

File No.: 04-1000-20-2022-468

October 28, 2022

s.22(1)

Dear s.22(1)

Re: **Request for Access to Records under the Freedom of Information and Protection of Privacy Act (the "Act")**

I am responding to your request of September 2, 2022 under the ***Freedom of Information and Protection of Privacy Act, (the Act)***, for:

All of Michelle Collens' correspondence regarding the IOC, Canadian Olympic Committee, and the 2030 Winter Olympics bid. Date Range: July 12, 2022 to July 21, 2022.

All responsive records are attached. Some information in the records has been severed (blacked out) under s.15(1)(l) of the Act. You can read or download this section here: http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/96165_00

Under section 52 of the Act, and within 30 business days of receipt of this letter, you may ask the Information & Privacy Commissioner to review any matter related to the City's response to your FOI request by writing to: Office of the Information & Privacy Commissioner, info@oipc.bc.ca or by phoning 250-387-5629.

If you request a review, please provide the Commissioner's office with: 1) the request number (#04-1000-20-2022-468); 2) a copy of this letter; 3) a copy of your original request; and 4) detailed reasons why you are seeking the review.

Yours truly,

[Signed by Cobi Falconer]

Cobi Falconer, MAS, MLIS, CIPP/C
Director, Access to Information & Privacy
cobi.falconer@vancouver.ca
453 W. 12th Avenue Vancouver BC V5Y 1V4

If you have any questions, please email us at foi@vancouver.ca and we will respond to you as soon as possible. Or you can call the FOI Case Manager at 604-871-6584.

Encl. (Response Package)

:dl

From: ["Nguyen, Kevin" <Kevin.Nguyen@vancouver.ca>](mailto:Kevin.Nguyen@vancouver.ca)
To: ["Levitt, Karen" <karen.levitt@vancouver.ca>](mailto:karen.levitt@vancouver.ca)
Date: 7/18/2022 2:26:09 PM
Subject: July 20th Council Meeting - Potential Questions and Speaking Notes
Attachments: 2030 OWG Council Question Assignment - 7-20-22.tr5

Hi Karen,

Hope you had a great weekend.

In our working group last Friday, Kevin M suggested that we pull together a table of potential categories of questions that we may be asked during our Council meeting along with an assignment to the appropriate staff person to answer that question. I'm attaching that here for your review, which also includes some potential questions and speaking notes.

You'll notice that I've also included a number of categories that I've proposed deferring to the COC to answer. That said, if you feel we should take those, I'm happy to take a run at developing speaking notes for those as well.

Hope this is helpful and please don't hesitate to let me know if you have any questions.

Cheers,

Kevin Nguyen | Manager, Strategic Business Advisory
City of Vancouver | 555 W 8th Ave
Vancouver, BC V5Z 1C6
kevin.nguyen@vancouver.ca
Desk: 604-873-7030 | Mobile: s.15(1)(l)

2030 Winter Olympic and Paralympic Games

July 20th Council Meeting

Question Assignment

#	Theme	Staff	Potential questions	Speaking Notes
1	Funding, indemnities and risk	Karen Levitt	a) How much of a commitment is the Province looking for COV to make?	<ul style="list-style-type: none">• The Province's letter was non-prescriptive in how entities involved in the bid could demonstrate commitment to sharing in the costs of hosting a Games.• That said, the letter indicated that it should reflect the outcomes of public engagement, which as noted in our staff report, we are unable to conduct prior to the municipal election.• The letter further indicated that local governments "should not assume that the Province will be responsible for the costs of services and/or the risks they might incur"
			b) How is the project supposed to move forward if the Province is waiting for us to make a financial commitment and we are waiting for the Province to indemnify?	<ul style="list-style-type: none">• Staff understand the difficult position this places the bid in, but the City cannot make any financial commitment without indemnification, as its absence would put the City in a position of unlimited financial risk.
			c) How do the other sport hosting events taking place in Vancouver over the next five years impact the potential	<ul style="list-style-type: none">• We cannot speak for other levels of government, but the Premier has publicly indicated that the Tourism, Arts, Culture and Sport Ministry is highly utilized from a resourcing

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			2030 Games funding? (FIFA, Invictus Games, etc)	perspective working on these major sporting events.
			d) How do we avoid the situation we got into in 2010 with respect to the athletes' village?	<ul style="list-style-type: none"> • Clear identification of which party(ies) take on delivery and funding risk associated with the athletes' village • As we understand it, MSTDC will take on delivery risk, while we are looking to further understand who would take on the funding risk, which speaks to why understanding the indemnification model is so important • As a lesson learned from 2010, the City is not in a position expose itself to the financial risk of the athletes' village project
2	Staff capacity	Karen Levitt	a) If Council directs staff to continue work on this project, is that even something staff can do within their existing resourcing complement?	<ul style="list-style-type: none"> • As noted in the staff report, we believe the scope and profile of this work would require an "all hands on deck" approach, meaning diverting staff from work addressing other Council priorities to work on this.
			b) How much time has staff been spending on this?	<ul style="list-style-type: none"> • Supporting the feasibility study has required significant involvement (several hours weekly) of staff from various departments in the City,

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				<p>including both Deputy City Managers</p> <ul style="list-style-type: none"> We expect the time requirements to increase with continued support, as negotiating the key legal agreements will take a substantial effort
3	Timelines	Karen Levitt	a) If the earliest that staff can report back to Council is post-election, is there even a point in continuing work if it is too late by that time?	<ul style="list-style-type: none"> As currently defined, staff do not believe there is sufficient time to negotiate an MPA and the municipal election is a large factor in that assessment
			b) Could the COC/IOC be more flexible in their timelines to allow for the MPA to be negotiated?	<ul style="list-style-type: none"> It is possible given the unstructured bid format for timelines to be adjusted, but we do know that the IOC intends on convening a session in Mumbai in May 2023 to announce the host of the 2030 Games Even if parties were able to come to terms with the MPA, there would still need to be an allotment of time between bid submission and award for the IOC to negotiate with the COC Consider deferring to COC to comment on this process
			c) Could we bid for 2034 as opposed to 2030 if time is the issue?	<ul style="list-style-type: none"> There have been indications that the IOC may award the 2030 and 2034 Games in the same session, which if true, would not provide the COC with

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				<p>the additional time needed</p> <ul style="list-style-type: none"> The 2034 Games will likely be a more competitive bid, with Salt Lake City emerging as a strong frontrunner
4	Intergovernment relations	Paul Mochrie	a) Do the recommendations undermine our objectives as a City of Reconciliation?	<ul style="list-style-type: none"> Staff are simply recommending that a decision not be made until the financial risks to the City are made more clear, not to put a halt to the process altogether
			b) Do the Nations support our recommendations?	<ul style="list-style-type: none"> Consider deferring to Nations, as they will be present with the COC We cannot speak for the Nations, but we have advised the elected Chiefs of our recommendations prior to the release of this report
			c) How might our relationships with other partners be impacted if we decline (RMOW, Richmond, COC/CPC, Sun Peaks, Lilwat Nation)? d) How might our relationships with the Musqueam, Squamish and Tsleil-Waututh nations be impacted if we decline?	<ul style="list-style-type: none"> There will be differing levels of benefits and risks between the parties involved in hosting a Games It is staff's role to recommend an action based on the specific benefits and risks to the City of Vancouver and Council's ultimate decision on how to proceed in light of that, which may conflict with the goals and objectives of another jurisdiction The experience of working together with our partners in the feasibility study

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				has been collaborative and productive, which is a positive indication of how we can work together in the future on other cross-jurisdictional projects
5	Legal agreements	Karen Levitt	a) What would need to happen to make the negotiation of the MPA feasible?	<ul style="list-style-type: none"> • Understanding of the funding and indemnification model, as well as governance model • A mandate from City Council to begin negotiating the MPA • 6-9 months from receiving that mandate to negotiate the MPA
			b) What partners are at the table for the MPA?	<ul style="list-style-type: none"> • Consider deferring to COC to advise on the outcomes of the Host First Nation Council meetings and whether a mandate to negotiate the MPA was given • [Update based on outcome of RMOW Council meeting on Tuesday re: mandate to negotiate an MPA] • The Leadership Assembly has extended an invitation to the Provincial and Federal governments to join the Assembly to advance this work
6	Games-time services	Kevin Nguyen	a) How will the Games be transformative for the City of Vancouver a second time around?	<ul style="list-style-type: none"> • The Games Hosting Concept is an evolving plan that can and has changed under the course of its development, and as such, staff have

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				<p>not yet conducted a comprehensive benefits analysis</p> <ul style="list-style-type: none"> Staff have outlined in their report that there are potential benefits to be realized from hosting a Games, including advancing reconciliation, attracting infrastructure investment, and boosting the local economy.
			b) What would City of Vancouver be expected to contribute if awarded the Winter Games?	<ul style="list-style-type: none"> The City would need to provide Games-time municipal services to support the event, including urban domain policing, permitting, waste management and bylaw enforcement. The City may also need to make capital contributions towards both competition and non-competition infrastructure, although the extent of such contributions is unknown without a further understanding of the funding model.
			c) What would it cost the City to deliver Games-time services?	<ul style="list-style-type: none"> The Games Hosting Concept is an evolving plan that can and has changed under the course of its development There are a number of unknowns at this time, including the location of the athletes' village

