



HAMILTON100

HOSTING PROPOSAL

OVERVIEW & HIGHLIGHTS



June 15, 2022

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

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

Messr/Madam:

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

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

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

Sincerely,

Andre De Grasse



INTRODUCTION

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

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

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

COMITÉ DE CANDIDATURE DE HAMILTON100

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

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

PROPOSED EVENT PARTNERS:



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

HAMILTON100 BID COMMITTEE

Advisory Board Members

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

Executive Committee Members

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

LAND ACKNOWLEDGEMENT

MOHAWK

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

ENGLISH

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



© COMMONWEALTH GAMES FEDERATION

TABLE OF CONTENTS

PART ONE: H2030 COMMONWEALTH GAMES VISION	2
PART TWO: IMPACTS & LEGACIES	12
PART THREE: SECONDARY PRIORITIES	28
PART FOUR: SPORT PROGRAMME & ALIGNED VENUES	36
PART FIVE: ATHLETE’S VILLAGE	44
PART SIX: GAMES BUDGET	54
PART SEVEN: CONCLUSION	58



1

2

PART ONE

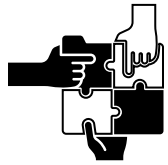
H2030 GAMES
VISION



1.0 LOOKING FORWARD

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

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



1.0.1 BROADENING IMPACT THROUGH REGIONAL PARTICIPATION

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



© DIALOG



© SOLD RIGHT AWAY INC.



1.0.4 PRIVATE SECTOR ENGAGEMENT

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



1.0.2 FROM EVENT TO MOVEMENT

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



© COMMONWEALTH SPORT CANADA



1.0.5 EQUITY, INCLUSION & DIVERSITY

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

Nation to Nation Indigenous Partnership

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

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

PROPOSED EVENT PARTNERS:



1.0.3 HEALTH + WELLBEING

The nation is collectively coming out of a moment of profound societal disruption including an unprecedented cessation of activity and interaction for people of all ages and abilities. The return to normalcy in work, as in play, is very much in doubt. Therefore sport, and a powerful sporting movement advanced by a broad coalition of stakeholders, presents an opportunity to raise the public’s awareness of the need to be physically active and incents incremental private sector support for activity relating programming and associated volunteerism around an internationally significant unifying movement accelerating physical and mental regeneration for Ontarians.



© MATTAMY NATIONAL CYCLING CENTRE



© PHILIP COTE



Pride / 2SLGBTQQIPAA

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



© KAREN STINTZ - FLICKR



© CAMERON SPENCER - GETTY

PEOPLE WITH DISABILITIES

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





1.1

100TH ANNIVERSARY PLANS

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

A nod to the past:

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

The foundation for the future includes:

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



PART TWO

IMPACTS &
LEGACIES



2.0

A FOCUS ON WELLBEING

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



© SILENTSAMA ARCHITECTURAL PHOTOGRAPHY



2.1 COMMUNITY WELLBEING

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

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



© DIALOG



© GRAHAM CAMPBELL - FLICKR

2.2 SPORT

2.2.1 INITIATIVES & PROGRAMMES

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

Programmes and initiatives to be advanced include the following:

Promoting and better resourcing Canadian athletes.

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



Enhancing sport diplomacy.

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

Promoting Gender Equality through sport.

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

Advancing our commitment to Indigenous partnership.

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



© BROMISKELLY - FLICKR



© BROMISKELLY - FLICKR



Increasing Ontario’s bench of trained officials.

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

Inspiring greater levels of physical activity.

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



2.2.2 NEW AND IMPROVED SPORT/RECREATION/COMMUNITY FACILITIES

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

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

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





© KENT WINGERAK

2.3 ECONOMIC IMPACTS

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

Return on public sector spending on Games-related costs:

