

FIFA World Cup 2026 Toronto

Governance, Community Benefits Plan, Legacy and Program Advisory Framework, FIFA Fan Festival

Date: July 2, 2024

To: Executive Committee

From: Executive Director, FIFA World Cup Hosting 2026

Wards: All

SUMMARY

Toronto's journey to hosting the FIFA World Cup 2026 (FWC26) began in 2018 when FIFA awarded hosting the FWC26 to a joint bid by Canada, Mexico and the United States, with matches to be staged across 16 cities in North America. On June 16, 2022, the City of Toronto was announced as an official Host City for the FWC26. Since that time, planning has actively been underway, preparing and uniting the city for Toronto to be showcased on the world stage.

Toronto will host six matches in the FWC26 kicking off on June 12, 2026 with the first-ever FIFA World Cup™ men's match on Canadian soil and featuring Canada's Men's National Team. The games in Toronto will conclude with a knockout round of 32 match on July 2, 2026.

Hosting the FIFA World Cup is expected to bring significant economic, cultural and community benefits to Toronto that will help to enhance the City's global profile. The economic impact is projected to aid the City's long-term recovery from the COVID-19 pandemic particularly benefiting the tourism, hospitality, and entertainment sectors. As with any major event, the City is working with partners to balance costs and benefits while ensuring that any public investment yields significant legacies and community benefits for Torontonians.

This report is a coordinated response to address the multiple directives from City Council in March 2024 ([EX12.2](#)), led by the FWC26 Toronto Secretariat, in collaboration with multiple divisions and agencies, including Financial Planning, Transportation Services, Environment & Climate, Solid Waste Management Services, Social Development, Finance & Administration, Purchasing & Materials Management, Economic Development & Culture, People & Equity, Toronto Shelter & Support Services, and Toronto Transit Commission.

RECOMMENDATIONS

The Executive Director, FIFA World Cup Hosting 2026 recommends that:

1. City Council authorize the City Manager and Executive Director, FIFA World Cup Hosting 2026, to enter into agreements with third party corporations, individual donors, and other organizations to receive funds in support of the FIFA World Cup 2026 and provide quarterly updates to the FIFA World Cup 2026 Subcommittee, on terms and conditions satisfactory to the City Manager and the Executive Director, FIFA World Cup Hosting 2026, and in a form satisfactory to the City Solicitor.
2. City Council authorize the General Manager, Transportation Services, in consultation with the City Manager, Executive Director, FIFA World Cup Hosting 2026 and the Chief Executive Officer, Toronto Transit Commission, to advance a strategy to accelerate the review and design of the following RapidTO surface transit priority projects, and to bring study findings and recommendations, informed by consultation with local Councillors, adjacent residents and businesses, and the public, to the appropriate Committee and City Council for approval at the appropriate time:
 - Dufferin Street between Eglinton Avenue West and Dufferin Gate Loop; and
 - Bathurst Street between Eglinton Avenue West and Lakeshore Boulevard West.

FINANCIAL IMPACT

In March 2024 ([EX12.2](#)) City Council was provided with an update on Hosting FIFA World Cup 2026, which estimated the projected expenditures of hosting in Toronto to be approximately \$380 million (gross). City staff are working to plan and deliver hosting requirements while managing cost estimates, inclusive of developing a robust revenue strategy to maximize commercial supporter sales and local donor opportunities delegated by FIFA to event organizers, such as the City of Toronto.

Intergovernmental Funding

On May 3, 2024, the Government of Canada announced \$104.34 million in federal funding to support Toronto hosting six games in the FWC26. This funding commitment will bolster both operational and capital expenditures related to Toronto's hosting of this global marquee event. The announcement formalized the all-of-government partnership to deliver Toronto's matches and ancillary events.

In February 2024, the Government of Ontario announced its commitment to support the FWC26 in Toronto by allocating up to \$97 million in funding. These funds are intended to support the infrastructure and logistics necessary to ensure the successful hosting of the event, reflecting the significant economic and cultural benefits associated with hosting a FIFA World Cup™.

The FWC26 Toronto Secretariat is in regular discussions with all orders of government, negotiating terms for contribution agreements in adherence with funding conditions. The

provincial and federal governments are committed to helping the City find further offsets through existing programs, where eligible.

With provincial and federal funding commitments confirmed, the balance of the estimated cost of hosting, approximately \$179 million, remains with the City of Toronto to fulfill hosting requirements. The FWC26 Toronto Secretariat continues to investigate methods and opportunities for cost containment and revenue generation to offset the City's contribution. Financial strategies, including a comprehensive revenue plan, will be included in future reports to City Council (Q4 2024) as directed by City Council on March 20, 2024 <https://secure.toronto.ca/council/agenda-item.do?item=2024.EX12.2>. As part of this plan, the FWC26 Toronto Secretariat will provide an update to Executive Committee, via the FIFA World Cup 2026 Subcommittee on project expenses, identifying the City's investment for both operational expenditures to execute the tournament and financial status of capital projects providing long-lasting benefits for the people of Toronto.