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				<ul style="list-style-type: none"> Given the fluidity of plans, staff cannot provide a cost estimate at this time.
			d) What did it cost us to deliver Games-time services in 2010? Is that a reasonable estimate of what it might cost us in 2030?	<ul style="list-style-type: none"> The City incurred \$30 million in operating expenditures in 2010, of which \$8 million were required to support Games-time operations. The remainder were discretionary expenses used to support Games-time initiatives, including live sites, torch relay celebrations and community sport initiatives. At this time, we do not have enough information to estimate these costs for 2030.
7	Athletes' village	Kevin McNaney	a) What is staff's assessment of the two options for village sites that have publicly gotten attention: Heather and Jericho Lands?	<ul style="list-style-type: none"> Staff are currently working with the COC and Nations to assess the feasibility of the athletes' village site, which is not yet complete so we are not in a position to provide an assessment at this time Consider deferring to the COC to advise on timelines for the feasibility assessment
			b) Are there alternatives to Heather and Jericho?	<ul style="list-style-type: none"> City staff have not been privy to any discussions regarding alternative sites All we know at this time is that the village site would be on First Nation

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				owned lands, and any alternatives would be identified by the Nations
8	2010 impacts	James Raymond / VEC	a) How much did the Games cost in 2010?	<ul style="list-style-type: none"> It is estimated that the Games cost between \$4 and \$8 billion, with the larger figure reflecting large investments such as the Canada Line, Sea-to-Sky Highway upgrades, and Vancouver Convention Centre
			b) Does the \$554 million in costs include the costs associated with the athletes' village? (Defer to Colin Knight)	<ul style="list-style-type: none"> It does not because the athletes' village amount was a loan from the City to the developer, which was fully repaid in 2014. In the consideration of the costs and benefits of a 2030 Winter Games, it is unlikely that the 2010 athletes' village experience would be repeated as the City will not be putting itself in a position to provide financial guarantees in the delivery of the athletes' village
9	Bid process	Defer to COC	a) How would a decision to not continue the bid process affect future potential bids for the Olympic and Paralympic Games? b) What is an Indigenous-led bid/Games?	

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			<p>c) Could we bid for 2034 as opposed to 2030?</p> <p>d) How hard are the timelines for bid submission and award?</p> <p>e) How does Barcelona and Salt Lake City dropping out affect the BC bid?</p>	
10	Venue master plan	Defer to COC	<p>a) To what extent would City of Vancouver be expected to contribute to the capital costs?</p> <p>b) If the intent was to reuse 2010 venues, why are there a number of new venues in Hastings Park and Sun Peaks?</p>	
11	Financial estimates	Defer to COC	<p>a) What is staff's assessment of the publicly released cost estimates?</p> <p>b) What portion of the estimated costs are expected to be borne by the City of Vancouver?</p>	
12	Public engagement	Defer to COC	<p>a) What has public sentiment been regarding a 2030 Winter Games?</p> <p>b) If inability to conduct public engagement is an issue, why not hold a plebiscite?</p>	
13	Games operations	Defer to COC	<p>a) What is the expected impact of the Games on climate change?</p>	

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			b) What is the expected impact of the Games on homelessness? c) What is the expected impact of the Games on affordability?	
14	Impact and legacy	Defer to COC	a) What legacies can be expected for Vancouver coming out of the Games?	

From: "Nguyen, Kevin" <Kevin.Nguyen@vancouver.ca>
To: "Enfeldt, Magnus" <Magnus.Enfeldt@vancouver.ca>
"McNaney, Kevin" <kevin.mcnaney@vancouver.ca>
"Nesbitt, Christine" <Christine.Nesbitt@vancouver.ca>
"Collens, Michelle" <Michelle.Collens@vancouver.ca>
"Qereshniku, Natasha" <Natasha.Qereshniku@vancouver.ca>
Date: 7/15/2022 3:04:23 PM
Subject: RE: 2030 Winter Games - Internal Team Follow-up Actions
Attachments: 2030 OWG Council Question Assignment - 7-20-22.tr5

All,

A quick follow-up on this:

Re #2 – I've developed a table of themes with assignment of who will speak to them, along with some potential questions. It is attached in the Vandocs link. Please have a look before **12:00pm Monday July 18th**. I will send to Karen in the afternoon for her review.

Re #3 – Clerks will provide daily updates on the speakers list. As of 11:00 am today, no speakers yet.

Have a great weekend all.

Cheers,
Kevin

From: Nguyen, Kevin
Sent: Friday, July 15, 2022 10:46 AM
To: Enfeldt, Magnus <magnus.enfeldt@vancouver.ca>; McNaney, Kevin <kevin.mcnaney@vancouver.ca>; Nesbitt, Christine <Christine.Nesbitt@vancouver.ca>; Collens, Michelle <michelle.collens@vancouver.ca>; Qereshniku, Natasha <Natasha.Qereshniku@vancouver.ca>
Subject: 2030 Winter Games - Internal Team Follow-up Actions

Folks,

Thanks very much for your participation during our meeting earlier. Here are a list of actions Karen for myself that I've taken down – please do advise if I'm missing anything:

Action items

1. Determine how many (and who) parties were part of the Calgary bid
2. Develop table of anticipated questions for the July 20th Council meeting and who will speak to them
 - a. COV cost estimates for essential services
 - b. Impact of cities dropping out of 2030 bid
3. Obtain daily updates from City Clerks with respect to the speakers list in the lead up to the July 20th Council meeting
4. Obtain guidance from Karen with respect to communications approach following the Council meeting

Many thanks,

Kevin Nguyen | Manager, Strategic Business Advisory
City of Vancouver | 555 W 8th Ave
Vancouver, BC V5Z 1C6
kevin.nguyen@vancouver.ca
Desk: 604-873-7030 | Mobile: s.15(1)(l)

2030 Winter Olympic and Paralympic Games

July 20th Council Meeting

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From: ["Levitt, Karen" <karen.levitt@vancouver.ca>](mailto:karen.levitt@vancouver.ca)
To: ["Nguyen, Kevin" <Kevin.Nguyen@vancouver.ca>](mailto:Kevin.Nguyen@vancouver.ca)
Date: 7/18/2022 2:28:36 PM
Subject: RE: July 20th Council Meeting - Potential Questions and Speaking Notes

Great thanks Kevin I'll take a look and let you know if I think any further work need be done.

Karen

From: Nguyen, Kevin <Kevin.Nguyen@vancouver.ca>
Sent: Monday, July 18, 2022 2:26 PM
To: Levitt, Karen <karen.levitt@vancouver.ca>
Cc: McNaney, Kevin <kevin.mcnaney@vancouver.ca>; Enfeldt, Magnus <Magnus.Enfeldt@vancouver.ca>; Nesbitt, Christine <Christine.Nesbitt@vancouver.ca>; Collens, Michelle <Michelle.Collens@vancouver.ca>; Qereshniku, Natasha <Natasha.Qereshniku@vancouver.ca>
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Hi Karen,

Hope you had a great weekend.

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Hope this is helpful and please don't hesitate to let me know if you have any questions.

Cheers,

Kevin Nguyen | Manager, Strategic Business Advisory
City of Vancouver | 555 W 8th Ave
Vancouver, BC V5Z 1C6
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Desk: 604-873-7030 | Mobile: s.15(1)(l)

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"Collens, Michelle" <Michelle.Collens@vancouver.ca>

Date: 7/15/2022 8:45:05 AM

Subject: RMOW Council Report - 2030 Winter Games

Attachments: 07-2022-07-19-Admin Report 2030 Games Report.pdf

Good morning team,

Please find Whistler's Council report (July 19th Council date) attached for your information.

Council agenda can be found here: <https://pub-rmow.escribemeetings.com/Meeting.aspx?Id=9625ed12-1859-44d7-964b-1a28687a14f6&Agenda=Agenda&lang=English&Item=32&Tab=attachments>

Best,

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STAFF REPORT TO COUNCIL

PRESENTED: July 19, 2022
FROM: Chief Administrative Officer's Office
SUBJECT: 2030 OLYMPIC AND PARALYMPIC GAMES - INTENT TO CONTINUE
EXPLORATION OF BID

REPORT: 22-107
FILE: 8210-20-0200

RECOMMENDATION(S) FROM THE CHIEF ADMINISTRATIVE OFFICER

That Council receive this Administrative Report 22-107 for information; and

That Council direct staff to continue to work with the Canadian Olympic Committee (COC) 2030 Feasibility Team to:

- develop draft proposed financial contributions acceptable to the Resort Municipality of Whistler (RMOW) for the 2030 Olympic and Paralympic Games (2030 Games) bid such that potential contributions reflect similar risk and benefits as were realized during the 2010 Olympic and Paralympic Games in current dollar amounts; and
- draft a term sheet that would contemplate the RMOW's potential participation in a 2030 Games bid and an associated 2030 Olympic and Paralympic Winter Games Multi-Party Agreement for further Council consideration; and

That Council instruct staff to report back to Council at a future Regular Council meeting to seek a decision as to whether to advance RMOW participation in the 2030 Games bid and the consequent advancement of an Olympic Village Project once the following conditions have been satisfied:

- The Leadership Assembly, comprised of the four host First Nations (Squamish, Lil'wat, Tsleil-Waututh and Musqueam Nations), the City of Vancouver and the RMOW has made public its recommendation about whether or not the feasibility of the 2030 Games should move forward to a formal bid;
- The COC and/or the Leadership Assembly has confirmed that the RMOW will be appropriately indemnified for its role as an Olympic Host Community;
- Staff have sufficient clarity concerning the financial and value-in-kind contributions required of the RMOW to support the 2030 Games bid;
- The COC has finalized and shared with the RMOW the operating and governance models for the 2030 Games bid; and further

That the Mayor write letters to the BC Provincial and Federal Governments requesting they each clarify as soon as possible:

- whether they would be appropriately indemnifying the RMOW, and/or ensuring that the International Olympic Committee (IOC) would be providing these indemnities for the 2030 Games; and
- the extent of their financial support for the 2030 Games, should the bid be successful.

