



**City of Hamilton**  
**GENERAL ISSUES COMMITTEE**  
**ADDENDUM**

**Meeting #:** 23-019  
**Date:** June 14, 2023  
**Time:** 9:30 a.m.  
**Location:** Council Chambers  
Hamilton City Hall  
71 Main Street West

Angela McRae, Legislative Coordinator (905) 546-2424 ext. 5987

---

**5. COMMUNICATIONS**

- \*5.2 Correspondence from PJ Mercanti, President and CEO; and Louis Frapporti, Chair, Hamilton100, respecting the 2030 Commonwealth Games Initiative

Recommendation: Be received and referred to consideration of Item 9.3.

**6. DELEGATION REQUESTS**

- 6.1 Delegation Requests respecting Item 9.3 - Commonwealth Games 2030 Update (PED19108(k)) (City Wide), from the following individuals:

a. Louis Frapporti (Pre-Recorded Video)

\*a. Louis Frapporti (Pre-Recorded) - WITHDRAWN

- \*6.2 Susie Braithwaite, International Village BIA and Emily Walsh, Downtown Hamilton BIA, respecting Item 10.1 - Downtown Hamilton Office Report (PED23081) (In Person) (For today's meeting)

- \*6.3 Kojo Damptey, McMaster University, respecting the Registry for Houseless folks (In Person) (For a future meeting)





# LAND ACKNOWLEDGEMENT

## MOHAWK

Tsi nonwéhshon enhontkaritsherón:ni, ronnónha raononhwentsá:ke kehne ne Erihro:non, Neutral, Tionon:tati/Wentatro:non, Rotinonhshón:ni ne o:ni ne Tewakénhna. Ki:ken tsi niohwéntsia ne: kaianerénhsera i:ken ne Énska lonkwateksá:ien Kaión:ni. Ne tetsiá:ron wahatiriwaié:na ne Rotinonhshón:ni ne o:ni ne Tewakénhna tanon ok thihonnonkwehonwehserá:te, ne akwé:kon sha'tetewaiaa'takwe'ní:io tanon tentewáshnhnie'ne ki:ken tsi niohwéntsia aktóntie ne Wisk nikaniatará:ke. O:ni iakwariwaiénté:ri ki:ken tsi niohwéntsia ne: kaianerénhsera i:ken ne 1701 Tsi non: Rontó:rats ne Tsian:to, ne o:ni ne Tekaniataró:ken iohní:non ne 1792 shiohseró:ten na'tehonátere ne Tewakénhna ne Credit ronnonkwehón:we tanon ne Korahkó:wah. lonkwariwahseronniánion ne ionweséntsahera, tetewaié:nas ne: watáron ashennénshon tsi nahó:ten kí:ken kariwahserón:ni ne Ohrón:wakon 2030 ionkahritahkwa'shón:ah kariwatá:ton, kaio'ténshshera ne ohén:ton iohawíhton, ne: tioriwa'serákwen tsi nahó:ten tehonatonhóntsohwe ne onkwehón:we kanakerahseraién:ton tánon kentiohkwa'shón:ah.

## ENGLISH

The venues for the Games are situated upon the traditional territories of the Erie, Neutral, Huron-Wendat, Haudenosaunee and Mississaugas. This land is covered by the Dish With One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee, Anishinaabek and other Indigenous Nations to share and care for the resources around the Great Lakes. We further acknowledge that this land is covered by the Haudenosaunee 1701 Beaver Hunting Grounds Treaty and the Between the Lakes Purchase, 1792, between the Crown and the Mississaugas of the Credit First Nations. Establishing meaningful Indigenous partnerships and integrated engagement is core to the development of the Hamilton 2030 Games plan, operation and legacy that responds to the needs of local Indigenous communities and organizations.



OFFICE OF THE MAYOR  
CITY OF HAMILTON

P.J. Mercanti, President  
Hamilton100 Commonwealth Games Bid Corporation  
77 James Street North, Unit 300  
Hamilton, ON L8R 2K3

June 29, 2022

Dear Mr. Mercanti,  
As Mayor, I am pleased to lead the coalition of communities working to return the Commonwealth Games to Ontario, and to the City of Hamilton, for its centenary.

I appreciate the Games' focus on creating a movement, rather than simply hosting an event, seeking to enhance the health and wellbeing of Hamiltonians.

I am inspired by the breadth and depth of support for this initiative by community groups and organizations as well as private sector organizations and many members of the general public.

I look forward to working with provincial, federal and other municipal leaders to return the Games to Ontario for the first time in 100 years in what will no doubt be a platform to showcase to the world Hamilton as well as the surrounding region, our province.

I am particularly enthusiastic about the leadership displayed by private sector organizations and their efforts to champion and resource this movement, bringing positive change to our community in the near term when it is need most, with a lasting legacy for the future.

Yours truly,

Fred Eisenberger  
Mayor

71 MAIN STREET WEST, 2ND FLOOR, HAMILTON, ONTARIO L8P 4Y5 PHONE 905.546.4200 FAX: 905.546.2340





© ANDRE DE GRASSE (@DEGRASSE / TWITTER)

June 15, 2022

The Minister for Sport for Canada  
The Minister of Heritage, Sport, Tourism and Culture Industries, Ontario

**RE: The Hamilton (and region) 2030 Commonwealth Games Bid**

Messr/Madam:

I proudly represented Canada at the 2014 Commonwealth Games in Glasgow, the first senior national team I qualified for. The experience prepared me for the following summer, when I competed on home soil at the 2015 Toronto Pan Am Games, winning gold in the 100m and 200m events. Sport has made me a better person and given me a platform to inspire and empower others through the work of my charitable foundation.

Beyond those like me, who have had success in international competition, sport's influence extends well beyond its elite competitors to touch people of all ages and abilities in all areas of their lives. This is especially true when communities collaborate to host an internationally significant multi-sport event like the Commonwealth Games.

Having come through a tough time as a country these last two years, you can be instrumental in leading communities across the Greater Toronto and Hamilton Area to work together to secure the right to host the 2030 Commonwealth Games. Your support of this initiative will not only allow Ontario to celebrate the centenary of the only globally recognized multi-sport event it has given the world, but it can help inspire a generation of young Ontarians to live more active, healthy and rewarding lives. I am proud to support this proposal and hope you will work with myself along with the many other Canadian athletes that support this effort and the community leaders that have championed it to date, to return the Games to Canada and build upon the legacy of the 2015 Pan and Para Pan American Games and Canada Games this summer.

Sincerely,

Andre De Grasse



# INTRODUCTION

Dès sa création, cet effort a été un effort communautaire collectif entrepris par un vaste groupe de leaders et d'organisations de divers secteurs, notamment les sciences de la santé, la finance, le développement immobilier, la construction, le design et la planification urbaine, l'éducation et la formation, les médias, les sciences environnementales, le marketing et les services conseils dans une variété de domaines essentiels. Ce groupe d'intervenants s'est élargi et a évolué au cours des dernières années en intégrant des meilleures pratiques de domaines parallèles pour combler des écarts du modèle traditionnel des Jeux multisports. Des leaders d'éditions préalables de Jeux, provenant du Canada et d'ailleurs, ont été interrogés pour effectuer une analyse des écarts, intégrée à cette proposition. De plus, dans le cadre de cette initiative, une collaboration importante et unique est née avec les leaders autochtones. En raison des perspectives différentes de ce groupe d'intervenants non traditionnels, il a été convenu d'éviter de créer une « candidature » contraignante invitant l'appui des divers groupes. Au contraire, une vision dynamique qui contient des propositions de valeur a été articulée et a créé un cadre de travail guidant l'exploration future. Nous croyons que ce modèle est plus agile, reflète mieux les circonstances actuelles de notre société et qu'il s'agit d'une approche plus viable qui mènera ultimement à une candidature internationale plus solide et différenciée.

From its inception, this effort has been a community driven grass roots undertaking advanced by a broad spectrum of leaders and organizations in diverse sectors, including but not limited to health care, corporate finance, real estate development, construction, urban design and planning, education and skills training, media, environmental science, marketing and advisory services in a variety of critical fields. This stakeholder group has expanded and evolved over the preceding years integrating best practices in parallel fields to address gaps in the traditional multi sport Games model. Inquires were made of prior Games' leaders in Canada and abroad to create a gap analysis which has been factored into this proposal. And significantly, there has been extensive collaboration with indigenous leaders to evolve a differentiated degree of collaboration in advancing this initiative.

Owing to the unique perspectives of this non traditional Games' stakeholder group, a decision was made to avoid creating a prescriptive 'bid' that invited support. Rather, we have worked to articulate a dynamic vision, with compelling value propositions, which has yielded a framework for further exploration. We view this more agile model as better reflective of our current circumstances societally, more sustainable as an approach, and ultimately leading to a stronger more differentiated international bid.

## COMITÉ DE CANDIDATURE DE HAMILTON100

Dans les prochaines semaines, les intervenants bénévoles faisant progresser cette initiative, épaulés de supporteurs du secteur privé et des gouvernements municipaux, anticipent l'opportunité de poursuivre les discussions et les consultations auprès d'une variété d'organisations, d'institutions et de citoyens privés afin d'améliorer cette initiative qui cherche à catalyser un mouvement axé sur le bien-être. Au-delà de cet engagement, nous anticipons aussi de poursuivre nos discussions et consultations auprès de tous les niveaux du gouvernement et de Commonwealth Sport Canada dans le but de rapatrier les Jeux en Ontario à l'occasion de leur centenaire.

In the coming weeks, the volunteer stakeholders advancing this initiative, along with their private sector and municipal supporters, look forward to continuing to engage and consult a variety of organizations, institutions and individual citizens on how to improve this initiative which seeks to catalyze a wellbeing focused movement. Beyond this commitment, we look forward to continuing to engage and consult with all levels of government and Commonwealth Sport Canada to return the Games to Ontario for their centenary.

### PROPOSED EVENT PARTNERS:

**DIALOG®** The Conference Board of Canada

*\*Throughout this document, we reference 'Proposed Event Partners'. Partners referenced in this document have consulted with us and have assisted in the creation of this Hosting Proposal. Our reference to them is not intended to suggest exclusivity or to otherwise bind a future operating committee. We reserve the right to revise Hamilton100's proposed list of Event Partners in the future.*

## HAMILTON100 BID COMMITTEE

### Advisory Board Members

- Louis Frapporti, GowlingWLG (Board Chair)
- Carmela Trombetta, Royal Bank of Canada
- Kim Watkins, Mohawk College
- Shendal Yalchin, Hamilton Club
- Trish Chant-Sehl, McMaster University
- Ava Hill, Six Nations of the Grand River
- Nancy DiGregorio, Education and Community Leader
- Max Francis, True Hamiltonian
- Ty Shattuck, McMaster Innovation Park
- Riccardo Persi, LiUNA
- Roger Couldrey, McMaster University
- Ron Foxcroft, Fox40 Whistle
- Cesare DiDonato, Industry Education Council
- Reid Coolsaet, Commonwealth Games Athlete
- Alexandra Orlando, Commonwealth Games Athlete

### Executive Committee Members

- PJ Mercanti, Bid President, Carmen's Group
- Greg Maychak, Bid Manager, Retired City of Hamilton Manager
- Cecelia Carter-Smith, Educator, Former Commonwealth Games Athlete
- Mark Wu, Brand Consultant, 2Gen Interactive Media
- Kieran Boyle, Games Consultant, Brock University and Canadian Military
- Mario Bozzo, Games Consultant
- Terese Quigley, Former Director of Athletics, Western University
- Antonio Gomez-Palacio, Dialog Design
- Christina Poulos, Dialog Design
- Colin Duetta, Xocial
- Bernadette Curtis, Mayor's Office, City of Hamilton
- Esther Pauls, Councillor, City of Hamilton
- Judi Partridge, Councillor, City of Hamilton
- Fred Eisenberger, Mayor, City of Hamilton
- Jaspey Kujavsky, Partner, Golden Horseshoe Enterprises
- Ammar Balika, Carmen's Group

# TABLE OF CONTENTS

## PART ONE VISION

- 1.1 The Opportunity** 2
- 1.1.1 The 1930 Games - An Historical Milestone and Legacy for Ontario 3
- 1.1.2 A Perfect Movement to Advance a Compelling Games Movement 5
- 1.2 Looking Forward - The Vision for the Hamilton 2030** 8
- 1.2.1 Broadening Impact through Regional Participation 9
- 1.2.2 From Event to Movement 11
- 1.2.3 Health & Wellbeing 11
- 1.2.4 Private Sector Engagement 12
- 1.2.5 Equity, Inclusion & Diversity 12

## PART TWO IMPACTS & LEGACIES

- 2.1 Community Wellbeing** 16
- 2.2 Sport** 19
- 2.2.1 Initiatives and Programmes 23
- 2.2.2 New & Improved Sport/Recreation/Community Facilities 24
- 2.3 Economic Impacts** 28
- 2.3.1 Tourism (Sport & Recreational) 29

## PART THREE SECONDARY PRIORITIES

- 3.1 Social Wellbeing** 34
- 3.2 Cultural Wellbeing** 35
- 3.3 Environmental Wellbeing** 37

## PART FOUR SPORTS & GAMES DATES

- 4.1 Sports Programme** 42
- 4.2 Games Dates** 45
- 4.3 Owning the Commonwealth Podium in 2030** 45
- 4.4 Co-hosting with Other Nations** 47
- 4.5 Esports - Position the Games for the Next Century** 49



© COMMONWEALTH GAMES FEDERATION

## PART FIVE VENUES

- 5.1 Curating a Compelling Regional Sport Program** 58
- 5.2 Sports** 59
- 5.3 Non-Sport** 61
- 5.4 Test Events** 63
- 5.5 Venues Map** 63
- 5.5.1 Venue Context Maps 65
- 5.6 Athlete's Village** 68

## PART SIX GAMES DELIVERY

- 6.1 Governance** 106
- 6.2 100th Anniversary Plans** 107
- 6.3 Cultural Programme** 109
- 6.4 Queens Baton Relay** 111
- 6.5 Volunteers** 113
- 6.6 Accommodations** 115
- 6.7 Safety & Security** 117
- 6.8 Transportation** 120
- 6.9 Technology & Energy** 123
- 6.10 Official Languages** 125
- 6.11 Medical** 127
- 6.12 Anti-Doping** 127
- 6.13 Knowledge Transfer** 128

## PART SEVEN MARKETING | MONETIZATION

- 7.1 Marketing Reach and Financial Success of the Games** 130

## PART EIGHT FINANCE

- 8.1 Operating Budget** 131
- 8.2 Capital Budget** 138
- 8.3 Risk Mitigation** 139

## PART NINE PARTNERS, INTEREST, & INVOLVEMENT

- 9.3 Partner Organizations** 146







© COMMONWEALTH GAMES FEDERATION

# 1.1

# THE OPPORTUNITY

The Province of Ontario has hosted a variety of regional, national and international sporting events over the last several decades including the Pan and Para Pan American Games in 2015. However, the Commonwealth Games, the only major international multisport event conceived and first hosted in Ontario, has not been back to the province since its birth in 1930. Returning the Commonwealth Games to its place of birth on its centenary, on the strength of an innovative approach to hosting which engages the entire Greater Golden Horseshoe Region West (GGHRW), represents a once in a century opportunity to celebrate its creation and position governments at all levels, in partnership with a powerful and diverse group of stakeholders, to collaborate around a decade long wellness and prosperity initiative that can bring people together in a time of considerable societal need.



### 1.1.1 THE 1930 GAMES - AN HISTORICAL MILESTONE AND LEGACY FOR ONTARIO

The year 2030 will mark the 100th anniversary of the Commonwealth Games. As such, it presents us with an opportunity to reflect on the origins and evolution of the Commonwealth Games as a uniquely Ontarian legacy, celebrate the vision and values that inspired their creation which are resonant today, and to commemorate a critical moment in Ontario's history. While this proposed revitalization of the Commonwealth Games movement in Ontario is very much focused on enhancing the prosperity of the entire region over the next 100 years, the story of the very first Commonwealth Games is a remarkable one that bears retelling.

The idea of a sports competition that would bring together athletes from across the British Empire was first raised 1891. In 1911, a Festival of the Empire was staged in London England. The sport component of the Festival saw teams from Canada, the UK, Australia and South Africa competing in nine events. However, the vision of a larger and more inclusive competition remained unfulfilled until Melville Marks (Bobby) Robinson, a Canadian sports reporter and athletic organiser, took up the challenge.

In 1928, while in Amsterdam as manager of Canada's Olympic track and field team, Robinson lobbied other sport organisers for his Empire Games proposal, including the idea of staging the Games in Hamilton. In 1930, his dream became a reality when 400 athletes from 11 countries gathered here to take part in what it is now call the Commonwealth Games. The sporting events included track and field, swimming, rowing, boxing, wrestling and lawn bowls. Women were included in the competition, but their participation was limited to swimming events only.

This first hosting of what would become known as the Commonwealth Games included 11 nations, with Newfoundland (not yet a province) participating on its own. The athletes were housed in classrooms in the Prince of Wales school located next door to Hamilton's Civic Stadium. The female athletes were billeted separately at the Royal Connaught Hotel. The accommodations for the men were makeshift by today's standards, but this was the first instance of an international sporting event where all the competitors were housed together in one place. What is today called an "Athletes Village" owes its existence to the 1930 British Empire Games. As does the tiered athletes' medal podium which was cobbled together by a Hamilton carpenter for the Games.

The 1930 Commonwealth Games inaugurated an international sports tradition that has spanned almost 100 years. This was the first major international multisport competition in Canada. The success of those Commonwealth Games paved the way for future multisport events, including the Commonwealth Games in Vancouver (1954), Edmonton (1978) and Victoria (1994); the Winter Olympics in Calgary (1988) and Vancouver (2010); and the Pan Am Games in Toronto (2015).

The 400 athletes who gathered in Hamilton would have been hard put to imagine that their "friendly games" would one day evolve into an event that would attract 4,400 athletes and more than a million visitors from 71 nations and territories watched by well over 1 billion spectators worldwide.



© TEAM SCOTLAND, COMMONWEALTH GAMES



© COMMONWEALTH GAMES FEDERATION



© COMMONWEALTH GAMES FEDERATION



© HAMILTON SPORTS HALL OF FAME

**“We look forward to working at the intersection of the 2030 Commonwealth Games vision and our regional opportunity to promote improved social and economic growth in our communities”.**  
**Mayor Dave Jaworsky,**  
**City of Waterloo**

**“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”.**  
**Ron J. McKerlie,**  
**President, Mohawk College**



© CANADA'S SPORTS HALL OF FAME



© CANADA'S SPORTS HALL OF FAME





© COMMONWEALTH GAMES FEDERATION

### 1.1.2 A PERFECT MOMENT TO ADVANCE A COMPELLING GAMES MOVEMENT

Notwithstanding the fact that Canada founded the Commonwealth Games and has hosted them on three separate occasions in the west following their founding (Vancouver 1954, Edmonton 1978 and Victoria 1994), they have not returned to Ontario since 1930. Further, Canada has not hosted an international major Games since 2015, with no plans to do so prior to 2030. In light of the fact that The Federal Policy for Hosting International Sports Event provides for hosting “Two (2) International Major Multisport Games every ten (10) years”, and owing to the massive societal disruption of the last several years caused by the pandemic and associated lockdowns, preparing for a compelling 2030 Commonwealth Games could not come at a more appropriate time.

What better way to support Ontario’s recovery from the pandemic than a multiyear, pan community building project with Ontarians coming together to create jobs, build “shovel ready” community infrastructure, and showcase our province’s resilience to the world? From an economic recovery perspective, the Commonwealth Games will act as a connector between all levels of government and an engaged private sector, catalyzing and accelerating private investment to bring real and impactful economic opportunity to the GGHRW in the near term.





# 1.2

## LOOKING FORWARD

### THE VISION FOR THE HAMILTON 2030 COMMONWEALTH GAMES

The exploration of a defining vision for 2030 by the Hamilton100 community organization leading this effort began by consulting with an expansive group of regional stakeholders, including representatives from the provincial and federal government, as to the elements of a vision for the event that would passionately engage them while reflecting the Commonwealth Games Federation's mission of helping build peaceful, sustainable and prosperous communities through sport. And critically, doing so by pursuing broad based societal impact through transformational partnerships. Games' critics, both in and out of government, were also consulted to better understand their concerns.

These consultations resulted in considerable feedback which has been distilled and integrated into this Hosting Proposal in both its impact and legacy components and in the proposed initial sport programme and Games delivery plan through the themes on the following page:

### 1.2.1 BROADENING IMPACT THROUGH REGIONAL PARTICIPATION

Although the Commonwealth Games owes its creation to the City of Hamilton, its future lies in regional engagement and much broader impact. This is a priority the Commonwealth Games Federation (the "CGF") has communicated to us and is evident in Australia's commitment to the 2026 Commonwealth Games. For that reason, this Hosting Proposal is offered in collaboration with a number of municipalities and regions who are listed elsewhere in this document. The size of this coalition in population and resources encompasses Canada's main economic and population cluster and will serve to differentiate a Hamilton 2030 Commonwealth Games Bid internationally and enhance its impacts and legacies regionally.



© DIALOG

© SOLD RIGHT AWAY INC.

### 1.2.4 PRIVATE SECTOR ENGAGEMENT

As they have been from their inception, these Games, particularly in the preparatory efforts leading up to 2030, will be largely powered by the private sector. For too long, multi-sport Games have been the sole responsibility of government. Analysis of major events internationally has yielded the insight that successful event based movements must enjoy scaled private sector engagement – beyond mere sponsorship – to be successful. This effort is therefore centred very heavily on engaging the private to sector to participate and better resource this movement through commercial activity in areas of infrastructure investment and through aligned corporate social responsibility initiatives. And we are inviting the prioritisation of the commercial, governance and management models actioning this priority in any multi party agreement negotiation.

### 1.2.2 FROM EVENT TO MOVEMENT

Games are traditionally seen as moments in time. And when viewed in this light, can be challenging to rationalise given their cost to taxpayers. But a call to action catalyzing a movement centred on compelling values and principles exemplified by a Games embraced by key stakeholders, most notably the private and educational sectors, that resonates with the general public is quite another matter. As a community driven enterprise from its inception, this Hosting Proposal reflects the aspiration to advance a grass roots movement whose impacts and legacy have already begun to materialise, will be felt well in advance of the event, and enjoyed for years following its hosting.



© COMMONWEALTH SPORT CANADA

### 1.2.5 EQUITY, INCLUSION & DIVERSITY

A foundational value for multi sport games, as indeed it is for both the public and private sectors in their day to day operations, is the prioritisation of Equity, Diversity and Inclusion. This takes a wide variety of forms and while inviting further dialogue with government and other stakeholders as this effort moves forward, this Hosting Proposal champions the following EDI priorities:

#### Nation to Nation Indigenous Partnership

The City of Hamilton and surrounding region is located on the traditional territories of the Mississauga and Haudenosaunee nations. Living within the city there are more than 18,000 people who are members of First Nations, Metis or Inuk groups, or who have identified themselves as having indigenous ancestry. Located nearby is the largest First Nations community in Canada, Six Nations of the Grand River Territory. The Mississaugas of the Credit First Nation are located in nearby Hagersville.

Hamilton 100 has consulted with First Nations in developing an Indigenous Partnership Framework for the creation of a compelling international bid, as well as, impacts & legacies in the planning and delivery of the 2030 Commonwealth Games. Beyond championing their continued direct engagement in this process moving forward, we proposed that Indigenous participation be elevated to partnership and extend well beyond the ceremonial to include representation in all matters of governance, management and operations. As it relates to the more symbolic elements of this partnership (and perhaps most notable for the first time in major international Games history), we are inviting their participation through Canada's national summer sport and "Creator's Game", Lacrosse, with an independent sovereign entity. Coupled with Truth & Reconciliation Commission Report Action #91, a 2030 Commonwealth Games in Hamilton will exceed the reconciliatory efforts of previous major Games hosted in Canada. **Other elements of a proposed Indigenous Framework have been attached in Appendix C.**

PROPOSED EVENT PARTNERS:



© MATTAMY NATIONAL CYCLING CENTRE

© PHILIP COTE

**Pride / 2SLGBTQIPAA**

The GGHR West is a diverse, welcoming, and inclusive region. The Hamilton 2030 Commonwealth Games will celebrate this distinct identity by integrating members of the LGBTQIP2SAA community into the 2030 Commonwealth Games. The nature and scope of this effort requires much greater engagement and consultation with interested parties but among the initiatives we see as holding promise include a "Pride House". First introduced at the 2010 Olympic and Paralympic Games in Vancouver, Canada, Pride House will be a welcoming, inclusive central hub for several Games related, community focused Pride programmes, activities, and services (i.e. topical workshops, conferences, entertainment, exhibits, keynote speakers, etc.) - before, during, and after the Hamilton 2030 Commonwealth Games.



© KAREN STINTZ - FLICKR



© CAMERON SPENCER - GETTY

**PEOPLE WITH DISABILITIES**

Sports are particularly important for people with disabilities, especially the young. Participation in sports improves health and fitness and provides opportunities for people with disabilities to socialise with others and for the able bodied to develop greater awareness as to the challenges that the differently abled experience; objectives that are critical societally at this pivotal moment in Canada's history. The Commonwealth Games movement is particularly well positioned to support this effort in its unique prioritisation of para competition in conjunction with able bodied competition rather than separate from it. Again, while requiring considerably more engagement with leaders in accessibility, all Hamilton 2030 Commonwealth Games venues will be fully accessible and the integration of Para-sports into the sports event schedule will support a positive image for persons with disabilities. Para athletes will be recognised for their achievements on par with the recognition accorded able bodied athletes. Para events will be scheduled in prime-time spots to encourage network television broadcast of those events.







# A FOCUS ON WELLBEING

Rather than submitting a definitive and prescriptive Games proposal inviting support, this hosting proposal delineates an impact and legacy framework, with a number of impact and legacy objectives, all centred on an overarching theme of 'wellbeing', inviting further consultation and engagement. This also serves to create a more compelling international bid. Our proposed impact and legacy objectives have been categorised as either 'primary' or 'secondary'. We view primary areas of impact and legacy as including sport programming and infrastructure as well as pursuing critical economic benefits, particularly in the areas of tourism, trade and attainable housing. Our secondary focus is on identifying and resourcing initiatives that address community needs in the areas of social, cultural and environmental wellbeing. Lastly, we propose the adoption and further development of rigorous measurement methodologies and approaches that will permit more efficient, economical and targeted investments in private and public sector infrastructure and initiatives (particularly as it relates to multi-sport games), along with transparent and credible measures of accountability. We explore these concepts throughout this section.