This report also recommends accelerating the review and design of RapidTO surface transit priority projects on Dufferin Street between Eglinton Avenue West and the Dufferin Gate Loop, to support reliable and convenient bus service during FWC26. To enhance transit and rider experience for FWC26, efforts are underway to accelerate the implementation of the City's RapidTO to be operational in time for spring 2026. Funding of \$3.832 million is identified within the 2024-2033 Capital Budget and Plan for Transportation Services to advance studies and designs for RapidTO: Surface Transit Network Plan roadways. The existing funding allotment is estimated to be sufficient to study and design approximately seven (7) to eight (8) roadways. This funding is categorized as a service improvement and enhancement in the approved 2024-2033 Capital Budget and Plan for Transportation Services. Any adjustments required to supplement the above budget required will be submitted as part of the 2025-2034 capital budget submission process for council consideration.

Funding of \$27.025 million in service improvement and enhancements is included in the TTC's 2024-2033 Capital Budget and Plan to implement RapidTO projects, with cash flow funding across the Capital Plan years of 2024-2027. The funding is estimated to be sufficient to deliver RapidTO projects on approximately four (4) roadways, subject to final cost estimates.

The annual funding required to maintain the RapidTO: Surface Transit Network Plan roadways will be considered as part of future operating budget submissions for Transportation Services upon completion of the project.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial implications as contained in the Financial Impact Section.

DECISION HISTORY

On June 18, 2024, Executive Committee adopted EX15.13, "Amending FIFA World Cup 2026 Subcommittee Mandate", which renamed the subcommittee as "FIFA World Cup 2026 Subcommittee" to broaden its mandate to consider all FIFA related matters

including the oversight of the budget, and further consider and make recommendations on procurement plans.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.EX15.13>

On April 9, 2024, Executive Committee adopted EX13.16, "Establishing a FWC26 Financial Oversight Subcommittee", which established a subcommittee with the mandate to provide oversight of the budget, review spending plans and expenditures, and consider procurement and community benefits matters related to FWC26.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.EX13.16>

On March 20, 2024, City Council adopted EX12.2, "Update on Hosting FIFA World Cup 2026", which authorized staff to negotiate and enter into contribution agreements with the Governments of Canada and Ontario in support of FWC26 as well as agreements with the Greater Toronto Airport Authority and Ports Toronto (Billy Bishop Toronto City Airport) reflecting Host City Agreement obligations in support of Toronto's hosting of the FWC26. Through this report City Council also directed report backs on a number of items including revenue plans, children and youth soccer facilities and programs, community benefits, human rights plans and climate strategy.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.EX12.2>

On December 13, 2023, City Council adopted MM13.21, "Supporting Professional Women's Soccer in Toronto", requesting the FWC26 Secretariat to advance growing the participation of women in sport as a key legacy opportunity of hosting the FWC26 in Toronto.

<https://secure.toronto.ca/council/agenda-item.do?item=2023.MM13.21>

On July 19, 2023, City Council adopted EX6.25, "Non-competitive Contract with Gensler Architecture & Design Canada Inc. for Architectural Services for the FIFA World Cup 2026 Toronto Capital Project at BMO Field", which included a request to report back to City Council on key aspects and plans of FWC26.

<https://secure.toronto.ca/council/agenda-item.do?item=2023.EX6.25>

On July 19, 2022 City Council adopted Hosting FIFA World Cup 2026 which directed staff to enter into negotiations on funding agreements and stadium construction and to collaborate with other City Divisions on implementing the World Cup strategy and report back on community benefit opportunities, budget impacts, intergovernmental negotiations, financial strategy, community engagement and activation of the Secretariat and working groups, community benefits opportunities, and intergovernmental negotiations.

<https://secure.toronto.ca/council/agenda-item.do?item=2022.EX34.8>

COMMENTS

FWC26 Toronto Secretariat and City Division/Agency Engagement

In July 2022 ([EX34.8](#)), City Council approved the creation of a FWC26 Toronto Secretariat to centralize the oversight and coordination of the City's responsibilities as a Host City, leading all project planning and execution. The Secretariat, reporting to the

City Manager, is accountable for all aspects of planning, budget management, stakeholder coordination, community engagement, and execution of hosting the FWC26 in Toronto. The Secretariat provides corporate direction and coordination with City Divisions and Agency staff to ensure planned levels of municipal services meet FIFA requirements and all parties are kept accountable.

The FWC26 Toronto Secretariat has engaged with City Divisions and Agencies in addition to several external partners to address FIFA requirements, launch capital projects, advance operational plans, and explore community benefit and legacy opportunities. With support from several City Divisions, the Secretariat has made significant progress on launching a governance framework, creating strategies and plans for event delivery, negotiating and executing agreements, and setting the groundwork for community benefit and legacy initiatives.

The FWC26 Toronto Secretariat will continue to engage with internal and external partners through working groups, providing continuity and accountability across the various individuals and groups in order to meet FIFA requirements for hosting the FWC26.

Governance

In March 2024, [\(EX12.2\)](#) Mayor Chow addressed a letter to City Council, outlining a new structure and mandate related to the governance of FWC26 planning in the spirit of strengthening and clarifying the role of some of the internal and external advisory bodies that will prove integral in delivering FWC26 (Illustrated in Attachment 1).

