Healthy and Safe Communities - Public Health Services – Healthy Environments Division – Health Hazards Section;
- Healthy and Safe Communities – Hamilton Fire Department;
- Planning and Economic Development – Growth Management Division;
- Planning and Economic Development – Planning Division;
- Public Works – Engineering Services Division – Geomatics and Corridor Management Section; and,
- Public Works – Hamilton Water – Source Protection Planning Section.

Staff from the above listed Departments have assembled comments regarding the proposed Enbridge 2021 Dawn to Parkway Extension Project. If the Recommendations in this Report are approved, the comments will be submitted to Enbridge and a Letter of Comment will be submitted to the OEB for consideration as part of the Leave to Construct Application and their decision.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Potential Municipal Issues of Concern:

Staff from Healthy and Safe Communities (the Hamilton Fire Department and Healthy Environments – Health Hazards), Planning and Economic Development (Planning Division), and Public Works (Hamilton Water – Source Water Protection and Engineering Services – Geomatics and Corridor Management); and, the City Manager's

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Office – Legal and Risk Management Services Division have identified potential municipal issues regarding the proposed project.

Emergency Response Issues:

The Hamilton Fire Department is requesting the following in relation to potential emergency response concerns and conditions regarding the project:

- 1) That Enbridge provide a copy of the emergency response plan specific to the construction and cutover activities.
- 2) That Enbridge provide contact information for their site commander relative to the cutover of the replacement line so that consultation and co-ordinated planning can take place.
- 3) Given that the diameter of the pipe is being installed for this project, the Hamilton Fire Department is looking for Enbridge to provide information relative to the installation of control valves on the pipeline and to confirm the quantity of product that will be transported through the pipeline.
- 4) That Enbridge provide adequate access points / routes to any new or replacement sections of the pipeline.
- 5) Development of a Traffic Plan – there are some critical intersections from an emergency response perspective that could be affected as part of the project. The Hamilton Fire Department should be consulted on developing traffic plans given these concerns.
- 6) Emergency Response Equipment – given the potential for increase in levels of product being transported, Enbridge must ensure that the levels of emergency response equipment that they would be providing in the event of an emergency are maintained and or increased at adequate levels.
- 7) Financial assurance – allocation of financial responsibility for costs that may be incurred for emergency response, clean-ups and other required action, such as evacuation in the event of a spill, particularly costs which may be in excess of Enbridge's commercial liability insurance coverage limits.

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Cultural Heritage Issues:

The location of the project meets seven of the ten criteria used by the City of Hamilton and the Ministry of Heritage, Sport, Tourism, and Culture Industries for determining archaeological potential.

In review of the application, the site was assessed in a Stage 1 archaeological assessment (P256-0564-2018) conducted as part of Union Gas' environmental report for this project. The report recommended and indicated that a Stage 2 archaeological assessment will be conducted before commencement of the project.

Staff agree with the recommendations and have requested the appropriate condition to address this concern.

Additionally, the location of the project comprises one designated property, which includes a cemetery (1565 Brock Road, Flamborough) and approximately fifty-five properties included in the City's Inventory of Buildings of Architectural and/or Historical Interest.

As part of Union Gas' environmental report for this project, a cultural heritage assessment report was conducted. Based on the desired location of the pipeline, the assessment report concluded that only one (1) of the cultural heritage resources located within the area of the project, 750 Concession 8 West, was situated within fifty metres of the planned construction activities and, therefore, is at risk for indirect, vibration-related impacts.

The report recommends that all staging areas and construction activities associated with the proposed route "be planned and undertaken in a manner to avoid the heritage attributes of the identified CHRs." It was also recommended that a qualified heritage consultant should be employed should future work require expansion and/or development of other alternatives.

In terms of the potential vibration impacts on 750 Concession 8 West, it is recommended that a qualified building conditions specialist or geotechnical engineer with previous heritage structure experience be consulted to identify vibration mitigation measures in advance of construction.

Staff agree with these recommendations and have therefore requested respective conditions of approval to address the built heritage resources. In particular:

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- 1) That a Stage 2 archaeological assessment will be conducted on any portion of the Project's anticipated construction activities which impacts areas of identified archaeological potential, as out lined P256-0564-2018.
- 2) That, as part of ongoing Indigenous Engagement Strategies, Indigenous stakeholders shall be able to review, comment or take part in the current report and future archaeological assessment work for this project.
- 3) As outlined in the CHAR, that Enbridge Gas Inc., shall ensure that:
 - a. staging areas and construction activities associated with the proposed route be planned to avoid the heritage attributes of the identified cultural heritage resources;
 - b. a qualified heritage consultant should be employed should future work require expansion and/or development of other alternatives; and
 - c. prepare vibration mitigation strategy for 750 Concession 8 West.

Natural Heritage Issues:

In review, Natural Heritage staff have provided the following comments as it relates to the Natural Environment.

The Stantec Dawn-Parkway System Expansion: Kirkwall-Hamilton Pipeline Section: Environmental Report (June 21, 2019) relied on existing field data, background information, a field reconnaissance site visit on August 10, 2016, and aerial reconnaissance on December 5, 2016, to evaluate the impacts and proposed route options.

Detailed field studies to confirm Species-at-Risk (SAR) and Significant Wildlife Habitat (SWH) are proposed "prior to construction" because "these supplemental studies are not expected to change the conclusions regarding potential adverse residual impacts". SAR and SWH screenings were completed in the Stantec report and numerous areas of potential SAR habitat and candidate SWH were identified along the proposed pipeline route.

However, the deferral to future studies are of concern to staff and has raised several interrogatories to be posed and responded to by Enbridge Gas Inc., being:

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- 1) How can decisions on the impacts of the project and the preferred route be made before detailed field data (i.e. Ecological Land Classification, fish habitat assessment, species at risk, Significant Wildlife Habitat) are available?
- 2) Are decisions being made without complete and current data?
- 3) Was the local data in the Hamilton Natural Heritage Database/Nature Counts used?
- 4) Is it reasonable to assume that all potential impacts on natural features, SAR and SWH can be mitigated when the process is well-advanced ("prior to construction")? Will it be too late to properly avoid or mitigate impacts?
- 5) Will forest habitat along the proposed pipeline route be assessed as Significant Wildlife Habitat (bat maternity colonies, woodland raptor nesting habitat, and woodland area-sensitive breeding bird habitat)?

Similarly, Significant Woodlands are discussed in the Stantec report, but are not identified on Figure 12 which raises:

- 6) Where are Significant Woodlands located along the pipeline route (show on Figure 12) and how will they be impacted?

