




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

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| TO: | Mayor and Members General Issues Committee |
| COMMITTEE DATE: | February 15, 2023 |
| SUBJECT/REPORT NO: | Commonwealth Games 2030 Update (PED19108(j)) (City Wide) |
| WARD(S) AFFECTED: | City Wide |
| PREPARED BY: | Carrie Brooks-Joiner (905) 546-2424 Ext. 3967 |
| SUBMITTED BY: | Carrie Brooks-Joiner Director Tourism and Culture Planning and Economic Development |
| SIGNATURE: |  |

RECOMMENDATION

- (a) That the Mayor be authorized and directed to execute, on behalf of the City, a letter to Commonwealth Sport Canada expressing “a willingness to engage Commonwealth Games Federation in the Dialogue and Feasibility Stage” related to the hosting of the 2030 Commonwealth Games for Hamilton conditional on an equivalent commitment from the Government of Ontario;
- (b) That a financial contribution of 50% of the total municipal contribution, or up to \$285 K whichever is less, be approved as the City of Hamilton’s contribution towards the shared costs of the International Bid Process for the 2030 Commonwealth Games, conditional upon the confirmation of the required financial contributions to the International Bid Process by the Federal and Provincial governments, the private sector, and by the other municipalities participating as event hosts, and that Hamilton’s contribution be funded from the Economic Development Initiatives Reserve (#112221);
- (c) That the City Manager be confirmed as the City’s representative on the Executive Coordination Committee and be authorized and directed to coordinate the City’s involvement in the International Bid Process for the 2030 Commonwealth Games;

- (d) That the following temporary positions to support the International Bid Process be created and be funded from the Convention and Sports Events Reserve (#112231):
 - (i) A Manager Major Games Planning position (one temporary full-time equivalent up to 12 months) representing an estimated annual cost of \$190 K inclusive of salary, non-salary costs and project expenses.
 - (ii) A Coordinator Games Planning position (one temporary full-time equivalent up to 12 months) representing an estimated annual cost of \$120 K inclusive of salary and non-salary costs.
- (e) That the negotiation mandate for a potential Multi-Party Agreement related to hosting the 2030 Commonwealth Games as outlined in Report PED19108(j) be approved;
- (f) That the General Manager, Finance and Corporate Services Department, or delegate, be authorized and directed to participate in the negotiation of the Multi-Party Agreement related to hosting the 2030 Commonwealth Games within the approved negotiation mandate and conditional on the participation of the Government of Ontario and the Government of Canada;
- (g) That staff be directed to report back to the General Issues Committee at the completion of the draft Multi-Party Agreement negotiations and, if successful and including financial commitments of the Government of Ontario and the Government of Canada, seek approval to execute the Multi-Party Agreement;
- (h) That staff be directed and authorized to contribute to the development of Feasibility and Candidature Files;
- (i) That staff be directed to explore the potential for social Legacy Projects within Hamilton and report back to the General Issues Committee on such opportunities as part of the reporting back on the Multi-Party Agreement;
- (j) That staff engage with Indigenous leaders to define a potential Hamilton based Games Legacy and report back to the General Issues Committee on such opportunities as part of the reporting back on the Multi-Party Agreement;
- (k) That Council appoint Mayor Andrea Horwath as the City of Hamilton's representative for international activities in support of the 2030 Commonwealth Games Bid as required; and

- (l) That staff be directed to report back to the General Issues Committee by December 6, 2023 on the outcome of the International Bid Process and any next steps for the City of Hamilton which, if the 2030 Commonwealth Games are awarded to Hamilton, will include approval to establish a staffed Commonwealth Games Office within the City.

EXECUTIVE SUMMARY

The Commonwealth Games is an international multi-sport and cultural event involving athletes from the Commonwealth of Nations. Originally called The British Empire Games, 2030 marks the 100 years since the inaugural Games were held in Hamilton. In early 2019, Hamilton100, a community coalition, approached Hamilton City Council and proposed to lead and wholly fund a bid to bring the Games back to Hamilton. Council approved execution of the first of several Memorandum of Understanding agreements between the City and Hamilton100 confirming the community group's lead. Since that time, Hamilton100 has incorporated as a bid committee, grown its base of dedicated volunteers, stakeholders and partners, and has led and funded the development of a hosting proposal to host the 2030 Commonwealth Games in Hamilton and region.

