



Information Note Advice to Minister

Date: August 23, 2017

Cliff #: 30703

Issue: 2022 Commonwealth Games (CG) Bid

Background / Facts:

- The Commonwealth Games Federation (CGF) is inviting countries to submit bids to host the 2022 CG following Durban South Africa's withdrawal. Bids must adhere to Durban's original sport program comprised of 6,500 athletes and officials in 18 sports over 10 days (for comparison, the Victoria 1994 CG consisted of 3,500 participants in 10 sports). Under typical circumstances bid invitations are issued 8-10 years prior to hosting.
- Greater Victoria is the only Canadian region that has formally signalled its intention to bid to host the 2022 CG. The deadline to submit a formal bid to the CGF is September 30, 2017.
- As a condition of submitting a bid, a host jurisdiction must underwrite the entire cost of the games, through the provision of a financial shortfall guarantee to the CGF. The Greater Victoria Bid Committee (GVBC) is seeking commitments from all levels of government prior to the bid deadline.
- Formal consultation with Sport Canada would be required to assess the available federal financial support, as a means of potentially limiting the financial risk to the province. The GVBC produced a preliminary business plan for Sport Canada's review on August 11, 2017 (Attachment 1: 2022 CG Greater Victoria Bid Committee Business Plan).
- The September 30, 2017 bid deadline leaves the GVBC and funding partners with significantly less time than usual to conduct consultations with key stakeholders including First Nations and communities to develop support. The timeline also creates challenges to develop and analyse a bid proposal before making a decision. For comparison, the Vancouver 2010 bid committee had three years to perform its due diligence and develop a successful bid proposal (Attachment 2: Sport Canada 2022 Bid Process Timeline).
- The GVBC publicly released its business plan on August 16, 2017. The plan has not yet been reviewed by impacted ministries and program areas and is still lacking some key details.
- Commonwealth Games Canada plans to request an extension of the deadline for the Province of British Columbia financial shortfall guarantee from September 30th to October 31st conditional upon Canada submitting all other relevant Guarantees involving the British Columbia Government by the original deadline.

Analysis:

- The cost to host the CG is significant and requires several years of planning and coordination with local, provincial and federal agencies. Pursuing the 2022 CG would have added risk due to tight timelines and capital requirements. Additionally, hosting a successful CG requires engagement with communities and key stakeholder groups to develop the necessary support and capacity.

- The 2022 GVBC business plan estimates the total costs for capital and operating expenses to be \$955M. A detailed analysis of the estimate is still required. Initial review by Ministry staff indicates that a number of significant expenses including security and transportation infrastructure are not included.
- The 2022 CG business plan estimates that provincial financial commitment to host the 2022 CG is \$400M plus a deficit guarantee. Senior governments are being asked to assume 84% of the estimated cost of hosting the event with the remaining revenue provided by local government and the organizing committee.
- A feasibility study would be required to accurately confirm the cost of facilities investments proposed to adequately accommodate the 2022 CG including a number of new facilities and an athletes village for 6,500 participants.
- s.13,s.16
- The GVBC has not yet identified the exact time of year that the 2022 CG would be held. The tourism industry and venue owners/operators may have concerns if the CG were to fall within peak tourism or sport season.
- s.13,s.16
- -----,
- s.16,s.17
- Attachment 4 provides additional detail on areas that require further analysis.

Conclusion / Next Steps:

- Government direction is required on support for a bid to host the 2022 CG.

Attachment(s): *Attachment 1: 2022 CG Greater Victoria Bid Committee Business Plan*
Attachment 2: Sport Canada 2022 Bid Process Timeline
Attachment 3: Federal Government Letter
Attachment 4: 2022 CG Greater Victoria Bid Committee Business Plan – Areas Requiring Further Analysis

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**GREATER VICTORIA 2022 COMMONWEALTH GAMES
BUSINESS PLAN**



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EXECUTIVE SUMMARY

Every four years, the Commonwealth countries meet through a multi-sport games to celebrate shared values of Humanity, Equality and Destiny. Canada is the birthplace of the Commonwealth Games, having hosted the first ever Games in Hamilton in 1930, which were then known as the British Empire Games. Canada hosted the Commonwealth Games four times to date – Hamilton (1930), Vancouver (1954), Edmonton (1978) and Victoria (1994). Canada has participated in every Commonwealth Games since their inception.

Each time Canada has hosted the Commonwealth Games a “games changer” was introduced, permanently elevating the global Commonwealth sport movement. Not only did Canada host the very first Commonwealth Games in Hamilton in 1930 but those games introduced the Athletes Village, awards podium and volunteerism. The 1954 Commonwealth Games in Vancouver included the first ever live televised sporting event in North America, the iconic Miracle Mile event. The title “Commonwealth Games” was introduced at the 1978 Games in Edmonton and the 1994 Commonwealth Games in Victoria introduced para-sports. What is the “games changer” for a 2022 Commonwealth Games hosted in Victoria?

The Greater Victoria 2022 Commonwealth Games “**Back To The Future**” vision is not only “right sized” for Greater Victoria and the Commonwealth Games, but also comes at the right time for the Commonwealth Sport Movement. The vision aligns with the Commonwealth Games Federation’s strategic plan, “Transformation 2022, goal by taking the Commonwealth Games to a new, sustainable level of excellence – on and off the field of play, and inspire a new generation of Commonwealth citizenry. It is also an opportunity to reaffirm Greater Victoria, BC and Canada’s connection to the Commonwealth.

This vision will be realized by delivering the Games on time and on budget (at operating costs below the 2014 Commonwealth Games, 2022 dollars), raising the experience of the Games to new heights of excellence for athletes, coaches, officials, spectators and viewers and employ a new, sustainable games model through an innovative partnership model. The vision also drives numerous and impactful benefits and legacies in sport, the economy, society, community and culture. Sporting excellence, global image, volunteerism, economic growth and individual health and well-being all see enhancements, The Greater Victoria 2022 Commonwealth Games recognises, respects and celebrates Aboriginal cultures, leaving a lasting legacy of greater awareness and understanding. A key to Game success is partnerships within the community, British Columbia, Canada and the Commonwealth; these partnerships are evermore strengthened as a result of the Games.

Consistent with Greater Victoria’s philosophy, a Greater Victoria 2022 Commonwealth Games builds collaboration, exceed expectations and delivers excellence.

GREATER VICTORIA

Once again, Greater Victoria is ready to host the world. The region is in the midst of a rebirth with changes that are defining the meaning of urban creation and renewal. The downtown core, always a charming and beautiful destination, is experiencing new interest worldwide for its outstanding attractions. The population and economy show sustained growth and are becoming increasingly diverse and multicultural. High tech and entrepreneurial ventures play an increasing economic role in an already varied business base. Greater Victoria has a great future.

As the capital of British Columbia, Greater Victoria is a popular tourist city with over 3,500,000 visitors per year. It has an excellent climate, good transportation, is safe, and is growing rapidly with almost 400,000 people. Citizens are generally well off, heavily involved in the outdoors, and engaged in all manner of sports and has a strong track record in hosting major international sporting events. A listing can be found in the Appendix

Part of sustaining a thriving community is finding commonalities of purpose and endeavoring to provide opportunities for citizens to engage in those community goals. The hosting of the 1994 Commonwealth Games was remarkable in its galvanizing effect on volunteerism and community participation. Supporting another world class event is a new means to grow community involvement and pride, and promote the city's profile on a global stage.

Based on a poll completed on August 13th 70% per cent of decided Victorians strongly support hosting the 2022 Commonwealth Games, even though the business plan has yet to be made public and even though a few naysayers are continually publicizing their opinions. Some of the reasons they support the bid include "because it brings economic prosperity for the city" and "because it is good exposure for the city". They do however want transparency about costs and articulation of the benefits moving forward.

Greater Victoria Commonwealth Games 2022 is an event that is the right size and comes at the right time for the region. The Games can be hosted by creating exciting new venues, building out existing venues, and building additional housing which is desperately needed in the city.

Because Greater Victoria attracts a lot of retirees who are intrigued with events like the Commonwealth Games there are a vast number of skilled volunteers for us to call upon. Canvassing of local citizens has indicated a strong enthusiasm for hosting the 2022 Commonwealth Games: the pride and legacy of the successful 1994 Games is still strong in the community.

Canada, the Province of BC, Commonwealth Games Canada, and the municipalities of Greater Victoria see hosting the 2022 Commonwealth Games partly as an opportunity to focus a spotlight on ourselves, but more importantly to help the Commonwealth Games Federation and push the Friendly Games forward in a sustainable way. Canada has a special relationship with the Games and each of the four times they have been held here creative new ideas have been introduced.

Greater Victoria urgently needs more housing stock and longs for upgraded sports facilities and better transportation routes so hosting the Games, which delivers these attributes, fits perfectly with the city's needs.

Coming into 2022, Greater Victoria enjoys the benefits of the renaissance that is now underway. Its vibrant core, dynamic economy and environmental leadership are presented to the world. The Provincial story is inseparably tied to Victoria's story and the success of the Games. The lead up to the Games provides a rhythm and platform to share Victoria's brand strategy and BC's story with a national and global audience. Hosting the Games provides a significant boost to the city's image and reputation on a global scale. International media typically profile host cities in the years leading up to the games. Profiles often include the city's geographical context and the nearby attractions and amenities. This clearly benefits both Greater Victoria and BC as it is an opportunity to showcase Vancouver Island. It provides content and the opportunity to discuss BC's strengths in sport development, medicine, rehabilitation, and provide a platform to showcase the beauty of this province, with particular attention to the BC's wilderness, access to the Rocky Mountains, and showcasing little known facts about BC. For comparison the Vancouver Winter Olympics, which hosted nations representing a global population of five billion, generated free media coverage equivalent to purchasing \$250 million of international media.

THE PROJECT

PROJECT DESCRIPTION

Hosting the 2022 CWGs begins today and continuously builds in scope and effort as the 12 day event approaches in the summer of 2022. Over 6,500 athletes and officials participate along with dignitaries and visitors from 70 countries and territories. Competition events are featured in 21 sports played in 15 venues, all within 15 kilometers of one another. An additional 3 sports are staged in 2 venues on the lower mainland.

This normally 7-year project, compressed into 4.5 years, operates within a budget of approximately \$1 billion. A portion of this amount establishes an enduring facility and programming legacy for the host city, province, country and Commonwealth, supporting new generations in their pursuit of extraordinary performance. The experience gained in 1994, and then again at the Vancouver 2010 Olympics, has enabled numerous BC based Games executives, and volunteers, to build their multi-sport event careers and continually add to their knowledge and experiences. These individuals pour all that knowledge and experiences into the planning and delivery of a successful 2022 Commonwealth Games in the compressed timeframe.

In addition to the sport competitions, a cultural festival is staged, as well as key international, Commonwealth meetings such as the CGF General Assembly and the Commonwealth Sport Ministers Meeting. There is also a possibility to host the 2022 Commonwealth Heads Of Government Meeting (CHOGM).

PROJECT SCOPE

The sports are as follows:

Core		Host Selected
Swimming	Athletics	Diving
Badminton	Boxing	Basketball (3 on 3)
Cycling (Road)	Artistic Gymnastics	Cycling (Mountain Bike)
Field Hockey	Judo	Shooting (Long Bore)
Netball	Lawn Bowls	Table Tennis - Para
Powerlifting- Para	Rugby 7s	Triathlon - Para
Squash	Table Tennis	Beach Volleyball
Triathlon	Weightlifting	
Wrestling		

One goal is to have an equal number of male and female athletes participating in the Games and to increase the number of para-athletes above 2018 Commonwealth Games level.

PROJECT FACILITIES

60% of the proposed Games venues are existing facilities requiring no permanent work:

Q Centre (Judo / Wrestling)	Richmond Oval (Table Tennis / Badminton)
University of Victoria - Carsa (Netball)	BC Place (Rugby 7s)
Victoria Conference Centre (Main Press Center Hotel)	Bear Mountain (Mountain Biking / Games Family)
Save On Arena (Boxing)	DND Heal's Rifle Range (Long Bore Shooting)
Victoria Inner Harbor (Basketball / Beach Volleyball)	Elk Lake (Triathlon)
Ogden's Point (International Broadcast Centre)	

A further 15% of the proposed Games venues are existing facilities requiring some permanent work:

Saanich Commonwealth Pool (Diving)	Saanich Commonwealth Pool (Swimming)
University of Victoria - McKinnon Gym (Squash)	

25% of the proposed Games venues are new permanent facilities:

University of Victoria Pitches (Field Hockey)	Langford Student Residences (Athlete Village)
Regional Arena (Artistic Gymnastics)	Regional Stadium (Athletics & Ceremonies)
Regional Fieldhouse (Weightlifting)	

Where possible Games facilities are compact & clustered to maximize efficiency for organizers, participants and spectators and reduce costs and environmental impact.