Moreover, the report provides limited details on the tree replacement program. Since "free to grow" is defined as a plant which is 1 metre tall, it appears that very small caliper nursery stock are proposed, which raises additional concerns and interrogatories, being:

- 7) What size of tree will be compensated?
- 8) What size of nursery stock will be planted?
- 9) Does the proposed removal of vegetation and trees and the tree replacement policy (1:1) adequately address the loss of canopy cover and the time lag for the canopy to re-establish? How does this address climate change? If a large tree is to be removed and only one small caliper tree planted to compensate, how does this address the temporary loss of canopy and ecological benefits?
- 10) Would a more robust tree planting program better mitigate impacts of vegetation loss and climate change?

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Lastly, natural and cumulative impacts are briefly discussed, but details are not provided. Since the proposed pipeline will parallel two to three existing pipelines, the increasing width of the corridor and associated loss of natural area was not discussed which raises additional concerns interrogatories to be addressed by Enbridge Gas Inc. Accordingly, the following interrogatories are proposed:

- 11) Is trenchless technology (tunnelling) under sensitive features (stream crossings, wetlands) being considered as a way of minimizing disturbance and impacts?
- 12) What on-going maintenance requirements are proposed (e.g. periodic vegetation removal, site alteration) and how will these impact natural features?
- 13) What are the cumulative impacts of expanding the width of the pipeline corridor on the Natural Heritage System and how are they being addressed? How wide will the area of disturbance be?

Notwithstanding the above, should the OEB decide to grant the proposed Leave to Construct, the following conditions of approval are requested, if submitted.

- 1) That prior to OEB approval, Enbridge Gas Inc., shall prepare a revised Environmental Report, containing completed field work, and revised avoidance and mitigation measures.
- 2) That Enbridge Gas Inc., shall obtain all necessary authorizations for the design, planning, construction, and operation of the project, including without limitation all necessary permits, easements, and other authorizations from the Department of Fisheries and Oceans, Province, municipalities and conservation authorities.
- 3) That Enbridge Gas Inc., shall construct the project using trenchless technology methods through all sensitive sites as agreed upon by the City, Conservation Authorities, and Enbridge.
- 4) That Enbridge Gas Inc., shall prepare and file with OEB a Restoration Plan at least 60 days prior to the commencement of construction and restore all lands impacted by the project within one year of the completion of construction. The Restoration Plan shall include a detailed monitoring plan, to ensure that vegetation survives.
- 5) That Enbridge Gas Inc., shall identify areas where invasive species are present and implement Best Management Practices for Construction, to avoid the spread of invasive species between sites.

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- 6) That Enbridge Gas Inc., shall prepare a Tree Protection Plan, according to the City of Hamilton's Tree Protection Guidelines (2010) to the satisfaction of the Manager of Development Planning, Heritage and Design and the Forestry Section.
- 7) That Enbridge Gas Inc., shall implement all the mitigation and protective measures in the Stantec Dawn-Parkway System Expansion: Kirkwall-Hamilton Pipeline Section: Environmental Report (June 21, 2019), specifically Table 4-11.
- 8) That Enbridge Gas Inc., shall avoid construction activities within the timing windows for wildlife and fish (e.g. migratory birds, breeding amphibians, bat maternity roosts, fish, and hibernating reptiles and amphibians).

Corridor Management Issues:

The following comments relate to the road crossing portions of the proposed pipeline project. In particular, the proposal involves crossings at the following locations:

- Westover Road (RA Between Lots 30 and 31 Concession 7, Geographic Township of Beverly);
- Middletown Road (RA Between Lot 36, Concession 7 Geographic Township of Beverly and Lot 1, Concession 7, Geographic Township of West Flamborough); and,
- Brock Road (Given Road Part of Lot 7 Concession 7, Geographic Township of West Flamborough)

In review, staff note that the 2000 Model Franchise Agreement between the City of Hamilton and Union Gas Limited (now owned by Enbridge Gas Inc.), dated March 28, 2007, as authorized under By-law No. 07-090, would address any and all crossing concerns.

Based on the foregoing, Public Works – Engineering Services Division – Geomatics and Corridor Management Section have no further comments or concerns.

Source Water Protection Issues:

Public Works – Hamilton Water – Source Protection Planning Section staff have advised that from a groundwater perspective:

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Stantec completed a desktop-based background review of the groundwater conditions. The report discusses anticipated potential impacts, includes the recommendation for the hydrostatic and wells impact assessment but no actual field work has been completed as part of this report.

The preferred route for the pipeline does not cross a wellhead protection area for a municipal drinking water well, but it crosses areas of Highly Vulnerable Aquifers (HVA) and Significant Groundwater Recharge as identified the Halton-Hamilton Source Protection Assessment Reports (2017).

Therefore, a Hydrological Assessment report shall be prepared to better characterize local conditions, existing well users, hydraulic conductivity, dewatering needs and assess potential impacts. Giving the fact that blasting and dewatering may be required, baseline water quality needs to also be documented.

The pipe crosses an area where the residents rely heavily on groundwater. More than this, it crosses the property of 3 year-round mobile homes. The on-site wells shall be part of the well survey and the monitoring program for before and during the time work is being completed. Any quality or quantity impacts need to be addressed. The local wells are considered GUDI so the above-mentioned sites use UV treatment technology for their drinking water systems that it is very sensitive in changes in turbidity levels.

A Mitigation and Protective plan should be in place and made available to the City and local residents.

Given the fact that the pipe crosses a HVA area characterized by fractured bedrock and shallow overburden, a Spill Plan that considers all the potential sources for contamination needs to be developed. Chemicals associated with the equipment and potential on-site diesel storage during the construction work shall be documented and monitored during the construction phase.

Hamilton Water has or is in the process to establish Municipal Responsibility Agreements for the mobile home sites identified above. The proposed work has the potential to impact the private services on these sites especially if there is the need for a larger easement. Ponderosa is currently looking at servicing alternatives based on centralized water and wastewater systems.

The site is already tight due to the presence of wetlands and other natural constraints and crossing more pipelines or a wider easement may significantly impact the serviceability of this site. Enbridge need to closely consult with the property owners on these sites and provide detailed site-specific drawings to ensure that these sites do no suffer undue economic hardship.

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Based on the foregoing, the following conditions of approval are requested:

- 1) That a Hydrological Assessment report shall be prepared to better characterize local conditions, existing well users, hydraulic conductivity, dewatering needs and assess potential impacts to the satisfaction of Public Works, Hamilton Water, Source Protection Planning. Of note, given the fact that blasting and dewatering may be required, the baseline water quality needs is to be documented.
- 2) That on-site wells shall form part of the well survey and the monitoring program for before and during the time work is being completed. Any quality or quantity impacts shall be addressed.
- 3) That a Mitigation and Protective plan be in place and made available to the City and local residents.
- 4) That a Spill Plan that considers all the potential sources for contamination be developed, whereby chemicals associated with the equipment and potential on-site diesel storage during the construction work shall be documented and monitored during the construction phase.
- 5) That Enbridge Gas Inc., consult with the property owners of the identified year-round mobile home sites; and, to provide detailed site-specific drawings to ensure that these sites do not suffer undue economic hardship.

