

Ministry of Community, Sport and Cultural Development  
**BRIEFING NOTE FOR MINISTER**

Ref #: 169088

**FOR INFORMATION**

**Date:** October 3, 2016

**Title:** TransLink 2017 Investment Plan Consultation Strategy

**Issue:** The TransLink Board approved the public consultation strategy for the draft 2017 Investment Plan on September 23, 2016.

**Background:** Under legislation, TransLink is required to prepare a fully funded 10 year Investment Plan for approval by the Board of Directors and the Mayors' Council. Once adopted, the Investment Plan serves as TransLink's strategic plan. Legislation also requires that before an Investment Plan is presented to the Mayors' Council for approval, TransLink must undertake consultations with the public, the Mayors' Council, Metro Vancouver and any other affected municipality or organization.

Following the approval of the Mayors' Council of the framework for a draft Investment Plan on September 16, 2016, the TransLink Board approved a public consultation plan for the Investment Plan on September 23, 2016.

<b>Mandate, LNG, Fiscal and First Nations Considerations:</b> N / A
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<b>Communications:</b> TransLink will be consulting on a proposed Investment Plan. Significant public and media attention is anticipated.
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**Discussion:** The Draft Investment Plan will be shared with stakeholders and the public primarily through digital media over the period of October 11 – 31, 2016. At the close of the consultation, feedback will be compiled into a report and presented to the Mayors' Council concurrently with the draft Investment Plan. Mayors' Council review and approval are projected to occur in November.

The consultation will focus on soliciting information on the following topics, primarily through the use of online surveys. Hard copy surveys will be provided to individuals with limited access to the internet:

- Scope of investments, including services and capital projects
- Types of revenue sources and revenue strategies
- Changes to TransLink's forecast finances, including any proposed changes to the borrowing limit

In addition to those audiences specified under legislation, TransLink will be undertaking consultation with elected officials and stakeholder organizations who expressed a high degree of interest in regional transportation investments.

Engagement Approaches

**Website:** the TransLink website is intended to serve as the primary means of providing information and engaging with the public ([translink.ca/investmentplan](http://translink.ca/investmentplan)). Details on the Investment Plan will be made available, and visitors to the site will be asked to complete an online survey.

*Social Media:* information on the Investment Plan will be shared through Twitter, Facebook and the Buzzer Blog. An online marketing campaign to inform people about the process and options to participate will be implemented throughout the consultation.

*Open Houses:* three to five open houses will be held across the region. TransLink staff will attend open houses to provide information, and attendees will be encouraged to complete surveys on iPads.

*Staff Engagement:* throughout the consultation TransLink staff will work with communications advisors at Coast Mountain Bus, West Coast Express, BC Rapid Transit Company, Blue Bus and HandyDART to ensure information about the consultation is shared with subsidiaries, and that staff are encouraged to complete the online survey.

*Elected Officials:* The Mayors' Council has been actively involved in the development of the draft Investment Plan. Two forums for all levels of elected officials (local, provincial, federal) are planned, to be hosted at TransLink's Sapperton offices. One daytime and one evening meeting will be held. Information will also be provided electronically to officials and senior staff. TransLink will encourage officials to share printed copies of the survey with constituents who might not otherwise have access. Ministry staff has requested copies of the presentation material so that it can be distributed through the Minister's office to other provincial elected officials. Ministry staff will also be in attendance at these meetings.

*Metro Vancouver:* TransLink will consult with Metro through the Board and Committees; it is currently anticipated that information will be provided to staff and will progress through the October Board cycle.

#### Investment Plan

The Investment Plan will outline Phase One of the Mayors' Council 10 year vision. As currently structured, the Phase One plan proposes the immediate expansion of bus and rail services as well as road improvements and new walking and cycling infrastructure. Over three years, this would result in a 10% increase in bus service including five new B-Lines, and a 35% increase in rapid transit service:

- January – April 2017: increased service on SkyTrain, Canada Line, West Coast Express and SeaBus using existing fleet. Initial increased bus service
- 2018: continued bus and rail service expansion
- 2019: continue expansion – new B-lines in service, new rapid transit vehicles and SeaBus

In addition to senior government funding, the Mayors' are proposing to utilize the following regional revenue sources for Phase One:

- Surplus property sales (\$150 M)
- 10% fare increase (\$90 M)
- \$3 property tax increase (\$340 M)
- Gas tax funds (\$150 M)
- New development fee – *requires legislative changes* (\$130 M)

The provincial position on the elements of the investment plan and proposed revenue sources are provided in Appendix A.

Contact: Jessica Brooks

Phone: 250-952-6596

## **Appendix A**

### **Provincial Position: Regional Revenue Sources**

#### **Investment Plan:**

- In May, the province confirmed the first part of our investment, committing almost a quarter of a billion dollars (\$246 million) in provincial funding over the next three years to improve transit in Metro Vancouver and the overall liveability of the region.
- Combined funding from the federal and provincial governments and the region will total \$740 million in capital investments for Metro Vancouver and will result in the modernization of TransLink's transit infrastructure.
- Expanding and improving transit in Metro Vancouver has never been more important. These investments will help meet rising demand, ease congestion, lower our carbon footprint and further enhance quality of life in what is already one of the world's most livable cities.
- We know that British Columbians are eager to see "shovels in the ground" on Phase 1 projects and our government is focused on working with the Mayors' Council and the federal government to ensure that these important transit improvement projects get underway as soon as possible for the benefit of the entire region.
- The province looks forward to continuing to work collaboratively with the Mayors' Council, TransLink and the Government of Canada to identify and take advantage of funding opportunities to expand and improve public transit across the Metro Vancouver region.

#### **Revenue Sources:**

- We are pleased that the Mayors' Council has voted to move ahead with support for necessary investments to transit services in Metro Vancouver.
- The public will be able to share their thoughts when the Mayors' Council undertakes consultations on the investment plan.
- We look forward to the Mayors' Council findings on new sources of funding, including potential new revenue streams for transit from increased housing supply.

#### **Development Cost Charges:**

- With respect to DCCs, we look forward to having a conversation with the mayors on a variety of types of revenues from development activities.
- We believe that there is significant potential for funding for both transit and housing through strategic and transit-centred development.
- We have started the dialogue already and will continue to have discussions with a range of stakeholders, including representatives of local governments, the development community and other community groups.

Ministry of Community, Sport and Cultural Development  
**BRIEFING NOTE FOR MINISTER**

169146

**FOR MEETING**

**Date:** October 3, 2016

**Title:** Vail Resorts and Whistler Blackcomb

**Issue:** Ministers Thomson, Bond, Rustad, and MLA Sturdy, are meeting with David Brownlee of Whistler Blackcomb (WB) and Rob Katz of Vail Resorts, about working with Squamish and Lil'wat First Nations (FNs), and the Resort Municipality of Whistler (RMOW), to renew the Master Development Agreement (MDA) for the resort and official community plan (OCP) for the municipality.

**Background:** s.13,s.16,s.17  
s.13,s.16,s.17

<b>Mandate Considerations:</b> Supports reconciliation with First Nations
<b>Liquefied Natural Gas Considerations:</b> N/A
<b>Fiscal Considerations:</b> New development at Whistler will bring jobs, and additional tax revenue
<b>First Nations Considerations:</b> Agreements with First Nations will provide for sharing economic benefits associated with new resort growth and development.
<b>Communications:</b> Squamish First Nation would like all parties to work together to coordinate communications regarding any announcements on agreements.

**Discussion:** s.13,s.16,s.17  
s.13,s.16,s.17



s.13,s.16,s.17

At this stage RMOW has sent a letter congratulating the parties on renewing the MDA but also making it clear that they are under no obligation at this point. However, the letter goes on to say RMOW is looking forward to resuming discussions. As well, when the Minister met with RMOW at UBCM representatives said they want to find a collaborative way forward on the OCP.

The RMOW's main interests are to get their OCP adopted and have the Ministerial approval requirement removed for future OCPs, so that their OCP process is the same as it is for other municipalities. They are concerned that the outcome of Phase-2 will not result in a workable planning model moving forward.