Add Venues Maps

- Greater Victoria
- Lower Mainland

VISION

The “Friendly Games” are always in good, safe, capable hands in Canada. On average Canada has hosted the Commonwealth Games every 20 years. When Greater Victoria last hosted the Commonwealth Games in Canada in 1994, the city had an exciting vision that brought a new direction to the Games with the introduction of para-athletes & parasports. Greater Victoria is again at a point where it is ready to make a big splash on the international stage. The city is in a renaissance with changes that are making the world take notice. The downtown core is becoming a true urban destination through public and private investment. The urban population is growing rapidly and becoming increasingly diverse and multicultural - more than 50 Commonwealth countries are represented in the population of Greater Victoria. As this renaissance comes to fruition, the Games are an opportunity to continue Greater Victoria’s tradition of urban barn-raising and volunteerism, renew and accelerate community infrastructure, and promote its image to the world again. To capitalize on these opportunities, Greater Victoria has independent strategies for Events, Brand and Economic Development that each support the pursuit of international sporting events to these respective ends. Hosting the 2022 CWG is an opportunity to contribute to these goals with a major international multisport event that is the right size and at the right time for Greater Victoria.

Over the years the Games have become a unique world-class multi-sport event, a great celebration of sport! Now almost 30 years later, it is the right time to launch a new vision that elevates the Commonwealth sport movement, the Games and the values they stand for: Humanity, Equality and Destiny. Greater Victoria’s 2022 Commonwealth Games **“Back to the Future”** vision is a low cost, low risk and high impact approach featuring a new Games model demonstrating a medium size Commonwealth city with lots of community spirit can successfully stage today’s Commonwealth Games, marking the way forward for the Commonwealth Games Federation, the Commonwealth Games and global Commonwealth Sport Movement.

A Greater Victoria 2022 Commonwealth Games showcases the best of sport on the field of play, and the best of the Commonwealth off the field of play. In the 4.5 years leading up to the Games, Greater Victoria continues its transformation, creating a new generation of volunteers, a new urban core, a new high performance summer sport hub and key infrastructure that demonstrates Greater Victoria’s leadership and innovation to the world. The Games also come at the right time to re-engage youth in sport and drive healthier, more active communities. The Greater Victoria 2022 Commonwealth Games recognises, respects and celebrates Aboriginal cultures, leaving a lasting legacy of greater awareness and understanding.

The 2022 CWG is an opportunity to punctuate Victoria, and British Columbia’s place in the world, while taking the Games to new heights, renewing the legacies w previously built, and creating new legacies for community, Commonwealth Games, Commonwealth Games Federation and Canada’s athletes.

ORGANIZATION

STRUCTURE

The Greater Victoria 2022 Commonwealth Games Society Board of Directors is comprised diverse, experienced, competency based individuals occupying the following positions: 1 Chair (appointed by BC Government), 1 Vice-Chair (appointed by Fed. Government), 4 Members-at-Large (1 appointed by BC government, 1 appointed by Federal Government, 1 appointed by Capital Regional District of Greater Victoria and 1 appointed by Indigenous community). In addition, CGC Representatives, including the CGC President and always comprise 30% of the total number of Board members. Rounding out the Board are many ex-officio members, including the CGF and CGC CEOs. Each Board member signs a Code of Conduct and a Conflict of Interest Declaration. The Board operates by Policy, empowering Board members to fulfill their obligation of accountability and enabling the board to focus on the larger issues, to delegate with clarity, to control management's job without meddling, to rigorously evaluate the accomplishment of the organization, quite simply "noses in, fingers out."

There are numerous sub-committees of the Board including a Finance and Audit Committee chaired a Board Member appointed by the BC Government and members from the 3 levels of government, CGC and CGF. Another notable sub-committees is an Athletes & Coaches Council. The local Indigenous community is entitled, upon their request, to appoint at least one representative to any sub-committee, advisory committees or work groups.

Through a Diversity Policy the Greater Victoria 2022 Commonwealth Games achieves Gender Parity in many areas including the Board of Directors

The Board of Directors and all sub-committees are supported by competent Organizing Committee staff.

OPERATIONS

This project is built-upon multiple local, provincial, national and international organizations involved sport and tourism strategies and achieves the goal of hosting a world class international multi-sport event. The underpinning for the multiparty collaboration is the Multiparty Agreement - sets out the rights, responsibilities and commitments of the main Games partners, including the Governments of Canada and BC, City of Victoria, Commonwealth Games Canada and the Organizing Committee.

The Organizing Committee employs a Venue Management System for its operations.

One of Victoria's advantages is that good security can be achieved at a lower cost than in most cities in the world. The city, and Vancouver Island as a whole, have not experienced any terrorist activity to date. Nevertheless, in a world where it is impossible to predict the future, it is vital to plan for the worst case. Therefore the Westin Hotel and surrounding condominiums on Bear Mountain in Langford will be rented for the month of the Games. These are excellent and beautiful facilities where access can easily be regulated if necessary. VIP's and Games officials will be housed there and transported quickly and efficiently via Games buses to venues and meetings. The Games Family Hotel is less than 2 kilometers from the Athletes' Village as the crow flies.

FINANCES

BUDGET

INCOME	Amount (Cdn)
Provincial Government * (cash)	400,000,000
Federal Government * (cash)	400,000,000
Municipal (in-kind)	25,000,000
Commercial ** (cash)	<u>130,000,000</u>
Total Income	955,000,000
EXPENDITURE	
Capital (see below)	298,000,000
Games Services	275,000,000
Workforce	157,000,000
Administration	55,000,000
Ceremonies	24,000,000
Contingency	71,000,000
Legacy	<u>75,000,000</u>
Total Expenditure ***	955,000,000

* Government contributions and the expenses shown exclude all government services like customs and immigration and all security costs other than local policing.

** Commercial revenues from the Games come from tickets and merchandise sales, broadcast rights and corporate sponsorship.

*** Total budgeted Operating Costs, net of government services, security, contingency and legacy, is \$511 million, **roughly one-third less than the 2014 Commonwealth Games which excluded Council costs.**

A detailed operational budget can be found in the Appendix.

CAPITAL BUDGET	Amount (Cdn)
Regional Stadium	42,000,000
Regional Arena	30,000,000
Regional Fieldhouse	30,000,000
Langford Student Residences	60,000,000
University of Victoria - Field Hockey Pitches (3)	10,000,000
University of Victoria - McKinnon Gym	2,000,000
Saanich Commonwealth Pool/Fieldhouse	35,000,000
Saanich Commonwealth Pool	2,000,000
Venue Overlay	<u>87,000,000</u>
TOTAL	<u><u>298,000,000</u></u>

CASHFLOW

	2018	2019	2020	2021	2022	Total
Operating	58,600,000	58,600,000	117,200,000	146,500,000	205,100,000	586,000,000 *
Capital	53,250,000	106,500,000	31,950,000	19,300,000	87,000,000	298,000,000
Total	111,850,000	165,100,000	149,150,000	167,800,000	290,100,000	884,000,000

* excludes contingency

IMPACTS & LEGACIES

Hosting the Commonwealth Games aligns with Canada and BC objectives for brand and image, sport and wellness, and economic growth.

SPORT

CGC is global leader within the Commonwealth Sport Movement in part due to a continuing strategy of ensuring competent & qualified Canadians hold influential international positions on the CGF Executive Board, key CGF committees and the Commonwealth Secretariat. This currently includes the Honorable Carla Qualtrough, Canada's Minister of Sport & Persons with Disabilities, as a Commonwealth Sports Integrity Champion - a new initiative of the Commonwealth Secretariat to mobilise athletes and eminent individuals to advocate for action to protect the integrity of sport, and support Commonwealth leadership in using sport to achieve the [United Nations Sustainable Development Goals](#).

Canada holds many "firsts" within the Commonwealth Sport Movement - first to stage the Commonwealth Games, first to introduce Parasports to the Commonwealth Games, first to elect a woman as a CGA President and first to appoint a para athlete as a Chef de Mission.

The Commonwealth Games plays an important role in Canadian sport. The Commonwealth Games are integral on the path to Olympic/Paralympic success. On average 50% of Canada's Commonwealth athletes become Olympians and win 75% of Canada's medals at the Summer Olympic Games in the Commonwealth sports on the Olympic Summer Games program). One of the hallmarks of the Canada's Commonwealth Games teams is sending "nextgen" athletes alongside Canada's top summer sport athletes. Canada's Commonwealth Games teams are closely aligned with the Canadian sport's Long Term Athlete Development Model (LTAD) – as the Games are regional and occur 2 years preceding the Summer Olympic Games, they offers an excellent competition preparation opportunity for Canada's developing international level athletes. As such, the competition and training profiles of Commonwealth Games athletes most closely align with the "Train to Win" stage of the LTAD, but it also features athletes who are preparing to graduate from the "Train to Compete" stage.

Canadian sport stands to benefit the most from the Greater Victoria 2022 Commonwealth Games. With an estimated, 20 million viewing audience in Canada, sport is exposed to a record number of Canadians, especially youth. Five new permanent, fully accessible sport facilities - an arena, pool, stadium (2 tracks & rugby pitch), fieldhouses (2) and field hockey pitches (3) added to Greater Victoria's sport facility inventory cementing Greater Victoria's role as **Canada's high-performance summer sport capital** and satisfy residents' needs going forward. In addition, 30,000 portable spectator seating will be left in the community for future sport event use. As well, all the sport equipment used for the Games will be donated to the local sport community. \$75 million will be added to the existing Sport Legacy Fund (a legacy of the 1994 Commonwealth Games) to maximize the access and programs of the new sport facilities by local citizens and Canada's athletes, coaches & officials. Finally, the Canadian Commonwealth Team Endowment will be a created to ensure Canada's Commonwealth Teams are fully supported financially, in perpetuity.

Having national and international calibre athletes and coaches training at world-class facilities before and after the Games attracts more talent and accelerates growth and development of local talent. More nationally qualified officials and volunteers improve the experience and calibre of competition within Greater Victoria and BC. A legacy from the Games is enhanced performance of BC athletes and their pursuit of excellence, as well as, inspire performance and participation at all levels and ages, and increase the "physical literacy" within the community – a virtuous athletic greatness circle!

Given the Commonwealth Games are the first international major games achieving gender parity and fully integrate para-sports, increases in sport participation for girls and youth with disabilities in Greater Victoria, BC and Canada is expected.

ECONOMIC

The Games contribute to the overall economy through employment, business opportunities, trade and tourism.

Hosting the 2022 Commonwealth Games have a significant “city building” impact, making Greater Victoria more than the sum of its part and aligning projects, programs and infrastructure to best meet the local needs and to create a special place. Many of the projects associated with the Games are aligned to the city’s vision and generate future benefits including: an innovative new, centralized student housing model shared among 3 post-secondary institutions resulting in an increase in affordable housing from capacity vacated by the students; fast-tracking municipal capital renewal and growth projects aligned with the Games and support the rapidly growing population; a level of economic certainty from the four year lead-time under which businesses, institutions and entrepreneurs can forecast and plan.

With twice the athletes of the 1994 Commonwealth Games, the 2022 Games have the most impact on Greater Victoria than any other single event in its history. Over 1.5 billion people around the world will watch the 2022 Games on television and on the internet. Additional visitors, operations spending, and new capital investment adds over \$2 billion dollars of new GDP to Vancouver Island’s economy over the next five years. Over 10,000 person-years of new employment is created over the same period. Tourism increases in 2022 with 6,500 athletes and coaches and 1,100 officials being in Greater Victoria for up to a month. Coupled with Games spectators, family and friends of athletes a total of 115,000 room nights are estimated. Hotel occupancy in Greater Victoria during the summer is very high so most of the out-of-towners will reside in new residences and in B&B’s. Many will likely explore Vancouver Island, benefiting the island economy. The Game’s \$511 million operating spend, is mostly on local wages and services. The Games and their resulting economic benefits are expected to support _____ full-year, full-time equivalent jobs, and contribute \$_____ million in taxes to all levels of government.

