



# HAMILTON 2026 COMMONWEALTH GAMES

HAMILTON CITY COUNCIL PRESENTATION

A BLUEPRINT FOR REGENERATIVE, SUSTAINABLE AND IMPACTFUL CHANGE

Prepared by the Hamilton 2026 Commonwealth Games Bid Corporation

*The Blueprint presented in the pages that follow does not constitute a hosting plan or bid document. It represents a framework for the completion of the Hamilton 2026 Commonwealth Games Candidature prepared in consultation with the Commonwealth Games Federation and Commonwealth Sports Canada in advance of the finalization of a candidature proposal for the benefit of community stakeholders.*

August, 2020



The circumstances surrounding the Commonwealth Games Federation’s offer of partnership in the curation of a Games hosting plan for 2026 outside of its traditional competitive bidding process that is focused on pandemic recovery and civic regeneration is without historical precedent. This reality, precipitated by the unexpected and very disruptive events of the last few months, necessarily makes thoughtful deliberation and extensive consultation in a matter as significant as this a challenge. While cognizant of the significance of the Commonwealth Games Federation’s offer, and deeply appreciative of their support to date, the volunteers who are leading this effort are mindful of the necessity of the broadest possible engagement and consultation within our community and the need to be transparent and consultative in our work. With that in mind we wish to make clear that this blueprint is not a bid document. In light of the fact that this unprecedented opportunity entails community and civic input in consultation with the Federation, which necessarily involves the input of all levels of government, we are not in a position to finalize a bid in advance of that engagement. Therefore, this document, and the presentation to Council which it precedes, is merely intended to provide a framework for consideration of the opportunity and marks the beginning of an effort to invite community dialogue aimed at finalizing an approach to the 2026 Commonwealth Games that satisfies the needs of all stakeholders. We hope you find it illuminating and we thank you for your interest.

The Hamilton 2026 Commonwealth Games Bid Corporation.

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# INTRODUCTION



## Introduction

The XXIII Commonwealth Games will be held in late summer 2026. If staged in Hamilton, as we are urging, it will be the largest event in this City and surrounding region in history and the first time the Games will have been hosted in Ontario since their founding in Hamilton in 1930.

Hosting a successful and memorable Commonwealth Games is vital, but this effort is about much more than providing a 'Great Games'. In accepting the Commonwealth Federation's unexpected invitation to partner in the creation of a transformative experience in 2026 centered on recovery and regeneration, we would be gifted an unprecedented opportunity to leverage one of the world's great public celebrations to supplement and accelerate our local recovery efforts while simultaneously addressing a host of abiding economic and social challenges.

By embracing the 2026 Games, the attention and capacities of 71 nations and territories will be focused on this City, this region, and a better future.



# A. CONTEXT FOR THE CONSIDERATION OF THE 2026 GAMES



## A. Context for the Consideration of the 2026 Games

### (a) City of Hamilton and the 2030 Games

In February of this year, Hamilton City Council approved in principle a bid to host the 2030 Commonwealth Games on the basis of an ambitious infrastructure and operational plan that was budgeted to cost approximately \$1.5 billion. The proposal was focused on the celebration of the centenary of the Games' founding in Hamilton in 1930. The bid also received support in principle from the Federal and Provincial Governments. The bid presentation and Council's commentary regarding the opportunity can be found here:

<https://pub-hamilton.escribemeetings.com/Meeting.aspx?id=49f8d1f9-4e34-4713-bdcf-b65eb163dfbb&Agenda=Merged&lang=English&Item=48>. (6.7)

As is the case with our proposal to host the 2026 Games, government support in principle for 2030 did not entail a financial commitment. Such a commitment would be contingent upon the Commonwealth Games Federation's selection of Hamilton as the host city following a competitive global process. The 2030 bid was subsequently adjudicated by Commonwealth Sport Canada.

In April, after a pandemic-related delay in the announcement of the results, Hamilton100's bid was determined to be Canada's preferred candidature for entry into a global competition to host the Games. At the same time as the announcement was made, the leaders of Commonwealth Sport Canada and the Commonwealth Games Federation invited the Hamilton bid committee to consider pivoting from a lengthy and expensive global competition for 2030, to an offer of exclusivity in crafting a 2026 pandemic recovery hosting plan contingent only on securing government support in principle. Given the ongoing challenges of the pandemic, then at its height, our bid committee asked for time to reflect on the offer. In conceding that time, the Federation confirmed that neither our consideration of the offer, nor our collaboration in seeking government support, would involve withdrawal of our 2030 bid.





# commonwealth sport

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London SW1Y 5JH  
United Kingdom

Hamilton 2026 Commonwealth Games Bid Corporation  
77 James Street North  
Hamilton, Ontario  
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29 June 2022

Dear Hamilton 2026 Commonwealth Games Bid Corporation,

On behalf of the Commonwealth Games Federation (CGF), we are delighted the Bid Corporation has agreed to work with Commonwealth Sport Canada (CSC) and ourselves to explore the exciting and unique opportunity now presented to host the XXIII edition of our Games, which will be held in 2026.

Since August 2019, the CGF has been working exclusively with CSC on plans to host the 2026 Commonwealth Games.

Following the decision of CSC to put Hamilton forward as the preferred Candidate City to host the Games and our agreement with you to explore a pivot from the 2030 Games to 2026, the CGF has invested significant time and dedicated resources to support Hamilton in the development of its proposals.

Due to the escalating importance of securing a host city, the CGF commits to continuing to provide this same support on the process for hosting the 2026 Games, specifically to CSC and Hamilton, until the end of September 2020.

To progress and ensure a clear pathway for Hamilton to proceed through the Candidate City Process, the Bid Corporation will require a clear commitment and dedicated support from Hamilton City Council and Provincial and Federal Government Partners to work with you to develop a robust Candidate City Proposal. We believe there is an urgency needed, to capitalise on this unique opportunity and secure an extension of our support.

