



GAMES ENGAGEMENT



2030 OLYMPIC AND PARALYMPIC WINTER GAMES HOSTING PROPOSAL

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EXECUTIVE SUMMARY

The Games will be a beacon of hope, inspire us to live healthier, to find harmony with the land, to lift each other up, and to build a stronger Canada. Indigenous led, the Games will leverage and enhance the lasting legacies of Vancouver 2010, while accelerating our shared journey of reconciliation. These will be an inclusive, sustainable, climate positive Games that will drive change by giving communities, businesses, organizations, and the public a common dream to share, while creating legacies that reflect the priorities and needs of a new generation of Canadians.

This statement served as the touchstone for 2030 Games project as we spoke to over 4,500 people in local communities throughout the region. And it resonated. People visiting a pop-up at a farmer's market, joining a virtual workshop or answering the online survey shared support, talked about the success and legacy of the 2010 Games, spoke of hope and optimism, supported the need for Truth and Reconciliation. To date, 100 letters of support have been received from diverse communities, associations and sectors in British Columbia and Canada, including letters from the National Chief of the Assembly of First Nations, a senator, CEOs of small and large businesses, 23 tourism and hotel associations around BC, 17 sport organizations, 29 provincial and federal (summer and winter) sport federations, educational institutions, and others.

That is the power of the invitation that began with the Lil'wat (Lil'wat), xʷməθkʷəy̓əm (Musqueam), Sk̓wx̓wú7mesh (Squamish), and səliłwətał (Tsleil-Waututh) Nations inviting the City of Vancouver and Resort Municipality and the Canadian Olympic and Paralympic Committees to explore the possibility of putting reconciliation at the core of bringing the Olympic and Paralympic Winter Games back to British Columbia and Canada in 2030 – with one heart, one mind.

The 2030 Games Concept builds on the significant legacy of Vancouver 2010, while expanding the footprint to additional communities in BC, so that more Indigenous and non-Indigenous people can benefit. It focuses on upgrades required for competition as well as accessibility, environmental and sport legacy upgrades, providing a fiscally responsible and sustainable climate positive footprint.

The concept forms naturally into three circles:

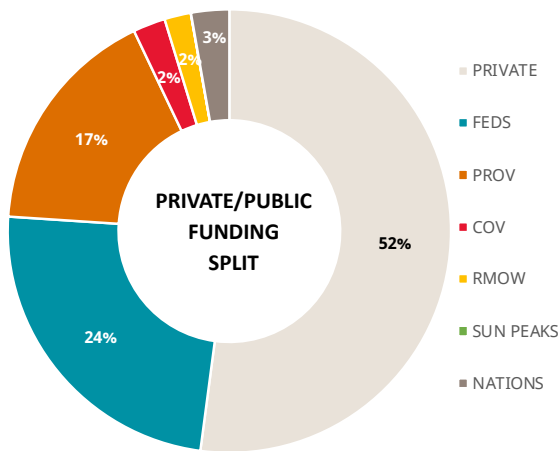
- Whistler: Lil'wat and Squamish territories
- Vancouver and the Lower Mainland: Musqueam, Squamish and Tsleil-Waututh territories
- Sun Peaks: Adams Lake, Little Shuswap Lake, Neskonlith and Tk'emlúps te Secwépemc territories

The Paralympic Games concept revisits the compactness of 2010 with events taking place entirely within the Vancouver and Whistler Circles, ensuring an engaging experience for all Paralympians.

Olympic and Paralympic Village projects have been developed with options for each location, focusing on providing over 1000 units of much needed non-market housing in Vancouver and Whistler, and for First Nations in the Sea to Sky corridor and in the Kamloops/Sun Peaks area.

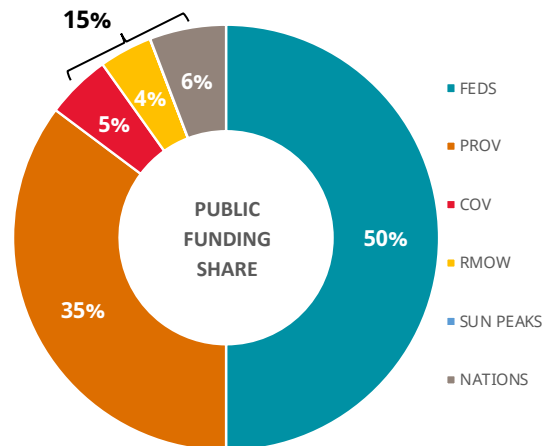


This Indigenous-led 2030 Games would show concrete progress on 41 articles and actions committed to in the provincial and federal legislations of DRIPA and UNDRIP at a time when the Prime Minister of Canada, and the Premier of BC together with the Minister of Indigenous Relations and Reconciliation, recognized on September 30, 2022, the willingness and eagerness to do more. It would advance 16 recommendations and goals of municipalities in UNDRIP strategies and Official Community Plans. The alignment to reconciliation is in addition to government priorities on accessibility, social inclusion, economic recovery, climate action, community development, sport development and cultural enrichment for which the 2030 Games could act as a catalyst.