The Games create \$600 million of new mixed housing and are a catalyst for the further \$2 billion in development of family homes. A legacy of \$300 million of new sport infrastructure contributes to the development of athletic talent in Canada and provide sport and health resources for Vancouver Island citizens as well.

The Games stimulates tourism in the region and province for years to come because of the viewing audience and attracting national teams and sporting events to Canada’s high-performance summer sport capital. Furthermore, business relationships and new trade opportunities with Commonwealth countries are encouraged. Each of these results in future economic growth and diversification of the regional and provincial economies.

Hosting the world builds new relationships and strengthens connections with foreign sport federations, governments, media and sponsors, increasing the opportunity to bring national and international sport events to the city and province, before and after the Games.

A \$75 million will be added to Victoria’s existing \$20 million Sport Legacy Fund to ensure sport facilities and programs are sustainable for many years.

COMMUNITY

As in 1994, the people volunteering and supporting the Games ensure that Greater Victoria puts its best foot forward in communicating its story and the excellence of the Games to the world. Local and international media discover a consistent message of spirit, enthusiasm and singularity of purpose in presenting Victoria, British Columbia and Canada through the Commonwealth Games. International print, digital and social media profiles before, during and after the Games providing a stage on which to highlight Victoria’s history, present and future along with BC’s promise and potential as a cultural and economic powerhouse. Innovative approaches to building technologies, energy sustainability, transportation and operations management are integral to the message to the world. Canada and the world will see the personification of this message in the years leading up to and including 2022.

In a medium sized city like Greater Victoria everyone knows about the Commonwealth Games resulting in a high percentage of citizens volunteering for the Games dramatically increasing pride and spirit for all local citizens, as it did in 1994. The Games provide a significant opportunity for volunteerism and community leadership, engaging citizens of all ages and walks of life and inspiring a new generation of leaders and volunteers. New skills and knowledge provided to volunteers can be utilized across the region, the country and the Commonwealth.

The Games provides a rare opportunity to activate a new generation of community leaders, stimulate an army of volunteers and drive social cohesion around a common mission with a defined timeline. The effects on the community are not limited to 2022, and is felt in the years leading up to the Games through the knowledge and experience garnered from home-grown events and hosting pre-Games trials. Through specific programs for inclusion, many of the Games volunteers and officials will come from across BC, Canada and the Commonwealth nations. They'll return to their communities to apply their experience to staging other events and activities.

Three quarters of the Games venues exist and most within a 15km radius of the Athlete's Village, Technical Officials Village and CGF Family Hotel. Couple this with planned venue precincts, or clusters, an efficient, high use, accessible and dedicated lane public transportation system, a commitment to a carbon neutral Games and use of the avoid-reduce-reuse-offset framework, individually and collectively demonstrates environmental stewardship.

SOCIAL

The experience of watching the extraordinary spirit and effort embodied in elite athletic activities inspires new strength in community sports. In particular, heights of athletic prowess demonstrated by para-athletes & sports fully integrated in the Games can engage more participants of all abilities on a regional and community level and provide new impetus for excellence in biomedical research, engineering and treatment. Community health and wellness benefits through exposure to sport include the development an appreciation of an active lifestyle, and an impetus for involvement in community recreation health living programs and encouraging citizens to improve their own health by staying physically active and participating in sport. Moreover, Healthy communities are inclusive of diversity and a multiplicity of cultural values and activities. The paybacks for the Games is through the prevention, rather than the treatment of illnesses and obesity. In 2014 Statistics Canada estimated only 7 per cent of 5 to 11 years of age and 4 per cent of 12 to 17 years of age meet the daily recommendation of at least 60 minutes of moderate to vigorous physical activity per day. In 2000 it was estimated that about \$2.1 billion, or 2.5 per cent, of the total direct health care costs in Canada were attributable to physical inactivity. The same report attributed an additional \$3.7 billion of indirect costs to physical inactivity. In the same year Health Canada released a study suggesting for every \$1 invested in physical activity, \$11 is saved in total long-term healthcare costs. If the same ratios are applied to BC's health care, achieving even a 10 per cent reduction of inactivity could result in \$125 million of direct savings per year.

A newly constructed, 7,000 bed Athlete's Village houses the athletes and coaches for the Games. Another 1,000 beds for officials are located at existing housing at the University of Victoria. The CGF Family members are accommodated in the Westin Hotel & Residences on Bear Mountain, a beautiful and secure location in Victoria. They have over 300 rooms and have excellent golf and tennis facilities. The CGF General Assembly, Commonwealth Sport Minister's Meetings and possibly the 2022 Commonwealth Heads of Government (CHOGM) meeting are staged at this location.

The province of British Columbia boasts the highest Indigenous diversity than anywhere else in Canada. Greater Victoria is the home of the Lekwungen People who are also known as the Esquimalt and Songhees Nations. Lekwungen is the original language of this land, and the traditional culture has been here for thousands of years. The Greater Victoria 2022 Commonwealth Games recognises, respects and celebrates Aboriginal cultures. The Organising Committee sets measurable targets for Aboriginal employment, volunteers and services procurement. It showcases Aboriginal sports and arts including; participation in Games ceremonies, an exhibition/competition of Canada's national summer sport – Lacrosse – by the best aboriginal women from across Canada and integrating the annual Victoria Aboriginal Cultural Festival. The Festival is hosted by the Esquimalt and Songhees First Nations and showcases local Aboriginal cultures from British Columbia. Performers grace the main stage, celebrating the diverse traditional and modern cultures of Nations from across British Columbia. In addition, the Aboriginal Cultural Festival features an Authentic Indigenous Arts Marketplace and an outdoor dining area where visitors can sample and purchase a wide variety of traditional and modern fare. Producing an event that is open and inclusive drives engagement in the Aboriginal community and inspire Aboriginal youth. These Games time Aboriginal activities leave a lasting legacy of greater awareness and understanding of the rich Aboriginal heritage and its current challenges and opportunities.

The Commonwealth Sport Movement and UNICEF believe the power of sport has a role to play in creating positive change for children. Which is why they came together to create the first ever global charity partnership around a major Games. The 2004 Canadian Community Health Survey showed that prevalence of

obesity for Indigenous children and youth was 15.8% compared to 8% in non-Indigenous children and youth. In addition, Indigenous populations have increased rates of childhood diabetes and heart disease. Canada also believes in the power of sport in creating positive change for children, especially disadvantaged children which is why a charitable partnership with the Aboriginal Sport Circle increases sport participation rate of aboriginal youth across Canada.

Commonwealth values of equality, diversity and non-discrimination are front and center at the Greater Victoria 2022 Commonwealth Games. LGBTQ2 awareness & sensitivity education is provided to every Organizing Committee employee and volunteer and information about LGBT friendly establishments in Greater Victoria is available through the operations of an International Pride House during the Games.

Greater Victoria is known as a major hub for higher knowledge learning & education. This hub is enhanced with the Athlete Village transforming into much needed student residences - 1,750 one to four bedroom units in 18 low rise buildings - serving 3 local institutions of higher learning; University of Victoria, Royal Roads University and Camosun College. The Games investment of \$60 million for this project is leveraged by an additional \$540 million by the private sector. The developer will build out the acreage which it owns over succeeding years and adding up to \$2 billion of new housing for Greater Victoria.

CULTURAL

The Commonwealth Games are not just about sport, culture has played a major role in Games for many years. Each night during the Games a Festival is staged on the Inner Harbor, with awards, music, and fireworks, bringing a spotlight to the cultural assets of Greater Victoria and BC. Sharing the stage with performers throughout the Commonwealth strengthen Victoria's cultural institutions and lead to the creation of new forms of cultural expression.

Equally important, a wave of pride lifts the City and Province to new levels. Like what was felt in 1994, being on the world stage and demonstrating Canada's abilities to host the Games creates an energy that charges individuals and organizations alike. Similarly, visits and recognition from the Royal family and other international figures creates long lasting memories and awareness.

The Commonwealth is an association of independent sovereign states spread over every continent and ocean. From Africa to Asia, the Pacific shores to the Caribbean, the Commonwealth's 2.3 billion residents make up one-third of the world's population and are of many faiths, races, languages, cultures, and traditions. It is the oldest political association of sovereign states. Members are united by language, history and culture, and shared values that underpin modern, progressive societies, such as; democracy, human rights, equality, justice and the rule of law. Canada takes pride in its founding member status in the Commonwealth of Nations. Hosting the 2022 Commonwealth Games in Canada, in conjunction with CGC's SportWORKS program, supports, reinforces and benefits the "Canada is Back" foreign affairs strategy of the current Government of Canada and of Prime Minister Trudeau. This can be reinforced by hosting key Commonwealth meetings in the lead up, during, or immediately after, the 2022 Commonwealth Games including the Commonwealth Sport Ministers meeting and Commonwealth Heads of Government Meeting (CHOGM). Canada has an opportunity once again to demonstrate its leadership role within the Commonwealth.

The Games are an opportunity to showcase Canada's value of linguistic duality is well represented and promoted before, during and after Games. This includes a commitment to ensuring that services are provided to the public in English and in French before, during and after the Games, and to taking the needs of BC's Francophone community into account in both the planning and delivery of the programs and services associated with the Games. The Commonwealth Games are all about building a sense of connection and community, and valuing diversity. Linguistic accessibility promotes inclusion and ensures all visitors have a great experience at the Games."

CONCLUSION

The Greater Victoria 2022 Commonwealth Games contributes substantial economic and social returns to the Commonwealth Sport Movement, Canada, BC and Victoria. Other benefits include enhancing Commonwealth sporting excellence, Canada's global image, local volunteerism and boosting individual health and well-being. Building international friendships, enjoying nightly arts, music and fireworks festivals, and taking quiet pride in

hosting wonderful athletes is the ambition. The citizens of the Greater Victoria, a medium size city with a big heart and spirit, look forward to making it a reality.

APPENDIX

Greater Victoria Events

Listed below are the national and international sporting events from the last few years through to the next few years:

2015	2016	2017	2018	2019
ITF Women's Tennis Champs	Cdn Indoor Rowing Championships	Cdn World Kick Boxing Champs	World Jr. Climbing Champs	World Jr Hockey Champs
	PGA Tour Champions	PGA Tour Champions	Cdn College Volleyball Champs	
	UCI Points Canada Cup Mountain Bike Champs	Cdn Lawn Bowling Champs	World Sailing Champs	
		Cdn World Swimming Trials	Cdn Baseball Champs	
		UCI Canada Cup Mountain Bike National Series		
		Cdn Baseball Champs		
		Cdn University Women's Basketball Champs		
		Pan Am Jr Diving Champs		
		Int'l Fed. of Sport Climbing World Cup		
		Cdn Junior Curling Champs		

Add arts & cultural events – talk to Victoria Tourism

Participating Countries at the 2014 Commonwealth Games

Asia	Caribbean	Africa	Americas	Europe	Oceania
Bangladesh	Anguilla	Botswana	Belize	Cyprus	Australia
Brunei Darussalam	Antigua & Barbuda	Cameroon	Bermuda	England	Cook Islands
India	The Bahamas	Ghana	Canada	Gibraltar	Fiji
Malaysia	Barbados	Lesotho	Falkland Islands	Guernsey	Kiribati
Maldives	British Virgin Islands	Malawi	Guyana	Isle of Man	Nauru
Pakistan	Cayman Islands	Mauritius	St. Helena	Malta	New Zealand
Singapore	Dominica	Mozambique		Northern Ireland	Niue
Sri Lanka	Grenada	Namibia		Scotland	Norfolk Island
	Jamaica	Nigeria		Wales	Papua New
Guinea					
	Montserrat	Rwanda			Samoa
	St. Kitts & Nevis	Seychelles			Solomon Islands
	St. Lucia	Sierra Leone			Tonga
	St. Vincent & The Grenadines	South Africa			Tuvalu
	Trinidad & Tobago	Swaziland			Vanuatu
	Turks & Caicos Islands	Uganda			
		Tanzania			
		Zambia			

Greater Victoria 2022 Commonwealth Games Budget – in Detail

Possible Event Impacts to Monitor

Sport

% Increase in participation number in the sport; increased # of programs for the sport(s) / continued beyond the event

participants; what sport; demographics; location

of athletes/teams; # and type of programs; # of programming hours

Improved team/athlete performance at subsequent events

of participants; certification provided; sport(s); # of new coaches or first-time certification

of new coaches that continue training and certification and to coach

of participants; certification provided; sport(s); # of new officials or first-time certification

of new officials that continue training and certification and to officiate

of new facilities; value of new facilities; location of new facilities; Type of facility (which sports)

of upgraded facilities

of facility users annually; # of events held annually; # of programs provided annually

amount of equipment; value of equipment; communities and/or organizations receiving equipment

of new programs/tools created that continue to be used/conducted well beyond the event

Economic

Total industry output

Economic growth

Increased spending

Sustained increased spending

Sustained economic growth

Sustained total industry output

Increased tax revenue

of new jobs created

of new businesses created

identifiable, related employment or business increases that are sustained

of persons trained (general population, at risk, youth, persons with a disability, women)

and content of sessions;

of persons finding employment in related field following the event

of tourists;

amount of tourism spending

sustained tourism impact (#s or spending)

of tourism partners

of initiatives (events, exhibitions); Reach/exposure (# of markets reached, # of viewers, audience size...)