Climate Change Issues:

As stated above in the above Policy Implications and Legislated Requirements, Hamilton City Council has declared a climate change emergency on March 27, 2019. Hamilton joins well over 800 other municipalities across the world, including the Government of Canada, who have declared a climate change emergency.

In order to reduce the catastrophic impacts of climate change the UN IPCC has stated the world needs to drastically reduce GHG emissions and become carbon neutral by 2050.

Given this the Air Quality and Climate Change Team within the Public Health Section of the Healthy and Safe Communities Department would like more information on how Enbridge plans to help meet these important targets. Specifically, the following interrogatories are requested:

- 1) How is Enbridge planning to help achieve Hamilton's community-wide GHG emission reduction targets?

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- 2) When and how does Enbridge plan to increase the supply of Renewable Natural Gas (RNG) within its existing network?

Notwithstanding the above, should the OEB decide to grant the proposed Leave to Construct, the following conditions of approval are requested, if submitted:

- 1) That a Health Equity Impact Assessment be completed by a qualified professional to determine potential for negative impacts on population health in Hamilton.

ALTERNATIVES FOR CONSIDERATION

- a) That the General Manager of Planning and Economic Development be authorized and directed to confirm the “Intervenor” status and subsequent acceptance of the Draft Issues List attached as Appendix A to Procedural Order 1; and, to confirm acceptance of the impacts related to the methods of upstream natural gas extraction (such as hydraulic fracturing) for natural gas that will be transported through the pipeline and impacts related to the ultimate downstream consumption of the natural gas transported through the pipeline as within the Scope of the Leave to Construct proceeding.
- b) That if the City chooses to proceed as a formal intervenor and fully participate in the hearing before the Energy Board. Such formal participation will require outside Counsel with experience before the Board to be engaged along with other expert consultants. In the event that the City so chooses, staff will provide an estimate of the funds that will need to be set aside to pay for outside representation and expert testimony.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Economic Prosperity and Growth

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

Built Environment and Infrastructure

Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

APPENDICES AND SCHEDULES ATTACHED

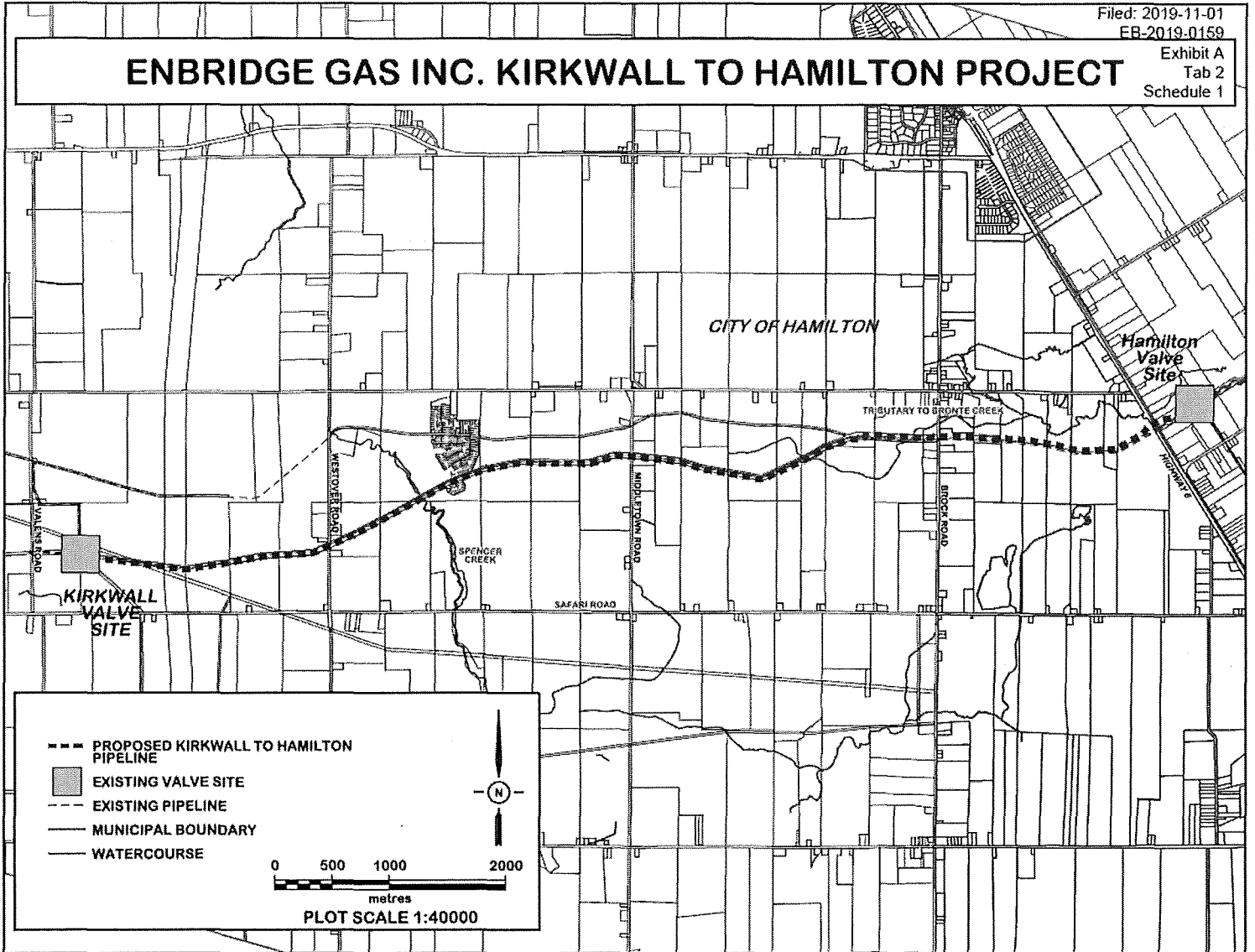
Appendix “A” – Map of proposed 2021 Dawn to Parkway Extension

Appendix “B” – Ontario Energy Board Procedural Order – January 30, 2020.

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Ontario Energy Board | Commission de l'énergie de l'Ontario

EB-2019-0159

Enbridge Gas Inc.

Application to construct natural gas pipeline and associated facilities in the City of Hamilton and Request for review of Integrated Resource Plan (IRP) Proposal

PROCEDURAL ORDER NO. 1

January 30, 2020

On November 1, 2019 Enbridge Gas Inc. (Enbridge Gas) filed an application with the Ontario Energy Board (OEB) pursuant to section 90(1) and 97 of the *Ontario Energy Board Act 1998, S.O. 1998, c.15 (Schedule B)* (OEB Act) (Leave to Construct Application) which includes the following:

- Leave to construct approximately 10.2 kilometers of 48 inch diameter natural gas transmission pipeline and associated facilities from the Kirkwall Valve Site to the Hamilton Valve Site in the City of Hamilton (Project).
- Approval of the forms of easement agreements related to the construction of the Project.

