



**2026/30 Commonwealth Games
Hosting Plan Proposal Guidelines**

(Part 2)

Due: March 9, 2020

November 1, 2019

Background

The Commonwealth Games Federation (CGF) is the organization responsible for delivering the Vision of the Commonwealth sports movement and the direction of the Commonwealth Games (CWGs). Commonwealth Games Canada (CGC) is a Founding Member of the CGF and is responsible for the growth and development of the Commonwealth Sport Movement in Canada. CGC is a registered non-profit, private charity, comprised of 36 Members (individuals and organizations), governed by an elected Board of Directors and supported by a small cadre of staff. The CGC office is in Ottawa.

Recently CGF announced a new CWGs Host City Selection Process led by CGF Partnerships (CGFP). CGFP is a new, P3 (public, private partnership) subsidiary of the CGF. Its purpose is to increase the overall value of hosting the Commonwealth Games, including increasing revenues and decreasing hosting costs. In addition, CGC & CGFP aim to reduce bidding costs for Interested Cities, provide greater support & expertise and be more flexibility with Interested Cities when developing a CWGs Hosting Proposal.

Canada is the ideal country to host a CWGs for several reasons;

- **History:** a history of successfully hosting CWGs, including hosting the inaugural CWGs in Hamilton, Ontario, in 1930, and subsequently in 1954 (Vancouver), 1978 (Edmonton) and 1994 (Victoria). Year after year, Canada demonstrates its strength as a leading sport hosting nation. Canada successfully hosts approximately 80 international single sport events each year and has hosted 2 successful major sport events over the past 10 years (2010 Vancouver Olympic & Paralympic Games and 2015 Pan & Parapan American Games)
- **Geopolitics:** since Canada last hosted the Commonwealth Games in 1994, the CWGs have been hosted in every other CGF Region capable of hosting
- **Time:** Canada on average hosts the Commonwealth Games about every 20 – 25 years. In 2026 and 2030 it will be 32 and 36 years, respectively, since Canada last hosted the CWGs
- **Network / Relationships:** CGC has established, strong relationships with national Commonwealth Games Associations (CGAs), including providing many of them with human and financial resources for sport, and social, development programming
- **CGA Support:** informal, yet encouraging, verbal affirmation from leaders from a majority of the CGAs capable of hosting today’s CWGs that they would welcome Canada hosting the CWGs and would forgo bidding if Canada presents a strong Bid City

Starting the domestic bid process now provides time for development of strong Hosting Plan Proposals, due diligence, garnering public and governments’ support & commitments, and if awarded the Games, a long planning & delivery “runway” to truly transform a city, inspire a nation and advance the global Commonwealth Sport Movement.

November 1, 2019

2026/30 CWGs Canadian Candidate City(s) Selection Process & Timelines Summary

Engagement Phase

- Invite selected* Municipalities and Regional Municipalities done
(catchment population of 500K+, with exceptions)*
- Stage a General Briefing done
- Consultation & meetings between CGC/CGF, Interested Cities, Provincial & Federal governments done
- Interested Cities submit Hosting Proposal (Part 1) done

Feasibility Phase

- Interested Cities Shortlisted December 16, 2019
- Consultation & meetings between CGC/CGF, Interested Cities, Provincial & Federal governments Ongoing
- Exploratory visit(s) to Interested Cities (optional) Ongoing

Bid Phase

- Shortlisted Cities submit Hosting Proposal (Part 2) March 9, 2020
- Announce Canada’s Preferred 2026 and/or 2030 Candidate City(s) March 31, 2020
- Negotiations between Canada’s Preferred Candidate City(s), CGF, CGC and 3 orders of Governments for a: Joint Marketing Program Agreement (JMPA), Multi-party Agreement (MPA) & Host City Guarantees (HCC) TBD
- Upon successful negotiations of Agreements CGC submits and supports Canada’s 2026 and/or 2030 CWGs Bid City(s) to CGF TBD

Note:

- *The process & timeline outlined above is “flexible”, adapted, if necessary, pending decision of Canada bidding for a 2026 and/or 2030 CWGs.*
- *2026 CWGs Host City will be awarded at the 2020 CGF General Assembly in Fall 2020.*
- *The international bid process for the 2030 CWGs is not yet known.*

November 1, 2019

Hosting Plan Proposal Guidelines

CGC assessed & approved Interested Cities from Part 1 are invited to complete and submit a *Hosting Plan Proposal* (Part 2), in the official Canadian language of the City’s choice. The Hosting Plan Proposal (Parts 1 & 2) is the principle document CGC uses to assess Interested Cities. As such, the Hosting Plan Proposal must accurately reflect the current situation of the city and present its plans in a realistic manner.