Reporting to City Council the FIFA World Cup 2026 Executive Steering Committee (ESC), first established in 2020, has been expanded and provides leadership and oversight to the FWC26 Toronto Secretariat. The ESC provides high-level direction on strategic priorities specific to the delivery of the FWC26 Toronto requirements as defined in the FWC26 Agreements. Mayor Chow serves as Chair, with Deputy Mayor Colle as her alternate. Deputy Mayors McKelvie and Malik, as well as Councillors Carroll and Thompson serve on the ESC. Membership also includes representatives from the provincial and federal governments, City staff, and agency staff. In addition, the ESC includes external stakeholders who are key to delivering FWC26 in Toronto.

Through the Executive Steering Committee, two subcommittees were established:

1. The Champions Table is responsible for supporting fundraising efforts and generating revenue through donations. This table will be a strong contributor to financial success by fundraising to offset event costs and fulfil legacy opportunities. Councillor Thompson is the liaison between the Champions Table and the ESC.
2. FWC26 Forever (formerly known as the Councillor Liaison Group), is composed of Mayor Chow, Deputy Mayors McKelvie, Malik, and Colle, Councillors Mantas, Thompson and Perruzza. FWC26 Forever is focused on event promotion, community outreach, legacy building, and economic

development. Deputy Mayor McKelvie will be the liaison between FWC26 Forever and the ESC.

To ensure seamless oversight to all efforts, the FWC26 Subcommittee was established. Chaired by Councillor Carroll and supported by the FWC26 Toronto Secretariat, this Subcommittee of Toronto City Council's Executive Committee will consider and make recommendations to Executive Committee on all FWC26 related matters, including review of procurement planning and awards to be considered by Executive Committee.

Former City Councillor David Soknacki is the Mayor's FIFA Envoy, working with FWC26 Toronto Secretariat to help deliver on commitments to make the games and their legacy a memorable success and open, transparent and accountable to the people of Toronto.

Community Benefits Plan

FIFA World Cup 2026 offers a once-in-a-generation opportunity to create lasting positive social and economic impacts across Toronto. Every purchase and investment linked to the FWC26 will have a ripple effect on local communities, contributing to Toronto's economic, social, and cultural fabric. The City of Toronto is committed to ensuring that the social and economic benefits from the FWC26 are equitably distributed. The FWC26 Community Benefits Plan provides both a vision of commitment and road map to ensure workforce development and supply chain diversity opportunities generated through Toronto's hosting of the FWC26 reach Indigenous, Black, and other equity-deserving communities. The plan aligns with the City's Community Benefits Framework as well as other existing City of Toronto equity strategies including:

- Social Procurement Policy
- Reconciliation Action Plan
- Poverty Reduction Strategy
- Action Plan to Confront Anti-Black Racism
- Toronto Stronger Neighbourhoods Strategy

Initial engagement on the elements of the plan has been ongoing since early 2024 with partners including the Toronto Community Benefits Network and Buy Social Canada. The FWC26 Toronto Secretariat also consulted through the City's Community Benefits Advisory Group at the June 5, 2024, meeting, which included representation from local employment service organizations and labour unions. The plan will continue to be thoroughly reviewed and enhanced as an iterative process through a FWC26-focused Community Benefits Program Advisory Body to be convened by the FWC26 Toronto Secretariat before the end of September 2024.

Similar to the Program Advisory Bodies that will inform and guide the various legacy themes, as described later in this report, participants in the FWC26 Community Benefits Program Advisory Body will represent diverse perspectives in accordance with previous Council direction. All advisory bodies will be composed of community and industry partners that will consult and contribute to maximizing community engagement and leveraging opportunities for impact and legacy resulting from hosting the FWC26 in Toronto.

This advisory body will play a key role in advancing the implementation of the Community Benefits Plan, which contains the following sections, further described below.

- Guiding Principles
- Areas of Focus
- Implementation
- Accountability and Oversight

Where possible, the City of Toronto will use existing policy levers and authority to advance workforce development and promote opportunities for supply chain diversity. Another element of the plan is to encourage private sector partners and employers to voluntarily commit to community workforce development targets and goals in their operations related to hosting the FWC26. The FWC26 Community Benefits Plan is intended to ensure that the benefits of hosting are felt long after the games conclude, fostering a legacy of economic and social prosperity for Indigenous, Black, and equity-deserving residents in Toronto.

Guiding Principles

The guiding principles of the FWC26 Community Benefits Plan align with the City of Toronto Community Benefits Framework guiding principles, and have been identified as:

- Promote social and economic inclusion
- Engage with community
- Achieve accountability, transparency, and public reporting

Areas of Focus

The plan includes initiatives that fall within three (3) main areas of focus as described below.

1. Community Workforce Development

Community workforce development includes training, work-based learning opportunities and jobs recruited through local and equity hiring pathways. Although most of the contracts related to FWC26 do not meet the principles of suitability, reach, volume, and feasibility typically applied by the Social Procurement Policy and would not normally be considered for workforce development requirements, efforts are being made to include them. For competitive procurements valued over \$5 million, workforce development targets have been included as a scored evaluation component, where bidders provide targets as part of their proposals. It is anticipated that procurements such as the Stadium Construction Manager and FIFA Fan Festival will result in the most meaningful opportunities for community workforce development. For other opportunities with less potential for workforce development opportunities, hiring targets will still be retained as an evaluation criterion across all FWC26 related procurements (over \$5 million) and staff will work with all suppliers to maximize opportunities for workforce development.