Increased tourism in the host region or nation

value of procurement;

funding amounts;

of opportunities created;

of people/organizations trained;

of trained organizations acquiring contracts;

value/sales;

Increased sales or activity after the event;

of initiatives and content;

exposure/reach - # of viewers, visitors, participants;

of new partnerships/ contracts/agreements generated from initiatives

of business relations created as a result of mission promotion

of trade discussions initiated

Community

of volunteers;

of first time volunteers;

of repeat sport or community volunteers;

of first-time volunteers intending to continue volunteering;

Level of pride related to event success

of volunteers that take on new volunteer opportunities after the event

of hours of training;

- # of hours of specialized training: nature/content of training;
- # of times a legacy database is used;
- duration of post-event volunteer roles
- # of facilities built or upgraded
- # of facility users annually; increased number of events held
- type of upgrades
- Increased # of events for persons with a disability;
- increased level of facility use by persons with a disability
- # of new/upgraded public transit projects;
- increase in transit users
- # and level of sustainable facilities built
- # and nature of sustainable improvements to infrastructure
- Standards developed or improved
- Nature of new environmental technologies
- Service delivery improvements

Social

- # of schools/centres that received programming;
- # of programs delivered;
- # of participants (youth, students, girls, persons with a disability);
- increase in physical activity;
- increase in health knowledge;
- # and type of activities (i.e. diverse sports)
- increase in physical activity or sport involvement
- amount of equipment/supplies; locations
- # of partnerships with organizations with a sport for development mandate
- # of sport activities that target under-represented groups
- Increase Social Participation, Engagement and Opportunities for:
 - # of youth (M/F) engaged
 - # of volunteer opportunities targeting youth
 - # of youth who obtain employment related to the event

- # of Indigenous youth engaged;
- # of indigenous forums or seats for Indigenous representatives to participate in planning, governance, coordination, advisory roles;
- engagement of Indigenous sport
- # of new participants
- # of Indigenous communities engaged
- # of Indigenous participants
- # of Indigenous youth gatherings
- # of advisory committees

- # of persons with a disability engaged
- # of outreach opportunities
- # of opportunities to experience para sport
- # of training sessions
- # of accessibility upgrades to infrastructure
- # of people that will benefit from funded projects

- # of communities engaged in the event planning
- # of training sessions

- # of government programs that leverage the event through existing programs
- # of new initiatives

Cultural

- # of cultural celebrations
- # of artists
- #/% of Canadian artists
- # of performances

of communities and locations
 # of spectators
 # of and/or % Canadian artists
 # of performances
 # of spectators
 # of visitors (pavilion, website, other)
 # of programs which incorporated event into their funding
 # of commemorative products
 # of participants
 # of participants/ artists (from diverse communities);
 # of visitors / spectators;
 # of events, projects or productions;
 # of participating communities;
 # of hours / days of Aboriginal, youth, Francophone, multicultural programming;
 # of hours/days of programming;
 geographic reach
 # and duration of legacy projects
 # of permanent displays;
 # of renovation / new build projects; project locations;
 increased # of performances, events, spectators;
 decreased costs due to renovation;
 # of performances/spectators for new builds
 # of supported projects; number of performances and stops; number of artists involved

CGF Candidature File – Guarantees – Government of Canada

The CGF Candidature File due on September 30th includes 39 Guarantees. The following 14 Guarantees involve the Government of Canada:

- | | | |
|----------|---|--|
| Q
1.7 | Describe what investments in infrastructure and services are planned in your city and region over the next ten years, irrespective of the Commonwealth Games, and any additional investments which would be necessary should the city be selected to host the Commonwealth Games. For new venues to be built, please briefly describe: <ul style="list-style-type: none"> • The intended post-Games use of the venues and provide an overview of the business case for the long-term sustainability of each venue. • The post-Games owner responsible for operating and maintaining each venue after the Games. | Government of Canada,
Government of BC, Region
of Greater Victoria |
|----------|---|--|

Provide a guarantee from the relevant national, regional and local authorities that these investment plans are practicable and compatible with the harmonious development of your city, region and country.

- | | | |
|----------|---|--|
| Q
2.2 | Describe, with the aid of a table, the exact responsibilities and support that each public authority (all bodies listed in question 2.1 above) will be expected to provide in the preparation and hosting of the Commonwealth Games, and provide a description of procedures that will be in place to ensure coordination between various government levels and bodies, during and after the candidature. The list of responsibilities should include all requirements listed within the responses to the Candidate City Manual questions.
Note: Please ensure the response to this question also informs the response to question 2.14 to 2.16.
Indicate to what extent such support constitutes binding obligations for the authorities involved.
Provide guarantees obtained from your national, regional and local authorities as well as the bodies listed in question 2.1 above regarding their support and commitments (financial or other), and confirmation of their listed responsibilities towards your proposals for hosting the Commonwealth Games. | Government of Canada,
Government of BC, Region
of Greater Victoria |
|----------|---|--|

- | | | |
|----------|---|--|
| Q
2.7 | Provide a covenant from all authorities (including the government of your country and all local and regional authorities) concerned by your proposals for hosting the Commonwealth Games guaranteeing the following:
Respect of the provisions of the Constitutional Documents of the CGF and CGF Operational and Commercial arrangements
Understanding that all commitments made are binding
Fulfilment of obligations.
The following text should be used for this guarantee:
“..... (name(s) of the duly authorised representative(s)) hereby confirm(s) that the government of (name of the Host Country)/regional authority of (name of the region)/local authority of (name of the city) Guarantees the respect of the CGF Constitution and Regulations and the Host City Contract;
and guarantees that it will take all the necessary measures in order that the
city fulfils its obligations completely.” | Government of Canada,
Government of BC, Region
of Greater Victoria |
|----------|---|--|

Q 2.11	Provide a declaration from the government of your country stipulating that all necessary legal and legislative measures have been taken, or will be taken, to protect the above-mentioned Commonwealth-related marks and designations in the name of the CGF.	Government of Canada
Q 2.18	Provide a guarantee from the relevant authorities that, notwithstanding any regulations in your country to the contrary that would otherwise be applicable, accredited persons in possession of a valid passport and a Commonwealth Games identity and accreditation card will be able to enter the country and carry out their Commonwealth Games function for the duration of the Commonwealth Games and for a period not exceeding one month before and one month after the Commonwealth Games.	Government of Canada
Q 2.19	Provide a guarantee stating that the temporary entry of certain personnel into your country for the organisation of the Commonwealth Games will be authorised and that such persons will obtain appropriate work permits in an expedited and simplified manner, without any duties or taxes being payable.	Government of Canada
Q 2.22	Provide a guarantee from the relevant authorities concerning the import, use and export of goods required by the CGF, the IFs, the CGAs and their delegations, the media, the sponsors and suppliers, free of all customs duties, in order for them to carry out their obligations regarding the celebration of the Commonwealth Games.	Government of Canada
Q 2.25	Provide (a) written guarantee(s) from the relevant government authorities confirming that the legislation necessary to effectively reduce and sanction ambush marketing (e.g. preventing competitors of Commonwealth Games sponsors from engaging in unfair competition in the vicinity of Commonwealth Games sites), eliminate street vending, control advertising space (e.g. outdoor advertising space, advertising on public transport etc.) as well as air space (to ensure no publicity is allowed in such airspace) and at airports, during the period of the Commonwealth Games (including two weeks before the Commonwealth Games), will be passed by no later than 30 June 2018.	Government of Canada, Government of BC, Region of Greater Victoria
Q 3.3	Provide guarantee(s) from the competent authorities stating that all construction work necessary for the organisation of the Commonwealth Games will comply with: <ul style="list-style-type: none"> • Local, regional and national environmental regulations and acts • International agreements and protocols regarding planning, construction, protection of the environment and rights of workers including occupational safety and health. • 	Government of Canada, Government of BC, Region of Greater Victoria
Q 4.2	Provide guarantees from the relevant authorities to provide all security, medical, customs, immigration, and other government related services at no cost to the Organising Committee.	Government of Canada
Q 4.8	Provide an undertaking from relevant authorities that any new taxes that may be legislated or levied between the awarding of the Games to the Candidate City and Games time would not negatively impact the Games.	Government of Canada, Government of BC, Region of Greater Victoria

Q 9.4	Provide a guarantee from the highest government authority of your country for the safety and the peaceful celebration of the Commonwealth Games.	Government of Canada
Q 12.8	Provide guarantee(s) from the competent body(ies) that it (they) is (are) prepared to allocate the necessary frequencies required for the organisation of the Commonwealth Games.	Government of Canada
Q 12.9	<p>Provide guarantee(s) from the relevant authorities that there will be no fee charged to the following constituent groups for the reservation and services of allocated transmission frequencies during the Commonwealth Games:</p> <ul style="list-style-type: none"> • Athletes • CGF • OCs • CGAs • IFs • Media • Broadcasters • Commonwealth Games partners 	Government of Canada

Top 10 Reasons Why.....

Governments and Communities Should Support a Greater Victoria 2022 CWGs:

1. Increase Canadian & BC tourism and ability to attract sporting events - before, during and after the Games,
2. Enhance business relationships and create new trade opportunities with Commonwealth countries,
3. Add much needed, new sport facilities, cementing Greater Victoria as "*Canada's High Performance Sport Capital*", enhancing BC athletic excellence, making all of BC proud and inspiring BC youth,
4. Fast-track municipal capital renewal and growth projects supporting the rapidly growing population, leveraging \$200M in government capital funds with an additional \$600m+ in non-government funds,
5. Provide an innovative, affordable, private-public solution for new student housing and creating more affordable housing options long term,
6. Influence community health and wellness through exposure to community sport, increased focus on healthy lifestyles, and programs to encourage physical activity and incur \$125 million in direct savings to BC health care,
7. Activate a new generation of community leaders, stimulate an army of volunteers and drive social cohesion.
8. Inspire broader participation in sports by persons with a disability, plus enhancing world-class rehabilitation and medical device industries,
9. Showcase and increase awareness and understanding of Aboriginal communities and cultures, and
10. Educate Canadians on the Commonwealth, its history, the cultures and economic opportunities and enhance "Canada is Back" foreign policy strategy.

CGF Should Award the 2022 CWGs to Canada, BC and Greater Victoria:

1. Delivering the best athlete / coach games experience – compact & clustered venues, modern first class competition venues, new Athlete's Village w/all modern conveniences & services, safe & secure environment and lots to see & do in one of the most scenic regions in the world,
2. Staging a unique blend of traditional and new sports on the program,
3. Achieving the largest ever CWGs global audience,
4. Making a sustainable difference for the Indigenous community in Canada,
5. Delivering a sustainable CWGs with operational costs below 2014 CWGs levels (in 2022 dollars) and show how a "small city with big community spirit" can successfully stage today's Commonwealth Games,
6. Move away from the recent trend of a "UK - Australia" Games rotation model,
7. Willingness to make the new CGF Partnership Model work,
8. Contributing to significant sport legacies for Canadian athletes for generations to come – making Greater Victoria Canada's "high performance summer sport capital" with a plethora of new, first class sport facilities (stadium, arena, pool, 2 field houses, 3 Field Hockey pitches) and upgrades to many existing sport facilities sustained for the long-term by a Legacy Fund,
9. Contributing to Victoria's "high knowledge" center of education excellence via a new student residence campus (3,500 bedrooms) serving 3 universities, and
10. Ensuring Canada's team to the Commonwealth Games is fully funded for perpetuity through the establishment of the Canadian Commonwealth Team Legacy Fund.