The Hosting Plan Proposal (Part 2) consists of the following areas:

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

Submit an e-copy of the Hosting Plan Proposal (Part 2) to the CGC office by **5 pm EST, March 9, 2020**. Hosting Plans Proposals received after the deadline will not accepted. **No costly, glossy “bid books” required!** A standardized, MS Word based e-template via an Extranet is provided with a limit of 11,000 words (Part 1 – 40,000 / Part 2 – 11,000) across all areas (excluding; block drawings, maps, plans, tables and letters of support.) All representations, statements and other commitments contained in the Hosting Plan are legally binding. The CGC’s Bid & Hosting Committee reserves the right to seek clarification.

Games Delivery

An overview of planned, key Games-time services:

- Transport
 - Deliver Games Route Network, Travel Demand Management, Spectator and Workforce transport requirements and extent of integration of public transport services within City and wider area
 - Commitment to free public transport for accredited groups and ticketed spectators
 - Active Transport options (walking, cycling) and associated network to enable active transport
 - Availability to deliver Games related park and ride sites, cost effectively
 - Accessibility of public transport
 - Experience of transport operators (public and private) in hosting major events
 - Airport capacity and number of Commonwealth Countries served by direct routes Airport accessibility and connectivity to city (capacity and journey times)
 - Planned new and major upgrades to Games – related transport (infrastructure & services)
 - Distance & travel times at Games time between Athletes Village and key games venues (competition & non-competition)

November 1, 2019

- Accommodation

Based on previous Games, the CGF estimates that a minimum of 4,000 rooms in the following star categories are required: 5 star – 200 rooms, 4 star – 1,400 rooms, 3 star – 2,100 rooms, 2 star – 300 rooms.

- Number and category of existing and planned hotel rooms inventory (including number of accessible rooms) within 10 km and 50 km of the city centre
- Price commitment of hotels to support CGF and city ambitions – how will the City secure 4,000 hotel rooms; including confirmed availability at the time of the Games; commitment to rates and expectations for minimum stay restrictions; and controls of costs of services additional to room rates, including but not limited to breakfast, Wi-Fi, parking..... etc.
- Number and type of “other” accommodations – hostels, Airbnb, guest houses, etc. (including number of accessible rooms) within 10 km and 50 km of the city centre

- Safety & Security

- Experience of city in providing policing and security for high profile major events in line with international best practice
- Estimates of available of local security workforce (trained volunteers, contract security, police & emergency services)
- Demonstrate there is a broad understanding of the financial obligations of a proportionate Games security effort and that the government is committed to funding this effort, by providing high-level estimates of the security costs for the event.

- Medical & Doping

- Availability and accessibility of appropriate local hospital facilities and medical transport services without detriment to existing public provision
- Availability of local medical professionals to fill specialist medical volunteer roles without detriment to existing health services

- Technology & Energy

- Existing, planned and additional telecommunication and technology infrastructure linking competition and non-competition venues that will support the traffic necessary for the organisation of the Games (telephony, data network, internet, audio and video circuits) and add additional (Games-dependent) infrastructure
- A high-level power plan indicating the strategy for both permanent and temporary power at Games venues, identifying the following:
 - at competition venues for broadcasters & technology equipment

November 1, 2019

- overall strategy for use of temporary power versus permanent power across all venues and facilities
- supply of high quality, filtered power to specialised equipment in locations Games-wide
- overall strategy for back-up power across the Games footprint
- Volunteers
 - Capacity of local population size and demographics to provide the necessary volunteer numbers
 - Experience/ track record of supplying volunteers to deliver major events
 - Capacity of the local labour market to provide the workforce for the Games, staff, contractors and volunteers consistent with national and international labour standards, including secondee potential to provide human resources to OC
- Queen’s Baton Relay (QBR)
 - Concept for a “unique” Queen’s Baton Relay, inclusive of all Commonwealth countries with a unique element indicative of Canada, 100th anniversary Games (2030 bids) and a “games changer” for future QBRs to emulate.
- Cultural Program
 - Ability to deliver a strong cultural festival leading up to, and during, the Games including appropriate recognition of Indigenous people
 - Integration of Opening and Closing Ceremony with the broader objectives and vision for hosting the Games, including emphasis on CGF vision and values and social and environmental sustainability
 - Availability of appropriate public spaces for live sites and sponsor showcasing, without incurring additional investments
 - Evidence of capacity to manage, fund and operate live sites without compromising commercial restrictions of the Games
- 100th Anniversary Plan (2030 CWGs Bids Only)