PURPOSE OF REPORT

The report provides the opportunity for Council to consider providing direction to staff to continue work with various parties to explore the feasibility of a 2030 Olympic and Paralympic Winter Games (2030 Games) involving Whistler. It provides an overview of the proposed hosting concept associated with the project, as well as key considerations and implications associated with the preparation and hosting of such a potential event. It also provides background and context for the RMOW's participation in the 2010 Olympic and Paralympic Winter Games (2010 Games). Should Council pass the resolutions, the activities toward a potential bid would continue. Confirmation of the Resort Municipality of Whistler's (RMOW) participation in a formal bid, and any associated commitments and contributions, would be the subject of a future report to Council.

☐ Information Report

☒ Administrative Report (Decision or Direction)

DISCUSSION

Overview

This report outlines a variety of background and resource information relevant to the 2030 Games bid process and Whistler's role in the exploration of a potential bid under the following sub sections:

- The 2030 Games Bid at a glance
- The 2010 Games foundation
- The 2010 Games bid process
- The 2030 Games bid process
- Stakeholders in the bid process
- Senior levels of government roles
- Key implications and considerations for Whistler
- Key benefits for Whistler
- 2030 Games Draft Hosting Concept
- 2030 Games Initial Financial Estimates & Assumptions and other financial considerations
- Next steps and key planning dates

It covers baseline information regarding Whistler's experience in the 2010 Games as key context, as well as an overview and analysis of considerations and implications relevant to the RMOW's continued participation in the bid process.

The 2030 Games Bid at a glance

Following preliminary discussions, in December 2021, four First Nations – the Lílwat7úl (Lílwat), xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish) and səliłwətaʔ (Tsleil-Waututh) Nations announced their intention to lead a bid for the 2030 Games (Four Host Nations). The Four Host Nations

entered into a Memorandum of Understanding (MOU) with the City of Vancouver and the RMOW (Appendix E) to begin the process of assessing the feasibility of hosting a 2030 Games. The MOU created a 2030 Leadership Assembly to explore the possibility of putting reconciliation at the core of bringing the Winter Games back to British Columbia and Canada in 2030.

On January 19, 2022, the 2030 Leadership Assembly invited the Canadian Olympic Committee (COC) and Canadian Paralympic Committee (CPC) to sign a Collaboration Agreement (Appendix F) to join them in their mandate to explore the possibility of a 2030 Games.

Since then, the COC 2030 Feasibility Team, which is comprised of a team of representatives from the COC, has worked with the parties and other stakeholders in this Feasibility Phase of the project to explore key aspects of the potential hosting of the 2030 Games.

This exploration culminated in the production of a 2030 Olympic and Paralympic Winter Games Draft Hosting Concept (Appendix A), which was publicly released on June 14, 2022. This release marked the beginning of an Engagement Phase of the project, which continues through to November. The Draft Hosting Concept outlines the proposed aspects of a potential bid:

- approach and philosophy of an Indigenous-led Games
- venues and capacities
- accommodation needs
- impact and legacy pillars
- sustainability foundation
- culture and education elements

On July 8, 2022, a 2030 Olympic and Paralympic Winter Games Hosting Concept: Initial Financial Estimates & Assumptions document (Appendix B) was publicly released to provide initial order of magnitude financial estimates for the capital program, the Organizing Committee operations, and public safety and security. Estimates for essential government services or discretionary spending governments may make to capitalize on the 2030 Games are not included. Participation by the Province of British Columbia (the Province) and the Government of Canada (federal government) is not yet clear.

While good foundational planning work has been undertaken thus far, substantial work is required to establish more complete budget and funding plans, and what this means to the parties, including the RMOW. Substantial work is also required to establish key agreements to identify specific commitments by participating partners associated with staging a 2030 Games. An updated governance structure for the bidding phase of the project is also currently in development.

Throughout July and August, local government and First Nations Councils are being asked to provide resolutions to indicate support in continuing to explore the feasibility of a 2030 Games.

Various key steps will follow including more in-depth discussions around plans and funding sources, drafting of agreements associated with venues, as well as developing the terms of a Multi-Party Agreement to which the Four Host Nations, the City of Vancouver and the RMOW would be signatories, and that would articulate the governance and structure of a Games-time Organizing Committee, specific funding shares of each signatory, and legacy benefits arising from the 2030 Games.

This is a high level overview of key 2030 Games bid milestones.



At this stage in the 2030 Games bid process, the RMOW has the opportunity to establish the parameters for its participation in a potential bid. It must consider the implications to the organization and community, and put in place measures to determine benefits and legacies as well as an acceptable level of investment and risk, to participate. Foundational to these considerations are the RMOW's role in co-hosting the 2010 Games and the many legacies it delivered to our community and beyond, as well as commitments to its relationship with First Nations as set out in key agreements and the Official Community Plan (OCP).

Agreed to terms, as well as resources required by the RMOW for capital investments, incremental planning, Games-time services or other costs have not been confirmed at this time, and once finalized would require advance Council approval.

The remainder of this report covers more background and analysis of the 2010 Games as well as work thus far to explore the potential of a 2030 Games and considerations for participation.

The 2010 Games foundation

Strategic Framework

Working alongside the Host City of Vancouver, and together with the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) and partners, Whistler had the privilege and responsibility of being Host Mountain Resort for the 2010 Games. In a community of adventure seekers and sports enthusiasts, co-hosting the 2010 Games was part of the dream that inspired the creation of Whistler. While the 27 days were a defining moment in the community's history, the 2010 Games themselves were a catalyst for accelerating the vision and goals identified in the community's long-term strategic plan of the time, Whistler 2020, creating lasting legacies for the future.

Whistler's roles spanned being a host community, a service provider, venue developer and regulator. To capitalize on the opportunity, the RMOW working with its many partners, took an approach that allowed Whistler to:

- effectively leverage 2010 Games' related opportunities for the long-term benefit of the community
- successfully delivery on its 2010 Games commitments in a fiscally responsible manner
- collaborate with and support its partners in the delivery of an extraordinary 2010 Games

The 2010 Games in Whistler were guided by a set of strategic objectives, grounded in a set of guiding principles, originally documented in the [Delivering the Dream 2010 Winter Games Strategic Framework Summary](#):

- Preparing for an extraordinary Games
- Maximize Business Success
- Capitalizing on Tourism Opportunities
- Enhancing Arts, Culture and Heritage
- Community Engagement
- Supporting Canadian Athletes
- Creating the Right Environment for Athletes
- Volunteerism and Community Pride
- Delivery of Municipal Services
- Partnerships
- Accelerating our Journey Toward Sustainability

Successful delivery of these objectives as well as the many lasting legacies and lessons learned are documented in the [Living the Dream 2010 Winter Games Post-Games Report](#).

While Whistler and the world have evolved in many ways since then, and the 2030 Games are different in various ways, the 2010 Games still serve as a relevant benchmark and guide for how to approach the possibility of hosting another Games.

Key insights from the 2010 model

The legacies, benefits and learnings associated with the 2010 Games are extensive and well documented. Many would argue that the costs of the Games were far outweighed by the many benefits to help advance community priorities. The 2010 Games helped accelerate Whistler toward many of its stated long term goals.

In the development of a potential 2030 Games bid, the 2010 Games provide point of reference for best practices and a suitable level of investment and risk, weighed against associated benefits, for a community the size of Whistler.

While Whistler invested in the 2010 Games, most investments were strongly supported with external funding to make the investments feasible for a resort community such as Whistler. These investments came from various sources in the Province, the federal government and VANOC. Of note in regards to risk management, the Province indemnified the 2010 financial investments.

The below table outlines the areas of investment as well as external funding associated with the RMOW's participation in hosting the 2010 Games. An overall investment of \$6,026,966 was incurred. In 2022 dollars that would be **\$7,919,517** based on a CPI Index figure of 115.6 in Feb 2010 and 151.9 in May 2022 (Source [StatsCan](#)).

In addition, the RMOW provided a variety of value-in-kind investments including use of municipal venues and sites and permitting.