© SILENTSAMA ARCHITECTURAL PHOTOGRAPHY

# 2.1 COMMUNITY WELLBEING

Before setting out our framework for impact and legacy premised on creating and resourcing a movement promoting a proposition as nebulous as 'Community Wellbeing', it serves us to define it. For the purposes of this initiative we define community wellbeing as "the combination of social, economic, environmental, cultural, and political conditions identified by individuals and their communities as essential for them to flourish and fulfill their potential". In doing so we have had regard to the Community Wellbeing Framework (CWF) created by the Conference Board of Canada (2018) as further enhanced by DIALOG Design and propose to use this methodology (developing it further) to host more meaningful conversations with government, Indigenous Peoples and other stakeholders in the further development of a compelling international bid. Both organizations have committed significant time and effort to the development of this Hosting Proposal on a pro bono basis and are well positioned to assist in moving the effort forward internationally.

Beyond creating a structure for public engagement, the Community Wellbeing Framework supports our resolve to create transparent and credible measures of accountability including a set of evidence-based indicators and metrics that can serve to guide the planning and design process of a Games bid. Further, it builds upon and is consistent with the United Nations' Sustainable Development Goals to which this effort is committed.





### A POSSIBLE INNOVATION INITIATIVE: MEASURING SOCIAL VALUE

Through this initiative we seek to harness the transformative power of sport to improve the health and wellbeing of Ontarians. Historically, government and other key stakeholders have lacked adequate metrics and measurement tools to assess the benefits of initiatives and investments. We propose to address this deficit through a variety of innovative partnerships and initiatives. One such initiative, advanced by potential Games partner 4Global, involves the creation of protocols relating to the measurement of physical activity promoted through the Games effort with a view to creating a pool of anonymised data that will allow for the monitoring, evaluation and strategic planning of physical activity in the lead up to, during and after the Hamilton 2030 Commonwealth Games in the form of a 'social value impact calculator.'

**This innovative strategy has the following 5 steps to its implementation (including a methodology for assessing the financial impacts associated with lifestyle interventions based on physical activity):**

- Create a digital map of all sports, fitness, and recreation assets in the region;
- Understand and visualise current participation levels and trends;
- Calculate the social value created by sport and physical activity in the city;
- Utilise the digital platform and insight to increase participation in a way that is measurable and sustainable; and
- Create tools and campaigns aimed at increasing participation in sport and physical activity.

**The social value impact calculator currently under development works by:**

- Capturing and standardizing participation data from across all facilities;
- Overlaying data with several lifestyle, social segmentation, and risk assessment at both the individual and household level;
- Searching for positive changes caused by regular physical activity across four outcome areas:
  - Improved physical and mental health;
  - Improved subjective wellbeing;
  - Increased individual development and educational attainment;
  - Social and community development, including reduction in crime; and
- The calculator then converts these positive changes into monetary value.

PROPOSED CORPORATE PARTNER:





© GRAHAM CAMPBELL - FLICKR

# 2.2 SPORT

## 2.2.1 INITIATIVES & PROGRAMMES

In our effort to curate a compelling sport impact and legacy strategy, Hamilton 2030 Commonwealth Games Organizing Committee and Commonwealth Sport Canada, in conjunction with Games Partners, have been guided by Canada's Sport Policy Vision of "[creating] a dynamic and innovative culture that promotes and celebrates participation and excellence in sport". Accordingly, this proposal aspires to deliver positive impacts and legacies that will meaningfully contribute to Canada's world leading, values based sport system, produce sustainable and improved international performances and improve access to sport and sport experiences in a fashion that inspires all Canadians and Commonwealth citizens to lead healthier and more active lives.

Programmes and initiatives to be advanced include the following:

### *Promoting and better resourcing Canadian athletes.*

For most of Canada's summer athletes and coaches the Commonwealth Games are their first international games. They are widely seen as a critical benchmark on the athlete's Podium Pathway and an important steppingstone to the Olympic and Paralympic Games. Current Commonwealth Games athlete allocation trends are such that Canada will receive a 50% increase in athletes at the Hamilton 2030 Commonwealth Games for being the host country and a carry-over increase of 25% in Canada's team size for the 2034 Commonwealth Games. Since 75% of Canada's Summer Olympic medals are won by Commonwealth athletes, the hosting of the 2030 Commonwealth Games is expected to increase the number of Olympic medals won by Canada at the 2032 and 2036 Olympic Games. Further, since about a third of the athletes on Canada's team participating in the Commonwealth Games are from Ontario and they win about 40% of Canada's Commonwealth medals, hosting the 2030 Games should increase the number of Commonwealth Games and Olympic Games medals won by Ontario athletes.

**Enhancing sport diplomacy.**

Sport speaks to who Canadians are and what they stand for, amplifying Canada's reputation on the global stage. "Sport Diplomacy" can help Canada advance its national interests, project our values and identity and serve as a bridge between peoples. A Hamilton 2030 Commonwealth Games will better position our province and country as a respected leader and influencer through sport while supporting broader diplomatic interests. The hosting of the centenary Games can serve to enhance Canada's status as a founding member and leader in The Commonwealth of Nations, increase its relevance within the official and unofficial institutions of The Commonwealth and enhance Canada's foreign policy, trade, tourism and investment strategies. Likewise, the Ontario and Canadian Governments can draw on their resources and networks to advocate for Canada's sporting interests, provide support for Canada's athletes to safely travel the globe, and facilitate connections, including those within international federations and multilateral bodies.

**Promoting Gender Equality through sport.**

A Hamilton 2030 Commonwealth Games will continue the tradition of having an equal number of medaling events for women and men and work to ensure gender balance, not only in participation, but in all aspects of governance, management and operations.

**Advancing our commitment to Indigenous partnership.**

By prioritizing efforts to increase awareness of, and participation in, Indigenous sport as well as increasing awareness of Indigenous languages, cultures and histories all while striving to improve connections with Indigenous communities, we can meaningfully demonstrate our resolve to advance these games with indigenous partners – rather than just participants. Notably, for the first time in Commonwealth Games history Canada's national summer sport – Lacrosse – will be presented as a full medal status event. An unprecedented opportunity for lacrosse teams from across the Commonwealth as well as Indigenous Nations to compete.



© BROMISKELLY - FLICKR

**Increasing Ontario's bench of trained officials.**

A Hamilton 2030 Commonwealth Games can develop and deliver a sport technical officials training programme aimed at increasing the supply for locally trained sport technical officials (minor & major) working towards implementing best practice recruitment and retention strategies of locally trained sport technical officials to service the Greater Golden Horseshoe Region for decades to come.

**Inspiring greater levels of physical activity.**

Our vision of catalyzing a broad based movement based on improving the health and wellbeing of Ontarians through the power of sport holds enormous promise. The pandemic and associated lock downs have significantly impacted the health and wellbeing of all segments of the population, especially the young. Securing the return of the Commonwealth Games on its centenary as a regional initiative, centred on regeneration and wellbeing, and realised through the immediate collaboration of the public, private, not for profit and educational sectors, and championed by leading Canadian athletes, can serve to not only inspire young people to greater activity and engagement but do so over a number of years leading up to 2030. Opportunities to advance such initiatives which reflect policy priorities at all levels of government, and the desire of Ontarians generally, particularly as it relates to young people, can be pursued well in advance of the hosting of the games through the involvement of key stakeholders.



© BROMISKELLY - FLICKR



### 2.2.2 NEW AND IMPROVED SPORT/ RECREATION/COMMUNITY FACILITIES

Our due diligence and consultation with government officials, prior Games leaders, and everyday citizens made clear that there was little appetite for massive infrastructure spending commitments on sport facilities. Accordingly, this Hosting Proposal seeks to create impact and legacy by curating a more sustainable infrastructure funding model for multi sport games by:

- Capitalizing on the success of the 2015 Pan & Parapan American Games and the upcoming Canada Games by utilizing those facilities where appropriate. Namely; Tim Hortons Field (Hamilton), National Cycling Centre (Milton) and the International Flatwater Centre (Welland); and
- Placing the overwhelming share of infrastructure costs associated with facilities to be incorporated into a Games bid (both new and refurbished) on the balance sheet of the private sector through the careful curation of proposed or planned projects which are not dependent on the award of the Games and reflect immediate community need with aligned municipal partners and sport organizations.

Further details relating to the sport and venue plan, and our balancing of existing and proposed infrastructure elements, are set out in detail in Part Five - Venues.





# 2.3

# ECONOMIC IMPACTS

The Commonwealth Games has a proven track record of materially boosting the economy of host cities and their wider regions/provinces in the years before, during and after the Commonwealth Games. In the 4 most recent Commonwealth Games for which robust data is available, hosting the Commonwealth Games has boosted Gross Domestic Product (GDP) in the host city/region between \$1.4 billion – \$2.2 billion CDN and generated between 13,600 and 23,000 full time equivalent (FTE) years of employment. Overall return on governments' investment (local, state, national combined) has ranged between 1.3 and 3.2:

**Return on public sector spending on Games-related costs:**

Manchester	Melbourne	Glasgow	Gold Coast
2002	2006	2014	2018
<b>3.2</b>	<b>1.7</b>	<b>1.8</b>	<b>1.3</b>

Ontario's Greater Golden Horseshoe Region has a diverse economy, underpinned by strong sectors, including agriculture, resources, health, construction, tourism, education, manufacturing, and services. Delivering and exceeding the direct and indirect economic benefits referenced above through this initiative over the next 7 years of activity relating to the Games is a priority consideration in our efforts. We are particularly focussed on the areas on the following page.

### 2.3.1 TOURISM (SPORT & RECREATIONAL)

Multi sport games invariably bring a modest increase in tourism immediately prior to and during the year of hosting the Commonwealth Games, with a substantial increase in the subsequent years because of the international profile generated by the event. The Commonwealth Games franchise has traditionally generated a TV audience between 1-1.5 billion. As a result, previous hosts of recent Commonwealth Games have experienced a significant increase in tourism over the five years post Commonwealth Games of between 29% and 65%.

Beyond elevating the tourism industry generally, the Commonwealth Games has a recent history of boosting sport event hosting by over 25% each year in the 4 years after the Games.

According to the Canadian Sport Tourism Alliance, International visitors accounted for 35% of the total value, and the value of sport tourism in Canada topped \$6.8 billion in 2017.

While significant investments have been made in Toronto over recent years from a sport tourism perspective, the balance of the GGHR West stands to benefit greatly from the hosting of the Hamilton 2030 Commonwealth Games. The proposed refurbishment of existing assets, as well as the construction of new facilities, primarily by the private sector at its expense, will significantly enhance the region's capacity to host major sporting events and thereby attract sports related tourism. Showcasing the region west of Toronto, which has not enjoyed as much international profile as metropolitan Toronto, will be of enormous benefit.

#### Trade

Trade between Commonwealth nations is strong and rising, surpassing US\$1 trillion in 2020 and projected to be US \$2.75 trillion by 2030. Among the drivers of increased intra-Commonwealth trade flows is an observed 'Commonwealth effect', whereby trade between Commonwealth nations is on average 20 per cent higher and trade costs are 19 per cent lower compared with trading between other partners. This is because Commonwealth nations have a shared system of common law, a common language, common institutions and governmental systems — all of which reduce a company's cost of doing business. Along with already impressive intra-Commonwealth trade flows, there remains enormous potential to further increase intra-Commonwealth trade by hundreds of billions of dollars, particularly in increased trading opportunities with developing country members. Queensland Australia delivered a very successful business, trade and investment programme called "Trade 2018" in conjunction with the Commonwealth Games. Through Trade 2018, additional exports and foreign direct investment of approximately \$840M aus were generated over the 4 years after hosting the Commonwealth Games.

A Hamilton 2030 Commonwealth Games will be an opportunity to highlight the Made in Ontario/Canada brand, showcasing its high quality to the world as a destination to invest and to do business in. We proposed to work closely with the Ontario and Federal governments and the private and educational sectors in delivering a Games related Commonwealth Trade Programme in advance and during the Hamilton 2030 Commonwealth Games.

#### Attainable Housing

A key societal priority in Ontario is increasing the inventory of attainable housing in the region. In our early exploration of a Games bid, we looked to historic practices relating to games accommodation which were transitioned to affordable housing post event, such as the 2015 Pan Am Games, as a model. After careful consideration, we came to the conclusion that replicating this model would not be advisable given the existing demands on public funding for housing as well as the complexities, inefficiencies and challenging optics of integrating a large publicly funded athletes village affordable housing project into a Games bid. Instead, this proposal prioritises the following Games' inspired housing initiatives:

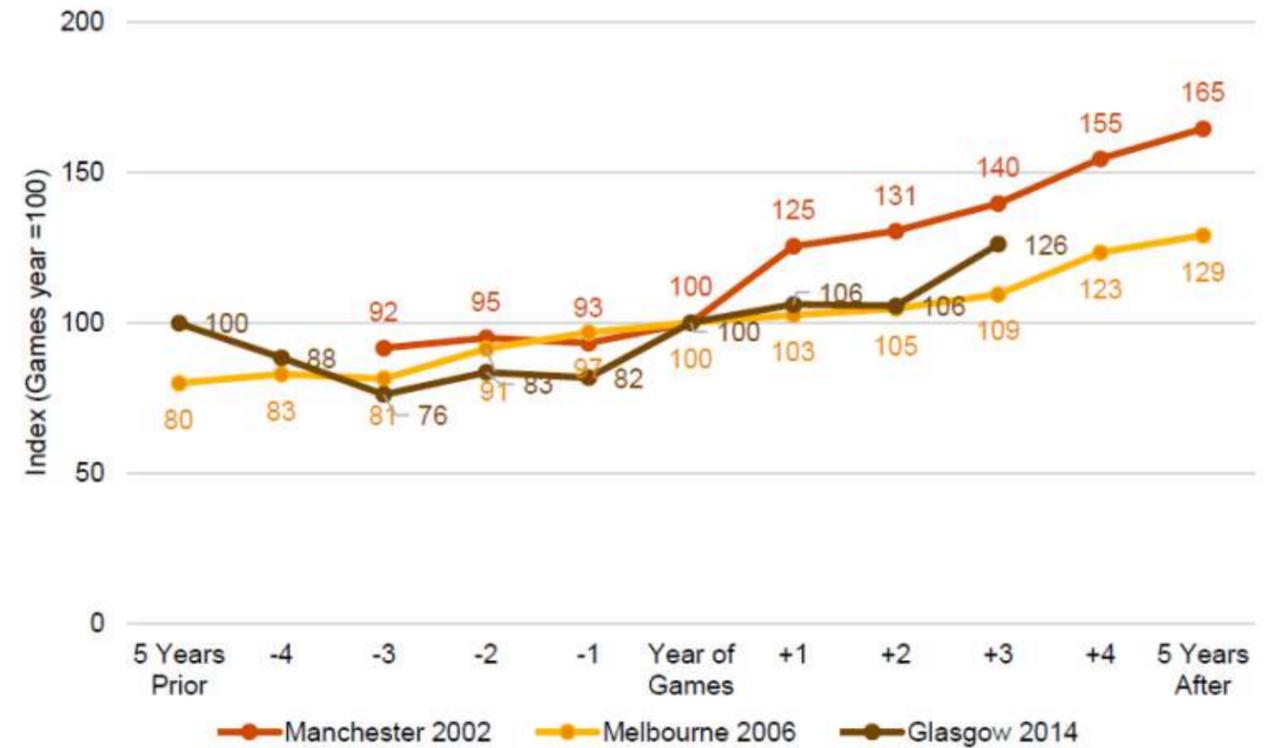
**A legacy of housing that is more attainable** – We propose to develop a core inventory of athlete accommodation that is convertible to for-profit and more attainable housing inventory at private sector expense. Beyond creating a compelling primary athlete's village we propose to leverage the regional nature of this effort by exploring additional opportunities to accelerate housing development through strategically located satellite villages with affordability commitments that are delivered by the private sector in partnership with host municipalities through private sector oriented affordability models.

**Diversity of housing supply** – Our efforts prioritise contributing to a mix of housing typologies and tenure types in advance of the Hamilton 2030 Commonwealth Games.

**Enabling policies** – We believe there is a compelling opportunity to work with municipal, regional, and provincial partners, as well as with affordable housing providers and the private sector, to advance an enabling policy framework that brings everything together on an accelerated basis. The Hamilton 2030 Commonwealth Games can provide the provincial and federal governments with a critical enabling mechanism through which they can accelerate the attainment of currently articulated policy priorities and housing targets but with the ability to engage the private sector more effectively in doing so.

**Holistic approach to affordability** – We propose deviating from the traditional concept of 'affordability' in housing costs by leveraging this effort to support low-income households in parallel ways such as enabling access to affordable transportation, affordable recreation, and support services thereby transitioning the conversation from government centric 'affordable housing' nomenclature to one centred on a lifestyle that is more affordable.

Tourist numbers in host cities before and after the Games







# 3.1

## SOCIAL WELLBEING

Through the different investments and initiatives related to the Hamilton 2030 Commonwealth Games, particularly those delivered by the private sector in the near term through their engagement and leadership in this effort, a Goal of improving Social Wellbeing will be sought through:

**Community economic development** – by incenting and supporting investment in infrastructure initiatives and enterprises that have a positive impact on the economic viability of local neighbourhoods and improves the opportunities of local residents to participate in long-term legacy projects.

**Social integration** – by improving spaces and facilities for socialization at a local level, both exterior (parks, trails, playgrounds) and interior (recreational facilities, community meeting spaces).

**Social procurement** – by prioritizing through the investments inspired by the Hamilton 2030 Commonwealth Games in the near term, and then related to the Hamilton 2030 Commonwealth Games when awarded, the hiring of local businesses as well as those that have a demonstrable track record of improving conditions related to equity, diversity, and inclusion.

**Skills training** – by leveraging the innovative partnership between the private and educational sectors in this initiative, utilizing the energy of the Hamilton 2030 Commonwealth Games and all of the associated construction and programming projects to build local capacity in a variety of key industry verticals. Through this Games Apprenticeship Programme students, especially marginalised youth-at-risk and Indigenous youth, will gain new skills and certificates. The Organizing Committee will then help place programme participants with local companies.

**Just transition** – by supporting Ontario businesses and industries as they transition towards decarbonised and sustainable practices.

**GBA+** – by incorporating a Gender+ based analysis and perspective into decision-making, investments, and processes.



© IHEARTHAMILTON

# 3.2

# CULTURAL WELLBEING

Through the different investments and initiatives related to the Hamilton 2030 Commonwealth Games, a Goal of improving Cultural Wellbeing will be sought through:

**Bringing people together** – in the near term, by inspiring the private sector through its engagement in this effort to deliver venues and opportunities that allow people from different backgrounds to interact in a manner that is safe, welcoming, and accessible. And following the award of the Hamilton 2030 Commonwealth Games, being well positioned to advance this effort through public/private partnership.

**Being a catalyst for change** – by leveraging corporate social responsibility initiatives in conjunction with public sector programming, working with marginalised and vulnerable communities, seeking to support their long-term resilience.

**Human Rights** – by delivering the Hamilton 2030 Commonwealth Games in way that upholds the UN Guiding Principles on Business and Human Rights and by promoting and protecting those rights and freedoms guaranteed to all individuals under the law.

**Community Involvement** – through a broad stakeholder group, engaging with the widest possible audiences, and reaching into communities to seek for them to be fully represented and able to participate.

**Equal opportunities, diversity and inclusion** – by championing private sector policies and strategies, and then implementing hosting initiatives and policies accordingly for officers, employees (full time and part time), consultants, contractors, and all other individuals employed or engaged by the Hamilton 2030 Commonwealth Games that promote diversity and inclusion.



© JOHN GAUCHER

# 3.3 ENVIRONMENTAL WELLBEING

The Commonwealth Games provides a platform for showcasing environmental and sustainability best practices, improving sustainability habits of people and business behaviors for the long term. Through the different investments and initiatives related to the Hamilton 2030 Commonwealth Games, including those of private sector partners, the 2030 Games bid seeks to improve environmental wellbeing in the following ways:

**Net-zero Carbon** – by engaging private and public sector partners across the region to achieve carbon neutrality targets.

**Climate Change** – by consistently reviewing the operations and supply chain of all Game related initiatives towards making a positive contribution to the reduction of greenhouse gases (GHGs).

**Climate Adaptation** – by inspiring the planning and design of facilities, including the private sector investments being planned now, in a way that considers future climatic conditions and contributes to build the resilience of communities and natural environments.

**Circular economy** – by striving to keep resources in use for as long as possible, extending the life, use, and reuse of materials, products, facilities, and venues.

**Embodied energy** – by championing the prioritizing of the reuse and renewal of existing facilities over new build, whenever possible.

**Waste reduction** – by seeking to eliminate waste in Game related construction, programming, facilities, and retailing.

**Transportation** – by working alongside partners to minimise the carbon emissions attributed to the Hamilton 2030 Commonwealth Games, and by identifying opportunities that support sustainable modes of travel. Notably, hosting the 2030 Commonwealth Games will allow the Province and its municipal partners to build upon the transportation infrastructure legacy of the 2015 Pan and Para Pan American Games to further improve regional transportation infrastructure and greatly enhance the dividend obtained through existing provincial commitments in transportation that have yet to be completed, such as Hamilton’s LRT system. The magnitude of existing and planned (and budgeted) infrastructure is already sufficient to make for a compelling international bid and a positive experience for athletes and visitors alike.

**Operational Carbon** – by monitoring carbon associated with the facilities being constructed for the Hamilton 2030 Commonwealth Games and in the day to day operations of the Hamilton 2030 Commonwealth Games. This will inform the planning and operations of the Hamilton 2030 Commonwealth Games, as well as carbon offsetting post-Game.

Hosting the Hamilton 2030 Commonwealth Games are a powerful enabler in achieving Canada’s commitment to Sustainable Development Goals and increases awareness of Canada’s leadership within the Commonwealth.





© CANADIAN LACROSSE ASSOCIATION



Central to the Games itself is the development of a compelling Sports Programme identifying the events proposed to be held during the Games and the facilities that will host them. In this Hosting Proposal an initial list of proposed sports and preferred sport competition venues presents a compelling balance of commercial viability from an international perspective while showcasing regional strengths. There is capacity to add 2 – 4 sports and change sports, pending the course of the international bidding process and the planning of the 2030 Commonwealth Games.

The Coalition of Regions involved in the Hamilton 2030 Commonwealth Games have hosted many successful and well known sporting events, some of which include, the 2018 World Junior Ultimate Championships, 2015 Pan Am Games, Around the Bay Road Race, and 2018 FIBA U18 Boys' Basketball Championships.

These municipalities pride themselves on being sport cities that promote an active lifestyle. The breadth of game hosting experience and the array of existing facilities that meet international standards gives the Hamilton 2030 Commonwealth Games effort a powerful start.

Notably, an integral part of the Sports Programme that the 2030 Hamilton Games is enthusiastic to showcase is that of field lacrosse. Introducing the "creator's game" for the first time in Commonwealth sports history, would be an opportunity to showcase to the Commonwealth and the world a proud and enduring Indigenous Culture as well as the history of Turtle Island and it's Indigenous peoples. Lacrosse's cultural and historical significance to Indigenous peoples, and their proficiency at it, presents an opportunity to include and empower Indigenous youth as they see members of their community compete at the highest levels. Lacrosse has been played for thousands of years amongst the Haudenosaunee people. It's been used as medicine, to settle disputes, passed on for generations giving hope and inspiration to Indigenous people. The sport's inclusion as part of the process of truth and reconciliation with Indigenous peoples can be a catalyst for continuing this journey of reconciliation.



© JONOSEARLE - FLICKR

# 4.1 SPORTS PRO-GRAMME

## 4.2 GAMES DATES

We propose that the 2030 Commonwealth Games be held **Sunday August 4, 2030 to Friday, August 16, 2030.**, exactly one hundred years from their inaugural hosting.

PROPOSED SPORTS	EST. NO. OF MEDALS				NO. OF TEAMS			EST. NUMBER OF ATHLETES & TEAM OFFICIALS							
	M	W	MIXED	TOTAL	MENS TEAMS	WOMENS TEAMS	ATHL. PER TEAM	MEN EST. NO. OF ATHLETES	WOMEN EST. NO. OF ATHL.	TOTAL	TEAM OFFICIALS	TOT.ATHL. + TEAM OFFICIALS			
<b>HAMILTON CLUSTER</b>															
Athletics (m&w&para) - T&F + Marathon + Race Walk	31	31		62				540	403	943	472	1,415			
Basketball - 3x3 (m&w&para)	2	2		4	18	18	4	72	72	144	72	216			
Cycling - Road & Time Trials (M&W)	10	10		20				93	27	120	60	180			
Rugby 7s (M&W)	1	1		2	16	12	13	208	156	364	182	546			
Weightlifting (M&W) & Para	8	8		16				133	106	239	120	359			
<b>SUB-TOTAL</b>								<b>1,046</b>	<b>764</b>	<b>1,810</b>	<b>905</b>	<b>2,715</b>			
<b>WATERLOO REGION CLUSTER</b>															
Aquatics - Swimming (M&W&Para) + Diving (M&W)	30	30	4	64				250	217	467	234	701			
Badminton (M&W)	2	2	2	6				75	75	150	75	225			
Boxing (m&w)	10	6		16				173	56	229	115	344			
<b>SUB-TOTAL</b>								<b>498</b>	<b>348</b>	<b>846</b>	<b>423</b>	<b>1,269</b>			
<b>OTHER</b>															
Cricket (w)		1		1		8	15		120	120	60	180			
Cycling - Track (m&w&para)	10	10		20				91	61	152	76	228			
Esports		5	5	10				112	112	224	112	336			
Gymnastics - Artistic (m&w), Rhythmic (w)	8	12		20				50	71	121	61	182			
Lacrosse - Sixes (m&w)	1	1		2	8	8	10	80	80	160	80	240			
Table Tennis (m&w&para)	4	4	1	9				88	88	176	88	264			
Triathlon (m&w&para)	2	2	1	5				49	35	84	42	126			
Volleyball - Beach (m&w)	1	1		2	16	16	2	32	32	64	32	96			
<b>SUB-TOTAL</b>								<b>470</b>	<b>567</b>	<b>1,037</b>	<b>519</b>	<b>1,556</b>			
<b>SUB-TOTAL (IN-CANADA)</b>								<b>2,014</b>	<b>1,679</b>	<b>3,693</b>	<b>1,847</b>	<b>5,540</b>			
<b>CO-HOSTING</b>															
Netball (w)		1		1		12	12		144	144	72	216			
Shooting (m&w)	10	9		19				190	92	282	141	423			
<b>SUB-TOTAL (OUTSIDE CANADA)</b>								<b>190</b>	<b>236</b>	<b>426</b>	<b>213</b>	<b>639</b>			
				<b>130</b>	<b>136</b>	<b>13</b>	<b>279</b>	<b>TOTAL</b>			<b>2,204</b>	<b>1,915</b>	<b>4,119</b>	<b>2,060</b>	<b>6,179</b>



© COMMONWEALTH GAMES FEDERATION

# 4.3

## OWNING THE COMMONWEALTH PODIUM IN 2030

Legacy funding has been a common element of Games planning for years. However, such efforts have largely been focused on subsidizing the cost of operating assets built by government. In our approach to infrastructure and venue planning for 2030 we have prioritised the use of existing assets which have operational funding in place or private sector venues that will not require post event legacy funding, with a view to being able to commit Games related legacy funding to recreational and sport programming rather than infrastructure.