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Withheld pursuant to/removed as

s.16;s.13

Attachment 3: Federal Government Letter

Minister of Sport
and Persons with Disabilities



Ministre des Sports
et des Personnes handicapées

Ottawa, Canada K1A 0M5

APR 27 2017

Mr. Richard Powers
President
Commonwealth Games Association of Canada

Dear Mr. Powers:

Thank you for sharing information on the current interest of Canadian provinces and municipalities as well as the imminent deadline in relation to the revised 2022 Commonwealth Games bidding process. The Government of Canada supports the Commonwealth Games Association of Canada (CGAC) in your intentions to continue exploring the feasibility of submitting a Canadian Candidate City for the 2022 Commonwealth Games.

Our support is also intended to provide the opportunity for Canadian municipalities and provinces to further explore the feasibility of bidding for and hosting the event, as we are always happy to see Canadian sport partners and communities showing interest in hosting national and international sport competitions.

The Government of Canada will base any decision on potential support for bids in accordance with the Federal Policy for Hosting International Sport Events, and on other priorities and financial considerations, once a potential bid city is confirmed and more information is available on the proposed event.

Moving forward, if CGAC decides to pursue and seek federal support for a Canadian bid, Sport Canada will provide the bidding party and/or CGAC with the federal requirements for a bid Business Case and other supporting material. This information would be reviewed by the Department of Canadian Heritage (Sport Canada) and other federal departments to respond to the request.

Please accept my best wishes.

Sincerely,

The Honourable Carla Qualtrough, P.C., M.P.

Canada

Attachment 4: 2022 CG Greater Victoria Bid Committee Business Plan – Areas Requiring Further Analysis

- A. Detailed cost review – the plan does not provide a detailed breakdown of expenditures. Therefore it is difficult to assess the validity of the proposed budget. Examples of specific line items that need further analysis include:
- **Security costs** – the plan makes the assumption that the Government of Canada will cover 100% of customs, immigration and security costs (other than local policing). However, these costs are normally viewed as a core cost of games and therefore should be included within the budget estimate. Security costs would be significant for these Games. Security costs for the 2014 Glasgow Games were estimated at £90m (roughly \$150m Cdn); and the Government of Australia recently announced that an additional \$34 million would be required for bomb detectors, offshore security patrols and rapid ready response teams for the 2018 Games (base security cost estimates are unclear).
 - **Transportation costs** – Athletes and coaches will need transportation within and between three communities on Vancouver Island (Langford, Victoria, and Saanich) and two communities in the Lower Mainland (Richmond and Vancouver). Transportation between and within these communities is currently costly in terms of time (ie the Colwood Crawl and high traffic congestion to the ferries) and money (ferry fares, air tickets). Significant capital outlays would be required to solve some of these issues. Those costs are not included in the business plan but would be critical to the success of the Games.
 - **Federal Tax Implications** – most international events require some form of financial transfer/guarantee to the international body (e.g. the Commonwealth Games Federation). Transfers to international corporations are subject to a federal withholding tax. It is unclear whether the budget includes provision for this tax (which could be sizeable for these games).
 - **Labour costs/labour availability** – The number of residential and non-residential construction permits and projects is significant in the Greater Victoria region and Vancouver Island generally. Adding new sport and recreation facility projects at this time could impact availability and cost of labour. Additionally it is unclear what wage assumptions have been made (ie does the estimate incorporate forecast minimum wage increases from \$11.35 an hour to \$15 an hour by 2021).
 - **Health preparedness costs** – bringing athletes from 70 countries across six continents (including Africa, Asia, Oceania) has health risks. The Ministry of Health will need to be consulted to identify any potential concerns regarding potential pandemics or other health concerns associated with participating countries.
- B. Cost-Benefit analysis – the plan does not provide a cost benefit analysis that weighs the direct community benefits (new housing and sport facilities in Langford and capital upgrades to existing sport facilities in Victoria) against the tax outlays required to host the games. The Ministry of Citizens' Services (BC Stats) manages the BC Input-Output Model that could generate estimates of whether the games would yield a net financial benefit to the province or not.
- C. Consultations – the plan identifies a number of critical stakeholders and innovative partnerships but does not provide evidence of commitment from those stakeholders including:

- Indigenous involvement – the plan identifies that the 2022 Games will recognize, respect and celebrate Aboriginal cultures yet the business plan is not clear whether First Nations whose traditional territories would be impacted were involved in the development of the plan. Both the 2010 Olympic and Paralympic Games and the 2015 Canada Winter Games had official Host First Nations who were an integral part of the Bid Development committees.
- Cities of Vancouver and Richmond – the plan proposes holding a number of events at venues in Vancouver and Richmond yet the business plan is not clear whether the Cities are supportive of the bid or not. Additionally, it is unclear whether other impacted organizations have been consulted such as BC Ferries and the Canadian Coast Guard who would potentially be impacted by the need to transport teams between opening/closing ceremonies hosted in Victoria and competition in Vancouver/Richmond.
- Municipal Support – the Capital Regional District (CRD) provided support in principle for the Games “subject to a proper business case being presented and approved by local governments and institutions, in public”. The current Business Plan is significantly different than the original vision for the Games (i.e. the majority of capital outlays would be in Langford, Vancouver/Richmond would host some events) and it is unclear whether local governments in the CRD and Vancouver/Richmond support the new vision.

D. Cross Ministry Capacity – marquee events such as the Commonwealth Games requires extensive collaboration and coordination across government. It is unclear whether Ministries and agencies would have the capacity to support the Games in addition to fulfilling commitments set out in mandate letters. A preliminary list of impacted Ministries includes:

- Health (e.g. emergency and first aid services, pandemic planning etc)
- Transportation and Infrastructure (emergency preparedness plans and training; highway expansions, traffic management plans)
- Education (development and delivery of school based learning resources to educate students on the Commonwealth Games movement)
- Environment and Climate Change Strategy (Air Quality monitoring, water provision, recycling programs, carbon impact analysis)
- Public Service Agency (policies regarding Government secondments to the Games, staff volunteering opportunities etc)
- Intergovernmental Relations (protocol, official languages)
- Advanced Education (capital oversight of the Langford Student residences, capital upgrades at the University of Victoria, program/class closures if required).
- Citizens’ Services (asset management – loan of provincial assets to the Games Society such as office equipment, vehicles etc)
- Tourism, Arts and Culture (World Host Customer Service training, marketing, support for opening/closing ceremonies or cultural events during Games, liaison with provincial sport organizations to ensure appropriate capacity to deliver sport programming).

E. Tourism priorities – 70 countries and territories are invited to compete at the Commonwealth Games. Australia and the UK are the only Commonwealth countries currently identified by Destination BC as a target market. Additional analysis is required to determine whether investment in the 2022 Games (drawing tourists to Victoria/Vancouver) or investment in an alternate tourism

marketing strategy focused at Destination BC's target markets (e.g. China, Germany, Washington, California etc) would yield greater net returns to the province.

Additionally, the Commonwealth Games traditionally take place during the summer months when the regular tourism season in Victoria and Vancouver is at its peak.

- F. Emergency Preparedness Strategy – if British Columbia continues to experience higher than average annual wildfire incidents, the ability to provide adequate levels of emergency services during the games could be compromised.



Information Note Advice to Minister

Date: August 22, 2017

Cliff #: 30710

Issue: 2026 World Cup (Men's Soccer)

Background / Facts:

- The National Soccer Federations of Canada, Mexico and the United States have formed a United Bid Committee (UBC) to bring the 2026 FIFA Men's World Cup to North America.
- The regional approach was adopted to accommodate the recent expansion of the tournament which now includes 48 teams (previously 32) and an 80 match schedule.
- It is anticipated that Canada will host 10 matches in two major centres (assume one of MTL/TOR and one of VAN/EDM) with the majority of competitions staged and costs incurred in the USA.
- Morocco is the only other country bidding on the 2026 event so the chances for success of a CAN/MEX/USA bid are extremely good.
- The formal bid is to be submitted to FIFA by March 16, 2018 with a final decision expected at the FIFA Congress next June.
- The three nations have hosted 13 FIFA World Cups combined (men, women and youth), which is more than any other trio of geographically-connected nations.
- Canada hosted the FIFA Women's World Cup Canada 2015, which attracted over 1.35 million spectators and more than 20 million Canadian television viewers.
- Canadian cities must submit a formal expression of interest by September 5th, 2017.

Analysis:

- The funding formula for the tournament has not been released; however we anticipate FIFA will provide the preliminary breakdown of hosting costs by November 1st.
- In past World Cups, FIFA assumed the operational costs while host cities and governments were responsible for venue-related costs including sponsor brand protection, security and infrastructure (e.g. cost of natural grass installation, additional seating).
- **s.13**
- Sport Branch and colleagues from PAVCO will continue to work with Soccer Canada, FIFA and the City of Vancouver to identify projected event costs.

Contact:

Sandra Carroll
Deputy Minister
250 952-0103

Tessa Graham
Executive Lead
778 698-3309



**Information Note
Advice to Minister**

CLIFF#: 30717

Organization: viaSport

Date: August 18, 2017

Background / Facts:

- viaSport was established in 2011 as an independent non-profit society under the Society Act.
- The Chief Executive Officer is Ms. Sheila Bouman.
- viaSport is the main alternative service delivery partner for government's investment in the sport sector in BC, administering close to \$16 million in annual funding on behalf of the Ministry of Tourism, Arts and Culture through an agreement that sets out the purpose of funding and reporting requirements.
- It currently operates as an umbrella organization that represents all provincially-focused organized sport organizations across the province (roughly 70 organizations).
- viaSport's priorities are determined through its annual contract with government plus its own 2016-2020 Strategic Plan that focuses on three goals:
 - increase sport participation and performance (sport);
 - enrich and energize communities (community); and,
 - maximize funding and revenue (business).

Current Issues:

- **s.13**
- Further discussions will be required to ensure the delivery model directly aligns with government's priorities.

Attachment(s):

1: Board of Directors

2: Board of Directors Bios

Attachment 1: Board of Directors

Member	Region	Skillsets
Caley Denton, Chair	Lower Mainland	Business executive, marketing and business operations expertise, VANOC
Loreen Barnett	Lower Mainland	International sport executive, physical education and sport expertise
Trisha Davison	Columbian Basin	Parks and recreation director, sporting event expertise, KidSport
Jon Festinger	Lower Mainland	Lawyer, strategic advisor and educator in digital media, creative freedoms and sport
Jennifer Heil	Lower Mainland	Olympian, philanthropy and physical literacy expertise, gender equity advocate
Todd Kobus	Lower Mainland	Professional sport CFO, finance and operational expertise, VANOC
Peter Lawless	Vancouver Island	High performance coach, COC Vice President, lawyer, dispute resolution expertise
Janine North	Northern BC	Founding CEO of Northern Development Initiative Trust, BC Hydro director, governance expertise
Rick Ramsbottom	Lower Mainland	Leading sponsorship and marketing executive, professional and elite sports expertise.

Attachment 2: Board of Directors Bios

Caley Denton (Lower Mainland) ***Chair***

Caley Denton is currently the Executive Vice President of Operations and Marketing at Shape Property Management, where he oversees the development and management of commercial properties throughout BC and Alberta. In 2008 Mr. Denton was recognized as one of Canada's Top 40 under 40. Mr. Denton is also a board member of the Canada Rugby Sevens.

Mr. Denton also has experience working with Orca Bay Sports and Canucks Entertainment and was Vice President, Ticketing and Consumer Marketing with the Vancouver Organization Committee for the 2010 Olympic and Paralympic Games (VANOC).

Jennifer Heil (Lower Mainland)

Jennifer Heil is the most decorated female skier in Canadian history, having achieved both gold and silver Olympic medals in freestyle mogul skiing. Complementing her Olympic success, she is also a four time World Champion and five time overall World Cup Champion. Although no longer a competitive athlete, Ms. Heil has been and continues to be involved with a variety of charitable initiatives. During the 2010 Winter Olympics, she launched and successfully completed a challenge to raise \$1,000,000 for girls' education as part of the "Because I am a Girl" campaign. She also speaks to corporate, educational and community audiences on topics including innovation, preparing without compromise, and achieving excellence.

Ms. Heil is currently the Co-Founder and Manager of B2ten, a privately funded charity utilizing business-based principles alongside Active for Life to fund and develop elite Canadian athletes wishing to attain a podium finish at the Olympics. She is also the project lead engaging Health Canada to build a national partnership supporting kids to become more physically active.