We strongly believe Hamilton, the very birthplace of the Commonwealth Sports Movement, would be an ideal partner in hosting a modern and progressive 2026 Commonwealth Games. The Games returning to its place of origin would support the city and province in their recovery from COVID-19, as well as contributing to ongoing regeneration initiatives and the communities' long-term sustainability and prosperity agendas.

Our aspiration remains to award the Games by the end of the year, with potential flexibility arising from the global pandemic, and we hope to continue to work closely with your team at Hamilton 2026, CSC and Government Partners as you develop your proposals to host an outstanding Games in the City of Hamilton in 2026.

Yours sincerely

**Dame Louise Martin DBE**  
President

cc.  
Fred Eisenberger, Mayor of Hamilton  
Honourable Lisa MacLeod, Minister of Heritage, Sport, Tourism and Culture Industries  
Honourable Filomena Tassi, Minister of Labour  
Honourable Steven Guilbeault, Minister of Canadian Heritage  
Louis Frapporti, Leader, Hamilton 2026 Commonwealth Games Bid Corporation  
Richard Powers, President, Commonwealth Sport Canada  
Brian MacPherson, CEO, Commonwealth Sport Canada  
David Grevenberg CBE, CEO, Commonwealth Games Federation

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**Sport à vocation sociale**

PJ Mercanti  
Chair, Hamilton100 Bid Corporation  
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June 17, 2020  
sent by email

Dear P.J.,

Thank you for participating in Commonwealth Sport Canada's (CSC) process to select Canada's next Commonwealth Games Candidate City. Hamilton has constantly demonstrated enthusiasm and commitment to the Commonwealth Games and submitted a compelling and exciting 2030 Commonwealth Games Hosting Plan. Following up on the March 26<sup>th</sup> phone call, on behalf of CSC's Bid & Hosting Committee and the CSC Board of Directors I am pleased to inform you that Hamilton has been selected as Canada's Candidate City for the 2030 Commonwealth Games. This selection is contingent upon Hamilton receiving support from the 3 levels of governments and CSC will assist you in securing this support.

Further, CSC supports Hamilton's recent pivot to the 2026 Commonwealth Games at the invitation of the Commonwealth Games Federation (the "CGF") and is currently working alongside Hamilton Bid Committee members, community leaders and the CGF, to develop a 2026 Commonwealth Games Hosting Plan that will help achieve the City of Hamilton's Vision for its future, be supported by governments and cause the Commonwealth Games Federation to award the 2026 Commonwealth Games to Hamilton outright. Should Hamilton be awarded the 2026 Commonwealth Games CSC will advocate for a linkage between the City of Hamilton and the host city of the 100<sup>th</sup> Anniversary 2030 Commonwealth Games that pays homage to the City of Hamilton as the birthplace of the Commonwealth Games and Bobby Robinson as its founder.

To be clear, if Hamilton is not awarded the rights to host the 2026 Commonwealth Games then Hamilton is and will remain Canada's Commonwealth Games Candidate City for the 2030 Commonwealth Games.

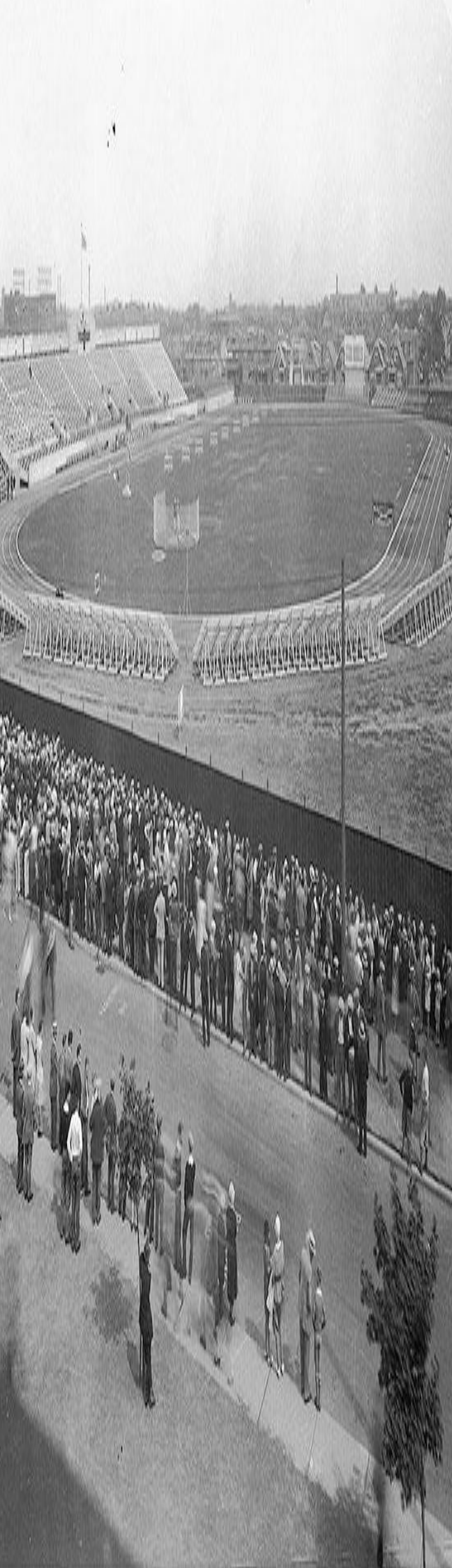
On behalf of CSC, congratulations and we look forward to working with the Hamilton bid committee in bringing the Commonwealth Games home, to their birthplace.

Yours Truly,

Richard C. Powers  
President, Commonwealth Sport Canada

Cc. Mayor Eisenberger





## (b) The Covid-19 Pandemic

The pandemic, and the shutdown it prompted, have had profoundly negative societal effects across a broad range of health and economic outcomes. Some of the more immediate and pronounced economic impacts were captured in the City's recent Covid-19 Business Impact Survey.