Enbridge Gas also included in the application an Integrated Resource Planning (IRP) Proposal and requested that the OEB determine it to be reasonable and appropriate.

The OEB issued a Notice of Application on January 6, 2020 (Notice). The Notice was published and served as directed by the OEB.

In this Procedural Order the OEB:

1. Determines that the IRP Proposal, as it relates to future Enbridge projects, will be reviewed separately at a later date to be determined by the OEB.
2. Sets the process to determine the scope of the hearing for the Leave to Construct Application.

Integrated Resource Planning (IRP) Proposal- Will be Reviewed Separately

As part of its application and evidence, Enbridge Gas included an IRP Proposal and requested that the OEB determine that it is reasonable and appropriate as it relates to future Enbridge Gas projects. Enbridge Gas requested that, if the OEB cannot make a determination related to the IRP Proposal by April 30, 2020, the OEB review the IRP Proposal separately as a distinct stand-alone application from the Leave to Construct application to ensure that the Project meets the in-service date of November 1, 2021.

Enbridge Gas said that it filed the IRP Proposal in recognition of OEB direction in recent decisions on Leave to Construct applications and in the OEB's Report on the DSM Mid-Term Review, which required that Enbridge Gas demonstrate consideration of conservation and energy efficiency alternatives to infrastructure investments. The Proposal consists of an IRP framework to guide Enbridge Gas's assessment of future IRP applications relative to other facility and non-facility LTC alternatives.

The OEB is of the view that the IRP Proposal raises issues of broad applicability that are best dealt with outside of the context of a project-specific Leave to Construct proceeding. The OEB expects to provide further direction on the next steps regarding consideration of Enbridge Gas's IRP Proposal in the near future. The OEB has determined that Enbridge Gas's IRP Proposal should be heard separate and apart from the current Leave to Construct application proceeding.

Intervenor Requests and Letters of Comment – Issues and Concerns Raised

The OEB received a number of requests for intervenor status which would, if granted, allow for active participation in all phases of the OEB's public review of the application. Parties asking for intervenor status submitted variously that their interests in participating in the proceeding relate to the need for the Project, cost and impacts of costs on ratepayers, security of gas supply, market based alternatives, conservation alternatives, transportation capacity, environmental and ecological impact of the Project, impacts on cultural heritage, impacts on municipal infrastructure, emergency response protocols, and impacts of the Project related to greenhouse gas (GHG) emissions and climate change. A number of intervenors stated that their intervention interest is in relation to the OEB's review of the IRP Proposal.

The OEB received numerous comments from individual citizens and citizens groups and organizations. Most of the comments voiced environmental concerns and opposition to constructing the Project. Many also requested an oral hearing. The environmental concerns generally related to two issues: (i) concerns with local site-specific impacts of the proposed pipeline on the ecologically sensitive wetlands and lands in the rural area within

the boundaries of the City of Hamilton, and (ii) broader concerns related to GHG emissions and climate change, related to both the upstream source of the natural gas that will be transported through the pipeline (some of which will be sourced from the Appalachian region of the United States, where hydraulic fracturing is common), and the downstream emissions that will result when the natural gas is ultimately consumed.

The OEB recognizes that there is significant interest in this proceeding. However, some of the issues identified by parties, in particular those in relation to the upstream and downstream impacts of natural gas extraction and consumption, are not commonly raised by parties or considered by the OEB in leave to construct proceedings. The OEB wishes to facilitate a meaningful and productive review of this application for Leave to Construct, but it is required to stay within the bounds of its statutory authority under the *Ontario Energy Board Act, 1998*. For these reasons, the OEB is seeking comments on the Issues List that will set the scope of this proceeding.

Determining the Scope of the Proceeding – Leave to Construct Application

As the first procedural step, the OEB will set out a process to determine the scope of the issues it will hear in the proceeding on Enbridge Gas's Leave to Construct application.

Ordinarily the OEB does not prepare an Issues List for a leave to construct application. The test established in section 96 of the OEB Act is whether the project is in the "public interest", and typically the OEB has considered more or less the same broad scope of issues in every case. Given the clear interest in this case in issues that have not typically been reviewed in the OEB's leave to construct hearings – in particular issues related to the upstream sourcing of the natural gas and the downstream use of natural gas – the OEB has determined that it would be appropriate to determine whether these issues are in scope for the proceeding at the outset. The OEB has prepared a draft Issues List (Draft Issues List) which is attached to this Procedural Order. Enbridge Gas, OEB staff, parties that submitted a request for intervenor status, and parties that filed letters of comment will be given an opportunity to file written submissions on the Draft Issues List.

In addition, the OEB would like to receive submissions on the extent to which it should consider a) impacts related to the methods of upstream natural gas extraction (such as hydraulic fracturing) for natural gas that will be transported through the pipeline, and b) impacts related to the ultimate downstream consumption of the natural gas transported through the pipeline.

After considering these comments, the OEB will render a decision on the Issues List to define the scope of the Leave to Construct proceeding.

Ontario Energy Board

EB-2019-0159
Enbridge Gas Inc.**Decision on Intervenor Status and Cost Eligibility will be Made after the Scope is Determined**

The OEB will decide on intervenor requests and cost award eligibility requests after issuing a decision on the Issues List. Any party granted cost award eligibility will have an opportunity to include time spent on providing comments of the Draft Issues List.

Oral versus Written Hearing

A number of parties requested an oral hearing. The OEB will make this determination after issuing a decision on the Issues List. The OEB will schedule next procedural steps after it sets the scope of the proceeding.

It is necessary to make provision for the following matters related to this proceeding. The OEB may issue further procedural orders from time to time.

IT IS THEREFORE ORDERED THAT:

1. Enbridge Gas, parties that filed intervenor requests and parties that filed comments may file with the OEB by **February 10, 2020** written submissions on the following:
 - a. The Draft Issues List attached to Appendix A to this Procedural Order.
 - b. Whether the scope of the Leave to Construct proceeding should include:
 - i. impacts related to the methods of upstream natural gas extraction (such as hydraulic fracturing) for natural gas that will be transported through the pipeline
 - ii. impacts related to the ultimate downstream consumption of the natural gas transported through the pipeline.

Appendix "B" to Report PED20053
Page 5 of 7

Ontario Energy Board

EB-2019-0159
Enbridge Gas Inc.