Loreen Barnett (Lower Mainland)

Sport and physical education have provided Loreen Barnett with a wealth of opportunities, from designing an integrated Health and Physical Education program for the Delta School District in the 1980s, to positioning physical well-being at the centre of public school culture as an administrator with North Vancouver School District in the 1990s. Her current role is Chief Executive Officer and Secretary General of the International Triathlon Union, one of the newest and fastest growing sports on the Olympic program.

Through her role as Technical Delegate to the sport of Triathlon's debut on the 2000 Sydney Olympic program, Ms. Barnett helped build an in-house team of event, media and television specialists that took the lesson from Olympic sport to the staging of the World Triathlon Series, the pinnacle of the sport worldwide. She was inducted into the Triathlon Canada Hall of Fame in 2005 and was named by CAAWS as one of Canada's most influential women in sport and physical education for 2012. In 2017, she was awarded the Daryl Thompson Award in recognition for her extraordinary contribution to amateur sport in British Columbia. Her current interest is nurturing mind-body well-being at all stages of life with a personal interest in "Decade 7."

Peter Lawless (Vancouver Island)

Peter Lawless has been involved in high performance sport for over 25 years in sailing, athletics and cycling and was recognized for his services to sport in 2012 with a Queen's Diamond Jubilee Medal. A three-time winner of Petro Canada's Coaching Excellence Award and Sport BC's Coach of the Year, Mr. Lawless has seen great coaching success with his athletes winning over a dozen Paralympic and World Championships medals in both cycling and athletics, as well as breaking 27 world records. He is also the Vice President of the Canadian Olympic Committee.

In his "non-sport" life, Mr. Lawless is a lawyer who frequently provides legal representation to sport organizations, athletes and coaches involved in sport-related disputes. He has appeared as counsel before the International Court of Arbitration for Sport centre in Lausanne, Switzerland and has also served as the Chief Arbitrator for several national level sports disputes. In addition to representing sport clients, Mr. Lawless teaches Sport Law at Camosun College and is often called upon to speak to various sports groups and organizations about legal and other matters.

Janine North (Northern BC)

Janine North is the founding Chief Executive Officer of the Northern Development Initiative Trust, a regional economic development corporation focused on building a stronger north. Ms. North was previously a senior advisor to the BC Forest Safety Council, a management consultant to banks and resource industry companies, a forest district manager, and the general manager of a consortium of logging, trucking and road construction companies. Ms. North is a Director on the British Columbia Hydro and Power Authority, and a Governor on the Business Council of British Columbia. She also sits on the board of the Canadian Sport Institute. She previously chaired the Nechako-Kitimaat Development Fund and served as vice chair of the Central Interior Logging Association and vice president of the Agricultural Institute of Canada. Ms. North is a member of the Institute of Corporate Directors, and is an accredited corporate director.

Her commitment to excellence has been recognized through being honoured by Business in Vancouver's Influential Women in Business Awards (2010), UNBC Honorary Lifetime Alumni (2010), Northern BC Woman of Influence and Impact (2009), and Northern BC Mentor of the Year to Industry and Business (2010).

Todd Kobus (Lower Mainland)

Todd Kobus is the Vice President of Finance and the Chief Financial Officer for Canucks Sports & Entertainment, overseeing all financial aspects of the Hockey and Arena Business Operations. Mr. Kobus also oversees the organization's IT Department and manages financial relationships with the National Hockey League, lending institutions and the external financial community. Prior to his tenure with the Canucks, he was the Project Director of Budgets and Financial Planning for the Vancouver Organizing Committee for the 2010 Olympics and Paralympic Winter Games. He has also worked as the Director of Finance for the Vancouver Grizzlies and followed the team to Memphis to take on a new role as Vice President of Finance for the Memphis Grizzlies.

In honour of his incredible work, in 2008 Mr. Kobus was named one of Business in Vancouver's Top 40 under 40. He is also a Board Member on the 2010 Games Operating Trust Society, a member of the Institute of Chartered Accountants of BC, and the father of two sons, Zachary and Harrison.

Trisha Davison (Columbia Basin)

Trisha Davison is the Director of Parks & Recreation for the City of Trail and has been a professional in municipal recreation service delivery for over 20 years. She is known for taking a holistic approach to municipal recreation service delivery through the recognition of the role of local governments while nurturing the unique needs of the community she serves. Additionally, she previously managed recreation services in Rossland and was involved in seniors' health and wellness in the City of New Westminster prior to moving to the West Kootenays.

Over the years, Ms. Davison has been involved in facilitating many large sporting events through her role in municipal government including various provincial championships and the 2011 BC Seniors Games. In her earlier days, she was involved in Trampoline and Acrosports competing at the provincial, national and international level. She is currently serving her second term on the British Columbia Recreation and Parks Association (BCRPA) Board and is a Board Director of the Greater Trail KidSport committee.

Jon Festinger (Lower Mainland)

Jon Festinger, Q.C. is a Vancouver-based lawyer, strategic advisor and educator practicing law in digital media, creative freedoms as well as entertainment, communication and sport matters. As a graduate of McGill University's Faculty of Law, Mr. Festinger began his legal career in private practice, in turn becoming General Counsel and Corporate Secretary of WIC Western International Communications Ltd. and its various subsidiaries. He brings a wealth of experience, having held leadership positions with various organizations including Chair of Ronald McDonald House British Columbia, Director of the eatART Foundation, Director of City Opera Vancouver, and Director of the Vancouver Board of Trade.

Mr. Festinger is also an educator as he has taught media, entertainment, communications and corporate law topics for almost three decades. Currently, he is a Professor of Professional Practice at Simon Fraser University, a faculty member at the Centre for Digital Media, an Adjunct Professor at the Faculty of Law, University of British Columbia as well as Sessional Faculty at the Faculty of Law, Thompson Rivers University.

Rick Ramsbottom (Lower Mainland)

Rick Ramsbottom is a leading Canadian sponsorship and marketing executive. Over the past 20 years, he has worked in professional sports with the Vancouver Canucks and Vancouver Whitecaps, as well as on major nation-building events including the Vancouver 2010 Olympic and Paralympic Winter Games. Mr. Ramsbottom was also the Vice President, Sponsorship Sales and Service for the highly successful Toronto 2015 Pan American and Parapan American Games. In this role, he was responsible for all corporate partnerships and was the leader for the record-setting sponsorship program that delivered \$135M in revenue – over three times any previous Pan American Games. He is currently a sponsorship marketing consultant based in Vancouver.



*Ministry of Tourism,
Arts and Culture*

Information Note Advice to Parliamentary Secretary

Date: September 29, 2017

Cliff #: 31264

Issue: Langley Sport and Culture Campus

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Contact: *Sandra Carroll, 250 952-0103*
 Tessa Graham, 778 698-3309



Information Note Advice to Minister

Date: October 5, 2017

Cliff #: 31283

TOUR October 10, 2017: STOP 1 – North Shore Studios (Film & TV Production)

Background / Facts:

- B.C. is one of the top centres for screen-production excellence in North America, with a long history of producing award winning feature films, television series, documentaries and commercials.
- The latest figures show that Creative BC approved 338 film and television tax credits with total B.C. budget expenditures estimated at \$2.6 billion in fiscal year 2016-17, compared to 297 tax credit certifications and \$1.9 billion in expenditures in 2015-16.
- The B.C. government supports the motion picture industry through an estimated \$494 million (2017-18) in film and television tax credits, which includes digital animation, post-production and visual effects (DAVE).

Stop 1

- The Minister's first stop on October 10th is focused on film and TV production.
- She will tour North Shore Studios, from 10 a.m. – 11:30 a.m., with host and North Shore Studios President Peter Leitch (*see Appendix 1 for bio/photo*); MLA for North Vancouver-Lonsdale Bowinn Ma; and Creative BC CEO Prem Gill.
- North Shore Studios is owned by the Bosa Development Corporation.
- First opened in 1989 by Stephen J. Cannell and Paul Bronfman, the Studios offer over 240,000 square feet of leasable area including 8 soundstages, turnkey offices with high speed internet, construction space and support services.
- Shootable facades, including a brownstone commercial district, a landmark courthouse and a small town main street, add to the Studios' creative environment.
- Current productions include the X-Files, iZombie, The Arrangement, and The Zoo. Notable past productions include: Deadpool, Fifty Shades of Grey, Once Upon a Time in Wonderland, Twilight Saga – Breaking Dawn, Catwoman, and Alien vs. Predator.

Analysis:

- Peter Leitch will likely discuss the need for B.C. to maintain its reputation as an internationally competitive and film-friendly production centre; the upcoming L.A. mission; and the Canadian Revenue Agency's (CRA) interpretation of "residency" and its impact on local visual effects companies. (*See Appendix 2 for Speaking Notes*)

Attachments:

Appendix 1 – Biography/photo

Appendix 2 – Speaking Notes

Contact: Asha Bhat, Executive Director (250 387-0130)

Appendix 1: Biography/photo

Peter Leitch, President, North Shore Studios, and Chair, Motion Picture Production Industry Association of British Columbia (MPPIA)



Peter Leitch is the President of North Shore Studios and Mammoth Studios and Chair of the Motion Picture Production Industry Association of B.C.

He holds a Bachelor of Commerce degree from U.B.C. and is a chartered accountant. Mr. Leitch is a Past Chair of the North Vancouver Chamber of Commerce and former director of the B.C. Chamber of Commerce.

He has also served on Canada Revenue Agency's Small Business Advisory Committee and Film Advisory Committee.

Mr. Leitch was honoured with a fellowship by the Institute of Chartered Accountants of B.C. and an honorary doctorate degree from Capilano University.

Appendix 2 – Speaking Notes

Motion Picture Industry:

- B.C. is one of the top centres for screen-production excellence in North America, with a long history of producing award winning feature films, television series, documentaries and commercials.
- With budget expenditures for film and television tax credits estimated at \$2.6 billion for 2016-17 – I recognize the positive impact of the motion picture industry to B.C.'s economy.
- Film and Television tax credits act as key drivers of film and television production in the province and contribute to the Province's ability to attract and sustain production in an increasingly competitive global market.
- That's why our government supports the motion picture industry through an estimated \$494 million (2017-18) in film and television tax credits.
- I want to thank you for North Shore Studios' ongoing investment in B.C. and for your commitment to bringing jobs and economic opportunity to B.C.
- I appreciate you taking the time to show me around your amazing studios and for sharing your industry's challenges, opportunities and ideas with me.
- Your leadership and commitment to encouraging and supporting the film and television sector in our province is appreciated.
- B.C. is well positioned to capture a growing percentage of the global entertainment market and I look forward to working with you and your organization to help make that happen.
- I am also looking forward to participating in the L.A. film mission in November to promote B.C. as an internationally recognized full-service production centre.

CRA/TFW Issue:

- I am aware that the wages and salary paid to some temporary foreign workers (TFWs) are being denied by the Canadian Revenue Agency (CRA), with CRA citing that TFWs are not meeting the definition of 'resident.'
- I understand the importance of certainty around the motion picture tax credit programs and the need for competitiveness in this industry.

- British Columbia has established itself as a world-leading centre of motion picture production, visual effects, animation and technology and we want to ensure this continues.
- Our government values the contribution and commitment that the film, animation and visual effects industry makes and I am pleased to advise we will be sending senior executives from my ministry and JTT to discuss this matter directly with colleagues in Ottawa.



Information Note Advice to Minister

Date: October 5, 2017

Cliff #: 31286

TOUR October 10, 2017: STOP 2 – Sony Pictures Imageworks (Visual Effects & Animation)

Background / Facts:

- Over the last five years, British Columbia has grown to become one of the world's largest centres for visual effects and digital animation.
- The province is home to over 60 domestic and foreign owned visual effects and animation studios that generate a significant portion of the province's \$2.6 billion dollar film and TV production expenditures.
- The B.C. government supports the motion picture industry through an estimated \$494 million (2017-18) in film and television tax credits, which includes digital animation, post-production and visual effects (DAVE).

Stop 2

- The Minister's second stop on October 10th is focused on visual effects and animation production. She will tour Sony Pictures Imageworks, from 2 – 3:15 p.m., with host Michelle Grady, Senior Vice President of Production and Shauna Bryan, Vice President, New Business (*see Appendix 1 for bios/photos*).
- Sony Pictures Imageworks (SPI) is the Academy Award®-winning visual effects and animation unit of Sony Pictures Motion Picture Group known for live-action visual effects, dynamic creature and character animation and all-CG animation.
- SPI moved its global headquarters from Culver City, California, to Vancouver in March 2015. Their 74,000 sq. ft. state-of-the-art facility above Pacific Centre in downtown Vancouver employs approximately 1,100 digital artists and staff.
- SPI is currently in production on Columbia Pictures' SPIDER-MAN: HOMECOMING, THE EMOJI MOVIE for Sony Pictures Animation, KINGSMAN: THE GOLDEN CIRCLE for Fox, MEG for Warner Bros. and Warner Animation Group's SMALLFOOT.