A centennial Commonwealth Games only comes once and it is befitting the country who founded the Commonwealth Games – Canada – hosts them! With this honor comes responsibility. This represents a unique opportunity for a Canadian host city to increase the world’s awareness & understanding of the Commonwealth sport movement through a nod to the past and an eye on the future! Be bold, be innovative, be remembered for the next 100 years!
- Official Languages Plan

In Canada, 7M+ people (about ¼ of the population) speak French as their first official language. Sporting events provide an opportunity to promote the region and the country hosting participants and spectators. Canada has two official languages: English

November 1, 2019

and French. Canada’s [Official Languages Act](#) covers areas such as communications with and services to the public and the promotion of linguistic duality. As one of Canada’s fundamental values, linguistic duality Canadians expect linguistic duality to be prominent at major events held in this country, and visitors want to enjoy the experience. The following are just some of the services required in both official languages: signage and displays, backgrounders and promotional materials, websites and social media communications and information transmitted verbally or visually during the event. Accordingly, provide a high-level Official Languages Plan articulating the language provisions the organizing committee offers before, during and after the sporting event, how it offer them (dedicated resources), who, when and how success will be measured

- **Social Development Initiatives**

The Commonwealth is rooted in a [Charter of Values](#). The Commonwealth Games are the most visible manifestation of these values. As such, the Commonwealth Games are “sport with social purpose”. Recent Commonwealth Games have included para-athletes and showcase indigenous and gender equality initiatives. This includes being the only international major games that includes para-athlete/sport participation on equal terms as able-body competition, and the first international major games to achieve Gender Parity (equal number of women & men medaling events) and first to have a games specific Reconciliation Action Plan. Couple this with CGF recently publishing a guide titled the "[Championing Human Rights - In Governance of Sports Bodies](#)" and [Canada’s Truth & Reconciliation Call to Actions #91](#), begs the question, and challenge, what will your CWGs social development initiatives be?

Venues Plan (detail)

Shortlisted, Interested Cities are required to submit details of the proposed Games venue sites, demonstrating that they can accommodate the required operational footprint. **Site Plans** (or Precinct Plan if relevant) are required using a satellite type photo (i.e. Google Earth) with the venue footprint overlay. Site plans should be black and white/grayscale with the following exceptions:

Colour	Description
Pale Blue	• Existing infrastructure, no permanent works required
Dark Blue	• Existing infrastructure, permanent works required
Green	• Planned permanent infrastructure (irrespective of the Games)
Red	• Additional permanent infrastructure (Games dependant)
Pink	• Temporary venues

November 1, 2019

Bid Cities should **not** submit venue Computer Generated Imagery (CGI) or any other venue drawings unless they are specifically requested. For existing venues, photographic images without any computer enhancement or modification may be submitted, however, this is entirely optional.

In addition to Site Plans, **Block Plans** are required for each venue (competition, training, IBC/MPC, Athletes Village) including:

- Venue secure perimeter
- Public transport links
- Accredited transport routes and load zones
- Main venue entries (spectator, athlete, officials, games family, media and operations)
- Field of Play and warm-up/training areas
- Location of primary areas for the following (block plans should not include interior layouts and should only indicate overall area and location):
 - Athletes and Officials
 - Media
 - Broadcast/Press (including broadcast Compound)
 - Games Family
 - Spectators
 - Operations (including compounds)
 - Parking (both inside and outside secure perimeter)
 - Graphic scale of plan
 - North Arrow

Colour	Description
Dark Blue	• Field of Play
Pale Blue	• Warm-up and training area.
Red	• Venue Secure Perimeter
Black and White / Grayscale	• All other spaces/areas.

For venues with more than one level, drawings of each level should be provided.

For planned new venues (competition & training, athlete village, IBC / MPC):

- Environmental Impact Study confirming no environmental issues required to be addressed (i.e. contaminated land requiring remediation, no protected areas adversely impacted by the venue and natural habitats for flora or fauna are not impacted).
- Costs (capital and overlay), responsibility for financing (capital and overlay), responsibility for delivery (project management and construction), construction timeline, funding/funder(s) guarantee

