



# **Hamilton's**

## **2015 Pan Am Games Final Report**



## Acknowledgements

*It is not possible to undertake a project of this magnitude without the assistance and efforts of other people. I would like to extend my sincere and heartfelt thanks to the following:*

- *Members of the Host Volunteer Community Committee who gave their time, expertise and experience;*
- *The Pan Am Stadium Precinct Sub-Committee for their support and guidance;*
- *Gerry Davis, General Manager Public Works, for his continued support;*
- *The Internal Working Group and the Pan Am Initiatives staff (Shelley, Greg, Amanda, Carla & Richard) for their hard work and dedication.*

*Thank you*

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*"I want to thank the City of Hamilton for getting so solidly behind the Pan Am Games. Because the city was so committed to getting the Games to the finish line, we were able to successfully host the largest multi-sport event in Canada's history. I hope Hamiltonians are proud of how well they welcomed the Americas and Caribbean. Whether they helped build the new stadium or showed up to cheer in the stands. The people of Hamilton are such an important part of the Pan Am legacy."*

**Saad Rafi, CEO**

TORONTO 2015 Pan Am/Parapan Am Games Organizing Committee

## HIGHLIGHTS, SUCCESSES & CHALLENGES

- Hamilton was one of 15 municipalities sharing in hosting Canada's largest ever international multi-sport event.
- Renewing aging infrastructure - \$145.6M invested in a new Stadium (funding from the Government of Canada, Province of Ontario & City of Hamilton).
- The stadium remains part of a lasting legacy, offering training and competitions for future generations and is the first development of an ambitious Stadium Precinct regeneration plan.
- Fans filled the stadium and roared their support for the athletes. 225,000 tickets were sold for 32 soccer matches, exceeding TO2015's ticket targets by 4%.
- With Hamilton's most ambitious cultural celebration to-date, there were over 131,000 visits to the "Hamilton Kick's It Up" cultural celebrations.
- More than 50,000 residents participated in the "All Things Pan Am" events.
- Games-related tweets from the City's Twitter account garnered over 614,000 impressions (June 1 – August 1) and the City's Pan Am website received over 97,000 views (June 1 – September 1).
- Approximately 1,000 friendly faces extended a heartfelt welcome to all visitors to the Games – 750 TO2015 volunteers provided technical support for the soccer events, practice venues, Athletes Village and transportation, and 250 volunteers gave up their time to help at the "Hamilton Kick's It Up" cultural celebrations.
- Seventy-three torchbearers took centre stage as part of the Torch Relay through Hamilton, watched by over 14,000 people. The Torch Relay built a sense of momentum leading up to the Games and created real excitement at the 11 community stops.

- Twenty torchbearers carried the Parapan Torch while over 650 people joyously celebrated the torch lighting.
- The Games were accessible and tickets affordable with half-price tickets for children and seniors. 8,300 youth (under 16 and chaperones) from underserved communities across Hamilton attended the Games through the Friends of the Games donation program.
- “Hamilton Kick’s It Up” showcased Hamilton’s diversity, creativity and multiculturalism and allowed Hamilton residents and visitors to feel a part of the Games. With over one hundred performances, many local artists were able to showcase their talents and creativity.
- The installation of 68 traffic monitoring cameras at 50 intersections in the lower City ultimately benefited the Games. Video feeds from the system were shared with Fire and Police Services, a legacy effort that is expected to continue for years.
- The Province delivered the new West Harbour GO Station in time for the Games.
- Inspired by the Games, the City sought to secure on the economic legacy for the benefit of Hamilton as a business destination. Partnering with the Niagara Region, the Hamilton/Niagara “Americas Invested Playbook” forum was held. Early results highlighted four business opportunities and a number of relationships were established as we look to the future.
- Tourism Hamilton’s Games-time Familiarization Tours secured 7 high profile provincial and national events and 4 conventions with a direct economic impact of \$1.8M over the next 3 years.
- A ground breaking partnership with a significant investment by ArcelorMittal Dofasco for a grassroots soccer program for youth in the Stadium Precinct Neighbourhood was established. ArcelorMittal Dofasco has committed to this program for 10 years and the investment will allow youth in this under-served community the opportunity to play soccer at no cost in the new stadium.
- Positive feedback was received during the Games from the residents in the “Hard & Soft” closure areas. This was attributed to their preparedness through the focused engagements on the impacts of the Games around the stadium.
- The Internal Working Group and Coordinating Committee model worked well and is a model for the hosting of major events.

## Challenges

- The Transportation system proved to be very efficient in getting spectators to and from the stadium, hindering any opportunities to participate in the “Hamilton Kick’s It Up” cultural celebrations. There needs to be better recognition of local cultural festivities by TO2015 and better coordination between TO2015 and host municipalities in early Games and transportation planning.

- Information on Games broadcast dates and times needs to be released much earlier in the Games planning.
- TO2015 needed to provide rules of engagement regarding cultural festivities much earlier in the planning process. Information tended come late in the process causing planning at the local level to be changed and/or put on hold.
- The number of cultural sites that spanned Games-time offering the same experience should be taken into account when planning in order to limit duplication.
- TO2015's commercial rights regarding sponsorship limited "Hamilton Kick's It Up" cultural festivities ability to attract sponsorship at the local level. Sponsors had either signed on with TO2015 or fell into the Sponsorship protected categories thus limiting funding opportunities for our partners.
- Ignite Designation and funding provided by the Province to help offset the lack of sponsorship opportunities at the local level fell short resulting in limiting the scope of the event.







## **GAMES CONTEXT**

## STORY OF THE GAMES

The TORONTO 2015 Pan Am/Parapan Am Games (“the Games”) was the largest multi-sport event ever held in Canada, surpassing the Vancouver and Montreal Olympics in total number of venues, events and athletes competing. Over 16 days in July and eight days in August, the Greater Golden Horseshoe Area was the focus of the Americas. Spectators watched amateur athletes excel in sports and joined in the celebrations with neighbours, coworkers and visitors as Canada won 217 medals, 78 of them gold.

Over 1.1 million tickets were sold for 364 events in 36 sport disciplines featured in the Pan Am Games program, and 317 events in 15 sport disciplines that made-up the Parapan Am Games. Not only were the host municipalities and the Province electrified by the Games, but thousands of visitors from North, South and Central America travelled to the Greater Golden Horseshoe Area to experience everything the host municipalities and Games had to offer. More than 31 million Canadians tuned into the national broadcast.

In addition to excitement and sporting excellence, the Pan Am/Parapan Am Games proved to be a catalyst in delivering legacy infrastructure projects to the Greater Golden Horseshoe Area, including new training centres such as Hamilton’s new stadium, the Milton Velodrome, and Toronto Pan Am Sports Centre.

## TORONTO 2015 PAN AM GAMES – HAMILTON’S JOURNEY

The journey started with a vision that provided Hamilton with an opportunity to be part of a larger bid for an international multi-sport event, in which the City shared rewards with 14 other municipalities, the private sector, and the Provincial and Federal Governments. This bid scenario was unique in that previous bids in Canada have typically been launched by one municipality, albeit with some support from other cities.

Hamilton’s biggest reason for participating was to renew its aging sport infrastructure. The Pan Am Games offered Hamilton the opportunity to develop a new stadium. It was well documented that Ivor Wynne Stadium was in need of a major capital expenditure in the next few years and could be replaced as part of the Games bid, which would leave a positive legacy – one that people could come together and build excitement to bolster community spirit.

The City of Hamilton approved and executed a Multi-Party Agreement (MPA) and Memorandum of Understanding (MOU) with the Federal and Provincial Governments and other key Games partners. The MPA defined the rights and responsibilities of TO2015, the Canadian Olympic and Paralympic Committees, the Provincial and Federal Governments and the City of Hamilton with respect to governance, funding and delivery of the Games. In the MOU Hamilton committed to:

- Infrastructure – Funding share of 37.3% or up to \$54.2M of the capital cost of constructing the new Stadium and the remaining 67.7% of capital costs to be covered by Federal and Provincial Governments. Hamilton also committed \$6.4M for the site works and demolition of the stadium, as well as replacement of Brian Timmis Field.
- Operations – Providing, at the City’s cost, normal levels of municipal services and allocating normal levels of staff resources in a way which best meets Games requirements, with the

proviso that if additional services are deemed required by TO2015, such services shall be subject to approval of both parties in a Service Level Agreement.

While the MPA and MOU set out clear roles and funding commitments for the infrastructure (training and competition) and operations which are needed for the Games, the agreements do not directly address the (non-sport infrastructure) “legacy”, public celebration/cultural festivities, or promotion activities which are typically undertaken by host communities. As a result, it was up to Hamilton to decide what level and type of additional investment it wished to make to further enhance the quality of the Pan Am Games experience and to leverage the Games to advance its own strategic priorities.

In order to achieve these strategic priorities, Hamilton needed to commit to a plan that its foundation was established on:

- The opportunity to transform communities;
- Deliver on commitments;
- To set a benchmark.

The plan was rooted in strategic priorities with clear outcomes.

IN SUMMARY:

Strategic Priorities:

- Renewing Aging Infrastructure – planned properly, to remain as a viable legacy;
- Delivering the Games (Image and Profile Enhancement) – create conditions that provide an extraordinary experience for athletes, spectators and residents to share in this once in a lifetime opportunity;
- The People’s Games – the Pan Am Games offer volunteer opportunities for local residents;
- Delivering A Balanced Budget – manage costs and leverage additional funding from Games partners, sponsors and other public, private and community based organizations;
- Destination Hamilton – The Pan Am Games provide significant economic development opportunities and offers an opportunity to welcome visitors and showcase the City, while opening up tourism development opportunities and cultural tourism development;
- After the Games – manage the social impact and opportunities in ways that will create lasting benefits through healthy lifestyles and sport development.

This report explores how the Hamilton Team delivered on its many commitments by examining each of the strategic priorities and highlighting some key achievements, challenges and lessons learned, and legacies. This report contains only a small fraction of Games management learnings. A wealth of additional information and transfer knowledge materials are captured in the Appendix.





## **RENEWING AGING INFRASTRUCTURE**

## A NEW STADIUM

As an important new development, the CIBC Hamilton Pan Am Soccer Stadium (Tim Hortons Field) was a significant project as part of the Pan Am Games' Venue Plan and provides a legacy directly related to hosting the TORONTO 2015 Pan Am Games.

With an investment of \$145.6M by the Government of Canada, Province of Ontario and City of Hamilton for the construction of a new multi-use stadium, it helped the City to renew an aging sport infrastructure (Ivor Wynne Stadium was the original site of the 1930 British Empire Games, the last multi-sport games held in Ontario) and provide a new world class venue for sporting, cultural and community events along with the new home for the Hamilton Tiger-Cats Football Club.

## VENUE DESCRIPTION

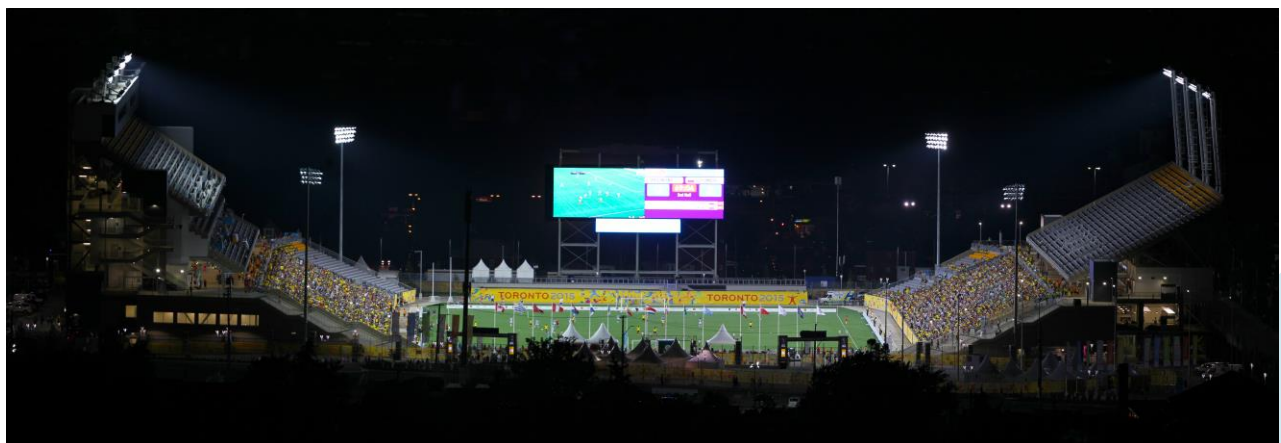
Tim Hortons Field is located on the existing Ivor Wynne Stadium site in the heart of the City (Ward 3) within the newly designated Stadium Precinct Neighbourhood. The stadium hosted

all of the Pan Am Games' men's and women's soccer events.

## SCOPE OF WORK

The Stadium houses a FIFA and CFL approved multi-use turf field with seating for 22,500. Key design elements include:

- Fully accessible with integrated seating;
- Athlete focused facility – wind and sun shading on field is optimal for play;
- Flexible facility design to accommodate varied uses;
- Meets all FIFA/CFL technical requirements to host international, national, provincial and community events;
- Hosting Patio & Spectator Plaza;
- State of the art press and broadcasting facilities and video board;
- WIFI;
- Targeted LEED silver equivalent;
- Year round community use availability.