Program	Total Expenditures (Total costs)	External Funding (Outside funding)	Net Cost (Total expenditures – external funding)	Games Budget (RMOW Budget)	Variance* (Amount +/- from Games Budget)
Games Office	\$1,994,697	\$4,220	\$1,990,477	\$2,882,824	+ \$892,347
Lead Agency Support	250,000	0	250,000	300,000	+ 50,000
Look and Feel	505,757	0	505,757	500,000	- 5,757
Celebration Sites	6,599,300	5,601,164	998,136	1,000,000	+ 1,864
Hosting	247,134	103,452	143,682	500,000	+ 356,318
Showcasing Whistler	651,091	177,255	473,836	500,000	+ 26,164
Communication and Community Engagement	446,734	71,994	374,740	500,000	+ 125,260
Volunteers and Staff Engagement	244,972	331	244,641	650,000	+ 405,359
Torch Relay	122,829	83,500	39,329	80,000	+ 40,671
Games-Time Operations	2,776,044	2,549,929	226,115	1,500,000	+ 1,273,885
Carbon Management Program	9,365	0	9,365	60,000	+ 50,635
Athlete Recognition	49,655	0	49,655	50,000	+ 345
Public Art Program	200,000	0	200,000	200,000	0
Post-Games Celebration	96,600	0	96,600	150,000	+ 53,400
Neighbourhood of Nations	114,398	0	114,398	200,000	+ 85,602
Contingency	310,236	0	310,236	500,000	+ 189,764
Total	\$14,618,811	\$8,591,845	\$6,026,966	\$9,572,824	+ \$3,545,858

* (+) A positive variance indicates a savings (under budget)
 (-) A negative variance indicates a deficit (over budget)

In addition to the above, the RMOW also developed the Athlete Village project (today known as Cheakamus Crossing) and Whistler Olympic Plaza. These projects are lasting community legacies of the 2010 Games. These projects addressed existing needs in the community and were developed leveraging the 2010 Games opportunity and funding—a win-win model.

Other projects that took place in the lead up to, and were indirectly linked to, the 2010 Games included improvements to the Day Lots, water and waste water system improvements, decommissioning of the land fill and relocation of the waste transfer station, the Cheakamus Crossing District Energy System, and a Valley Trail connection between the Village and Upper Village.

The 2010 Games bid process

The 2010 Winter Games bid was led by the Vancouver 2010 Bid Corporation (BidCorp), an incorporated entity comprised of a group of organisers, entrepreneurs, municipal and provincial government representatives, and the COC. The Provincial was part of the BidCorp from its inception.

BidCorp had a budget of \$34 million, with about half of the funding coming from government, and the other half from private companies and individuals. Work on the bid began in 1997 by the precursor to BidCorp (the Vancouver Whistler 2010 Bid Society), and the bid was awarded to Vancouver-Whistler in July 2003, which means the development of the bid package took approximately six years.

The 2030 Games bid process

The approach to developing a BC Bid for the 2030 Games has differed greatly from the 2010 Games experience, for five key reasons:

1. **Indigenous Led** – The 2030 Games bid is led by the Four Host Nations and supported by the two invited municipalities, the COC and the CPC.
2. **New IOC process** – The IOC recently established a new award process that is a substantial departure from the previous process, to one that is relatively unstructured, informed by a set of guidelines, and without set deadlines. The process also focusses more on the needs of the host regions and communities rather than the needs of the IOC.
3. **Federal Strategic Framework for Hosting International Sporting Events** – A new framework was introduced in 2008 for government and the sport community to work together to maximize sport development. It provides government with a planned and coordinated approach to the bidding/hosting process. As well, a Hosting Policy was created as a federal decision-making process regarding contributions made under the hosting program and identifies key conditions for federal funding.
4. **No Bid Corporation** – For the 2030 Games there is no bid corporation that is governed and driven by the key stakeholders. Rather, the COC has been serving as the de facto bid corporation – funding and advancing work on developing a bid, and convening the many stakeholders as the bid advances.
5. **Compressed timelines** – Whereas the 2010 BidCorp spent approximately six years preparing a bid, the timeline for the 2030 Games BC bid has been significantly compressed by comparison. With major competition venues largely being reused, less time is required to build; however, new athlete villages still need to be built and negotiation of the necessary agreements and funding models require adequate time and attention.

While the COC has been driving the 2030 Games bid, the provincial and federal governments have not been deeply engaged in the bid development to date.

Given the timeline, time available for many aspects of the bid consideration and development are condensed including key decisions such as planning for athlete villages, establishing key agreements, as well as community engagement.

Key stakeholders in the bid process

Staging the Olympic and Paralympic Games is a massive undertaking, requiring coordination, collaboration and alignment among a great number of public, private, Indigenous and non-profit entities. The table below shows the key stakeholders that are involved in the bid process.

KEY STAKEHOLDERS, 2030 WINTER GAMES BID PROCESS

Indigenous Governments	Municipal Governments	Senior Government Entities	Olympic and Paralympic Entities	Private Sector and Non-Profit Entities	General Public
Musqueam Indian Band*	City of Vancouver* (COV)	Government of Canada (Sport Canada)	International Olympic Committee (IOC)	Venue owners	Vancouver residents and businesses
Lílwat Nation*	Resort Municipality of Whistler* (RMOW)	Province of BC (TACS)	International Paralympic Committee (IPC)	Media	Whistler residents and businesses
Squamish Nation*	City of Richmond	Public sector security agencies	Canadian Olympic Committee (COC)	Sponsors	Residents and businesses of other jurisdictions directly involved
Tsleil-Waututh Nation*	Sun Peaks Mountain Resort Municipality		Canadian Paralympic Committee (CPC)	Non-profit entities	BC public
Adams Lake Indian Band^	City of Kamloops		Future Organising Committee for the Olympic Games		Canadian public
Little Shuswap Lake Band^					
Neskonlith Indian Band^					
Tk'emlúps te Secwépemc					

* Member of the Leadership Assembly ^ Original inhabitants of the unceded land now known as Sun Peaks

Senior levels of government roles

Province of British Columbia

In 2010, the participation of the Province was foundational in the success of the 2010 Games. While the Province has been engaged in discussions regarding the 2030 Games, it requires a number of items in order to take a submission to Treasury Board for review in fall 2022.

In late June 2022, provincial Minister of Tourism, Arts, Culture and Sport sent a letter to the president of the COC requesting the COC submit a proposal to the Province by August 15, 2022. The letter included a set of conditions for provincial participation in the 2030 Games bid, and a set of information requests to be included in the proposal.

It provides conditions regarding the 2030 Games bid in these areas:

1. Financial contributions

There is a desire to advance without government subsidies and to demonstrate how the 2030 Games could be fully funded/financed without the need for provincial government funding.

The COC submission should demonstrate that all eight First Nations and local governments are willing to share in the benefits, legacies, costs and risks – via public letters of support, minutes and/or resolutions that reflect the outcomes of local public engagement.

The submission would need to state core assumptions driving costs and revenues, and basis for these assumptions. It would also demonstrate support from the federal government, noting that the bid could not advance without this.

2. Indemnification and risk assumption

The Province requires a clear understanding of IOC's indemnification expectations for all levels of government, the Organizing Committee for the Olympic Games (OCOG), Host Cities, for force majeure, financial and other risks. It suggests that the IOC should share in risk assumption in light of heightened geopolitical, weather-related and pandemic risks.

3. Public engagement

The Province indicates that a COC submission would be strengthened if it demonstrates that concerns of the communities have been addressed, e.g., transportation, policing, security, etc.

COC submission to the Province should include public letters of support, minutes and/or resolutions demonstrating municipal and First Nations support for the bid, that reflect the outcomes of local public engagement. This July 19 council report and associated resolutions would serve as this letter of support.

4. Bid governance and funding

The Province is seeking clarity around the governance structure for the bid process – such as when will the bid entity be formed, how it will be owned and controlled and confirmation that the bid will continue to be privately funded.

5. Games related benefits

The Province would like to see a demonstrated commitment from the IOC to facilitate more IOC-sanctioned international sporting events in BC leading up to 2030.

It would like to see 2030 Games alignment with provincial priorities including affordability, inclusivity, and reconciliation – and demonstrate how the 2030 Games would provide benefits for people across all of B.C.

They have requested an independent social and economic benefits study showing how – leading up to, during and after the 2030 Games – the 2030 Games will provide benefits to Indigenous and other communities, within and outside the 2030 Games footprint, at the national, provincial, regional and community levels. Such a study is currently underway.

Government of Canada

In 2010, the participation of the federal government was also foundational in the success of the Games. In the case of Whistler, the federal government was the key partner in the delivery of the celebration and live sites program. While the federal government has been engaged in discussions regarding the 2030 Games, it must seek approval from Cabinet in fall 2022.

The Federal Policy for Hosting International Sport Events states that “... *the Government of Canada will limit its contributions to a maximum of 35% of the total event costs and will not exceed 50% of the total public sector contribution to the event.*” It also indicates that it allows “*No deficit funding. At no time will the Government of Canada undertake to guarantee deficit funding of a bidding or hosting project.*”

Key implications and considerations for Whistler

As the organization and community learned with the 2010 Games, staging an Olympic and Paralympic event is a massive undertaking, and if Council opts to participate in a bid for the 2030 Games, this would entail an extensive set of legal, financial and operational commitments over the next eight years.

Commitments, agreements and implications to be assessed and finalized prior to a bid submittal include:

Alignment with municipal priorities - The 2030 Games planning and implementation should be founded in development, programming and philosophy that is aligned with, and where possible helps to accelerate, the official community plan and vision.

Multi-Party Agreement - The RMOW would become a signatory to a Multi-Party Agreement among all key parties involved in staging the 2030 Games that would establish roles, responsibilities, who funds what, and who provides indemnities and financial guarantees. This is a critical document, as it is the mechanism through which the municipality limits financial contributions and financial risk.

Venue Agreements - The RMOW would become a signatory to Guarantee of Use agreements, as well as Venue Agreements, which would establish the RMOW's financial and operational obligations associated with the two municipal venues, the Whistler Athlete Village and Whistler Olympic Plaza.

Financial contributions - There would be municipal capital and operational costs associated with hosting the 2030 Games. At the time of this report, staff is not able to provide Council an estimate of these financial contributions. As staff gain a better understanding of the financial obligations associated with the 2030 Games, we will be working on recommending to Council that investments be at a level similar to that seen in 2010, which would require similar offsetting of costs through third party investments.