Financially, the proposal looks to the private sector to cover 52% of the 2030 Games costs through a privately funded Organizing Committee, which is more than twice the funding request of the federal government and three times that of the provincial government. Public funding is focused on long-term investment in venue upgrades, affordable housing, and legacy endowment funds to support people and communities for generations to come, as well as providing essential services, as is done for annual Pride celebrations, jazz festivals, Celebration of Lights, Diwali celebrations, and events such as HSBC Rugby 7s, Grey Cup and Stanley Cup playoffs etc.

FUNDING: CASH & IN KIND (millions)	2022 \$	2030 \$
FEDS	1,060	1,357
PROV	742	957
COV	103	134
RMOW	88	109
SUN PEAKS	0.6	0.7
NATIONS	127	157
TOTAL	2,120	2,715



The proposal looks to the municipalities and Nations to contribute land for the Villages and in-kind essential municipal services.

The funding from senior governments comes with significant reward. For every \$1 of investment, the senior governments will attract \$5 in return. Significant tax recovery will also offset investments, in addition to benefits noted in the following table.



2030 GAMES SUMMARY OF BENEFITS

CATEGORY	DESCRIPTION
Housing	1000+ non-market housing units between the Vancouver and Whistler Villages and workforce accommodation, plus market housing at Sun Peaks
Revitalization of venues	Accessibility, environmental and sport legacy upgrades to 12 venues that provide hundreds of millions of positive economic impact annually to the region
Legacy endowment funds	Funds for facility operations, event hosting, Indigenous priorities, programming with sport as medicine, accelerator and global citizen to help advance TRC Calls to Action, UNDRIP principles, BC’s DRIPA Action Plan and articles in federal and provincial disability legislation
Organizing Committee governance, structure and initiatives	Equity in governance across all parties; Corporate culture and policies that reflect Indigenous ways of being and knowing; Climate positive Games requirements that will provide a spotlight on climate action plans for all parties to take back to their home environments; Ability for the organizing committee to act as an incubator of capacity building and career development in any of 50 different business units
Economic impacts in 2022 \$ (App. F)	GDP avg: BC \$3.7B all Can \$5B Labour income avg: BC \$2.1B all Can \$2.9B Tax revenue avg: BC \$480M all Can \$1.16B (note: BC includes municipal tax revenues)
Tourism (App. G)	International tourism visitation uplift of 29.6K to 62K, with total expenditure of \$28-\$61M during the 2030 Games, and estimated real GDP impact of \$216-249M in 2022\$
Dispersal of benefits (App. H)	Benefits from employment to sponsors donating to local charities across the country, to new businesses being started, to sport and recreation in disadvantaged neighbourhoods, to arts and culture funding, to economic impact of 78 teams from 24 countries coming to do pre-Games training in 20 BC communities, the benefits are dispersed far beyond the footprint of the events in February and March 2030.

Benefits arising from the 2030 Games will accrue across these many areas by creating a partnership of private entities, local, regional, national and international organizations working together with Nations and all levels of government towards a common purpose.

We have faith that with the approval of municipal councils, and provincial and federal cabinets, the finer details that need to be discussed domestically can be resolved by coming to the table and talking to one another in a spirit of listening and collaboration.

The 2030 Games present an extraordinary opportunity to lift each other up, unite the country once more and show the world it is possible to take tangible, meaningful action on reconciliation in unique and innovative ways. With all partners working together, the 2030 Games can be a moment in our history that leaves a legacy for generations to come.



1.0 VISION

The Games will be a beacon of hope, inspire us to live healthier, to find harmony with the land, to lift each other up, and to build a stronger Canada. Indigenous led, the Games will leverage and enhance the lasting legacies of Vancouver 2010, while accelerating our shared journey of reconciliation. These will be an inclusive, sustainable, climate positive Games that will drive change by giving communities, businesses, organizations, and the public a common dream to share, while creating legacies that reflect the priorities and needs of a new generation of Canadians.

This statement served as the touchstone for 2030 Games project as we spoke to people in local communities throughout the region. And it resonated. People walking by a pop-up at a farmer’s market, joining a virtual workshop or answering the online survey shared support, talked about the success and legacy of the 2010 Games, spoke of hope and optimism.

The three strongest themes from the public engagement were the concept being **Indigenous led**, with a focus on “Indigenous partnerships and unity,” and “showcasing Indigenous land, culture, and traditions;” **Reconciliation** as “a great opportunity to share the history of Indigenous Peoples in Canada on a global stage;” and the Games as a **Common Dream** for all Canadians to share. Some quotes received on comment cards were:

“The 2010 Olympics was one of the best, uniting things to happen for our city. 2030 brings an incredible opportunity to forward Truth and Reconciliation.”