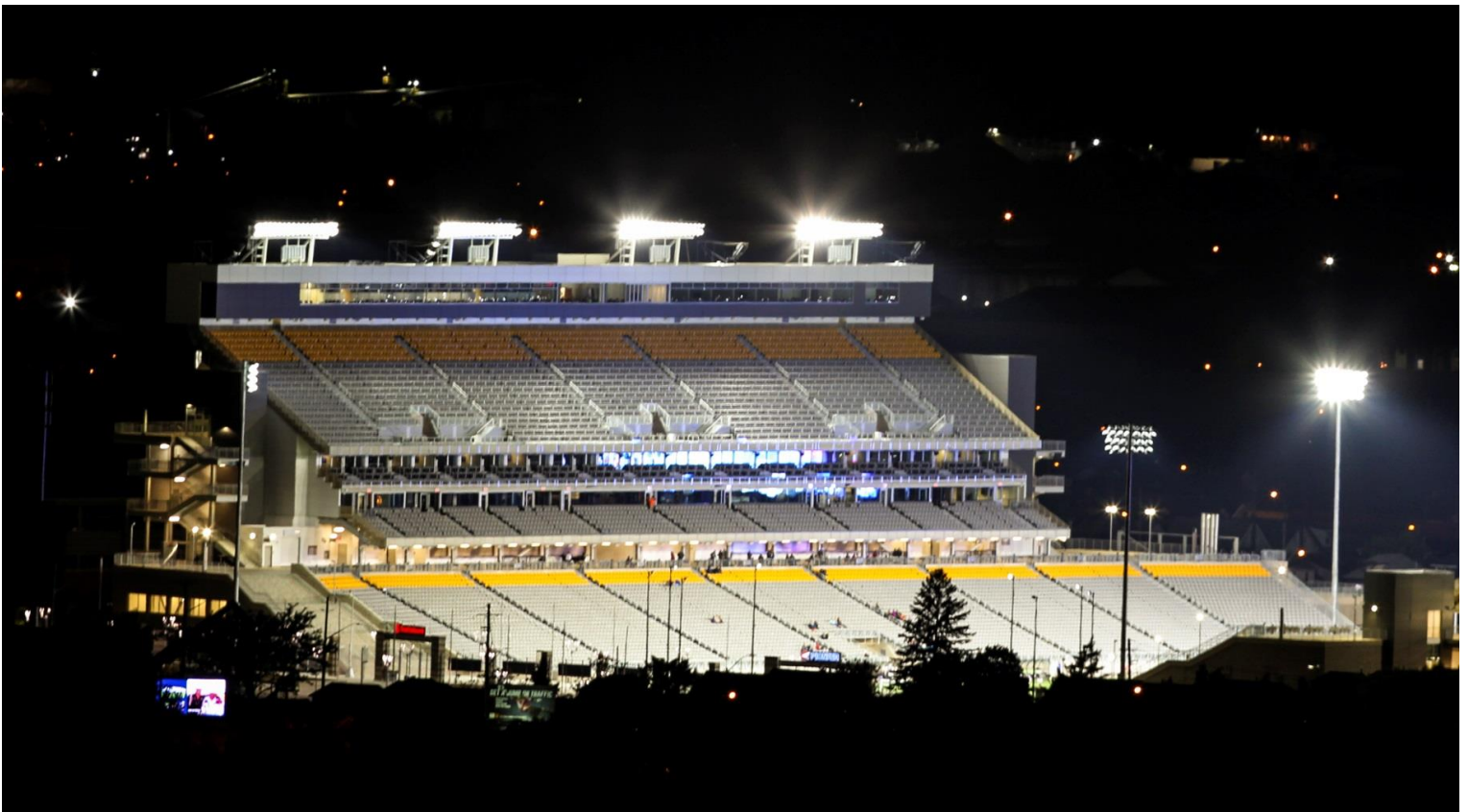




## POST GAMES USE

In its post-Games life, the stadium will continue to be home to the CFL's Hamilton Tiger-Cats Football Club and will be a site for hosting local community and high performance athletes from across Canada who will continue to use and train in these legacy facilities.

The Pan American Games Soccer Stadium Facility Agreement, Legacy Use, Terms and Conditions sets out the assignment from the TORONTO 2015 Pan Am Organizing Committee to the Ontario Soccer Association. The City recognizes the importance that access to the stadium including time, number of hours per annum and rates for access by amateur and high performance sports groups and public and community based groups is available.



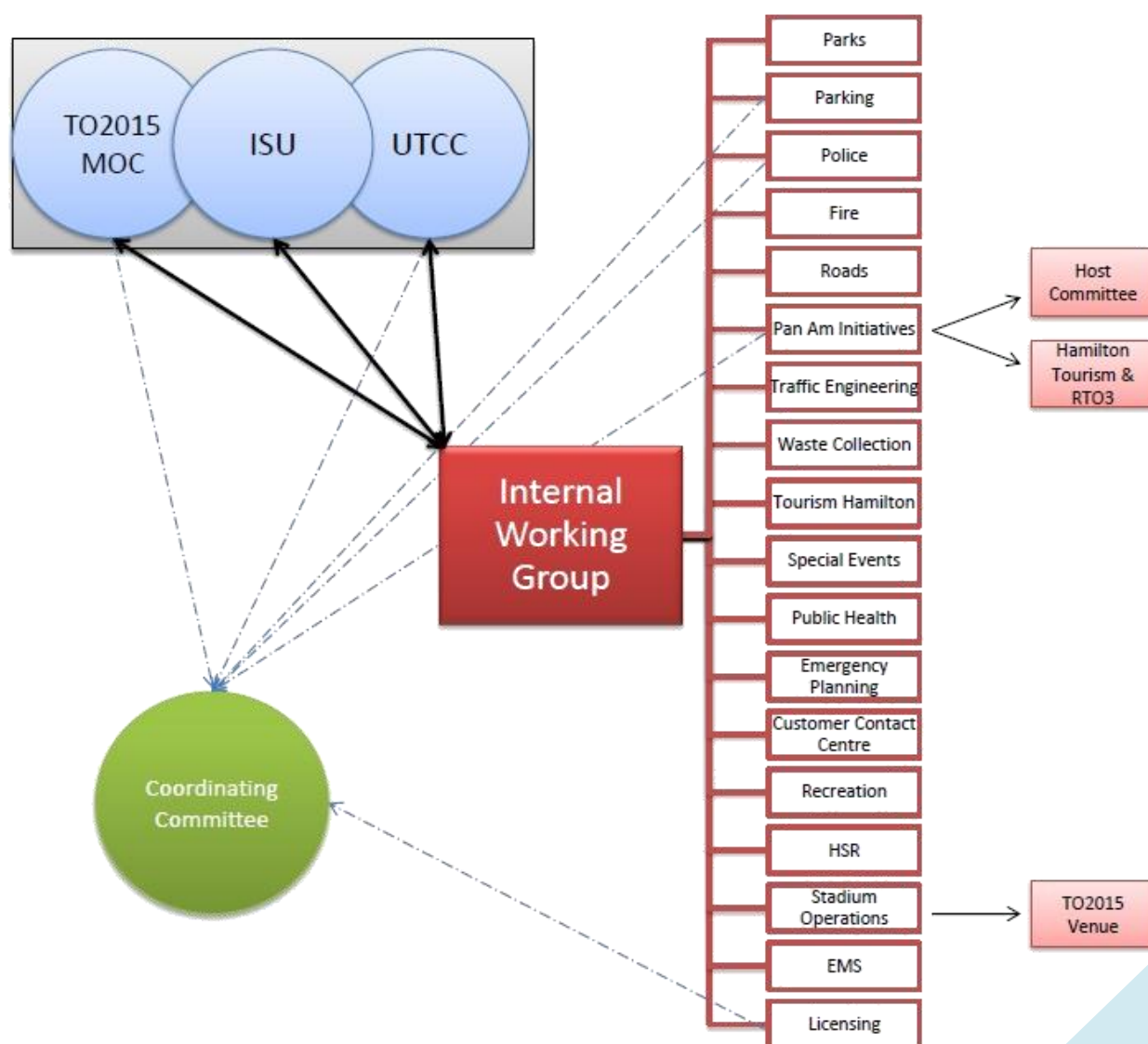


## **DELIVERING THE GAMES**

## GAMES DELIVERY STRUCTURE

The Pan Am Initiatives Office was the heart of the Games delivery structure. The Pan Am Office was responsible for most of the organization including all the necessary requirements for hosting the Pan Am Games. The team worked hard particularly given the short-term, fast-paced nature of the project. Responsibilities included managing the relationships with TO2015, province and federal government, leading the City's Internal Working Group, Games administration and planning, and developing and executing how the City planned to activate the community to enhance the Pan Am experience.

The City of Hamilton's Internal Working Group played a vital operational role in the lead-up to, and particularly during, the Games. The Working Group was comprised of various city departments that touched the Games. This team met monthly starting in the spring of 2013 and then weekly in June 2015 to discuss and plan the method of delivering municipal services leading up to and during the Games. Inside of this group was a Coordinating Committee that developed a comprehensive Games-time testing and readiness program for the larger Working Group. The actions of the Coordinating Committee aligned with TO2015's Games-Time plans.





The Working Group managed Hamilton's Municipal Command Centre (MCC) throughout the Games. This coordination was fundamental to the required input for each team member and reinforced the understanding of the interdependency across the team to deliver the Games. Although the Lister Block housed the MCC, staff were able to participate through web conferencing and/or video conferencing remotely from offsite locations which made participation much easier.

Councillors were kept informed through the Pan Am Stadium Precinct Sub-Committee that met monthly. The Sub-Committee had representation from Council along with the Mayor and three representatives from community stakeholder groups. This committee provided advice, guidance, input and support to staff, as well as informing the General Issues Committee and Council on progress and received feedback and direction as appropriate.



## SPORT

Soccer was of course the main focus of the Games in Hamilton. In line with TO2015's vision – an athlete centred and sport focused Games of world class competition – TO2015 took principal responsibility for the planning and delivery of the soccer events. The TO2015 Organizing Committee handled all key service elements related to hosting the soccer event. The TO2015 Organizing Committee managed all 32 soccer games, 300 soccer players and 350 associated coaches, officials and support staff. TO2015 was also responsible for the Athletes Village (including satellite locations), training facilities, athlete transportation, sport service information, populating a wide range of sport related publications, and ticket sales.

At Games-time, the TO2015 team was responsible for planning and implementing all specific technical elements for soccer, including detailed field of play and venue requirements, technical officials, and soccer specific volunteers whose experience aligned with FIFA requirements. TO2015 also rolled out the sport presentation and medal ceremonies.

The Pan Am soccer events produced memorable performances and crowds packing the stadium were rewarded with outstanding competition.



## TICKETING

The TO2015 Ticketing Team was responsible for the operations behind the ticketing programme. This covered ticketing for the public, contractual clients such as PASO, sponsors, rights-holding broadcasters, Games Partners, internal access for athletes spectating at different sports, team staff, and athletes' friends and family.

Ticket prices for soccer preliminaries were \$20.00 and half price for children 16 & under and seniors over 65 years. Medal rounds were \$35.00 and half price for children and seniors. Ticket applications were made online, by phone or by post using a standard form and a range of payment options was available.

A record breaking 225,000 tickets were sold for the Pan Am soccer events – approximately two-thirds of those available. Capacity crowds watched the men's and women's finals.

## SPONSORSHIP

Sponsorship was the responsibility of TO2015 as the support and revenues generated were vital to TO2015's Organizing Committee and overall Games budget.

Host Cities did not share Pan Am Games' sponsors, meaning that sponsorship opportunities for host municipalities was limited and proved to be challenging.



## GAMES SERVICES

### ACCOMMODATION, ARRIVALS & DEPARTURES, ACCREDITATION AND VENUE CATERING, CLEANING & WASTE

TO2015 dealt with the functional areas that included accommodations, arrivals & departures, accreditation, and at the venue catering, cleaning and waste. The City's Public Health and Hamilton Fire Services worked in collaboration with the various partners to ensure compliance with all health and safety standards.



## GAMES OVERLAY

The Overlay function resided with TO2015. They were responsible for the design, procurement, delivery, maintenance, and decommissioning (removal & remediation) of the temporary infrastructure within the CIBC Hamilton Pan Am Soccer Stadium required to stage the soccer games, including sourcing and installing trailers, tents, fencing and site adaptation. The TO2015 Overlay program was built on six distinct project phases, including development, design and integration, procurement of commodities, installation/fit-out, maintenance of temporary infrastructure, and transition and removal. The Stadium Operations staff teamed up with the TO2015 Overlay staff for the installation, fit-out and maintenance of the temporary infrastructure and removal at the completion of the Games.

*"On behalf of myself and the entire TO2015 organization, I would like to thank the Hamilton team for their continued cooperation and support throughout our partnership to deliver the TORONTO 2015 Pan American Games. Congratulations to the entire team at the City of Hamilton for your involvement in the extraordinary legacy these Games as a whole have built for the city, for the province and for the nation."*

**Jan Damnavits**, Vice President  
Event Services, Accreditation & Security

## CITY OPERATIONS

The City Coordinating Team within the Internal Working Group was relatively small, with an overarching aim of integrating cross-organizational planning and communication processes with the TO2015 Organizing Committee, Pan/Parapan Am Games Secretariat (PPAGS), Ministry of Transportation (MTO), Integrated Security Unit (ISU) lead by the Ontario Provincial Police, Emergency Planning Ontario and Ontario Public Health to ensure that all Host City requirements for staging successful Games were met.