Financial risk – It is unclear at this time whether the Province or another body would provide indemnities to the RMOW, the City of Vancouver, or to any other entities. In 2010 provincial indemnities were in place. If the Province does not provide such an indemnity for 2030, another body would need to play this role to provide an acceptable level of risk for the RMOW.

Significant operational commitments - The RMOW would be obligated to a wide and varied set of operational commitments leading up to, during and following the 2030 Games. Based upon the 2010 Games experience, we have a sense of what these obligations would entail, and the extent of staff resources that would be committed to these activities.

Significant staff resource commitments - The obligations that would come with an RMOW role in the 2030 Games would entail significant amounts of staff time and resources – starting in 2023 through to 2031 – working in partnership with many other public, Indigenous, private and not-for-profit entities. A Games Office or Secretariat would need to be established, as is common practice for government participation in major events, and was a best practice from 2010.

2030 Games governance - The governance structure for both the remaining bid process and for the eventual 2030 Games has not yet been established, and therefore staff nor Council cannot at this time understand the degree of influence the RMOW will have over both the bid process and – if the IOC were to award the bid – over the eventual 2030 Games production.

Community engagement and input – Involvement and support of Whistler stakeholders and broader community is foundational in exploring the potential of a 2030 Games. To date, RMOW partners have been involved in various discussions, and a variety of engagement activities have advanced to gather input and gauge key areas of interest to be considered in a bid. An estimated 1200 engagement touchpoints have been achieved in Whistler, and RMOW and COC 2030 Feasibility Team surveys have gathered important insights. See the Community Engagement section later in this report.

Key benefits for Whistler

While assessing these technical details is vital to making an informed decision regarding a 2030 Games bid, there are countless positive impacts of hosting a games that also need to be considered. The Province has requested that the COC develop and produce an independent social and economic benefits study that outlines the proposed benefits of a 2030 Games. The Province is looking to understand where the benefits are understood to extend beyond the host region given the amount of investment that would be required. Here in Whistler, the benefits of previous hosting the 2010 Games are easily seen, for example:

- Delivery of the 300-acre community land bank and Cheakamus Crossing neighbourhood into the Whistler Housing Authority employee housing inventory
- World class sport hosting venues and athlete centre within and adjacent to the community that continue to operate as important training facilities for athletes and venues for diverse events
- Whistler Sport Legacies to own, manage and operate the sliding, Nordic and athlete centre venues
- Games Operating Trust fund to help maintain venues
- Whistler Olympic Plaza
- Highway 99 Improvements
- Enhanced profile in the international destination tourism market
- Community event and sport hosting capacity

Whistler also accrued many indirect benefits through the 2010 Games process including the securing of Resort Municipality Initiative (RMI) funds which benefit 14 other resort communities in BC, securing a boundary expansion and other items such as a new CT scan machine and fibre optic network.

When contemplating a 2030 Games bid, the opportunity to participate in an inspiring example of reconciliation in action is a crucial consideration. Working shoulder to shoulder with First Nation chiefs and staff to cooperate on a large project such as an Olympic Games is an incredible opportunity for all levels of government. This bid process is a rich learning opportunity and can teach us how to centre indigenous ways of being and knowledge in our decisions and planning. Even if the bid is not successful, this project will have allowed for improved government to government relations and understanding which will serve us in future work together.

A 2030 Games also provides the opportunity to offer a community focal point emerging from the impacts of the COVID-19 pandemic that is aligned with and can accelerate goals set out in our community vision and official community plan.

Benefits of a 2030 bid include:

- Example of reconciliation in action for the rest of the world
- Strengthened working relationships with First Nations

- Upgrades to 2010 Games venues and infrastructure to increase their life span
- A continued realization of the power of sport for the next generation of athletes
- Critical affordable housing legacies
- Potential for transit improvements to help reach climate goals
- Attraction of infrastructure and legacy funding otherwise not available (housing, transportation, transit, tourism infrastructure)
- Opportunities for local businesses
- Enhanced tourism opportunities including attracting target guests at key periods
- Expansion of sport programs to broader demographics
- Community event and sport hosting and capacity

As part of developing the 2030 Draft Hosting Concept, the COC 2030 Feasibility Team established a format for all partners to develop a 2030 Impact and Legacy submission. The RMOW's Impact and Legacies included three objectives along with various associated potential initiatives:

- Establish an Innovative Workforce Housing Legacy
- Create a Future Focused Transportation System and Climate Legacy
- Strengthen Community Capacity and Resiliency

The RMOW submission is included in this report as Appendix D.

The RMOW also drafted guiding principles for the RMOW's participation which would be used to guide decisions through the process to help deliver the Games as follows:

Reconciliation - Demonstrate Truth and Reconciliation in action. Work alongside local Indigenous communities in planning, operations and participation recognizing the leadership of the Four Host Nations.

Climate - Deliver a climate positive Games. The Games fast tracks progress toward 2030 Big Moves carbon reduction targets.

Collaboration - Whistler's experience as the 2010 Host Mountain Resort is drawn on to enrich a 2030 bid. Collaboration and shared roles and opportunities within Whistler and the region help strengthen partnerships within the community and at all levels of government.

Governance - Principles of ethics, transparency and good governance drive all decisions with our Games partners. There is a strategic and informed balance of the benefits and costs.

Legacies - Create legacies that address the mutual needs of the community, region and Nations with a focus on housing and transportation. Respect the character of the lands and place.

Inspiration - Build pride and inspiration amongst our youth, community and visitors

To date, these guiding principles have felt aligned with the other partners working on the bid project.

2030 Games Draft Hosting Concept

The COC 2030 Feasibility Team has been developing a proposed 2030 Olympic and Paralympic Winter Games Draft Hosting Concept, which was released publicly on June 14, 2022. While Municipal staff have had input into the development of these components via the Operations Coordinating Committee,

the Extended Whistler Group meetings, and the Leadership Assembly, none of these areas has been fully reviewed or developed as it pertains to Whistler's participation.

The following are highlights of the component areas of the Hosting Concept and more detail is available in the document attached to this report.

Indigenous led

The 2030 Games are conceived to be an extraordinary opportunity to showcase for Canadians, and the world, what is possible in the pursuit of meaningful reconciliation between Indigenous and non-Indigenous peoples to create a brighter future together. Within this vision of the Games being part of Canada's reconciliation journey, consistent with UNDRIP, the Games' sustainability framework will welcome the world to join Canada in an Olympic and Paralympic Winter Games that:

- *Takes purposeful action towards reconciliation in Canada*
- *Respects and enhances the natural world*
- *Celebrates human diversity and improves quality of life*
- *Promotes sport development and healthy living*

The Seventh Generation Principle is a widely taught philosophy of many Indigenous Nations across Canada and is embedded in the 2030 Games vision, process and decision making. The principle involves using the learnings from the seven generations that have come before to guide actions taken today, while asking how today's actions will impact people seven generations from now.

To achieve sustainability outcomes, the 2030 Games would align with and deliver on UN Sustainable Development Goals 2030 targets and employ a sustainability management system to assign responsibilities, monitor progress, make adjustments and report accomplishments over the Games' life-cycle.

Carbon management and climate positive

The 2030 Games will look to use both traditional and scientific knowledge to meet the IOC requirement, announced in March 2020, that the 2030 Games be the first Climate Positive Games. The Organizing Committee will be required to minimize and compensate both its direct and indirect carbon emissions, and implement lasting zero-carbon solutions for the 2030 Games and beyond.

Impact and Legacy

The Impact and Legacy Concept lays out the proposed legacies that would be associated with the 2030 Winter Games, within the six benefit areas of the National Impact & Legacy Framework:

- *economic prosperity*
- *social inclusion and accessibility*
- *climate action and stewardship*
- *community resilience and affordability*
- *sport development and participation*
- *cultural enrichment*

All partners contributed to the impact and legacy content. Further development of this area will be ongoing.

Key dates and figures

OLYMPIC WINTER GAMES	
DATES	February 8-24, 2030
Villages open	January 29, 2030 (soft opening); Athletes arrive February 1, 2030 (6 days prior)
Villages close	February 27, 2030 (3 days post)

PARALYMPIC WINTER GAMES	
DATES	March 8-17, 2030
Villages open	February 28, 2030 (soft opening); Athletes arrive March 1, 2030 (7 days prior)
Villages close	March 20, 2030 (3 days post)

CATEGORY	OLYMPIC GAMES	PARALYMPIC GAMES
Athletes	2,900	570 (400 wheelchair users)
Team Officials	3,200	800

CATEGORY	OLYMPIC GAMES	PARALYMPIC GAMES
Number of Nations	90	50
Paid and Temporary Staff	7,300	3,500
Contractors	16,000	6,600
Volunteers	17,000	7,000
Accreditations	90,050	32,150
Broadcasters	11,000	2,000
Press	2,700	650
Spectators (number of tickets)	1,750,000	280,000

Venue Master Plan

The Venue Master Plan is basically the Games “footprint” – a list of which events are proposed to take place in which specified venues. Staff have reviewed the COC’s proposed Venue Master Plan as outlined in the Hosting Concept. The proposed Games footprint includes a number of venues that were used for the 2010 Games:

- *Whistler Mountain*

- *Whistler Sliding Centre*
- *Whistler Olympic Park*
- *Whistler Conference Centre*
- *Whistler Olympic Plaza*

The master plan also includes athlete village considerations that would require new or temporary solutions, or a combination thereof, in Whistler, Vancouver and Sun Peaks.