Manchester	Melbourne	Glasgow	Gold Coast
2002	2006	2014	2018
3.2	1.7	1.8	1.3

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



2.3.1 TOURISM (SPORT & RECREATIONAL)

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

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

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

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

Trade

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

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

Attainable Housing

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

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

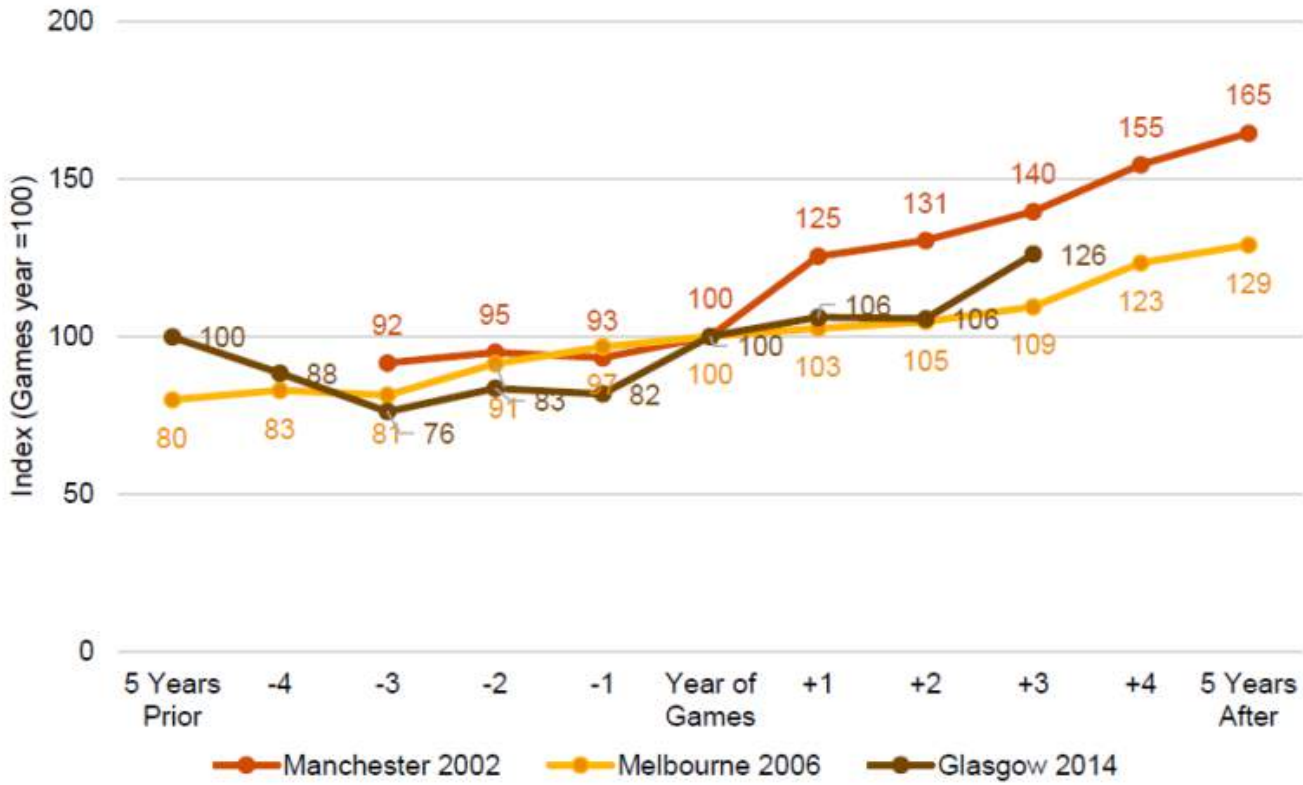
Diversity of housing supply – Our efforts prioritise contributing to a mix of housing typologies and tenure types in advance of the Hamilton 2030 Commonwealth Games.

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

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



Tourist numbers in host cities before and after the Games



PART THREE

SECONDARY
PRIORITIES



© DIALOG

3.0

SOCIAL WELLBEING

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

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

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

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

Skills training – by leveraging the innovative partnership between the

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

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

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





© IHEARTHAMILTON

3.1

CULTURAL WELLBEING

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

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

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

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

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

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



© JOHN GAUCHER

3.2 ENVIRONMENTAL WELLBEING

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

- Net-zero Carbon** – by engaging private and public sector partners across the region to achieve carbon neutrality targets.
- Climate Change** – by consistently reviewing the operations and supply chain of all Game related initiatives towards making a positive contribution to the reduction of greenhouse gases (GHGs).
- Climate Adaptation** – by inspiring the planning and design of facilities, including the private sector investments being planned now, in a way that considers future climatic conditions and contributes to build the resilience of communities and natural environments.
- Circular economy** – by striving to keep resources in use for as long as possible, extending the life, use, and reuse of materials, products, facilities, and venues.
- Embodied energy** – by championing the prioritizing of the reuse and renewal of existing facilities over new build, whenever possible.
- Waste reduction** – by seeking to eliminate waste in Game related

construction, programming, facilities, and retailing.