The international Commonwealth Games Federation (CGF) has set upcoming key deadlines in May and August 2023 for submission of the two-part International Bid for the hosting of the 2030 Commonwealth Games by interested countries. Commonwealth Sport Canada (CSC) has confirmed that a Hamilton and region bid based on the proposal developed by the community consortium Hamilton100 (refer to attached Appendices "A" through "E" to Report PED19108(j)), is the preferred Canadian bid. These international deadlines require decisions by the City of Hamilton regarding the ongoing endorsement of the pursuit of the Commonwealth Games, a Negotiating Mandate for a Multi-Party Agreement, and a financial commitment to support the International Bid Process. If endorsed, related decisions include the addition of dedicated staff resources and exploration of potential Legacy Projects.

Alternatives for Consideration - See Page 14

FINANCIAL - STAFFING - LEGAL IMPLICATIONS

Financial: To date, the City has not approved any financial investment in the proposal development, Commonwealth Games planning or future event delivery, nor has there been any dedicated staff resources on the file.

Staff are recommending approval of up to \$595 K in 2023, which includes \$285 K towards the costs of the International Bid Process and \$310 K for temporary staffing and operations.

Informed by the funding model within the Federal government's policy for hosting international sporting events, and the content in the most recent version of the Hosting Proposal developed by Hamilton100, the potential contribution from the City of Hamilton is a portion of the municipal allocation of \$570 K towards the costs of the 2023 International Bid Process and a portion of the municipal allocation of \$81.2 M towards Games Planning, Delivery, Legacies and Capital costs. The City's final proposed investment will depend on finalization of cost sharing between participating municipalities and other levels of government.

Commonwealth Sport Canada's suggested breakdown of estimated costs for the International Bid Process are as follows:

| International Bid Process | Percent | \$ Amount |
|----------------------------------|----------------|--------------------|
| Federal Government | 35% | 1,157,366 |
| Provincial Government | 31% | 1,040,948 |
| Municipalities (8 participating) | 17% | 569,933 |
| Non-Government/Private Sector | 15% | 488,514 |
| Commonwealth Games Federation | 0% | 0 |
| Commonwealth Sport Canada | 2% | 50,000 |
| Total | 100% | \$3,306,761 |

In recognition of Hamilton's role in the Hosting Proposal as an anchor city within a regional games, staff is recommending that the City of Hamilton's contribution towards the costs of the International Bid Process be 50% of the total municipal contribution, or \$285 K, whichever is less.

The total cost of \$3.3 M assumes there are multiple international bids for the 2030 Commonwealth Games, necessitating a competitive process which requires global advocacy and promotion to be successful. If Canada's bid is the only one submitted by August 31, 2023, the total cost will be lower.

While this report is only seeking staffing and budget approval for participation in the preparation of the International Bid, it is important to note that a decision to proceed at this stage will lead to the preparation of a Draft Multi-Party Agreement which will be brought back to Council for approval, and that Multi-Party Agreement will include further financial costs and staffing implications should the bid be successful.

The breakdown of the estimated costs for the Games Planning, Delivery, Legacies and Capital provided by Commonwealth Sport Canada and included in the Hosting Proposal developed by Hamilton100 are as follows:

| Games Planning, Delivery, Legacies and Capital | Percent | Amount \$ |
|---|----------------|------------------------|
| Federal Government | 35% | 385,613,328 |
| Provincial Government | 40% | 438,840,890 |
| Municipalities (eight participating) | 7% | 81,250,000 |
| Non-Government/Private Sector | 0% | 0 |
| Commonwealth Games Federation | 18% | 196,048,149 |
| Commonwealth Sport Canada | 0% | 0 |
| Total | 100% | \$1,101,752,367 |

The City of Hamilton's proposed contribution is a portion of the \$81,250,000 total municipal contribution towards Games' costs. The City's portion will be determined by Council's direction regarding the Negotiating Mandate for the Multi-Party Agreement and finalization of cost-sharing between participating municipalities and other levels of government. Staff are recommending that the Negotiating Mandate be a maximum of 25% of the total municipal contribution, or \$20 M, whichever is less.