City Council encouraged staff to recognize the uniqueness of a Community Benefits Plan for a major event such as FWC26 and to be ambitious in building upon the learnings of the City's current community benefits initiatives. Outside of the City's own procurements, where the nature of the projects may limit workforce development opportunities, the City of Toronto will encourage external partners to voluntarily commit to community workforce development targets and goals in their operations related to the FWC26. Staff have identified and will pursue opportunities for sector engagement with the events, hospitality and tourism industries in particular, which are anticipated to see increased opportunities due to the hosting of FWC26.

For voluntary commitments, specific percentage and headcount targets will be customized and determined on a sector by sector, or employer by employer basis, to take into consideration the range of community workforce development opportunities presented.

2. Business Opportunities for Local and Diverse Suppliers

Business opportunities for local and diverse suppliers include direct and indirect spend (subcontracting). An invitational solicitation process is used for procurements valued under \$130k. This is a competitive Request for Quotations or Request for Proposals process in which a minimum of three suppliers are invited to bid. This solicitation method is leveraged by the Social Procurement Policy to increase opportunities for Indigenous, Black and diverse suppliers to do business with the City. Staff are assessing the feasibility of these invitational procurements for goods and services where it is possible to invite a minimum of three certified Indigenous, Black and diverse suppliers. Across the procurement pipeline, staff are reviewing where it is feasible to divide large procurements across multiple lower-value solicitations. This approach can reduce barriers for smaller Indigenous, Black, diverse and local suppliers to participate in competitive procurement processes but can also have timing and budget impacts that need to be considered. Where it is not feasible to divide a procurement, requirements for subcontracting are being strengthened.

In addition to the FWC26 Toronto Secretariat's own procurements, the Secretariat will continue to work with FIFA to promote their procurement pipeline to local and diversely owned suppliers, including through the Social Procurement Program.

3. Skills Training and Employment Readiness

Many paid and volunteer positions will be needed to support FWC26 operations. For these positions, the design of role- and venue-specific training programs will provide opportunities for skills training designed to lead to meaningful employment readiness. The City of Toronto will also leverage its existing Community Benefits Advisory Group, which includes over 40 partners representing employment service providers, skilled trades unions, community-based organizations, educational institutions, contractors and social enterprises, to promote both paid and volunteer opportunities. This approach will amplify access to information and coordinate access points to employment training and readiness opportunities, ensuring opportunities are made available to Indigenous, Black and equity-deserving groups.

Outside of the opportunities related directly to the delivery of FWC26, where there are limited City policy levers the City will engage with the hospitality and tourism industries to explore what can be achieved on a voluntary basis. These sectors are anticipated to see increased opportunities due to hosting of FWC26, and work will be undertaken to identify additional areas where support for additional skills training would be beneficial.

Implementation

The implementation of the FWC26 Community Benefits Plan involves city-wide and multi-sectoral coordination and collaboration across an ecosystem of key players representing the City of Toronto, non-profit sector organizations, employment service providers, community partners, sector-based organizations (i.e. skilled trades, hospitality, tourism), private sector partners, anchor institutions and other public institutions. The plan leverages community benefits implementation approaches and tools developed by the City's Social Development, Finance and Administration's Community Benefits Unit (CBU). For example, the Workforce Intermediary approach connects employers with Employment Service Providers as an effective "first source hiring" model. Other approaches and tools include labour forecasting templates, disaggregated data collection forms, and relationships with skilled trades unions.

Accountability and Oversight

Accountability and oversight of the FWC26 Community Benefits Plan will be achieved through a FWC26 Toronto Secretariat-led Community Benefits Program Advisory Body to ensure progress is shared through regular public updates. Data tracking and reporting mechanisms are being developed to ensure common indicators are collected and analyzed across different community benefits opportunities. Outcomes will be monitored, tracked, reported and evaluated with the support of the Program Advisory Body throughout the lead up to FWC26. The City's existing governance, monitoring and oversight structures will continue to be used for City contracts and will be supplemented, wherever possible, by community benefits models developed by the CBU. Monitoring and oversight of voluntary community benefits will utilize the CBU's models.

Measurable targets, in the form of a percentage or number, are a community benefits best practice approach. Whether mandatory, aspirational or voluntary, measurable targets ensure clarity at the outset on intended goals and ensure there are premeditated ways to measure performance and report on outcomes. Given the uniqueness of a Community Benefits Plan for a major event, specific percentage or headcount targets for voluntary community benefits commitments will be customized and determined on a sector by sector, or employer by employer basis. This will ensure fulsome analysis is possible on the type and number of projected hiring and training opportunities, location and defining "local" hiring, purchasing trends analysis and other key factors. These targets will be developed collaboratively with the support of the FWC26 Community Benefits Program Advisory Body and will represent a new benchmark for the City and these sectors.