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

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

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

PART FOUR

SPORT
PROGRAMME



4.0 SPORT PROGRAMME



	EST. NO. OF MEDALS				EST. NO. OF ATHLETES					
PROPOSED SPORTS	M	W	MIXED	TOTAL	MEN EST. NO. OF ATHLETES	WOMEN EST. NO. OF ATHLETES	TOTAL	PREFERRED SPORT COMPETITION VENUES	VENUE STATUS	CAPITAL REQUESTED FROM OC (MILLIONS, CDN, 2030 DOLLARS)
HAMILTON CLUSTER										
Athletics (m&w¶) - T&F + Marathon + Race Walk	31	31		62	540	403	943	Mohawk Sports Park (Cit y of Hamilton)	To Be Upgraded by 2030	\$15.0
Basketball - 3x3 (m&w¶)	2	2		4	72	72	144	Eastwood Park (City of Hamilton)	To Be Built	\$5.3
Cycling - Road & Time Trials (M&W)	10	10		20	93	27	120	Ancaster Rotary Centre (City of Hamilton)	Existing	\$0.0
Rugby 7s (M&W)	1	1		2	208	156	364	Tim Hortons Field (City of Hamilton)	Existing	\$0.0
Weightlifting (M&W) & Para	8	8		16	133	106	239	First Ontario Centre (HUPEG)	Upgrades In Progress	\$0.0
TOTAL					1,046	764	1,810	TOTAL		\$20.3
WATERLOO REGION CLUSTER										
Aquatics - Swimming (M&W&Para) + Diving (M&W)	30	30	4	64	250	217	467	TBD (Waterloo Region)	New Build By 2030	\$0.0
Badminton (M&W)	2	2	2	6	75	75	150	Physical Activities Complex (Waterloo U)	To Be Upgraded in 2022	\$0.0
Boxing (m&w)	10	6		16	173	56	229	Memorial Auditorium - (City of Kitchener)	Existing	\$0.0
TOTAL					498	348	846	TOTAL		\$0.0
OTHER										
Cricket (w)		1		1	0	120	120	CAA Centre (City of Brampton)	To Be Built By 2025	\$0.0
Cycling - Track (m&w¶)	10	10		20	91	61	152	National Cycling Centre (Town of Milton)	Existing	\$0.0
Esports		5	5	10	112	112	224	King Road (City of Burlington)	To Be Built By 2030	\$0.0
Gymnastics - Artistic (m&w), Rhythmic (w)	8	12		20	50	71	121	King Road (City of Burlington)	To Be Built By 2030	\$0.0
Lacrosse - Sixes (m&w)	1	1		2	80	80	160	Sports Field (Six Nations of the Grand River)	To Be Built By 2030	\$28.5
Table Tennis (m&w¶)	4	4	1	9	88	88	176	Paramount Fine Foods Centre (City of Mississauga)	Existing	\$0.0
Triathlon (m&w¶)	2	2	1	5	49	35	84	Flatwater Centre (City of Welland)	Existing	\$0.0
Volleyball - Beach (m&w)	1	1		2	32	32	64	TBD (City of Niagara Falls)	Temporary Venue	\$0.0
TOTAL					470	567	1,037	TOTAL		\$28.5
TOTAL IN CANADA					2,014	1,679	3,693			
CO-HOSTING										
Netball (w)		1		1	0	144	144	National Indoor Sports Complex (Jamaica)	Existing	\$0.0
Shooting (m&w)	19	9		19	190	92	282	Gibraltar Shooting Club (Gibraltar)	Existing	\$0.0
TOTAL OUTSIDE OF CANADA					190	236	426	TOTAL		\$0.0
GRAND TOTAL	130	136	13	279	2,204	1,915	4,119	TOTAL		\$48.8



4.1 NON-SPORT

LIST OF PROPOSED NON-SPORT VENUES FOR THE HAMILTON 2030 CWGs				
NON-SPORT VENUES	PROPOSED VENUE	VENUE STATUS	DESCRIPTION	CAPITAL REQUESTED FROM OC (MILLIONS, CDN, 2030 DOLLARS)
Technical Officials Accommodation	TBC	To Be Built	<ul style="list-style-type: none">600 beds	\$0.0
Athlete's Village	King Road Campus (City of Burlington)	To Be Built		\$0.0
International Broadcast Centre (IBC)	First Ontario Convention Centre (HUPEG)	Upgrades in Progress		\$0.0
Opening/Closing Ceremonies	Tim Hortons Field (City of Hamilton)	As Is	<ul style="list-style-type: none">23,218 permanent seats10,000 temporary seats	\$0.0
Games Family Hotel	TBC			
Festival Sites	TBC			
TOTAL				\$0.0

4.2 GAMES DATES

One Hundred years from the date of their birth, the Hamilton 2030 Commonwealth Games will be held **Sunday August 4, 2030 to Friday, August 16, 2030**. A perfect “back to the future” book end to the first centenary of the Commonwealth Games and Commonwealth sport movement since the 1930 British Empire Games opened on August 16th..