“The theme of reconciliation is so wonderful in our divisive time.”

“It’s a great initiative to advance reconciliation and to stand all together as one.”

“The Olympics in Vancouver would be ideal. With ancient lands where the earth holds its people. Beautiful area. A great representation of all that is good about Canada.”

“Indigenous led? It’s about time!”

“Let’s bring the Games home! To Canada!”

That is the power of the invitation that began with the Lií’wat (Lil’wat), x̣ẉməθḳẉəỵəm (Musqueam), Sḳẉx̣ẉú7mesh (Squamish), and səliwətał (Tsleil-Waututh) Nations inviting the City of Vancouver and Resort Municipality of Whistler, and the Canadian Olympic and Paralympic Committees to explore the possibility of putting reconciliation at the core of bringing the Olympic and Paralympic Winter Games back to British Columbia and Canada in 2030 – with one heart, one mind.

The 2030 Games provide an opportunity for public and private entities to invest in our joint future in a way that not only delivers world-class Olympic and Paralympic Winter Games but serves as a global model for reconciliation; and a catalyst to achieve and accelerate community priorities, and strengthen Indigenous and non-Indigenous peoples in Canada.



2.0 GAMES CONCEPT

2.1 VENUE MASTER PLAN

The 2030 Games Concept, launched publicly on June 14, 2022, is published on gamesengagement.ca. It is a fiscally responsible and sustainable footprint that builds on the significant legacy of Vancouver 2010 and reflects well on all partners, together with the venue owners who maintained these great venues.

The concept forms naturally into three circles:

- ***Whistler: Lil'wat and Squamish territories***
A vibrant community atmosphere that showcases Whistler as a sport centre of excellence for both Olympic and Paralympic athletes, and displays the majesty of the region
- ***Vancouver and the Lower Mainland: Musqueam, Squamish and Tsleil-Waututh territories***
Hastings Park as a lively central gathering place for both the Olympic and Paralympic Games, with sport events, entertainment, merchandise store, and a medals plaza/celebration site serving as the heartbeat of the circle, with beautiful legacy venues at UBC and in Richmond, and the world-class convention centre and Rogers arena
- ***Sun Peaks: Adams Lake, Little Shuswap Lake, Neskonlith and Tk'emlúps te Secwépemc territories***
Bringing Freestyle Skiing and Snowboard athletes together in a true Canadian mountain setting, walkable by athletes, delivering a self-contained, intimate competition environment

The Paralympic Games concept revisits the compactness of 2010 with events taking place entirely within the Vancouver and Whistler Circles, ensuring an engaging experience for all Paralympians.

2.2 VENUE CHANGE FOR PARA ICE HOCKEY

The only change from the Games concept launched in June is a move of Para Ice Hockey from UBC Doug Mitchell Thunderbird Sports Centre to the Pacific Coliseum in Hastings Parks. This change:

- Increases capacity for Para Ice Hockey, a popular sport, from 6,000 to 15,700 per session
- Provides a concise footprint at Hastings Park for the Paralympic Games, with Wheelchair Curling, the celebration site/medals plaza and the Paralympic Closing Ceremony
- Provides ability to attract 60K people/day to the park and increase awareness of the Paralympic Games
- Creates operational efficiencies for Organizing Committee to have a compact footprint
- Post Games, increases potential to continue to host events at a venue of this size, with accessibility and refresh upgrades to Pacific Coliseum



2.3 VENUE CAPITAL IMPROVEMENTS

2.3.1 VANCOUVER AND THE LOWER MAINLAND CIRCLE

CLUSTER	ACTIVITY	CAPITAL IMPROVEMENTS
MUSQUEAM, SQUAMISH AND TSLEIL-WAUTUTH		
HASTINGS PARK	RACECOURSE Event: Freestyle Skiing / Snowboard: Big Air (O) Owner: City of Vancouver Management: Great Canadian Gaming Corp. Capacity (O): 20,000	Required Upgrades: <ul style="list-style-type: none"> As the long-term plan for the Racecourse is unknown any potential investment cannot be specified at this time. A placeholder for upgrades has been included in the capital plan. Note the Big Air ramp is a temporary structure in the operating budget
	PACIFIC COLISEUM Event: Figure Skating (O); Short Track Speed Skating (O); Para Ice Hockey (P) Owner: City of Vancouver Management: Pacific National Exhibition Capacity (O/P): 15,700	Required Upgrades: <ul style="list-style-type: none"> Arena level back of house upgrade New drapes and pulley system to manage upper bowl seat access New hockey boards & glass (Para IH) New floor & brine lines HVAC upgrades Accessibility upgrades Field of Play sound & lighting upgrades New seats and extendable replacement
	AGRODOME Event: Curling (O), Wheelchair Curling (P) Owner: City of Vancouver Management: Pacific National Exhibition Capacity (O/P): 3,200	Required Upgrades: <ul style="list-style-type: none"> Dressing rooms upgrades Washroom and accessibility upgrades New floor & brine lines New seats Score clock/playback screens for events Legacy Upgrades: <ul style="list-style-type: none"> Main floor offices, upper offices and back of house upgrades Concessions/equipment and catering space upgrades Kitchen renovation Concourse and lighting updates Digital signage Exterior refresh
	AMPHITHEATRE Event: Medal Ceremonies (O/P), Celebration Site (O/P), Closing Ceremony (P) Owner: City of Vancouver Management: Pacific National Exhibition Capacity (O/P): 10,000	Required Upgrades: <ul style="list-style-type: none"> As is (delivered in the City of Vancouver Hastings Park/PNE Master Plan)