The private sector's proposed contribution toward the operational budget for Games Planning, Delivery and Legacies comes through the international Commonwealth Games Federation who control the marketing and sponsorship program for the Commonwealth Games. Based on the last three Commonwealth Games, revenues from private sector sponsors for the 2030 Commonwealth Games is conservatively estimated at \$103 M.

There are \$0 dollars for private sector contribution toward the Games Planning and Legacies Capital budget because Capital costs for the following proposed new venues - Aquatics Complex (Waterloo); Cricket Stadium (Brampton); E-sports Complex (Burlington); Gymnastics Arena (Burlington) and Athlete's Village (Burlington) are the sole responsibility of the private sector, not the Commonwealth Games, and are not reflected in the Commonwealth Games budget.

Staffing: To date, there have been no staff or financial resources dedicated to the Commonwealth Games file. Staff from across the Corporation have been involved in providing information to Hamilton100 since 2019 and more recently, participating on external planning bodies (See Report PED19108(f)) and providing limited support for government relations and communications

as approved by Council (See Report PED19108(h)) in May 2022. This work has been completed within existing workplans and budgets.

City staff currently participating in external multi-party planning bodies include: the Emergency Management Coordinator and Hamilton Police Services representation on the Bid Safety and Security Workgroup; the General Manager, Finance and Corporate Services Department on the Games Planning and Delivery Workgroup; and the City Manager on the Executive Coordinating Committee (with the Director, Tourism and Culture Division as delegate for the General Manager and City Manager). The Director, Recreation Division and Manager, Tourism and Events participated in the previous Concept Review Committee in Q3 of 2021.

An internal City of Hamilton Steering Committee includes the City Manager; General Manager, Finance and Corporate Services Department; General Manager, Planning and Economic Development Department and Director, Tourism and Culture Division.

Should Council wish to participate in the International Bid Process, two temporary full-time equivalents are required in 2023 to support that process, community engagement, and related Games planning: Manager, Major Games Planning and Coordinator, Major Games Planning.

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| Total Compensation | \$287,000 |
| Employee Related Costs | \$5,500 |
| Project Costs | \$17,500 |
| Total | \$310,000 |

Both positions would be added in the Tourism and Culture Division, Planning and Economic Development Department for up to 12-months and funded from the tourism related Convention and Sport Events Reserve (#112231).

Should Canada be selected to host the 2030 Commonwealth Games, additional staffing will be required starting in Q1 of 2024 and will increase incrementally until Commonwealth Games delivery. As reported in Reports PED19108(d) and PED19108(h), dedicated and incremental City staff resources from all departments will be required including senior representation for negotiation of the Multi-Party Agreement and to participate as a member of the Hosting Corporation. Based on the staff team created for the Pan Am Games and Birmingham Commonwealth Games, it is estimated that at least eight full-time equivalents, including a Director-level position, are required for the planning phase starting in 2024. There will also likely be a draw on time of existing staff as required across Legal, Finance,

Communications, Project Management, Recreation, Community Engagement, Programming and potentially Housing.

An external International Bid Director contract position (February to December 2023) to lead the planning and delivery of the international phase of the Bid was posted in January 2023 by Hamilton100. Filling of this temporary position, reporting to Hamilton100 Executive, is contingent upon confirmed funding for the international bid process from Bid Partners including the City of Hamilton.

Legal: Legal Services will be required to review the Multi-Party Agreement and related ancillary documents.

HISTORICAL BACKGROUND

The first report to the General Issues Committee regarding the possibility of Hamilton hosting the 2030 Commonwealth Games dates to June 5, 2019 (See Report PED19108). Since that time, nine subsequent staff Reports, one Communication Update and multiple presentations have updated Council on the initial and evolving concept, the pivot to explore hosting in 2026 as an alternative, and the current focus on 2030. Over that time, Council has provided incremental direction to staff and approvals.