All materials filed with the OEB must quote the file number, **EB-2019-0159**, be made in a searchable/unrestricted PDF format and sent electronically through the OEB's web portal at <https://pes.ontarioenergyboard.ca/eservice>. Two paper copies must also be filed at the OEB's address provided below. Filings must clearly state the sender's name, postal address and telephone number, fax number and email address. Parties must use the document naming conventions and document submission standards outlined in the RESS Document Guideline found at <https://www.oeb.ca/industry>. If the web portal is not available parties may email their documents to the address below. Those who do not have computer access are required to file seven paper copies.

All communications should be directed to the attention of the Board Secretary at the address below, and be received no later than 4:45 p.m. on the required date.

With respect to distribution lists for all electronic correspondence and materials related to this proceeding, parties must include the Case Manager, Zora Crnojacki at Zora.Crnojacki@oeb.ca and Board Counsel, Michael Millar at Michael.Millar@oeb.ca.

ADDRESS

Ontario Energy Board
P.O. Box 2319
2300 Yonge Street, 27th Floor
Toronto ON M4P 1E4
Attention: Board Secretary

E-mail: boardsec@oeb.ca
Tel: 1-888-632-6273 (Toll free)
Fax: 416-440-7656

DATED at Toronto, January 30, 2020

ONTARIO ENERGY BOARD

Original signed by

Christine E. Long
Board Secretary

Appendix A

Procedural Order No. 1

Enbridge Gas Inc.

EB-2019-0159

Draft Issues List-Section 90 OEB Act, Leave to Construct Application

January 30, 2020

Enbridge Gas Inc.
EB-2019-0159
Draft Issues List-Section 90 OEB Act
Leave to Construct Application

1. Is the proposed Project needed? Considerations may include but are not limited to natural gas demand, reliability of service, security, flexibility and diversity of natural gas supply, and operational risk as well as the OEB's statutory objectives.
2. What are the alternatives to the proposed Project that would also involve building a new pipeline? Are any of these alternatives preferable to the proposed Project?
3. What are the alternatives to the proposed Project that would not involve building a new pipeline? Are any of these alternatives preferable to the proposed Project?
4. Do the Project's economics meet the OEB's economic tests as outlined in the Filing Guidelines on the Economic Tests for Transmission Pipeline Applications, dated February 21, 2013?
5. Are the costs of the Project and rate impacts to customers reasonable and acceptable?
6. Does the Project's environmental assessment meet the OEB Environmental Guidelines for Hydrocarbon Pipelines?
7. Are the forms of landowner agreements filed pursuant to the application under section 97 of the OEB Act appropriate? Are there any outstanding landowner matters for the proposed Project's routing and construction? For greater clarity, landowners include parties from whom permits, crossing agreements and other approvals are required.
8. Is the proposed Project designed in accordance with current technical and safety requirements?
9. Has there been adequate consultation with affected Indigenous communities?
10. If the Board approves the proposed Project, what conditions, if any, are appropriate?



AIRPORT SUB-COMMITTEE REPORT 20-001

**1:00 p.m.
February 11, 2020
Rooms 192 & 193
Hamilton City Hall
71 Main Street West**

Present: Councillor B. Johnson (C0-Chair)
Mayor F. Eisenberger
Councillors L. Ferguson (Co-Chair), C. Collins, J.P. Danko, J. Partridge, E. Pauls, and M. Pearson

Regrets: Councillor T. Whitehead – Personal

THE AIRPORT SUB-COMMITTEE PRESENTS REPORT 20-001 AND RESPECTFULLY RECOMMENDS:

- 1. TradePort / City Lease Negotiation Information Report (PED19084(a)) (City Wide) (Item 14.2)**
 - (a) That the direction provided to staff in Closed Session, respecting Report PED19084(a), TradePort / City Lease Negotiation Information Report be approved and remain confidential; and,
 - (b) That the contents of Report PED19084(a), respecting TradePort / City Lease Negotiation Information Report, be received and remain confidential.

- 2. TradePort / City Lease Negotiation Information Report (PED19084(b)) (City Wide) (Item 14.3)**
 - (a) That the direction provided to staff in Closed Session, respecting Report PED19084(b), TradePort / City Lease Negotiation Information Report be approved and remain confidential; and,
 - (b) That the contents of Report PED19084(b), respecting TradePort / City Lease Negotiation Information Report, be received and remain confidential.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 2)

The Committee Clerk advised of the following change to the agenda:

14. PRIVATE & CONFIDENTIAL (Item 14)

- 14.2 TradePort / City Lease Negotiation Information Report (PED19084(a)) (City Wide) Further Revised Confidential Appendix 'B' has been added.

The agenda for the February 11, 2020 Airport Sub-Committee meeting was approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)

(i) September 20, 2019 Minutes (Item 4.1)

The Minutes of the September 20, 2019 meeting of the Airport Sub-Committee were approved, as presented.

(d) PRESENTATIONS (Item 9)

(i) John C. Munro Hamilton International Airport – 2019 Year in Review (Item 9.1)

Cathie Puckering, President and CEO, John C. Munro Hamilton International Airport, addressed the Committee respecting the John C. Munro Hamilton International Airport – 2019 Year in Review, with the aid of a presentation. A copy of the presentation has been included in the official record.

The presentation from Cathie Puckering respecting the John C. Munro Hamilton International Airport – 2019 Year in Review, was received.

A copy of the presentation is available on the City's website at www.hamilton.ca or through the Office of the City Clerk.

(e) PRIVATE AND CONFIDENTIAL (Item 14)

(i) September 20, 2019 Closed Minutes (Item 14.1)

- (a) The Closed Session Minutes of the September 20, 2019 Airport Sub-Committee meeting, were approved as presented; and,

- (b) The Closed Session Minutes of the September 20, 2019 Airport Sub-Committee meeting, remain confidential.

Committee moved into Closed Session respecting Items 14.2 & 14.3 pursuant to Section 8.1, Sub-sections (a), (c) and (k) of the City's Procedural By-law 18-270, as amended; and, Section 239(2), Sub-sections (a), (c), and (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to the security of the property of the municipality or local board; a proposed or pending acquisition or disposition of land by the municipality or local board; and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

(ii) TradePort / City Lease Negotiation Information Report (PED19084(a)) (City Wide) (Item 14.2) (Referred from October 17, 2019 General Issues Committee)

Staff were provided direction in Closed Session.

For disposition of this matter, refer to Item 1.

(iii) TradePort / City Lease Negotiation Information Report (PED19084(b)) (City Wide) (Item 14.2)

Staff were provided direction in Closed Session.

For disposition of this matter, refer to Item 2.

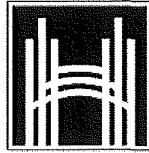
(f) ADJOURNMENT (Item 15)

There being no further business, the Airport Sub-Committee adjourned at 2:47 p.m.