### COVID-19 HAMILTON BUSINESS IMPACT SURVEY REPORT (April 15 - April 24, 2020)

#### KEY FINDINGS

- Businesses across all industry sectors, and across every business size category, have been significantly impacted by the COVID-19 pandemic and the resulting actions taken by governments around the world to mitigate the associated health impacts.
- The aggregated employment impact from all respondents who participated in the survey (who collectively represent approximately 35,000 employees) communicates an employment decrease of almost 13,000 jobs, which represents a city-wide decrease of 35.8%.
- Over 90% of respondents reported a decrease in revenue because of COVID-19, with over 50% of respondents indicating that the decrease in revenue was greater than 50% when compared to the month prior.
- Approximately 65% of respondents indicated that they have reduced their employment levels, with over 20% businesses reporting they have zero employees at the time they responded.

<https://www.documentcloud.org/documents/6936432-08-2-Economic-Development-Initiatives-and-COVID.html>

Ultimately, economic damage is but one measure of societal harm. As everyone is aware, the pandemic and resulting shut down have caused negative impacts by every measure of community wellness. And while the adverse effects of the virus have been experienced nationally, a number of these challenges are particularly problematic here in Hamilton -- homelessness and affordable housing for example -- owing to a variety of longstanding structural challenges.



Like many municipalities, the City of Hamilton has created a pandemic recovery Task Force mandated to develop a concrete action plan with defined deliverables for immediate action. Notably, the Task Force seeks to identify issues and opportunities for action that it can convey to higher levels of government.

The Mayor's Task Force on Economic Recovery will provide multi-sectoral leadership and direction to guide Hamilton's economic recovery in the immediate aftermath of the COVID-19 pandemic. It will formulate an aggressive, action driven plan to position the City of Hamilton now, for long-term, sustainable and equitable economic recovery.

The Task Force will:

- Develop an action driven plan to position the City of Hamilton now, for long-term, sustainable and equitable economic recovery.
- Establish defined outcomes with specific deliverables to address the priority economic impacts of the pandemic confronting Hamilton based industry/businesses, employers and employees.
- Identify issues and opportunities to convey to other levels of government.
- Provide advice and assistance in the implementation of the Task Force's plan for economic recovery.
- Provide advice and suggestions to the Mayor, Council and senior staff for specific City of Hamilton actions and responses.

Without prejudging the findings of the Task Force, the prospects of securing a material level of relief from senior levels of government and the private sector is likely to be impacted by the reality that neighboring municipalities, such as Toronto and Waterloo, which have competitive advantages in attracting skilled workers, investment and support from the public and private sectors, will be competing for the same scarce relief dollars.

The Task Force has not completed its consultation phase and has agreed to accept a submission from Hamilton2026 as to the anticipated economic impact of the Games. We will provide this submission imminently and make it available to the public. In doing so we will urge the Task Force to embrace the 2026 Games opportunity as a key focus of its recommendations, as the Hamilton Chamber of Commerce recently did.

<https://www.thepublicrecord.ca/2020/07/hamilton-chamber-of-commerce-endorses-2026-commonwealth-games-bid>



## B.

# THE 2026 COMMONWEALTH GAMES – A TIMELY SOLUTION



## B. The 2026 Commonwealth Games – A Timely Solution

Multi-sport games have historically invited the impression that investments in a ‘sporting event’ necessarily come at the expense of more pressing social needs. While this oversimplifies a complicated matrix of government budgeting practices and policy priorities, and tends to ignore the positive impacts felt directly by small and medium sized businesses and those thousands employed as a result of these Games (impacts especially critical in this environment), it is entirely reasonable that potential host cities like Hamilton demand tangible proof of clear and significant social and economic returns.

As we articulate in the pages that follow, and will demonstrate in the days and weeks ahead, the Commonwealth Games, particularly in our innovative curation of the opportunity, is uniquely suited to assist in ameliorating the negative impacts of the pandemic for a host of reasons, including their proven track record of attracting significant levels of incremental funding from senior levels of government and inducing heightened levels of private sector investment, as well as their indisputable impact on tourism and hospitality. These impacts are urgently needed now.

Further, the integrated multi-agency and multi-sectoral structures that are necessary to effectively plan and deliver the Games (including government resources, academia and the private sector), which many have referred to as requiring an “all of government” approach, are also uniquely positioned to address the impact of Covid-19 and its aftermath, as pandemic recovery is itself an “all of government” undertaking. This synergy is particularly powerful here in light of the prioritization of our planning around the needs and concerns of vulnerable groups and those in vulnerable situations, especially women and girls, the elderly and marginalized persons, and those with existing mental health conditions who have been especially impacted by the disease and its aftermath.

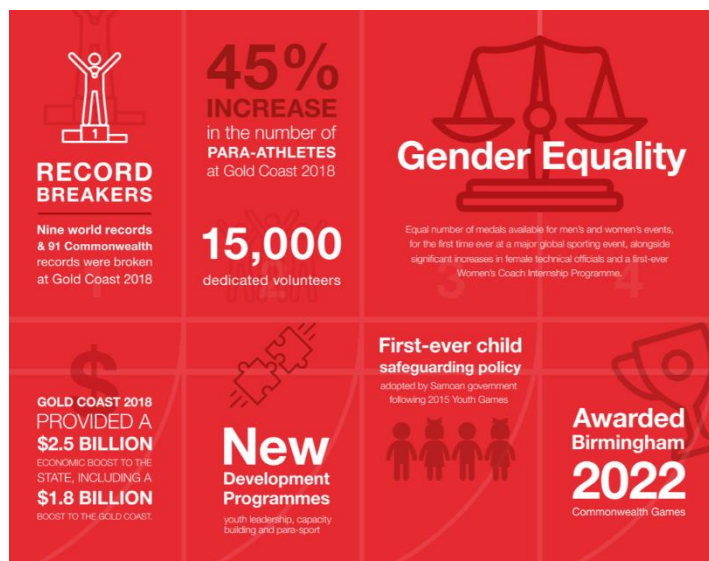
In assessing the merits of hosting the Games, it is critical to note that this opportunity comes with the Federation’s unprecedented commitment to partner with the City of Hamilton, senior levels of government, and the private sector in the crafting of a hosting program that is specifically designed to assist in pandemic recovery and long-term sustainable regeneration. It is doing so, in part, as a powerful way of putting into practice its prior public commitment to create a new Games delivery model designed fundamentally to benefit prospective host communities in the future. This model is called the [Transformation 2022 Strategy](#). Its mission statement: “Through sport, we create peaceful, sustainable and prosperous communities across the Commonwealth”.