Highlights include:

- To participate in the development of the concept and proposals through the provision of information (See Reports PED19108(f) and PED19108(g));
- To appoint three elected officials to serve as the City's representatives on the Hamilton100 Committee (See Report PED19108(b));
- For the terms of a Memorandum of Understanding with Hamilton100 Games Bid Corporation and subsequent revisions (See Report PED19108(a) and revised Reports PED19108(b), PED19108(h); and PED19108(i));
- For staff to review and Council endorsement of the initial Part 1 and Part 2 Hosting Proposals prepared by Hamilton100 (See Reports PED19108; PED19108(b); PED19108(c); PED19108(d); and PED19108(e)). (Note: Proposals 1 and 2 replaced by August 2022 document attached as Appendices "A" through "E" to Report PED19108(j));
- For staff to prepare and submit a City of Hamilton Sports Venue proposal in response to the 2030 Commonwealth Games Bid Request for Proposals (See Report PED19108(g)).

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

- Commonwealth Sport Canada
- Sport Canada
- Hamilton100

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The Hosting Proposal, dated August 2022, submitted by Hamilton100 to Commonwealth Sport Canada and the Federal Government of Canada and Provincial Government of Ontario, is a concept that is to be refined, validated and supplemented by key parties. Assuming there is support and agreement by key parties, the resulting final two-part national bid, composed of a Feasibility File and Candidature File, will be submitted to the Commonwealth Games Federation. All proposals are voted on by the Federation members in November 2023 and a majority vote results in a country being awarded the Commonwealth Games. The timeline is as follows:

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| November 28, 2022 | Invitations to submit Expressions of Interest issued by Commonwealth Games Federation to the various national Commonwealth Games Associations. |
| December 15, 2022 | First meeting of the Executive Coordination Committee (the City Manager is the City's representative). |
| January 31, 2023 | <p>Deadline suggested by CSC for the City of Hamilton, Provincial Government of Ontario and Federal Government of Canada to provide a letter expressing "willingness to engage CGF in the Dialogue and Feasibility Stage" of the International Bid Process AND for the Provincial Government of Ontario to confirm its financial contribution to the International Bid Plan and the planning and delivery of the 2030 Commonwealth Games.</p> <p>Note: Commonwealth Sport Canada is aware that the City of Hamilton will consider this request at the February 15 General Issues Committee meeting and will not meet the January 31 deadline.</p> |
| February 15, 2023 | Report to General Issues Committee (followed by Council February 22). |

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| February 28, 2023 | Deadline for interested countries to submit Expression of Interest to the Commonwealth Games Federation. |
| February 28, 2023 | Federation to issue 2030 Candidate Manual, Games Requirements and Draft Host Contract including Annexes Undertaking and Guarantees. |
| May 31, 2023 | Submission of Feasibility File (includes information in twelve themes including Games concept, government support commitment, initial budget, safety and security services, accommodation concept, Games transport concept and energy and telecommunications capacity). |
| August 31, 2023 | Submission of Candidature File (includes additional Games Plan details within twelve themes including Host Guarantees, Financial Shortfall Guarantee, and commitments by parties to enter into the Host Contract if awarded the Games). |
| September to October 2023 | Bid evaluation phase. |
| November 2023 | Commonwealth Games Federation International General Assembly at which the 2030 Commonwealth Games are awarded. |

Benefits

The hosting of major events can result in multiple quantifiable and anecdotal benefits for the host community and country. The Hosting Proposal outlines a range of anticipated community well-being, sport and economic impacts from hosting and legacy outcomes for Hamilton, the region and beyond.

The Department for Digital, Culture, Media and Sport, Government of the United Kingdom, released the report Birmingham 2022 Commonwealth Games: The Highlights which provides an overview of the scope of the twenty-second Commonwealth Games held in Birmingham in 2022. The report is attached as Appendix “F” to Report PED19108(j)).

To assess whether the intended societal outcomes and impacts of Birmingham 2022 were achieved and to inform Legacy Programme delivery, the United Kingdom Government commissioned an independent evaluation. The resulting report: Interim Evaluation of Birmingham 2022 Commonwealth Games dated January 2023 is attached as Appendix “G” to Report PED19108(j)).

The reports note the following highlights:

- The total of £778 M of public funding helped to unlock over £85 M in additional funding from a range of public and third sector bodies.
- Birmingham 2022 Commonwealth Games contributed at least £870 M to its economy, benefitting businesses and communities in the region and created thousands of job opportunities.
- A record 1.5 M tickets were sold for the event.
- Television viewership of 834.9 M, Birmingham 2022 had over 215 M digital views and 141 M interactions on social media.