Community Benefits Plan Next Steps

Throughout the remainder of 2024, staff will continue to seek community input and engagement on the FWC26 Community Benefits Plan. The FWC26 Toronto Secretariat is recruiting 10 to 15 individuals for the Community Benefits Program Advisory Body including representation from Indigenous, Black and equity-deserving groups across Toronto. The group will guide priority-setting activities and provide advice on implementation of the FWC26 Community Benefits Plan. The advisory body will also champion community benefits and legacy components of the FWC26 Community Benefits Plan by disseminating information to the communities they represent, creating a channel for knowledge sharing and collaboration.

Planning and Legacy Initiatives Update

The City of Toronto recognizes the importance of inclusive development and equitable distribution of benefits from hosting the FWC26 in Toronto. High among these priorities is advancing truth and reconciliation which is a throughline for all planning and legacy efforts. Driving these efforts is a FWC26 Program Advisory Framework, inclusive of Program Advisory Bodies and the development of comprehensive plans with strategies related to each of the five FWC26 legacy themes:

- 1. Sport, Active Living, Health & Wellness;*
- 2. Environmental Sustainability;*
- 3. Arts & Culture*
- 4. Human Rights, Equity, Diversity, Inclusion and Anti-racism; and*
- 5. Economic Impact & Tourism*

The Program Advisory Framework has several objectives. It aims to ensure diverse representation and the inclusion of various perspectives within the advisory bodies in accordance with previous Council direction. It also seeks to facilitate targeted engagement and consultation, which will inform and guide plans to ensure community impact and legacy. In addition, the framework aims to create opportunities through legacy plans for stability in economic sectors that are still recovering from the pandemic. Achieving these goals will help to ensure that hosting the FWC26 results in a positive and lasting impact across Toronto's many communities.

The FWC26 Program Advisory Bodies will be composed of community and industry partners that will consult and contribute to maximizing community engagement and leveraging opportunities for impact and legacy resulting from hosting the FWC26 in Toronto. The first meetings of the Program Advisory Bodies are planned for before the end of September 2024.

Program Advisory Bodies will be guided by several key principles:

- Emphasis on diverse representation that reflects the city of Toronto, including representation of equity-deserving groups, including youth, civil society

organizations, labour, migrant and workers' rights organizations, academia, Indigenous rights holders and urban Indigenous communities.

- Focus on community engagement and creating opportunities for lasting community impact and legacy.
- Alignment with FIFA's objectives and the City of Toronto's priorities, ensuring that the planning and implementation of the event both highlight and enhance the City's existing policies, plans, programs, and initiatives.

The FWC26 Toronto Secretariat has engaged City Divisions to gather preliminary insights and identify key areas of focus for the Program Advisory Bodies. The ideas and feedback are being collected with respect to the diverse needs and perspectives of Toronto's communities. Program Advisory Body participants will be expected to be champions of FWC26. They will be tasked with reviewing and identifying legacy opportunities and prioritizing initiatives that will leverage the popularity of the FWC26 to benefit Toronto's residents, businesses, and visitors. Engaging the community via program advisory bodies will help shape the long-term impact of Toronto's participation in the FWC26, ensuring that the benefits are widely distributed and sustainable, while highlighting and enhancing the City's policies, plans, programs, and initiatives.

The collaborative working relationship between the FWC26 Toronto Secretariat and Program Advisory Bodies will be based on mutual respect, trust, teamwork and demonstrate a commitment to equity, diversity and inclusion. The FWC26 Toronto Secretariat will provide updates on the progress of legacy program projects through the FWC26 Forever Subcommittee and the ESC.

1. Sport, Active Living, Health & Wellness

Under the theme of Sport, Active Living, Health & Wellness, the City's objective is to utilize soccer's popularity to encourage lifelong participation in sports, physical activities, and a healthy lifestyle. A key priority is to reduce barriers for participation and provide enhanced opportunities for children and youth, Black and Indigenous individuals, women, and other equity-deserving groups to engage in soccer and recreation. Initiatives that are part of this theme will be one of the important ways the benefits of hosting FWC26 can be experienced across the city and that there is a strong legacy from Toronto being a World Cup host.

Initiatives for Program Advisory Body consideration will include but are not limited to:

- The renovation of Centennial Park's soccer facilities with increased field capacity and modern amenities that will serve as a dedicated training venue for FWC26 and remain as a community facility after the tournament.
- Exploring initiatives and grant funding programs that can be leveraged to reduce barriers and address gaps in the areas of sport, health, and wellness with a focus on children and youth, Black and Indigenous people, women, and equity-deserving groups.
- Collaborating with Canada Soccer, the Ontario Soccer Association, local clubs, and other organizations to enhance coaching, officiating and sport management education with a focus on recruiting and retaining diverse coaches, officials and administrators who can inspire the next generation.

Further to specific initiatives related to FWC26, legacy plans will align with the Parks and Recreation 20-year Facilities Master Plan (FMP), which has previously identified the need for additional soccer fields, including artificial turf fields and sport bubbles to enable year-round use. These facilities will allow for more programming and permit opportunities, especially for children and youth. With the excitement surrounding the FWC26, the demand for field access and usage is expected to increase leading up to and following the tournament, underscoring the importance of the soccer related facility improvements currently included in the FMP. Staff will also continue to explore opportunities for a long-term Legacy Fund as part of the mandate of the Champions Table and FWC26 Forever Subcommittee.