4.3 TEST EVENTS

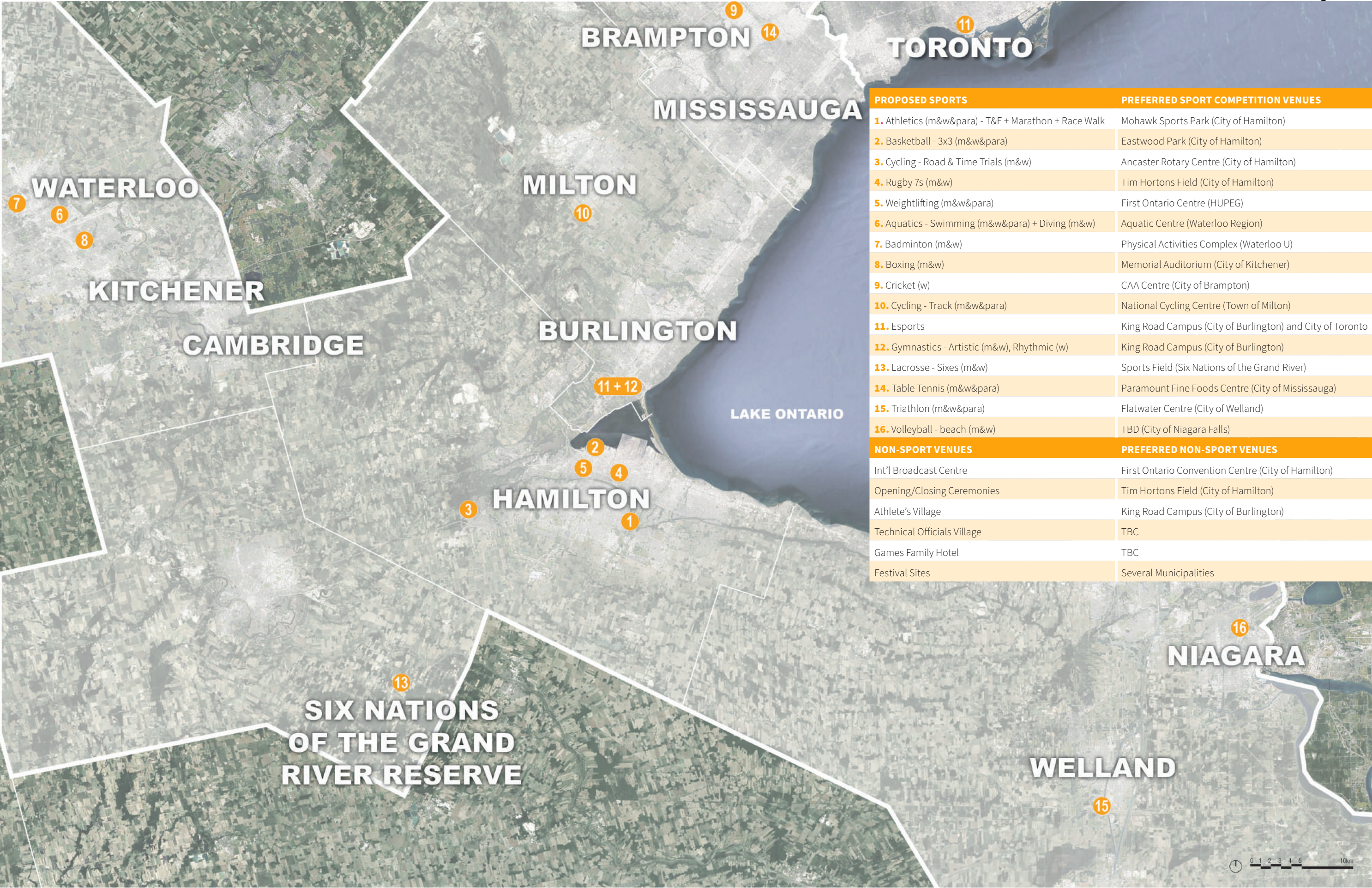
At every new sport venue built for Commonwealth Games use, a national or international “test event” will be staged in prior to the 2030 Commonwealth Games. A Test Event serves to assess facility operations and event services under competition conditions and provide valuable experience for Commonwealth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

4.4 VENUES MAP

We are proud to be working with municipalities across the region to make the Games a success. The Venues Map on the following pages illustrates the venue locations spread across the Greater Golden Horseshoe (GGH).