Risks

There are multiple risks related to the successful completion and submission of the Bid including, among others:

- Municipal, Provincial and Federal financial commitments are not in place at this time;
- Government decision-making timeframes may not align with International Bid Process deadlines;
- The level of private sector investment is unclear at this time;
- Submitted venue proposals were non-binding; and
- There is significant work to be completed to finalize the Feasibility and Candidature Files by the May 31 and August 31, 2023 deadlines.

There are multiple risks related to successful hosting for the City of Hamilton including, among others:

- The proposed municipal cost-sharing formula has not been confirmed;
- Capital costs are preliminary, not validated and risk overages;
- Capital costs within the Commonwealth Games budget are only allocated for existing facilities that require modifications to meet Commonwealth Games requirements. This does not include, for example, refresh and improvements to: Tim Hortons Field for opening and closing ceremonies; Ancaster Rotary Centre and

route-specific roads for cycling events; and festival sites such as Bayfront Park, Pier 8 and Gage Park;

- Submitted Sports Venue Proposals were non-binding, however the Hosting Proposal assumes the commitment of public and private facility owners to invest in existing Capital upgrades to venues and/or new builds as submitted in the Venue Proposals and that these venues will be Commonwealth Game ready within the planning timeframe; and
- Timelines for completion and operation of Hamilton's Light Rail Transit project have not been confirmed by Metrolinx at this time;

Proposed Negotiating Mandate

Based on the Hosting Proposal, dated August 2022, submitted by Hamilton100 to Commonwealth Sport Canada and the Federal Government of Canada and Provincial Government of Ontario, Hamilton will participate in the Commonwealth Games as follows:

- The Opening and Closing Ceremonies to be held at Tim Hortons Field;
- International Broadcast Centre to be located at the Hamilton Convention Centre;
- Rugby 7s to be held at Tim Hortons Field;
- Athletics (track and field, marathon and race walk) to be held at Mohawk Sports Park and there will be a Commonwealth Games Capital investment of \$15 M;
- Basketball (3x3) will be held at Eastwood Park and there will be a Commonwealth Games Capital investment of \$5.3 M for new courts;
- Cycling (road and time trials) base at Ancaster Rotary Centre; and
- Weightlifting to be held at FirstOntario Centre, with any necessary capital upgrades to be the responsibility of Hamilton Urban Precinct Entertainment Group.

The Hosting Proposal indicates that aquatics would be hosted in Waterloo; however, McMaster University and Hamilton100 are advocating for the relocation of aquatics to Hamilton and investment in a new aquatic facility.

The Hosting Proposal also indicates that athletes' housing would be located in Burlington, and proposes a hotel and conference centre, also located in Burlington and funded by the private sector.

To date, the benefits and legacy for Hamilton have been shaped by Hamilton100 based on its engagement with local stakeholders and by the City of Hamilton's submitted Sport Venue Proposal. The City of Hamilton has not conducted any public consultation nor articulated any specific requirements for municipal investment other than the original principles defined by Council in 2019 which included:

- (a) Celebrate Hamilton's legacy with the Commonwealth Games and, particularly, the 100th anniversary of the initial British Empire Games held in Hamilton in 1930;
- (b) Align with the City's vision ("To be the best place to raise a child and age successfully"), plans, values and priorities including:
 - (i) Commitment to equality, diversity, accessibility, tolerance, green and climate change initiatives, social procurement and social housing; and
 - (ii) Strategic Plan and Recreational Indoor and Outdoor Master Plan;
- (c) Enhance Hamilton's reputation, identity and civic pride;
- (d) Maximize investment in Hamilton wherever possible;
- (e) Utilize existing facilities in the City of Hamilton where appropriate;
- (f) Engage in public and private partnerships where appropriate; and
- (g) Identify and create long-term legacy projects that will facilitate serving the needs of the Hamilton community.

Senior staff participation on the recently created Commonwealth Games Planning and Delivery Workgroup and the Executive Coordinating Committee, followed by the Multi-Party Agreement negotiation process, are opportunities for the City of Hamilton to confirm specific investment, roles, legacy outcomes and investments beyond the Games required costs. To mitigate against the risks described above, and to achieve the City's defined principles for the Commonwealth Games, staff are recommending that a clear Negotiating Mandate is required for these discussions.