The goal is to ensure a meaningful sport legacy that reduces barriers, cultivates inclusive opportunities, and creates pathways for lifelong enjoyment of soccer, active living, health, and wellness for residents across Toronto.

2. Environmental Sustainability

As a requirement of FIFA, an environmental sustainability plan for Toronto as a host city for the FWC26 has been developed with the support of an inter-divisional and agency working group. The objective of this plan is to adopt a comprehensive sustainability approach to the tournament, utilizing strategies to minimize negative ecological impacts and maximize positive outcomes for society and the local environment, aiming to leave a positive legacy for future generations.

The sustainability plan has been designed to align with and advance City Council-approved strategies, such as TransformTO, Toronto's Net Zero Strategy, the Long-Term Waste Management Strategy, Toronto Green Standard for New Construction, and Wet Weather Flow Master Plan, among others. Through a focus on reducing greenhouse gas emissions and improving environmental sustainability, the plan addresses several key areas:

- Greening of stadium and training facilities, ensuring that these sites meet high standards of environmental and energy performance and resilience.
- Efforts to avoid, reduce, reuse, and recycle tournament-related waste, aiming to minimize the environmental footprint of the event.
- Promotion of water conservation, protection, and stormwater management, integrating best practices to ensure sustainable use and management of water resources.
- Enhanced access to low-carbon transportation options for visitors, volunteers, staff and residents, including public transportation, electric vehicles, cycling, and walking.

Staff are focused on integrating City strategies into tournament-specific plans. This work will evolve through iterations of planning as more details about the tournament become available and priorities come into focus, allowing for operational initiatives and pilot projects to be identified and implemented.

An Environmental Sustainability Advisory Body will be launched before the end of September 2024 to provide guidance and oversight for the sustainability plan. The plan will evolve as broader engagement with the public and environmental non-governmental organizations is undertaken. Staff will update Council on initiatives being considered within the environmental sustainability plan and specific pilot projects being developed.

The following are key areas where FWC26 initiatives are being pursued that will advance the City's Transform TO objectives:

2.1. Sustainable Building Certification

- A feasibility study is underway to assess the potential for BMO Field to achieve LEED (Leadership in Energy and Environmental Design) certification for Existing Building: Operations and Maintenance, which is a requirement for all FWC26 host city stadiums. The study aims to establish a baseline for the stadium and identify pathways to achieve certification.
- The design and construction of the training site at Centennial Park will be subject to Tier 4 of the Toronto Green Standard, pursuing a net-zero emissions building that is highly energy-efficient, does not have on-site combustion of fossil fuels, and includes a stream restoration initiative to rejuvenate and naturalize approximately 600 meters of Elmcrest Creek.

2.2 Waste Management and Circular Economy

- The FWC26 Toronto Secretariat is applying circular economy approaches to FWC26 related procurements to maximize resource efficiency and reduce waste.
- The FWC26 Toronto Secretariat is establishing a waste management working group with representatives from within the City and other event partners to ensure a coordinated approach to effectively manage waste at all event venues and to explore opportunities to work towards a zero waste games by reducing waste, maximizing diversion of waste away from landfill, integrating circular economy principles and mitigating litter.

2.3 Low Carbon Transportation

- Ongoing work to roll out the City's Cycling Network Plan and the RapidTO: Surface Transit Network Plan will support the goal of ensuring low carbon transportation options are available during the tournament.

Work is underway by staff, agencies, and consultants on comprehensive transportation planning, which will be outlined in the FWC26 Toronto Secretariat's draft Mobility Concept due to FIFA in Q4 2024. The Mobility Concept will include detailed plans for enhanced transit operations to ensure adequate transit options for travel to the matches from outside the downtown core. These enhanced transit plans will also be formalized in an agreement between the FWC26 Toronto Secretariat and the Toronto Transit Commission. The Mobility Concept will also include plans to promote and enhance active transportation options.

City Council directed staff to report back on how World Cup hosting plans would support 2030 transportation targets through actions such as expanding dedicated transit lanes with frequent service and developing new active transportation infrastructure outside and inside the core. To support transit mobility and access during the FWC26, Transportation Services, in cooperation with the Toronto Transit Commission, is proposing to accelerate the review and design of surface transit priority on Dufferin Street between Eglinton Avenue West and Dufferin Gate Loop, as well as Bathurst Street between Eglinton Avenue West and Lakeshore Boulevard West.

City Council, at its meeting of February 6 and 7, 2024 adopted, as amended, Executive Committee Item EX11.8 “RapidTO: Surface Transit Network Plan”. Council endorsed, in principle, the RapidTO: Surface Transit Network Plan as the basis of Transportation Services’ planning and programming of surface transit priority projects. Additionally, Council authorized Transportation Services to initiate feasibility studies, design, and consultation on four priority roadways, and to bring recommendations to the appropriate Community and Council for approval at the appropriate time. Dufferin Street is one of the four priority roadways identified in this report.