These values are particularly resonant for us as we turn our focus to recovery in that they underscore the Federation’s primary mission to be much more than the curator of a great Games. Their ambition, and our primary resolve, is to use the power of this event to transform our destiny, with a singular focus on recovery, regeneration, and a legacy of impactful sustainable change.



Among its many benefits, this model allows for dedicated CGF Partnership delivery teams that can be fully integrated with the host city organizing team—such as the Hamilton2026 team—providing enhanced and highly specialized support, knowledge and expertise on the delivery of the Games.

Although the implementation of the Transformation strategy is in its infancy, it has already resulted in significant progress in prototype form as Transformation elements have been integrated into host plans; most especially in Gold Coast Australia (2018) and more deeply into the upcoming Birmingham Games.



For the first time, these resources would be fully deployed to Hamilton as a *prospective* host city in circumstances of exclusivity owing to the unexpected urgency of the need to recover from this pandemic. Beyond permitting greater flexibility in finalizing a suitable 2026 Games program, we no longer face the expensive head-to-head host city bid process of prior bids (including the 2030 bid). Instead, we have been handed the opportunity to work collaboratively with the CGF to curate a Games uniquely tailored to Hamilton in its moment of greatest need.

And that is why, after considerable analysis, we feel confident in saying that there is unlikely to be any single initiative or event on the horizon for Hamilton that approaches in any meaningful way the magnitude and range of positive impacts that the Commonwealth Games can deliver—starting immediately and extending well past the 2026 staging of the Games themselves.

# C. OUR FRAMEWORK – CHAMPIONING COMMUNITY PRIORITIES



## C. Our Framework – Championing Community Priorities

Unlike Hamilton’s 2030 bid, or any Commonwealth Games bid before, the Transformation 2022 strategy requires that we begin the re-engineering of our bid with an assessment of our region’s needs and vision. Accordingly, in constructing our 2026 framework, we began with the six community priorities articulated in the City’s current [10-year strategic plan](#):

- Community Engagement and Participation
- Economic Prosperity and Growth
- Healthy and Safe Communities
- Clean and Green
- Built Environment and Infrastructure
- Culture and Diversity

We then consulted with a number of our key anchor institutions as to their strategic priorities in order to determine points of confluence. We used these themes and vision statements to craft the framework outlined in this document for a hosting plan framework that fulfills the promise of recovery and regeneration in anticipation of a consultation process with City staff (upon the direction of Council) and with the community.

*"The City of Hamilton's Vision, To be the best place to raise a child and age successfully, and Mission, To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner, acknowledges our diverse community and recognizes that all ages and stages of life play a role in a vibrant community."*  
**Mayor Eisenberger, on release of the City of Hamilton's 2016-2025 Strategic Plan**

### Summary of objectives from key stakeholders’ published visions for Hamilton

Includes Municipal Government, Chamber of Commerce, Hamilton Economic Development, McMaster Innovation park, McMaster University, and Mohawk College\*

Theme	Summary of vision
People, community engagement and participation	<ul style="list-style-type: none"> <li>• Grow the urban Hamilton population by 110K, or 16.4% by 2041</li> <li>• A sense of pride for the city exists among residents, driving volunteerism and community-based initiatives</li> <li>• Engage and leverage the community to foster innovation and support entrepreneurship</li> <li>• Leadership in Indigenous education, advance diversity, social inclusion, and increase the international student base</li> </ul>
Economic growth and prosperity	<ul style="list-style-type: none"> <li>• Make Hamilton Canada's top mid-sized city in terms of investment, talent and quality of life</li> <li>• Residents can find well-paying local jobs, benefiting all residents</li> <li>• Retain the Most Diverse Economy title and have Hamilton be recognized for having the Best Workforce in Ontario</li> <li>• Post-secondary institutions and businesses collaborate with the city, contributing to the economy's success</li> <li>• Equip graduates with entrepreneurial and global competencies and bolster their job readiness</li> <li>• Provide opportunities for research commercialization</li> </ul>
Healthy and safe communities	<ul style="list-style-type: none"> <li>• People lead happy lives in safe, inviting neighbourhoods and friendly communities</li> <li>• Easy access to services and support required to be healthy and active</li> <li>• Ensure 100% of households (25% annually) on the Access to Housing waitlist are assessed by 2023 (There are currently 6,231 households on the social housing waiting list, 68% of these households have incomes less than \$20,000)</li> </ul>
Clean and safe	<ul style="list-style-type: none"> <li>• Reduce greenhouse gas emission to net zero by 2050.</li> <li>• Businesses and organizations to take a leadership role and operate in a sustainable manner.</li> <li>• Everyone has a deep understanding and respect for the natural environment.</li> </ul>
Build up environment and infrastructure	<ul style="list-style-type: none"> <li>• City design and planning based on maximizing well-being.</li> <li>• Encourage Hamiltonians to be connected to the city's rich history through architecture.</li> <li>• Well maintained and vibrant public spaces.</li> <li>• Achieve a 48% non-single occupant vehicle modal split by 2031, with a target of 15% for walk/cycle, 12% for transit and 21% for auto passenger and shared modes.</li> <li>• Relieve congestion and position Hamilton as a hub for people and goods movement.</li> <li>• Identify and implement infrastructure investments that will drive economic growth.</li> </ul>
Culture and diversity	<ul style="list-style-type: none"> <li>• People of all ages, backgrounds and abilities are accepted and celebrated, and have the support they need to thrive.</li> <li>• A thriving local arts scene.</li> <li>• Have Hamilton recognized nationally as a great place to live, buoyed by a thriving arts and culture scene, vibrant neighbourhoods, and strong commercial districts.</li> </ul>
People and performance	<ul style="list-style-type: none"> <li>• Encouraging healthy, respectful and supportive workplaces, continuous learning, performance excellence.</li> <li>• Provide an enriching and transformative learning experience for all students, which includes opportunities for experiential, work-integrated and self-directed learning.</li> </ul>