While staff are generally supportive of the proposed venues at the time of this report, staff have not yet had the opportunity to review the capital and operating costs associated with using these venues for the 2030 Games put forward by the COC. It is understood that the venue upgrades are not a responsibility of the RMOW and that the Olympic Plaza would require minimal investment to be used for the 2030 Games. Guarantee of Use agreements as well as venue agreements with the venue owners will be required to agree to the terms of use of each venue. The proposed venues and capacities are outlined in the Hosting Concept document and inserted below for reference.

The two venues under the direct jurisdiction of the RMOW, and the requirements as outlined in the Hosting Concept include:

1. Whistler Athletes' Village

Athletes' Villages are needed to house athletes, primary team officials (coaches, physios, etc.), and sometimes additional team officials. In Whistler the village needs include 2,460 athletes and team officials during the Olympic Winter Games and 860 during the Paralympic Games. The possible sites are still under discussion considering Games-time suitability, workforce housing legacy and sustainable solutions such as compact design and proximity to the Village. One of the proposed sites for the Whistler Athletes' Village is the Whistler Golf Club Driving Range. The final location for the athletes' village will be put forward once all parties agree on the location that best meets community needs.

2. Whistler Olympic Plaza

Whistler Olympic Plaza would be the site for the Whistler Medal's Plaza. The capacities and needs for this venue have not been reviewed at this time.

Other key master plan considerations in Whistler include:

1. Whistler Conference Centre

The Whistler Conference Centre, which is owned by the RMOW and leased to Tourism Whistler, has been identified as the site for the Mountain Broadcast Centre.

2. Accommodations

The estimated overall IOC requirements for the Games are 25,000 rooms. These rooms will accommodate key stakeholders, including an overall need for over 13,000 rooms for media and 5,000 rooms for Games sponsors. In addition, an expected 2,500 beds in Vancouver and 6,120 beds in Whistler will be required for Games-time workforce (staff and volunteers). Hotel inventory will be contracted, with the support of Hotel Associations, to meet IOC requirements for Games Family and stakeholders. This work is underway.

Spectator accommodation will be supported by Airbnb, an IOC international sponsor, along with the traditional families and friends programs.

Culture and Education Concept

The Culture and Education Concept lays out some preliminary ideas around a cultural event plan associated with the 2030 Games. It will cover overall themes and content in how the 2030 Games are presented and is where the delivery of programs such as the following:

- Cultural awareness building through welcome packages, meetings, conferences and workshops*
- School curricula and museum exhibitions*
- Olympic and Paralympic Torch Relays*
- Games-time Arts Festivals*
- Celebration or Live Sites*
- Opening, Closing and Medal Ceremonies*
- Olympic and Paralympic experience for all participants*

2030 Games Initial Financial Estimates & Assumptions and other financial considerations

The COC 2030 Feasibility Team developed the Initial Financial Estimates & Assumptions document which was released publicly on July 8, 2022. The document lays out the initial order of magnitude financial estimates for the capital program, the Organizing Committee operations, and public safety and security. It clarifies that the bid process is privately funded, and that event costs will be covered by the Organizing Committee, including security and overlay costs (costs to prepare temporary set up and operate venues) for venue needs. While a legacy fund would be contemplated as part of the 2030 Games concept, it is optional and will be discussed with funding partners if all parties agree to move forward with a bid.

More specific expenditure forecast estimates can be expected to continue to be refined as and if the bid preparation progresses.

The following overview is taken from the estimates document.

2030 GAMES FINANCIAL ESTIMATES SUMMARY			
CATEGORY	DESCRIPTION	2010 GAMES (2022 \$)	2030 GAMES (2022 \$)
PUBLICLY FUNDED			
Venues	Renewing venues for another 20 years	\$669 M	\$299 M to \$375 M
Villages	Building much-needed affordable and market housing	\$87 M	\$165 M to \$267 M
Public Safety and Security	Ensuring public safety and security	\$1.1 B	\$560 M to \$583 M
Publicly Funded Estimate		\$1.9 B	\$1 B to \$1.2 B
PRIVATELY FUNDED*			
*assumes Organizing Committee is entirely funded by broadcast, sponsorship, ticketing, merchandise and other revenue			
Organizing Committee	Planning and delivering the operations of the 2030 Games	\$2.4 B	\$2.5 to \$2.8B
Privately Funded Estimate		\$2.4 B	\$2.5 B to \$2.8 B
Leveraging on public investment			1:6 to 1:5
For every public dollar spent by governments in BC, \$5 or \$6 come into the region from outside sources. This doesn't include additional economic impacts in tourism dollars, local and prov tax revenue, jobs, etc.			

Essential government services provisions

Estimates for essential government services or discretionary spending governments may make to capitalize on the 2030 Games are not included in the numbers presented on July 8. Funding commitments have not been confirmed by any levels of government at this time. The below covers some key areas of government funding. While in most cases the roles of each level of government is clear, there is some crossover in areas such as public safety and transportation.

Public safety and security

The estimate for security includes planning and delivery of Games-time security for venues within the 2030 Games footprint, including the Lower Mainland, the Sea to Sky corridor and the Kamloops to Sun Peaks corridor. Estimates for policing in the urban domain will be captured in the essential services scoping work being done by the three levels of government.

Government services

Service delivery is required by all levels of government, in some cases at higher than baseline levels. The financial estimates document outlines the essential services components of government services.

The below table provides a high-level list of the types of services that are generally required to support an Olympic Games event. In addition to the essential services that all levels of government would be legally obligated to deliver, each government could opt to undertake supplemental Games-related initiatives, e.g., in the areas of economic development, tourism development, cultural programming and/or other special events.

GOVERNMENT SERVICES GENERALLY
REQUIRED TO SUPPORT AN OLYMPIC AND PARALYMPIC EVENT

FIRST NATIONS	MUNICIPAL GOVERNMENTS	PROVINCIAL GOVERNMENT	FEDERAL GOVERNMENT
→ Village development	→ Village development	→ Policing and law enforcement	→ Security and intelligence
→ Environment sustainability	→ Bylaw enforcement	→ Health and safety	→ Health and safety
→ Torch relay	→ Emergency management	→ Air transport screening	→ Protection of marks
→ Cultural programs and special events	→ Permitting and inspections	→ Transport and wayfinding	→ Entry/exit of goods and people
→ Intergovernmental collaboration	→ Transportation and traffic management	→ Labour and occupational health safety	→ Environment sustainability
→ Protocol	→ Waste management	→ Snow removal	→ Telecomm and IT
→ Communications and media relations	→ Snow removal	→ Intergovernmental collaboration	→ Tax and financial
	→ Intergovernmental collaboration	→ Protocol	→ Coin and banknote programs
	→ Protocol	→ Communications and media relations	→ Intergovernmental collaboration
	→ Communications and media relations		→ Protocol
	→ Local policing		→ Communications and media relations

1. Essential services

As a benchmark, the RMOW delivered essential services during the 2010 Games, with some services being supplemented during Games-time. The incremental costs were paid for by the Province as agreed to in the Multi-Party Agreement and a Service Agreement with the Province.

The needs and associated agreements for essential services, as well as other municipal programs and services, have not been compiled at this time. The 2010 Games experience provides a guideline for estimated costs and activities. As cited in the 2010 Games foundation section above, an overall investment of \$6,026,966 in direct costs was incurred. In 2022 dollars that would be **\$7,919,517** based on a CPI Index figure of 115.6 in Feb 2010 and 151.9 in May 2022 (Source StatsCan). A variety of indirect costs were also incurred including those associated with the Athlete Village, Whistler Olympic Plaza and other community amenities and programs. These indirect costs would be reviewed and summarized by staff prior to a bringing back a decision to Council regarding an endorsement of a bid.

2. Revenues

Some revenue sources may be impacted during the lead up to and during the 2030 Games. For example some building and planning fees may be delayed, and parking revenues may be eliminated in some areas. Staff would need to do an analysis of these impacts.

3. Indirect costs

Using the 2010 Games as a model, neither indirect costs such as staff time and regular municipal services and equipment required to put on the 2030 Games, nor capital costs that would be required for non-Games specific municipal projects would be included as part of 2030 Games budgets.

It is anticipated that a staff redeployment program similar to that used to support the 2010 Winter Games would be used again. This program saw staff members from departments where services were not being delivered during the 2010 Games be redeployed to areas of incremental needs such as bylaw, hosting programming, live sites events, and communications and engagement.

4. Other potential discretionary costs

The RMOW may choose to consider to invest in local discretionary programs as it did in 2010, such as the Neighbourhood of Nations, a Games look and feel program, public art and enhancements of the torch relay program and activation of the COC and CPC "Canada House."

5. Capital costs

At this point in time, the RMOW is proposed to be responsible for the development of the Whistler Athletes' Village and would be responsible for any needs associated with use of Whistler Olympic Plaza for the 2030 Games. It is anticipated that the RMOW would seek partnerships with key organizations such as BC Housing, the federal government and others to deliver housing and community amenity legacies.

Deficit mitigation

The estimates document produced by the COC outlines a number of layers built in to responsibly manage a project of this magnitude and complexity such as the strength of estimates, scope management, contingencies, insurance as well as citing a multi-party approach to potential force majeure events. Municipalities are required legally to never carry a deficit.