This report recommends accelerating the review and design of RapidTO surface transit priority projects on Dufferin Street between Eglinton Avenue West and Dufferin Gate Loop, to support reliable and convenient bus service during FWC26.

Transportation Services, in consultation with the Toronto Transit Commission, has also identified Bathurst Street between Eglinton Avenue West and Lakeshore Boulevard West, as a potential route for accelerated surface transit priority to support transit mobility as an alternate route to the match venue. Bathurst Street north of Bloor Street was identified in the RapidTO: Surface Transit Network Plan as one of 20 priority roadways proposed to be advanced within ten years; Bathurst Street south of Bloor Street to Lake Shore Boulevard West was identified for future consideration through a long-term planning study.

To meet the timelines for FWC26, an accelerated delivery will be required. It is proposed that the studies and design for both routes will prioritize the sections south of Bloor Street West for connection with the Line 2 subway route but will also review the potential for extension to Eglinton Avenue West to connect with the future Eglinton Crosstown LRT.

Below is the proposed project schedule for both routes leading up to the FWC26:

- Study and design – Q4 2024
- Local Councillor Briefings – Q1 2025
- Community consultation through events and information sessions – Q2 2025
- Committee and Council reporting – Q3 2025
- Project delivery – Q4 2025 to Q1 2026
- FIFA World Cup – June-July 2026

Surface transit priority improvements that will be considered as part of these projects will include dedicated bus lanes as well as intersection and signal improvements such as signal coordination and signs and pavement markings. Subject to the review of

impacts, and input from adjacent residents and businesses, and the public, the improvements could potentially be designed to remain in place beyond the completion of the FWC26. Transportation Services will work closely with the TTC to identify any localized impacts and investigate mitigation measures. The implementation of surface transit priority projects on these routes would align with the goals set out in the RapidTO: Surface Transit Network Plan.

In addition to transit improvements, in the period from 2022 through 2026, new cycling infrastructure has been completed or is planned that will help with travel across downtown and accessing the area around the stadium including:

- Two-way bikeway on the east side of Dan Leckie Way
- Two-way bikeway on the west side of Portland Street
- Bi-directional cycle track on Wellington Street & Douro Street
- Neighbourhood greenway on Palmerston Avenue & Tecumseth Street
- Neighbourhood greenway on Gladstone Avenue
- Bike lane and contra-flow bike lane on Richmond Street from Strachan Avenue to Niagara Street
- West Parkdale cycling connections including neighbourhood greenways and contra-flow bike lanes

Additionally, improvements to on-street cycle route wayfinding signage are planned across Downtown West. All of these measures will be supported by additional temporary measures to enhance cycle parking, identify key routes and deploy additional signage. These plans will be further developed through the FWC26 Toronto Secretariat's Mobility Concept for the event.

3. Arts and Culture

The Arts & Culture legacy theme aims to celebrate Toronto's vibrant arts and culture scene by showcasing and celebrating the city's cultural diversity and encouraging artistic creativity across communities and within FWC26 events. By leveraging the global platform of the FIFA World Cup, the aim is to maximize connections across the arts, culture, and heritage sectors, creating opportunities for cultural exchange, with the goal of leaving a lasting impact on Toronto's arts and culture landscape.

Initiatives for Program Advisory Body consideration will include but are not limited to:

- Live performances including direct commissioned programming at FIFA Fan Festival, and other public spaces, that feature local and Canadian artists.
- Explore opportunities to partner with the City's museums, galleries, area art service organizations, and cultural organizations to create special exhibits and programs tied to the FWC26, showcasing works by local and Canadian artists.
- In alignment with the [Toronto Public Art Strategy \(2020-2030\)](#) and its vision of creativity and community everywhere, identify existing arts and culture grants (e.g. Outdoor Mural & Street Art Program) and expand or adapt these grants to support arts and cultural activities and initiatives that align with the spirit of FWC26.

Initiatives that are part of this legacy theme are another way that the benefits of hosting FWC26 can be felt across the city. Planning and engagement activities with key stakeholders will begin before the end of September 2024.

4. Human Rights, Diversity, Equity, Inclusion and Anti-Racism

The FWC26 Toronto Secretariat acknowledges the importance of compliance with relevant legislation in relation to the FWC26 and is committed to upholding the City's human rights commitments throughout the planning and execution of FWC26 including preventing discrimination and harassment, and promoting equity, diversity, and inclusion.

The City of Toronto is governed by human rights legislation at the international, federal, provincial, and municipal levels. These laws are designed to protect and uphold the fundamental rights of individuals within our jurisdiction. By hosting FWC26, the FWC26 Toronto Secretariat commits to ensuring that all activities associated with the event comply with the City's legal obligations and the principles enshrined in these laws. This commitment is embodied in the FWC26 Host City Human Rights Framework and will be formalized in a Human Rights Action Plan which will include means and measures including but not limited to:

- Grievance mechanisms;
- Asylum processes;
- Safeguarding children;
- Surveillance concerns;
- Displacement of unhoused individuals;
- Human trafficking; and
- Constitutional free speech.