Respectfully submitted,

Councillor B. Johnson, Co-Chair
Airport Sub-Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk



Hamilton

**ADVISORY COMMITTEE FOR PERSONS WITH
DISABILITIES
REPORT 20-002**

4:00 p.m.

**Tuesday, February 11, 2020
Rooms 192 and 193, City Hall
71 Main Street West**

Present: A. Mallet (Chair), P. Kilburn (Vice-Chair), S. Aaron,
P. Cameron, J. Cardno, A. Frisina,
S. Geffros, J. Kemp, T. Manzuk, M. McNeil,
T. Murphy, K. Nolan, T. Nolan, M. Sinclair and
A. Wilson

Absent

with regrets: M. Dent, L. Dingman and C. McBride

Also Present: J. Bowen, Supervisor, Diversity and Inclusion

**THE ADVISORY COMMITTEE FOR PERSONS WITH
DISABILITIES PRESENTS REPORT 20-002 AND
RESPECTFULLY RECOMMENDS:**

- 1. Letter from Advisory Committee for Persons with Disabilities to the General Issues Committee respecting Sidewalk Snow Removal Report PW19022(a) (Item 7.1(b))**

- (a) That the letter prepared by the Built Environment Working Group on behalf of the Advisory Committee for Persons with Disabilities, respecting Sidewalk Snow Removal Report PW19022(a), attached hereto as Appendix "A", be approved; and,
- (b) That staff be directed to forward the letter from the Advisory Committee for Persons with Disabilities respecting Sidewalk Snow Removal Report PW19022(a), attached hereto as Appendix "A", to the General Issues Committee for consideration.

2. L'Arche Hamilton Fundraising Dinner

WHEREAS, L'Arche is a leader in supporting people with intellectual disabilities in Canada and the world; and,

WHEREAS, L'Arche seeks to provide environments where people can reach their full potential, lead lives rich in relationships of mutuality, and have a valid place in society where all can contribute;

THEREFORE, BE IT RESOLVED:

That eight tickets to L'Arche Hamilton's fundraising dinner on April 25, 2020 at the Venetian Club of Hamilton (269 John Street North) be purchased to allow members of the Committee to attend the event at a total cost of \$480 (\$60 per person), to be funded from the Advisory Committee for Persons with Disabilities Reserve Fund (112212).

**3. Advisory Committee for Persons with Disabilities
Representative on the Hamilton Strategic Road Safety
Committee**

WHEREAS, the Hamilton Strategic Road Safety Committee meets on a quarterly basis within a calendar year (additional meetings may be held as required);

WHEREAS, the mandate of the Hamilton Strategic Road Safety Committee is to guide the implementation of the City's Vision Zero Action Plan toward a safe, balanced, and integrated transportation network that offers a choice of travel modes for all road users and eliminates collisions that result in injury or death; and,

WHEREAS, there is an opportunity for an Advisory Committee for Persons with Disabilities member to serve as a key stakeholder/advisor (non-voting member) on the Hamilton Strategic Road Safety Committee;

THEREFORE, BE IT RESOLVED:

- (a) That the Chair of the Advisory Committee for Persons with Disabilities be authorized to represent the Committee's interests as a key stakeholder/advisor (non-voting member) on the Hamilton Strategic Road Safety Committee; and,
- (b) That Committee Member Tom Manzuk be authorized to represent the Committee's interests as a key stakeholder/advisor (non-voting member) on the Hamilton Strategic Road Safety Committee for the remainder of the 2018 – 2022 Term of Council if the Chair of the Advisory Committee for Persons with Disabilities is unable to attend.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 2)

The Committee Clerk advised of the following changes to the agenda:

5. COMMUNICATIONS

- 5.2 Correspondence from Michal Sokol, Public Works Department, respecting Follow-Up to Built Environment Working Group Inquiries

Recommendation: Be received and referred to the consideration of Item 7.1(a).

7. CONSENT ITEMS

- 7.1 Built Environment Working Group Update
 - 7.1(a) Built Environment Working Group Meeting Notes – January 7, 2020
 - 7.1(b) Letter from Advisory Committee for Persons with Disabilities to the General Issues Committee respecting Sidewalk Snow Removal Report PW19022(a)
- 7.2 Housing Issues Working Group Update
 - 7.2(a) Housing Issues Working Group Meeting Notes – December 17, 2019
- 7.3 Transportation Working Group Update

7.3(a) Transportation Working Group Meeting
Notes – January 28, 2020

Item 9.1 was moved up on the agenda to be considered immediately following Item 3:

9. STAFF PRESENTATIONS

9.1 Emergency Management and Preparedness

10. DISCUSSION ITEMS

10.1 Rick Hansen Foundation Accessibility
Certification Ratings

10.2 World Autism Awareness Day Flag Raising

The agenda for the February 11, 2020 meeting of the Advisory Committee for Persons with Disabilities was approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

(c) APPROVAL OF MINUTES (Item 4)

(i) January 14, 2020 (Item 4.1)

The minutes of the January 14, 2020 meeting of the Advisory Committee for Persons with Disabilities, were approved, as presented.

(d) STAFF PRESENTATIONS (Item 9)

(i) Emergency Management and Preparedness (Item 9.1)

Fire Chief Dave Cunliffe, Connie Verhaeghe, Senior Emergency Management Coordinator, Kirsten Marples, Emergency Management Coordinator, and Jacqueline Durlov, Communications Officer, addressed Committee respecting Emergency Management and Preparedness, with the aid of a presentation.

The presentation, respecting Emergency Management and Preparedness was received.

A copy of the presentation is available on the City's website at www.hamilton.ca or through the Office of the City Clerk.

(e) COMMUNICATIONS (Item 5)

(i) Correspondence from Chris Schafer, Lime (Canada), respecting E-Scooters (Item 5.1)

The correspondence from Chris Schafer, Lime (Canada), respecting E-Scooters, was received.

The Transportation Working Group was directed to investigate motorized vehicles, other than automobiles, on City of Hamilton roads, and their impact on persons with disabilities.

(ii) Correspondence from Michal Sokol, Public Works Department, respecting Follow-Up to Built Environment Working Group Inquiries (Added Item 5.2)

The correspondence from Michal Sokol, Public Works Department, respecting Follow-Up to Built Environment Working Group Inquiries, be received and referred to the consideration of Item 7.1(a).

(f) CONSENT ITEMS (Item 7)

(i) Built Environment Working Group Update (Item 7.1)

The Built Environment Working Group Meeting Notes of January 7, 2020 (Added Item 7.1(a)), was received.

For further disposition of this matter, refer to Item 1.

(ii) Housing Issues Working Group Update (Item 7.2)

The Housing Issues Working Group Meeting Notes of December 17, 2019 (Added Item 7.2(a)), was received.