At this time it has not been identified who will assume the financial risks via the provision of indemnities and guarantees to the City of Vancouver, the RMOW, and to other signatories to the Multi-Party Agreement. This is a key consideration in the RMOW's participation.

In order to serve as a host community for the 2030 Games, the RMOW must be appropriately indemnified by the provincial government, federal government and/or the IOC, so that the financial risk would be limited to a known and quantifiable amount.

Next steps and key planning dates

There are several milestones and key decision points regarding submission of a formal 2030 Games bid over the next few months. The most important milestone is completion of a submission for the Provincial and Federal Cabinet reviews scheduled for September. These reviews will be a key decision

point in determining whether the bid advances. It is the RMOW's understanding that the COC has everything it needs from RMOW staff ahead of a submission to both Cabinets. If the bid receives support from the Provincial and Federal governments, there will be a lot of work to complete in a short period of time. In preparation for this potential, staff have proposed to continue with two main pieces of work:

1. Continue to review and refine costs and financial risk as it relates to essential service provisions and delivery of an Athletes' Village development and potential Olympic Plaza improvements and related venue use agreements (July-October); and,
2. Draft terms for the RMOW if the bid advances to the phase of developing a multi-party agreement (September – November).

If the bid receives support from senior levels of government and the question regarding indemnification for the municipality is answered, staff will bring a report back to Council in November regarding approval to support entering into the targeted dialogue phase of the bid with the IOC and a negotiation mandate for a Multi-Party Agreement.

POLICY CONSIDERATIONS

Relevant Council Authority/Previous Decisions

The RMOW signed a Memorandum of Understanding concerning the Host Nations Exploratory Assembly for the 2030 Olympic and Paralympic Winter Games Bid Consideration on October 29, 2021.

The RMOW signed a Collaboration Agreement with the Four Host Nations, the Canadian Olympic Committee and the Canadian Paralympic Committee on January 19, 2022.

On June 26, 2020, the RMOW, Lil'wat Nation, Squamish Nation, the Province and Vail Resorts signed a [Framework Agreement](#) to further reconciliation and shared goals between the parties. The Framework Agreement built on several other Agreements between the parties including a 2017 [Memorandum of Understanding](#), and 2018 government to government [Protocol Agreement](#) between RMOW, Lil'wat Nation and the Squamish Nation. See further related information in the Lil'wat Nation and Squamish Nation Considerations section below.

Corporate Plan

This section identifies how this report links to the plan. If the 2030 Games were to occur, and defined legacies were achieved, the 2030 Winter Games would have the potential to advance all Council Focus Areas and Corporate Goals. It should be noted that while this is the case, there is also the potential that such an event may have impacts that are not in line with community goals.

The RMOW Corporate Plan is updated annually and articulates strategic direction for the organization. This section identifies how this report links to the plan.

Council Focus Areas

☒ Community Balance

*Effectively **balance resort and community needs** through deliberate planning, partnerships and investment*

☒ Climate Action

*Provide leadership to **accelerate climate action and environmental performance** across the community*

☒ Housing

*Advance strategic and innovative initiatives to enable and **deliver additional employee housing***

☒ Pandemic Recovery

*Leadership and support for **community and tourism recovery and sustainability** – priority focuses are where recovery needs intersect with other Council focus areas*

Corporate Goals

- ☒ Community character and mountain culture is reflected in municipal initiatives
- ☒ Municipal decision-making supports the effective stewardship of natural assets and ecological function
- ☒ Corporate policies and operations ensure continuous excellence in infrastructure, facility and program management
- ☒ A high level of accountability, transparency and community engagement is maintained
- ☒ Corporate financial health is optimized to ensure long-term community success
- ☒ A vibrant local economy and safe, resilient resort community is effectively reinforced by organizational activities
- ☒ Pandemic recovery

Community Vision and Official Community Plan

The Official Community Plan (OCP) is the RMOW's most important guiding document that sets the community vision and long-term community direction.

The potential participation in the 2030 Games would mean planning and decisions would be made using the OCP and Community Vision as a guideline.

As cited earlier in the report, a set of guiding principles were established for participation in the 2030 Games and alignment with the OCP and Community Vision is embedded in these.

A 2030 Games has the potential to move toward a significant number of goals, objectives and policies outlined in the OCP and defined in the Community Vision. Due to the length of the list of linkages, the relevant goal have been listed:

- 3.1. Goal The municipality has initiated the ongoing process towards reconciliation with the Squamish Nation and Lil'wat Nation.
- 3.2. Goal The Lil'wat Nation's and Squamish Nation's history, and the importance of Whistler to the Nations, is widely understood.
- 3.3. Goal The municipality has established cooperative government-to-government relationships with the Lil'wat Nation and Squamish Nation.
- 3.6. Goal The Squamish Nation and Lil'wat Nation are successfully participating in Whistler's resort economy and regional economic growth.
- 3.7. Goal The Lil'wat Nation and Squamish Nation are working with the municipality to support and improve local and regional transportation systems.

- 3.8. Goal The Squamish Nation and Lil'wat Nation participate in employee housing opportunities.
- 5.1. Goal Meet Whistler's long-term housing needs consistent with the growth management policies and land use designations in this OCP.
- 5.3. Goal Promote a diversity of housing forms, tenures, residential uses and densities to support the resort community's needs.
- 5.4. Goal Reduce the environmental and energy impacts of residential neighbourhoods to improve the quality of life and sustainability of the resort community.
- 6.2. Support a stable Whistler workforce that contributes to a superior quality of experience for our visitors and residents and helps maintain Whistler's competitive position.
- 6.5. Goal Support sustainable diversification compatible with the tourism economy.
- 6.6. Goal Support a vibrant, growing and successful local business community.
- 8.4. Goal Encourage and strengthen a culture of inclusion and diversity.
- 8.10. Goal Support the health and well-being of Whistler's youth, young adults and seniors, as well as their active participation in the resort community.
- 8.11. Goal Strive to ensure community health and social services and facilities meet the physical, mental, spiritual and social needs of residents and visitors.
- 11.2. Goal Integrate the transportation system with land use planning to minimize the need for travel by motor vehicle.
- 11.6. Goal Ensure the resiliency of Whistler's transportation system by providing viable alternative road, railway, water and air transport routes to, from and within the resort community.

BUDGET CONSIDERATIONS

Budget considerations are cited throughout this report and primarily outlined under these sub sections above:

2010 Winter Games

2030 Games Initial Financial Estimates & Assumptions and other financial considerations

LIL'WAT NATION & SQUAMISH NATION CONSIDERATIONS

The RMOW is committed to working with the Lil'wat People, known in their language as *L'il'wat7úl* and the Squamish People, known in their language as the *Skwxwú7mesh Úxwumixw* to: create an enduring relationship; establish collaborative processes for Crown land planning; achieve mutual objectives; and enable participation in Whistler's resort economy. This section identifies areas where RMOW activities intersect with these relationships.

The 2030 Games Bid is being led by four Host Nations including the Lil'wat Nation and the Squamish Nation and is an important and meaningful opportunity for collaboration and progress toward community building and reconciliation. On June 26, 2020, the RMOW, Lil'wat Nation, Squamish Nation, the Province and Vail Resorts signed a [Framework Agreement](#) (Framework) to further reconciliation and shared goals between the parties. The Framework Agreement built on several other

Agreements between the parties including a 2017 [Memorandum of Understanding](#), and 2018 government to government [Protocol Agreement](#) between RMOW, Lil'wat Nation and the Squamish Nation.

The Framework furthers Whistler's reconciliation path with the Lil'wat Nation and the Squamish Nation through greater participation in economic and cultural opportunities in Whistler and speaks to employee housing opportunities.

The Framework identified an Economic Development Committee, which has since been activated, to facilitate an open and ongoing dialogue between the First Nations and the RMOW with respect to development within the RMOW; and carry out any other responsibilities in relation to economic development opportunities for the First Nations within the RMOW as may be agreed to by RMOW and the First Nations.

Work toward the Framework also laid the groundwork for inclusion of the Nations in Whistler's updated Official Community Plan adopted by Whistler Council June 23, 2020 in regards to economic opportunities, housing and transportation.

The 2030 Games initiative is fully aligned with aspirations and guidelines outlined in the Framework and the OCP and has the potential to accelerate several areas of focus. See Official Community Plan section above for related information.

In addition to ongoing work between the RMOW and the Lil'wat Nation and Squamish Nation, and the Indigenous-led focus of the 2030 Games and associated benefits, the RMOW would implement a community-wide public education campaign associated with reconciliation if the bid advances to be successful.

COMMUNITY ENGAGEMENT

Level of community engagement commitment for this project:

☐ Inform ☒ Consult ☐ Involve ☐ Collaborate ☐ Empower

RMOW has set out to leverage key milestones in the bid framework to create an inclusive engagement process, with the goals of being informative, transparent and to seek strategic input, while respecting the values of community, respect and inclusion through activations led by the COC 2030 Feasibility Team and the RMOW. The level of engagement completed to date is preliminary and further more substantial discussions and engagements will be required once there is confirmation of support from senior levels of government. These engagements would occur winter 2022/2023.

Objectives

Objectives of the communications and engagement plan are to:

- Build trust and dialogue with key stakeholders to gain an understanding of what is truly important to Whistler community members
- Demonstrate support for a bid that can create lasting benefits for our community
- Contextualize for local audiences, and make it relevant to Whistler's constituents
- Build relationships

Activations

Through a series of media briefings, targeted meetings, community events and activations, nearly 1200 people were reached directly in Whistler between mid-June and early July 2022, with indirect engagement through broader information sources via traditional and social media and dedicated websites. Media coverage was generally neutral to positive (see www.gamesengagement.ca/learn-more). Additional engagement activities have been underway around the Lower Mainland, the Sea to Sky Corridor and beyond, and will continue through the summer and fall.