## D. KEY IMPACTS



### D. Key Impacts

Beyond the imperative of delivering a remarkable Games experience, we have been singularly focused on catalyzing benefits that span the range from immediate to long term, with particular regard to positive direct and indirect *economic* impacts. As referenced above, our impact strategy is intended to be a 'shovel ready', comprehensive, practical addition to the City's pandemic recovery planning efforts, supplementing the work of its Task Force, while also serving to materially accelerate the City's 10-year strategic plan.

The key elements of the 2026 Games' economic impact strategy include:

- Appropriately sized and strategically targeted capital investments which satisfy the needs for athletic competition while improving the infrastructure needs identified by the City;
- Maximizing affordable housing legacy through Games-related accommodation planning;
- Savings to the municipal budget due to Games-related capital expenditures assumed by senior levels of government and/or the private sector (that would otherwise fall to the City) coupled with the assumption of future operational costs to manage venues currently on the City's balance sheet;
- Attracting incremental Federal and Provincial funding for investment in wider Games and non-Games infrastructure such as transportation, health care, and housing that align with government pandemic recovery priorities;
- Catalytic effects on trade and investment resulting from Hamilton's increased profile on the world stage;
- accelerating and tightening connections with other Commonwealth host communities which the Games has consistently demonstrated;
- Generating significant impacts in tourism and hospitality;
- Improving our effectiveness in attracting private sector non-Games-related investments due to the enhanced brand, infrastructure and built improvements arising from the Games; and,
- Securing pre and post-Games legacy funding streams dedicated to community need.

We are in the process of finalizing, and will soon release, an independent analysis of the economic impacts of a number of the points above and will assess, release findings and make significant announcements around the remaining elements in due course.

# E. THE PROPOSED HAMILTON 2026 GAMES PROGRAM

## E. The Proposed Hamilton 2026 Games Program

The shift in timing and focus to the 2026 Games has led to several alterations in the proposed hosting plan aimed at reducing costs and creating better alignment with revised governmental budget and policy priorities. These adjustments involve a reconsideration of the investment side of the Games' balance sheet as well as a re-assessment of the intended impacts of the Games (both in terms of recovery and regeneration).

As reflected in the table below, our preliminary work on the structure of the 2026 Games has led us to reducing proposed budgeted costs significantly. The key changes relative to the 2030 plan include:

- a reduction in the planned number of athletes and officials;
- a reduction in the planned budget associated with infrastructure investments; and
- Some changes to the number and type of events competed in.

### Key changes between 2030 bid plans and 2026

	Number of sports events	Number of athletes	Number of coaches and team officials
<b>2026 Bid</b>	18	3,600	1,900
<b>2030 Bid</b>	22	4,500	2,250

Note: information based on latest bid plans as at July 2020

The contemplated athletic program will include 18 sports, and notably, an inclusive program of para-sports, an equal number of male and female-medaled events, and for the first time at any large international sporting event, an equal number of male and female athletes.

The sports program is still being discussed and cannot be finalized until the commencement of the multi-party agreement negotiations, and therefore cannot be publicly discussed at this time. However, we can confirm that our core sport program will include lacrosse for the first time in Commonwealth Sport History, with a goal for the sport to be played on the grounds of the Six Nations of the Grand River.

Ultimately, over 11 days of competition, 3,600 athletes and team officials from 71 nations and territories will participate in Hamilton2026. The event will be viewed live by over 1 million spectators and broadcast to a cumulative global television audience of 1.5 billion people. Notwithstanding its reduced scale to account for current spending realities, the 2026 Games would be the largest, most significant event in Hamilton history and one of the biggest international multi-sport events in the world. We note with some pride that it will be the most inclusive and diverse event of its kind in athletic history, for any multi-sport games.

## F. VENUE PLANNING – A RANGE OF OPTIONS



### F. Venue Planning – A Range of Options

In revising and downscaling our sport and venue planning for 2026 relative to 2030, we sought to exploit one of the remarkable and unprecedented benefits arising from the application of the Games 2026 Transformation Strategy: its collaborative planning model. Whereas the typical multi-sport games bid obliges a host community to create a plan intended to win a competitive bidding process without the benefit of flexibility by the governing body, in this case we are able to embed flexible venue options into the hosting plan that permit downstream adjustment depending upon the needs and capacities of our community, senior levels of government and the Federation, as explored prior to and during the MPA process.

And because the requested ‘support in principle’ for the Games does not entail any financial commitment, this flexibility will also permit Hamilton, as the primary host community, to debate and resolve the competing interests within the community and Council as to the optimal balance of priorities between legacy benefits and cost mitigation.

We felt that this flexibility offered enormous benefits to our region—and to the planning process. Our approach readily accommodates decisions that may ultimately be driven by senior government budgeting commitments and transfer payments to municipalities over the following years which would be expected to have a bearing on the City’s capacity to entertain new strategic infrastructure investments that could be deployed through the Games.