TO2015 applied the concept of partnership, meaning that each member of the City's Coordinating team was involved in one of the above organizational teams. These teams were established at a variety of levels, from the Province all the way down to local municipalities, in order to provide information that enabled strategic planning and operational delivery. This was to ensure alignment of the local municipal plans with Games operation requirements and service levels. Doing this helped facilitate local planning, especially with local licensing and regulatory requirements to ensure compliance and consistent messaging.

Integrating the cross-organizational planning and communication between partners resulted in a number of successful initiatives, including the information campaign around Games-time City operations aimed for residents, businesses and spectators, and the look and wayfinding programme to promote Host City recognition.



## TRANSPORTATION

The TO2015 Pan Am Games were billed as the “Think Public Transit” Games and the Organizing Committee formed a strategic planning group with transport authorities and operators to focus on three objectives; ensuring safe, secure, reliable and accessible transit for the Games Family; providing fast, frequent, friendly and accessible transport for spectators and Games workforce; and keeping the Greater Golden Horseshoe Area moving during the Games.

Temporary enhancements were made across the Greater Golden Horseshoe, from increased public transit service that matched the Games schedule to help get spectators to and from events, to an integrated ticket strategy and additional staff and wayfinding signage. People were encouraged to use public transportation and active travel options (walk/bike) with the intent that this would influence a change in travel habits and a greater propensity to use these modes after the Games.

Communications materials encouraged spectators to leave the vehicle at home and to reduce traffic by using transit and/or active modes of transportation and share in the legacy of a more sustainable transportation network in Ontario.

Game day event tickets provided same-day free access to public transit. Spectators attending in Hamilton at the CIBC Hamilton Pan Am Soccer Stadium were able to use GO Transit with a shuttling program to and from both the new West Harbour GO Train Station and the Hamilton GO Centre. Local spectators were able to use the Hamilton Street Railway (HSR) local bus network to and from the Stadium. Taking advantage of this was made as straightforward as possible, with spectators asked simply to present an event ticket, valid for that day, in order to travel. Staff, volunteers and other accredited personnel could use their

accreditation passes to access these services during Games-time.

TO2015, the MTO, and the City’s Transportation Planning Team in partnership with GO Transit, worked to ensure that the increased service would align with the soccer schedule.

With the Soccer games concluding at 10:30 p.m., the HSR worked to ensure that late evening service would run with an increased schedule (from 10:30 p.m. to 11:30 p.m.) adjacent to the stadium to accommodate spectators using their services. In addition to HSR services associated directly with the soccer games, HSR services were also enhanced for the “Hamilton Kicks It Up” cultural celebrations in various parts of the City.

Two Park & Ride sites and services (McMaster University & Mohawk College) and one Park & Walk site (ArcelorMittal Dofasco Parking lot at Lincoln & Linden Streets) were secured by TO2015/MTO and the City Transportation Planning Team to ensure that the objectives of the Transportation Delivery Plan were delivered and that, except for limited provisions for accessible parking, no spectator parking was possible adjacent to the stadium. This was reinforced by comprehensive measures to manage traffic and parking in the neighbourhood surrounding the stadium. TO2015/MTO contracted First Student School Bus Operations to shuttle spectators to and from the Park & Ride sites.

Providing accessible transportation was an integral part of the Transportation Delivery Plan to ensure all spectators could travel across the region. Pre-bookable Accessible Shuttles through a one-call number serviced the stadium, with a TO2015 Spectator Service Accessibility Team available to assist people with restricted mobility. DARTS provided the local delivery of specialized transit trips for spectators to and from the stadium.

As well as active discouragement of spectator travel by car, the risk of congestion was lessened by a carefully planned Games Route Network (GNR) which ensured that athletes and officials could be transported from the Satellite Athlete's Village to the stadium efficiently.

A Local Area Plan specifically put in place for the Games highlighted a number of traffic management measures. These included road closures immediately surrounding the stadium, a special event parking program for the Stadium Precinct residents, traffic signal timing changes, and the installation of 68 traffic monitoring cameras at 50 intersections along the GRN which ultimately benefitted the Games. Video feeds from the system were shared with Fire Services and Police Services, a legacy effort that is expected to continue for years.

The City's Transportation Planning Team reported that "there was no serious traffic

congestion, and the City operated well throughout Games-time".

Residents were encouraged to come to the Pan Am soccer events and the cultural celebrations but were asked to plan their journey, therefore; people did not feel discouraged from turning up at soccer games or from going to the celebrations.

Cycling was encouraged and a free valet service was set up across the street from the stadium to allow spectators to travel to/from the stadium. 190 cyclists utilized the free valet service. SoBi services were also available. And during the Games a total of 133 SoBi cyclists brought SoBi bikes to the site while 166 left.

The Games Route Network remained busy for the duration of the Games. Additionally, athletes and coaches arrived on time, so the approach and arrangements worked.



## PARKING & BY-LAW SERVICES

There was an obvious need for a comprehensive parking strategy to deal with the residential parking demands associated with the Pan Am Games. Parking and Enforcement Operations formulated a revised comprehensive Special Event Parking Plan which attempted to address parking concerns of the residents living within the “Hard & Soft” closure areas located in the Stadium Precinct Neighbourhood. This plan accomplished two main objectives: a) minimized infiltration of spectator parking within the area neighbourhoods, and b) provided additional parking for residents who lived in the “Hard” closure area.

A review of the original parking plan with the Stadium Precinct residents concluded that expansion to the parking plan was required based on their comments and concerns. Several improvements were implemented including the addition of the “Soft” closure area, improved signage, and increased enforcement.

We anticipated concerns related to the disruption to “quality of life” many of the residents living in the Stadium Precinct Neighbourhood may experience. The ability to park close to their residence would be severely limited and in some cases impossible. The lack of access to some streets would result in some residents parking many blocks from their residence, thus implementing the full scope of our “Residential Parking Plan” helped minimize these disruptions in accommodating the residential parking demands. We anticipated this component of the Games as being the most challenging, problematic and controversial of all the issues related to the Games. Addressing the noted issues helped alleviate and reduce the impact on local area residents.

## SECURITY

The right quality and number of experienced security personnel was critical to ensuring the delivery of safe and secure Games.

Overall responsibility for the Games security was with the Integrated Security Unit (ISU) led by the Ontario Provincial Police in partnership with nine Municipal Police Services/Agencies. The Hamilton Police Service, as part of the ISU, managed the security and stewarding requirements for 32 soccer games in Hamilton, the Satellite Athletes Village at McMaster University, three training facilities, and the Games Route Network.

The Hamilton Police Service security plan was favourably received by the Pan/Parapan Am Games Secretariat (PPAGS) which understood that community safety, as well as the safety of the people attending, was of paramount importance.

An integrated security team of Hamilton Police Officers was developed in order to manage the security and stewarding requirements of the Games. This large staffing commitment required over 250 dedicated members of the Hamilton Police Service working full time on the Games. Also required was over 100 private security personnel employed by Contemporary Security Canada (CSC) and security volunteers from the TO2015 Organizing Committee.

Venue security measures included fencing, handheld scanners, and walk-through metal detectors. Community consultation and information sessions were completed on security requirements well in advance to ensure that all those affected by the Games were well informed on the security measures being implemented.

Uniformed police officers and security were very visible and friendly, offering a reassuring presence, not only to the spectators but to the

residents surrounding the stadium, leading to a great success.



## LOOK AND WAYFINDING

The Games Look was the most visible public representation of the TO2015 brand and values. The TO2015 Look and TO2015/MTO Wayfinding Team created and developed the visual identity. Hamilton as a host City was required to apply the TO2015 brand as part of the Municipal Designation Program.

Relevant branding was applied to City dressing for 300 banners along the Games Route Network, in the Stadium Precinct, and near the “Hamilton Kicks It Up celebration” sites.

The TO2015 Look and TO2015/MTO Wayfinding Team liaised with the City’s Pan Am Team to ensure buy-in. This resulted in a consistent City dressing and wayfinding signage program that tied in with the stadium applications provided by TO2015 and the MTO.

TO2015 dressed the stadium area to make sure that it could function efficiently, as well as look camera-ready. The TO2015 Look Team also helped brand the elements of sport presentation and sport equipment visible on the field of play.

Host municipalities were responsible for applying the look and wayfinding signage outside the stadium perimeter. The City’s Traffic Operations and Engineering Division installed and removed more than 300 street banners, 100 wayfinding signs, and 400 parking control signs.

The look and wayfinding added to the festival atmosphere that built within the City. One of the most popular lures during the Games was the large “Hamilton Kicks It Up” banner highlighted on the Spectator building leading up to the Games and then displayed outside the stadium during Games-time.



## VENUE OPERATIONS

### STADIUM OPERATIONS

Stadium Operations staff supported TO2015 Venue Operations in the planning and preparation process, as well as implementing the operational plan for the 16 continuous days of Games-time delivery.

The Stadium Operations team was responsible for maintaining the field of play and ensuring the stadium ran smoothly for the athletes, workforce and spectators. The most significant role was to work with the construction contractors who were still on site, TO2015 Venue and Overlay team, ISU (Hamilton Police

Services), the Hamilton Fire Department, Hamilton Paramedic Services and Public Health Officers to support the delivery of Games services.

As well as extensive forward planning, the Stadium Operations Team participated in a number of test events. Early test events, such as the Hamilton Tiger-Cats football games and a TO2015 soccer test event, enabled the testing of the scoring system, competition event schedule and new field of play. TO2015/MTO/ISU/EMS utilized the test events main elements, including crowd modelling.





## SATELLITE ATHLETE'S VILLAGE OPERATIONS

The TO2015 Athlete's Village Operations Team was responsible for planning and delivering the operations of the Satellite Athletes Village at McMaster University.

The majority of the 8 men's and 8 women's soccer teams and officials were accommodated at the Les Prince Residence. McMaster University offered a full range of services including dining options, medical clinic, gymnasium and laundry services.

The Satellite Village Team worked with the ISU (Hamilton Police Services), Hamilton Fire Department, Hamilton Paramedic Services, and Public Health Services to deliver the accommodation services to the athletes and officials.

## PRACTICE VENUES

Hamilton's Bishop Ryan, St. Jean de Brébeuf and St. Thomas More Catholic Secondary Schools, as well as Burlington's City View Park, were the practice fields for the Pan Am soccer teams. The TO2015 Sport Technical Team, along with the ISU (Hamilton Police Services) and Hamilton Paramedic Services, delivered the services at the practice venues.



## “HAMILTON KICK’S IT UP” – OFF-THE-FIELD-ACTION

### CULTURAL FESTIVITIES

The TO2015 Pan Am Games weren’t just about 16 days of sporting competition; they also included Hamilton’s most ambitious cultural celebration to date.

“Hamilton Kick’s It Up” ran from July 10 to July 26 and showcased the best of Hamilton’s multiculturalism and diversity, alongside creative work and entertainment from across the Americas.

Led by the City of Hamilton and in collaboration with the Downtown Hamilton Business Improvement Area (BIA), Hamilton Folk Arts Heritage Council, International Village BIA, Ottawa Street BIA, Supercrawl Productions, and Centre[3] for Print and Media Arts, festivities took place on the streets, parks, stages and in public spaces. The success of “Hamilton Kick’s It Up” relied upon these exceptional partnerships.

“Hamilton Kick’s It Up” welcomed citizens from Hamilton and visitors to the City to experience the buzz of the Games, even if they weren’t attending the soccer events. Having the “Hamilton Kick’s It Up” celebrations allowed residents and visitors to feel as though they were part of the Games. We wanted everyone to get involved, whether by enjoying a performance or taking part in an activation, everyone could be part of the Games and feel proud.

Tens of thousands of people took part in the “Hamilton Kick’s It Up” cultural celebrations and by the end of Games-time, more than 131,000 people had joined in the celebrations.

Four signature events were complimented by three satellite events making way for over one hundred performances. The city’s historic Gage Park was transformed in Hamilton’s biggest “home” with “It’s Your Festival





presents CultureMania and Viva Pan Am Junior Soccer Celebration” and Matapa Music and Arts’ “Hamilton World Music Festival”. Legendary Gore Park hosted Downtown Hamilton BIA’s Pan Promenade at Celebration Square and Art Explosion while the Hamilton Waterfront’s Pier 4 Park closed out the Pan Am Games with Supercrawl Productions’ Hamilton Waterfront Pan Am Cultural Showcase and Fireworks.

The annual It’s Your Festival, “CultureMania and Viva Pan Am Junior Soccer Celebration”, moved from the traditional Canada Day weekend to July 9 to 12 to coincide with the Pan Am Games. Programming included a Parade of Cultures in the park, live bands including international Pan American specific marquee performers, The Trews, Big Sugar, I Mother Earth, April Wine, the Aboriginal Men’s Circle Drum, Asian Heritage Association, Serbian Forklore, Latin Caribbean Band, Trinidad & Tobago Dancers, Children’s performers, foods of the world highlighting the Pan Americas, and a large LED screen to watch the live Games action.