In addition to the above, we propose to do so the same for Canada's high performance sport athletes and coaches through a Hamilton 2030 Commonwealth Games \$30M Team Canada Legacy Fund administered by Commonwealth Sport Canada. Doing so will allow Commonwealth Sport Canada to fulfill its Mission of supporting Canada's athletes & coaches by:

- Enhancing the Team Canada programme:
  - ensuring Team Canada 2030 finishes in the Top 3 at the Hamilton 2030 Commonwealth Games;
  - ensuring the Team Canada programme is fully funded. Never again will a "pay-to-compete" fee be levied on Canadian athletes;

- working closely with Own The Podium in ensuring targeted Commonwealth sports and athletes are resourced for success;
- capitalising on the "home field advantage" of a Hamilton 2030 Commonwealth Games;
- collaborating with the Canadian Olympic and Paralympic Committees, USports and Canada Games Council on more efficient and effective high performance athlete & coach programming;
- Expanding the Canada Commonwealth Cup programme, a season long race for points and cash prizes for Canada's top Commonwealth athletes and their coaches;
- Expanding the Women's Coach Intern Programme (WCIP), providing more up & coming women coaches with education, mentorship, and national team experiences; and
- Working with National Sport Organizations and the Federal Government in bidding and hosting several single sport Commonwealth Championships between 2027-2029, including staging a national or international competition "test" event staged at every major upgraded and new 2030 Commonwealth Games venue.



© COMMONWEALTH GAMES FEDERATION

# 4.4

# CO-HOSTING WITH OTHER NATIONS

The Commonwealth Games Federation's 2026/30 Strategic Roadmap allows and encourages, for the first time, co-hosting the Commonwealth Games with other countries. This is an innovation that we are determined to take advantage of. Strategically, co-hosting can garner more votes for Canada in a competitive international bid, reduce Games operating expenses in Canada, increase international viewership and revenue and provide unique "Sport Diplomacy" impacts and legacies for Canada and Canadian governments, forging, closer and stronger ties between Canada and The Commonwealth through bilateral relationships.

We propose that the sports of Netball and Shooting be hosted by other Commonwealth countries during the Games dates. Both Netball and Shooting have a long history in the Commonwealth Games and are popular within a majority of Commonwealth countries.



© OVERACTIVE MEDIA

# 4.5 ESPORTS

## POSITIONING THE GAMES FOR THE NEXT CENTURY

Esports will be make its inaugural Commonwealth Championship debut in 2022. Esports participation and viewership has grown dramatically over the past few years, particularly amongst younger populations. The incorporation of Esports into the Hamilton 2030 Commonwealth Games sports programme represents a powerful opportunity to engage new audiences, grow viewership and attendance, and accelerate and showcase Ontario’s digital and gaming expertise to the world.

### Background

Throughout the bid exploration process Hamilton100 has worked collaboratively with the CGF to explore sustainable solutions for future Games delivery – both from an economic perspective and Games interest perspective. As it pertains to the latter and given the prolific rise of the video game industry as a predominant form of entertainment, the two organizations have conceptually discussed the future development of a compelling Esports competition in the 2030 Commonwealth Games.

Currently, the Commonwealth Games Federation is working with the Global Esports Federation to present Esports as an adjacent event to the Birmingham 2022 Games calendar. As it relates to 2030, the CGF is interested in exploring Esports in the lead up to 2030 as a means to:

- Attract a more young, diverse, and engaged Games fan base;
- Test and learn from Esports pilots prior to becoming a medal event; and
- Broaden the entertainment scope of the games.

In conjunction with the CGF and through the pursuit and awarding of the 2030 Games, there is an opportunity for Commonwealth Sport Canada, the Hamilton 2030 Commonwealth Games Organizing Committee, post secondary institutions (led by Sheridan College) as well as the province of Ontario and aligned private sector stakeholders to shape the future of Esports competition as a legacy and impact opportunity for the 2030 Games.



© POPULOUS



There are two key pillars to our 2030 Esports strategy: the 2030 Esports Competition and a 2030 Legacy Digital Gaming "Collision" Facility.

**The 2030 Esports Competition**

Games partners, the Canada Esports Association (CEA) and OverActive Media (OAM), have joined forces to host the 2030 Esports competition.

Canada Esports Association is the national governing body for esports in Canada, as recognized by the Global Esports Federation. OverActive Media is Canada's largest esports ownership group that is proudly based in Toronto. OAM provides expertise in event production and venue ownership, with a focus on making esports for everyone.

We propose that the main competition venue for 2030 be the OAM Arena. OverActive Media is a partnership owner in the OAM Arena and adjacent hotel. It is a 7,200 seat entertainment and esports stadium on Exhibition Place in Toronto, Ontario. The arena is due to be completed in 2025.

Highlights of proposed Esports event would include:

- 10 medals awarded in 5 esports events, equal open and women's categories;
- 224 athletes, composed of 32 teams and 96 solo athletes;
- 7 days of on-site competition and community events; and
- All Commonwealth countries compete in online regional tournaments.

The Global Esports Federation has also offered to support the event with additional activations and engagements, including an Esports Forum, Demonstration Events, and the Global Esports Festival, within the 7 day event.

Canada Esports Association and the Hamilton 2030 bid committee share a mission to improve the wellbeing of communities and social development of individuals. CEA is committed to equality and the esports events will include an equal number of medal events for men and women, and opportunities for all Commonwealth countries to participate.

Canada Esports will also partner with the regional scholastic esports associations, Esports Canada, the Ontario Federation of School Esports Associations, and the Canadian Collegiate Esports League, to ensure the esports events support the Community Wellbeing Framework by the Conference Board of Canada.



© SHERIDAN COLLEGE

**The Built Environment as an Industry Catalyst**

In addition to the 2030 Esports competition venue and program, Hamilton100 is delighted to propose the following near term innovation initiative as an internationally significant differentiator to our efforts and a private sector led initiative with immediate community relevance. Among the most exciting and differentiating elements of the 2030 Games initiative centres on the opportunity to combine 2030 Esport programming with the development of a nationally (if not globally) unique digital gaming infrastructure project ‘colliding’ post secondary institutions, in this case Sheridan College, with commercial operators in the digital media sector. This accords with the Games bid’s effort to transition from an “event” to a “movement” model. A physical venue can unlock community building and engagement opportunities both pre and post games through:

- Education and experiential learning programming;
- Attracting and retaining post-secondary students to establish a local talent pipeline for the ICT sector;
- Fundraising and caused based activations and community programmes;
- Education and awareness events to expand the definition of what it means to be an athlete;
- Regional/National/International Competitions;
- Research and innovation; and
- Incubating early stage ventures.

Discussions are ongoing with a variety of institutional partners, led by Sheridan College and Alinea, to construct such a facility at 1200 King Road Burlington:

The block contains five logos: Alinea (a blue square with a white shape inside), Overactive Media (a green and yellow hexagon), Deloitte (the word 'Deloitte.' in a bold, black sans-serif font), Sheridan (the word 'Sheridan' in a blue serif font), and Canada Esports Association (the words 'CANADA ESPORTS Association' in red and black).





# 5.1 CURATING A COMPELLING REGIONAL SPORT PROGRAM

In preparation for the submission of this hosting proposal and with a view to determining the extent of regional engagement in this process, an open and transparent Request For Proposals (RFP) process was conducted in the GGHR resulting in 14 regional Proposals being submitted encompassing 26 potential sports in 17 potential sport competition venues. An expert panel of international Games specialists reviewed the 14 Proposals and recommended an initial list of 16 proposed sports, and their preferred sport competition venues. First and foremost, the initial list of proposed sports is designed to garner the most CGF Members votes in a competitive international bid process. If there isn't an international competitive bid environment and/or there isn't a vote of the CGF Members, then the initial list of 16 proposed sports will be reviewed. Also, the Hamilton 2030 Commonwealth Games operating budget is benchmarked at 6,000 athletes, coaches and team officials (excluding co-hosting), as such there is capacity to add more sports based on how the international bids process unfolds and after Hamilton is awarded the 2030 Commonwealth Games.



© IAN DICK - FLICKR

# 5.2 SPORTS

## LIST OF PROPOSED SPORTS AND SPORT COMPETITION VENUES FOR THE HAMILTON 2030 CWGS

PROPOSED SPORTS	PREFERRED SPORT COMPETITION VENUES	VENUE STATUS	CAPITAL REQUESTED FROM OC (MILLIONS, CDN, 2030 DOLLARS)
<b>HAMILTON CLUSTER</b>			
Athletics (m&w&para) - T&F + Marathon + Race Walk	Mohawk Sports Park (City of Hamilton)	To Be Upgraded by 2030	\$15.0
Basketball - 3x3 (m&w&para)	Eastwood Park (City of Hamilton)	To Be Built	\$5.3
Cycling - Road & Time Trials (M&W)	Ancaster Rotary Centre (City of Hamilton)	Existing	\$0.0
Rugby 7s (M&W)	Tim Hortons Field (City of Hamilton)	Existing	\$0.0
Weightlifting (M&W) & Para	First Ontario Centre (HUPEG)	Upgrades In Progress	\$0.0
<b>TOTAL</b>			<b>\$20.3</b>
<b>WATERLOO REGION CLUSTER</b>			
Aquatics - Swimming (M&W&Para) + Diving (M&W)	TBD (Waterloo Region)	New Build By 2030	\$0.0
Badminton (M&W)	Physical Activities Complex (Waterloo U)	To Be Upgraded in 2022	\$0.0
Boxing (m&w)	Memorial Auditorium - (City of Kitchener)	Existing	\$0.0
<b>TOTAL</b>			<b>\$0.0</b>
<b>OTHER</b>			
Cricket (w)	CAA Centre (City of Brampton)	To Be Built By 2025	\$0.0
Cycling - Track (m&w&para)	National Cycling Centre (Town of Milton)	Existing	\$0.0
Esports	King Road (City of Burlington) and City of Toronto	To Be Built By 2030	\$0.0
Gymnastics - Artistic (m&w), Rhythmic (w)	King Road (City of Burlington)	To Be Built By 2030	\$0.0
Lacrosse - Sixes (m&w)	Sports Field (Six Nations of the Grand River)	To Be Built By 2030	\$28.5
Table Tennis (m&w&para)	Paramount Fine Foods Centre (City of Mississauga)	Existing	\$0.0
Triathlon (m&w&para)	Flatwater Centre (City of Welland)	Existing	\$0.0
Volleyball - Beach (m&w)	TBD (City of Niagara Falls)	Temporary Venue	\$0.0
<b>TOTAL</b>			<b>\$28.5</b>
<b>CO-HOSTING</b>			
Netball (w)	National Indoor Sports Complex (Jamaica)	Existing	\$0.0
Shooting (m&w)	Gibraltar Shooting Club (Gibraltar)	Existing	\$0.0
<b>TOTAL</b>			<b>\$0.0</b>
<b>GRAND TOTAL</b>			<b>\$48.8</b>





# 5.3 NON-SPORT

### LIST OF PROPOSED NON-SPORT VENUES FOR THE HAMILTON 2030 CWGs

NON-SPORT VENUES	PROPOSED VENUE	VENUE STATUS	DESCRIPTION	CAPITAL REQUESTED FROM OC (MILLIONS, CDN, 2030 DOLLARS)
Technical Officials Accommodation	TBC	To Be Built	• 600 beds	\$0.0
Athlete's Village	King Road Campus (City of Burlington)	To Be Built		\$0.0
International Broadcast Centre (IBC)	First Ontario Convention Centre (HUPEG)	Upgrades in Progress		\$0.0
Opening/Closing Ceremonies	Tim Hortons Field (City of Hamilton)	As Is	<ul style="list-style-type: none"> <li>• 23,218 permanent seats</li> <li>• 10,000 temporary seats</li> </ul>	\$0.0
Games Family Hotel	TBC			
Festival Sites	TBC			
<b>TOTAL</b>				<b>\$0.0</b>

### 5.4 TEST EVENTS

At every new sport venue built for Commonwealth Games use, a national or international “test event” will be staged in prior to the 2030 Commonwealth Games. A Test Event serves to assess facility operations and event services under competition conditions and provide valuable experience for Commonwealth Games volunteers and staff from a variety of departments. If gaps are identified, solutions can be found and implemented prior to the Commonwealth Games.



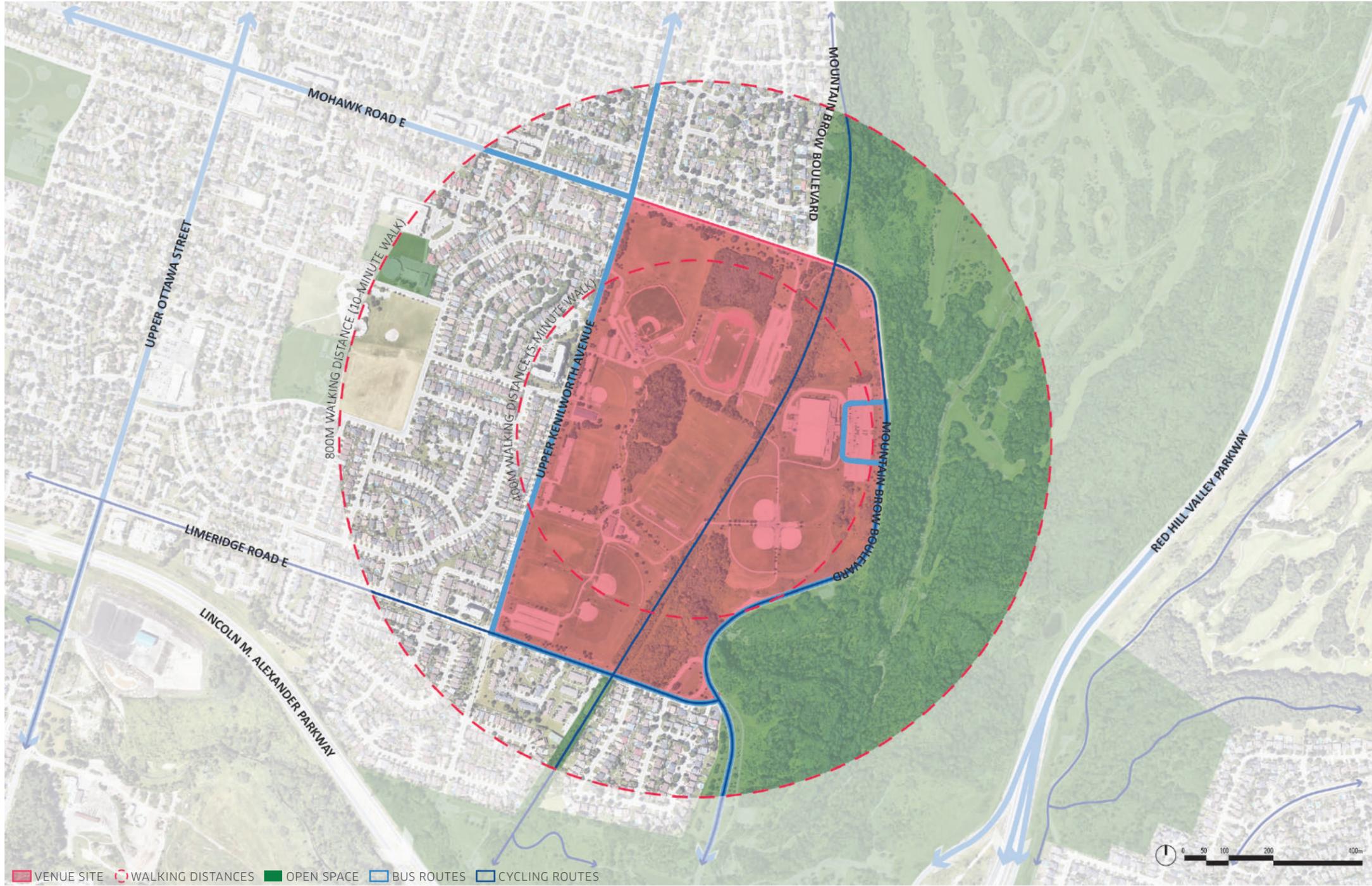
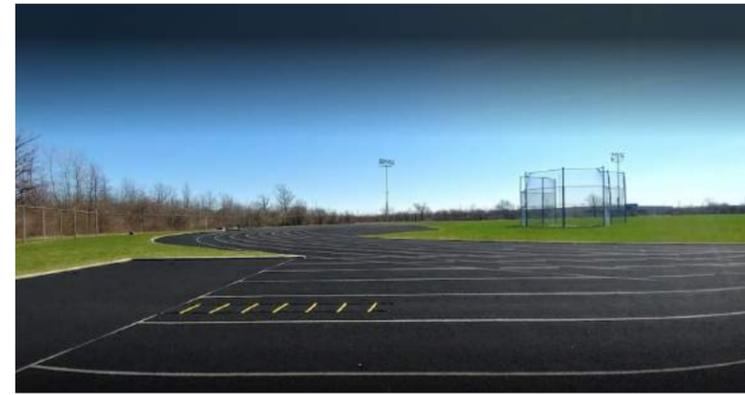


# 5.5 VENUES MAP

PROPOSED SPORTS	PREFERRED SPORT COMPETITION VENUES
1. Athletics (m&w&para) - T&F + Marathon + Race Walk	Mohawk Sports Park (City of Hamilton)
2. Basketball - 3x3 (m&w&para)	Eastwood Park (City of Hamilton)
3. Cycling - Road & Time Trials (m&w)	Ancaster Rotary Centre (City of Hamilton)
4. Rugby 7s (m&w)	Tim Hortons Field (City of Hamilton)
5. Weightlifting (m&w&para)	First Ontario Centre (HUPEG)
6. Aquatics - Swimming (m&w&para) + Diving (m&w)	Aquatic Centre (Waterloo Region)
7. Badminton (m&w)	Physical Activities Complex (Waterloo U)
8. Boxing (m&w)	Memorial Auditorium (City of Kitchener)
9. Cricket (w)	CAA Centre (City of Brampton)
10. Cycling - Track (m&w&para)	National Cycling Centre (Town of Milton)
11. Esports	King Road Campus (City of Burlington) and City of Toronto
12. Gymnastics - Artistic (m&w), Rhythmic (w)	King Road Campus (City of Burlington)
13. Lacrosse - Sixes (m&w)	Sports Field (Six Nations of the Grand River)
14. Table Tennis (m&w&para)	Paramount Fine Foods Centre (City of Mississauga)
15. Triathlon (m&w&para)	Flatwater Centre (City of Welland)
16. Volleyball - beach (m&w)	TBD (City of Niagara Falls)
NON-SPORT VENUES	PREFERRED NON-SPORT VENUES
Int'l Broadcast Centre	First Ontario Convention Centre (City of Hamilton)
Opening/Closing Ceremonies	Tim Hortons Field (City of Hamilton)
Athlete's Village	King Road Campus (City of Burlington)
Technical Officials Village	TBC
Games Family Hotel	TBC
Festival Sites	Several Municipalities



Track Practice Field Additional Seating Spectator Plaza  
 Parking New facility



**MOHAWK SPORTS PARK**  
 (LEGACY BUILD - UPGRADE)

**ATHLETICS (M&W&PARA) - TRACK & FIELD + MARATHON + RACE WALK**

Mohawk Sports Park 1100 Mohawk Road East is a 57.32 hectare city wide park in the Upper King's Forest neighbourhood of Hamilton Mountain's Ward 6. It is home to seven baseball diamonds including a fastball stadium, eight sport fields (soccer, rugby and football), a cricket pitch, a creative play structure, a skateboard half pipe amenity, a running track, and washroom/ change room buildings. The Ray Lewis Track and Field Centre includes a track and field arena that meets IAAF standards including; 400m 8-lane track with regulation width (1.22m) lanes, polyurethane or prefabricated synthetic rubber sheet surface and raised inside curb, a flat infield with natural grass to accommodate long throwing events and an area for long jump, pole vault and high jump including runways and landing pits. Commonwealth Games redevelopment of this site includes the demolition and removal of the existing fieldhouse replaced with a new fieldhouse supporting programming related to the track, as well as open public uses. The new fieldhouse is separated into two main components. One half housing the change room facilities, training area and referee rooms and the other half housing public washrooms, concession, support and first aid spaces. Connecting these blocks is the main playing field entrance. Temporary seating for 20,000 will be installed for the Games.





■ Courts   
 ■ Warm up Courts   
 ■ Additional Seating   
 ■ Spectator Plaza



### EASTWOOD PARK (LEGACY BUILD - NEW)

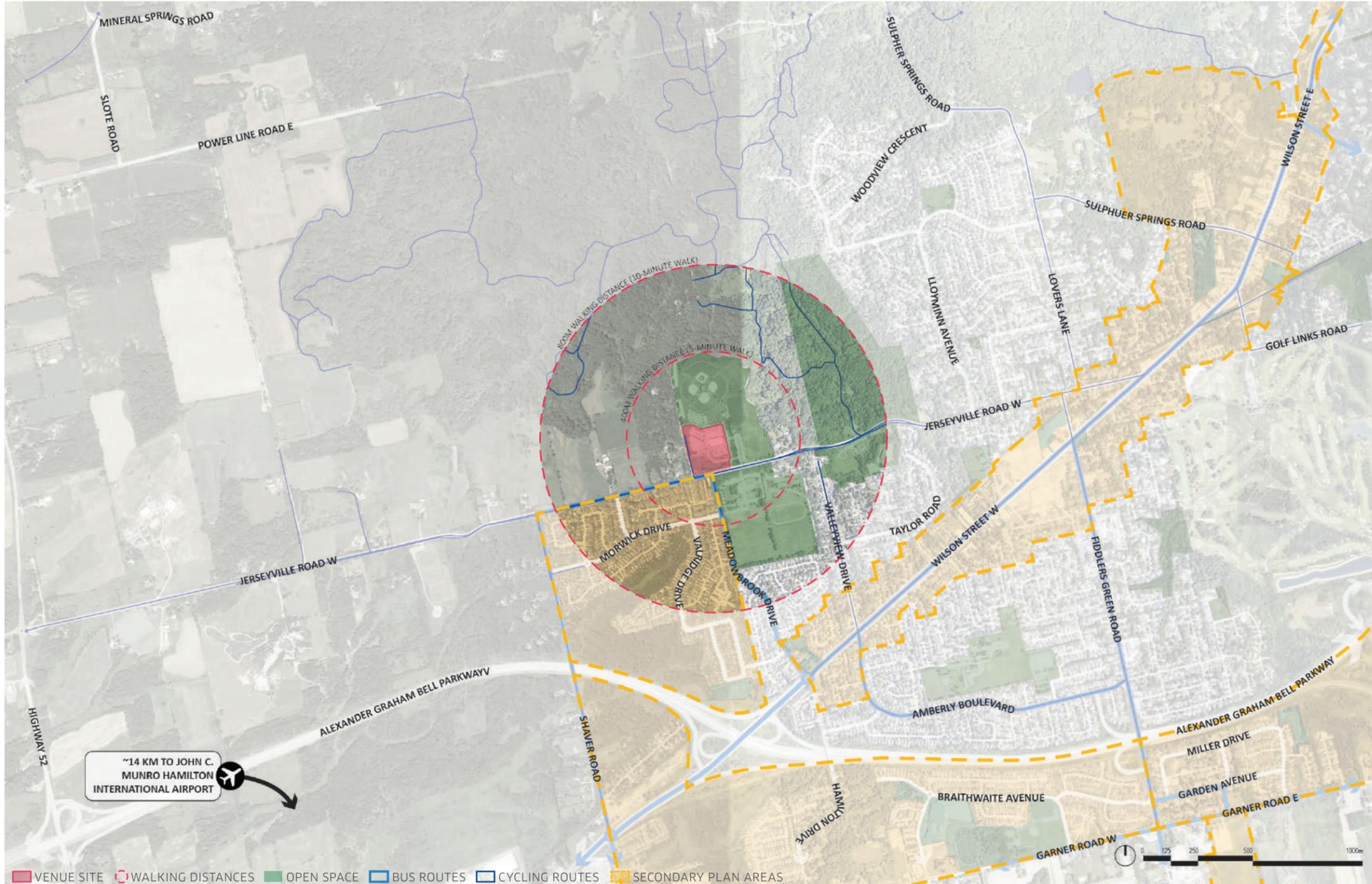
**BASKETBALL - 3X3 (M&W&PARA)**

Eastwood Park 111 Burlington Street East is a 6.0 hectare community park in the North End neighbourhood of central Hamilton's Ward 2. It is home to 4 softball diamonds, a soccer field, a basketball court, a multipurpose court, an accessible creative play structure, a spray pad, and a sun shelter / washroom / change room building. A combined sewer overflow tank is located beneath the park and is designed to improve the water quality of Hamilton Harbour. Eastwood Arena is located in the southwest corner of the park. The park is bounded by a mixture of residential housing types, industrial areas, and the HMCS Haida National Historic ship and museum. Hamilton's Pier 8 Development, currently under construction along the Hamilton Harbour, is a short walk from Eastwood Park.