Accordingly, the majority of the proposed 2026 event venues (both sport and cultural) have a primary and contingent venue option which present one of two value profiles:

- greater legacy impact within Hamilton; or
- lower cost in Games delivery. In some cases, this entails hosting events in nearby regions where existing facilities would be capable of hosting the event with minimal upgrades.

The other notable change to our venue planning entailed by the Transformation Strategy is our ability to better distribute venues throughout the City with a view to more equitably distributing benefits among our wards.

As with the sport program, our consideration of venue options remains in the discussion phase and will require consideration and feedback from Council and staff before being presented publically. The presentation of further information regarding venues can therefore be expected in the context of our anticipated next attendance before Council where formal consideration of the proposed plan will be requested.

# G.

## GAMES FINANCIAL MODELLING



### G. Games Financial Modelling

Given the above, the financial modeling and tentative budget for the 2026 hosting proposal will be markedly different in process and outcome than that for 2030. Our work with the Federation and external experts to date has progressed considerably and is nearing completion as a working draft. However, as with the consideration of venue options, the completion of the prospective hosting budget will necessitate engagement with City Council and staff and other stakeholders. Nonetheless, we can say with considerable confidence on the basis of the invaluable collaboration in planning to date with the Commonwealth Games Federation and Commonwealth Sport Canada, that the scale and budgeted cost of the 2026 Games overall will be materially and thoughtfully reduced from the 2030 proposal and that the short and long term financial implications for the City have been completely re-engineered as further discussed below.



# H.

## HAMILTON 2026 MUNICIPAL FINANCIAL IMPACT STRATEGY



### H. Hamilton 2026 Municipal Financial Impact Strategy

We understand that the primary threshold concern for Council and members of the public in assessing the Games opportunity is the question of its financial impact upon the City's balance sheet given the fiscal crisis brought on by the pandemic. Accordingly, our approach to the creation of the framework for a hosting plan across the spectrum of pre-games, games and legacy deliverables, is to address this concern squarely and present a hosting plan that not only seeks to avoid negative impacts on City finances, **but also, delivers an immediate and long-term net financial benefit to the City's balance sheet in specific and measurable ways.**

The key elements of our financial impact strategy include the following key attributes:

- **No Impact on the City's Tax Levy from hosting the Games.** With the reduced operating and capital budget resulting from a modified sport program, coupled with significantly greater private sector and institutional participation, the financial model for the 2026 Games is being structured in a manner that will have no impact on the tax levy of Hamiltonians.
- **No New Capital Funding Requests for Game Venues.** Our Games hosting plan requires no new capital spending requests from the City. Any capital funding commitments referenced in the hosting plan will be limited to capital commitments already made by the City and unrelated to the Games in relation to the construction or improvement of a venue that will be used during the Games. The expectation is, based on the Pan Am experience, that beyond any existing City capital commitments by the City that might be applicable, any new venues proposed as part of the Games sport program or infrastructure improvements to existing facilities would be funded by senior levels of government, through Games generated revenue or private sector contributions. Ultimately, if Council or other funding stakeholders which to commit incremental funding to more ambitious legacy venue plans it will be entirely a matter of choice and not a function of Federation dictate.
- **Flexible/Targeted Infrastructure Investment.** Infrastructure improvements for Games-related venues will be driven by specific existing community need (whether for amateur sport and recreation or elite sport training and tourism) and equitably distributed throughout the community and/or region to the extent possible. We will also be prioritizing opportunities that can be funded by senior levels of government or from educational institutions or the private sector.





- **Legacy Asset Operational Support.** To the extent possible, we will embed annuitized legacy funding sources for operational costs in our venue planning (through private sector partnerships of legacy funding coupled with standard Games venue legacy operating funds) such that the Games do not add to the City's financial obligations. Indeed, we anticipate obtaining operational funding for some existing City assets that will result of a reduction in overall operational costs to the City.
- **Scaled Private Sector Partnership.** This bid will entail the highest degree of private sector participation in Commonwealth Games history. This is consistent with the CGF Transformation strategy, has been expressed as an expectation by members of Council as a prerequisite in our moving forward, and is therefore a central pillar of our 2026 hosting proposal framework. This will ensure a minimal impact on taxpayers, incent greater government investment through the certainty of a higher return on government spending and will greatly accelerate our recovery from the public spending over the next few years. Private sector contributions will extend beyond Games-related infrastructure to operational subsidies and non-Games related (but Games-inspired) commitments.
- **No International Bid Costs.** International competitive bidding costs upwards of \$5 million and is completely avoided for our 2026 bid. The Games are ours to host. Any remaining expenses associated with fleshing out our plan will not be borne by taxpayers and will be devoted to community consultation and host planning. To the extent possible, the demands on City staff resources will be minimized.
- **Pre-Games Philanthropic Support.** Notably, these will be the first multi-sport Games in which private sector philanthropic support will be secured that will be dedicated to community needs *in advance* of the staging of the Games. Announcements regarding this initiative, its participants and beneficiaries will be begin imminently.

As referenced above, all of these commitments will involve consultation with community stakeholders, including City staff, in the finalization of our approach.

Ultimately, it is critical to appreciate that insofar as the forthcoming request before City Council is simply that of 'support in principle', which does not entail any financial commitment, the unprecedented exclusive and collaborative nature of this bid process vests control over the delivery of the approaches outlined above with the City of Hamilton, and senior levels of government. If dissatisfied following their deliberations, all stakeholders can withdraw without obligation.



# I. TARGETED SOCIAL IMPACT OBJECTIVES AND STRATEGIES

## I. Targeted Social Impact Objectives and Strategies

The Games present an historic opportunity to achieve a wide range of legacy objectives for this region, many of pressing concern, and many of which would go unmet without the mechanism of the Games to catalyze real and permanent solutions.