(iii) Transportation Working Group Update (Item 7.3)

The Transportation Working Group Meeting Notes of January 28, 2020 (Added Item 7.3(a)), was withdrawn as they were not yet approved by the working group.

(g) DISCUSSION ITEMS (Item 10)

(i) Rick Hansen Foundation Accessibility Certification Ratings (Added Item 10.1)

Jessica Bowen, Supervisor, Diversity and Inclusion, advised that the new release respecting the Rick Hansen Foundation Accessibility Certification Ratings, will be distributed to the Committee members.

The information respecting the Rick Hansen Foundation Accessibility Certification Ratings will be forwarded to the Built Environment Working Group for further investigation, with a report back to the Advisory Committee for Persons with Disabilities.

(ii) World Autism Awareness Day Flag Raising (Added Item 10.2)

Jessica Bowen, Supervisor, Diversity and Inclusion, advised the Committee that the City of Hamilton will be raising the flag for World Autism Awareness Day.

The verbal update from Jessica Bowen, respecting World Autism Awareness Day Flag Raising, was received.

(h) GENERAL INFORMATION / OTHER BUSINESS (Item 13)

(i) Accessibility Complaints to the City of Hamilton (Item 13.1)

No update.

(ii) *Accessibility for Ontarians with Disabilities Act, 2005 (AODA) Update (Item 13.2)*

No update.

(iii) *Presenters List for the Advisory Committee for Persons with Disabilities (Item 13.3)*

No update.

(iv) *Review of Advisory Committee for Persons with Disabilities Outstanding Business List (Item 13.4)*

Item 13.4, respecting a Review of Advisory Committee for Persons with Disabilities Outstanding Business List, was deferred to the March 10, 2020 Advisory Committee for Persons with Disabilities meeting due to time constraints.

(v) *Hamilton Strategic Road Safety Committee Meeting Update and ACPD Representative (Item 13.5)*

On November 12, 2019, the Advisory Committee for Persons with Disabilities authorized the Chair to attend one meeting of the Hamilton Strategic Road Safety Committee at the request of City staff.

For further disposition of this matter, refer to Item 3.

(vi) *Update on Donation to the Hamilton Conservation Foundation's Tribute Tree Program in Honour of the Late John Hawker (Item 13.6)*

Item 13.6, respecting an Update on Donation to the Hamilton Conservation Foundation's Tribute Tree Program in Honour of the Late John Hawker was deferred to the March 10, 2020 Advisory Committee for Persons with Disabilities meeting due to time constraints.

**(vii) Reinstatement of the Outreach Working Group
(Added Item 13.7)**

The Outreach Working Group was reinstated, with the following membership:

- P. Kilburn
- J. Kemp
- J. Cardno
- S. Aaron
- A. Frisina
- A. Mallett
- P. Cameron

(i) ADJOURNMENT (Item 15)

There being no further business, the Advisory Committee for Persons with Disabilities adjourned at 6:05 p.m.

Respectfully submitted,

A. Mallett, Chair
Advisory Committee for
Persons with Disabilities

Loren Kolar
Legislative Coordinator
Office of the City Clerk

February 11, 2020

Members of the General Issues Committee (GIC),

Re: Sidewalk Snow Removal Report PW19022(a)

While it is understood that Report PW19022(a), respecting Sidewalk Snow Removal, was written for Budget purposes, and given that "staff were asked to prepare a report that integrated an Equity, Diversity and Inclusion (EDI) framework", the Advisory Committee for Persons with Disability (ACPD) feels that an important stakeholder (namely persons with disabilities) was forgotten in the consultation process.

Further, insufficient time was provided to request a Delegation to present at GIC when the Report was first presented.

ACPD respectfully requests that Council advise Staff to consult with ACPD regarding any further matters with respect to Sidewalk Snow Removal.

ACPD perennially discusses this matter, and feels they have much experiential knowledge and wisdom to offer.

Many thanks for considering this issue, and for your continued support.

Regards,

Members of the Advisory Committee for Persons with Disability
(ACPD)



CITY OF HAMILTON
CORPORATE SERVICES DEPARTMENT
Legal and Risk Management Services Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	February 19, 2020
SUBJECT/REPORT NO:	Application of City's Equity, Diversion and Inclusion Policy to "City Leases" (LS20007/HUR20005) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Michael Kyne, Deputy City Solicitor, Ext. 4716 Jodi Koch, Director, Talent & Diversity, Ext. 3003
SUBMITTED BY: SIGNATURE:	Nicole Auty, City Solicitor Legal and Risk Management Services Lora Fontana, Executive Director Human Resources

Discussion of Appendix 'A' to this Confidential Report in closed session is subject to the following requirement(s) of the City of Hamilton's Procedural By-law and the Ontario Municipal Act, 2001:

- A proposed or pending acquisition or disposition of land for City purposes
- Advice that is subject to solicitor-client privilege, including communications necessary for that purpose
- A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board

RECOMMENDATION

- (a) That Report LS20007/HUR2005 be received; and
- (b) That Appendix "A" to report LS20007/HUR2005 remain confidential.

EXECUTIVE SUMMARY

In response to three separate Council directives, this report updates Council on the present status of the implementation of the City's Equity, Diversity and Inclusion ("EDI")

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: Application of City’s Equity, Diversion and Inclusion Policy To “City Leases” (LS20007/HUR20005) (City Wide) - Page 2 of 6

initiative. As indicated in the Council resolutions of February and September, 2019, significant work must still be accomplished prior to full implementation including the development of appropriate EDI definitions, the establishment of Standards of Practice and the identification of an EDI framework, key initiatives, priorities and workplans. To that end, staff is scheduled to provide a progress report to Council in June, 2020.

Appendix ‘A’ responds specifically to Council’s October 9, 2019 request for an assessment of the implications of the application of EDI principles to “City lease agreements.” It is appropriate that the information provided in Appendix ‘A’ to this report be discussed in closed session and remain confidential as it outlines solicitor-client advice and will inform the development of the City’s position in negotiating dispositions of land including leases.

Alternatives for Consideration – See Page X or Not Applicable

Not applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: While there may be financial implications associated with the corporate-wide implementation of EDI principles, there are no immediate financial implications arising from this report.

Staffing: While there may be staffing implications associated with the corporate-wide implementation of EDI principles, there are no immediate staffing implications arising from this report.

Legal: In addition to the implications outlined in Appendix ‘A’, Legal Services will be supporting the corporate-wide development and implementation of EDI principles.