The Games required venue and legacy use includes a new, permanent outdoor 3x3 basketball competition court built to International Federation (FIBA) specifications with a partially covered concrete pad for an overflow event gathering space and base for a natural ice rink in the winter. In addition, a new support building will be required accommodating back of house event requirements including: changerooms, public washrooms, referee spaces, staff operation areas and storage requirements.



Race Route Additional Seating Spectator Plaza Back of House



VENUE SITE WALKING DISTANCES OPEN SPACE BUS ROUTES CYCLING ROUTES SECONDARY PLAN AREAS

### ANCASTER ROTARY CENTRE (EXISTING)

CYCLING - ROAD & TIME TRIALS (M&W)

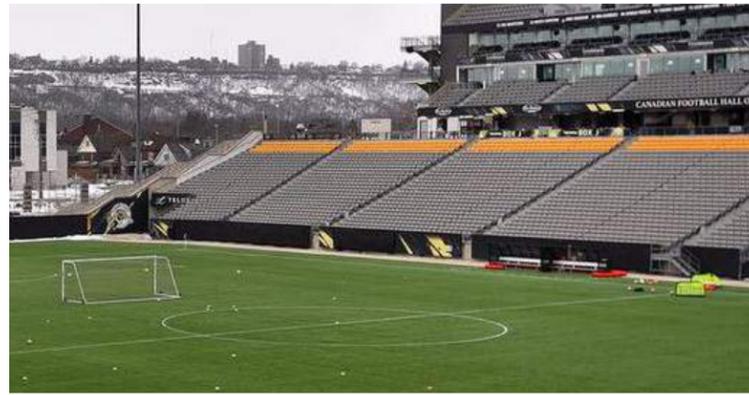
Robert E. Wade Ancaster Community Park is a community level park located on Jerseyville Road in Ancaster (Ward 12). This park boasts many sports fields, including a lit hardball field, a lit softball field, and a lit regulation-sized soccer field, but also contains a half basketball court, an accessible play structure, and swings. There are washrooms in the centre of the park, parking by the Community Centre, and a natural area at the northern edge. The Ancaster Rotary Centre and Morgan Firestone Arena are located in the southwest section of the property.

The proposed cycling routes will start at the Ancaster Rotary Centre, the home of the National Cycling Centre Hamilton and have been selected in part based on scenic considerations. Ancaster Rotary Centre is located on lands that are adjacent to properties that contain buildings and landscapes listed on the heritage inventory including a designated heritage property to the east. The Road Race includes a portion that includes the iconic Clara Climb of Sydenham Road. The Time Trial includes elements of the equally iconic Paris to Ancaster (P2A) favoured among riders.

There are three parking lots on the property with additional City of Hamilton parking lots in close proximity. The site has one Hamilton Street Railway (HSR) public transit route which services the location in the southwest corner of the site. This park is supported in proximity to Highway 403 for regional transportation needs. Methods of active transportation include: cycling routes along Jerseyville Road West; sidewalks leading to the park along Jerseyville Road West and Meadowbrook Drive adjacent to the property.

The National Cycling Centre Hamilton has been the foremost leader in cycling in the Hamilton area since its inception as a key recipient of funds from the 2003 World Cycling Championship. The UCI course and the legacy does not rest with the cycling community alone. Education institutions, other local sports organizations, as well as the broader community all benefit from a focus on cycling. Cycling also promotes an active lifestyle for a wide spectrum of people. NCCH delivers youth cycling programmes from recreation through International levels (road, MTB, Track, Cyclocross) with over 225 youth cyclists. Ontario Cycling and Cycling Canada is supportive of this venue and the Hamilton 2030 Commonwealth Games





Field Warm Up Areas Additional Seating Spectator Plaza  
Back of House inside facility Existing Seating



**TIM HORTONS FIELD (EXISTING)**

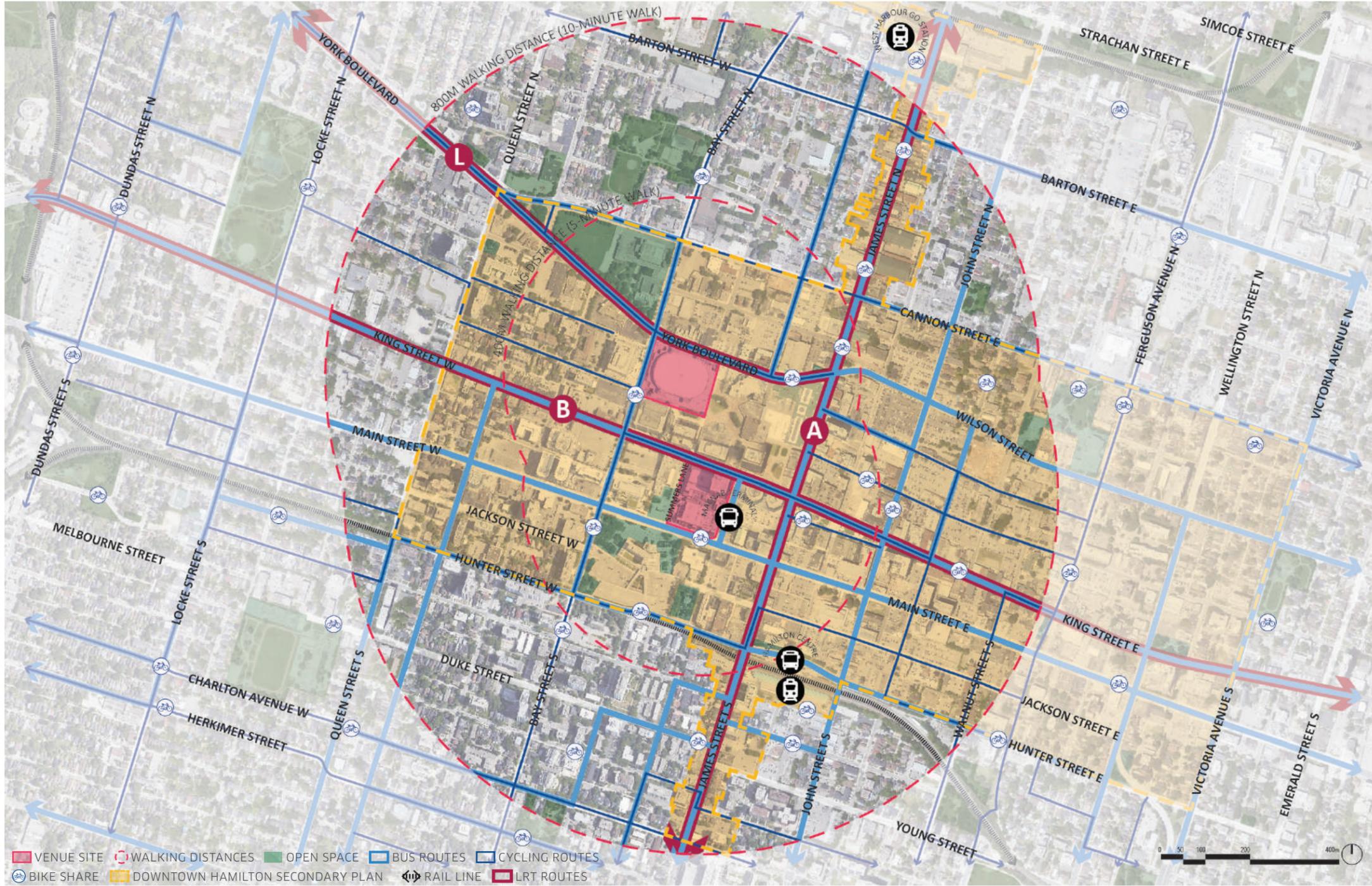
**RUGBY - SEVENS (M&W)**

Tim Hortons Field 64 Melrose Avenue North is situated on a 5.45 hectare space nestled between the Mountain and ArcelorMittal Dofasco in the City of Hamilton's Stipley neighbourhood of Ward 3. Home to the Hamilton Tiger-Cats of the Canadian Football League and the Hamilton Forge Football Club of the Canadian Premier League. It is located exactly on the same ground where Canada held its first major international competition, in the British Empire Games, in 1930. It is a flexible "neighbourhood stadium" that can host professional and amateur sports, cultural happenings, and prestigious national and international events. The stadium has a footprint facing north-south, which reduces wind and sun shading on the field of play. It also has fantastic sightlines and first-class amenities, such as 30 suites, six elevators, bigger seat sizes, updated press and broadcasting facilities, and concession stands on all levels.

There are three city owned properties where limited parking is available for Tim Hortons Field events, as well as a number of Municipal car parks located in the area. There is a large parking lot at 23 Chapple Street with 450 stalls within 4 minutes walking distance to the stadium. There is one Hamilton Street Railway (HSR) public transit route along Cannon Street East which services the location and there are additional routes within walking distance to the field. There are a number of larger parking lots throughout the city within proximity and can accommodate additional parking with coordinated shuttle service to Tim Hortons field. Methods of active transportation include: cycling service with onsite SoBi Hamilton Bike Share hub/parking; on street bike routes along Cannon Street East; pedestrian access via sidewalks along all street frontage of Tim Hortons Field

**PROPOSED EVENT PARTNER: HUPEG**





**FIRST ONTARIO CENTRE  
(LEGACY BUILD - UPGRADE)**  
**WEIGHTLIFTING (M&W&PARA)**

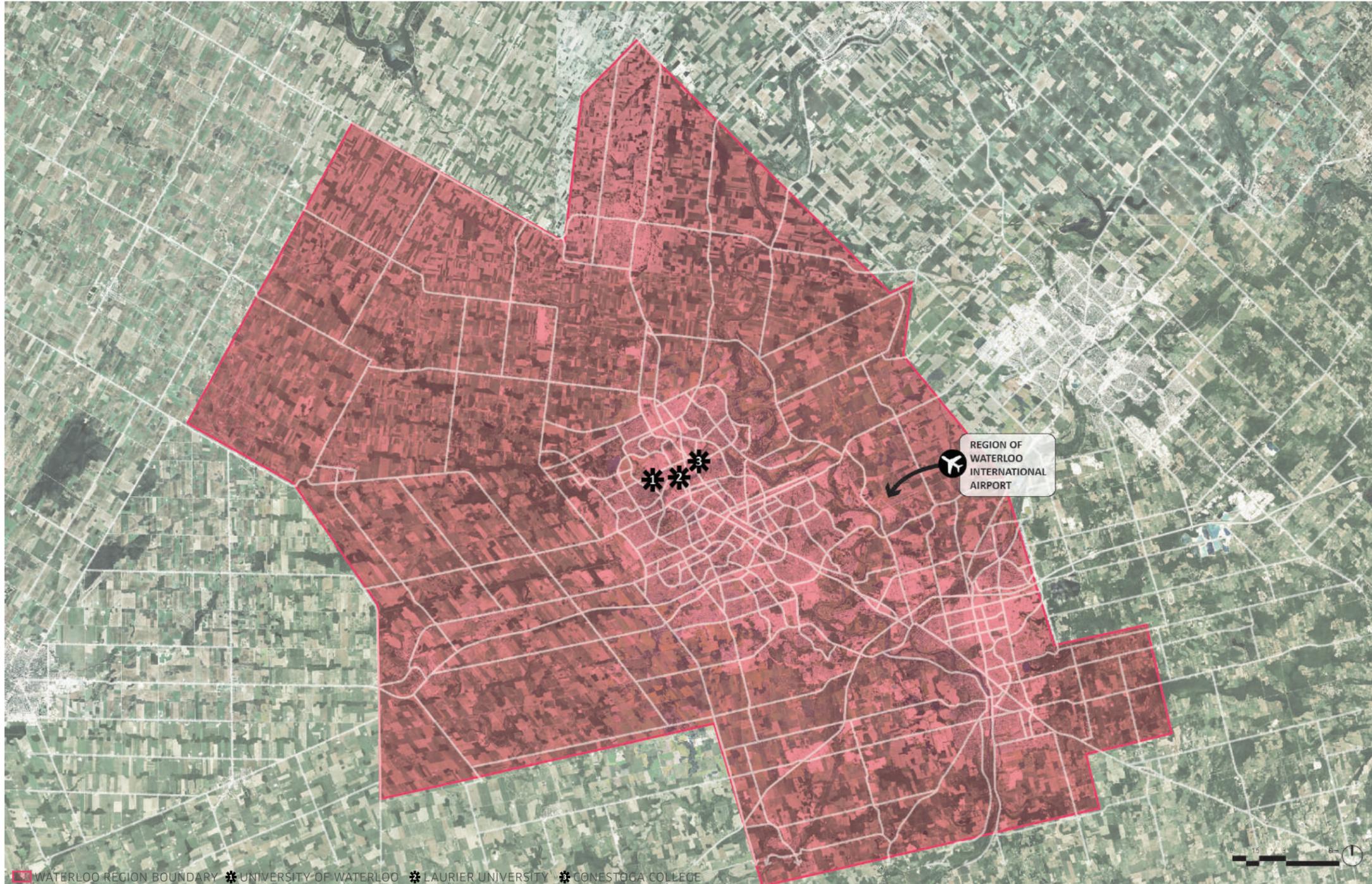
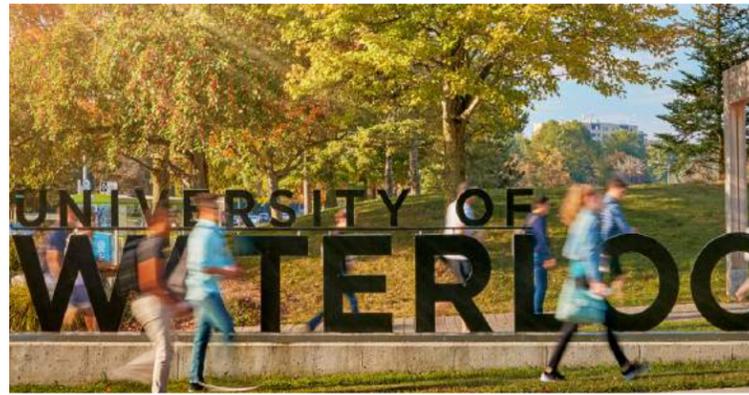
The FirstOntario Centre, Concert Hall and Convention Centre is located within the Central Neighbourhood, and at a broader scale, Ward 2 in the City of Hamilton. The Centre is located within the City's Downtown Urban Growth Centre, which will accommodate greater density and mix of uses with a strong focus on pedestrians.

As announced by the City of Hamilton in June 2021, the Hamilton Urban Precinct Entertainment Group (HUPEG) made a 49-year agreement to take over responsibility for the operations and maintenance of the FirstOntario Centre, the FirstOntario Concert Hall and the Hamilton Convention Centre. Recently, HUPEG has engaged the Oakview Group, a leading arena development firm, to lead the redevelopment of this key entertainment asset.

The FirstOntario Centre, Concert Hall and Convention Centre are ideally located to mutually benefit from the future Hamilton LRT, which will have a stop at the intersection of James Street and King Street. The integration of the LRT Line in the City will seamlessly and conveniently connect more residents to areas of interest, activities and leisure throughout the City. The Concert Hall and Convention Centre are adjacent to the MacNab Street Bus Terminal and the overall site is within walking distance of the Hamilton GO Centre.

HUPEG, in alignment with the Games, will transform this area of downtown into a mixed-use Art and Entertainment Precinct, which will be brought together through improvements to the public realm and existing facilities, and the incorporation of new uses. The development of mixed-use buildings, particularly, the incorporation of residential uses - with a percentage going towards affordable housing - will transform the area into a vibrant 18-hour hub to live, work and play in.

PROPOSED EVENT PARTNER: **HUPEG**



WATERLOO REGION BOUNDARY \* UNIVERSITY OF WATERLOO \* LAURIER UNIVERSITY \* CONESTOGA COLLEGE



**WATERLOO REGION (LOCATION TBD)  
(LEGACY BUILD - NEW)**

**AQUATICS - SWIMMING (M&W&PARA) + DIVING (M&W)**

The Waterloo Region provides a unique opportunity for sport hosting with three medium-sized cities and two Universities located within an hour and a half of Hamilton. Waterloo Region offers resources and amenities close to venues, minimal travel time, and reduced congestion compared to larger cities, providing an intimate event environment to support the Games footprint. As one of the fastest growing areas in Canada, it offers the modern amenities of urban living while maintaining a friendly small-town feel. Waterloo Region is home to major knowledge economy employers, global think-tank organizations, and in 2007 was recognised as the World's Top Intelligent Community.

The ION Light Rail Transit (LRT) is a recent addition to the transit infrastructure in Waterloo Region. The ION light rail transit runs from north Waterloo through the city centres of Waterloo and Kitchener, including stops close to most major sporting venues. The LRT will allow for quick and easy transportation from the north to the south end of the Region. In addition to the LRT, Grand River Transit (GRT) provides city buses throughout the Region of Waterloo.

There is an identified need for a 10-lane, 50m pool and diving facility as a key infrastructure priority in Waterloo Region and Swim Ontario has echoed the need for more 50m pools to support high performance swimming in the province. Hamilton100 therefore proposes to host aquatics at a facility to be built in Waterloo Region. Any new build would include appropriate due diligence studies across: Environmental Site Assessments, Cultural Heritage Impact Assessments, Scoped Environmental Impact Studies and Archaeological Assessments. The facility would be built to exceed AODA standards and ensure a barrier free environment for spectators and participants. The venue would undergo all appropriate and required environmental assessments and incorporate sustainable practices in its design and operation. The venue will meet FINA technical requirements including; field of play, warm up spaces, back of house spaces, Games family and hospitality requirements, spectator plaza and Canadian Sport Institute of Ontario (CSIO) Affiliated Training Center.

In the event that Waterloo chooses to proceed with this aquatics facility, it will do so without reliance on funding from the Commonwealth Games bid utilising independent funding sources. However, in the event that the Waterloo region is able to confirm that it is proceeding with this initiative, the Commonwealth Games can serve as a powerful way to leverage this investment in regional aquatics infrastructure, delivering a state-of-the-art Games experience while serving the community long term, before and after the Commonwealth Games.

Waterloo Region has a rich sport event hosting history and has hosted numerous provincial, national, and international events in the past 10 years, with seasoned event staff and the flexibility and capacity to meet the needs of multiple sports.





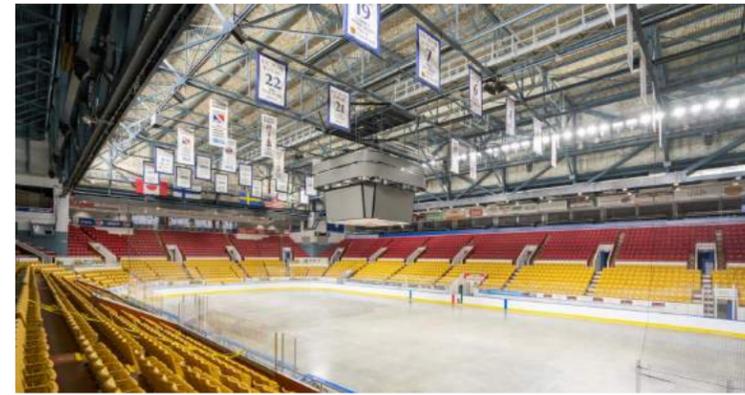
**PHYSICAL ACTIVITIES COMPLEX  
(LEGACY BUILD - UPGRADE)**

**BADMINTON (M&W)**

The Physical Activities Complex (PAC), is located on the University of Waterloo Campus, within the City of Waterloo. The facility is a 164,800 sq ft and houses multiple gyms for training and competition. The main gymnasium has capacity for five (5) Badminton sport courts while the practice facility allows for an additional four (4) courts. The main gym has the permanent capacity to hold 2,000 people with some possible additional temporary seating.

The PAC was renovated between 2017-2022 to provide a better experience supporting a variety of activity spaces within the building. In addition to the gyms, the PAC has a 3-story fitness facility, squash courts, 25-yard pool, climbing wall as well as multiple studio and multipurpose spaces for programming. This venue also holds a Rick Hansen Foundation Accessibility Standard rating of 72%.





## MEMORIAL STADIUM (EXISTING)

### BOXING (M&W)

The Kitchener Memorial Auditorium Complex (KMAC), also known affectionately as The Aud, is one of Ontario's premier locations for local, regional, national, and international events. Since 1951, The Aud has hosted major indoor and outdoor sporting events and a variety of championship-level tournaments. It is home to the Kitchener Rangers of the Ontario Hockey League and the KW Titans of the National Basketball League of Canada, and is located at 400 East Ave., Kitchener providing convenient access to Highway 401. The Aud is owned and operated by the City of Kitchener.

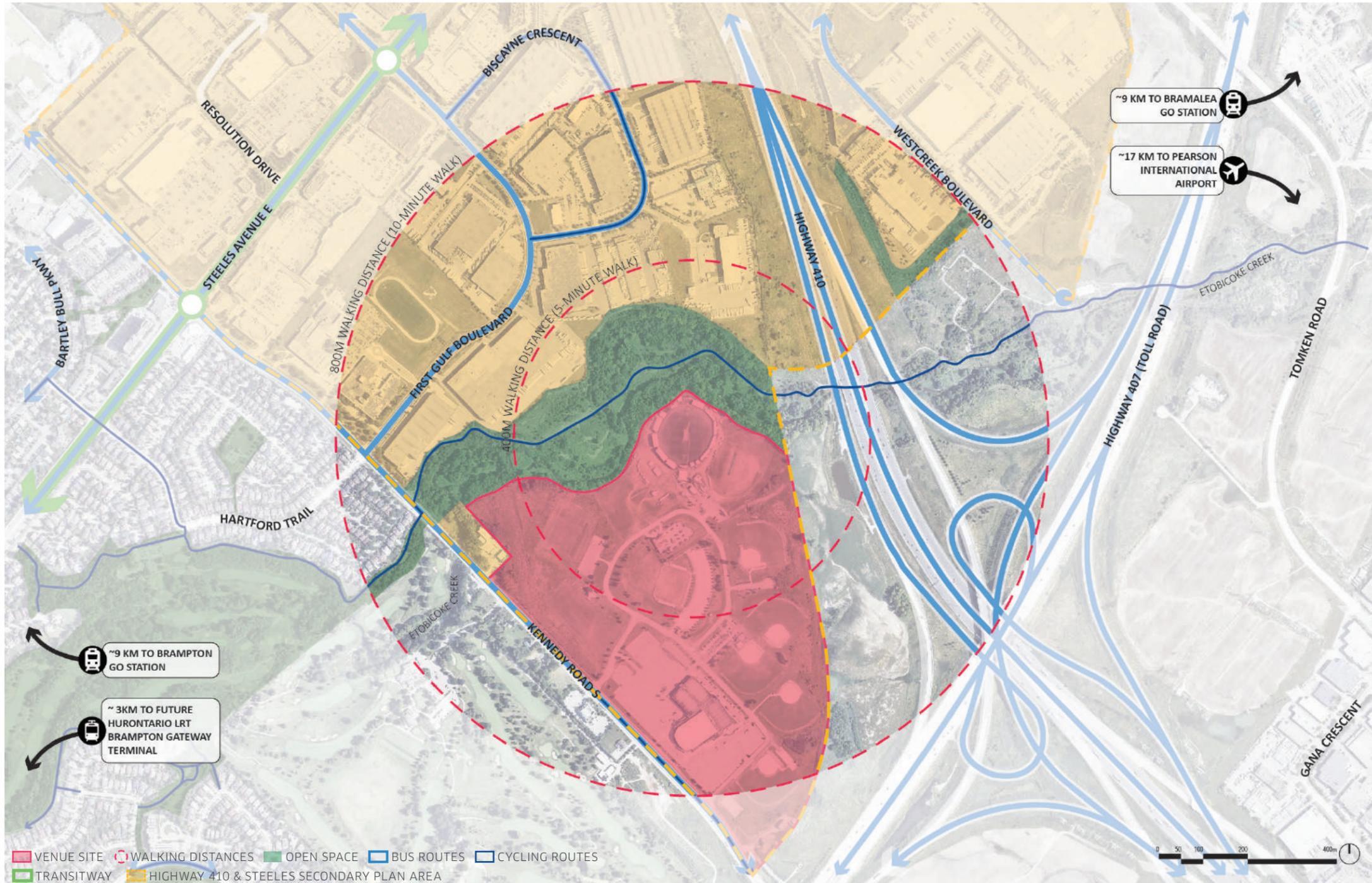
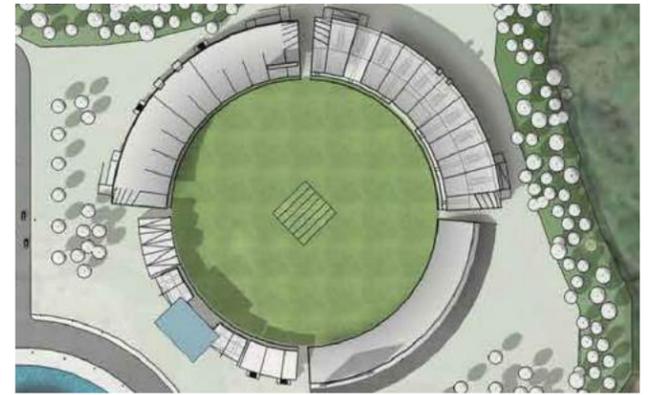
This multi-use facility features a 7200-seat sport and entertainment auditorium with 26 luxury suites, adjoining twin ice pads, and a 1200-seat ballpark. During an Event season, The Aud will host a variety of major national and international events that attract more than 600,000 guests to the facility every year.

Over the years, The Aud has undergone a number of exciting renovations to enhance the existing facility. In 2012, the special event bowl in the Dom Cardillo Area was fitted with an additional 963 seats, a new upper concourse with concession stands, and a new media level.

Food services at The Aud are currently managed by Compass Group Canada. Compass has recently renovated the restaurant as well as provided a facelift to the Concourse Lounge bar.

For boxing, The Aud can facilitate training in the Kinsmen and Kiwanis Arena, and stage the main competition in the Dom Cardillo Arena. The Dom Cardillo Arena has a permanent, fixed seating capacity to hold 6678 spectators (not including suite seats, restaurant seats, or standing room).