November 1, 2019

- High-level Business / Legacy Case for all proposed new venues including; post games venue utilisation strategy, operating costs and revenues (strategy for subsidisation of any operating loss, if applicable), ownership / management structure & operator information
- Competition, Training & Ceremonies (Opening, Closing, Live Sites, Medal Plaza, etc.) Venues
 - Compliance with CGF & IF technical requirements including; field of play, warm up spaces, back of house spaces, Games family and hospitality requirements, spectator plaza.
 - Compliance with Clean Venue requirements (see appendix)
 - Venue Use Agreements principles: commitment to revenue foregone principles, for both non-exclusive use and exclusive use periods; inclusion of facility management services including maintenance and staff; and the approach to existing venue tenants.
 - Compliance with Broadcast requirements, including lighting levels.
 - Availability of existing Venue technology e.g. Videoboards, Scoreboards, Wi-Fi network, Sport specific results systems, etc.
 - Spectator seating capacities – compliance with CGF minimum requirements and potential to provide additional seating (gross, legacy, temporary)
 - Extent of temporary overlay required.
 - Impact of the proposed Games time secure perimeter on surrounding area (businesses, residences, parkland/open space, public leisure facilities and spaces, schools, adjacent venue(s), etc.).
 - Accessibility provisions, including required upgrades from the competent authorities stating the national and international accessibility standards to be applied for the Games (including in the Village) and confirming that accessibility will be fully integrated into the planning and construction phases
- IBC/MPC
 - Availability of suitable facilities for IBC and MPC that can be easily retrofitted
 - Proximity to main stadium and other Games venues
 - Potential for integration with Main Press Centre (MPC) to share common services
 - Space for an adjacent satellite farm
 - Extent of temporary works
 - Venue hire conditions and costs
 - Compliance with Clean Venue requirements (see appendix)
 - Suitability of floor spaces to allow an easy fit out
 - Availability of existing auditorium or meeting rooms for press conferences
 - Availability of catering facilities

November 1, 2019

- Availability and proximity of parking at the IBC/MPC venue(s)
- Proximity to broadcasters’ and media accommodation and city centre

- Athletes Village(s)

In the case that a sport or discipline is in a remote site from the CGV (usually over one-hour drive from the CGV), Satellite accommodation may be required for the athletes. The conditions of Satellite accommodation will operate with similar services and be of a comparable quality to that of the CGV. If Satellite accommodation is proposed, please ensure that all information requested below applies to the Satellite accommodation solution.

- The basic concept regarding the Athletes Village(s), including; location, housing type(s), ownership, Site & Block Plans (see above), connectivity / travel times to games venues
- If a new build, see “For each planned new venue” above and
 - Schedule for the various stages of the development including; design, construction, fit-out, and retrofit works post-Games
 - requirements and process for the relocation of any residents (if any)
- For Athletes Village (s) Block Plan, include the 3 functional zones:
 - Residential Zone; residence centres, CGA offices, main dining hall, polyclinic, CGA services centre, casual dining locations and recreational/fitness centre
 - International Zone; services, retail, media centre and Welcome Ceremony plaza
 - Operational and support services Zone/Areas; major transport elements (accredited vehicle routes, transport mall, CGA parking & main entry drop-off & parking accredited vehicle entry points & routes, transport mall, CGA parking & main entry drop-off & parking), back of house (logistics & storage areas) and operational areas to deliver services to the CGV effectively
- Main Dining Hall;
 - Capacity to seat 33% of the total Athlete and Team Official population of residents at one time, plus a separate Workforce dining area with capacity for 600 people at one time
 - Food provided takes into consideration the special nutritional needs of high-performance athletes as well as the national cuisines, religious habits and culinary traditions of the various countries competing
- Compliance with accommodation minimum space requirements: 12 sq.m per 2-person bedroom; bathroom ratio 4 residents to one bathroom

November 1, 2019

- Accessibility – number of wheelchair accessible bedrooms and bathrooms; maximum gradients and distances expected between major service and accommodation facilities
- Compliance with Clean Venue Requirements (see appendix)
- Other Accommodations
 - Identification of available accommodation/types for all Games participants, spectators and workforce (i.e. media, Games Family, sponsors, etc.)
- Other Venues
 - Identify location and short description of key non-competition venues (Airport(s), Games HQ, Bus depots, fleet depots, etc.)

Notes:

- CGC will use the [2016 Canadian Infrastructure Survey – Sport / Recreation Facilities](#) as part of its analysis and advice to Interested Cities and expects a direct link between the survey results, city’s Long-term Master Infrastructure / Sport / Recreation Plan and CWGs venues selection.
- Detailed and comprehensive CGF venue manuals, including minimum requirements and standards, are available in the CGC Bid Resource E-library.
- CGF officials are very knowledgeable, experienced and available to you when developing your Venues Plan.