The Viva Pan Am Junior Soccer Celebration, in partnership with Street Soccer Canada, was a 3-on-3 drop-in soccer tournament for youth ages 13 and under. With a focus on community sport, physical activity, recreation and healthy living, this free opportunity enabled youth to try this unique soccer program. 250 youth participated with each receiving four tickets to attend a Pan Am Games soccer event, a replica Pan Am medal, an official Umbro team jersey and, most importantly, a good time.

Matapa Music and Arts’ “Hamilton World Music Festival” (July 17 to 19) consisted of three days of free music and arts, educational workshops for children and youth, local musicians, artists and community members. The Festival hosted international musicians, multicultural foods and featured local artists. Weather was problematic over the weekend



and may have led to smaller attendances as the performance line up brought in over 5,000 fans.

The annual Downtown Hamilton BIA's Promenade was extended to 15 days (July 10 to 24). The City of Hamilton worked closely with the Downtown Hamilton BIA to present "Pan Promenade at Celebration Square" and "Art Explosion in Gore Park". The highlights included Pan Promenade's main stage featuring cultural entertainment throughout the day and a large LED screen to watch the soccer matches and Games highlights. A variety of Pan American cultures represented in our local music scene was showcased, as well as key Canadian musical acts. Food trucks/speciality food vendors served special menus highlighting the culinary arts of Pan American countries together with beer garden hospitality. A small vendor area provided shopping opportunities, while Street Soccer and mobile ropes course activations were stationed in the Veterans' Plaza area.



Street Soccer shifted from Gage Park to Gore Park for four days of challenges. Days one and two featured the Chamber of Commerce Corporate Challenge. Sixteen teams with approximately 184 participants competed for the "Corporate Challenge Cup" and the opportunity to be the champions. KPMG received the cup to keep in their place of business and all proceeds from the event went to the John Howard Society.



Days three and four hosted the National Homeless Street Soccer Championships which featured a record 16 Canadian cities and over 192 players who live in shelters in cities across Canada. With the quality of the artificial pitch in a public downtown setting, fan support, media attention and the greatest number of participants, this event is considered to be the best national finals ever. First Ontario provided sponsorship for bussing to and from the residences at Mohawk College and supplied Pan Am soccer tickets for every participant.



Toronto Covenant House beat Hamilton's Mission Services to qualify to compete in the Homeless World Cup in Amsterdam.

The Downtown Hamilton BIA brought sport and art together with the "Pan Am Art Explosion", a showcase of specially designed sculptures of exploded soccer balls. A call for local artists to adorn the exploded sections of the ball provided a visual arts display which remain installed in the downtown core.

Attendance figures were somewhere near 1,800 per day, up slightly from regular Promenade days, with more than 27,000 joining in the downtown festivities over the 15 days.

The two day closing event "Hamilton Waterfront Pan Am Cultural Showcase and Fireworks" (hosted by Supercrawl Productions) at Pier 4 Park, gave performing and visual artists the chance to showcase the rich and vibrant cultures of the Americas. Our goal was to create a vibrant, culturally enlightening Pan Am Games closing celebration. The performance line up featured national profile and local musicians, dance troupes, art displays, performance groups (i.e. Hamilton Aerial Group and Circus Orange), viewing screens and culminated with a spectacular fireworks display shot off a barge in the middle of Hamilton Harbour coordinated with the Brott National Academy Orchestra.

With an amazing performance line up, over 10,000 enthusiastic fans were a part of the festival atmosphere as Hamilton closed out the Pan Am Games.

As we wanted everyone to be involved, three satellite events were introduced: "International House & Viewing Station" hosted by the International Village BIA in Ferguson Station (July 14 to 24), Ottawa Street BIA's "International Food Court/Food Central" on Ottawa Street North (July 11 to 26) and



“ArtMatch & Pop-up Shop” visual arts created by Centre[3] for Print and Media Arts (July 12).

International Village BIA transformed Ferguson Station into “International House & Viewing Station”, which consisted of food trucks, a popcorn vendor, live entertainment and a viewing station with lounge seating and two large flat screen TV’s that broadcasted the soccer matches and Games highlights.

The Ottawa Street BIA tagged their event “International Food Court/Food Central”. The event used the two curb lanes of Ottawa Street North between Cannon and Edinburgh Streets as well as the East Kiwanis Parkette. Food trucks, 17 restaurants and activations (i.e. pie eating contest that raised \$1,185 for Food4Kids) were featured over the 16 days. The busiest days were Fridays and Saturdays with an estimated 3,000 people attending and 700-800 on the slower days. Food Central saw approximately 26,800 people over the course of the event.

Centre[3] for Print and Media Arts presented a site-specific visual and media arts project entitled “Pop-up Shop” along Barton Street and a multi-art community arts project called “Art Match” in the Stadium Precinct. All cultural activities were within walking distance of the CIBC Hamilton Pan Am Soccer Stadium. Seven practicing artists were invited to occupy seven abandoned storefronts for seven site-specific visual art installations. “Art Match” concluded the opening weekend’s events with an invitation to the Stadium Precinct Neighbourhood and for visitors to celebrate soccer through the arts. Activities included hands-on printing of t-shirts and flags, poetry and dance followed by a parade along Barton Street to view the visual and media arts installations. Eighty participated in the “Art Match” event.





## **THE PEOPLE'S GAMES**



## COMMUNITY ENGAGEMENT

To take full advantage of the opportunities the Pan Am Games present, the City took the initiative to openly invite the broad interests in the community to give their input and build ownership of the Games in Hamilton. Over 200 participants from various interest groups including sport, cultural agencies and businesses gathered to discuss ideas about how to engage the Hamilton community in the upcoming soccer and cultural festivities and leave a lasting legacy for athletes, residents of all ages, visitors, sport, culture and business. These ideas were used to develop the four main initiatives that were directly applicable to the City's experience in hosting the Pan Am Games and the eleven legacy benefits through participating in the Games.

The Pan Am Initiatives Team was responsible for community outreach, public engagement, and pre-Games special events. Key activities included the "booster programs" for the two and one year countdown events, and the Pan Am and Parapan Am Torch Relays. The Pan Am Office also facilitated information sessions and made staff available to speak at events and meetings. Since 2012, staff participated in 75+ outreach sessions for local sport and culture organizations, businesses, service clubs and the community-at-large.

Games-time planning – The TO2015 Organizing Committee, Ministry of Transportation and the City's Internal Working Group worked together to help residents understand how they might be impacted by the Games. Led by the Ministry of Transportation, all three groups worked together to collate centrally all information and advice that would enable people to plan ahead and make the most of the Games across the Greater Golden Horseshoe area.

It was inevitable that changes would need to be made across the city and beyond to facilitate the influx of athletes, coaches, officials, Games

family and visitors, all while ensuring that the city could operate day to day with as little disruption as possible. Community engagement was conducted across Hamilton with the City's Internal Working Group undertaking public consultation on exactly how the city would change for the Games. Six community sessions were arranged; four sessions were specifically for the residents living in the Stadium Precinct, one City-wide, and one for the McMaster University, Mayfair and Forsyth Avenue residents.

Keeping the residents informed was a key part of the plan and from an early point in the Games planning process, it was made clear that road closures, changes to bus schedules, parking restrictions and security measures would be implemented to keep people moving and to make sure everyone stayed safe. Information available included details of the soccer events, local area traffic management and parking plans, parking permit processes and community engagement.



Stadium Precinct information sessions were held in March, May and June 2015 and were publicised through print media, social media, the City's Pan Am website, and flyers distributed directly to properties in the area.

Residents were kept informed about temporary measures known as "Hard & Soft" closure areas



around the stadium. These were designed and located to minimize the inconvenience to local residents while delivering well-organized, safe and memorable Games.

Feedback was sought and considered on what the “Hard & Soft” closures were to include; how they would operate and what local access, security and traffic changes would mean. Significantly, changes were made based on the response.

Information was also made available on the decommissioning of the changes to manage expectations regarding the city’s return to normal.



## COMMUNICATIONS/MARKETING

We set out to generate grassroots excitement and involvement in the Games and the “Hamilton Kick’s It Up” celebrations. We wanted people to be part of the Games and the celebrations and we stayed true to this objective through all our campaigns.

We wanted to proposition people to participate and message that there is something for everyone – whether it be attending a soccer event or the cultural festivities, we wanted to encourage everyone to be part of the biggest sporting event in Canada and the largest cultural festivities ever hosted in Hamilton.

Most Games promote themselves but given the nature, scale and structure of the Pan Am Games, TO2015 promoted the Games schedules, tickets, transportation information and Games specific cultural events while Hamilton’s strategy focused on the “Hamilton Kick’s It Up” festivities.

Typically for Pan American Games, ticketholders come from within a two hour drive radius of the Host City which led to our partnering with the Hamilton-Halton-Brant Regional Tourism Association (RTO #3) to help promote Hamilton as a destination, the “Hamilton Kick’s It Up” festivities, and tourism offers. The RTO campaign reached beyond the local markets into the Greater Toronto Area, Niagara and South Western Ontario.

Hamilton’s marketing journey was split into five initiatives including the development of a website that was user friendly and our vehicle for residents and visitors to access information. The pre-Games website provided information on the Games, soccer schedule, venue, and cultural festivities as well as news to support the Stadium Precinct Neighbourhood planning. The focus of the website changed at Games-time to providing real-time happenings. From June 1 to September 7 the website had over

97,000 views, with the majority being on the “Hamilton Kicks It Up” events page.

While it was vital to engage with people directly, social media gained popularity. The City of Hamilton’s Twitter account was used in order to push information out to the public. It also offered an opportunity to interact with followers. Through June 1 to August 1, there were 614,655 impressions and 1,285 retweets of the City of Hamilton’s Games-related Tweets.

Partnerships were essential to the success of the marketing and promotion. In a run-up to the Games, Cable 14 created a TV show, *Hamilton Kick’s It Up!*, that gave the opportunity to highlight and showcase former athletes, key volunteers, Ignite partners and local community leaders who all played significant roles in the Games, as well as discuss the events happening in and around the City during the Pan Am Games. Each of the signature and satellite partners had an opportunity to discuss and promote the “Hamilton Kick’s It Up” celebrations.

With timely planning, the marketing campaign reflected an extensive integrated strategy that began in early March. Media partnerships had a range of distribution platforms for building awareness including digital, television ads, radio and print. The Hamilton Spectator, CHCH TV, AM900 CHML, K-Lite FM, CKOC 1150 and Funny 820 Comedy Radio, along with various publications such as Visit Hamilton, Hamilton Magazine, Destination Magazine, Discovery Magazine, City of Hamilton Recreation Guide, Hamilton Community Newspapers and transit shelters helped promote the “Hamilton Kick’s It Up” celebrations.

The spectator experience was approached as a holistic end-to-end experience. A Games-time guidebook was produced to convey necessary information to those attending the Games and

“Hamilton Kick’s It Up” festivities. The “Hamilton Kick’s It Up” Official Spectator Guide welcomed visitors to our city for the Pan Am Games. This toolkit was developed through collaboration between Tourism Hamilton, community partners and the Hamilton Spectator. It was a single source of information during the 16 days of competition and cultural activities that embodied the spirit of the Pan Am Games.

The RTO hosted three symposiums, which were attended by more than 390 participants, to provide information on what businesses could be doing to get ready for the Games, including advice on how to make the most of the opportunities.

Tourism Hamilton, the city’s tourism service initiative, offered support to help businesses deliver a world-class experience across the entire customer journey. Tourism distributed the TO2015 Heart Pan Am program assets to local businesses, worked with the local tourism and hospitality partners on the “stay, play, explore” theme and enjoying Hamilton as a destination. They also promoted the cultural festivities and tourism offerings on the Tourism Hamilton website. Staff promoted inside the stadium and spoke to thousands of visitors promoting the City and pushing repeat visits. Over 70% of soccer spectators who interacted with Tourism Hamilton staff was from outside of Hamilton. 1,044 visited Tourism Hamilton during Games-time which is a 25% increase over the same timeframe in 2014.

A number of marketing campaigns were developed with a steady stream of good news stories, introducing “Hamilton Kick’s It Up” celebrations, a call for, and announcement of, local community torchbearers, a call for volunteers and the “All Things Pan Am” Community Program and grant.

## TORCH RELAY

### PAN AM TORCH RELAY

The nationwide cultural countdown to the Games reached its peak for Hamilton on June 21<sup>st</sup> when the Pan Am Torch arrived in town.

The Torch Relay is one of the most beloved traditions of hosting the Pan Am Games. Hamilton's objectives during its leg of the Relay symbolized a coming together showcasing diversity and friendship and captured the imagination of our residents.

From the Torches entry into Hamilton's most easterly boundary on day one, the torch travelled through eleven community stops across the City. It was these stops that enabled the greatest number of Hamiltonians to experience the Torch Relay, which ended on day two at the new CIBC Hamilton Pan Am Soccer Stadium.

Engaging community leaders in these stops was a significant contributing factor in the success of building momentum and grassroots excitement for the Games. These community leaders, using local resources, planned small events to build support for the Games. The community events saw engagement of the grassroots community, local businesses, sport organizations, cultural organizations and community leaders. The

Torch received a unique welcome in each of these locations and it was great to see the community leaders embrace the task that lead to friendly competition around the events being planned. With over 100 volunteers, this group is very much engaged and provides a lasting legacy of participation should the City have any future endeavours (i.e. Grey Cup).