**CAA CENTRE**  
(LEGACY BUILD - NEW)  
CRICKET (W)

The CCA Centre is located within a Recreational Open Space area, and is adjacent to residential and employment uses. Etobicoke Creek runs north of the centre, which includes a recreational trail. At a broader scale, it is located within Ward 3 in the City of Brampton.

The centre is adjacent to both Highway 407 (toll) and Highway 410, and approximately 17km from the Toronto International Airport. The centre is also in close proximity to Shoppers World and the future LRT Station.

The City of Brampton is currently building a new state-of-the-art cricket stadium built to seat 3,000-5,000 spectators at the CAA Centre. It is being constructed to ICC/CGF Standards, with the potential for commercial/retail programming. It will have the ability to accommodate temporary seating of up to 20,000-25,000. Alongside the new stadium, the City will be redeveloping the property into a mixed-use community with institutional, office, residential, hotel, retail and sports/entertainment uses. The City's redevelopment plans is an opportunity to align their local and bigger thinking initiatives with those of the Games. The vision for the site can establish a community that supports an active lifestyle and enjoyment of natural open space systems.

The improvement of the cricket stadium at CAA Centre will solidify Brampton as the Cricket Capital of Canada. It will expand the game to host community, qualifying, and national and international cricket tournaments.



**NATIONAL CYCLING CENTRE (EXISTING)**

**CYCLING - TRACK (M&W&PARA)**

The National Cycling Centre is located in the Nelson Rural District, and at a broader scale, Ward 4 in the Town of Milton. It is predominantly surround by agricultural and natural areas, with newly developed low-rise residential neighbourhoods to the north. The Centre is directly adjacent to the City of Burlington boundary to the west. The Centre is set back over 300m from Tremaine Road.

The National Cycling Centre was constructed for the 2015 Pan American and Parapan American Games. In order to ensure the long-term viability of the Centre, a wide range of community uses were incorporated into the design.

The Centre includes a cycling oval designed for international competition, an infield for recreational basketball, volleyball or special events that can accommodate 1,800 people, 1,500 permanent seats, an indoor walking/running track and two strength training and conditioning centres.

The Town of Milton has plans to redevelop the surrounding 162 hectare (400 acre) lands into an Education Village that will be a dynamic and innovative urban village. It will be home to leading academic institutions, outdoor recreational opportunities, views of the Niagara Escarpment, and state-of-the-art research and design facilities.





**1200 KING ROAD  
(LEGACY BUILD - NEW)**

**ESPORTS & GYMNASTICS - ARTISTIC (M&W) + RHYTHMIC (W) & ATHLETES VILLAGE**

1200 King Road is a 126 acre site positioned directly east of the Aldershot GO Station and bounded by Highway 403, King Road, and the rail tracks. It is located near the northern end of the City of Burlington's Urban Boundary, and the site's western most edge is adjacent to the Aldershot GO Major Transit Station Area. It is owned by private sector Games champion, Alinea Group Holdings, (formerly Penta Properties). It is currently in concept planning in consultation with the City of Burlington. The city, private sector partner and Gymnastics Canada have centred the discussion on the delivery of these assets well in advance of 2030 as beneficial to the community, and delivered at private sector expense, and therefore available to be used during the Games.

The site is located in close proximity to access points of two key arteries within Halton Region, Highway 403 and the Queen Elizabeth Way (QEW). It is approximately 31 kilometres from John C. Munro Hamilton International Airport, and approximately 56 kilometres from Toronto Pearson International Airport. The site is also approximately 14 kilometres from Hamilton Harbour. This level of access and connectivity to key circulation and destinations within the Greater Golden Horseshoe (GGH) makes it an ideal location for Games related infrastructure, including accommodation and events. The access to Aldershot GO Station will also easily connect potential spectators to other venues in the Greater Toronto Hamilton Area (GTHA), which will encourage a more environmentally friendly way to access the Games.

The site has a rich natural and agricultural cultural heritage, with wetlands, wooded areas and hydrologic connections present. The existing natural heritage features will be a great opportunity to increase biodiversity and can provide positive health and wellbeing benefits to future residents.

PROPOSED EVENT PARTNER:





■ VENUE SITE 
 - - - WALKING DISTANCES 
 \* JC HILL ELEMENTARY SCHOOL 
 \* SIX NATIONS PUBLIC LIBRARY 
 \* SIX NATIONS COUNCIL ADMINISTRATION 
 \* OPPORTUNITY BUSINESS CENTRE 
 \* OLD COUNCIL HOUSE

**SIX NATIONS SPORTS FIELD  
(LEGACY BUILD - UPGRADE)**

**LACROSSE - SIXES (M&W)**

The Six Nations Sports Fields which features two grass fields (East – surrounded by 6-lane rubberised track and West) started construction in 2011 and 2012. The fields were completed in 2013 which was the first full season according to the Director, Parks and Recreation. Since then the facility hosted numerous high school field lacrosse and elementary school events including OFSAA “A/AA”, Native American High School Tournament and Iroquois Nationals and Haudenosaunee Women’s Lacrosse Training Camps.

The Sports Fields have two electronic school boards and bleacher seats for approximately 200 fans. The facilities are in good condition, however, Parks and Recreation shuts down use of the facilities from November 1st to April 30th annually, due to lack of maintenance staff and to preserve the field conditions. There are not any immediate plans to retrofit the fields with artificial turf, according to Director, Parks and Recreation, January 20, 2022.

Games required venue and legacy use includes upgrading and retrofitting the two existing grass sport fields, 2,000 permanent stadium seats, lighting for night use, 12’ x 24’ video board and a press box. Underneath the stadium seating are concessions, public restrooms, merchandising and ticket areas, as well as locker rooms, team lounge, meeting rooms and coaches offices and an indoor turf room used for wall ball, individual skill training and small instructional sessions

PROPOSED EVENT PARTNER:





**PARAMOUNT FINE FOODS CENTRE (EXISTING)**

**TABLE TENNIS (M&W&PARA)**

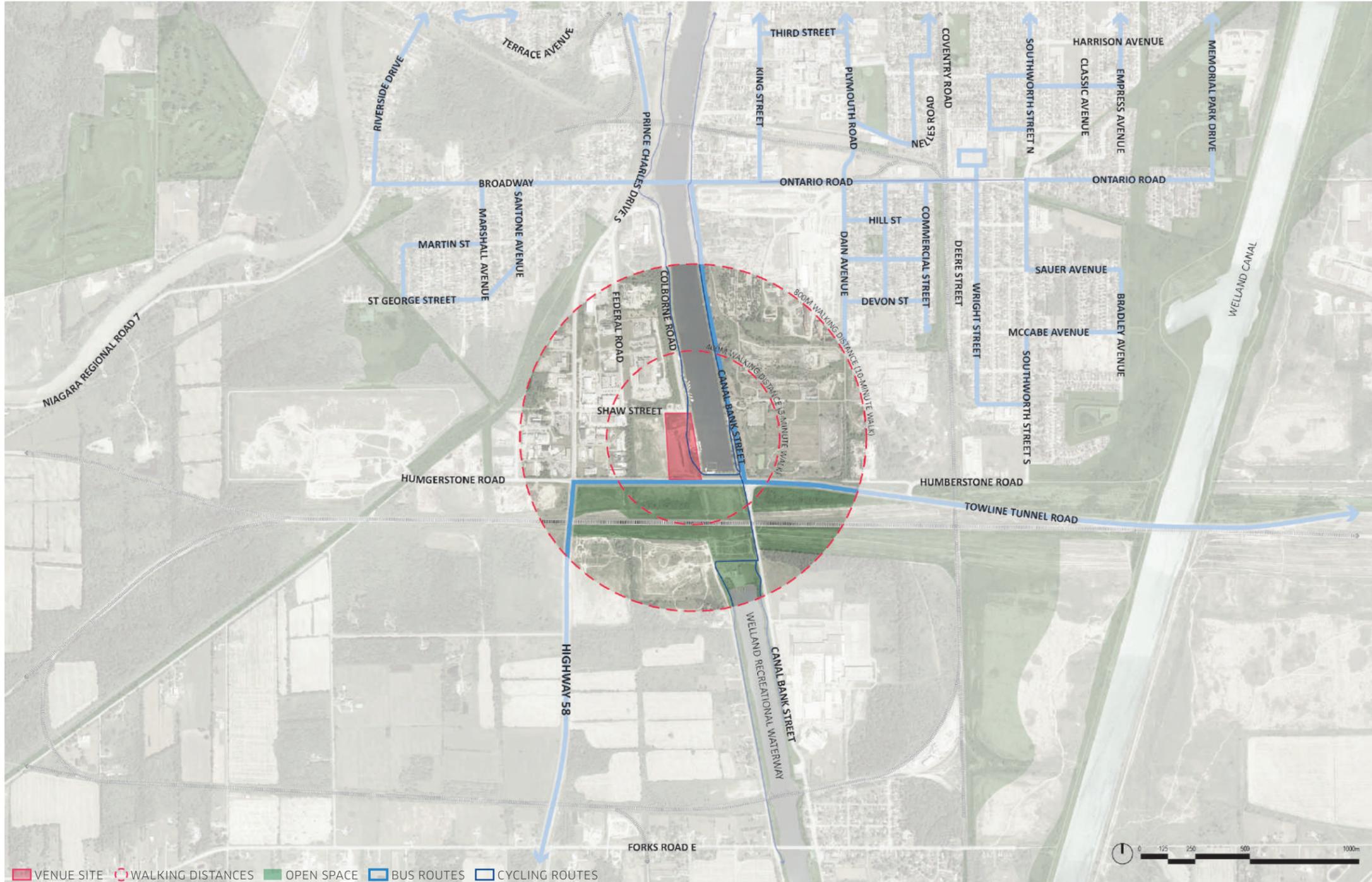
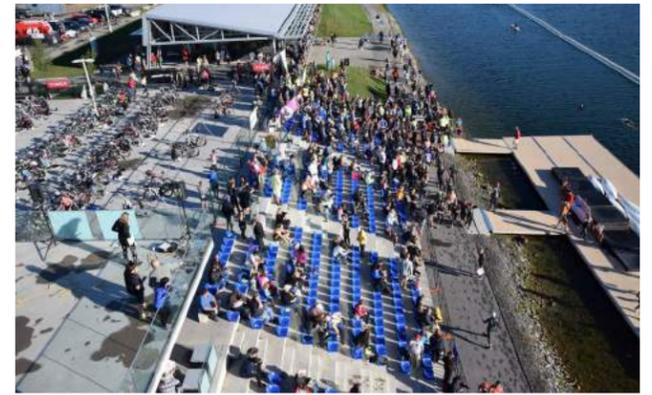
The Paramount Fine Foods Centre is a multi-purpose sports and entertainment facility. Home to the Mississauga Steelheads (OHL) and the Raptors 905 (NBA G League), the Paramount Fine Foods Centre has hosted over 3,300 local, national and international events since opening in 1998. Proud hosts of the combative sports for the 2015 Pan American Games.

The Paramount Fine Foods Centre is owned and operated by the City of Mississauga and includes a 5,100+ seat spectator arena, a 90,000 sq. ft. fieldhouse, gymnastics training facility, triply gymnasium, lounge, outdoor artificial turf fields, fitness centre and three NHL sized rinks.

With access to all in-arena infrastructure there will be no shortage of space for hosting VIP's and delegates along with adequate media seating and work stations. This facility was purpose built for events like the Commonwealth Games.

To the south of the Centre is the Hurontario Neighbourhood, which is predominantly comprised of low-rise residential dwellings, with intensification along Hurontario Street. Hurontario Street is set to have an LRT line by 2024. The Centre abuts the major Highways of 401 and 403, which connect to Highways 410 and 407 (Toll Highway).





**FLATWATER CENTRE (EXISTING)**

**TRIATHLON (M&W&PARA)**

The Welland International Flatwater Centre North Course, where the city would host the competition for the triathlon, is located in the City of Welland, north of the rail cut on the former shipping canal.

This section of waterway boasts nearly 8 km of uninterrupted flatwater. Solely used for flatwater sports and recreation since the permanent removal of all shipping and boat traffic on the waterway, the North Course is the optimal location for such an event.

The waterway has ideal conditions for a triathlon as it features a consistent depth and basin-like characteristics that protect the waterway from winds. In addition, the North Course has a 1,000M Albano buoy system in place, with markings every 25 meters to assist swimmers with keeping a straight line when competing in the open water swim portion of the event.

The course also provides options for multiple length loops depending on the distance required for a triathlon.

**The waterway has the following dimensions and characteristics:**

- Width: 125m – 135m wide;
- Depth: uniform 9m depth over full distance and across all lanes; and
- Current: negligible to none, scientifically measured and confirmed.

To complement the waterway, the Greater Niagara Circle Route runs along both sides of the WIFC North Course, which makes an excellent option for the running portion of the swim. Before crossing any roadways, the North Course trail is approximately 2km, 1 km on each side. The trail is fully paved and is accessible. The plaza space at the WIFC is the perfect setting for the transition zone for cycling. The space allows for bike racks to be set up and a central location between the swim and run portions to switch over to cycling.

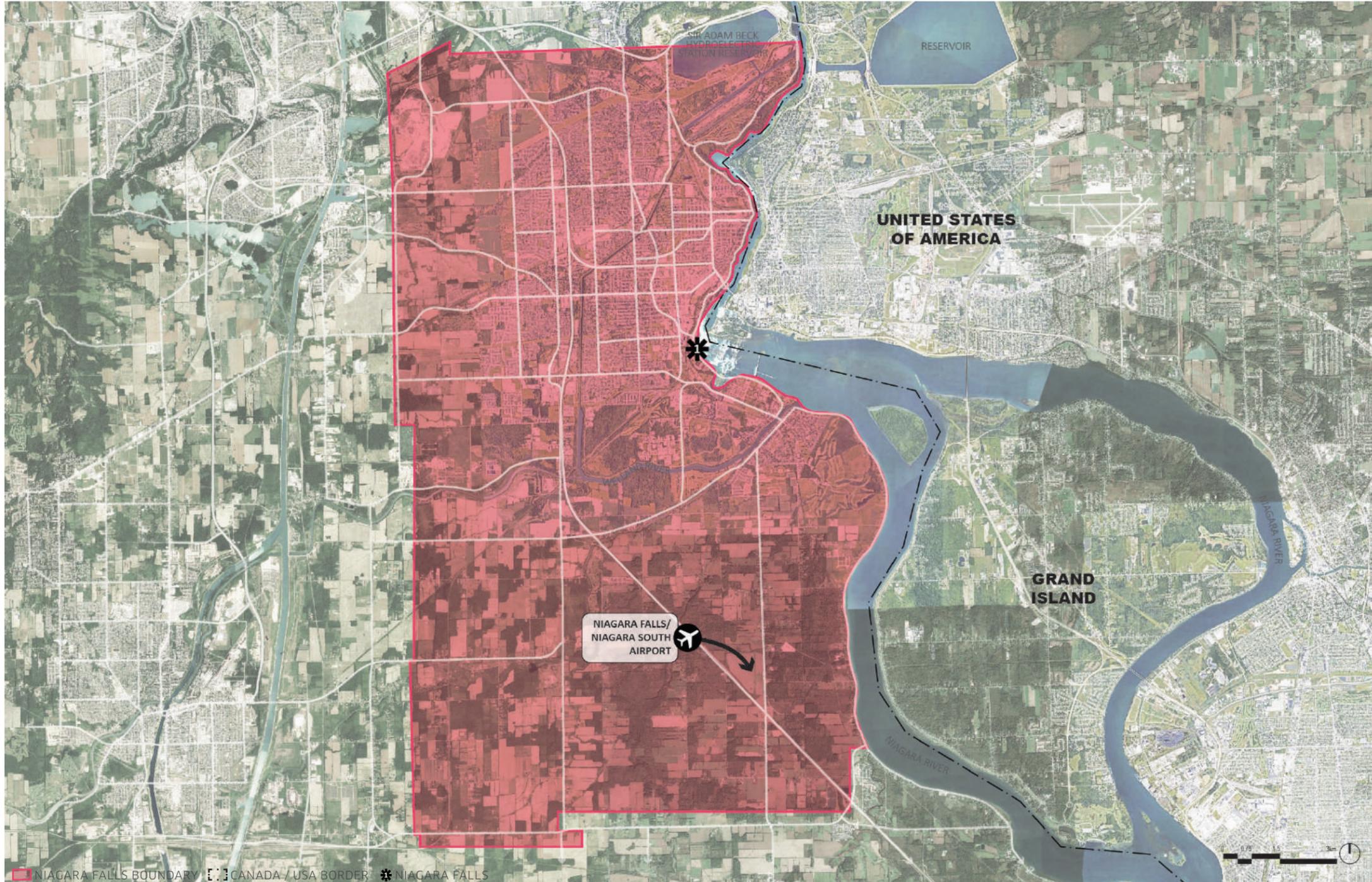
**The North Course, is the annual venue to host the following events:**

- The Rose City Triathlon, MultiSport Triathlon;
- Triathlon Ontario Provincial Championships, Triathlon Ontario; and
- The Niagara Falls Barrelman (Swim, Cycle), MultiSport Triathlon.

**The North Course is host to the following Open Water Swim Events:**

- Swim Ontario Open Water Swim Challenge; and
- Welland Open Water Swim.
- CanAqua Sport Finale

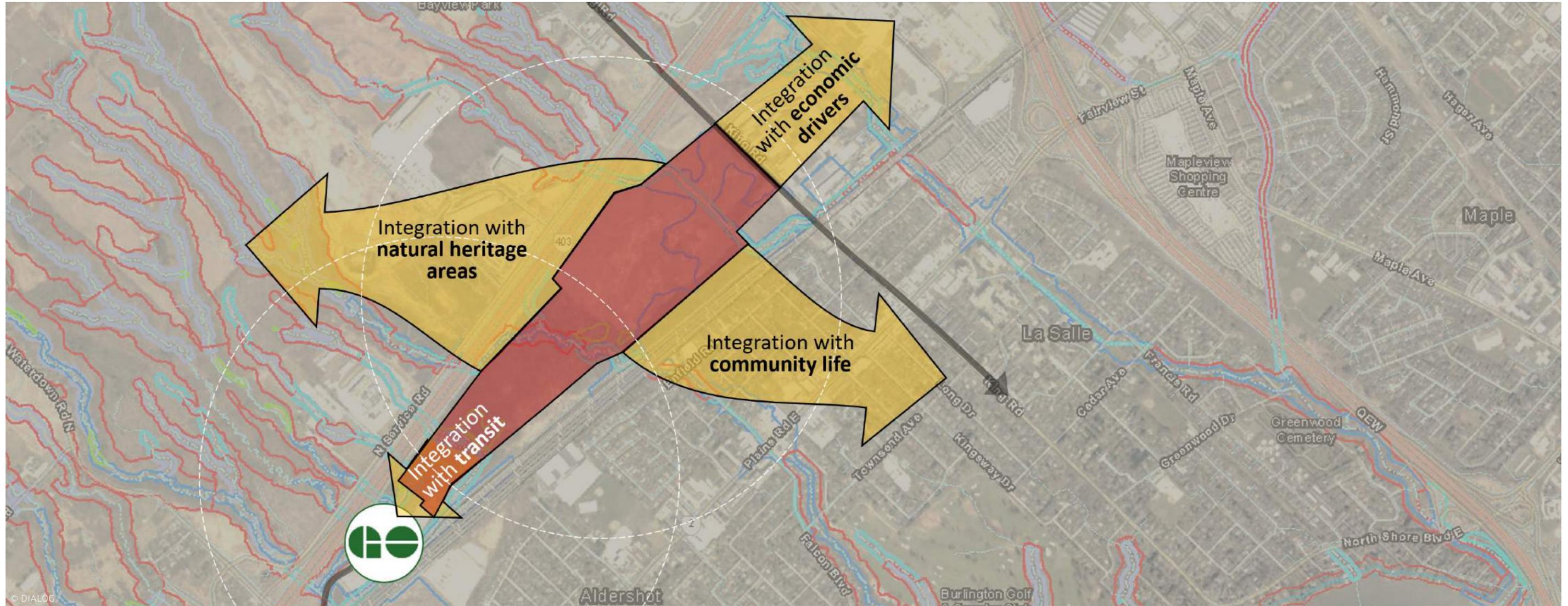




**NIAGARA FALLS (LOCATION TBD)**  
**VOLLEYBALL - BEACH (M&W)**

Situated on the Canadian / US border, the magnificent Niagara Falls is the largest falls in the world and one of the world's most famous spectacles. A fitting backdrop for the magnificent sport of Beach Volleyball! A Games Beach Volleyball venue has a history of being in view of an iconic landmark (Copacabana Beach (Rio), Eiffel Tower (Paris), Whitehall's Horse Guard Parade Square (London), Coolatta Beach (Gold Coast), just to name a few). A temporary Beach Volleyball venue featuring a show court with Niagara Falls in the backdrop of the television broadcast. It is sure to rival the most breath-taking sport scene of all time - the diving venue at the 1988 Olympic Games in Barcelona - and capture the television viewers' imagination like no other before.





# 5.6

## ATHLETE'S VILLAGE

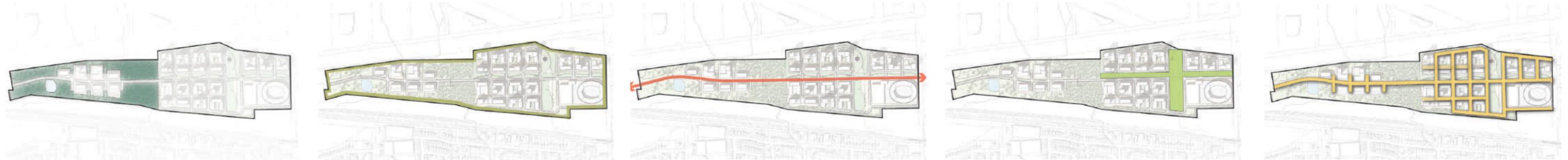
The athlete village concept owes its origins to the 1930 Empire Games. However, over the years the expense and delivery risk associated with a centralised large athletes village invites a reconsideration of this approach. This re-assessment has included the Commonwealth Games Federation which has urged a more modest (as it relates to government subsidization) and regional approach to athlete accommodation.

PROPOSED EVENT PARTNERS:



Having considered the matter carefully we propose the following innovative approaches to Games accommodation:

- Constructing the main athletes village in a geographically central regional location adjacent to all transportation arteries at private sector expense and on private lands;
- Exploring accommodation opportunities with private sector partners that can be delivered off the Games balance sheet;
- Encouraging (and incenting) those private sector partners and their municipal champions to ensure a legacy of more attainable housing post games; and
- By ensuring that a sufficient inventory of post-secondary accommodation is available in the region, requiring no construction or further expense, to the extent of any shortfall in built infrastructure.



**PRESERVE AND ENHANCE NATURAL HERITAGE SYSTEMS**

**CREATE A GREEN BUFFER / TRAIL**

**CREATE AN EAST-WEST CONNECTOR**

**COMMUNITY HEARTS**

**A FINE GRID OF WALKABLE STREETS CONNECTING TO TRANSIT**



**5.6.1 VISION**

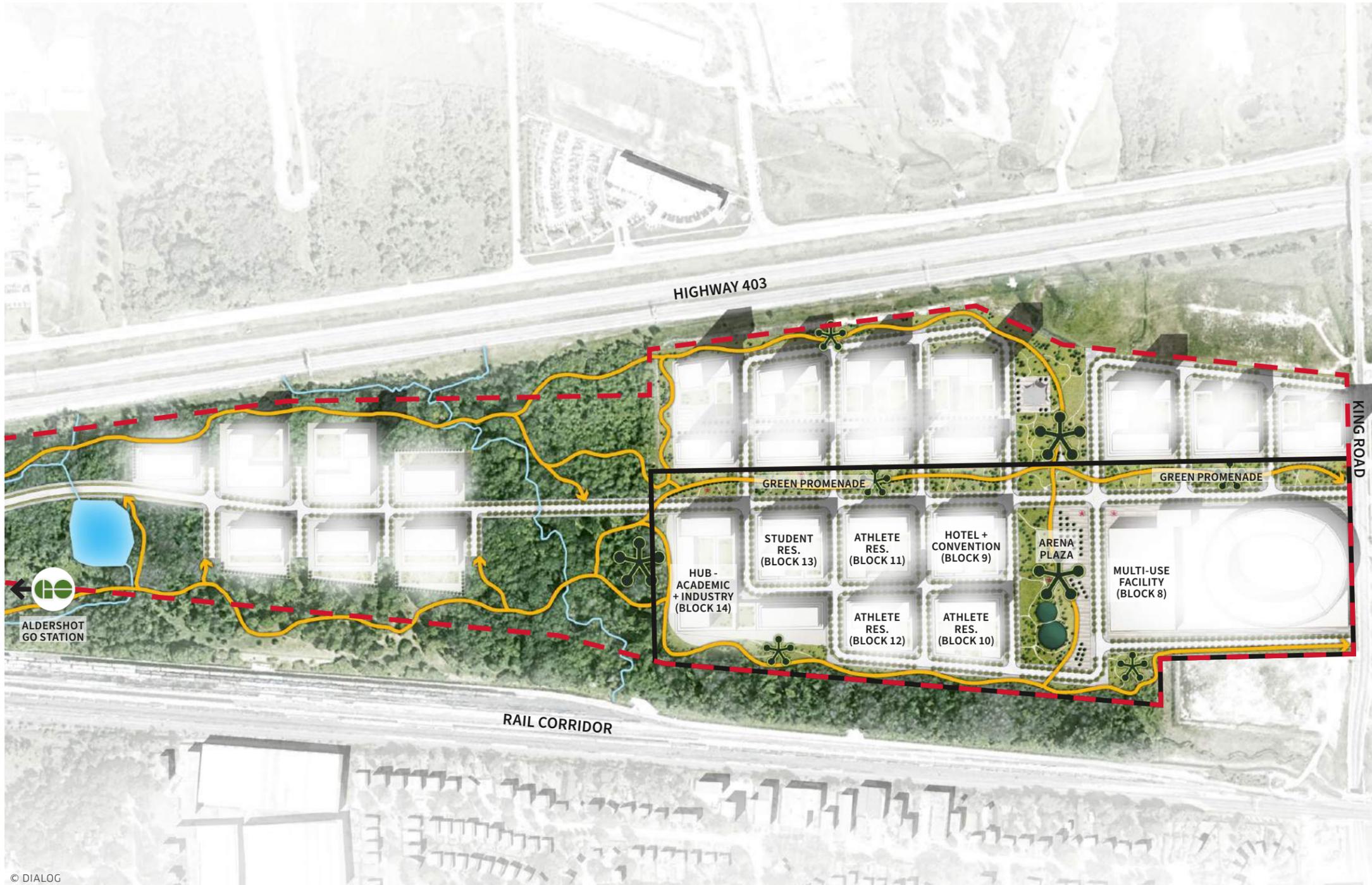
We are excited to announce that in actioning the above priorities, Hamilton100 has been working in partnership with Alinea Group Holdings Inc. (formerly Penta Properties) in Burlington, Ontario to deliver an athletes village for the Hamilton 2030 Commonwealth Games at their expense. And to do so at a regionally significant major transit station area (Aldershot GO) with a legacy focus on generating a significant inventory of housing that is affordable and attainable post Games.