Analysis:

- Ms. Grady will likely raise two federal issues, including: immigration challenges related to labour shortages; and the Canadian Revenue Agency's (CRA) interpretation of "residency" and its treatment of temporary foreign workers (TFWs) for the motion picture tax credit program. (*See Appendix 2 for Speaking Notes*)

Labour Shortages & Immigration

- The VFX and animation industry is in an acute and ongoing labour shortage. The industry has had success in the past working with the Province and the Federal government to create mechanisms for the sector to work within the existing policy framework.

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- If no resolution is reached soon and they are unable to secure the needed talent for current TV and major motion pictures, they will miss deadlines for current projects, damaging their reputation and forcing clients to send the work elsewhere.

CRA Residency Interpretation

- The CRA's interpretation of residency for tax credit purposes is having a serious negative impact on Sony Picture Imageworks and other local visual effects and animation companies.

Attachments:

Appendix 1 – Biographies/photos

Appendix 2 – Speaking Notes

Contact: Asha Bhat, Executive Director (250 387-0130)

Appendix 1: Biographies

Michelle Grady, Senior Vice President of Production



Michelle Grady is responsible for overseeing all projects in production and managing the studios' growing roster of more than 600 visual effects and animation artists.

Michelle has spent 23 years in the Visual Effects and Post-production industry in Vancouver, where her career grew alongside the expanding film production business in the city. She joins Imageworks from the visual effects studio MPC, where she served as head of film, managing projects including SUICIDE SQUAD (Warner Bros.), BATMAN V SUPERMAN: DAWN OF JUSTICE (Warner Bros.), GODZILLA (Warner Bros.), MALEFICENT (Disney) and the Academy Award®-winning LIFE OF PI (Fox).

Prior to MPC, Grady was vice president and general manager at Technicolor, overseeing a 35mm film laboratory, digital post production and VFX divisions. Michelle is an Executive Board Member of the Motion Picture Production Industry Association of BC (MPPIA), Co-Chair of the Canadian Media Producers Association's (CMPA) VFX and Animation Talent Committee and is on the Advisory Committee for the Bosa Centre for Film and Animation at Capilano University.

Shauna Bryan, Vice President, New Business and Production Executive



As Vice President, New Business and Production Executive, Shauna Bryan directs Sony Pictures Imageworks' sales and marketing outreach worldwide. Her responsibilities includes third party business development, strategic planning for long-term growth, and oversight of all marketing activities. She has a reputation for strong leadership coupled with a sense of excitement and enthusiasm.

An industry veteran of diverse accomplishment, Bryan has more than a dozen years of experience in leading large visual effects operations in Canada and the U.K. Previously, she served as Vice President of Method Studios, Vancouver. In this role, she led a team of more than 200 artists involved in feature projects for Columbia Pictures, Fox, Warner Bros., Disney, Paramount and others, and directed a sales effort that consistently hit its

targets. Her background also includes service as Executive Producer of Method Studios Vancouver and London, and Executive Producer/Head of Business Development of Rainmaker.

A Canadian citizen with a UK ancestry visa, Bryan was educated at the University of British Columbia and the Vancouver Film School.

Appendix 2 – Speaking Notes

Motion Picture Industry:

- Over the last five years, the B.C. animation and visual effects industry has grown to become one of the largest centres in the world.
- With budget expenditures for film and television tax credits estimated at \$2.6 billion for 2016-17 – I recognize the positive impact of the motion picture industry to B.C.'s economy.
- That's why our government supports the motion picture industry through an estimated \$494 million (2017-18) in film and television tax credits.
- That includes the DAVE (Digital Animation and Visual Effects) tax credit program, which provides tax credits on a corporation's digital animation, visual effects or post-production activities that qualify for the basic film and television tax credit or the production services tax credit.
- I want to thank you for Sony Pictures Imageworks' ongoing investment in B.C. and for your commitment to bringing jobs and economic opportunity to Vancouver and B.C.
- I appreciate you taking the time to show me around your amazing facility and for sharing your industry's challenges, opportunities and ideas with me.
- B.C. is well positioned to capture a growing percentage of the global entertainment market and I look forward to working with you and your organization to help make that happen.

Labour Shortages & the CRA Residency Interpretation Issue:

- With the amazing growth in the animation and visual effects industry, I know that the demand exceeds the supply of talent that is available in Canada.
- I can appreciate how challenging it must be to find the talent you need, and that companies must rely on international talent to in order to keep up with the volume of work.
- I am also aware that the wages and salary paid to some temporary foreign workers (TFWs) are being denied by the Canadian Revenue Agency (CRA), with CRA citing that TFWs are not meeting the definition of 'resident.'
- I understand the importance of certainty around the motion picture tax credit programs and the need for competitiveness in this industry.
- British Columbia has established itself as a world-leading centre of visual effects, animation and technology and we want to ensure this continues.
- Our government values the contribution and commitment that the animation and visual effects industry makes and I am pleased to advise we will be sending senior executives from my ministry and Jobs, Tourism and Technology to discuss this matter directly with colleagues in Ottawa.
- I will also work with my colleagues at the Ministry of Jobs, Trade and Technology – the lead for the immigration file – to ensure the creative industry's perspectives on immigration are shared at the federal level.



Information Note Advice to Minister

Date: October 5, 2017

Cliff #: 31288

TOUR October 10, 2017: STOP 3 – The Warehouse Studio (Music/Sound Recording)

Background / Facts:

- B.C. is the third-largest centre for music production in Canada after Ontario and Quebec, and has a large and diverse talent pool of artists producing all genres of music.
- In 2014, B.C.'s music industry contributed over \$400 million in revenue to the provincial economy from multiple streams, including record label production and sound recording, live music performances, music publishing and artist income.
- In 2016 the B.C. government announced the \$15-million BC Music Fund to support the growth of B.C.'s vibrant music industry. The fund is administered by Creative BC over two years, and supports B.C. musicians, live music presenters, music companies, and the full diversity of B.C.'s music ecosystem. In June 2016, Creative BC appointed an Advisory Committee to guide their administration of the fund. The Committee is comprised of representatives from various areas of the music industry.

Stop 3

- Minister Lisa Beare's third stop on Tuesday, October 10th is focused on the music and sound recording industry. She will tour The Warehouse Studio, from 3:45 – 5:15 p.m., with host and Studio Manager Sandee Bathgate. Creative BC CEO Prem Gill, The Warehouse Studio co-owner Bruce Allen and studio operations manager Bryan Gallant will also join the tour.
- In addition, well-known record producer, Bob Rock, will be working in one of the studios and will likely join the tour or be introduced to Minister Beare. Mr. Rock has worked with both Ontario and B.C. music funds. (*see Appendix 1 for bios/photos*).
- The Warehouse Studio is owned by Bryan Adams and Bruce Allen, who are both members of the BC Music Fund Advisory Committee. Musician Bryan Adams has accumulated 18 Juno Awards and 15 nominations, in addition to five Golden Globe nominations and a Grammy award. Bruce Allen, of Bruce Allen Talent, is a Canadian music band manager who represents a number of popular Canadian musicians.
- The Warehouse Studio started in 1987 in the basement of Bryan Adams' house in West Vancouver, and 10 years later, on July 9, 1997 he opened the doors on Powell Street. The Warehouse has four studios on three floors. The Oppenheimer building was originally built in 1886 as a supply warehouse and wholesale grocer but over time was pressed into service as city hall, jail and morgue. In 1998, The Warehouse Studio received a City of Vancouver Heritage Award for outstanding restoration of a historic building.
- AC/DC, Bon Jovi, Stevie Nicks, Elton John, Metallica and Elvis Costello are among the artists who have recorded at the studio, alongside some of Canada's most successful songsters, including Sarah McLachlan, The Tragically Hip, Michael Bublé and Nickleback.

Analysis:

- Bruce Allen, Bob Rock and the Warehouse Studio managers may discuss the importance of the BC Music Fund to the B.C. music industry and to advocate for a continuation of the Fund beyond the initial two years. (*see Appendix 3 for a summary and status of the BC Music Fund*)
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Attachments:

Appendix 1 – Biographies/photos

Appendix 2 – Speaking Notes

Appendix 3 – Summary & Status of BC Music Fund

Contact: Asha Bhat, Executive Director (250 387-0130)

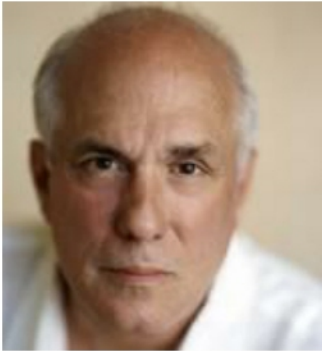
Appendix 1: Biographies/photos

Sandee Bathgate, Studio Manager, The Warehouse Studio (Tour host)

Sandee Bathgate has been with Bruce Allen Talent since 1987. She moved to Vancouver from Toronto initially as Bruce Allen's Personal Assistant. In 1989 Bruce Allen Talent grew to include management of



several record producers and recording engineers and with Sandee's previous Artist and Repertoire experience at Capitol / EMI it was a natural fit for her to oversee that area. Presently in her role as Director of Administration, she oversees the recording and publishing ventures of the entire roster at Bruce Allen Talent as well as overseeing the management and operation at The Warehouse Studio.



Bruce Allen, Bruce Allen Talent, co-owner of The Warehouse Studio, and BC Music Fund Advisory Committee Member

For more than thirty-seven years, Bruce Allen has been a cornerstone in the Canadian entertainment industry, guiding the careers of musicians, producers, and sports figures. During this time, Bruce Allen Talent has become one of the most powerful management agencies in North America.

A native of Vancouver's Dunbar neighbourhood, Allen attended the University of British Columbia, where he studied labour relations and considered a career as a union organizer. His love of music however, took precedent, and in 1966, he began BRUCE ALLEN TALENT which became the

dominant booking agency in Western Canada. That company was the forerunner of Sam Feldman and Associates, the partner Bruce brought into the company when his focus turned to management.

In 1973, he took an interest in the fledgling band Brave Belt, which morphed into Bachman-Turner Overdrive, beginning his career in artist management. With Allen at the helm, BTO became one of the most successful bands of the 1970's. Allen repeated this feat in the 1980's with the pop-rock band Loverboy that sold ten million records and earned eight Juno awards under his tutelage. At the same time, he brought the talented Bryan Adams into his fold. Allen continues to guide Bryan through an enormously successful career. In 1996 Allen took over management of Canadian legend Anne Murray, bringing new excitement into her career and returning her to the U.S. and Canadian charts. In 2003 he added Michael Bublé, a Burnaby native, to his roster. A year later, Bublé won the Juno for Best New Artist. In the years since, Bublé has sold more than 20 million albums worldwide. Allen also guides the career of renowned record producer Bob Rock (Metallica, The Cult, Bon Jovi, Michael Buble, Bryan Adams, 311). [s.22](#)

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and continues his music management and radio

broadcasts in the city he is proud to call home.



Bob Rock, Record Producer (will be at the studio on Oct. 10) A master producer, Bob Rock has long been a fixture in the Canadian music industry and a coveted studio player to international superstars. Thanks to a set of skills both versatile and in-demand, his name has graced the credits of multi-platinum albums ranging from heavy-hitting metal and rock to pop and adult contemporary. Rock has

produced and engineered albums for Aerosmith, Bon Jovi, Cher, Metallica, Mötley Crüe, The Cult and Nelly Furtado and many more. In 2007 Rock was recognized for his lifetime contribution to music with his induction into the Canadian Juno Hall of Fame.