Engaging Hamilton's Aboriginal community on National Aboriginal Day was a key objective. The Torch route visited Gage Park as part of the annual Aboriginal Day Festival "Soaring Spirit". There was a special flame-lighting ceremony and an elder blessing took place which provided one of the most memorable relay moments.

Seventy-three inspiring individuals took centre stage as part of the Torches journey through Hamilton, watched by over 14,000 people. Community events saw record attendances, peaking when the torch arrived at the last stop on the waterfront with over 3,500 in attendance.

Torchbearers were nominated by the community for achievements in the community. These achievements encompassed voluntary work, mentoring or inspiring youth through sport, demonstrated personal achievement and other significant contributions to the local community.





## PARAPAN TORCH RELAY

Hosted by Hamilton's Pan Am Host Committee, the Hamilton Accessible Sports Council, SportHamilton and forty volunteers, the Parapan Am Torch was greeted with a crowd of enthusiastic supporters at Hamilton's Bayfront Park. Local entertainment from Hispanic and Caribbean organizations, a community barbecue and parasport demonstrations rounded out the program. Twenty torchbearers carried the torch who were also nominated

from the local community for their contributions and personal achievements against all odds. Over 650 people joyously celebrated the torch lighting.

Hamilton residents reacted extremely positive to the Torch Relays and the success can be attributed to the preparation efforts by the City's Host Committee and the close collaboration with local community leaders.



## VOLUNTEERS

Approximately 1,000 friendly faces extended a heartfelt welcome to all visitors to the Games.

A staggering 3,141 people from Hamilton-Burlington-Oakville applied to TO2015 to be a volunteer in the biggest ever Pan Am Games recruitment drive, making these Games the largest peacetime recruitment drive ever in Canadian history. Hamilton-Burlington-Oakville led the recruitment across all municipalities by achieving 220% of targets.

Applications came from people of all backgrounds and ages and the Games welcomed volunteers as young as 16 years of age to apply.

750 TO2015 volunteers provided technical support for the soccer events at the stadium, practice venues, Athletes Village and transportation.

364 people from Hamilton applied to be a volunteer through the Hamilton Pan Am Initiatives Office for the “Hamilton Kick’s It Up” cultural celebrations, from which 250 completed shifts.

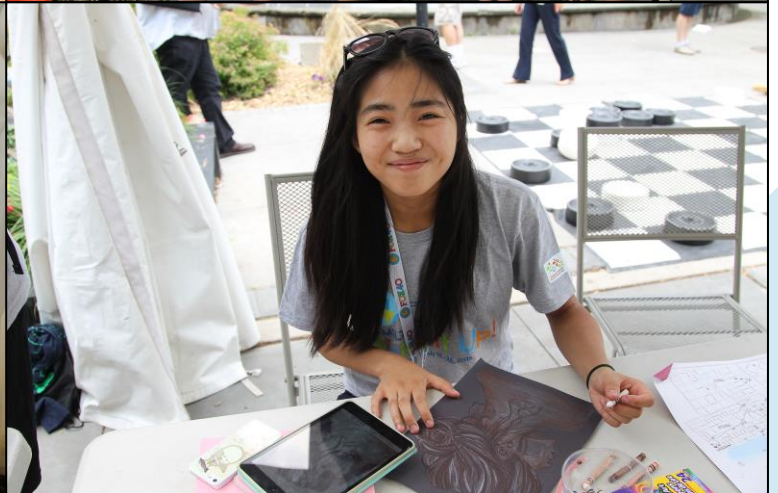
The available volunteer roles were diverse, ranging from event assistants, ambassadors, operations and street team to administration.

As well as providing operational support, ready smiles and cheery banter at the “Hamilton Kick’s It Up” celebration sites, volunteers were also on hand at the GO Station in the downtown core to meet and greet visitors as they arrived.

It was clear from public feedback that the volunteers played a huge part in making the Games and “Hamilton Kick’s It Up” cultural celebrations so successful in showing off Hamilton’s famed hospitality.









## COMMUNITY EVENTS

The Pan Am Initiatives Office worked closely with local community organizations on how to create community viewing and celebration opportunities for residents in Hamilton who were unable to attend the Games in person but wanted to participate in the excitement at the local level. The All Things Pan Am Community Program and grant was a chance for an organization and/or community group to get involved in the Games on any scale. Events and performances took place in parks, venues, on the streets and even on bicycles. The program was composed of local events (occurring between May 1 & August 15) that drew communities together for a shared experience and to build excitement for the Games.

Forty-three community organizations joined in the “All Things Pan Am” initiative, which provided funding to an upset limit of \$2,000. Each organization/group had an opportunity to celebrate the Games with its members/residents through a unique event. More than 50,000 residents participated in the All Things Pan Am events.

The 43 community events added to the success of the Games. Notably, the increased opportunity added to building community capacity and encouraging greater participation.



## PARTNERSHIPS – WORKING TOGETHER TO DELIVER SUCCESS

Effective and close working relationships with the multitude of local partners were critical to the success of the Games, the Torch Relays and the “Hamilton Kick’s It Up” cultural celebrations. Early on, the Pan Am Initiatives Office recognized strong partnerships were instrumental in engaging residents and extending the reach of the celebrations.

Hamilton applied the concept of partnering in the broadest possible sense, meaning that many of the partnerships were based on achieving mutually beneficial objectives. However, to justify the partnerships beyond contributing to the success of the Games, Torch Relay and cultural celebrations, it was important that our partners see the tangible benefits so they could fully commit and justify the partnership. To build these relationships and trust, the Hamilton Pan Am team freely and regularly shared information with, and frequently recognized, its partners.

We strongly believe it is because of each and every one of our partner’s contributions that we were able to effectively respond to a myriad of challenges, big and small. Ultimately, our partners were key contributors to achieving our vision.

These partners extended the Games and “Hamilton Kick’s It Up” cultural celebrations and were a major factor for successful engagement of our residents.

Partners include:

Hamilton Wentworth District School Board  
(Stadium land & Games parking)  
ArcelorMittal Dofasco (Games parking &  
Stadium Precinct Grassroots Soccer program)

“Hamilton Kick’s It Up” (Off-the-field-action)  
Hamilton Folk Arts Heritage Council  
Hamilton Downtown BIA

Supercrawl Productions  
 Matapa Music and Arts Organization  
 Ottawa Street BIA  
 International Village BIA  
 Centre[3] for Print and Media Arts  
 McKeil Marine Limited  
 Heddle Marine Service Inc.  
 Hamilton Port Authority  
 Fox 40  
 Hamilton Spectator  
 Hamilton-Halton-Brant Regional  
 Tourism Association (RTO#3)  
 Cable 14  
 Centre Francais, Hamilton Inc.  
 Fraternity Hispanic Association  
 (Asociacion Fraternidad  
 Hispana)  
 Hamilton Black History Committee

Pan Am Torch Relay  
 Puddicombe Farms  
 Waterdown Village BIA  
 Ancaster Heritage Village  
 Downtown Dundas BIA  
 Hamilton Health Sciences  
 Canadian Warplane Heritage Museum

## FRIENDS OF THE GAMES

Paramount to the success of the Games was the opportunity to inspire youth, connect them with role models, and to have them experience the venues. TO2015 created the Friends of the Games donation program where tickets could go to youth across the Games footprint from underserved communities. Through this initiative, more than 8,300 local youth 16 and under, and chaperones, attend the soccer events.







## **DELIVERING A BALANCED BUDGET**

Hosting the Games and cultural festivities was a complex endeavour. The financial objectives were established because the Multi-Party Agreement (MPA) and Memorandum of Understanding (MOU) set out clear roles and funding commitments for the infrastructure (training and competition) and operations which were needed for the Games. The agreements did not directly address the (non-sport infrastructure) “legacy”, public celebration/cultural festivities, or promotion activities which are typically undertaken by host communities. As a result, it was up to Hamilton to decide what level and type of additional investment it wished to make to further enhance the quality of the Pan Am Games experience and to leverage the Games to advance its own strategic priorities.

At the start of the project three major business units were planned. The purpose of this structure was to build accountability and ownership for the budgets.

#### VENUE CONSTRUCTION (TIM HORTONS FIELD)

The \$145.6M construction program for the new stadium was not delivered on time, and as a result, staff is still engaged in managing the completion. The stadium construction budget was distinct and separate from the

Operating Budget. Funding for the stadium was provided by the Government of Canada (\$69M), Province of Ontario (\$22.3M) and City of Hamilton (\$54.3M).

| TIM HORTONS FIELD                    |                      |  |
|--------------------------------------|----------------------|--|
| PROJECT BUDGET VS FORECASTED ACTUALS |                      |  |
|                                      | PROJECT BUDGET       | FORECASTED ACTUALS                             |
| PROJECT EXPENSES                     | \$145,667,589        | \$139,157,264                                  |
|                                      |                      | Outstanding<br>\$5,000,000 Construction Issues |
|                                      | <b>\$145,667,589</b> | <b>\$144,157,264</b>                           |
| FUNDING SOURCES                      |                      |  |
| TO2015                               | \$69,085,850         | \$68,330,543                                   |
| City of Hamilton                     | \$54,281,739         | \$54,226,721                                   |
| Province of Ontario                  | \$22,300,000         | \$21,600,000                                   |
|                                      | <b>\$145,667,589</b> | <b>\$144,157,264</b>                           |

## PAN AM INITIATIVES OFFICE OPERATING BUDGET

Expenses for the Pan Am Initiatives Office from 2012 to 2015 total approximately \$1.9M. The office was responsible for playing host to the Games including the responsibility for stadium construction; executing necessary agreements; involvement in Games planning committees that were responsible for transportation,

emergency planning, wayfinding signage, traffic management, administration, stadium operations and programming; community engagement and celebrations that helped to activate the community in support of the Games; pre-Games and booster events; and developing a strong legacy commitment.

| Pan Am Initiatives - Operating Expenses |   |  |  |  |             |
|---|---|--|--|--|-------------|
| EXPENSES                                | ACTUALS   |  |  |  |             |
|   | 2012  | 2013   | 2014   | 2015 (Oct)   | TOTALS      |
| Salary/Wages                            | \$237,610   | \$306,100  | \$328,090  | \$368,390  | \$1,240,190 |
| Office & Operating Supplies             | \$23,480  | \$35,100   | \$33,550   | \$39,210   | \$131,340   |
| Consulting Services (Project Mgm)       | \$100,180   | \$140,000  | \$126,900  | \$0  | \$386,130   |
| Contractual Services                    | \$15,000  | \$26,850   | \$38,750   | \$19,050   | \$83,750    |
| Chargebacks                             | \$23,260  | \$12,640   | \$2,690  | \$3,150  | \$41,740    |
|   | \$399,530   | \$520,690  | \$529,980  | \$429,800  | \$1,883,150 |
| Staffing:                               | * Manager of Pan Am<br>* Admin Asst<br>* Community<br>Co-ordinator<br>(started Oct) | * Manager of Pan Am<br>* Admin Asst<br>* Community<br>Co-ordinator | * Manager of Pan Am<br>* Admin Asst (ended Jun)<br>* Community<br>Co-ordinator<br>* Cultural Programming<br>& Admin Co-ord<br>(started July)<br>* Cultural<br>Co-ordinator<br>(started Aug)<br>* Communications &<br>Marketing (started Dec) | * Manager of Pan Am<br>* Admin Asst<br>* Community<br>Co-ordinator<br>* Cultural Programming<br>& Admin Co-ord (July)<br>* Cultural<br>Co-ordinator (ended Aug)<br>* Communications &<br>Marketing (ended Sept)<br>* Summer Students |             |

## "HAMILTON KICK'S IT UP" CULTURAL FESTIVITIES BUDGET

A one-time expense of \$600,000 for enhanced City celebration and cultural programming associated with hosting the "Hamilton Kick's It Up" cultural celebrations was approved by Council. Managing this budget required staff to collaborate with the "Hamilton Kick's It Up" partners on how best to leverage and allocate the financial resources in order to best meet the Games cultural vision.

TO2015's domestic sponsorship program proved to be challenging with extremely limited sponsorship opportunities at the local host level. This made partnerships with local event organizers paramount.

In addition, other revenues were generated through Federal and Provincial grants totalling \$82,500.00.

The Pan Am team was able to deliver on a targeted and balanced budget.

| <b>PAN AM HOST SHOWCASE EXPENSES</b><br><b>"HAMILTON KICKS IT UP!"</b><br><b>(July 10 - 26, 2015)</b>  |   |  |
|--|---|--|
| OBJECTIVE  | DESCRIPTION   | EXPENSES   |
| Celebrations and Cultural Festivities  | Partner Contributions for both the signature & satellite events   | \$ 202,500.00  |
|  | Equipment & Supplies  | \$ 189,000.00  |
|  | Pan Am & Parapan Torch Relay Events   | \$ 48,000.00   |
|  | Economic Impact Study & Police/Emergency Services   | \$ 24,600.00   |
|  | Activations   | \$ 19,300.00   |
| A commitment for community and neighbourhood celebrations  | The All Things Pan Am Program which provides financial support of up to \$2,000 for each community event that enhances resident engagement and cultural celebration   | \$ 69,200.00   |
| A Host City Welcome and Engagement Program to support the Games related to marketing, branding, communication activities and enhanced visitor services | Pamphlets, websites, brochures, program guides, radio, newspapers   | \$ 109,000.00  |
|  | Volunteer Program   | \$ 22,000.00   |
|  | <b>GROSS TOTAL</b><br>Federal Grant: Community Celebration Fund (Kick it Up!)<br>Federal Grant: Community Celebration Fund (Torch)<br>Provincial Grant: Torch Relay Community Grant Program<br><b>NET TOTAL</b> | <b>\$ 683,600.00</b><br>-\$50,000.00<br>-\$20,000.00<br>-\$12,500.00<br><b>\$ 601,100.00</b> |



## **DESTINATION HAMILTON**

## BUSINESS

The City sought to secure on the economic legacy from the Games for the benefit of Hamilton as a business destination. Welcoming the Americas to Hamilton provided an unprecedented opportunity to encourage investment opportunities by showcasing the City to companies/government organizations from desirable targeted countries, such as Brazil, Mexico, Costa Rica, Colombia, the U.S., Chile, and other interested countries such as China, India and Germany.