This process has begun without an existing commitment from the provincial government and in advance of the award of the Games as reflective of the existing local need and its commercial viability. This effort also represents a commitment that Alinea has made directly to the Premier of Ontario as a key pillar in its resolve to assist the provincial government in delivering on its commitment to increase the inventory of housing available to Ontarians.

Insofar as the concept for the village is concerned, it is a key element of a much larger multi use development to be constructed which will also include a multi use sport facility hosting gymnastics in 2030 (and before) in partnership with Gymnastics Canada as well as the Esports Collision Centre. In all respects this project is proceeding on the basis of an approach that is intended to enhance the wellbeing of individuals, families, the community, and the environment in the following ways:

- Executing a planning process that meaningfully engages neighbours, businesses, city, region, and provincial staff, industry and social enterprises;
- Creating an accessible place where people and nature can thrive together;
- Successfully integrating economy employment and “complete communities” that attract and retain talent;
- Establishing the site as a linchpin in the economic development of the region, that integrates with existing natural systems and neighbourhood life, leveraging transit investments and enhancing sustainability and wellbeing;
- Integrating a diverse set of partners including sports & recreation facilities, post-secondary institutions, advanced manufacturing, affordable housing providers, and natural heritage conservation groups; and
- Accelerating and enhancing the above considerations through their affiliation with the Commonwealth Games centenary celebration.





### 5.6.2 INTEGRATED OPEN SPACE NETWORK

The built form elements of 1200 King Road are all brought together by a broader open space network, with key destinations strategically located throughout the site. A continuous trail system will lead residents and visitors throughout the natural heritage and built form elements of the site, providing various opportunities for activity, rest, reflection, gathering and tranquility.

The boundary of the Athletes Village will be comprised of the entire southern portion of the mixed-use centre of 1200 King Road. It will include the Arena + Multi-use Facility Venue and the Hub Venue.

Accommodations for the Athletes Village will be provided throughout five development blocks. Two athletes per room will be located within the one, two and three-bedroom units of each development.

The master plan concept for 1200 King Road can be a nationally, and through the Games, an internationally significant sustainable model for developments of this size and scale. This project is currently in its concept planning phase in consultation with regional stakeholders. The commencement of an MPA province by the province would aid considerably in accelerating the availability of this housing inventory in the region

### 5.6.3 ATHLETE'S VILLAGE STATISTICS

The statistic breakdown for the Athlete's Village is the following:

#### ATHLETE'S VILLAGE AREA

**Site Area:** 18.7 hectares | 46.2 acres

**Open Space Area:** 5.2 hectares | 12.8 acres

#### Block 8 (Arena + Multi-Use Facility)

**Total GCA:** 41,140 sqm | 442,827 sqft

#### Block 9 (Hotel + Convention)

**Total GCA:** 41,617 sqm | 447,961 sqft

**Number of Units:** 387

#### Block 10 (Athlete Residence)

**Total GCA:** 25,087 sqm | 270,034 sqft

**Number of Units:** 214

#### Block 11 (Athlete Residence)

**Total GCA:** 28,042 sqm | 301,841 sqft

**Number of Units:** 226

#### Block 12 (Athlete Residence)

**Total GCA:** 36,317 sqm | 390,913 sqft

**Number of Units:** 358

#### Block 13 (Student Residence)

**Total GCA:** 41,617 sqm | 447,961 sqft

**Number of Units:** 387

#### Block 14 (Hub - Academic + Industry)

**Total GCA:** 60,356 sqm | 649,666 sqft

#### ATHLETE'S VILLAGE DEVELOPMENT TOTAL

**Total GCA:** 274,176 sqm | 2,951,203 sqft

**Number of Units:** 1,786

### 5.6.4 ATHLETE'S VILLAGE CONVERSION

The costs of converting new existing housing at the King Road Campus to a Hamilton 2030 Commonwealth Games Athlete Village, commonly referred to as the Fit-Out, Bump-In and Move-In period, such as installation of road closures, temporary trailers & tents, signage, furniture, fencing, etc.), and then re-instating back to housing after the Hamilton 2030 Commonwealth Games, commonly referred to as the Bump-out and Reconfiguration Period, has been accounted for in the proposed Hamilton 2030 Commonwealth Games Operating Budget, under the following areas; Venues Overlay, Logistics, Venue Management & Event Services, Games Services and Venue Services. Core requirements, and time required, for the conversion and reinstating will be mandatory elements within the terms of contract with the developer and/or the development's tendering process



“A legacy component that will have immediate impact and utilization upon completion.”

“The opportunity to showcase a collaborative city-building effort to the world that is focused on sustainability, community wellbeing, affordability and economic vitality.”







© HARIRI PONTARINI ARCHITECTS

# 6.1

# GOVERNANCE

Within the guidelines of the 2030 Commonwealth Games Multi-party Agreement and Commonwealth Games Federation’s Games Delivery Model the Hamilton 2030 Commonwealth Games Organizing Committee staff and volunteers, including the Board of Directors, will “Reflect Canada” – 50%/50% female & male ratio, 25% BIPOC (Black, Indigenous and People of Color) and 15% person with disabilities. Also, through the Commonwealth Games Federation’s unique and innovative Games Delivery Model the Hamilton 2030 Commonwealth Games Organizing Committee will maximise cost efficiencies and Games value with an integrated “one team” approach using experienced Commonwealth Games Federation personnel and multi-games partners to reduce planning time, reduce “re-invention” costs and bring greater continuity and consistency of Games systems, solutions, processes, including participation in Commonwealth Games Federation’s longitudinal Games evaluation process.



# 6.2

# 100TH ANNIVERSARY PLANS

With a nod to the past but an eye to the future, a Hamilton 2030 Commonwealth Games will pay homage to the origins of the Commonwealth while laying a new foundation ensuring the growth of the Commonwealth Game and Commonwealth sport movement for the next 100 years. Our initial conceptualization of a compelling 100 year anniversary programme includes:

**A nod to the past:**

- Medals and medal podiums in the look and style of the 1930 British Empire Games;
- A travelling exhibit and school education programme about the origins and history of the British Empire/Commonwealth Games, memorabilia and featuring its founder Canadian Bobby Melville Robinson;
- The closing ceremonies held on the same place and same time, 100 years to the day, as the 1930 Commonwealth Games opening ceremonies, August 16th; and
- Of the 11 participating nations. Team Uniforms in the look and style of the 1930 Commonwealth Games.

**The foundation for the future includes:**

- Co-hosting games events (sport & non-sport) with other Commonwealth countries;
- Introduction of full medal status games' sport competitions of local/national interest (for Canada, it is Lacrosse);
- A Commonwealth games specific Indigenous Partnership Programme;
- Introduction of full medal status games' Esports competition;
- A shorter, more sustainable and more impactful Baton Relay; and
- Mostly private sector games capital investment programme.



© JMACPHERSON

111

112

# 6.3

## CULTURAL PROGRAMME

The particulars of a compelling (multi) cultural programme will require broad consultation and consideration much closer to the event in order to be timely and relevant, but we do feel it helpful to articulate principles that we feel should govern this process:

- **Quality:** we aspire to deliver exceptional and engaging content;
- **Positive Change:** we wish to inspire opportunities for positive change across cultural, social, political, human and environmental areas;
- **Diversity and Inclusivity:** creative content will be delivered with a broad balance of artistic and cultural pursuits, sourced from artists locally, nationally and internationally; with creative content that appeals to a broad range of audiences delivered by a range of voices, inclusive and respectful of culture, gender, ability and representation;
- **Celebration:** We must inspire hope, optimism and a sense of occasion;
- **Engagement:** community focused – providing ample opportunities for communities (particularly children and their families) to actively participate in creative experiences that celebrate Commonwealth values and relationships and presenting a contemporary and positive image of the GGHR reflecting the diversity of local culture and lifestyle;
- **Indigenous and First Nations:** delivering First Nations presence across the programme. It will be meaningful, engaged and respectful, and developed in conjunction with and in response to the needs of the community; and
- **Transformation:** selecting creative content where it can contribute towards supporting and strengthening the GGRH creative sector.

# 6.4 QUEENS BATON RELAY

Since its inception at the 1958 Commonwealth Games, the unifying Queen's Baton Relay has become bigger and longer and some would say, less relevant. It's been proposed to have 6 uniquely designed Batons, one for each of the Regions of the Commonwealth and each carrying the Queen's Message. It would start after the Winter Olympic and Paralympic Games in the largest Region (Africa with the 20 Commonwealth countries), and end with all 6 Batons arriving simultaneously at the Opening Ceremonies. The Queen's Message is retrieved and read from the host Region Baton. The shorter, regional specific Queen's Baton Relay is more concentrated and impactful, receiving greater media/public attention across the globe.



© COMMONWEALTH SPORT CANADA



© COMMONWEALTH SPORT CANADA

113



© INSIDETHEGAMES.BIZ



© BIRMINGHAM - TWITTER

“As the very first host of the Commonwealth Games back in 1930, Canada has a very special connection and is well aware of the inspiration the Games hold.”

**Richard Powers,  
Commonwealth Sport  
Canada President**

114



“Whether preparing to send a team to the next Games or hosting a Games in Canada, the Queen's Baton Relay and Relay both inspire current athletes and a new generation about the value and power of the Commonwealth Sport movement.”



© COMMONWEALTH SPORT CANADA



© HAMILTON TIGER-CATS

# 6.5 VOLUNTEERS

Staging an event of the size of the Commonwealth Games requires an estimated 10,000 -15,000 volunteers providing operational support, assistance at events, visitor reception at airports, train stations and venues, first-aid and health support, and many other vital functions. The experience that volunteers gain through the Hamilton 2030 Commonwealth Games will stand the region in good stead as it pursues future hosting opportunities for major sporting events.

The volunteer movement is important from an economic standpoint for an organizing committee, as it provides opportunities for savings in workforce costs. However, the biggest benefit is to the relevant region as it is an opportunity to engage and upskill the community providing learning and transfer of knowledge opportunities at a scale not otherwise feasible.

**The Volunteer programme will have the following strategic objectives:**

- To raise awareness and promote a diverse and inclusive voluntary culture in the region and the wider Games footprint;
- To develop a database, tools or platforms that will easily identify volunteer workers who would be prepared to help at future events;
- To contribute to the optimization of the volunteers' skills through training, the access to a unique experience and relationships with a different network of contacts; and
- To use "the lessons learnt" from the Pan Am experience and the Canada Games as a useful foundation for planning while positioning the Hamilton 2030 Commonwealth Games as a further key frame of reference in the planning of future Games, volunteer programmes and local events throughout the region.

**Potential Volunteer Opportunities:**

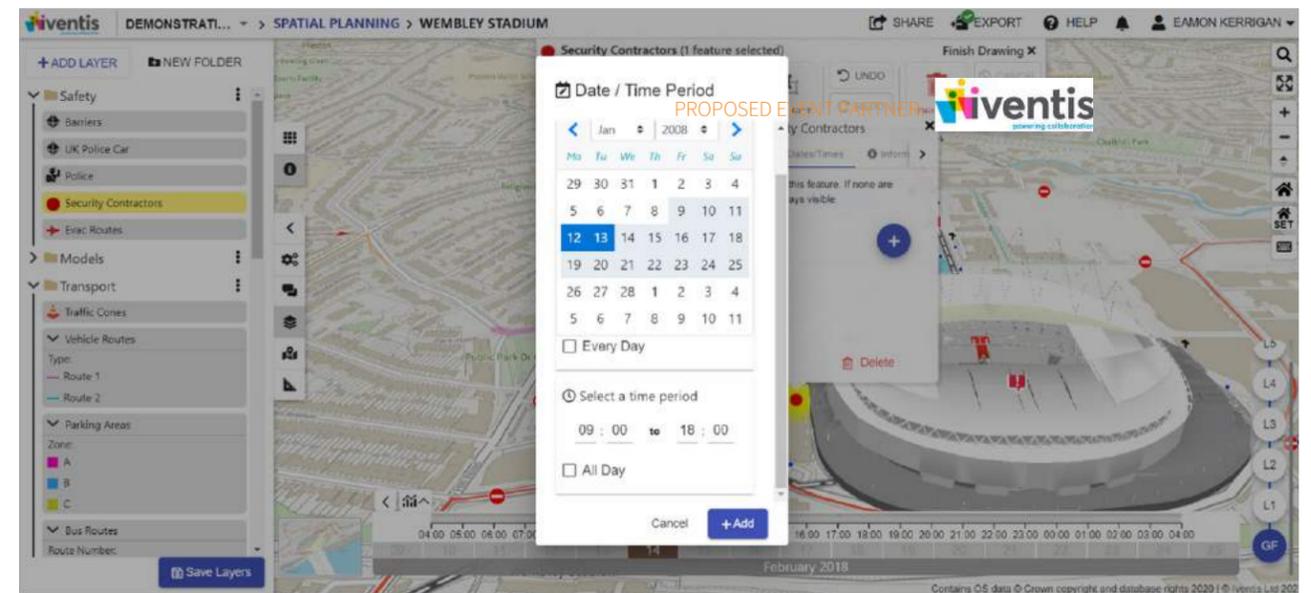
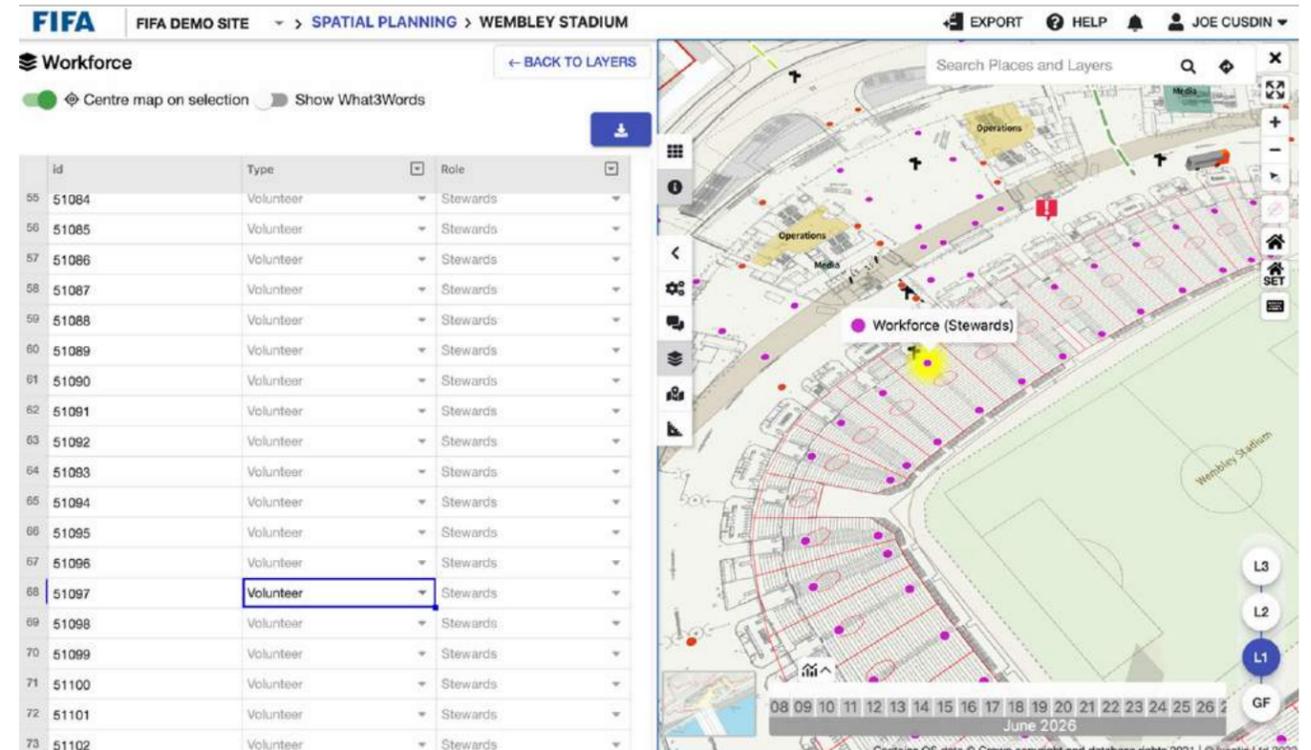
There is a considerable range of volunteer opportunities and programming that can be advanced through this initiative

- Sports – Roles in training, warm-ups and competitions both in test events prior to the Games as well as during the events;
- Press and Communication - Supporting media professionals to showcase the best of the games;
- Ceremonies Production- Supporting the behind-the-scenes operations of the ceremonies;

- Protocol and Languages - Volunteers will interact with various cultures and languages providing quality service to dignitaries, VIPs, and other Games Family members;
- Health Services – Specialised roles supporting the medical professionals;
- Technology – Volunteers will be involved with the area of results and timing;
- Transport – Directing the public to appropriate transport options by client groups; and
- Food and Hospitality – working with venue providers and the regional hospitality industry through college based experiential learning programmes.

**Opportunities for a 2030 Commonwealth Games Organizing Committee:**

- The development of a recruitment and training strategy focused on marginalised groups;
- Using the volunteer programme as a trade training programme for youth in Indigenous communities for them to then enter the general workforce post games;
- Partnerships with social service agencies, job placement agencies, new immigrant support agencies, and NGOs to provide opportunities within the Games workforce;
- Co-op and secondment (other OCs, public entities) opportunities for highly technical roles, thus alleviating OC operating budget;
- Partnerships with trade schools, universities, colleges as part of a volunteer mentorship programme; and
- Post Games internship framework with key sponsors or private sector entities.



PROPOSED EVENT PARTNERS:  





© TRIPADVISOR

117

118

# 6.6

# ACCOMMODATIONS

This functional area is responsible for ensuring that event guests are accommodated according to their needs. For this, it is necessary that the candidate region evaluate the current capacity of its hotel industry. The main strategic objectives of Accommodation are:

- To comply with the contract commitments between the CGF and the Government regarding accommodation for the different customer groups;
- To estimate the tourist flow during the Games, and contrast this with projected hotel capacity, to verify whether the supply will be able to cover the anticipated demand;
- To manage relations between the suppliers, the hotels associations and the Organizing Committee;
- To ensure the implementation of priority reservations for specific customer groups; and
- Insofar as the region is Ontario's main population and economic cluster and has and will accommodate major events of this scale or larger, this is not anticipated to be an issue.

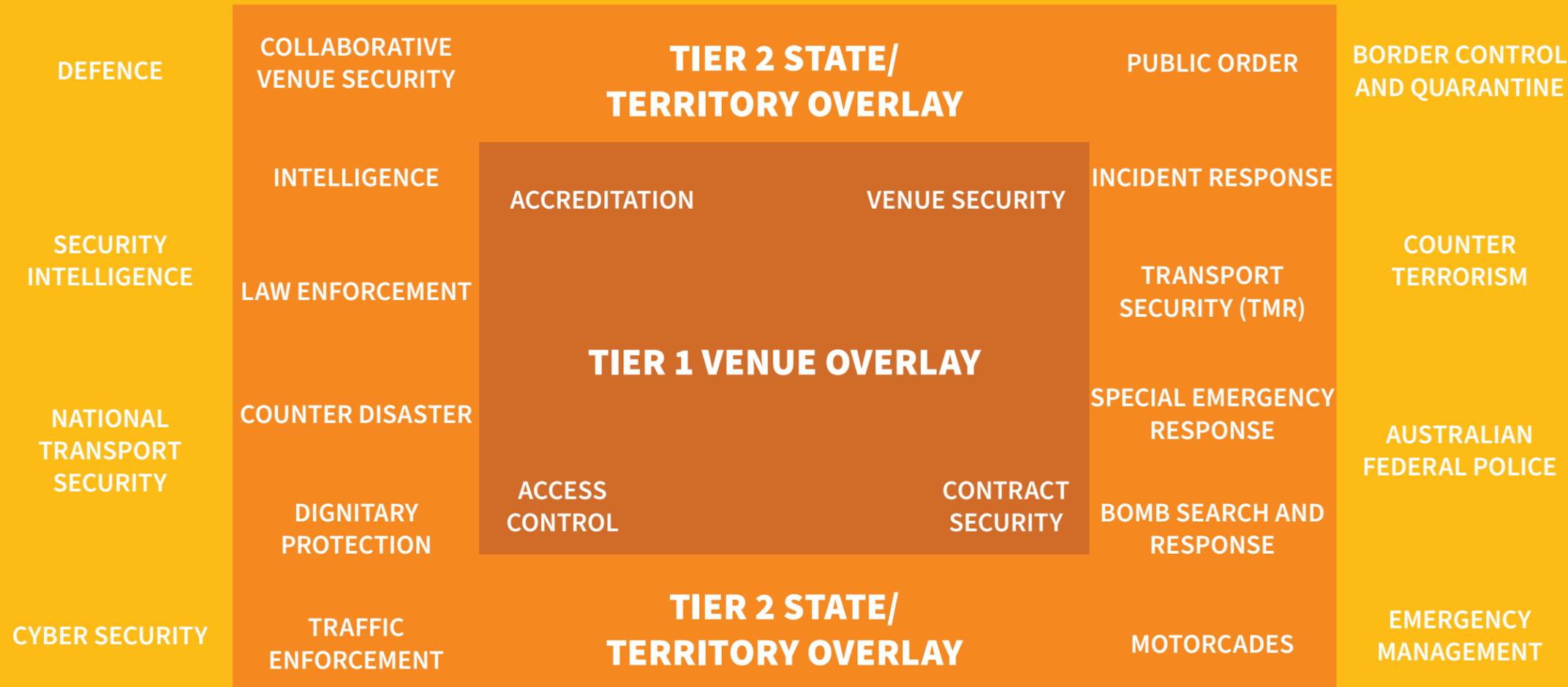
The host region and its key venue sites, the private sector, and the Organizing Committee need to be aligned about negotiated rates to minimise the risk of exaggerated increases in rates offered from the industry during the Games Period. This not only applies to room rates but also other service fees like function meeting room spaces, conference rooms, food and beverage to name a few. By having this alignment it is possible to maximise the appeal and the accessibility for tourists to come to enjoy the games, while at the same time ensuring the Games budget is being well used for different client groups.

#### Opportunities for a 2030 Commonwealth Games Organizing Committee:

- Sponsorship and partnership opportunities for local hotels and accommodation providers (Airbnb Olympic partnership for example);
- Opportunity to market "experiences" with accommodation in unique spaces within the Games footprint. Given the regional breadth of the Games footprint and the diversity of tourism experiences within this region, this will present a powerful opportunity to 'sell Ontario' globally;
- Strengthen the relationship with the National Tourism Board; and
- Sponsorship opportunities for agencies to take over the booking of all or part of the client groups.



# TIER 3 NATIONAL SECURITY OVERLAY



# TIER 3 NATIONAL SECURITY OVERLAY

# 6.7

# SAFETY & SECURITY

The over arching objective is delivering a Games security programme which ensures a safe and secure environment in planning and delivering a successful 2030 Commonwealth Games and related events for athletes, officials, spectators, VIPs, media, workforce, sponsors, suppliers and the public at large. Underpinning the Games Security Programme are the following Guiding Principles:

- A tiered approach;
- Not Olympic style security; and,
- A flexible workforce mix.

In our view the Games Security Programme must support the Games, but cannot define them.

Facilitating an effective, efficient and successful Games Security Programme will require an integrated security planning and governance framework. Such a framework must include experienced and competent individuals from the Organizing Committee and several relevant law enforcement and intelligence agencies from the Federal, Ontario and municipal governments, as appropriate (the 'Delivery Partners'). Implementation of an integrated security planning and governance framework will require that all Delivery Partners have a clearly defined scope of responsibilities within the programme via a Responsibility Assignment Matrix developed at the outset of the Games Security Programme. The Games Security Programme is led by a single integrated command structure.

**The major elements of an effective Games Security Programme should include:**

- Venue and Event Security at competition and non-competition venues, including; perimeter security, accreditation/venue access, access control zones, screening and searching, venue guarding, asset protection, private contracted security and security volunteers (including procurement, recruitment, training and monitoring), Games transport and logistics security, VIP security, Venue emergency management including application of Games time "C3" (command, coordination and communication framework) AND Airspace protection over venues and events;



- Public Security; law enforcement, “last mile” and public domain security, live site security, traffic management and enforcement, public transport security, public realm emergency management, and explosive ordinance and bomb search;
- National Security Support; intelligence / threat assessment, counterterrorism, point of entry / border control and management (including Biosecurity and quarantine), airport security, cyber security, national crisis and disaster management planning, defence support, international protected persons (IPP) dignitary protection, critical infrastructure protection; and
- Corporate Security; IT security, security background checking (staff, volunteers, contractors and suppliers).