The GGH Municipalities are the following:

- Brampton
- Burlington
- Hamilton
- Kitchener
- Milton
- Mississauga
- Niagara Falls
- Six Nations of the Grand River
- Waterloo
- Welland

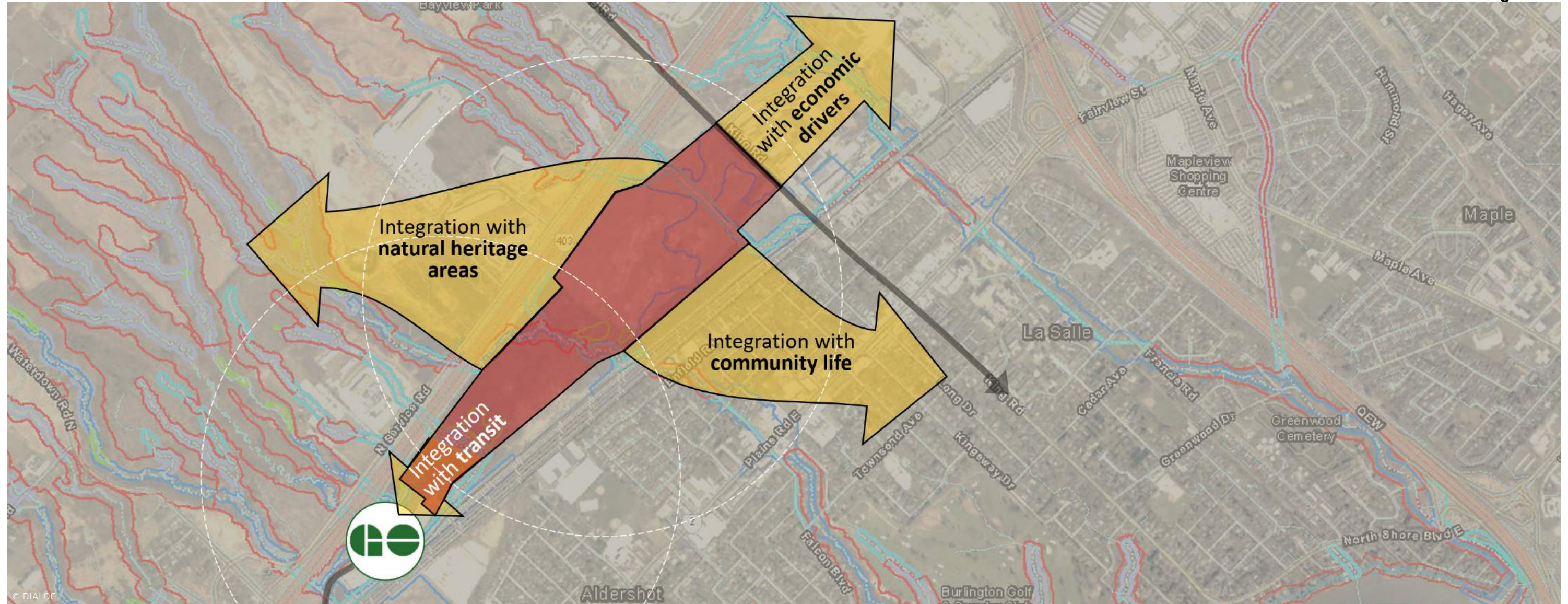


PROPOSED SPORTS	PREFERRED SPORT COMPETITION VENUES
1. Athletics (m&w¶) - T&F + Marathon + Race Walk	Mohawk Sports Park (City of Hamilton)
2. Basketball - 3x3 (m&w¶)	Eastwood Park (City of Hamilton)
3. Cycling - Road & Time Trials (m&w)	Ancaster Rotary Centre (City of Hamilton)
4. Rugby 7s (m&w)	Tim Hortons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