On August 8, 2016, shortly after agreement was reached on terms for the MDA, Vail Resorts Inc. announced its intention to purchase Whistler-Blackcomb in a "friendly takeover" to bolster the mountain resorts expansion plans and raise the global profile of both companies. The deal is expected to close in the fall. WB, which will retain its identity, sees this as an opportunity to gain access to capital and new markets. Vail, which is based out of Colorado, operates in seven states including Colorado, California and Wisconsin, along with Australia. This is the company's first foray into Canada.

s.13,s.16,s.17

Contact: Brent Mueller, Director, Governance Relations  
Telephone: 250-387-2540

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Last update:12/01/2017 - Mueller, Brent CSCD:EX

Ministry of Community, Sport and Cultural Development  
**BRIEFING NOTE FOR MINISTER**

Ref #: 169211

**FOR MEETING**

**Date:** October 4, 2016

**Title:** UBC Neighbourhoods Fire Service Charge

**Issue:** Meeting on October 5, 2016 to discuss the UBC Neighbourhoods Fire Service Charge with William Holmes, George Mackie and Ying Zhou from the UBC Neighbourhoods Taxation Working Group.

**Background:**

- In 1995 the Province of B.C. entered into a 99-year contract with the City of Vancouver to provide fire services to UBC and the University Endowment Lands (UEL).
- CSCD is responsible for funding the contract. For fiscal 2016/17 contract costs are approximately \$7.1 million.
- The 1995 fire services contract did not create a cost-recovery mechanism from UBC's market properties because at the time the campus had few taxable properties. Since 1995, significant development at UBC now provides market-housing for over 10,000 residents.
- The UEL funds its share of fire service costs through a higher general rural property tax rate (2016/17 = \$500,000).
- Unlike properties in B.C.'s other unincorporated areas and the UEL, UBC's market properties currently do not pay directly for fire services costs.
- The Government of B.C. reviewed this anomaly and decided a change is needed to bring UBC's market properties in line with the cost recovery funding model used in B.C.'s other unincorporated areas.
- The financial restructure will be phased in with \$500,000 recovered in 2016/17 and approximately \$1 million in future years.
- The recovery will directly support CSCD's operating budget and assist in alleviating budget pressures.
- In a March 31, 2016 letter from the UNA, the Board of Directors stated they strongly support the Province recovering fire service costs through the implementation of a fire levy that would be collected from residents through the Province's rural property tax notice.
- In a May 20, 2016 letter, the UNA changed its position on the fire levy and instead asked the Province to work with UBC to address funding for fire services.

**Contribution Agreement**

- Starting in June, 2016, CSCD and UBC began negotiating a contribution agreement to fund the provision of fire services for UBC's market properties.
- In September, 2016, a final draft of the contribution agreement was reached.
- On September 13, 2016 the UNA Board of Directors passed a resolution that asked UBC to enter a 5-year contribution agreement with the Province for fire services delivered to UBC's campus neighbourhoods and approved UBC using the Service Levy to fund the agreement (see Appendix 1 for property tax and Service Levy details).

- On September 21, 2016, UBC's Board of Governors approved the University to enter into a contribution agreement with the Province.
- Both parties are now prepared to enter into the five-year agreement. The agreement is expected to be ratified by the end of October, 2016. Once signed, it provides for a \$500K payment from UBC to the Ministry as a contribution for 2016/17.
- Starting in 2017/18, the recovery amount will be calculated based on the residential population of UBC's market properties (approx. \$1 million annually).
- This initiative will not increase total property taxes for UBC's residents and there are to be no reduction in service levels. However, the \$1 million recovery will reduce the University Neighbourhood Association's (UNA) operating budget by approximately \$200,000 annually. Through costs savings, UBC and the UBC Properties Trust are funding approximately \$800,000 of the new fire service cost.
- If the UNA's new \$200,000 fire expense was implemented in 2016/17, then it would represent approximately 4% of the UNA's \$4.8 million operating budget. The new expense will be reflected in the in UNA's 2017/18 budget.

<b>Mandate Considerations:</b> N/A	<b>First Nations Considerations:</b> N/A
<b>Liquefied Natural Gas Considerations:</b> N/A	<b>Communications:</b> N/A
<b>Fiscal Considerations:</b> The new UBC Fire Service cost recovery will directly contribute approximately \$1 million to the Ministry's \$7 million fire service contract expense.	

#### **Discussion:**

##### UBC Neighbourhoods Taxation Working Group (Tax Group)

- The Tax Group formed in the spring of 2016 in response to the Ministry's public notification of the fire services cost recovery initiative.
- The Tax Group is led by the following residents whom live within UBC's neighbourhood areas:
  - Bill Holmes is the appointed Alternate Director for Metro Vancouver's Electoral Area A (Maria Harris is the Director) and a retired tax lawyer.
  - George Mackie is a former senior UBC academic administrator.
  - Ying Zhou is an elected director of the University Neighbourhoods Association (UNA) and she is also the UNA's Treasurer.
- Tax Group members are participating as individual residents and not in their official capacities.
- The UBC Tax Group is independent of the University Neighbourhoods Association (UNA), an incorporated society that represents residents living in UBC's neighbourhoods.
- The Tax Group believes the UNA's purposes do not include acting as an advocate on behalf of residents. Therefore, the Tax Group formed to obtain fair tax treatment for UBC's neighbourhood areas.
- In a June 5, 2016 letter to the CSCD Minister, the UBC Tax Group requested the Ministry to apply a portion of the general rural property tax to pay for their share of the cost of fire services.
- The Group asserts that the decision to recover fire service costs is unfair relative to UEL residents. The Group does not suggest the change is unfair compared to all other unincorporated areas in BC and it does not dispute that the UEL already funds its share of fire service costs.
- A key issue for the Group is that revenue from the UEL's *special* general rural tax is primarily used to fund the operation of the UEL; leaving no funds available to contribute to the Province's service costs in rural areas (i.e. policing and roads).

- They state the only benefit UBC residents receive for the general rural tax is fire protection. They do not recognize that revenue from their general rural tax is used by the province to help fund local policing or public secondary roads (See Appendix 2 for provincial levies).
- Based on the assumption that UBC residents only receive fire services for general rural tax, the Group believes that the new charge is not only inequitable, but they wish for the general rural tax to be lowered to match their fair share of fire services costs.

### **Recommended Response:**

#### UBC Fire Services

- I appreciate you taking the time to share your views on the UBC Neighbourhoods Fire Service Charge.
- We are working with the University of British Columbia to ensure that quality fire protection for on-campus market housing residents continues under a plan that is fair to all B.C. taxpayers.
- Fire protection service is essential to community safety everywhere in British Columbia - and the principle that residents pay their fair share for local fire protection service applies to all communities in the province.
- British Columbians living in unincorporated areas throughout the province pay for fire protection services. To be fair, the same obligation should apply to residents living in market housing within the campus of the University of British Columbia.
- The General Rural Tax for UBC residents covers police and roads – but does not cover fire costs. That is why we need a separate fire levy.
- I am pleased that officials from the University of British Columbia and the University Neighborhoods Association are working together to support a fair, reasonable approach to addressing the costs of fire protection services on university lands.
- While the costs of the fire service are approximately \$1 million, I understand that UBC and its properties trust are providing a significant amount of money to offset those costs.
- Our government was elected on a promise to control government spending and ensure the best possible use of government resources. We are delivering on this promise.

#### UEL Governance

- It is important to raise awareness and have a shared understanding among the community about where they live and build a common understanding about the current state of the UEL.
- I believe a fact-based dialogue about the current state of the UEL will help ensure that any future conversations with the community about the governance of their community are grounded in a shared understanding of where they live now.
- I am committed to sharing with the UEL community some of the facts that have emerged from the Ministry's work to date, as well as getting a better sense of the community's key issues and priorities.

Contact: UBC Fire - Kevin Volk  
Telephone: 250-387-3860

UEL- Tara Faganello  
250-356-6575

### APPENDIX 1 Funding Fire Services in the UNA

Residential (Class 1) property tax rates (2015) for the University Endowment Lands (UEL), University Neighbourhood Association (UNA) and City of Vancouver (COV). Indicated below is the representative portion of the UBC Service Levy that will be used to fund approximately \$200,000 towards fire services costs (0.065 per \$1,000 of assessed value). The UBC Service Levy rate is calculated as the difference between total provincial rural taxes and the total City of Vancouver residential rate (CoV rate – provincial rural rate = Service Levy rate).