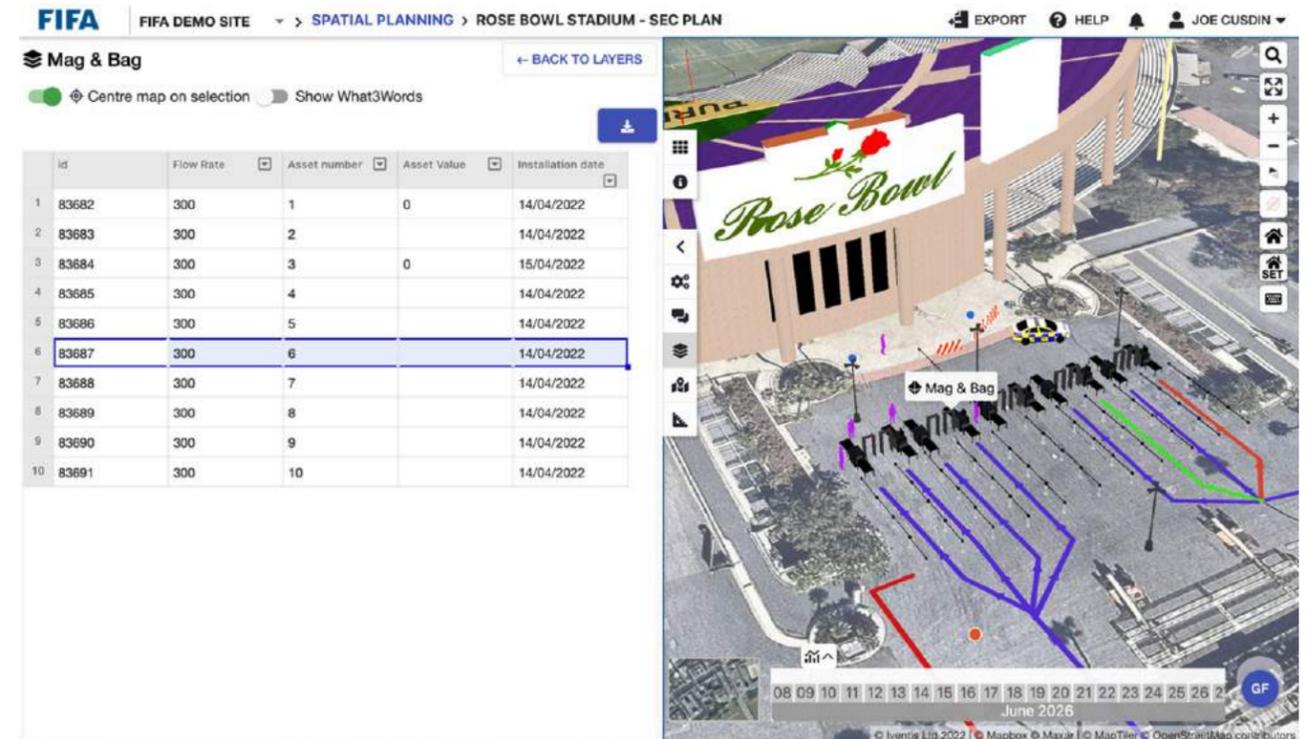
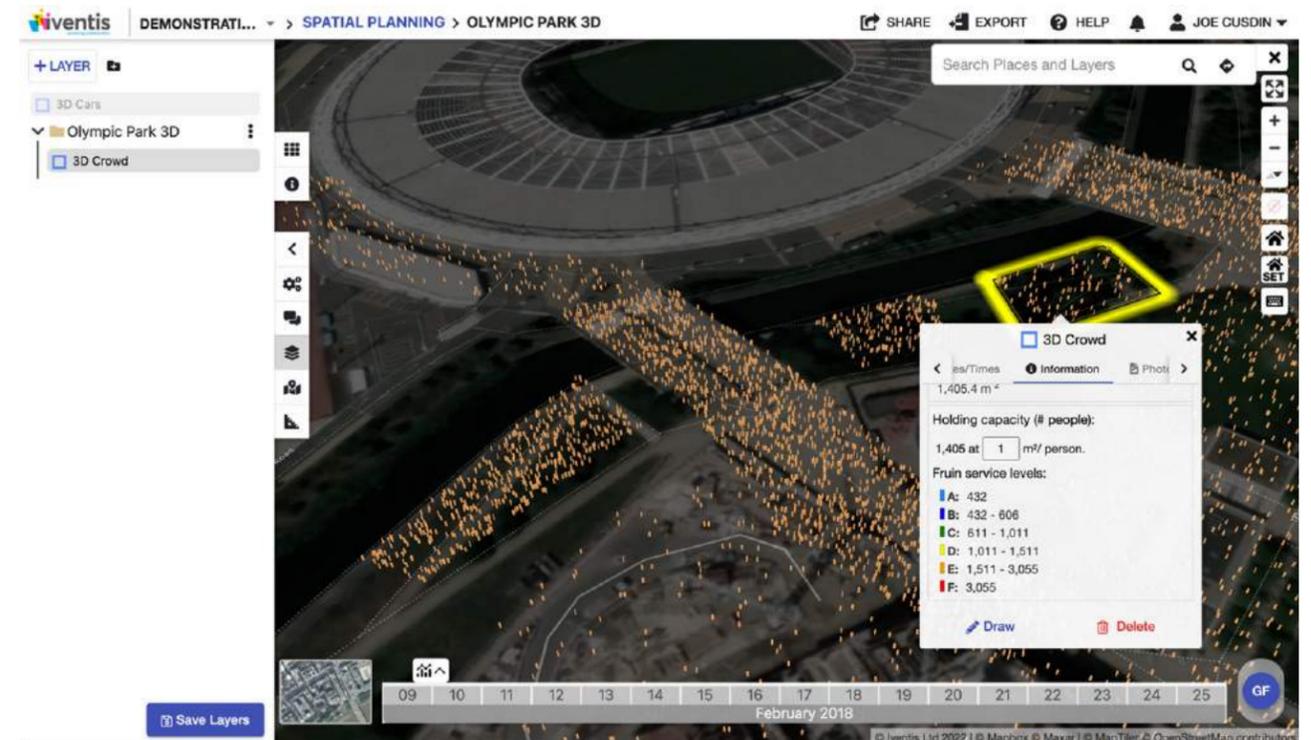
The above elements are subject to robust, regular and scheduled programme and risk management reviews to enable delivery on-time, within budget and to the appropriate level of security risk mitigation. The Games Security Programme should be guided by an intelligence-led security risk management framework consistent with the International Standard, ISO 31000, which will form the basis for strategic, operational and tactical level decision-making in relation to the identification of appropriate and proportionate security risk mitigation and emergency management needs. The intent of the security risk management framework is to ensure security risks are properly assessed and cost-effectively managed, rather than aspiring to eliminate or avoid risk entirely.

The Tiered Approach; Tier 1 is led by the Organizing Committee and includes in-venue perimeter security planning and delivery, venue emergency and evacuation plans, venue perimeter security and access control and a combination of volunteers (interior access points) and contracted security guards and equipment. Tier 2 is led by the OPP, with support from key Ontario Government agencies, and includes policing and public order, dignitary protection, crisis management, traffic management, emergency services, security of critical infrastructure and police intelligence. Tier 3 is led by the Canadian Government and includes strategic security plan and risk assessments, national security and national crisis centre management, aviation and airport security, border protection, dignitary protection, intelligence and national law enforcement.

An appropriate Games-time Command, Control and Coordination (C3) structure and mechanism will be employed for the management of safety and security issues. The C3 structure is aligned with the overall Games Operations C3 structure, reporting into the Main Operations Centre (MOC) at Games-time, the development of which is led by the Organizing Committee. The security Delivery Partners contributing to the Games-time C3 structure prepare a Games readiness strategy and readiness plans which set out the approach and scope of all readiness activities. The readiness activities shall be designed to support the readiness not only of the OC’s security operations but of the Government

authorities.

The Budget Estimate of \$110M was developed in close consultation with the Commonwealth Games Federation, a comparative analysis of the 2014 & 2018 Commonwealth Games and 2015 Pan & Parapan American Games and recognizing the attributes of this 2030 Commonwealth Games Hosting Proposal (clustering, sports/venues, no MPC, reduced Games footprint, shorter Games operational period, increase use of volunteers (i.e. fewer “rent-a-cops” more cadets, etc.), beg, borrow, rent equipment versus purchasing and tiering venues (different levels of security). The Budget Estimate is a “placeholder” until a Delivery Partners Workgroup is formed and conducts its own analysis during the Hosting Plan development phase. Without compromising a safe and secure environment in planning and delivering a successful 2030 Commonwealth Games and related events, the Games Security Programme should adopt an efficient and fiscally responsible planning and delivery approach. A ‘bottom-up’ approach is used to develop progressively mature budget estimates, whereupon programme requirements are progressively defined and detailed, and risks and cost uncertainties are clarified as early as possible in the lifecycle. The lifetime budget for the Games Security Programme (not limited to the OC) is subject to a robust process of refinement throughout the planning lifecycle.)



PROPOSED EVENT PARTNER: iVentis



# 6.8

# TRANSPORTATION

The functional area of Transport aims to provide safe, efficient, reliable and timely travel for all members of the distinct client groups (athletes, media, event owners, sponsors, special guests, staff, labor and volunteers) during the Games period. This responsibility includes the transportation of all these user groups to and from all competition, training, and non-competition venues.

The following will be areas of focus:

- Infrastructure and facilities for the Transport functional area, providing (depending on the contract), a space for the temporary garage where cars and drivers will be parked, serviced and refueled;
- Provision of buses for athletes (competition and training) and press (as negotiated with the Committee).
- It will be important to invest in public transportation, increasing the fleet and improving the service, so that spectators can attend the games;
- Traffic management to ensure the smooth running of operations
- Transport information aiming to support the Committee, to be able to inform them about the best flows and help them in the integrated planning; and
- Improve transport systems and encourage the use of public transport. (Legacy).

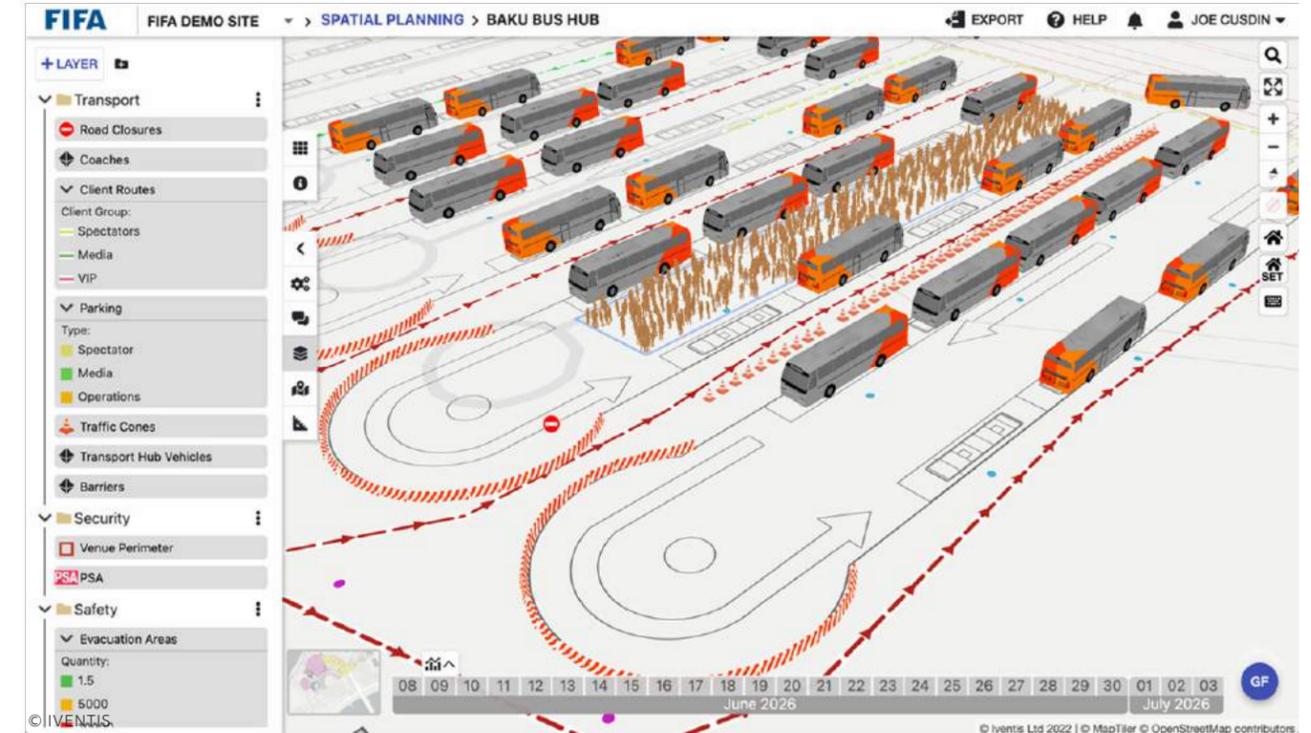
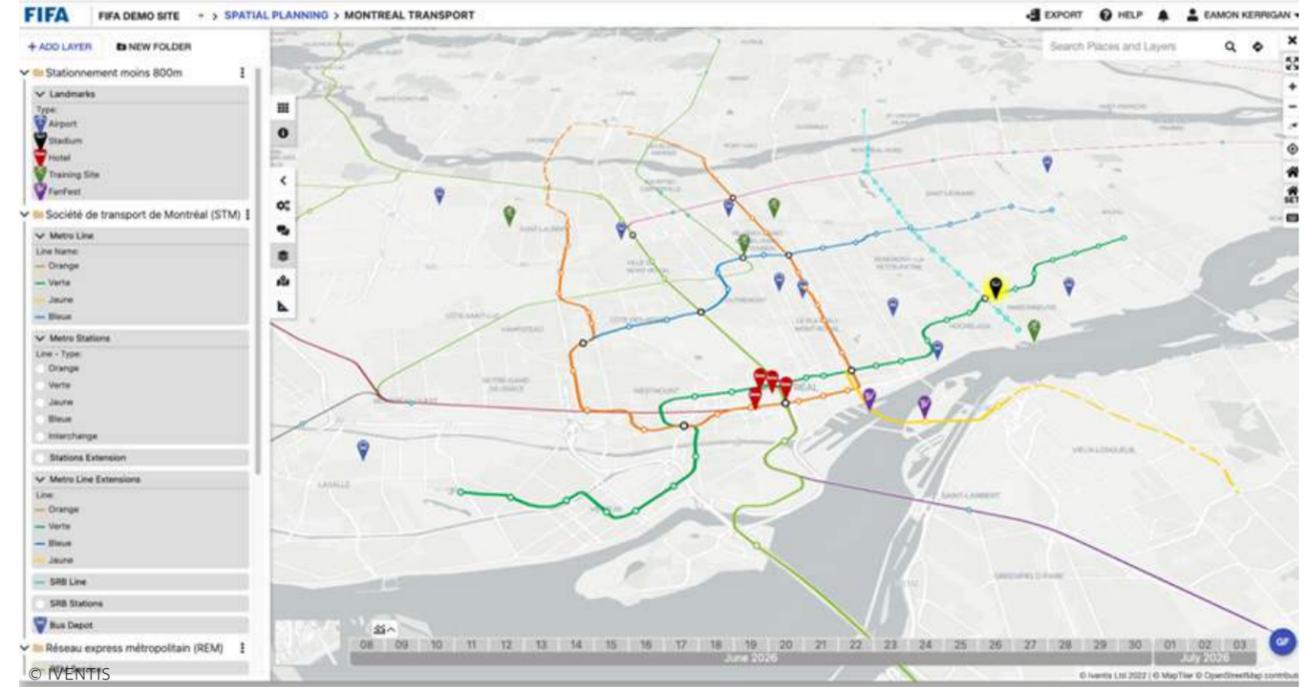
It will be necessary to assess the existing infrastructure to know if any additional investment will be required to meet the demands of the Hamilton 2030 Commonwealth Games and work with the Ministry of Transport to find mutually beneficial cost benefits and optimization opportunities.

All customer groups include people with disabilities, so transportation for the Hamilton 2030 Commonwealth Games should facilitate universal accessibility. Accessibility by public transport is the responsibility of the various public stakeholders involved, but the opportunity for a fleet of vehicles to be renewed and adapted to the needs of all groups of people should be evaluated.

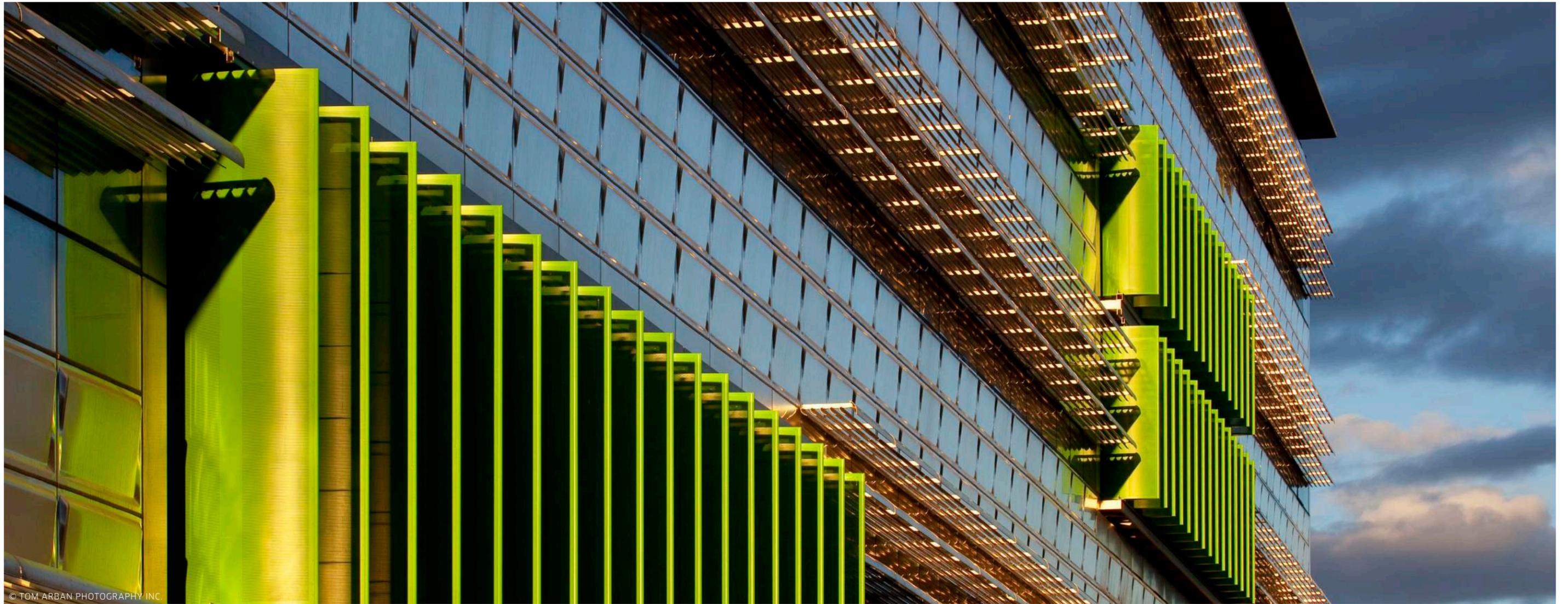
It is necessary to define which authorities will be responsible for managing the transport activities in the city during the Games and develop a plan to integrate them with the OC to coordinate the activities from planning to the execution of the strategic plan during the Games. The success of this operation will depend on close coordination with transport authorities, airlines, border control agencies, as well as in collaboration with the accommodation and accreditation areas.

### Opportunities for a 2030 Commonwealth Games Organizing Committee:

- Integrated strategies and planning with local transport authorities for the purchase or upgrade of equipment (i.e. buses) that can be used for the event, thus reducing costs;
- Increased route planning for under-served areas – legacy;
- Sponsorship opportunities for electric car fleet for T3 services and workforce; and
- Urban planning strategy to increase sustainable transportation options to (and within) the venues (bikes, scooters etc.).



PROPOSED EVENT PARTNER: iventis



© TOM ARBAN PHOTOGRAPHY INC.

# 6.9

## TECHNOLOGY & ENERGY

Technology is crucial to the success of the Games. It supports several significant Games operations, as well as the delivery of several technological services which enhance the operation of other functional areas.

The functional area of Technology is responsible for providing and managing technology at all competition and non-competition sites. This includes Games Management Systems, such as the Accreditation System and Workforce, as well as Information Diffusion Systems for the dissemination of results and additional information to the key users.

In addition to services at the venues and other sites, Technology provides transversal services for the Games, such as supporting and monitoring the Internet infrastructure or remote access to services such as CIS (Commentator Information System) and certain GMS (Games Management Systems) applications.

### Opportunities for a 2030 Commonwealth Games Organizing Committee:

- Maximise the legacy opportunity in the design of the telecommunications infrastructure within and around the sites (5G);
- Assess the technological infrastructure of the venues to be handed down (e.g. the primary data centres, the Videoboard, the T&S equipment, communications and telecommunications rooms, the fibre optic network);
- Involve schools, universities and institutes in certified work experience opportunities (in design, construction, implementation and operation);
- Develop programmes for reusing assets (e.g. the donation of laptops to public educational institutions after the Games, or their transfer to the Federations or sports NGOs); and
- Explore the implementation of new technology to reduce the costs of traditional operational requirements (no need for traditional MPC set up, for example).

### 6.10 OFFICIAL LANGUAGES

Language services are designed to ensure that Games clients can access the services and information they need in the official languages of the Games, which, in this case, would be English and French.

**The services provided by Language Services include:**

- Translation services for content in the official Games languages (English and French);
- Professional interpretation services;
- Translation project management;
- Interpretation event management;
- Multilingual Desktop Publishing; and
- Quality assurance in all official Games languages.

The following two delivery areas (Medical and Anti-Doping) are much more regularised and standardised, as they are heavily regulated by their independent governing bodies.



© GRAHAM CAMPBELL - FLICKR

### 6.12 ANTI-DOPING

The anti-doping functional area is separate from and independent of the other sporting functions, and its operation is under the overall leadership and control of the CFG Medical Commission, meaning that the procedures, operation, testing, and laboratory remain in the hands of this committee, which shall determine the policies and procedures regarding the activities to be carried out in this area during the Games. The WADA-accredited laboratory must have sufficient capacity to analyse the daily demand for samples and report negative results and those with adverse analytical findings within the timeframe estimated by the Games.

In general terms, for the Games, the Anti-doping services can either be carried out by an accredited laboratory or a satellite laboratory. Given that there is currently an accredited laboratory in Montreal, QC it is recommended that an early agreement be reached with them to outsource the service of sample analysis.

It must be ensured that the relevant host country authorities (including the National Anti-Doping Organization) can ensure the application and its enforcement of the World Anti-Doping Code during the Games, in particular concerning investigations and intelligence gathering activities. The authorities of the Games need to offer their full cooperation and support for the implementation of the Anti-Doping Rules of the Games. Such cooperation and support shall, in particular, relate to investigations and proceedings concerning athletes, athlete support personnel or any other person(s) involved in trafficking, or otherwise assisting in the use of, prohibited substances or methods.

### 6.11 MEDICAL

The medical functional area is responsible for providing Medical and Health Care for all customer groups associated with the Games, including athletes, teams and other members of the Games Family and their guests, the media, the workforce, sponsors, guests and spectators. It is also responsible for general health, safety, emergency, and repatriation plan for foreigners visiting the host country. Early considerations include an analysis of the number of existing hospitals, their distances to the competition areas and the Athletes' Village(s) will be required.

A more recent and relevant consideration is to ensure the correct protocol is observed regarding the provision of information regarding vaccines required by foreigners or the prevention of epidemics, viruses, etc., such as Covid 19. The MED team must coordinate these tasks with the Ministry of Health, the event owners, and the public media outlets, to publicly communicate any medical needs. The dates for the communication of such medical needs will permit sufficient time (1 year, 6 months, etc.) to allow the standard international protocol to be followed and will depend on the associated health risks (said health risk is normally provided by the Ministry of Health).



© Iventis Ltd 2022 | © MapTiler © OpenStreetMap contributors

### 6.13 TRANSFER KNOWLEDGE

Hamilton 100 will be an active partner to the Province of Ontario, Commonwealth Sports Canada and the Commonwealth Games Federation in contributing to the ongoing development of resources available to communities and countries that plan to bid for and host major sporting events, including future Commonwealth Games. This will include a Games Observer Programme that will host seminars on bidding and best practices and provide one-on-one mentorships in all areas of Games coordination. Internships will be organised before, during and after the Games to provide hands-on training in all aspects of Games hosting and sports administration.

PROPOSED EVENT PARTNER:  **iventis**  
powering collaboration





# 7.1

# MARKET REACH & FINANCIAL SUCCESS OF THE GAMES

A goal of a Hamilton 2030 Commonwealth Games is to be financially successful, culturally diverse, inclusive event that will be a model for future Commonwealth Games and which will powerful promote Ontario and Canada through to and beyond the Games centenary in 2030. The catchment area for a Hamilton 2030 Commonwealth Games encompasses an expansive and diverse region with a population of 8-9 million people. It is one of the most populous, prosperous and culturally diverse regions in Canada. These regional assets will be leveraged to drive attendance, attract sponsorships, build broadcast audiences, and maximise Games revenues.

The Hamilton 2030 Commonwealth Games will be a national and global media event. The broadcast audience for the 2018 Gold Coast Games was estimated to be 1.5-billion. Further, that this will be the centenary of the only international multi sport platform created in Canada should serve to materially increase interest at home and abroad thereby enhancing commercial opportunities. Although still in the early stages of the process, owing to this initiative's private sector orientation, expansive stakeholder group and innovative focus on sustainability and wellness, strong support from a wide cross section of the economy is anticipated.

Through a Joint Marketing Programme Agreement (JMPA) with the CGF, we conservatively estimate that games sponsors and commercial partners will contribute an estimated \$150+M CDN. In addition, about \$40M CDN is expected in merchandise and ticket sales.

Leveraging corporate social responsibility initiatives with innovative approaches to corporate engagement, the Organizing Committee will partner with selected Charities, including the Commonwealth Games Foundation of Canada, helping them raise awareness and funds through several Games functions (i.e. donations through Games merchandise & ticket sales, free tickets to sport competitions, etc.) "Official Charity" partnerships will be made, using the power of sport to change lives and have a lasting impact by raising funds to help tackle important issues in Canada and around the Commonwealth, including mental health problems, gender equality, and supporting young people to reach their full potential. Through these partnerships there will be a host of public and high-profile events and activities planned in the run-up to the 2030 Commonwealth Games.