PART FIVE

ATHLETE'S
VILLAGE



5.0 ATHLETE'S VILLAGE

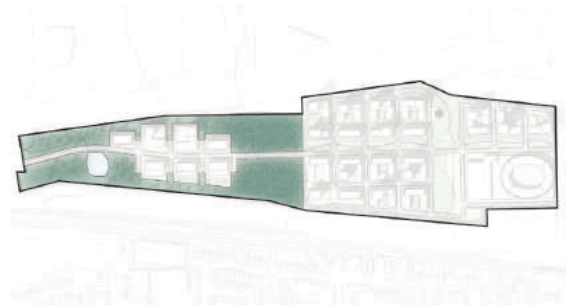
The athlete village concept owes its origins to the 1930 Empire Games. However, over the years the expense and delivery risk associated with a centralised large athletes village invites a reconsideration of this approach. This re-assessment has included the Commonwealth Games Federation which has urged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

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

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

PROPOSED EVENT PARTNERS:





**PRESERVE AND ENHANCE
NATURAL HERITAGE SYSTEMS**



**CREATE A GREEN BUFFER /
TRAIL**



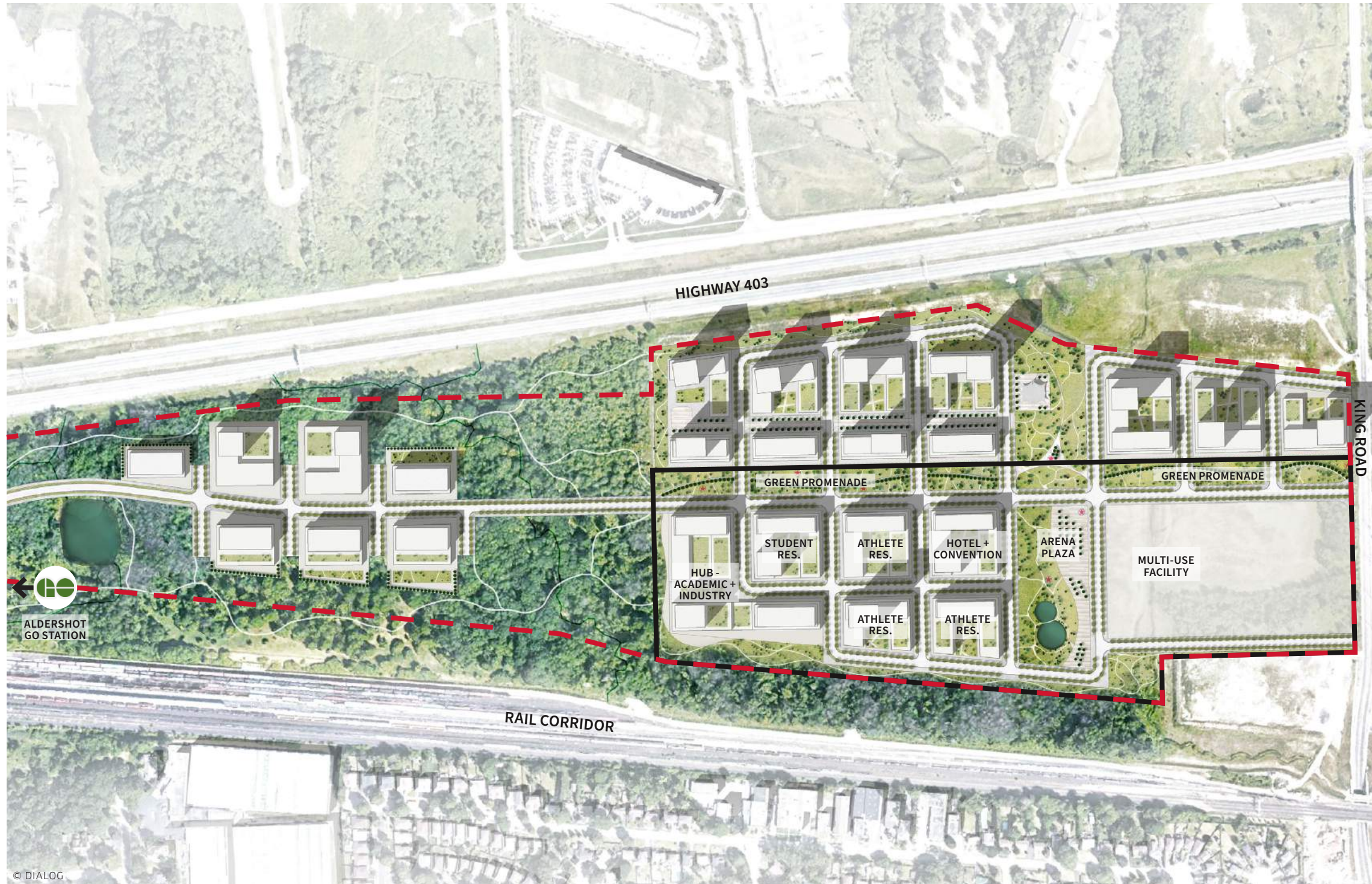
**CREATE AN EAST-WEST
CONNECTOR**



COMMUNITY HEARTS



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



5.0.1 VISION

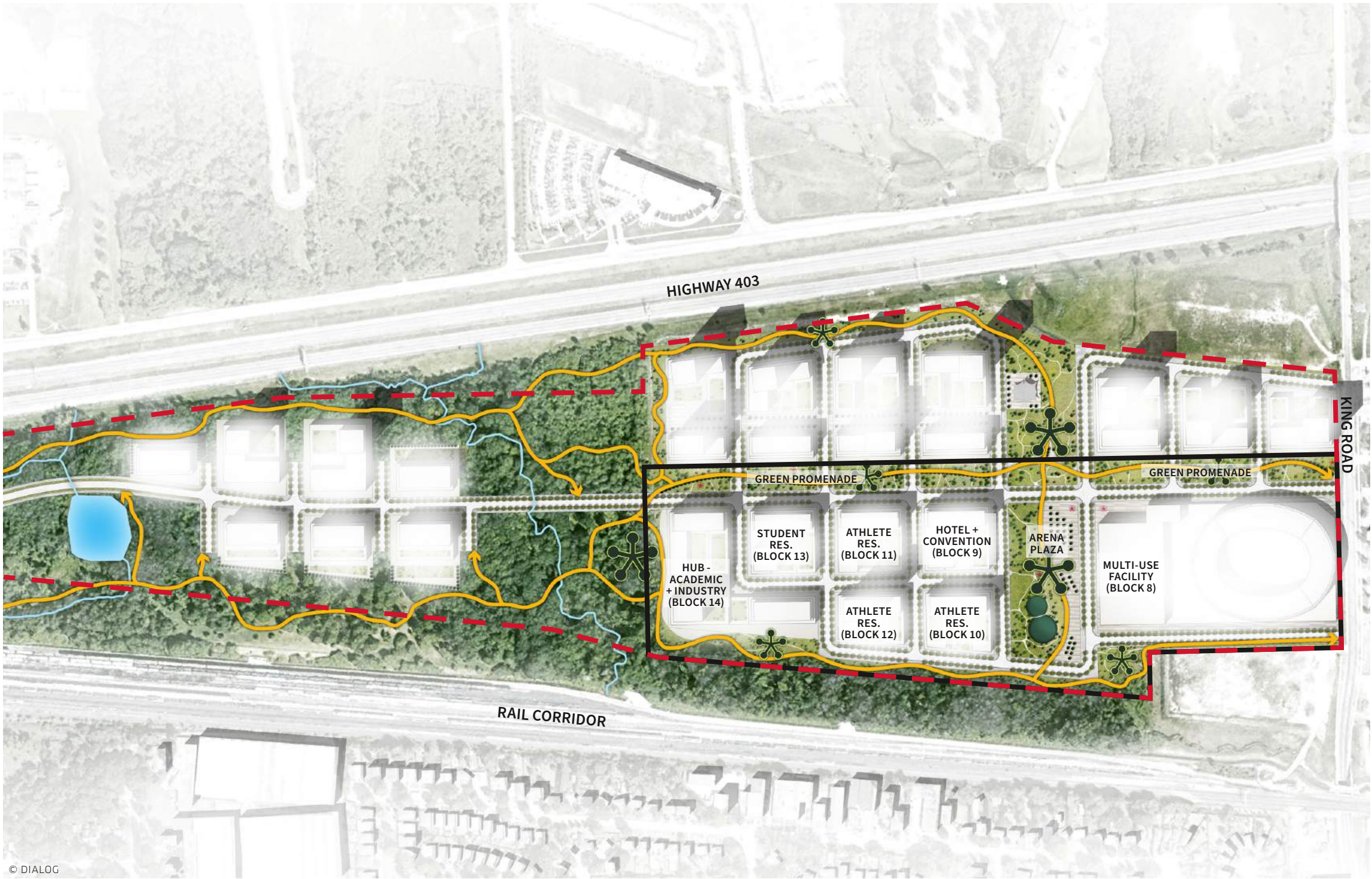
We are excited to announce that in actioning the above priorities, Hamilton100 has been working in partnership with Alinea Group Holdings Inc. (formerly Penta Properties) in Burlington, Ontario to deliver an athletes village for the Hamilton 2030 Commonwealth Games at their expense. And to do so at a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