**Appendix 2**  
**2015 Provincial Levies for UBC Market Properties**

<b>Class</b>	<b>Item Name</b>	<b>Tax Rate</b>	<b>Net Taxable</b>	<b>Levy</b>
01	GEN Residential	0.5700	3,005,180,212	1,712,958.73
02	GEN Utilities	3.8600	988,900	3,817.15
03	GEN Supportive Housing	0.1000	0	0.00
04	GEN Major Industry	5.5000	0	0.00
05	GEN Light Industry	2.9200	5,841,100	17,056.01
06	GEN Business /Other	2.9200	73,347,900	214,175.87
07	GEN Managed For.	0.5200	0	0.00
08	GEN Recn /Non-profit	0.9600	0	0.00
09	GEN Farm	0.5200	0	0.00
-	<b>GEN Total</b>	-	3,085,358,112	1,948,007.76
01	Police Tax	0.0928	3,005,180,212	278,880.58
02	Police Tax	0.3248	988,900	321.19
03	Police Tax	0.0928	0	0.00
04	Police Tax	0.3155	0	0.00
05	Police Tax	0.3155	5,841,100	1,842.88
06	Police Tax	0.2274	73,347,900	16,679.31
07	Police Tax	0.2784	0	0.00
08	Police Tax	0.0928	0	0.00
09	Police Tax	0.0928	0	0.00
-	<b>Police Tax Total</b>	-	3,085,358,112	297,723.96

s.13,s.16,s.17

Ministry of Community, Sport and Cultural Development  
**BRIEFING NOTE FOR THE PREMIER**

Ref #: 169290

**FOR MEETING**

**Date:** October 11, 2016

**Title:** Uber

**Issue:** Premier Christy Clark will be meeting with David Plouffe, Senior Vice President of Policy and Strategy for Uber, on October 12, 2016, to discuss the work that has been undertaken by Uber and the Province on ride sourcing in the past year.

**Background:**

UBER is the largest transportation network company in the world—operating 66 countries. Most jurisdictions across Canada now have Uber operating in their communities, with a variety of approaches to regulating Uber and other ride-sourcing app-based companies such as Lyft.

Since 2015, Uber has been working to enter the BC transportation market. It has been proactive in signing up potential drivers, offering rides for free to demonstrate the Uber experience and setting up a petition to lobby government to legitimize ride sourcing. Currently, ride sourcing companies such as Uber are not operating in BC due to stringent vehicle-for-hire requirements.

The Premier will be meeting with David Plouffe to touch base on the work that UBER has undertaken since the Premier met with UBER last September. In addition to being the Senior Vice President of Policy and Strategy for Uber, David Plouffe is also UBER's Chief Advisor and a board member and is based in the San Francisco Bay Area. Mr. Plouffe has previously worked as a senior advisor to President Barack Obama.

<b>Mandate Considerations:</b> The Premier directed Minister Fassbender to conduct province-wide consultations on ride sourcing. The feedback from the engagement was release in a stakeholder engagement summary in September 2016.
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<b>Liquefied Natural Gas Considerations:</b> N/A
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<b>Fiscal Considerations:</b> N/A
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<b>First Nations Considerations:</b> N/A
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<b>Communications:</b> The ride sourcing engagement summary paper was emailed to stakeholders that partook in the engagement process and all local governments. The engagement summary is also available to the public online.
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**Discussion:**

- The Province has been clear and consistent in its reply that the government wants to modernize BC's passenger industry.
- The Province has also clarified that before allowing ride sourcing companies to operate in BC it would consult with the public and stakeholders including taxi companies and local governments.

- Minister Peter Fassbender was directed to lead the consultation process. After numerous meetings with stakeholder groups such as taxi companies, boards of trade and disability organizations CSCD released a Stakeholder Engagement Summary on September 23<sup>rd</sup>, 2016.
- The Stakeholder Engagement Summary was distributed to all stakeholders and is available to the public online.
- Key principles which emerged from the engagement included the need to ensure:
  - Passenger and vehicle safety;
  - Vehicle supply to meet consumer demand;
  - The needs of residents and visitors with accessibility issues are met;
  - A fair and level playing field for all vehicles-for-hire; and
  - That BC has a streamlined and modernized passenger transportation sector.
- Continued feedback on the report can be submitted to the Province through an email address "ridesourcing@gov.bc.ca"
- To date, this email address has received over 9000 emails from the public entitled "Support Uber in British Columbia".
- Additional emails have either shown support for or raised concerns regarding ride sourcing in BC.

**Recommended Response:**

- The Province recognizes that consumers have a strong interest in seeing greater choice in passenger transportation and it understands that ride sourcing companies such as Uber present real opportunities that have the potential to meet changing public expectations.
- However, consideration of any new services into BC must be carefully assessed against the safety of the travelling public.
- I asked Minister Fassbender to engage all British Columbians including stakeholders in a comprehensive consultation process to seek feedback about the issues, impacts and benefits of ride sourcing.
- The Minister received feedback from a variety of stakeholders including the taxi industry, app based ride sourcing companies, Tourism Associations, disability organizations, local governments and the public.
- The Province is taking into consideration the feedback that was received during the consultation process and undertaking research and analysis to determine which solution will work the best in BC.

Contact: Jacquie Dawes  
Telephone: 250-387-4094



Ministry of Community, Sport and Cultural Development  
**BRIEFING NOTE FOR MINISTER**

Ref #: 169319

**FOR MEETING**

**Date:** November 17, 2016

**Title:** BC Association for Charitable Gaming Evolving Partnership

**Issue:** Meeting with Shawn Bellamy, Chair, and Rob Gloor, Treasurer, BC Association for Charitable Gaming on November 24, 2016, to discuss the evolving partnership between the Ministry and the BCACG.

**Background:** The British Columbia Association for Charitable Gaming (BCACG) is a provincial-level non-profit organization that liaises between community groups and the Province. It receives Community Gaming Grant funding to provide support services to charities and non-profit organizations for the purpose of applying for Community Gaming Grants.

**Mandate Considerations:** The Community Gaming Grants program advances the Ministry's mandate by providing funding to not-for-profit organizations that deliver services throughout British Columbia to support sustainable, vibrant communities. Developing a collaborative relationship with umbrella organizations, such as the BC Association for Charitable Gaming, will be a cornerstone of the ministry's community outreach and engagement strategy moving forward.

**Liquefied Natural Gas Considerations:** N/A

**Fiscal Considerations:** The Community Gaming Grants program distributes \$135M in funding annually to over 5,000 non-profit organizations. In 2015/16, the Community Gaming Grants program provided \$64,000 in funding to the BCACG.

**First Nations Considerations:** The BC Association of Aboriginal Friendship Centres (BCAAFC) is a strong and valued partner to the Community Gaming Grants branch. It receives Community Gaming Grant funding and has a similar mandate to the BCACG, but is focused on providing support to First Nations non-profit organizations. In 2015/16, the Community Gaming Grants program provided \$250,000 in funding to the BCAAFC's Aboriginal Capacity Support Program to increase Aboriginal access to Community Gaming Grants.

**Communications:** s.13

s.13

**Discussion:**

s.13

s.13

s.13 Collaborative projects have included: regular conference calls with the BCACG to discuss the challenges that non-profit organizations have been facing and how the program could be improved moving forward; the joint development of a standardized presentation to be delivered to community organizations across the province; and updated program Guidelines for the 2017/18 fiscal year. There is a mutual sense of optimism that good progress has been made this year towards building consensus.

In October 2016, the two parties signed a Collaboration Agreement (Appendix A) outlining terms for their working relationship. As part of this Agreement, the BCACG committed to providing leadership and support to local Community Charitable Gaming Associations, delivering community presentations using branch-approved materials and advising the branch in advance of any media engagement, among other service delivery responsibilities. For its part, the branch has agreed to consult the BCACG prior to implementing any strategic policy changes to the program and share program data and information to support with the BCACG's planning and program development.