The *Ontario Human Rights Code* is a quasi-constitutional piece of provincial legislation that reinforces the protection of human rights within our jurisdiction and ensures equal opportunity and freedom from discrimination in areas such as employment, service, and facilities. The City of Toronto has integrated these principles into its policies and procedures such as in its Human Rights and Anti-Harassment/Discrimination Policy (HRAP) which outlines the City's commitment to prevent and address harassment and discrimination under the *Ontario Human Rights Code*, the *Occupational Health and Safety Act* and *Accessibility for Ontarians with Disabilities Act*. This commitment extends to all activities undertaken by the City including the hosting of major sporting events such as FWC26 and is reflected in the City's bid documents and the FIFA Human Rights Framework.

Any work done by City employees in support of FWC26 will be done in a manner that meets or exceeds compliance with regards to any existing collective agreements and/or employment standards legislation, both of which typically exceed International Labour Organization (ILO) standards. All activities will comply with the Toronto Fair Wage Policy.

With regards to the City's status as a Sanctuary City, through adoption of the [AccessTO policy position](#), Toronto became the first Canadian municipality to ensure that all

residents, regardless of immigration status, can access City-funded services without fear of discrimination, or their personal information being shared with immigration authorities. The FWC26 Toronto Secretariat, in collaboration with the City's Newcomer Office, will align efforts to help decrease hardship to those new to the city and maintain the AccessTO mandate as part of our hosting responsibilities for FWC26.

Additionally, for the components of the Human Rights Plan related to protecting against displacement on unhoused individuals, plans will align with the City's Interdivisional Protocol for Encampments.

5. Tourism & Economic Development

The Tourism & Economic Development legacy theme centers around utilizing the FIFA World Cup's popularity to boost tourism growth, generate economic opportunities across the city, and support local businesses and communities. The aim is to attract visitors from across Canada and around the world to Toronto, stimulate local economies, and create benefits for a range of sectors including the hospitality, retail, and service sectors. This approach will not only enhance Toronto's international profile but also advance sustainable economic development in areas that are still recovering post-pandemic.

Initiatives for Program Advisory Body consideration will include but are not limited to:

- Highlight historic and culturally significant sites in Toronto, featuring the city's rich cultural history in a way that focuses on narratives from Indigenous communities, Black Canadians, and other cultural groups, and fostering a deeper understanding of the city's diverse heritage.
- In anticipation of an increase in visitors to Toronto, implement or expand various initiatives to enhance and accelerate training in tourism and hospitality services.
- Identify existing grants available to businesses that could be enhanced to support small to medium enterprises across the city so that they can better benefit from the economic benefits associated with the visitor economy that the FWC26 will bring.

Planning and engagement activities with key stakeholders, including Toronto's Business Improvement Areas will begin before the end of September 2024.

FIFA Fan Festival

As per the Host City Agreement between FIFA and the City of Toronto, each Host City is to host one centralized FIFA Fan Festival within its respective jurisdiction with the primary goal to showcase the Host City on a global platform and offer fans, both local and international, a central destination to come together and celebrate our diverse city and love of sport.

The Host City Agreement identifies that FIFA does not support multiple FIFA Fan Festivals in a Host City. The rationale behind this provision is again to establish a singular gathering point for fans both local and international. This provision is agreed upon within the Host City Agreement to also ensure the Host City does not exhaust its

local emergency services and to focus financial and human resources on a singular FIFA Fan Festival location. Furthermore, one of the primary goals of the FIFA Fan Festival is to showcase the Host City on a global platform from a single iconic location. At present, a downtown location in proximity to Toronto Stadium is under review but requires further discussion and consideration between the FWC26 Toronto Secretariat and local community partners. A decision on the FIFA Fan Festival location will be released Q4 2024.

Recognizing the need to consider an equitable approach and expand celebrations outside the downtown core, the FWC26 Toronto Secretariat is exploring the feasibility of hosting community celebrations and viewing opportunities, beyond the central FIFA Fan Festival location, in accordance with budgets and FIFA broadcast guidelines. As part of FIFA's broadcast guidelines, any proposals for viewing parties in other communities need to undergo an evaluation process through the designated Media Rights Licensee.

The FWC26 Toronto Secretariat and other City divisions as appropriate will review funding opportunities to engage local communities across the city, potentially through new or existing programs channeled through Business Improvement Areas, Local Arts Service Organizations, educational institutions, annual festivals and other events.

CONCLUSION

The FWC26 games in Toronto are anticipated to create more than 3,585 jobs, attract more than 300,000 out-of-town visitors and generate approximately \$393 million in gross domestic product (GDP) city-wide. The Province of Ontario is also expected to benefit with more than \$456 million in GDP. The combined efforts of Vancouver and Toronto are projected to contribute over \$1.2 billion to Canada's GDP. More than 3.5 billion people watch the FIFA World Cup every four years.

Significant progress has been made with the support of many internal and external partners, and work continues to ensure meaningful public legacies and outcomes associated with the City's investment for hosting the FIFA World Cup 2026.

The Executive Director, FIFA World Cup Hosting 2026 will continue to provide biannual updates to Council on the implementation of FWC26.

CONTACT

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SIGNATURE

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ATTACHMENTS

Attachment 1: FWC26 Governance - Operational and Advisory Organization Chart -
May 31, 2024