HISTORICAL BACKGROUND

On February 27, 2019, Council resolved:

(a) That staff be directed to prepare a report on the steps that would be required to implement an equity-diversity-and-inclusion lens framework to City policy and program development, practices, service delivery, budgeting, business planning and prioritization, and report back to the General Issues Committee no later than Q3 2019;

(b) That, implementation of the equity, diversity and inclusion lens begin in the City’s Housing & Homelessness Strategy and service delivery;

SUBJECT: Application of City's Equity, Diversion and Inclusion Policy To "City Leases" (LS20007/HUR20005) (City Wide) - Page 3 of 6

- (c) That the attached draft Equity, Diversity & Inclusion toolkit, developed to support existing work by staff, be reviewed, edited and revised as required following consultations with internal and external stakeholders and made available as a resource to City staff and the community;
- (d) That the City Manager, in partnership with the various Volunteer Advisory Committees representing equity seeking groups, be directed to plan and execute an Equity, Diversity and Inclusion Summit through which members of Council and the public can hear directly from subject matter experts and the community on equity practices and how an equity, diversity and inclusion lens could be integrated and incorporated into public policy and service delivery;
- (e) That the costs associated with the Hamilton Equity, Diversity and Inclusion Summit be funded from the Mayor's Office, up to a maximum of \$5,000;
- (f) That as part of ongoing efforts to develop and advance the equity, diversity and inclusion analysis, staff participate in relevant, provincial and federal equity, diversity and inclusion related initiatives.

In response to Report HUR19019, on September 25, 2019, Council further directed:

- (a) That the City Manager to be identified as the Equity, Diversity and Inclusion Champion for the City of Hamilton;
- (b) That Human Resources staff be directed to develop and implement an Equity, Diversity and Inclusion Steering Committee comprised of representatives from all departments and across all levels of the organization, who will be responsible to:
- (i) Confirm appropriate definitions to guide Equity, Diversity and Inclusion (EDI) work;
 - (ii) Identify appropriate framework for EDI lens for the City of Hamilton;
 - (iii) Establish Standards of Practice;
 - (iv) Review and revise the draft Equity, Diversity, and Inclusion Handbook to be consistent and in alignment with the framework;
 - (v) Complete an updated internal environmental scan on annual basis;
 - (vi) Identify key initiatives and project priorities and develop appropriate workplans and milestones for such; and
 - (vii) Engage in appropriate internal and external consultations on above;

SUBJECT: Application of City’s Equity, Diversity and Inclusion Policy To “City Leases” (LS20007/HUR20005) (City Wide) - Page 4 of 6

- (c) That Human Resources staff be directed to source, through a competitive procurement process, suitable training from an external provider of Equity, Diversity and Inclusion training, relating to such elements including, but not limited, to anti-racism, anti-oppression, unconscious bias, and inclusionary best practices;
- (d) That Human Resources staff be directed to establish a schedule for the above mandatory training to be delivered to Council members, the Senior Leadership Team, all Supervisor and above employees, and Union Executive Leadership in 2020;
- (e) That Human Resources staff be directed to source options for systems/process enhancements to support Equity, Diversity and Inclusion metric dashboard requirements;
- (f) That an amount not to exceed \$100,000, to be funded from Tax Stabilization Reserve Account #110046, to facilitate the Equity, Diversity and Inclusion 2020 training and community engagement components, be approved;
- (g) That staff be directed to report back to the General Issues Committee by June 17, 2020 with a status update respecting the implementation of the Equity, Diversity and Inclusion process;
- (h) That the matter respecting the Equity, Diversity and Inclusion Framework be considered complete and removed from the General Issues Committee’s outstanding business list; and,
- (i) That an Equity, Diversity and Inclusion Sub-committee, comprised of members of Council, to work in collaboration with the Equity, Diversity and Inclusion Steering (EDI) Committee and staff be established to develop the EDI framework.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

As outlined in Confidential Appendix ‘A’

RELEVANT CONSULTATION

City Manager’s Office, Human Resources Division
 Finance and Corporate Services Department, City Clerks Division
 Planning and Economic Development Department, Real Estate and Tourism and Culture Divisions

SUBJECT: Application of City's Equity, Diversion and Inclusion Policy To "City Leases" (LS20007/HUR20005) (City Wide) - Page 5 of 6

ANALYSIS AND RATIONALE FOR RECOMMENDATIONS

Since resolutions were passed by Council, an Employee Employment Equity survey has been developed and rolled out across the organization. To date, approximately 1500 employees have completed the survey. Additionally, the Senior Leadership Team is currently in the process of nominating representatives to serve on the EDI Steering Committee. Nominations are due as of February 28, 2020 with the first scheduled meeting planned for April 2020. This EDI Steering Committee will be responsible for the development of the EDI Framework for the City of Hamilton and will provide an update to Council in June 2020 on the progress of the initiative.

Four key components are considered in the development of an EDI Framework. These are listed in order of implementation:

- 1) **Having a workforce that is representative of the community we serve.** The Employment Equity survey will provide valuable information regarding the composition of our workforce and how we compare to the larger community in terms of four designated groups (women, racialized persons, Indigenous peoples, and persons with a disability);
- 2) **Address systemic barriers and identify and develop action plans to address using a diversity and inclusion lens.** This will be achieved through departmental objectives and goal plans as part of the annual PAD and strategic planning process;
- 3) **Having a workforce that is skilled in working in an inclusive and respectful manner with each other and the community we serve.** This will be achieved through training programs, policies and programs, and extensive communication efforts across the organization; and
- 4) **Creating inclusive programs and services that meet the needs of our diverse community.** This is where the EDI framework becomes embedded in various program and contract terms and conditions as appropriate. This work will be done in the operating departments where the subject matter expertise resides.

All EDI efforts need to start with an internal organizational assessment and focus and then move to external facing components once sustainable changes are in place to support the broader program and service delivery. There needs to be organizational competencies in place in order to make the community impacts successful.

On October 9, 2019, in response to a Notice of Motion advanced at the October 2, 2019 GIC meeting, Council resolved:

OUR Vision: To be the best place to raise a child and age successfully.
 OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.
 OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: Application of City’s Equity, Diversion and Inclusion Policy To “City Leases” (LS20007/HUR20005) (City Wide) - Page 6 of 6

That Legal Services staff be directed to assess the benefits and implications of including a policy on standard terms and conditions to be incorporated in City lease agreements that is consistent with the City’s Equity and Inclusion Policy and consistent with the City’s approach to the equity, diversity and inclusion framework currently being developed, and report back to the General Issues Committee.

Appendix ‘A’ responds to this direction. It should be noted that a review of Councillors’ October 2, 2019 discussions indicates that the reference to “City lease agreements” may extend to all “City contracts, leases and partnership relationships”.

ALTERNATIVES FOR CONSIDERATION

Not applicable

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**Community Engagement and Participation**

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

Culture and Diversity

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

Our People and Performance

Hamiltonians have a high level of trust and confidence in their City government.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A”—Solicitor-Client Advice with respect to the application of the City’s Equity, Diversion and Inclusion Policy to “City Leases”