The BCACG is an influential stakeholder in the non-profit sector and the branch is seeking to encourage a stronger relationship between the BCACG and local level Community Charitable Gaming Associations (CCGAs). The branch is committed to continue to develop this relationship and to work in partnership with the BCACG and CCGAs.

It should also be noted that another important partner of the branch is the BC Association of Aboriginal Friendship Centres (BCAAFC). The branch is continuing to build the relationship with the BCAAFC and intends to share resources, such as the communal presentation slide deck, with them also.

**Recommended Response:**

- I would like to take this opportunity to thank you and your organization for the important role you play in connecting community groups and the Province, as well as the valuable support services the BCACG provides to Community Gaming Grant applicants.
- I have shared the information and weblinks that Mr. Sheach provided with Ministry staff and will pass along the takeaways from this meeting. Understanding the role that the Community Gaming Grants program can play in supporting and enhancing the non-profit sector in BC is key to the program's success.
- I am encouraged by the reports I have received regarding the recent collaborations between the BCACG and the branch. I hope that you are able to continue to work in partnership with my team to ensure that the Community Gaming Grants program is responsive to the needs of communities and supportive of a thriving non-profit sector in British Columbia.

Contact: Joanna White  
Telephone: 250-886-5196

Attachments:

Appendix A: Signed Collaboration Agreement

Appendix B: Roles and Responsibilities Document



## **Collaboration Agreement**

*This Collaboration Agreement is a living document intended to support a relationship of respect, collaboration and mutual consultation. It will be reviewed on a regular basis and at a minimum, annually.*

*The Ministry of Community, Sport and Cultural Development and the BC Association of Charitable Gaming agree to the following:*

### **Shared Vision**

To provide support to communities in British Columbia and a flourishing non-profit sector by working towards:

1. Transparent and equitable access to funding through the Community Gaming Grants program.
2. An administratively fair adjudication process with policies and best practices that are clearly understood and communicated within communities and the non-profit sector.
3. Being mindful of the underlying intent of Community Gaming Grants - to provide funding that supports meaningful community benefit - in the development of policies and criteria relating to the program.

### **Principles**

The following three principles will provide the foundation for the working relationship between the Community Gaming Grants Branch and the British Columbia Association for Charitable Gaming (BCACG):

1. Respectful and honest dialogue
2. Aligned Leadership
3. Future Focus and Continuous Improvement

### **Leadership**

The leadership team will meet on a quarterly basis. These meetings will focus on operational updates, strategic policy and program development, government priorities and emerging sector issues management. In attendance will be;

From the Ministry: ADM responsible for Community Gaming Grants, Executive Director, Community Gaming Grants Branch, Director, Community Gaming Grants Branch.

From BCACG: Chair, BCACG, Executive Director, BCACG, Treasurer, BCACG, Secretary, BCACG.

The Chair, ADM and Executive Directors will continue to have bi-weekly touch base meetings to manage any emerging issues.

### **Roles and Responsibilities Framework**

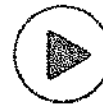
A roles and responsibilities framework has been developed based on the expectations of elected government on each party. The framework is attached in appendix A.

### **General Communication**

- The leadership teams of both organizations will work together to provide consistent messaging to staff within the organizations, external stakeholders and community groups within the non-profit sector.



Ministry of  
Community, Sport and  
Cultural Development



**bcacg**  
B.C. Association for  
Charitable Gaming

- CSCD will provide, where operationally possible, program data and information to the BCACG to support with their planning and program development.
- Regular meetings will occur at the operational staff level to discuss programming and data.
- CSCD will advise BCACG of any strategic planning as it pertains to stakeholder engagement and presentations to community groups.
- CSCD will consult BCACG regarding any strategic policy changes to the Community Gaming Grants Program seeking input prior to implementation.
- BCACG will advise CSCD in advance of any media engagement and provide an overview of their position with regard to any media coverage of the Community Gaming Grants Program.

#### Charter Amendments

- This Charter may be amended at any time with the agreement of the leadership team.

#### Signatures

Date: October 18, 2016

Kevin Volk.  
Assistant Deputy Minister  
Community & Legislative Services Division  
Ministry of Community, Sport and Cultural Development

Date: October 18, 2016

Shawn Bellamy  
Chair  
BC Association of Charitable Gaming

## Community Gaming Grants Branch British Columbia Association for Charitable Gaming

### Appendix A

ROLES AND RESPONSIBILITIES	
BCACG	CSCD
<ul style="list-style-type: none"> <li>• Provide leadership and support to local CCGA's.</li> <li>• Communicate key information throughout the sector.</li> <li>• Deliver community presentations using CSCD materials.</li> <li>• Seek feedback from community groups to provide to CSCD.</li> <li>• Provide sector input to support future focussed policy development.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement policy relating to the Community Gaming Grants Program with input from BCACG.</li> <li>• Develop and implement fair and equitable eligibility criteria based on clearly defined pre requisites and best practices.</li> <li>• Accept, adjudicate and communicate decisions relating to Community gaming grants.</li> <li>• Develop and implement a communication strategy and program of community outreach.</li> </ul>

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Withheld pursuant to/removed as

s.12;s.13;s.17





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## BRIEFING NOTE FOR INFORMATION

**Date:** October 18, 2016

**Prepared For:** Honourable Peter Fassbender, Minister of Community, Sport & Cultural Development (CSCD)

**Title:** New University of British Columbia (UBC) Baseball Stadium

**Issue:** Partnership with key stakeholders across the country to establish a home for amateur baseball in Canada at UBC. Potential request for funding for new baseball stadium.

**Meeting With:** Terry McKaig (Former Head Coach & Director), UBC Baseball & Dick Reid (Friends of UBC Baseball) on October 26, 2016

### SUMMARY:

- **The proponents have built a successful baseball program at UBC and have developed strong relationships with baseball stakeholders across the country.**
- **\$9M has been secured in private donations and an indoor training facility was completed in 2015.**
- **The Sport Branch (CSCD) does not provide funding for infrastructure projects, however does provide funding to varsity athletics through the Athlete Assistance Program (\$89,000 awarded in 2015/16) and various hosting grants (\$16,000 awarded in 2015/16).**
- **Universities and colleges have direct responsibility for all non-core facilities, including sport stadia. Funding through the Ministry of Advanced Education is not an option.**
- **The “National Regional Projects” Fund – administered by the Ministry of Transportation and Infrastructure could be a potential avenue to explore.**

### BACKGROUND:

Baseball is experiencing an unprecedented growth in popularity across British Columbia and Canada, both on the fields and in the media likely due in part to the success of the Toronto Blue Jays. To build on this momentum, UBC is in the process of building a partnership with the Toronto Blue Jays, Vancouver Canadians, Baseball Canada and Baseball BC to establish a home for amateur baseball in Canada that would:

- Be the home of the UBC Varsity team, as well as a satellite home for Baseball Canada National teams and Baseball BC provincial teams;
- Host international competitions with other “baseball countries” (Japan, China, USA, Korea);
- Be home to the newly created Canadian High Performance Baseball Institute;
- Be a training venue for various Vancouver baseball organizations; and
- Leverage private sector sponsorship and donations.

The home for amateur baseball in Canada at UBC includes four key elements:

1. \$4M state of the art indoor training center (completed in 2015)
2. \$10M modern baseball stadium that can host international, national and provincial events
3. Research/innovation
4. Operations

The total project cost is estimated at \$14M with \$9M raised thus far through private donations.



## DISCUSSION:

Sport Branch staff consulted with colleagues at the Ministry of Advanced Education and the Local Government Division to explore potential options for funding.

The Ministry of Advanced Education has indicated that a baseball stadium is classified as a non-core facility, and is not part of their current capital plan.

As a result, construction of the baseball stadium would not be funded by the Ministry of Advanced Education and would be the responsibility of UBC to fund.

Note, a capital agreement was approved for \$13.9M between the Ministry of Advanced Education and UBC for the Vancouver Whitecaps National Soccer Development Centre field house. If government was going to consider providing funding for the proposed UBC baseball stadium through a capital agreement, a similar process would have to be followed; however availability of funds would likely still be an issue.