November 1, 2019

Finances & Marketing (detail)

- Operations

- A detailed games operations budget (revenues & expenses) including initial concept of cashflows – Budget Templates to be provided,
- Commitment to the CGFP Games Delivery Model (see CGC Bid Resource e-library) and potential for improving efficiency of delivery and reducing the operating investment, compared to 2014 Games benchmark
- Experience of managing expenditure budgets met partly through VIK sponsorship, including the City’s approach to tendering and valuations of VIK proposals
- High-level Workforce Plan, including timing & salary levels of key roles
- High-level Ticketing Strategy including pricing and how to deliver fill stadia
- Tangible proof of the commitment from governments to fund the net operations budget (cash & budget relief VIK)
- Financial Obligations:
 - a CGC Rights Fee of \$40M cdn for exclusive marketing rights of the Canadian Commonwealth Team, and all CGC marketable assets, in the Canadian territory during the Games Period. Note of this amount, \$30M will be used to create the Canadian Commonwealth Sport Endowment Fund creating a truly unique games legacy where every Canadian Team to future Commonwealth Games will be fully funded, for perpetuity. For clarity, the Commonwealth Games Foundation of Canada retains exclusivity for all Commonwealth sport philanthropic rights/assets in the Canadian territory
 - a CGF Rights Fee – TBD (note it was £20M for the 2022 CWGs)
 - a CGA Travel Grant whereby the travel requirements for:
 - CGA delegations of athletes and team officials will be at no cost to the CGA (economy class fares from the capital city or main airport(s) designated by the CGA). Number of eligible athletes & team officials are determined by the CGF Athlete Allocation system.
 - CGA President and SecGen travel (business class) and accommodation at the Games Family Hotel during the games period.
 - CSF (Commonwealth Sport Foundation) Development Grant of £5Million

November 1, 2019

- “Games Required” Capital Projects
Identify new capital projects required for the Games with investments required and strategies to secure the investments including probable investment sources.
- Finance – “Games Supported” Capital Projects
Identify new capital projects not required for the Games but could support the Games and are in the city’s existing Long-term Master Plan, with costs.
- Economic Impact Assessment
Provide an economic impact assessment estimate using CSTA’s (Canadian Sport Tourism Association) [steam^{2.0}](#) model. Also provide a copy of the Inputs used for the model.

November 1, 2019

Appendix Clean Venue Requirements

As part of the guarantees submitted granting the OC the right to use the venue in the period leading up to and during the Commonwealth Games the Bid team must ensure that for each proposed venue, the following terms and conditions are agreed to by the venue owner / manager.

Signage

The venue owner grants the OC the right to have:

- Exclusive use of all indoor and outdoor signage at the venues, as well as signage in areas adjacent thereto and under the control of the owner
- Exclusive control of all venue naming rights and signage, including but not limited to the right to re-brand or cover existing signage.

Retailing and concessions

The venue owner grants the OC the right to:

- Be the sole and exclusive manager and operator of merchandise retail outlets and food / beverage concessions at the venue
- Sell Commonwealth Games merchandise at retail outlets and food/beverage concessions services, facilities and outlets
- Access all merchandise retail outlets as well as food and beverage products in venue
- Use staff of its choice and dress such staff in uniforms of its choice to operate the merchandise retail outlets and food / beverage concessions.

Ticketing and hospitality

The venue owner grants the OC the exclusive right to:

- Manage and sell tickets and hospitality in relation to the Commonwealth Games for the venue
- Manage and sell suites and specialty seats in relation to the Commonwealth Games for the venue.

Throughout the term of the lease agreement, the venue owner shall not subject the OC to any at the venue in relation to the sale of the aforementioned.

Broadcasting and Sponsorship

Throughout the term of the lease agreement, the venue owner agrees that the OC has the exclusive right to sell broadcast, sponsorship or any other multimedia rights in relation to the Commonwealth Games being held at the venue.

November 1, 2019

Exclusive use of sponsor products

The venue owner agrees that the OC shall have the right to exclusively use products and services of Commonwealth Games sponsors at the venue (and re-brand existing products and services, to the extent necessary to respect the exclusive rights granted to Commonwealth sponsors), including but not limited to the following product categories:

- Payment systems (including but not limited to credit card acceptance, automated teller machines (ATMs) and telephone payment systems) in relation to all sales occurring at the venue related to the Commonwealth Games
- Non-alcoholic and alcoholic beverages
- Audio-visual equipment including but not limited to video boards and speakers
- Timing, scoring and on-venue results equipment including but not limited to scoreboards.

No use of Commonwealth Games marks

The venue owner agrees that, at no time, shall it have the right to use any Commonwealth Games marks, symbols, terminology or derivatives thereof.

Brand protection and anti-ambush assistance

Throughout the term of the lease agreement, the venue owner agrees to assist the OC to combat attempts of ambush marketing by advertisers at the venue who are not Commonwealth sponsors but develop advertisements for use at the venue that may, implicitly, suggest that they are sponsors of the Commonwealth Games.