Inspired by the Pan Am Games and partnering with the Niagara Region, the City's Economic Development Department presented the Hamilton/Niagara "America's Investment Playbook" to showcase strengths in a range of key industry sectors: Advanced Manufacturing, with a focus on Clean Technology; Agri-Business & Food Processing; and the ICT & Digital Media sector.

Jointly organized during Games-time, over 160 unique international and domestic attendees representing various industries, academia and government all with an interest in the Region for investment and or trade, participated in the programs events.

Early results:

1. The country of Columbia and the City of Hamilton and Region of Niagara announced a bilateral ICT partnership called "Bring IT On with Hamilton Niagara". This partnership will start with both regions partnering with Colombia to help design, collaborate and promote an ICT programme that will see 70 Colombian ICT companies visit Hamilton and Niagara during the last week of October looking for investment,

sourcing and partnership opportunities.

2. Project 1 of Brazil, Canada International Trade Services (CITS) of Hamilton, McMaster University, City of Hamilton and Region of Niagara, along with Mr. Ron Foxcroft of Fox40 as a Special Advisor, announced a commitment towards developing the Hamilton-Niagara corridor as a centre of excellence (CoE) for sports analytics.
3. SoccerFit, a Brazilian sports analytics firm, provides specific training systems for soccer, with a focus on sensory-motor skills. During the Games they announced their intent to expand to Hamilton.
4. Nanolytix, an early stage, highly touted and funded start up in Waterloo has committed to spin off its sports vertical in Hamilton. They are the lowest cost, highest quality sensor Technology Company in the world, and are excited to be part of a sport analytics specific ecosystem.



## TOURISM

Tourism Hamilton hoped to benefit from the “halo effect” of the Games. With the opportunity to increase our profile from hosting the Games, Tourism Hamilton was able to boost potential opportunities for sport tourism and the conventions business. Tourism Hamilton attracted more than 20 participants representing 14 organizations through four familiarization tours. These familiarization tours have already helped Tourism Hamilton secure seven further high profile provincial and national events, four conventions and three possible sport and/or conventions events with a direct economic impact of \$1.8M over the next three years.

## ECONOMIC IMPACT

The Pan Am Games will be analyzed using the Sport Tourism Economic Assessment Model (STEAM) to provide an evaluation of the economic benefit of this event to the City and Region. The Economic Impact Analysis is being undertaken by the Canadian Sport Tourism Alliance and is expected to be released in the first quarter of 2016.

Moneris Canada reported spending boosts in areas close to Games venues and an 18.7% increase in international credit card and debit card transactions over the previous year for the same period.

Tourism Hamilton reported hotel occupancy was up 9.5% overall (15% for the Vancor properties of Sheraton, Staybridge and Homewood Suites) and during the final weekend of the Games all the hotel rooms in the City were sold out.







## **AFTER THE GAMES**

Work will continue to ensure that Hamilton builds on the success of the Pan Am Games, in line with three broad legacy themes of “Sport Development & Active and Healthy Living”, “Economic Development & Tourism” and “Community Engagement & Cultural Celebrations”.

There is no question that there is already a sense of legacy in action within Hamilton as a result of the Games. The new stadium has continued to be in use since the Games, and the impact on the physical and social environment in the Stadium Precinct (where new investment was targeted) is undeniable. The Stadium construction has helped create regeneration for the Stadium Neighbourhood with plans for a new Recreation/Senior Centre, sports park, and high school.

Residents of Hamilton will reap the benefits of the new West Harbour GO Station that was completed for the Games. The result is an attractive, modern and user-friendly station in the City’s north end.

Individuals from across Hamilton have gained training and skills through volunteering opportunities during the Games. These new skills are likely to benefit the jobs market and wider economy. Future events also received a welcome boost, with many volunteers looking for other volunteer opportunities.

With the improving perception of Hamilton’s arts and culture experiences, increasing, “Hamilton Kick’s It Up” cultural festivities provided opportunities for Hamilton’s own to perform. Undeniably, the cultural festivities enhanced Hamilton’s reputation. The quality of the ambitious cultural programme confirmed Hamilton as a home of creative talent and through the many performances, future relationships have begun to develop.

With a strong commitment to community engagement, and after a number of community meetings, results suggest the residents in the

Stadium Precinct Neighbourhood have a relatively strong sense of being engaged and are able to influence decisions in the local area. This sense will be at the heart of longer-term community-led planning.

The Game’s partnership with Six Nations led to the City planning and delivering an “Aboriginal Sport Festival” to connect aboriginal athletes, cultures and traditions with local school children. Hosting the event already strengthened the partnership with Six Nations leading to this becoming an annual event.

Leveraging Games requirements for community support to increase inclusion of inner-city communities and other traditionally under-served populations is the benefit of active and healthy living created by the Games.

The Recreation Division has taken a leadership role in transforming several initiatives into sustainable activities and programs for the future.

- Shining the spotlight is the Stadium Precinct “Grassroots Soccer” program for youth 6 to 12 years of age living in the Stadium Precinct. A proven winner with over 200 players and 50 volunteers participating in a six week introductory program. ArcelorMittal Dofasco has made a significant investment in this program with a 10 year sponsorship commitment. Using the Games, this free soccer program in collaboration with ArcelorMittal Dofasco will be a lasting legacy.
- The “Healthy Kids Initiative” is a series of programs to engage local youth in making lifestyle choices that create awareness and promote sport while encouraging active lifestyles and overall enjoyment of sport.
- “ParaSport and Recreation Introductory Programs” have been introduced in

order to advance participation with our community for persons with disabilities. Partnering with the Ontario Wheelchair Sports Association (OWSA) to provide matching support, OWSA has also committed to coaching and the provision of wheelchairs for a variety of sports. Programs are to commence in the fall of 2015 and represent a template for collaboration going forward.

- Para-Soccer – discussions are underway with Hamilton and District Soccer Association and the Ontario Soccer Association to launch a Para-Soccer program at the new Stadium for 2016.

- Building on the success of engaging the diverse Hamilton community, the Recreation Division will be reaching out to cultural community groups in order to collaborate and partner on how they can continue to build on the momentum of providing sport and recreation opportunities.



## IN CLOSING

In July 2015, Hamilton welcomed the best soccer athletes from the Americas to the Pan Am Games. The significance of the Games is as the largest event staged in the Greater Golden Horseshoe Area and no other event has attracted so much attention. We watched apprehension turn to awe as people were inspired and momentum grew creating a lasting legacy.

Beyond showcasing outstanding athletic and cultural performances, the Games promoted community celebrations, embraced diversity and brought communities together.

Critics said there would be traffic jams and chaos, apathy and empty seats, headaches for Councillors and security issues. How wrong they were. There were no traffic gridlocks at all; in fact the transportation was so efficient that opportunities to attend the cultural celebrations fell short.

- Key lessons learned – to integrate the cultural celebrations into the transportation and event schedule planning so those attending the Games can experience so much more.

The Games created a lifetime of memories for athletes and spectators alike, of stunning achievements and defeats on the field of play. Of the 1.1M soccer tickets available, 225,000 were sold as soccer was the largest ticketed event across the Games venues.

- Key lessons learned – the soccer event embraced diversity and cultural pride and instilled a genuine belief in camaraderie.

Integral to the success of the Games was the “Hamilton Kick’s It Up” cultural celebrations. Many partnerships were formed and it was the coming together of these partners that ensured

the success of the festivities. Working together on 16 days of celebrations resulted in participation numbers reaching over 131,000.

- Key lessons learned – there needs to be better coordination between Games transportation and the Games event schedule to provide opportunities for spectators to attend festivities. Events do not have to run as long, improved coordination between partners, not as many locations, and for planning purposes, the Games broadcast schedule needs to be known earlier in the process.

The Games and the “Hamilton Kick’s It Up” cultural celebrations have left real and tangible legacies. This includes inspiring the next generation of athletes in the new stadium, a renewed appreciation for the power of sport, a new-found cadre of volunteers, partnerships for future endeavours, the coming together of a number of cultural and sports organizations, and an overall sense of fulfillment in what has been achieved – and a job well done.

Key to Hamilton’s success was the city staff. Staff proved their pride and passion by working together and their actions made residents proud to be Hamiltonians as a clean, welcoming City was put on display.

- Key lessons learned – The Internal Working Group model was successful, milestones were met, hurdles were overcome and actions were taken. The model provides a legacy for future events.

The Games started with a vision that provided Hamilton with an opportunity to renew an aging infrastructure and strengthen our social, cultural, and economic opportunities. With the Games now behind us, it is quite fair to say, quite simply, mission accomplished.





## APPENDIX

## Functional Summaries Including Key Facts

The Internal Working Group had 37 staff with specific deliveries and scope of responsibility. The functions were represented by the Pan Am Initiatives Office and various departments within the City that touched the Games. The functional summaries and key facts are highlighted in this section, listed in alphabetical order.

### **ABORIGINAL PARTICIPATION**

Aboriginal participation on the City's Host Volunteer Committee was responsible for the integration of aboriginal elements into the official openings of the stadium, Pan Am Torch Relay, and cultural celebrations.

#### Key Facts:

- Participated in three events as part of opening the stadium;
- Participated in the Pan Am Torch Relay, including the torch lighting as part of the annual Aboriginal "Soaring Spirit" festival;
- Hosted an "Aboriginal Sport Festival" at the new stadium to showcase aboriginal athletes, cultures and traditions for local school children – over 1,200 youth participated throughout the day;
- Strengthened the partnership with Six Nations and the local aboriginal community.

### **ADMINISTRATION**

The Administration function resided with the Pan Am Initiatives Office and was responsible for stadium construction, development and coordination, all associated agreements related to the stadium and the Games, managing relationships with partners (TO2015, Infrastructure Ontario, Federal and Provincial Governments), procurement, providing support to the Pan Am Stadium Sub-Committee, business planning, preparing reports, minutes and coordination for the Internal Working Group, managing commercial rights locally, Games-time coordination, operation of the

City's Main Operation Centre, and preparation of the final Games report.

#### Key Facts:

- Developed and executed 21 Agreements related to the Stadium construction and Pan Am Games;
- Staff were represented on 12 TO2015 and/or Government organizational teams;
- Awarded contracts and purchase orders;
- Prepared agendas and reports for the Pan Am Stadium Sub-Committee from 2013 to 2015;
- Managed the City's Main Operations Centre 24/7 during all 16 days of the Games.

### **ALL THINGS PAN AM COMMUNITY PROGRAM & GRANT**

The All Things Pan Am initiative was created as an opportunity to create viewing and celebration opportunities and enable capacity building at a local level in communities around the City. The intent was to draw communities together for a shared experience. This initiative built inclusiveness, encouraged participation, and increased opportunities for community organizations, BIA's and local businesses all while celebrating the Games in unique ways.

#### Key Facts:

- 43 community organizations took part in the program;
- Over 50,000 residents and visitors attended the events;
- Nearly \$70,000 in grant funding was distributed;

- 10 of the 15 City wards were represented;
- Legacy - new events were created that will continue annually.

### **BRAND AND CREATIVE SERVICES (Pan Am Initiatives Office)**

The Pan Am Initiatives office was responsible for the development of the “Hamilton Kick’s It Up” brand and promotion for the cultural festivities; developing and producing the creative and advertising campaigns; and was responsible for the development of the “Hamilton Kick’s It Up” Games-time guide.

#### **Key Facts:**

- More than 25 unique creative projects (e.g. Official Opening of Stadium, Community Torchbearer announcements);
- Created and produced the “Hamilton Kick’s It Up” campaign (including print, electronic, TV, radio, bus shelters, etc.);
- Designed and produced a number of publications.

### **COMMUNICATIONS (including Media Relations and Community Relations)**

Media relations provided a single point of contact between the Pan Am Initiatives Office, the Internal Working Group, and the local media. Responsibilities included supporting TO2015’s objectives through proactively identifying media opportunities/issues, managing public affairs issues, providing messaging, and managing the distribution of information at the local level.

Community relations included community outreach, public engagements, “booster” programs, and pre-Games special events. Key activities included facilitating and executing outreach communications to local organizations about the stadium, the Games and the “Hamilton Kick’s It Up” cultural festivities.

The Pan Am Initiatives Office was responsible for the brand and creative services, writing and editing, print production coordination, and printing (both hard copy and electronic) to provide effective, accurate and timely delivery of publications within the available budget.