Our efforts to date have also led to innovative approaches to monetization and engagement that are available to us immediately:

### THE SOCIAL IMPACT GAMES DIGITAL PLATFORM

As community and business leaders – and in many cases parents - our organizing committee is profoundly aware of the wide range of challenges that negatively impact our personal and business lives. As evidenced by our having brought this initiative this far, we are passionate and determined to leverage this moment to harness the power of sport as the catalyst to unleash our human potential and positively transform lives. And as entrepreneurs, investors and thought leaders, we are well aware that new approaches and tools will be necessary to realise the goals we have articulated in this effort. While creating a movement based Games initiative anticipates that innovations and new approaches will be discovered and created over the many years leading up to the Games, we have engaged our networks to determine whether new technologies and approaches are available today that may be of service. We are particularly focused on deploying digital platforms that can immediately advance the outcomes we have articulated while serving to differentiate this bid internationally.

To help us innovate approaches for community engagement, we have partnered with Certified B Corp Xocial - a Canadian technology company that engages, measures and reports social impact, activating audiences and changemakers for social good. Xocial has made it their mission to inspire others to make a difference in the world. We share their belief that we all have the opportunity — and the responsibility — to make a difference and stand for something bigger than ourselves.

Through digital, gamified challenges aligned with the UN Sustainable Development Goals (SDGs), they have incentivised making the world a better place. As referenced elsewhere, the 17 SDGs are an urgent call for action by all countries - developed and developing - in a global partnership. They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth - all while tackling climate change and working to preserve our oceans and forests.

This transformational partnership with Xocial will promote community and corporate action before, during, and after the 2030 Games creating a measurable social and environmental impact for generations to come - while directly contributing to the aims of our Federal, Provincial and Municipal governments.

#### Here's how...

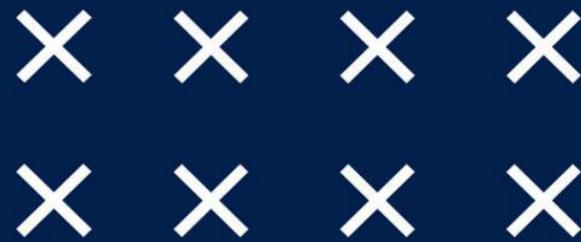
Sport can play a much bigger role as an enabler to advance the sustainability goals and societal changes through major global events. By aligning sport with social purpose we can truly empower individuals, teams, brands and businesses to propel the disruptive changes we need right now.

In order to facilitate public engagement in the Games movement, promote volunteerism in the near term and leading up and beyond 2030, incent corporate participation through corporate social responsibility programming and to further differentiate the Canadian bid, the Hamilton 2030 Commonwealth Games proposes the launch of the Social Impact Games Initiative.



# THE SOCIAL IMPACT GAMES

## Inspired by the Commonwealth Games





## Sign up.

The Social Impact Games is open to everyone! You can participate as an individual player, join a team or start your own.

Teams can be made up friends and family, work offices, classrooms, sports teams, etc.



## Share a participation link.

Invite others to join in on the fun and get in the game as players, as part of a team, or to champion a specific cause.



## Complete social impact challenges.

There are hundreds of scientifically designed, social impact challenges available to choose from. You decide which causes you want to compete for and champion.



## Climb the leaderboard.

Join other do-gooder competitors and fans as all the action unfolds on the leaderboard. The more challenges you complete, the more rewards you receive! Including...donations made on your behalf to a charity of your choice, prizes from our marketplace, and even a chance to meet your fav athletes!

The Hamilton 2030 Social Impact Games will use gamification and patented technology to drive audience engagement and activate corporate social responsibility for businesses of all sizes. This inclusive platform allows businesses the opportunity to extend their influence by reaching important Games partners such as: Municipalities, Charities, Non-for-profits, Athletes, Indigenous nations, Educational Institutions, Sports Fans and beyond.

The ecosystem is a seamless way for corporate partners and Hamilton 2030 sponsors to leverage the power of the Games to create a lasting legacy of impact and drive long-term growth. By participating in this innovation-led initiative, businesses will be able to engage their employees, customers, and stakeholders in a new way that builds a positive culture and community spirit. And doing good is good for business!

Businesses can walk the talk by fueling advancements for causes that matter to their community, while partnering with elite athletes and ambassadors to amplify their efforts. The Social Impact Games are an innovative way to increase brand value and loyalty leading up to, during and after Hamilton 2030.

### Here's how it works:

The Social Impact Games is open to everyone to 'get in the game'. There are hundreds of scientifically designed, social impact challenges available to choose from. Players decide which causes they want to compete for and champion. Participants can be individual players, join a team or start their own. Challenge opportunities have been designed to be fun and accessible for all ages and range in time, effort and impact. Each challenge completed earns "XP" (social impact points) that raises your overall social impact rating...a true measurement of the difference each player is making.

The Social Impact Games integrates over 70 gamification tools to drive sustained participation and engagement. The more challenges players complete, the more rewards they can receive. Including donations made to charities, prizes from a digital marketplace and even a chance to meet their favorite athletes.

The platform enables user-generated content from all its players and incorporates advanced social impact reporting to more effectively champion and share causes you care about. The ability to connect to all humans across the globe across social media gives us the unique opportunity to inspire and facilitate small acts of kindness and advocacy in a way that can actually change the world.

Through this and other innovative approaches to animating a movement leading up to the Games we are confident that we can, for the first time in multisport Games history, monetise this opportunity years in advance of the event in a way that deeply engages public interest and support leading to a much more impactful and financial sound event in 2030.

### To learn more about the SIG, click on the link below:

<https://thesocialimpactgames.com/>





# 8.1

# OPERATING BUDGET

Commonwealth Games have a long history of operating budget financial surpluses usually in the form of returning all, some, or even more than the budgeted Contingency. This is not by accident, its by design, including exceptionally good financial management, controls, and reporting and employing a variety of proven games related financial risk mitigation strategies.

### Key Operating Budget Assumptions

- Total number of athletes, coaches and team officials benchmarked at 6,000;
- Commercial revenues as per CGF advice;
- Expenses are back end loaded, 75% between 2028-30;
- Contingency above Games standard at 15%;
- Inflation assumed to be 2% per annum from 2023 through 2030;
- Figures exclude all taxes; and
- Excludes costs for non-games required services typically delivered by government, for example; tourism marketing, education programmes, business expos, city dressing, accelerated capital projects, non-sport event related traffic and transport management and planning, festival activities.

\* PWC Canada estimates the tax impact of the Games will generate between \$290m and \$354m in new taxes for the Ontario and Federal Governments, reducing the net investment in the Games. This estimate reflects a range of product-specific taxes (e.g. GST/HST), production taxes (e.g. property tax rates for commercial properties), and personal & business income taxes generated from the activity fueled by the Games.

\*\* The Security Budget Estimate is a "placeholder", based on previous "like type" Games, until a Delivery Partners Security Workgroup is formed and conducts its own analysis.

HAMILTON 2030 - OPERATING BUDGET (CAD, IN 2030 DOLLARS)	
<b>INCOME</b>	
FEDERAL GOVERNMENT*	775,654,218
PROVINCIAL GOVERNMENT*	
LOCAL CONTRIBUTIONS (MUNICIPALITIES, INSTITUTIONS, ETC)	81,250,000
<b>TOTAL GOVERNMENT CONTRIBUTION</b>	<b>856,904,218</b>
<i>GOVERNMENT CONTRIBUTION TO TOTAL FUNDING</i>	<i>81%</i>
CGFP DISTRIBUTED INCOME	156,066,074
TICKETING & MERCHANDISE (GROSS SALES)	38,358,426
OTHER INCOME	1,623,648
<b>TOTAL OC GENERATED INCOME</b>	<b>196,048,149</b>
<i>NON GOVERNMENT CONTRIBUTION TO TOTAL FUNDING</i>	<i>19%</i>
<b>TOTAL INCOME</b>	<b>1,052,952,367</b>

EXPENDITURE	
CEO OFFICE	3,545,353
COMMERCIAL	5,363,831
MARKETING AND COMMUNICATIONS	22,003,697
CEREMONIES AND QBR	35,678,629
FINANCE AND CORPORATE SERVICES	21,662,364
HUMAN RESOURCES	142,271,265
GAMES WORKFORCE	8,300,627
GAMES FAMILY SERVICES	11,417,874
GAMES SERVICES	34,070,747
LOGISTICS	25,501,216
TRANSPORT	48,577,890
SPORT	16,698,914
VENUE OVERLAY	97,581,164
VENUE MANAGEMENT AND EVENT SERVICES	17,651,051
VILLAGE OPERATIONS	9,004,070
TECHNOLOGY AND BROADCAST	128,073,661
NAT'L & INT'L SPORT ORGANIZATION PAYMENTS	132,280,467
<b>TOTAL OPERATING BUDGET - EXCLUDING SECURITY &amp; CONTINGENCY</b>	<b>759,682,820</b>
SECURITY**	110,340,250
CONTINGENCY	152,929,297
<b>TOTAL OPERATING BUDGET INCLUDING SECURITY &amp; CONTINGENCY</b>	<b>1,022,952,367</b>
COMMONWEALTH GAMES LEGACY FUND	30,000,000
<b>TOTAL EXPENDITURE</b>	<b>1,052,952,367</b>



# 8.2

# CAPITAL BUDGET



LIST OF PROPOSED SPORTS AND SPORT COMPETITION VENUES FOR THE HAMILTON 2030 CWGS			
PROPOSED SPORTS	PREFERRED SPORT COMPETITION VENUES	VENUE STATUS	CAPITAL REQUESTED FROM OC (MILLIONS, CDN, 2030 DOLLARS)
<b>HAMILTON CLUSTER</b>			
Athletics (m&w&para) - T&F + Marathon + Race Walk	Mohawk Sports Park (City of Hamilton)	To Be Upgraded by 2030	\$15.0
Basketball - 3x3 (m&w&para)	Eastwood Park (City of Hamilton)	To Be Built	\$5.3
Cycling - Road & Time Trials (M&W)	Ancaster Rotary Centre (City of Hamilton)	Existing	\$0.0
Rugby 7s (M&W)	Tim Hortons Field (City of Hamilton)	Existing	\$0.0
Weightlifting (M&W) & Para	First Ontario Centre (HUPEG)	Upgrades In Progress	\$0.0
<b>TOTAL</b>			<b>\$20.3</b>
<b>WATERLOO REGION CLUSTER</b>			
Aquatics - Swimming (M&W&Para) + Diving (M&W)	TBD (Waterloo Region)	New Build By 2030	\$0.0
Badminton (M&W)	Physical Activities Complex (Waterloo U)	To Be Upgraded in 2022	\$0.0
Boxing (m&w)	Memorial Auditorium - (City of Kitchener)	Existing	\$0.0
<b>TOTAL</b>			<b>\$0.0</b>
<b>OTHER</b>			
Cricket (w)	CAA Centre (City of Brampton)	To Be Built By 2025	\$0.0
Cycling - Track (m&w&para)	National Cycling Centre (Town of Milton)	Existing	\$0.0
Esports	King Road (City of Burlington)	To Be Built By 2030	\$0.0
Gymnastics - Artistic (m&w), Rhythmic (w)	King Road (City of Burlington)	To Be Built By 2030	\$0.0
Lacrosse - Sixes (m&w)	Sports Field (Six Nations of the Grand River)	To Be Built By 2030	\$28.5
Table Tennis (m&w&para)	Paramount Fine Foods Centre (City of Mississauga)	Existing	\$0.0
Triathlon (m&w&para)	Flatwater Centre (City of Welland)	Existing	\$0.0
Volleyball - Beach (m&w)	TBD (City of Niagara Falls)	Temporary Venue	\$0.0
<b>TOTAL</b>			<b>\$28.5</b>
<b>CO-HOSTING</b>			
Netball (w)	National Indoor Sports Complex (Jamaica)	Existing	\$0.0
Shooting (m&w)	Gibraltar Shooting Club (Gibraltar)	Existing	\$0.0
<b>TOTAL</b>			<b>\$0.0</b>
<b>GRAND TOTAL</b>			<b>\$48.8</b>

# 8.3

# RISK MITIGATION

**Expert and conscientious OC (Organizing Committee) financial staff; support from CGF -**

Qualified financial officers for the OC will be recruited to ensure there is the scope and quality of experience to establish and manage the financial responsibilities. Establishing the finance department structure, policies, controls and other elements of financial management are enormously assisted by the CGF who transfer such information from previous Games along with their experts to assist. This saves enormous time in setting up the appropriate systems and policies.

**Undertake detailed planning of the capital and operating budget elements to establish accurate estimates at the beginning of the project, including ensuring appropriate contingency -**

The proposed operations budget has been divided into several functional areas. Subject matter experts have been consulted in developing these bottom-up budget estimates for each functional area. In proceeding further, operating budgets will need to be further scrutinised to identify scope, gaps and overlaps. Part of the analysis will include identifying significant cost areas and comparing such costs to benchmark budgets (e.g. Birmingham 2022) to identify significant variances as well as their causes. In the budgeting contingencies have been applied at a rate of 10% for operational expenditures.

Insofar as publicly funded proposed infrastructure has been minimised for a Hamilton 2030 Commonwealth Games, the capital budget estimates for new and upgraded Games required venues presents minimal financial risk. To the extent that an MPA process identifies the need for additional new infrastructure professional cost consultant firms working with multidisciplinary teams of architects and engineers will be required. Contingency would be applied to the capital cost estimates to provide for the uncertainty inherent in the current level of design and project definition. Contingency would be applied at both a project level and at an overall programme level. Individual projects carry 18-23% contingency broken out as:

Design Contingency	10%
Construction Contingency	5-10%
Soft Cost Contingency	3%
<b>Total</b>	<b>18-23%</b>

In addition to the individual project contingency, an overall programme contingency of 6% on OC supported new and upgraded Games required venues would be carried. Furthermore, an assumed level of “super inflation” at 5% of the inflated cost would be applied. This additional sum is intended to mitigate extreme economic risks presented by hosting the Hamilton 2030 Commonwealth Games and the expected, associated increase in economic activity which might result in labour shortages and other constraints resulting in cost escalation.

Individual Project Contingency	18-23%
Programme Contingency	6%
Economic Impact Contingency	5%
<b>Total</b>	<b>29-34%</b>

**Responsibility for Capital Projects (New Builds & Renovations/Upgrades) -**

Insofar as the majority of preferred venues for the Hamilton 2030 Commonwealth Games is existing and/or currently being developed/ redeveloped at private sector expense and thereby anticipated to be completed well in advance of 2030, there is relatively minimal capital funding required from government for the Hamilton 2030 Commonwealth Games.

For those projects that may require funding through the Games capital budget, we propose that venue owners maintain overall financial responsibility for project management and financing, negotiate a fixed amount Games related financial contribution with the OC and/ or provincial and federal governments as the case maybe such that the operating committee’s contribution will be capped and capital cost overruns (if any) will be the responsibility of the venue owner.

**Organizing Committee Financial Management and Control -**

The OC Board, its Executive Committee and the Finance Committee of the Board will have representatives appointed by government partners who will oversee financial management, controls and reporting. The Board might introduce policies to control spending, such as one that requires a high percentage of the Board and/or its Executive Committee to approve major changes in the budget. Independent audits would be part of this process.

**Insurance Policy -**

The OC Board may decide to purchase an insurance policy to cover financial risks.

**Negligible Post Games Operating Costs -**

The facilities proposed for 2030 have been carefully curated to avoid the necessity of any endowment fund or other new public funding responsibility for venues

**Deficit Guarantee -**

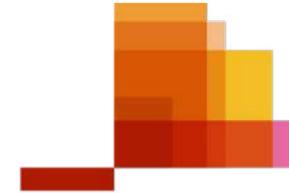
A critical area of discussion and negotiation in prior multi sport Games bid has been the provision of a deficit guarantee to the franchise rights holder, in this case the CGF, by government. Owing to our innovative approach to delivering Games infrastructure and the degree of private sector engagement in this effort which materially reduces delivery risk, we feel that there is an opportunity to avoid the necessity of providing such a guarantee. This is an area to be explored in any subsequent deliberations.





# 9.1

# PARTNER ORGANIZATIONS





# **HAMILTON100**

**COMMONWEALTH GAMES BID CORPORATION**



77 James Street North, Suite 300 Hamilton, Ontario L8R 2K3  
www.hamilton100.ca

June 7, 2023

Via Email [Angela.McRae@hamilton.ca](mailto:Angela.McRae@hamilton.ca)

General Issues Committee  
c/o Angela McRae  
Legislative Coordinator  
Office of the City Clerk

Dear Mayor and Members of the General Issues Committee:

**Re: 2030 Commonwealth Games Initiative**

As an adjunct to the provision of the City staff report on the 2030 Commonwealth Games effort which is before you, we are writing to share our perspective on recent events including the transfer of the 2030 'Preferred Candidate' designation to an Alberta consortium which includes the Cities of Calgary and Edmonton, as well as to update you and the general public on our ongoing efforts to leverage the 2030 Commonwealth Games opportunity to promote local and regional interests.

**Relevant Background**

As many may recall, in 2019/20 Commonwealth Sport Canada (CSC) held an open Request for Proposal process to find a Preferred Candidate to bid for the 2030 Commonwealth Games. At the conclusion of that process, our volunteer organization, the Hamilton Commonwealth Games Bid Corporation (Hamilton100), was selected as that Preferred Candidate on March 26, 2020. Following that date, including a period in which we explored the feasibility of Hamilton hosting the 2026 Commonwealth Games without competitive bidding (which effort was abandoned as a consequence of the province directing Hamilton100 to focus on bidding for 2030), CSC has been working closely with Hamilton100 and its key stakeholders in hopes of finalizing a 2030 Commonwealth Games Bid for consideration by the Commonwealth Games Federation (CGF). This effort has included a significant number of regional municipalities and a broad stakeholder group comprised of educational institutions, social enterprises, private sector partners, indigenous nations and others, all aimed at curating a comprehensive and compelling plan to promote regional regeneration and wellbeing.

# **HAMILTON100**

**COMMONWEALTH GAMES BID CORPORATION**



77 James Street North, Suite 300 Hamilton, Ontario L8R 2K3  
www.hamilton100.ca

Ultimately, this work culminated in the Hosting Proposal that is appended to this document. This proposal represents the product of the collective effort of a wide range of individual contributors and dozens of organizations, here and abroad, over several months. The five key pillars of the Hosting Proposal which were intended to provide the framework for a formal bid, are as follows:

- Broadening impact through regional participation;
- Private sector engagement (and funding);
- Re-imaging 'legacy' as catalyzing immediate impact by inspiring and resourcing a movement rather than hosting an event;
- Equity, Inclusion and Diversity; and,
- Health and Wellbeing

Those interested in more fully appreciating the opportunity these Games present through our innovative approach to maximizing their impact through these five pillars are encouraged to read this proposal in its entirety.

Upon completion, the Hosting Proposal was subjected to stakeholder consultations and review by both the federal and provincial governments, including an independent analysis of its merits by a major consulting firm engaged by the Government of Canada. Following this rigorous assessment, Hamilton100 was commended for an exemplary and innovative hosting proposal and, notably, was advised in early 2023 by representatives of the federal and provincial governments that: (i) nothing further was outstanding or required from Hamilton100; and (ii) that the decision to proceed was henceforth entirely 'political' with the matter resting with the Province of Ontario.

Contemporaneously, the CGF set a deadline of February 28, 2023 to receive Expression of Interest (EOI) submissions from countries interested in hosting the 2030 Commonwealth Games and set a deadline of end of August for the submission of a compliant bid. EOI submissions were required to include letters of support from the City/Region, State/Provincial and National Governments stating their "willingness to engage CGF in the Dialog & Feasibility stage".

As a consequence of the forgoing, and out of an abundance of caution, CSC unilaterally set a deadline of January 31, 2023, to receive letters of support from the City of Hamilton, Government of Ontario and Government of Canada, as well as commitments of financial support from the Ontario Government to execute the Hamilton 2030 Commonwealth Games International Bid Plan and for the planning & delivery of the 2030 Commonwealth Games.

# **HAMILTON100**

**COMMONWEALTH GAMES BID CORPORATION**



77 James Street North, Suite 300 Hamilton, Ontario L8R 2K3  
www.hamilton100.ca

On January 31, 2023, the Government of Ontario stated that it would respond to CSC's requirements by "mid-to late February". Owing to this response and with Hamilton100's strenuous urging, the CSC extended the deadline for the Government of Ontario to respond from January 31 to February 13, 2023 while making it clear that it reserved the right to revoke its Preferred Candidate designation from Hamilton100 in the absence of an affirmative response.

Ultimately, the Province of Ontario failed to respond at all to the CSC or Hamilton100. To date, no formal position has been taken by the Province of Ontario in relation to the award of the 2030 Games. Nor has the Province of Ontario or the Government of Canada indicated to CSC or Hamilton100 that any further or other information is required in order for it to confirm its willingness to proceed.

In late 2022, we were given to understand that CSC had remained in communication with other interested parties as a contingency to Ontario declining the opportunity and, in that regard, that it had received funding commitments from Alberta in the event that the Preferred Candidate status was removed from Hamilton100 and conferred upon an Alberta bid effort. It bears noting that on short notice both Calgary and Edmonton city councils voted unanimously to provide several millions of dollars in funding to their bid committee to explore the opportunity.

Following the failure of the Province of Ontario to respond, and on the strength of the Alberta bid committee's financial commitment, CSC revoked our preferred bid status and transferred it to Alberta. Given these developments, Hamilton100 made the very difficult decision not to return to Hamilton City Council to advance the bid process in collaboration with Hamilton City staff as we had intended to do. To our understanding, owing in part to our continued dialogue with CSC, efforts to explore the finalization of a bid in Alberta continue with the benefit of municipal and provincial government support. The deadline for such remains the end of August.

## **Our Continuing Resolve**

Notwithstanding recent events, we remain passionate proponents of the Commonwealth Games movement's efforts to promote peace, sustainability and prosperity and continue to believe that an award of the Games to Ontario for 2030 on the strength of our innovative hosting proposal would resource and activate a host of benefits and impacts that would materially benefit a broad cross section of our population in ways that will yield important dividends that are urgently needed.

As a consequence of our deep belief in this enterprise, and in having developed a close relationship with the CSC leadership team over our many years of collaboration, we have remained in communication with them with a view to being positioned to renew discussions around the Games in the event that an Alberta bid does not materialize and circumstances permit, and also to explore a variety of initiatives and events that may be undertaken in the years leading

# HAMILTON 100

COMMONWEALTH GAMES BID CORPORATION



77 James Street North, Suite 300 Hamilton, Ontario L8R 2K3  
www.hamilton100.ca

up to 2030 and during the Games in 2030, wherever they may be hosted. We do this, in part, in recognition of the fact that the centenary of the founding of the Commonwealth Games is an important element of our heritage and worthy of commemoration no matter where they are held and because we share the values and vision of the Commonwealth Games movement to foster positive social change.

More concretely our ongoing efforts include the following two initiatives:

- Owing to our being advised that the Alberta Bid effort is not pursuing an E-Sports program, we have been invited to pursue Games' themed E-Sports programming. This effort is detailed in the Hosting Proposal attached, and, beyond curating a 2030 demonstration event, is aimed at engaging at risk youth and promoting STEM educational programs and other skills in consultation with regional post-secondary institutions and the social enterprise sector; and,
- Introducing the Social Impact Games - powered by Xocial! Among the insights we developed in exploring the curation of a social impact related 'movement' was the possibility of creating a digital platform engaging the private, public, educational and not for profit sectors in a 'gamified environment' that would raise awareness of the UN's 17 Sustainable Development Goals – a key priority in our work. We did this in collaboration with Xocial, a ground breaking local technology venture that is pioneering digital tools in this space. Our collaboration with them, and a shared desire to 'democratize' the Games experience by providing a sustainable platform of competition for all ages and abilities, led to the creation and launch of "the Social Impact Games" <https://thesocialimpactgames.com/>. In the coming weeks and months we will work with Xocial through our web and digital platforms (which will be refreshed imminently) to champion this initiative as the first of many potential legacy initiatives.

## Conclusion

Although the Games' effort is currently not where we would wish it to be, we are very thankful for the contributions and efforts of the many volunteers, municipal governments, indigenous representatives, social enterprises, educational institutions and others that have been part of this journey. Their collective effort, even in the absence of funding, resulted in our securing Preferred Candidate status, curating an innovative and compelling hosting proposal, met all of the requisite criteria for government support and brought us to the very precipice of finally securing the rights to host the only major international event created in Hamilton. No small feat.

We wish also to thank our many supporters, the mayors from around the region, our champions on Hamilton City Council in this and under the prior administration, including Mayor Horwath, and

**HAMILTON100**  
COMMONWEALTH GAMES BID CORPORATION



77 James Street North, Suite 300 Hamilton, Ontario L8R 2K3  
www.hamilton100.ca

our collaborators from around the world. Those that are familiar with the Commonwealth Games movement know that the hosting process can take many unexpected turns. We remain ready, willing and able to bring the Games to Hamilton in 2030 if invited to do so and until then will work tirelessly to secure the benefits that the Games' movement inspires.

Sincerely,

P.J. Mercanti  
President and CEO  
**HAMILTON100**

Louis A. Frapporti  
Chair  
**HAMILTON100**

c: Brian MacPherson CEO, *Commonwealth Sport Canada*

Submitted on Thu, 06/08/2023 - 15:21

Submitted by: Anonymous

Submitted values are:

### **Committee Requested**

Committee  
General Issues Committee

Will you be delegating in-person or virtually?  
In-person

Will you be delegating via a pre-recorded video?  
No

### **Requestor Information**

Requestor Information  
Susie Braithwaite and Emily Walsh  
International Village BIA & Downtown Hamilton BIA  
195 Main St. E.  
Suite 100  
Hamilton, Ontario. L8N1H2  
[info@hamiltoninternationalvillage.ca](mailto:info@hamiltoninternationalvillage.ca)  
9055221778

Preferred Pronoun  
she/her

Reason(s) for delegation request  
Speaking to the Downtown Hamilton Office Report (PED23081) on behalf of both  
downtown BIAs

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
No

Submitted on Mon, 06/12/2023 - 00:24

Submitted by: Anonymous

Submitted values are:

### **Committee Requested**

Committee

General Issues Committee

Will you be delegating in-person or virtually?

In-person

Will you be delegating via a pre-recorded video?

No

### **Requestor Information**

Requestor Information

Kojo Dampsey

McMaster University

423 King Street East

Hamilton, Ontario. L8N 1C5

dampseyk@mcmaster.ca

Preferred Pronoun

he/him

Reason(s) for delegation request

Speaking to the Registry for Houseless folks.

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No