There are several areas of focus in our planning:

### (a) Affordable Housing

This is our key legacy priority. A standard legacy deliverable for multi-sport Games invariably involves some degree of affordable housing derived from facilities constructed to house athletes, officials, media and the non-local Games-related workforce.<sup>1</sup> Such a legacy would hold particular relevance for this community in light of its longstanding deficit of affordable housing and the increasing urgency relating to this need owing to the dislocation caused by the pandemic.

In our efforts to determine benchmark scope and budget for an appropriately sized affordable housing initiative that can also be used temporarily for the 2026 Commonwealth Games, we began with an estimate of the anticipated total Commonwealth Games Bed Requirements<sup>2</sup> based on our proposed revised sports plan during the Games Operating Period<sup>3</sup>:

- Athletes, Coaches & Team Officials<sup>4</sup>: ~5,500 Beds, ideally all located together
- Out-of-Town Technical Officials (referees, judges, timers, score keepers etc.): up to 1,100 Beds, ideally all located together
- Out-of-Town Workforce Members<sup>5</sup> (typically 8.8% of total, estimated 50,000 Workforce needed during Games time) (temporary paid staff, interns, secondees, etc. / temporary paid contractors' staff /volunteers, .... etc.): up to 4,400 Beds

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<sup>1</sup> The Games Workforce categories include:

- Paid staff - An individual that fulfils a budgeted role, as defined by the respective FA workforce plan.
- Volunteer - An individual who has registered with the Volunteer Programme, occupies an approved volunteer demand position, and receives no monetary compensation for their services.
- Contractor - Individuals employed & paid by a separate business entity engaged to provide services that are not directly managed by the Organizing Committee.

Workforce does not include - Technical officials and Host Broadcast personnel.

<sup>2</sup> Beds are typically configured as 2 beds/persons per room

<sup>3</sup> The Games Operating Period is 23 days (10 days before the Games, 10 days of competition and 3 days after competition)

<sup>4</sup> This excludes athletes, coaches & team officials from up to 3 sports who may be expected to compete in another region.

<sup>5</sup> Workforce Members will be responsible for paying for their own games time accommodations



In our assessment of regional residential capacity for the Games, we have determined that there is a sufficient inventory of academic residences and hotel accommodation in the region to satisfy the requirements above. Such an approach would significantly reduce infrastructure spending associated with the Games. However, it would not meaningfully address the supply of affordable housing in the region.

We found in our discussions relating to Hamilton's 2030 bid, that ensuring a material legacy of affordable housing stock would be a key determinant of Council support. We understand this to remain the case in relation to the hosting of the 2026 Games. In creating a framework for housing legacy in the 2026 Games, therefore, we came to the view that working in concert with existing experienced stakeholders seeking to leverage the Games to accelerate and supplement existing affordable housing efforts and initiatives holds enormous promise.

This insight led us to seek out Indwell, a not-for-profit leader in affordable housing initiatives, and invite them to assist in this effort, along with other regional resources. After consultation with them aimed at ensuring an alignment of aspirations and resolve, they have agreed to assist in developing a strategy that seeks to graft the resources required to host one of the world's largest sporting events onto existing regional initiatives centered on the following foundational principle:

***Given the magnitude of the opportunity and of the need, our ambition should be nothing less than solving the housing crisis completely as the core Games Legacy.***

We are proceeding on that basis, acknowledging that the finalization of a credible plan to accomplish this goal will necessarily involve the collaboration and increased commitment of all levels of government and private sector partners, which can only be finalized through the Multi-Party Agreement process. We will, however, present our initial thinking around the framework to the public on August 10.





## (b) Sports and Recreation

This is an obvious yet critical legacy deliverable for our region. We are focused on the following:

**Sports Attraction** – Beyond the critical need for new and upgraded community recreation and sport venues, Hamilton has struggled to attract high caliber provincial, national and international sporting events because of the relative absence of modern sport infrastructure locally and deficits in upper tier convention and hospitality venues,. The material upgrading of these assets owing to the Games will secure more programming with the correlated economic impacts.

- **Elite Sports** - The Games will aid considerably in encouraging elite sport organizations to relocate to Hamilton.
- **High Performance Training** - An increased inventory of high-quality sport venues and facilities, coupled with our existing strengths in world-renowned sport-based research, particularly at McMaster University, will result in an increase in the number of sport associations and organizations visiting Hamilton for high performance training.
- **Active and Healthy Living** - In partnership with Public Health, our health care institutions and our academic and research strengths in health and life sciences, the Games will yield a multitude of programs designed to directly benefit the community and promote social interaction, improve physical and mental wellbeing, and build active lifestyles. We are especially focused on designing recreation, health and wellness programming within the City's most challenged neighbourhoods and among its most impacted constituents.

## (c) Accessible Tourism

Beyond our resolve to build on the past successes of the Commonwealth Games in ensuring a very significant commitment to integrated para-sports programming, we are committed to ensuring that people of all abilities feel welcomed as guests with equity and dignity and equal access to goods and services. We believe that this commitment will permit more significant investments in accessible tourism that will help to break down the barriers that hinder people with a disability from enjoying a holiday.



#### (d) Education Sector and Knowledge Economy

The Western GTA is home to a significant number of top tier educational and research institutions. All of our regional academic institutions are strong supporters of, and committed partners with, Hamilton2026.

The Games will accelerate our regional innovation ecosystem thereby attracting senior levels of government and private industry to invest in and partner with our educational institutions – and their current and prospective private sector partners - in the commercialization of research and the growth of our skilled workforce.