Local Government Division staff suggested that UBC could look at the program guide for the “National Regional Projects” fund and consider submitting an application to this program administered by the Ministry of Transportation and Infrastructure.

## FINANCIAL IMPLICATIONS:

- Proponent has not advised of a specific funding request. The cost of the project is estimated at \$14M and \$9M has been secured through private donations.
- There are many competing demands for capital infrastructure funding including sewer and water, transit, and roads and bridges. Government does not have the fiscal capacity to support every community request.

## Attachments:

1. Attachment A: Briefing Note Provided by Terry McKaig “Home for Amateur Baseball in Canada – at UBC”
2. Letter of Support provided by the Toronto Blue Jays
3. Stadium Layout

## PREPARED BY:

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Sport Branch  
(778) 698-2864

## APPROVED BY:

Margo Ross, A/ ADM  
Arts, Culture & Sports Division  
Jacquie Dawes, Deputy Minister

## DATE APPROVED:

2016/10/17

2016/10/18



## Attachment A

### Briefing Note

#### Home for Amateur Baseball in Canada—At UBC

##### Opportunity

For a variety of reasons, baseball is experiencing unprecedented growth in popularity across BC and Canada. We are in a golden era for Canadian baseball.

The Toronto Blue Jays have recaptured the national spotlight as Canada's team and the sport of baseball is booming. Rogers Sportsnet drew over a million viewers for the Blue Jays 162 games this year and playoff games are seeing between 3-5 million viewers per game!!

Baseball registration numbers are up across Canada this year. There was a 15% increase in 2016 nationally with 135,000 now playing. In BC, there was an increase of 925 new players in 2016 bringing our registration numbers close to 31,000 playing baseball.

To build on this momentum, the University of British Columbia (UBC) is in the process of developing a partnership with the Toronto Blue Jays, Vancouver Canadians, Baseball Canada and Baseball BC to establish a home for amateur baseball in Canada that would:

- Be the home of the UBC Varsity team and a satellite home for Baseball Canada National teams and Baseball BC Provincial teams
- Host international competitions with other "baseball countries" (Japan, China, USA, Korea, Cuba, Chinese-Taipei, Mexico, Dominican Republic, etc)
- Be home to the newly created Canadian High Performance Baseball Institute. Focusing on research excellence and innovation in the sport of baseball. Player and coaching development will also be a focus of the institute
- Be the training and playing venue for Vancouver baseball organizations from Little League to 3 Vancouver teams in the BC Premier Baseball League
- Leverage private sector sponsorship and donations

##### Elements

The home for Amateur baseball in Canada at UBC would feature four key elements:

1. \$4 million dollar state of the art indoor training centre
2. \$10 million dollar modern baseball stadium that can host international, national, provincial, and city tournaments and events for all age groups. 1,000 permanent seats with ability to expand to 3,000 for bigger events
3. Research/innovation
4. Operations

The total cost of establishing the home for amateur baseball in Canada is \$14 million. To date, the private sector, through the leadership from Director of Baseball at UBC Terry McKaig, has secured financial contributions totaling \$9 million. The indoor training facility was completed in 2015 thanks to private donations and has now been operating for 1 year. In its first year, more than 20,000 players, coaches, and parents passed through its doors.

##### Why UBC?

UBC is very well placed to host. In addition to the new \$4 million training facility, there are many benefits to being the home for baseball in Canada at UBC Vancouver, including:



- UBC is home to Canada's only varsity college baseball program. Playing in the US based NAIA, UBC is the only college baseball program in Canada competing for a US national championship
- Four members of the 2016 UBC varsity baseball team were selected in the 2016 Major League Baseball draft. That brings the total number of UBC players drafted to 24
- Vancouver has the best weather in Canada for playing baseball. The playing season can last 9 months running February-October
- BC's gateway position to Asia-Pacific countries with strong baseball traditions and large Metro Vancouver populations
- UBC is one of the world's top public research universities in the world with a growing sports medicine program in both Vancouver and Kelowna campus
- Currently no other home identified for baseball in Canada
- Strong provincial baseball programs in BC and around Metro Vancouver that can also access the new baseball complex
- UBC housing supply available during the summer to house participants in national/international tournaments and training programs
- Located beside Vancouver Whitecaps National Soccer Development Centre making UBC and the Province of BC home to 2 high profile national sport centres

## Conclusion

The continued growth of grassroots and high performance baseball in Canada needs to be based out of world class facilities that players, coaches and fans enjoy coming to. Canada sorely lacks high profile baseball only facilities to properly train these players and coaches. Establishing a home for amateur baseball in Vancouver has the potential to be the Canadian equivalent of Williamsport in the United States – their home of the annual Little League World Series. Dreams and memories made here will last a lifetime for players, families and coaches.



## A Message from Mark Shapiro

To UBC Baseball Supporters:

It is with great pleasure I write this letter in support of the UBC Baseball Program.

I can say enthusiastically that I am very encouraged by the current state of baseball in Canada and the direction it is headed. The resurgence of the Toronto Blue Jays brand is now as strong as it has ever been. We're seeing record TV and radio audiences from coast-to-coast. And perhaps most importantly, youth enrollment and participation is at an all-time high in most provinces. We may just be entering a golden era for baseball in this country.

Investing in youth and amateur baseball to develop homegrown talent is something that we at the Blue Jays are deeply passionate about. Our team, along with the Jays Care Foundation, have invested millions in grassroots programs to re-build facilities, put on rookie league camps and more, all to help grow the game across the country.

We also know the value of key partnerships, such as that with the Vancouver Canadians. Every season we send players to Vancouver to continue to develop the skills needed to carry them on their journey to the Major Leagues. While there, we know the players will have access to high-performance facilities and be treated professionally by the coaching staff.

Unfortunately, access to these types of first-class baseball facilities for amateur players is very limited in this country.

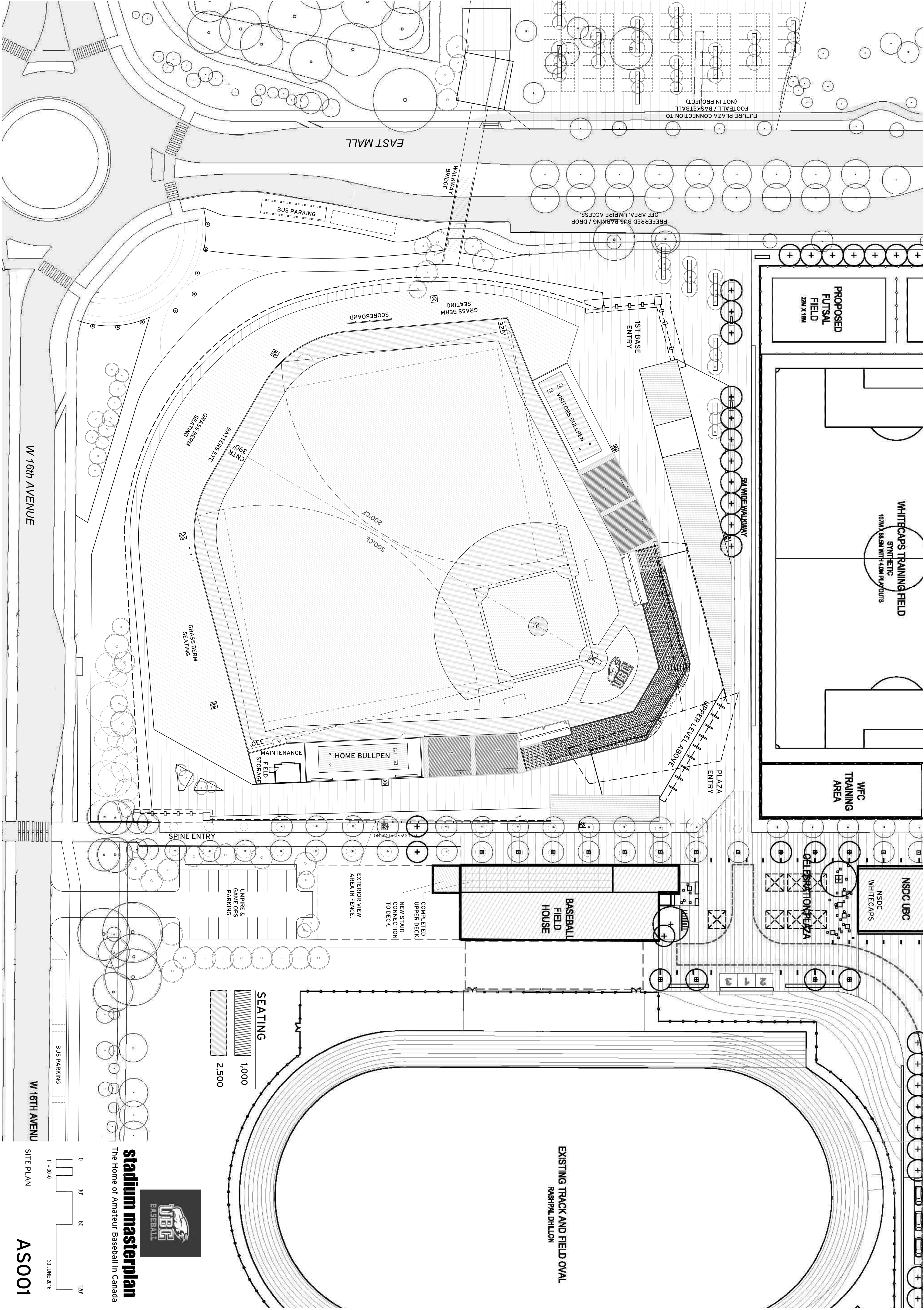
With baseball so deep-rooted in the fabric of British Columbians, it's a tremendous opportunity to have this new baseball complex be based out of UBC. The success of the UBC varsity team in producing professional baseball players and graduates who will do great things off the field in their careers highlights the impressive accomplishments at UBC at the collegiate level. The leadership shown by the Director of Baseball Terry McKaig and the very impressive coaching staff he has amassed there will be of great benefit in not only the development of the next generation of players, but that of coaches as well. The impact will most certainly be felt year-round by the city, province and country.