#### **Key Facts:**

- Developed press releases;
- Developed key messaging documents;
- Social media was vital to engaging directly. The City’s Twitter account was used to push information out to the public;
- Developed an advertising campaign for “Hamilton Kick’s It Up” cultural festivities;
- Operations engagement outreach to over 75 local organizations and businesses about the Games and cultural festivities;
- Community outreach for the Stadium Precinct Neighbourhood on the impact of the Games;
- Five milestone events on key dates (3, 2 & 1 year countdowns, two Torch Relay events);
- Cable 14 partnership created the “Hamilton Kick’s Up” TV program to discuss events happening in and around the City during Games-time. Eight shows were produced highlighting former athletes, key volunteers and local community leaders who played a significant role in the success of the Games.

### **CULTURAL CELEBRATIONS**

Hamilton was alive with festivals and events for the 16 day duration of the Games. The cultural festivities function was responsible planning and presenting an innovative and accessible local cultural program. The program included four signature events to achieve broad community participation with a multi-faceted program of performances, exhibits, foods,

viewing screens, and activations and three satellite events. Working in partnership with the Downtown Hamilton BIA, Hamilton Folk Arts Heritage Council, Supercrawl Productions, Matapa Music and Arts, International Village BIA, Ottawa Street BIA and Centre[3] for Print and Media Arts, the Pan Am Initiatives Office also collaborated with federal and provincial governments, TO2015 and the Hamilton-Halton-Brant Regional Tourism Association regarding grants and talent from other regions and internationally. The partners, along with the Pan Am Initiatives Office, were responsible for all aspects of programming, commissioning, contracting, producing, procuring, marketing, logistics and gift-in-kind associated with the cultural festivities. Sponsorship and fundraising proved challenging at the local level due to TO2015's commercial rights policies.

#### Key Facts:

- "Hamilton Kicks It Up" was the City's most ambitious cultural celebration to date;
- Involved seven community partners;
- Over 131,000 visitors to the cultural festivities;
- Presented over 100 performances;
- First time since 2009 that fireworks were displayed off a barge in middle of Hamilton Harbour coordinated with the Brott National Academy Orchestra.

### CUSTOMER CONTACT CENTRE

The Customer Contact Centre responded to inquiries and provided information to residents and visitors regarding the Games spectator information (tickets, schedule, etc.), "Hamilton Kick's It Up" cultural festivities, Torch Relay events and volunteer opportunities from the beginning of Hamilton's involvement.

#### Key Facts:

- Responded to inquiries and provided information regarding the Pan Am Games;

- Kept up-to-date knowledge, articles and resources to be used by Contact Centre staff when answering calls;
- Modified up-front queue greetings to announce involvement in Games;
- During after-hours period, added up-front queue menu to assist with routing Pan Am calls;
- Added additional after-hours shifts to ensure sufficient call-handling support at time of daily events/games;
- Close to 500 calls were handled by the Contact Centre during Games-time. Majority of calls were ticket inquiries, followed by parking and general stadium information;
- Above noted total does not include the many calls the Contact Centre handled over the past years, months and weeks leading up to the start of the Games.

### ECONOMIC DEVELOPMENT

During Games-time, Economic Development planned and delivered the Hamilton/Niagara "The Americas Investment Playbook" with a goal to increase the global profile of the Hamilton-Niagara Region as a business destination, promote Foreign Direct Investment, showcase the Regions strengths in the key industry sectors of Advanced Manufacturing, Agri-Business & Food Processing and ICT & Digital Media sector, profile the Regions industry, education and talent, and deliver an unforgettable experience.

#### Key Facts:

- 155 participated in the Forum;
- Dignitaries and consulate representatives from Brazil, Mexico, Costa Rica, Colombia, U.S., Chile, China, India and Germany;
- Agreements with Pan American partners – Colombia and Brazil;
- 70 local industry and community partners participated;



- Experienced increased visibility and profile as an international investment location through marketing and communications;
- Legacy for the region – relationships built for future investment;
- Early results include:
  1. The country of Colombia, City of Hamilton and Region of Niagara announced a bilateral ICT partnership called “Bring IT On with Hamilton/Niagara”. This partnership will start with both regions partnering with Colombia to help design, collaborate and promote an ICT programme that will see 70 Colombian ICT companies visit Hamilton and Niagara during the last week of October looking for investment, sourcing and partnership opportunities.
  2. Project 1 of Brazil, Canada International Trade Services (CITS) of Hamilton, McMaster University, City and Region of Niagara along with Fox40 (Ron Foxcroft) as a Special Advisor announced a commitment towards developing Hamilton/Niagara corridor as a centre of excellence for sports analytics.
  3. Soccerfit, a Brazilian sports analytics firm, provides specific training systems for soccer, with a focus on sensory-motor skills. During the Games they announced their intent to expand to Hamilton.
  4. Nanolytix, an early stage, highly touted and funded start up from Waterloo has committed to spin off its sports vertical in Hamilton. They are the lowest cost, highest quality Sensor Technology Company in the world and are excited to be part of a sports analytics specific ecosystem.

## EMERGENCY PLANNING

Responsibilities included coordinating the local Games-time readiness program through emergency management meetings involving City departments and McMaster University to ensure an effective response to an emergency event. Responsible for the development of the Local Consequence Management Plan, Mass Casualty Plan Urban Domain, Stadium Evacuation Plan, and the Internal Working Group’s Pan Am Tool Kit.

### Key Facts:

- Provided five training and orientation sessions for the City’s Emergency Management Program Committee on the Pan Am Games;
- Hosted an emergency management exercise to develop matrix decision making, roles and responsibilities and TO2015’s role in Games authority;
- Clarified linkages between city departments, Event Operations Centre (EOC) and Games Municipal Command Centre;
- Added video link for city traffic cameras to Emergency Operations Centre;
- City representative on TO2015 and Province’s Emergency Planning Ontario organizing committees;
- Member of the design team for three provincial Pan Am exercises;
- Enhanced the logistics and operations of the Emergency Operations Centre as a result of the Pan Am exercise;
- Integral member of City’s Internal Coordinating Committee.

## FINANCE

The Finance function was part of the Pan Am Initiatives Office responsibility. This function was responsible for three distinct areas of work: Venue construction (Tim Hortons Field); Pan Am Initiatives Office Operating Budget; and “Hamilton Kick’s It Up” cultural festivities.

Corporate Finance provided centralized services including payroll, accounts payable, accounts receivable and financial reporting.

**Key Facts:**

- Prepared Federal and Provincial Government and TO2015 Ignite grant applications – successful in leveraging an additional \$82,500 for “Hamilton Kick’s It Up” festivities and Torch Relay events;
- Prepared Request for Proposals for goods and services to support the cultural festivities;
- Transfer Payment Agreements with Pan/Parapan Am Games Secretariat (PPAGS) and TO2015;
- Partner Contribution Agreements;
- Budget development, monitoring and reporting for all three work areas;
- Revenue accounting (parking revenues);
- Processed and tracked gifts-in-kind;
- Processed Purchase Orders and payments for all three work areas.

### **HAMILTON FIRE DEPARTMENT**

Developed operational and deployment plans for both the Stadium, Athletes Village and practice venues during Games-time. The Sheraton was added to the plans once it was determined that both FIFA Officials and one of the soccer teams were staying in the hotel. Responsibilities also included; ensuring approved Fire Safety Plans were in place, pre-Games and daily inspections at the various venue sites for fire code violations; and during Games-time, a crew was embedded into the Stadium in order to respond to emergencies. A Master Services Agreement was executed between TO2015 and the City which identified the services to be provided by Hamilton Fire. Full reimbursement of associated municipal costs has been received by TO2015.

**Key Facts:**

- Responded to 11 emergency calls at the stadium (e.g. electric shock, BBQ fire, waste oil leak and person stuck in an elevator);
- Pre-Games inspections resulted in violations identified and corrected prior to start of Games;
- Daily site inspections (no violations);
- Specific protocols for “Hard” closure area around the Stadium;
- Integral team member on the City’s Internal Coordinating Committee.

### **HAMILTON PARAMEDIC SERVICES**

The Paramedic Services planned and delivered the emergency medical services for the athletes and spectators on behalf of the TO2015 Organizing Committee. Paramedics were embedded into the stadium and practice venues over the 16 days. They too had a Master Services Agreement with TO2015 and all associated municipal costs have been reimbursed.

**Key Facts:**

- FIFA requirement for Paramedic Services to be inside the stadium;
- Serviced athletes, workforce, and spectators;
- There were a number of heat related issues as a result of the extreme weather.

### **HAMILTON POLICE SERVICES**

The Hamilton Police Services (HPS) was responsible for working in close collaboration with the TO2015 ISU lead by the Ontario Provincial Police to coordinate the overall security planning. The HPS was responsible for local security and public safety matters including transportation, “Hard & Soft” closure areas within the Stadium Precinct, and venue security. The HPS security plan was favourably received by PPAGS. Members of the HPS were integral members of the City’s Internal

Coordinating Committee and ensured integration at Games-time was maintained between the Main Contact Centre, Unified Transportation Centre, and the Integrated Security Unit. The HPS had an executed Master Service Agreement with the PPAGS to address the associated security costs and full reimbursement from PPAGS.

**Key Facts:**

- Stadium, Athletes Village and practice venue protection coverage from fit-out to dissolution;
- Monitoring the Games Route Network over the 16 days;
- 250 members of the Hamilton Police Services worked full time on the Games;
- Over 100 private security personnel and security volunteers from the TO2015 Organizing Committee assisted;
- Instrumental in the Stadium Precinct Neighbourhood impact planning and community engagement.

**HAMILTON STREET RAILWAY**

The Hamilton Street Railway (HSR) was responsible for assisting in the moving of spectators to and from the stadium and down to the waterfront for the final weekend's cultural festivities. HSR participated in TO2015's Integrated Ticket Strategy which included free same-day access to public transit with a Game day event ticket.

The HSR was well organized daily to meet this commitment by enhancing frequencies, increasing bus capacities and expanding service through the main corridor of travel to and from the stadium over the 16 days of the Games and on the final weekend for the closing Fireworks display (Sunday). A Master Services Agreement was executed between PPAGS and the City which identified the services to be provided. Full reimbursement of associated municipal costs is forthcoming.

**Specialized DARTS Service**

DARTS was responsible for the local delivery of specialized transit trips for spectators to and from the stadium. Trips were booked through a TO2015 Games centralized agency (Call One-Centre – YRT Mobility Plus) and then scheduled to be delivered by the local specialized transit service (DARTS).

**Key Facts:**

- HSR scheduled 1,120 hours of increased service over the 16 days;
- Extra buses were strategically positioned to move crowds and lessen the impact on regular HRS routes;
- Cleared large volumes of spectators post Games, generally within 15 minutes;
- Employees helped out nightly with loading buses from the GO Centre to Stadium;
- Ridership using a Game day ticket for free transit to the cultural festivities was approximately 7,000 spectators over the 16 days;
- A total of 50 trips were delivered by DARTS over the 16 days.

**HOST VOLUNTEER COMMUNITY COMMITTEE**

The Host Volunteer Committee was a multi-sectoral leadership team representing the community that worked with the Pan Am Initiatives Office to leverage human and financial resources, build partnerships and increase the profile of the Pan Am Games events in Hamilton leading up to and during the Games.

The mission of Hamilton's Pan Am Games Host Showcase Program was to involve the Host Volunteer Committee in leadership, volunteerism, sport and cultural program development, legacy building, healthy active living, increase profile of Hamilton's Pan Am events leading up to the Games, and celebration for the Games.

Key Facts:

- Assisted staff in the hosting of two community forums to develop the main elements for the Host Showcase Program;
- Provided leadership and expertise in the planning and undertakings of programs/events leading up to and during the Games (booster events, Torch Relay & “Hamilton Kick’s It Up” cultural celebrations);
- Supervision of “Hamilton Kick’s It Up” volunteers.

### INFORMATION TECHNOLOGY

The Information Technology team was in charge of monitoring and supporting the TO2015 Organizing Committee responsible for the stadium operations on the systems used in executing the soccer event. The team provided 24/7 incident response for the stadium.

This team worked closely with the City’s Municipal Command Centre (MCC) in developing various applications to support this function area, including tele-conferencing, webinars and an MCC specific email making to easier for the Internal Working Group to participate in daily meetings and reporting.

Key Facts:

- Staff were scheduled on a rotational basis to be onsite at the stadium during the Pan Am games;
- Worked alongside the TO2015 Technical team, assisting to troubleshoot problems with POS and cabling and any other issues that arose.
- Supported Fire, EMS and Facilities staff onsite during the games;
- Enabled Hamilton Police to remotely monitor stadium security cameras and provided support for that throughout the Games;
- Responded to an incident reported by Police stationed at the stadium

regarding problems with connectivity to the security cameras at the stadium. A failed switch was replaced, restoring network connectivity for the security cameras at the stadium;

- City IT provided daily reports to the MCC, participated in the daily MCC conference calls, and was on standby throughout the games to provide support for the City’s EOC.

### LEGAL SERVICES

From the beginning, the Legal Team was responsible for negotiating and concluding a number of Agreements related to the Stadium construction, Legacy Tenant, and TO2015 Pan Am Games. Other services included third party agreements and by-law amendments as it related to the delivery of municipal services during Games-time.