The following Negotiating Mandate for the 2030 Commonwealth Games is recommended for the City of Hamilton:

- 1) That Hamilton's participation is conditional on the confirmed participation of the Federal and Provincial governments, and the confirmed commitment of the

partner municipalities as event hosts as outlined in the Hosting Proposal;

- 2) That the City of Hamilton's contribution to Commonwealth Games planning and delivery be a maximum of 25% of the total municipal contribution, or \$20 M, whichever is less, and that the City's capital investment be limited to investments in City facilities that have been deemed to be necessary for community needs;
 - (a) That investments in the FirstOntario Centre and Hamilton Convention Centre in accordance with the Master Agreement between the City of Hamilton and the Hamilton Urban Precinct Entertainment Group be deemed to be a component of the City's financial contribution to the Commonwealth Games;
- 3) The Regional Sport Venue Program included in the Hosting Proposal dated August 2022 be endorsed with the following exception:
 - (a) The City supports a new Aquatics facility at McMaster University, Hamilton, without municipal investment;
- 4) That a minimum capital investment from the Commonwealth Games Capital of \$20.3 M for upgrades to Mohawk Sports Park (athletics); and new basketball courts at Eastwood Park (basketball 3x3) be secured from Commonwealth Games provided funding from other levels of government as outlined in the Hosting Proposal;
- 5) The Regional Non-Sport Venue Program included in the Hosting Proposal dated August 2022 be endorsed;
- 6) That Hamilton be designated and branded as the Host City and be referred to as such in all Commonwealth Games related marketing and promotion;
- 7) The Opening and Closing Ceremonies, Commonwealth Games Headquarters and International Broadcast Centre are in Hamilton;
- 8) That housing be pursued as a Commonwealth Games legacy and that any Federal and Provincial governments investment in any Commonwealth Games related housing be made in Hamilton;
- 9) That Legacy Project(s) identified by local Indigenous leaders be explored for potential funding;
- 10) That Hamilton receive benefit from social impacts and community benefits (e.g. jobs); and

- 11) That the City of Hamilton will not assume financial liability for any Commonwealth Games shortfall.

ALTERNATIVES FOR CONSIDERATION

- (a) Council could direct that the City's contribution amount to the International Bid Process be amended to cover a greater share of the municipal component. While this approach may assist in advancing the bid process, there is a risk that it would reflect a lessened commitment to the Commonwealth Games by other municipalities.
- (b) Council could direct changes to the Negotiating Mandate.
- (c) Council could direct that there be no financial commitment from the City of Hamilton towards the securing, planning or delivery of the 2030 Commonwealth Games. This would eliminate future financial investment by the City. The risk associated with not being a party to any Commonwealth Games Agreements or planning related to Commonwealth Games activities within the municipality is not known at this time.

ALIGNMENT TO THE 2016 - 2025 STRATEGIC PLAN

Community Engagement and Participation

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

Economic Prosperity and Growth

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

Healthy and Safe Communities

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

Clean and Green

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

Built Environment and Infrastructure

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

Culture and Diversity

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

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PED19108(j) - Hamilton100 Commonwealth Bid Corporation, 2030 Commonwealth Games Hosting Proposal Overview and Highlights, August 2022

Appendix “B” to Report PED19108(j) - Hamilton100 Commonwealth Bid Corporation, 2030 Commonwealth Games Hosting Proposal, August 2022

Appendix “C” to Report PED19108(j) - Hamilton100 Commonwealth Bid Corporation, 2030 Commonwealth Games Hosting Proposal, Appendix “A” Letters of Support, August 2022

Appendix “D” to Report PED19108(j) - Hamilton100 Commonwealth Bid Corporation, 2030 Commonwealth Games Hosting Proposal, Appendix “B” Operating Budget, August 2022

Appendix “E” to Report PED19108(j) - Hamilton100 Commonwealth Bid Corporation, 2030 Commonwealth Games Hosting Proposal, Appendix “C”, Indigenous Partnership Framework August 2022

Appendix “F” to Report PED19108(j) - Birmingham 2022 Commonwealth Games: The Highlights

Appendix “G” to Report PED19108(j) - Interim Evaluation of Birmingham 2022 Commonwealth Games, January 2023

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