On behalf of the Toronto Blue Jays, I thank you for your dedication to the sport of baseball and wish you success for years to come.

Sincerely,

Mark Shapiro  
President & CEO, Toronto Blue Jays









## BRIEFING NOTE FOR INFORMATION

**Date:** October 19, 2016

**Prepared For:** Honourable Peter Fassbender, Minister of Community, Sport & Cultural Development (CSCD)

**Title:** 2017/2018 PGA Event

**Issue:** Discuss plans to hold a 2017/2018 PGA Event in Victoria (potential funding request)

**Meeting With:** Dan Matthews (President and CEO – Ecoasis), Charles Lorimer (Chief Operating Officer – Pacific Links International) on October 20, 2016.

### SUMMARY:

- **Proponents hosted a successful Pacific Links PGA TOUR event at Bear Mountain last month (September, 2016).**
- **The Ministry of Jobs, Tourism and Skills Training manages the Tourism Events Program (TEP) which was created to support large scale events that will enhance the volume of visitors to B.C. and increase global recognition for the province.**
- **The 2016 Pacific Links PGA TOUR Champions event received \$90K in funding through the TEP program for broadcasting purposes.**
- **Event organizers would be able to apply for TEP funding again.**

### BACKGROUND:

The Pacific Links Championship is an official event on the PGA TOUR Champions featuring some of the world's premier golfers aged 50 and older (34 of its members are in the World Golf Hall of Fame and compete regularly) who compete for a US \$2.5 million purse.

Pacific Links International is in the fourth year of a six year deal with the PGA TOUR Champions with renewal as an option. Sites for the 2017 and 2018 tournaments have not been determined.

The 2016 Pacific Links PGA TOUR Champions event was awarded to Bear Mountain after the original host in Tianjin, China had to back out due to chemical explosions that killed nearly 200 people.

Ecoasis, the current owner and developer of Bear Mountain, has expressed interest in seeing Bear Mountain as a fixture on the PGA TOUR Champions going forward.

### DISCUSSION:

Tournament organizers for the 2016 Pacific Links PGA TOUR Champions event applied to the Ministry of Jobs, Tourism and Skills Training for TEP funding in the June 2016 intake and were successful in receiving \$90K. Funding supported the Golf Channel to broadcast three hours of daily coverage to an estimated 145 million households worldwide.

Attachment 1 includes Government's news release announcing support and included quotes from Ministers Bond and Fassbender.

Tournament organizers did not apply to the Sport Branch for funding for the 2016 Pacific Links PGA TOUR Champions event.

The Sport Branch (CSCD) has a Major Events hosting program with an annual budget of \$500K. Typically funding from the hosting program is not provided to professional or masters events.





The Sport Branch does not typically support professional or masters level events through the Major Events hosting program. (Note, the Sport Branch did provide \$25K for the 2015 Canadian Pacific Women's Open Golf tournament in Coquitlam since the event did promote sport for women - a target population).

Given the nature of the event and alignment with many of the criteria associated with TEP funding (e.g. high tourism value, increase in volume of visitors, global recognition of the province through broadcasting opportunities) proponents would be able to apply for TEP funding again once the event has been secured (funding support for bids is not available). Under TEP, annual events or events secured for multiple years are eligible, however new applications must be submitted for assessment each year.

Since funding through TEP is limited, events with the highest return on investment will be prioritized and preference may be given to events that have not previously received TEP funding.

Upcoming intakes for TEP funding are as follows:

Application Window	Eligible Event Timing
September 1, 2016 – October 31, 2016	January 1, 2017 – June 30, 2018
March 1, 2017 – April 30, 2017	July 1, 2017 – December 31, 2018
September 1, 2017 – October 31, 2017	January 1, 2018 – June 30, 2019

#### FINANCIAL IMPLICATIONS:

Proponent has not advised of a specific funding request.

Attachment

#### PREPARED BY:

Kyle Todoruk, Director  
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#### APPROVED BY:

Margo Ross, A/Executive Lead  
Arts, Cultural and Sport Division  
  
Jacquie Dawes, Deputy Minister

#### DATE APPROVED:

2016/10/18

2016/10/19



## Attachment 1

### Provincial investment promotes B.C. as a top tourism destination

British Columbia is once again hosting a high-profile, international event, the PGA TOUR Champions, Pacific Links Bear Mountain Championship, thanks in part to a \$90,000 investment from the Province's Tourism Events Program.

Currently being held from Sept. 19-25, 2016, at The Westin Bear Mountain Golf Resort and Spa in Langford, the tournament is being broadcast internationally on the Golf Channel to more than 190 countries, for a potential reach of 330 million viewers world-wide, including 80 million U.S. viewers, which will showcase British Columbia as a go-to destination for golf tourism.

The week-long tournament is an official PGA TOUR Champions event featuring about 80 of the world's premier golfers aged 50 years and older competing for a US\$2.5-million prize. The event is projected to have over 20,000 spectators on site throughout the week to watch the excitement and take part in the festivities.

Tourism supports approximately 19,000 businesses and 127,500 employees in British Columbia and is a key sector in the BC Jobs Plan. Funding from the Tourism Events Program is designed to support the delivery of world-class events that can both increase the number of visitors to British Columbia, and increase global recognition for the province.

### Quotes:

#### **Shirley Bond, Minister of Jobs, Tourism and Skills Training and Minister Responsible for Labour –**

"This event is a great opportunity to showcase British Columbia as a world-class sporting event and tourist destination. Events like the Pacific Links Bear Mountain Championship help drive the economy in B.C. by attracting visitors to the tournament, and inspiring future visitors to B.C. when they view the tournament on the Golf Channel. Tourism is a critical sector in a diverse and growing economy and events like this are part of the reason for the outstanding results we have had in the last several years."

#### **Peter Fassbender, Minister of Community, Sport and Cultural Development –**

"I am thrilled to be able to showcase our world-class amenities through hosting major international sporting events like the Pacific Links Championship. Hosting the PGA TOUR Champions event at Bear Mountain Resort will attract more recognition to our province and bring positive economic benefits to the host region."



### **Charles Lorimer, chief operating officer, Pacific Links International –**

“Pacific Links is delighted with the support of Destination BC and the Province of B.C. and is grateful for their generous partnership. Together, we look forward to delivering the Pacific Links Bear Mountain Championship to beautiful British Columbia.”