### MUNICIPAL COMMAND CENTRE

The Municipal Command Centre (MCC) was responsible for monitoring activities in Hamilton and to assist with coordination and communication of Pan Am activity across the whole Games footprint to ensure Hamilton supported successful Games as a host city. The MCC operated in conjunction with the TO2015 Main Operations Centre (MOC) and the Provincial Emergency Operations Centre (PEOC). One City staffer was identified as the City’s lead for the duration of the Games and was responsible for exchanging Games operational information with TO2015. This position was on call 24/7 over the 16 days of the Games.

The MCC was engaged in daily meetings and the preparation of joint operational reports with the MOC to ensure all operational partners were aware of potential issues, which may have detracted from a successful Games experience.

The MCC coordinated the daily meetings with the City’s Internal Working Group for direct



communication regarding the City services, and provided updates through regular municipal channels to the Senior Management Team and Council as necessary.

**Key Facts:**

- Submitted 32 reports to the provincial MCC;
- Lead over 36 meetings during games time.

### **PAN AM INITIATIVES OFFICE**

The Pan Am Initiatives Office was responsible for managing Hamilton's role in the Games, stadium construction, all associated agreements and delivering on the strategic objectives. As the heart of the Games delivery structure, the Pan Am Office was in charge of planning and presenting an innovative cultural program, managing relationships with TO2015, government and community partners, marketing and communications, finances and seeking funding opportunities, leading the Internal Working Group, community engagement, "booster" programs leading up to the Games, and the Games administration including accreditation for staff and VIPs.

The management function included strategic planning, business planning, pre-Games coordination, management and finance Committee reporting, project management and oversight, direct leadership of the City's Internal Working Group, execution of all associated agreements, all related administrative tasks, and a sustainability plan.

The cultural program included working in partnership with the community in planning the four signature events and three satellite events to achieve broad community participation with a multi-faceted program of performances and exhibitions. The Pan Am Office was also responsible for some aspects of programming, commissioning services, gift-in-kind services, marketing and additional funding opportunities associated with the cultural festivities.

The Office was also responsible for managing specific procurement and gift-in-kind services for all festival sites (viewing screens, portolets, banners, permit fees, tenting, fencing, waste collection) and ensuring the goods and services required were at the right place, of appropriate quality, on time and on budget.

Another responsibility was preparing the community through community outreach, public engagement, "booster" programs, building awareness for the Games, and community engagement focused on the localized transportation and parking impacts around the stadium.

**Key Facts:**

- 75+ community engagement sessions around building awareness for the Games;
- Four community sessions for the Stadium Precinct neighbourhood on transportation and parking impacts;
- One business session in partnership with the Ministry of Transportation;
- Two community forums to give input and build ownership in the Games;
- Eleven legacy initiatives were identified (Recreation to lead legacy projects).

### **PARKING & BY-LAW SERVICES**

Parking & By-Law Services was responsible for planning and implementing the Special Event Parking Program for the Stadium Precinct Neighbourhood, issuing of resident parking permits, and enforcement.

**Key Facts:**

- Issued 1,100 resident parking permits;
- Developing the necessary signage;
- Increased enforcement.

### **PARKS**

Parks assisted in four distinctive areas: site readiness for spectator shuttle area and Games

Family parking area (Scott Park); daily waste collection for residential parking area and Scott Park; delivery and installation of Street Soccer activation; and maintenance of “Hamilton Kick’s It Up” cultural celebration sites.

**Key Facts:**

- Assisted in the installation and removal of Street Soccer courts in both Gage Park and Downtown.

**PUBLIC HEALTH**

Given that the important health and safety issues were the responsibility of the municipality, Hamilton’s Public Health Service (PHS) was responsible for planning and delivering excellent health and safety services locally for the Games. Public Health Services participated in operational and emergency response planning starting two years before the Games. Areas of focus included food safety, drinking water safety, emergency planning, and medical surveillance. PHS staff were on-call throughout the Games and effectively mitigated all concerns that arose regarding infectious disease, water safety, heat response, and food safety. HPS coordinated its response with all the applicable PHS partners in the Games footprint before and during the Games, which provided an effective and unified approach.

**RECREATION**

The Recreation Division has taken on the lead in the development and delivery of several legacy opportunities for the future. Eleven initiatives were identified from the community consultation sessions and Recreation continues to work on the sustainability of these initiatives, given that some are long term and will require funding, partnerships and community champions.

**Key Facts:**

- Stadium Precinct Grassroots Soccer Program – 200 youth and 50 volunteers

and coaches participated in a six week introductory program;

- ArcelorMittal Dofasco has made a 10 year commitment to the Grassroots program so it remains at no cost for the youth in the Stadium Precinct Neighbourhood to participate;
- Coaches Association of Ontario confirmed Hamilton’s involvement in the National Coaches Week campaign (Sept 19 – 27) and provided a free course at Tim Hortons Field to train a number of new coaches;
- A partnership has been established with ParaSport Ontario on the development of a para-soccer program for the stadium.

**HAMILTON-HALTON-BRANT REGIONAL TOURISM ASSOCIATION (RTO #3)**

The Pan Am Initiatives Office partnered with RTO3 in leveraging the Games opportunities across the region. There were ten initiatives led by the RTO that included: a Pan Am Cross Regional Steering Committee; Pan Am Website; Heart Pan Am program; training support; Pan Am industry tools; Regional Marketing initiatives; economic impact survey; Pan Am Information booths; RTO3 Pan Am Games/ancillary event participation; and involvement at the Ontario Celebration Zone.

**Key Facts:**

- 13 different areas of the region participated on the Pan Am steering committee;
- 15,417 total website hits;
- 56 local businesses participated in the Heart Pan Am Program;
- Hosted three training sessions – Pan Am Symposium with 187 participants, localized Pan am Workshop with 151 participants, and preparing for the Pan Am Games – Exceptional Customer Service with 52 participants;

- Developed a Pan Am Games Tourism Development Handbook;
- Developed a Pan Am Games TO2015 Tourism Handbook to assist with training volunteers;
- Partnered with “Hamilton Kick’s It Up” celebrations to help market to 40-100KM consumers;
- Supported with collateral information and staff in the stadium information booth to help promote tourism;
- Participated in the “Hamilton Kick’s It Up” cultural celebrations;
- Promoted the region in the Ontario Celebration Zone over the 16 days of the Games. Total visitor engagement equalled 24,678.

#### **ROADS AND MAINTENANCE**

The Operations Division was responsible for delivering a variety of road maintenance services including daily sweeping, flushing and litter pick up along the Games Route Network and within the Stadium Precinct Neighbourhood. They were also responsible for sweeping services of the cultural celebration sites, deliveries of equipment and supplies, repairs to parking facilities in preparation for workforce/volunteer parking, installation of temporary curbs, and city wide emergency responses.

##### **Key Facts:**

- Installed temporary curbs for TO2015 to access Scott Park for Games Family parking and spectator shuttling;
- Ensured streets in the neighbourhood surrounding the stadium were well maintained;
- Responded to two major and several minor accidents over the course of the 16 days;
- Delivered traffic cones to various locations;
- Carried out repairs to the Dominion Glass parking lot.

#### **STADIUM OPERATIONS**

Stadium Operations was responsible for managing the relationship with TO2015 venue staff around the operations of the stadium. Responsibilities included: planning and conducting venue operational readiness exercises; monitoring a playable venue including field of play; maintaining the venue over the full Games period; and planning and monitoring work by the contractor who remained on site during the 16 days of Games to work on deficiencies.

##### **Key Facts:**

- Garnered positive feedback on the venue during Games-time;
- Ensured stadium operated to its full potential;
- Delivered a state-of-the-art venue and experience for athletes, coaches, officials and spectators.

#### **TORCH RELAY (Pan Am & Parapan Am)**

The Pan Am Games Torch Relay was an opportunity to build momentum and grassroots excitement for the Games in Hamilton. Local BIA’s and other partners were engaged, resulting in 11 community celebration sites. The Torch was in Hamilton on National Aboriginal Day which provided a unique opportunity for engagement so a special stop was made at the “Soaring Spirit” Aboriginal Festival where it was warmly welcomed by the local Aboriginal community. Thousands of people lined the streets and attended celebrations to witness the carrying of the Torch.

The Parapan Am Torch Relay was a special event that consisted of 20 Torchbearers, parasport demonstrations and pyrotechnics. Community Torchbearer, Michael Joseph, performed a special karate demonstration prior to the Relay.

Local residents were also engaged through the selection of community Torchbearers as we were able to select 11 (10 for Pan Am and one

for Parapan Am) exceptional individuals from the community to carry the Torch.

**Key Facts:**

- 11 Community Celebration sites for the Pan Am Torch Relay;
- 73 Torchbearers carried the Pan Am Flame and 20 carried the Parapan Am flame;
- Over 14,000 joined in the celebrations to welcome the Torch;

### **TOURISM HAMILTON**

Tourism Hamilton was responsible for implementing the program components as part of their large event strategy to support the Pan Am Games, which included visitor services, partner involvement, and sport tourism familiarization tours. Tourism Hamilton helped industry partners identify opportunities to benefit from the Games, extended hours of service during Games-time at the Visitor Centre, promoted the Games and “Hamilton Kick’s It Up” cultural festivities on the Tourism website, manned the information booth at the Stadium over the 16 days to promote the City, and distributed “Hamilton Kick’s It Up” brochures.

**Key Facts:**

- Tourism Hamilton Visitor Centre received 1,044 walk-ins over the 16 days and 67 Games related calls;
- At the Information booth inside the Stadium, staff interacted with spectators, 70% of whom came from outside Hamilton;
- Hotel occupancy was up 9.5% during Games-time and the final weekend of the Games saw all hotel rooms in the City sold out;
- Hosted four Familiarization Tours regarding Sport Tourism and Meetings and Conventions, which secured seven high profile provincial and national events and four conventions with a

direct economic impact of \$1.8M over the next three years

### **TRAFFIC OPERATIONS AND ENGINEERING**

The Traffic Operations and Engineering Division was responsible for supporting both the local (Internal Coordinating Committee) and provincial (Provincial Unified Transportation Coordination Committee (UTCC)) partners. Responsibilities included monitoring traffic operations along the Games Route Network, a local member of the UTCC supplying intelligence from the local level, implementing the City’s new advanced management traffic system, and the installation and removal of parking control signs, street banners and wayfinding signage while maintaining business continuity.

**Key Facts:**

- Installed 68 traffic monitoring cameras at 50 intersections along the Games Route Network;
- Created a cellular network to link cameras and signal controllers to new centre control system located in the Traffic Management Centre. This system allowed staff to remotely monitor traffic operations;
- Video feeds from the systems were shared with Fire and Police Services, a legacy effort that is expected to continue for many years;
- Installed and removed approximately 400 parking control signs, 300 street banners, 100 wayfinding signs and signal timing changes at 50 intersections.

### **TRANSPORTATION**

Transportation was responsible for planning and implementing systems and programs for the transport of Games Family, spectators and Games workforce, as well as keeping the community moving during the Games. In partnership with the Ministry of Transportation and TO2015, the City was responsible for developing and providing appropriate systems



(e.g. Games Route Network, spectator parking and shuttling) to meet the needs of the specific client groups and collaborate with stakeholders and authorities to deliver spectator transport. The Transportation function also included coordination of “Hard & Soft” closure areas surrounding the stadium. A Master Services Agreement was executed between PPAG and the City which identified the services to be provided. Full reimbursement of associated municipal costs is forthcoming.

#### Key Facts:

- Developed several plans including a Local Area Plan, Transportation Delivery Plan, Signage and Wayfinding Plan, and Transportation Demand Management Plan;
- Provided City services including communications, signage and wayfinding, parking, transit, traffic management measures, road closures, and parking;
- Promoted alternative modes of transportation (e.g. cycling, walking);
- Developed the plan for spectator shuttling from the two GO Stations, two Park-and-Shuttle locations, and accessible parking;
- Traffic management measures implemented for the event included road closures, lane designation, parking restrictions, and traffic signal adjustments.

#### **VOLUNTEERS**

The Pan Am Initiatives Office was responsible for recruiting, training, managing, retaining, exciting and recognizing the volunteers required to stage the “Hamilton Kick’s It Up” cultural celebrations. The TO2015 Organizing Committee was responsible for the Games soccer event volunteers.

#### Key Facts:

- 230 volunteers were required for cultural festivities;
- 20 volunteer team leads;
- Five different job categories: Event Ambassadors, Event Assistants, Administration, Operations, and Street Team;
- Volunteers were required to complete a minimum of six shifts or 24 hours;
- Three training sessions were provided.

#### **WASTE**

The Operations Division was responsible for the planning and coordination necessary to deliver the waste collection services within the Stadium Precinct Neighbourhood, the downtown core, Games Route Network, and the practice venues.

#### Key Facts:

- There were no issues operationally within the Stadium Precinct Neighbourhood;
- Supervisors monitored both collection and non-collection days for any materials that were inadvertently placed out at the curbside/roadside on the incorrect days and had them collected;
- Games Route Network and practice venues posed no noticeable concerns;
- City’s downtown core cleanliness staff team reallocated resources to the area to assist with the “Hamilton Kick’s It Up” celebrations;
- Collected the contained garbage at the parking lots daily over the 16 days.