Appendix 2 – Speaking Notes

- On behalf of the Province, I'd like to thank The Warehouse Studio, and those involved with it, for your continued efforts to cultivate local talent – both on the artist side and the industry side.
- Your passion and commitment to the music industry, and the hard work you do has contributed to making B.C. one of Canada's leading centres for music and sound recording.
- The Province recognizes the important role that B.C.'s music industry plays in boosting tourism and regional economic development in communities throughout the province.
- That's why in 2016 the B.C. government announced the \$15-million BC Music Fund to support the growth of B.C.'s vibrant music industry.
- The Province understands the importance of the BC Music Fund and its impact on the health and sustainability of BC's music industry and we appreciate your participation on Creative BC's Music Fund Advisory Committee.
- I can tell you that Creative BC is currently evaluating the BC Music Fund, and will be meeting with my Deputy Minister this month to review outcomes from the evaluation and discuss potential next steps.
- I want to thank you for taking the time to meet with me today and show me around your amazing Warehouse Studio!

Appendix 3 – Summary & Status of the BC Music Fund

To date, \$13.41 million of the BC Music Fund has been allocated, with \$900,000 designated for fund administration. This includes:

- \$1.2 million to support the JUNO Awards in Vancouver in March 2018 (Note: funding provided from emergent priorities funding envelope);
- \$1.41 million to Music BC to support the expansion of their activities in export and professional development, touring, and to expanded showcase opportunities for B.C. artists. (funds issued December 1, 2016); and
- \$10.8 million to support 8 BC Music Fund program streams launched between July 2016 and April 2017.

Unallocated BC Music funding includes \$300,000 within the emergent priorities funding envelope, and approximately \$300,000 in program funding which Creative BC has earmarked to support an Indigenous Artist Program in partnership with the First Peoples' Cultural Council.

BC Music Fund's 8 Program Streams & Associated Budgets:

Sound Recording Pilot and Program (\$3.5 million): supports sound recording projects at B.C.-based studios, and is designed to attract domestic and international business to B.C. recording facilities. Applicants are artist-entrepreneurs and music companies. As of September 1, 2017, Creative BC had funded a total of 297 projects through the Sound Recording program.

Live Music (\$2.5 million): supports B.C.-based live music events that create engagement opportunities for audiences and artists. Funding also supports business development initiatives for live events, such as adding a new stage, new markets access, new revenue stream development, infrastructure improvements, professional development and business travel. Applicants for this program are B.C.-based festivals, venues, presenters and event producers.

Industry Initiatives (\$1 million): supports industry events and export activities that showcase and grow B.C.'s music industry such as industry conferences, trade missions, collaborative export marketing, and B.C. showcases at events. Funding also supports training activities that develop industry professionals' knowledge and skills, as well as the capacity of artist-entrepreneurs, including conferences, webinars, workshops, mentoring, internships, or artist development programs. Applicants for this program are industry associations and business collaborations.

Research (\$300,000): supports research projects that increase knowledge and inform the growth, evolution and innovation of B.C.'s diverse and distinct music sector. Research may inform economic impact, new product development, market research, consumer behaviour, feasibility for new initiatives, and diversity within the music industry. Applicants for this program are industry associations and business collaborations.

Careers of B.C. Artists (\$1.5 million): supports initiatives that develop B.C. artists, funding the creation of B.C.-based music videos, touring to different markets, and marketing activities including electronic press kits, photography, and/or promotional campaigns.

Music Company Development (\$1.2 million): supports initiatives to grow and build the capacity of B.C.'s music companies, such as the launch of new business units, researching new products or revenue streams, business travel, professional development, marketing initiatives and A&R/scouting.

Innovation (\$300,000): supports the development of novel or even disruptive new ideas such as cross sector collaboration between tech and music, the launch of new B.C.-based businesses that fill gaps in the industry, and other projects that support the evolution of B.C.'s music industry.

Signature Artist Program (\$500,000): is designed to support the growth of B.C.'s music industry by attracting internationally renowned artists from Canada and abroad to implement large scale projects in B.C. that make a significant economic impact on the provincial economy. (Note: funding for this program was allocated from the \$2 million emerging priorities envelope on April 7, 2017).



Information Note Advice to Minister

Date: October 10, 2017

Cliff #: 31291

TOUR October 12, 2017: STOP 3 – Electronic Arts (Video Games and Interactive)

Background / Facts:

- B.C. is home to one of the top video games clusters in the world with a healthy mix of domestic and international companies.
- Ranked second in Canada (behind Quebec) the video game cluster in B.C. is made up of over 120 companies employing an estimated 5,500 people, with \$576 million in annual expenditures.
- BC's video game workforce is comprised of highly educated and skilled developers, and its academic institutions are globally recognized for their outstanding graduates.
- The Interactive Digital Media Tax Credit (IDMTC) was launched by the provincial government in 2010 to strengthen the interactive sector and enable growth despite strong international competition.
- In 2016/17, the Province spent an estimated \$45 Million on the IDMTC. It is expected that the IDMTC expenditure will increase to \$59.3 Million in 2017/18. In 2015, the Province renewed the interactive digital media tax credit (IDMTC) until March 31, 2018.

Stop 2

- The Minister's third stop on October 12th is focused on the video game and interactive digital media sector.
- She will tour Electronic Arts from 4:00 p.m. – 5:30 p.m., with host and Vice President of Financial Planning and Strategy Jon Lutz (*see Appendix 1 for bio/photo*).
- James Hursthouse, Executive Director of DigiBC, Sharon Taylor, COO Animal Logic, Colin Macrae, Senior Director Public Relations and Maria Radulovic Nastic, VP Central Development Services for EA will also attend.
- EA Vancouver is a video game developer located in Burnaby, British Columbia. The development studio opened as Distinctive Software in January 1983 and is Electronic Arts's largest and oldest studio.
- EA Vancouver employs approximately 1,300 people and is the center for development of several of EA's largest franchises, including FIFA Soccer, NHL, UFC, Plants Vs. Zombies and Need for Speed.
- It is also home to development support teams, corporate teams such as Finance, HR & Facilities, and Legal, and a motion capture lab which replicates actors' body and facial motions—for all of EA's games produced worldwide.

Analysis:

- Jon Lutz and members of the sector will likely discuss with the Minister the Interactive Digital Media industry in B.C., its history and future opportunities to propel growth within B.C.'s closely related tech sector, the education initiatives underway and being considered by DigiBC, the changes the sector would recommend to enhance the Interactive Digital Media Tax Credit and issues with the current process around residency qualifications for the digital animation tax credits (DAVE). (*See Appendix 2 for Speaking Notes*)

Attachments:

Appendix 1 – Biographies/photos | Appendix 2 – Speaking Notes

Contact: Asha Bhat, Executive Director (250 387-0130)

Appendix 1: Biographies/photos

Biography: Jon Lutz, Board Chair & VP, Financial Planning & Strategy, Electronic Arts



Jon Lutz was born in London, England and attended Cambridge University where he graduated with a Master's degree in Natural Sciences. The first two years of his career were at Proctor & Gamble in the European Health and Beauty Care division. Jon joined Electronic Arts Europe in 1998, the perfect fit for him as a videogame-enthusiast. During his career at Electronic Arts, Jon has been based in London UK, Redwood Shores CA, Los Angeles CA and most recently Vancouver, BC. Since moving to Vancouver in 2006 Jon has held roles as VP, CFO, EA Canada; VP, CFO, EA SPORTS; VP, CFO, EA Labels Worldwide; and most recently assumed the role as VP, Financial Planning & Strategy. Jon is the founder and Chairman of the Board for CANADA SCORES Vancouver, an after-schools not-for-profit organization that combines soccer, poetry and service learning for at-risk children in the Lower Mainland.

James Hursthouse, President, Greenstone Initiatives / Executive Director, DigiBC



James Hursthouse is a seasoned interactive and game technology entrepreneur, currently consulting with a number of companies and organizations and serving as the Executive Director of DigiBC. James has over ten years of proven games industry and entrepreneurial success primarily in online games infrastructure, technology and operations. His introduction to the industry came in Tokyo through work with an early incarnation of Nexon, responsible for the world's first graphical MMO, The Kingdom of the Winds and has since been responsible for companies focused on game infrastructure and technology in both Asia and North America. Mr. Hursthouse has built an extensive network of contacts in the global online game development, publishing, and technology sectors. Until recently,

James was CEO of Roadhouse Interactive, an independent game company focusing on mobile free-to-play games and VR.



Appendix 2 – Speaking Notes

Interactive and Digital Media Sector

- I want to thank Electronic Arts for its ongoing investment in B.C. and for your commitment to bringing jobs and economic opportunity to B.C.
- With over 600 companies that generate an estimated \$2.3 billion in annual sales and employ more than 16,000 people in the province, I recognize the positive impact the entire interactive and digital media sector has made to B.C.'s economy.
- I understand that interactive entertainment creates high-paid permanent jobs that are extremely attractive to youth and recognize that you provide a training ground for young people to enter the field of technology.
- That's why our government supported the interactive digital media sector with an estimated \$45 million in IDMTC tax credits in 2016/17. These incentives help to develop a stronger industry sector and ensure that BC maintains its leadership position in one of the world's fastest growing industries.

Labour Shortages & the CRA Residency Interpretation Issue:

- Our government values the contribution and commitment that the interactive, animation and visual effects industry makes and I am pleased to advise we will be sending senior executives from my ministry and Jobs, Tourism and Technology to discuss the CRA Residency issue directly with colleagues in Ottawa.
- I will also work with my colleagues at the Ministry of Jobs, Trade and Technology – the lead for the immigration file – to ensure the creative industry's perspectives on immigration are shared at the federal level.
- British Columbia has established itself as a world-leading centre of interactive gaming, visual effects, animation and technology and we want to ensure this continues.

- Thank you for taking the time to show me around your amazing studios and for sharing your industry's challenges, opportunities and ideas with me.
- B.C. is well positioned to capture a growing percentage of the global entertainment market and I look forward to working with you and your organization to help make that happen.



Information Note Advice to Minister

Date: October 23, 2017

Cliff #: 31437

Issue: Vancouver Whitecaps - Professional Women's Soccer Team proposal

Background / Facts:

- The Vancouver Whitecaps (the Whitecap's) would like to establish a Canadian professional women's soccer team to compete in the National Women's Soccer League (NWSL) run by the United States Soccer Federation. The NWSL is the only professional women's soccer league in North America (see Attachment 1).
 - Currently there are no professional women's teams in Canada for any sport where athletes earn a living wage (the Canadian Women's Hockey League provides a small level of financial support to players).
 - Since British Columbia (BC) is already host to a men's professional soccer team (the Whitecaps); Canada's National teams; and an established development program for girls it would be well positioned to be Canada's first jurisdiction to acquire a professional women's sport franchise.
 - s.13,s.17,s.21
-
- Government contributed financially to secure the men's franchise in 2009 through a commitment to build a new national training centre. The National Soccer Development Centre was officially opened in September, 2017. Government's investment in this Centre was \$13.9M.

Analysis:

- Providing financial support for s.13,s.17
s.13,s.17
- The MTAC Sport Branch mandate does not include professional sport and as such funding is not typically provided to professional, for-profit sport organizations. Currently, the MTAC Sport Branch's support for the development of girls and women soccer is through the BC Soccer Association which is the governing body for amateur soccer in BC.
- There are a number of grant programs that the Whitecaps might be eligible to apply for in support of their amateur programs. s.17
s.17
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- s.17

Conclusion/Next Steps:

- s.13,s.17

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Attachment(s): *Attachment 1: National Women's Soccer League Backgrounder*

Contact: *Sandra Carroll, Deputy Minister, 250 952-0103*

Tessa Graham, Executive Lead, 778 698-3309

Attachment 1: National Women's Soccer League Backgrounder

- The National Women's Soccer League (NWSL) is in its fifth year and includes 10 teams based in the United States (US), including Seattle, Oregon (Reign FC) and Portland, Oregon (Thorns FC).
- B.C. Olympic medalist Christine Sinclair is currently playing with the Thorns and was the teams' top scorer this season leading to the team winning the 2017 NWSL championship title. There are 11 other Canadian players in the NWSL, mostly from Ontario.
- Salaries for NWSL players range from \$15,000 (US) to \$41,700 with the 2017 team cap (total salary budget) of \$315,000. Teams play in stadiums with capacity ranging from 4,000 (Boston Breakers) to 25,000-seats (Orlando, Florida). 2017 average attendance ranges from 1,788 (Kansas City, Missouri) to 17,653 (Portland, Oregon).
- In a 2017 state-of-the-league address on the league's website, NWSL Managing Director of Operations Amanda Duffy, said the league is not seeking expansion in 2018 but may be considering it in 2019 (year of the next FIFA Women's World Cup).
- NWSL has a sponsorship with Lifetime Network (subsidiary of A&E Network) which airs NWSL games of the week.