### **Quick Facts:**

- The Province invests more than \$98 million annually in the tourism industry across every region to grow and market the sector.
- In 2014, the tourism industry generated \$14.6 billion in revenue with a direct contribution to B.C.’s gross domestic product of \$7.1 billion.
- In 2015, 4.9 million international visitors came to B.C. – an 8% increase compared to 2014.
- In the first six months of 2016, a record 2.3 million international visitors came to B.C. – a 12.4% increase (254,935 additional visitors) over January to June last year.

### **Learn More:**

For more information on the 2016 Pacific Links Bear Mountain Championship: <http://www.pacificlinkschampionship.com/>

BC Jobs Plan: <http://engage.gov.bc.ca/bcjobsplan/economy/tourism/>

To learn more about the Tourism Events Program: <http://www.destinationbc.ca/BC-Tourism-Industry/Municipal-and-Regional-District-Tax-Program/Tourism-Events-Program.aspx>

## BRIEFING NOTE FOR INFORMATION

**Date:** October 21, 2016

**Prepared For:** Honourable Peter Fassbender, Minister of Community, Sport & Cultural Development (CSCD)

**Title:** Invictus Games

**Issue:** Meeting on behalf of the Premier with the CEO of the Invictus Games Toronto 2017

**Meeting With:** Michael Burns (CEO – Invictus Games Toronto 2017) and possibly John Furlong (Director – Invictus Games Toronto 2017 Organizing Committee and former CEO – VANOC) on October 26, 2016

### SUMMARY:

- **Invictus Games Toronto 2017 CEO, Mr. Michael Burns, has requested meetings with Premiers across the country to provide an update on plans for the Games.**
- **The Invictus Games were established in 2014 by His Royal Highness Prince Harry and are the only international adaptive sporting event for wounded, ill and injured active duty and veteran service members.**
- **Toronto is hosting the 2017 Games (September) and will use infrastructure from the Toronto 2015 Pan Am and Parapan Am Games. The Government of Ontario has contributed \$10 million.**
- **The BC Games Society has formed a new partnership with the 2017 Games to share its knowledge and expertise in event planning.**
- **Mr. Burns may be seeking other opportunities to partner with the provinces (e.g. cross Canada torch relay, cross Canada legacies for service members).**
- **In 2015, Government did receive a request from a university student for British Columbia to host an Invictus Games. It is unclear whether Mr. Burns will raise the issue of future host communities.**

### BACKGROUND:

The Invictus Games use the power of adaptive sport to help wounded warriors on their journey to recovery, as well as raise awareness and understanding for service members. London hosted the inaugural Games in 2014 and Orlando Florida recently hosted the second event (May 2016).

Toronto will welcome over 550 competitors from 17 nations for eight days of fierce competition in 12 adaptive sports.

The BC Games Society has formed a new partnership with the 2017 Games to share resources: eg. event hosting guidelines and materials to help volunteer organizing committees plan and stage successful multi-sport events. The partnership allows for a unique knowledge transfer program that will see the 2017 Invictus Games as “Canada’s Games” with representation and support from Coast to Coast. To reinforce this, there will be a cross Canada torch relay involving military bases across the country.

## DISCUSSION:

Ministry staff was not able to directly connect with Mr. Burns. It is not known if he is seeking opportunities to partner with British Columbia beyond the current partnership with British Columbia or canvassing to see which provinces may have interest in hosting a future Games

### Potential Partnerships

Mr. Burns may be seeking additional funding support for the torch relay or for cross Canada legacy projects for service members.

s.13 Ministry staff could monitor this file to determine if the torch relay might fit with any finalized plans or projects.

### Future Games

The Games would be considered a marquee level event requiring significant financial investment. The Government of Ontario is investing \$10 million in the 2017 event.

In December 2015, a student from the University of Victoria (UVic) sent correspondence to Premier Christy Clark and Minister Fassbender expressing interest in UVic hosting the 2020 Invictus Games. The email indicated the need for financial support from the provincial government. Sport Branch (CSCD) staff responded to the inquiry asking for more information and did not hear back from the student.

It is unclear whether there a formal connection between the 2015 proposal and Mr. Burns. It is also unclear whether Mr. Burns will be seeking support for the 2017 Games (e.g. funding in support of the cross Canada torch relay; cross-Canada legacies for Canada's service members)

The Games have significant international exposure and global broadcast opportunities. Hosting the Games could also raise the international profile of British Columbia's Accessibility 2024 plan. However, the current fiscal environment remains challenging.

## FINANCIAL IMPLICATIONS:

Unclear at this time.

### Attachments:

1. Incoming Correspondence to Premier Christy Clark and copy to Minister Peter Fassbender re: 2020 Invictus Games

#### PREPARED BY:

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(778) 698-2864

#### APPROVED BY:

Margo Ross, a/Executive Lead  
Arts, Culture and Sport Division  
  
Jacquie Dawes, Deputy Minister

#### DATE APPROVED:

2016/10/20

2016/10/21

**Attachment 1**

**Incoming Correspondence to Premier Christy Clark and copy to Minister Peter Fassbender re: 2020 Invictus Games**

From: OfficeofthePremier, Office PREM:EX  
Sent: Thursday, December 3, 2015 10:39 AM  
To: 'oliviacl@uvic.ca'  
cc: Minister, CSCD CSCD:EX  
Subject: Potential Bid for 2020 Invictus Games, University of Victoria students

**Categories:** Reply Direct (ADM or ED)

Thank you for your email regarding your group's interest in having UVic host the 2020 Invictus Games. This would certainly be an exciting venture.

Minister Fassbender will ensure that you're sent a reply to your request for support in due course.

Thanks again, Olivia, and all the best with your studies this year.

-----Original Message-----

From: [oliviacl@uvic.ca](mailto:oliviacl@uvic.ca) [<mailto:oliviacl@uvic.ca>]  
Sent: Monday, November 30, 2015 9:33 PM  
To: OfficeofthePremier, Office PREM:EX  
Subject: Potential Bid for 2020 Invictus Games, University of Victoria students  
Importance: High

Dear Premier,

My name is Olivia Lavalée, and I represent a group of students at the University of Victoria. We will be proposing to our Student Society a currently student-led concept, which is to bid for the 2020 Invictus Games. They were founded by Prince Harry for veterans, who feel disconnected with society, or were injured. They are international games with 14 countries currently being invited. The Canadian team is supported by their umbrella organization, True Patriot Love, which has the recognition of Prime Minister Justin Trudeau. Since you recently attended one of their tribute dinners in Vancouver, we hope that this concept will be of interest to you. I spoke with the CEO for the team, and he believes that the university could definitely be a potential host for 2020 as other cities have won previous bids. The province of British Columbia, and the capital city itself, would gain international recognition due to the amount of countries and businesses that are already involved with the Invictus Games Foundation.

A classmate and I had a meeting with the associate director of Vikes (the varsity team for the University of Victoria), and she told us that the Vikes support this concept. They would want to invite the Canadian team for relays and games, and even bid for the 2020 Invictus Games. However, they do not have the financial means to acquire the bid as the budget is \$30 million. (This was a number stated by the CEO of the Canadian team in a phone conversation between himself and I,

earlier this month. I am waiting for a financial breakdown for what that number would be put towards). We believe that this can be done by creating a collaboration of organizations, along with the support of the municipal, provincial, and the federal governments. This could make it a communal event, and could gain the attention of different generations.

We are currently contacting prominent business entities, sport organizations, and high profile figures for pending support. This is so that when we present this concept to the Student Society, some of the collaborating partners will be already notified, and possibly interested.

So far, SportHost Victoria has stated that they would want to be involved if this concept was officially launched, and the Canucks Hockey Team are willing to give memorabilia for fundraising.