Initiatives under consideration include:

- Targeting media from Commonwealth Nations to evangelize Hamilton as a key global destination for research and development, education and training opportunities.
- Inspiring Hamilton students through an experiential learning-centered study and volunteer program that will allow students to complete their studies in Hamilton while gaining invaluable work experience in areas such as hospitality, digital media, construction and skilled trades, sports and event management through their training as a Hamilton2026 volunteer.
- Inviting our regional academic institutions to create exchange programs with affiliated academic institutions throughout the Commonwealth.

Training and experiential learning initiatives by which Hamilton2026 will create significant opportunities for residents to obtain new skills, training, and experience. Training initiatives will be created in the lead-up to the Games across a broad range of industries including events, construction, hospitality and digital media that will seek to prioritize at risk youth and communities.

In these efforts, we are delighted to announce our partnership with Hamilton's Industry Education Council. <https://iechamilton.ca/>





## J.

## PIONEERING A COMMUNITY BENEFITS AGREEMENT

### J. Pioneering A Community Benefits Agreement

In our initial consultation with community leaders relating to the merits of a pivot to a 2026 Games, including those who had expressed concern or opposition to the Games, it was suggested that consideration should be given to the creation of a Community Benefit Agreement (“CBA”). CBA’s are becoming increasingly popular in the context of initiatives that have broad community impact and invite a transparent and consultative process of community engagement—most especially with marginalized communities—which leads to the creation of binding commitments and structures of accountability around the delivery of community benefits. Having explored the opportunity, we are resolved to employ one or more CBA’s in advancing the Hamilton2026 Commonwealth Games bid and have secured the support and encouragement of both Commonwealth Sport Canada and the Commonwealth Games Federation to do so.

In our initial assessment of potential regional partners and credible models for the creation of a CBA, we see considerable promise in the work of the [Hamilton Centre for Civic Inclusion](#) and the [Hamilton Community Benefits Network](#), specifically its Foundation Document, which outlines a compelling framework for our efforts. We invite direction from the City of Hamilton as to how best to move this effort forward but see it as a necessary element of our hosting plan.

# K.

## HAMILTON2026 – A POWERFUL PARTNER IN HAMILTON'S URBAN INDIGENOUS STRATEGY

### K. Hamilton2026 – A Powerful Partner in Hamilton's Urban Indigenous Strategy

A relatively recent but critical civic practice in our community is the reading of the Hamilton Land Acknowledgment:

*“The City of Hamilton is situated upon the traditional territories of the Erie, Neutral, Huron-Wendat, Haudenosaunee and Mississaugas. This land is covered by the Dish With One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee and Anishinaabek to share and care for the resources around the Great Lakes. We further acknowledge that this land is covered by the Between the Lakes Purchase, 1792, between the Crown and the Mississaugas of the Credit First Nation.”*

Our region's commitment to promoting the cause of Indigenous reconciliation has resulted in a comprehensive [Urban Indigenous Strategy](#) and the issuance of a UIS Final Report on July 8, 2019 inviting stakeholders to develop an implementation plan for the strategy and, thereafter, to execute it.

Indigenous reconciliation and engagement is a key priority of the Commonwealth sports movement and all levels of the Canadian government, and will be a defining priority of Games planning, operation and legacy. Indeed, after consultation with the Commonwealth Games Federation and Commonwealth Sports Canada, we are resolved that Hamilton 2026 be the first Canadian multi-sport Games in history to have a Reconciliation Action Plan (RAP) that will commit to the delivery of legacy outcomes for our aboriginal communities and people of Indigenous ancestry. Such measures will include, but not be limited to, concrete commitments around:

- The medaling of Lacrosse, Canada's national game and Indigenous legacy, for the first time in Commonwealth sport history.
- Procurement practices;
- Education and skills training;
- Employment;
- Showcasing arts and cultures; and,
- Building a culturally capable workforce.



Our efforts to finalize this plan will, following engagement with all relevant stakeholders, align with and support the City's Urban Indigenous Strategy. The magnitude of these Games will materially accelerate and scale our region's Indigenous strategy and positively impact the lives and wellbeing of our Indigenous communities as we celebrate and share with the world their histories, cultures, experiences and contributions.

# L.

## DIVERSITY/ INCLUSION /EQUALITY

### L. Diversity/Inclusion/Equality

Hamilton 2026 will be heavily focused on, and will meaningfully accelerate, the many social and cultural initiatives in this region that are centered on promoting diversity and inclusion consistent with the Commonwealth Games Federation's Transformation 2022 values of Humanity, Equality and Destiny which necessitate a strong commitment to respecting equality, promoting fairness, and ensuring non-discrimination and inclusion in delivering a hosting plan. Our efforts in this regard will necessarily involve consultation with organizations and individuals within our region and beyond, the prospect of collaboration with thought leaders in this space outside of our region, and engagement with all levels of government to create a framework that can inform the composition of the governance and managerial structures of the hosting entity and the operation of the Games themselves. We are committed to laying the foundation for a truly groundbreaking approach to diversity and inclusion through the Commonwealth Games.





## M. CONCLUSION

### M. Conclusion

As referenced above, our Country, Province and City, are the beneficiaries of an unexpected and unprecedented offer of partnership by one of the world's leading sports organizations, The Commonwealth Games Federations, to craft a recovery and regeneration plan leveraging the power of the Games to help in this moment of need. We will soon be calling on all levels of government to simply declare their interest, without obligation or commitment, and explore the potential for an agreement that will serve the needs of so many communities. We will never see such an offer again.

While acknowledging the many challenges of this moment in our civic history, we collectively stand at the precipice of a remarkable opportunity for civic recovery and regeneration. Possessed of optimism, and with a resolve to work together, we can craft a civic plan of action engaging all stakeholders whose benefits can be directed to those most in need.

We look forward to our continuing dialogue in the days and weeks ahead.

The Hamilton 2026 Commonwealth Games Bid Corporation.

[www.Hamilton2026.ca](http://www.Hamilton2026.ca)