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

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

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





5.0.2 INTEGRATED OPEN SPACE NETWORK

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

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

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

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

5.0.3 ATHLETE'S VILLAGE STATISTICS

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

ATHLETE'S VILLAGE AREA

Site Area: 18.7 hectares | 46.2 acres

Open Space Area: 5.2 hectares | 12.8 acres

Block 8 (Arena + Multi-Use Facility)

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

Block 9 (Hotel + Convention)

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

Number of Units: 387

Block 10 (Athlete Residence)

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

Number of Units: 214

Block 11 (Athlete Residence)

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

Number of Units: 226

Block 12 (Athlete Residence)

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

Number of Units: 358

Block 13 (Student Residence)

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

Number of Units: 387

Block 14 (Hub - Academic + Industry)

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

ATHLETE'S VILLAGE DEVELOPMENT TOTAL

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

Number of Units: 1,786

5.0.4 ATHLETE'S VILLAGE CONVERSION

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



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

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



PART SIX

GAMES OPERATING
BUDGET

6.0 OPERATING BUDGET

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

Key Operating Budget Assumptions

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

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

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



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

EXPENDITURE	
CEO OFFICE	3,545,353
COMMERCIAL	5,363,831
MARKETING AND COMMUNICATIONS	22,003,697
CEREMONIES AND QBR	35,678,629
FINANCE AND CORPORATE SERVICES	21,662,364
HUMAN RESOURCES	142,271,265
GAMES WORKFORCE	8,300,627
GAMES FAMILY SERVICES	11,417,874
GAMES SERVICES	34,070,747
LOGISTICS	25,501,216
TRANSPORT	48,577,890
SPORT	16,698,914
VENUE OVERLAY	97,581,164
VENUE MANAGEMENT AND EVENT SERVICES	17,651.051
VILLAGE OPERATIONS	9,004,070
TECHNOLOGY AND BROADCAST	128,073,661
NAT’L & INT’L SPORT ORGANIZATION PAYMENTS	132,280,467
TOTAL OPERATING BUDGET - EXCLUDING SECURITY & CONTINGENCY	759,682,820
SECURITY**	110,340,250
CONTINGENCY	152,929,297
TOTAL OPERATING BUDGET INCLUDIGN SECURITY & CONTINGENCY	1,022,952,367
COMMONWEALTH GAMES LEGACY FUND	30,000,000
TOTAL EXPENDITURE	1,052,952,367



PART SEVEN

CONCLUSION



OFFICE OF THE MAYOR
CITY OF HAMILTON

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

June 29, 2022

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

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

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

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

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

Yours truly,

Fred Eisenberger
Mayor

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



  CHIEF MARK B. HILL		
  MAYOR MARIANNE MEED WARD BURLINGTON	  MAYOR KATHRYN MCGARRY CAMBRIDGE	  MAYOR BERRY VRBANOVIC KITCHENER
  STEVE PALMER - DIRECTOR, RECREATION AND CULTURE MILTON	  MAYOR BONNIE CROMBIE MISSISSAUGA	  CITY MANAGER CHRIS MURRAY TORONTO
  MAYOR MARBIN JUNKIN PELHAM	  MAYOR FRANK CAMPION WELLAND	  MAYOR DAVID BYLSMA WEST LINCOLN
  LORD MAYOR BETTY DISERO NIAGARA-ON-THE-LAKE	  MAYOR KEVIN GIBSON WAINFLEET	  MAYOR BILL STEELE FORT COLBORNE
  MAYOR WALTER SENDZIK ST. CATHARINES	  MAYOR JIM DIODAD NIAGARA FALLS	  MAYOR TERRY UGLINI THOROLD
  MAYOR JEFF JORDAN GRIMSBY	  MAYOR SANDRA EASTON LINCOLN	  MAYOR WAYNE REDEKOP FORT ERIE

PARTNER ORGANIZATIONS



CARMEN'S GROUP





CONSTRUCTION



pwc





HAMILTON100

COMMONWEALTH GAMES BID CORPORATION
2030 COMMONWEALTH GAMES

HOSTING PROPOSAL OVERVIEW & HIGHLIGHTS

AUGUST 2022