The table below summarizes the key events and opportunities for dialogue, where community members were invited to gather information and share feedback on the 2030 Games concept. Items marked in blue are RMOW led events. All others were led by the COC and supported by the RMOW where appropriate.

14 June 2022	Media Launch Event: Bid Concept unveiled at Squamish Lil'wat Cultural Centre
15 June 2022	Vancouver Board of Trade event attended by RMOW Mayor and Council members
23 June 2022	RMOW All Staff Meeting #1
23 June 2022	RMOW All Staff Meeting #2
26 June 2022	Community Open House at Squamish Lil'wat Cultural Centre
28 June 2022	COC led Stakeholder Whistler Workshop #1
29 June 2022	COC led Stakeholder Whistler Workshop #2
1 July 2022	Canada Day community celebration in Whistler
July 2022	COC led Stakeholder Pemberton and Squamish Workshop
June-July	Farmer's Market activations in Pemberton, Squamish and Whistler

Key themes from Whistler workshops

The feelings of pride and community created from the 2010 Games were reignited in many participants, with a desire to build on the successes and learnings of 2010. Stakeholders generally recognized the opportunity to build and maintain key infrastructure that affects the health and wellbeing of millions of British Columbians and Canadians, revitalizing the tourism industry and local economy affected by the pandemic, accelerating reconciliation and hosting a modern, sustainable, global event.

The top desired legacy themes expressed by stakeholders included development of affordable workforce housing options, as well as climate-friendly transportation plans and general infrastructure improvements. Stakeholders also shared a desire to minimize financial risk to RMOW with the early establishment of financial mechanisms such as trusts, funds and other financial instruments that could provide long-term buffers via public/private partnerships, should the bid proceed.

Other feedback themes included:

- Accessibility of equitable employment, training and volunteer opportunities and procurement practices that preferentially favoured local vendors.
- Minimizing impact on community life through transportation strategies addressing the entire Sea to Sky corridor, and early engagement with school officials.

Key concerns included environmental impact and waste management, and the ability of local businesses to secure a labour force to serve the anticipated increase in visitation both during the games, and beyond.

Finally, stakeholders welcomed the opportunity for progress on reconciliation through education, culturally relevant story-telling and spaces for trauma-informed healing and support, via an Indigenous led process created in the spirit of trust and desired shared progress.

Surveys

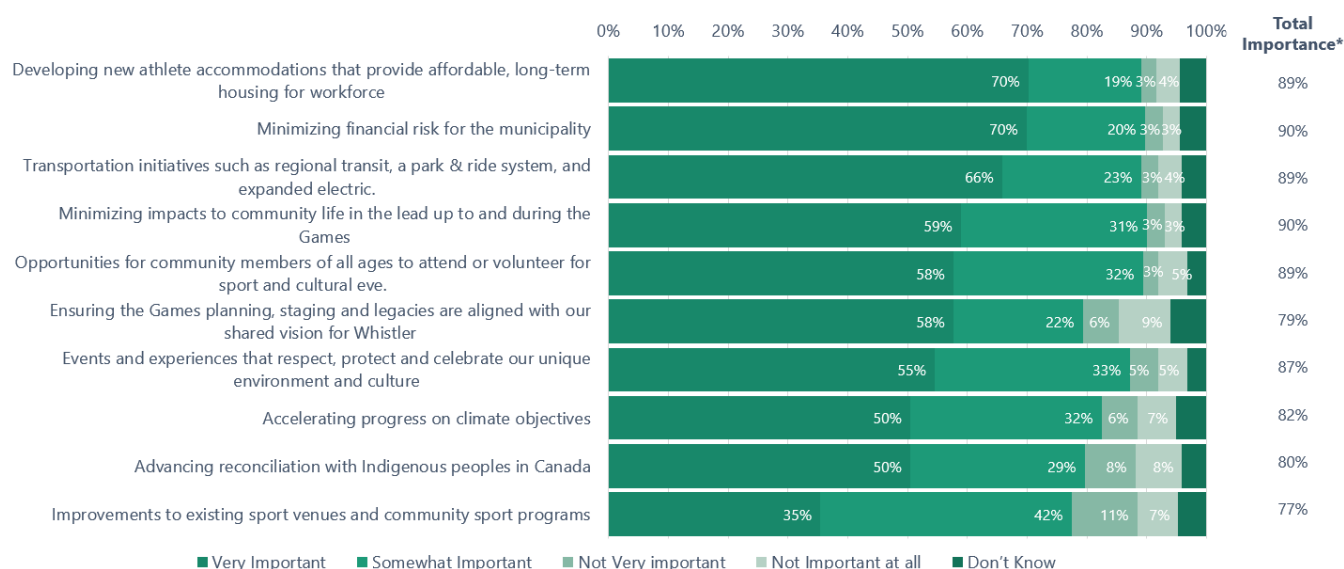
Additional feedback was gathered through the RMOW's annual Whistler Community Life Survey and through a dedicated website set up by the COC Feasibility Team www.gamesengagement.ca.

RMOW Whistler Community Life Survey

The 2022 Whistler Community Life Survey, being conducted by Deloitte LLP between May and July, includes a question regarding the 2030 Games bid. At the time of this report, the telephone survey of Whistler residents had reached 319 responses of its targeted sample of 500. The results below are based on the 319 phone survey responses received as of July 9, so these results are not final and complete. Final data from the phone survey and online survey will be available in August.

Respondents were asked to rank the level of importance of a variety of factors given that Whistler has been invited by four regional First Nations into a process to potentially bid for the 2030 Olympic and Paralympic Winter Games. The factors, and how they were ranked, is as follows:

"Whistler has been invited by four regional First Nations into a process to potentially bid for the 2030 Olympic and Paralympic Winter Games. How important are the following:"



*Total importance is proportion of respondents reporting very important or somewhat important

In an additional open ended section, respondents expressed interest or concern in the areas of costs, congestion, housing, transit, community impacts as well as opportunities for community engagement.

COC Games Engagement Survey

As of July 12, 2022 survey respondents on the games engagement website provided the following feedback regarding the games concept.

Concept Statement

To what extent does this concept statement for a 2030 Olympic and Paralympic Winter Games personally resonate with you?

■ Resonates very highly ■ Resonates a lot ■ Resonates somewhat ■ Resonates a little ■ Does not resonate at all



As of July 13, 2022 nearly 1400 people had filled out the survey, which will remain open for several more weeks.

Next steps

Moving forward, surveys remain open to the public and additional communication and engagement opportunities are being added including workshop events similar to those in Whistler for Squamish and Pemberton councils and organizations, as well as Farmer's Market pop ups in Pemberton, Squamish and Whistler. Additional engagement opportunities will be introduced as phases of the bid project continue.

REFERENCES

Appendix A – 2030 Olympic and Paralympic Winter Games Draft Hosting Concept

Appendix B – 2030 Olympic and Paralympic Winter Games Draft Hosting Concept: Initial Financial Estimates & Assumptions

Appendix C – Investing in the Dream 2010, Winter Games Budget: September 2008

Appendix D – 2030 Winter Games Impact & Legacy Process – RMOW Priority Objectives

Appendix E – Memorandum of Understanding between Musqueam Nation, Squamish Nation, Tsleil-Waututh Nation, and Lil'wat Nation, and Invitees City of Vancouver and Resort Municipality of Whistler Concerning Host Nations Exploratory Assembly for the 2030 Olympic and Paralympic Winter Games Bid Consideration

Appendix F – Collaboration Agreement between Musqueam Nation, Squamish Nation, Tsleil-Waututh Nation, and Lil'wat Nation, and Invitees City of Vancouver and Resort Municipality of Whistler in regards to a potential 2030 Games bid

SUMMARY

Along with the City of Vancouver, the RMOW was invited into an Indigenous-led bid for the 2030 Games late in 2021 and since then has participated in work led by the COC Feasibility Team to develop a draft hosing concept and conduct other work to explore such a bid in the initial Feasibility Phase of the project. To date a Draft Hosting Concept and Initial Financial Estimates have been released by the COC team, and the Engagement Phase of the process began in mid June. Thus far the proposed vision and concept for the project has received positive feedback and valuable community input.

At this juncture, municipal and First Nations councils are being asked to confirm general support and continued participation in the exploration, which is the purpose of this report. This report includes key components of the work to date as well as considerations and implications associated with preparation and participation in the hosting of such a potential event.

The benchmark for the RMOW's role, level of investment and risk is the successful hosting of 2010 Games and its contribution toward Whistler's community vision and goals. The 2030 Games has the potential to help accelerate many aspects of the current OCP in many areas including reconciliation, workforce housing, sustainable transportation, and others. More clarity is needed regarding financing and indemnifying public investments into the 2030 Games, and once resolved a variety of agreements will be required to articulate commitments. A volume of important work will be required in a short timeline to ensure Whistler's role and commitment and successful Indigenous concept is transformed into a successful bid with the support of senior levels of government.

Should Council pass the resolutions, the activities toward a potential bid would continue. Confirmation of the RMOW's participation in a formal bid, and any associated commitments and contributions, including more detail on a potential Athletes' Village site would be the subject of a future report to Council.

SIGN-OFFS

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