We would appreciate the pending support of the Provincial Government on this project, specifically with funding. The values that British Columbia has for the veterans, sports, and community would coincide with this project. We plan to send this concept to different political figures in British Columbia such as the Honorable Mr. Fassbender. I have submitted an executive summary within the policy brief. Here is the information I have on the CEO for the Canadian team for Invictus, Michael Burns:

Michael Burns, CEO of Canadian team: (P) 416-898-2428  
(E): [Michael.Burns@audienceview.com](mailto:Michael.Burns@audienceview.com)

<https://www.audienceview.com/executive-team/michael-burns/>

And a news article on the Canadian Team's captain, Bruno Guevremont, who lives in  
Victoria: <http://globalnews.ca/news/2277612/b-c-veteran-who-served-in-afghanistan-credits-crossfit-for-helping-with-ptsd/>

Yours sincerely,  
Olivia Lavalée

Ministry of Community, Sport and Cultural Development  
**BRIEFING NOTE FOR MINISTER**

Ref #:169432

**FOR MEETING**

**Date:** October 28, 2016

**Title:** BC Pavilion Corporation (PavCo)

**Issue:** PavCo wishes to charter a Canada Line train to transport guests at the upcoming Young Presidents Organization Global Leaders (YPO) Conference & Global Edge event in March 2017. Meeting attendees are expected to include: Stuart McLaughlin (Chair, PavCo Board of Directors), Ken Cretney, (PavCo interim President & CEO), and YPO Local Chair Paolo Kalaw.

**Background:**

PavCo is a provincial crown corporation under the responsibility of the Ministry of Transportation and Infrastructure (MOTI). PavCo owns and operates two public facilities—BC Place and the Vancouver Convention Centre. The two facilities are intended to generate economic and community benefits by hosting a range of meetings and sporting and entertainment events.

YPO has been called the world's most powerful network with 24,000 members in 130 countries. Founded in 1950 in New York City, its goal is to connect young chief executives (under the age of 45) in a global network. The organization unites big business leaders (based on company size and revenue) in more than 130 countries with the objective of cultivating better leaders through education and idea exchange. YPO materials indicate that its member-run companies employ more than 15 million people and generate annual revenues of more than US \$6 trillion.

Each year, more than 2,500 YPO members, their families and invited guests from around the world, gather for two days at EDGE, YPO's annual international event. The conference, hosted on a different continent every year, offers educational opportunities for attendees aimed at helping the global leaders of today shape the world of tomorrow. In March 2017, the EDGE will be held in Vancouver.

**Bios**

With more than 20 years of experience in tourism and hospitality, **Stuart McLaughlin** is the president of Grouse Mountain Resorts Ltd. He is also a past chair of Tourism Vancouver, a former director of Tourism BC and chaired the BC Chamber of Commerce tourism advisory committee.

With more than 30 years' experience in the hospitality and tourism industry, **Ken Cretney** is PavCo's interim President and CEO. Prior to his arrival at the Convention Centre in 2008, Ken was the General Manager of Vancouver's Marriott Pinnacle Hotel. Under his leadership, the hotel was voted one of the Best Companies to Work for in B. C. for three consecutive years.

With more than 20 years of experience as a global leader in dentistry, **Paolo Kalaw**, the YPO EDGE 2017 host city Chair, is a B.C. chapter-member of YPO. Kalaw is the CEO of evident—healthcare cloud-based software that allows professionals around the world to streamline efficiencies and improve connections with each other.



**Discussion:**

PavCo is interested in discussing a proposal to highlight B. C. as a premier place to visit and do business to EDGE conference participants by:

- adding a designated, BC-branded train to the Canada line on the 22 minute ride from YVR to downtown Vancouver;
- use the ride time, when the delegates are a captive audience, to promote the province; and
- provide BC Tourism, Destination BC and HQ Vancouver with an opportunity to sell the advantages of setting up businesses and offices in B. C.

Following discussions with MOTI, it is understood that there may be technical challenges with PavCo's proposal. The stations were designed to accommodate two car articulated trains. Adding an additional car to the current trains or running a single car could cause challenges at the stations.

There may be other ways for PavCo to work with TransLink to take advantage of the opportunity presented by 2017 EDGE—for example, there may be an option to use existing cars during non-peak hours.

**Recommended Response:**

- I appreciate the creative proposal that you and your colleagues have taken the time to discuss with me
- This conference presents an exciting opportunity for the province, however, and I would encourage you to reach out to TransLink to discuss this and other options for marketing BC through the use of transit
- My staff would be pleased to provide an introduction to TransLink's CEO
- TransLink would be able to tell you if there are any technical challenges associated with your proposal, and may have other ideas as well
- Thank you again, for taking the time to meet with me



## BRIEFING NOTE FOR MEETING

**Date:** October 26, 2016

**Prepared For:** Premier Christy Clark

**Title:** Vancouver Art Gallery's \$350M Capital Project

**Issue:** A \$50M request to the Province of BC for a new purpose built gallery in downtown Vancouver.

**Meeting With:** Kathleen Bartels (Director, Vancouver Art Gallery), Phil Lind (Trustee, Vancouver Art Gallery), David Aisenstat (Trustee, Vancouver Art Gallery), Leslie Diamond (Trustee, Vancouver Art Gallery).

### SUMMARY:

The Vancouver Art Gallery (VAG) plays an important role in preserving and promoting the work of British Columbia's artists to local, national and international audiences.

In 2008 the Province of B.C. provided a one-time grant of \$50 million to support a new or refurbished gallery.

The Province is a strong partner of the VAG, as demonstrated by the \$715,000 in operating assistance awarded in fiscal year 2015-16 by the BC Arts Council.

### BACKGROUND:

Kathleen Bartels, VAG Director, and the VAG board aspire to build an iconic \$350M art gallery at 688 Cambie Street, a two-acre site. At approximately 300,000 square feet of floor area, including 85,000 square feet of exhibition space, the proposed new facility more than doubles the space of the current facility.

The VAG is currently able to display only approximately three percent of its collection of more than 10,000 artworks. One of the collection's principal strengths is the abundance of works by artists from British Columbia.

The Gallery's holdings include a major collection of photo-conceptual work by internationally renowned Vancouver-based artists Jeff Wall, Stan Douglas, Rodney Graham, Roy Arden and Ian Wallace, among other distinguished artists. It also contains a significant collection of Canadian artist Emily Carr's work.

### DISCUSSION:

On September 29, 2015, the VAG unveiled the conceptual design for the new gallery, prepared by the Swiss architecture firm Herzog & de Meuron. This event marked the launch of the public phase of its capital campaign.

Of the \$350M project budget, the last publicly released figures indicate that the VAG has raised approximately \$73M. This includes the \$50M from the provincial government and \$23M raised from the Gallery's Board of Trustees.

The City of Vancouver has agreed, in principal, to donate the publicly-owned property at 688 Cambie Street: valued at \$100M in 2013. The donation is tied to the condition that the Gallery raises an additional \$50M from the provincial government, \$100M from the federal government, and \$77M in private sector funds.



Critics of the project warn that the original estimated project budget of \$350M does not adequately reflect the actual costs. It is estimated that costs have likely escalated by at least \$100M, due to rising construction costs and additional building features not captured in the original budget.

#### **Federal funding:**

Canada Cultural Spaces Fund (CCSF) provides funding for the renovation and construction of arts and heritage facilities. The maximum funding available through CCSF is \$15M.

Due to the scale and budget of this project, the New Building Canada Fund (NBCF) is the most appropriate federal envelope for the VAG project. Under this fund, the federal government will match provincial contributions to projects captured on the provincial priority list.

In British Columbia, this list is managed by the Ministry of Transportation and Infrastructure (MoTI). The VAG project is not currently identified as a priority project, and it would be expected that its inclusion would likely displace other provincial priorities. Colleagues from the federal government indicate that this project will not move forward without a provincial endorsement through NBCF and an additional \$50 million contribution.

#### **FINANCIAL IMPLICATIONS:**

If the Vancouver Art Gallery project were to be added to the New Building Canada Fund approved projects list, an additional \$50M in provincial grant funding would need to be identified. This additional contribution would be expensed on a percentage of completion basis over the life of the project. Depending on the agreement of the Federal government, the Province may have some flexibility regarding the timing of a provincial contribution.

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#### **DATE APPROVED:**

2016/10/25

*Jim Campbell, CFO for*  
2016/10/25

2016/10/25

Ministry of Community, Sport and Cultural Development (MCSCD)

**BRIEFING NOTE FOR MINISTER**

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**FOR INFORMATION**

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