CLUSTER	ACTIVITY	CAPITAL IMPROVEMENTS
	<p>HASTINGS PARK Event: Spectator Services, Olympic Paralympic Store, Hospitality Owner: City of Vancouver Management: Pacific National Exhibition Capacity (O/P): 60,000 overall Hastings Park capacity</p>	<p>Legacy Upgrades:</p> <ul style="list-style-type: none"> Upgrades to Heritage Livestock Buildings to allow for convention-style use
DOWNTOWN	<p>ROGERS ARENA Event: Ice Hockey I (O) Owner: Canucks Sports & Entertainment, Aquilini Investment Group Management: Canucks Sports & Entertainment, Aquilini Investment Group Capacity (O): 18,000</p>	<p>Required Upgrades:</p> <ul style="list-style-type: none"> No required capital investments contemplated
	<p>BC PLACE Event: Opening Ceremonies (O/P), Closing Ceremony (O) Owner: Province of BC Management: BC Pavilion Corporation (PAVCO) Capacity (O/P): 32,710 in Ceremonies configuration</p>	<p>Required Upgrades:</p> <ul style="list-style-type: none"> No required capital investments contemplated
	<p>VANCOUVER CONVENTION CENTRE WEST Event: International Broadcast Centre (O/P) Owner: Province of BC Management: BC Pavilion Corporation (PAVCO)</p>	<p>Required Upgrades:</p> <ul style="list-style-type: none"> No required capital investments contemplated
	<p>VANCOUVER CONVENTION CENTRE EAST Event: Main Press Centre (O) Owner: Province of BC Management: BC Pavilion Corporation (PAVCO)</p>	<p>Required Upgrades:</p> <ul style="list-style-type: none"> No required capital investments contemplated
	<p>NORTHEAST FALSE CREEK ARENA AND COMMUNITY CENTRE Event: Hockey Training (O) Owner: City of Vancouver Management: Vancouver Parks & Recreation</p>	<p>Required Upgrades:</p> <ul style="list-style-type: none"> As is (delivered in the City of Vancouver Master Plan)



CLUSTER	ACTIVITY	CAPITAL IMPROVEMENTS
UBC	<p>DOUG MITCHELL THUNDERBIRD SPORTS CENTRE Event: Hockey II (O) Owner: University of British Columbia Management: University of British Columbia Capacity (O/P): 6,000</p>	<p>Required Upgrades:</p> <ul style="list-style-type: none"> • Dasherboard / Glass • Replacement of ice resurfacing machines • New videoboard / scoreboard <p>Legacy Upgrades:</p> <ul style="list-style-type: none"> • Legacy Training Centre
RICHMOND	<p>RICHMOND OVAL Event: Speed Skating (O) Owner: City of Richmond Management: Richmond Olympic Oval Corp. Capacity (O): 6,000</p>	<p>Required Upgrades:</p> <ul style="list-style-type: none"> • Removal & replacement of all hard court and plastic flooring, batting cage, divider curtains, dasher boards & glass • Removal & reinstall of elevator • Upgrade & replacement of ice plant and HVAC • Replacement of ice resurfacing machines <p>Legacy Upgrades:</p> <ul style="list-style-type: none"> • Sport legacy upgrades • Contribution to the creation of additional meeting area space • Contribution to the roof replacement capital fund
EAST VANCOUVER	<p>KILLARNEY RINK Event: Short Track Training (O) Owner: City of Vancouver Management: Vancouver Parks & Recreation</p>	<p>Required Upgrades:</p> <ul style="list-style-type: none"> • Recommissioning, decommissioning international ice rinks • Dasherboard & bleacher removal, storage, expansion, re-installation • Heaters, dehumidifier replacement, interior arena changeroom upgrades, signage removal
	<p>TROUT LAKE RINK Event: Figure Skating Training (O); Para Ice Hockey Training (P) Owner: City of Vancouver Management: Vancouver Parks & Recreation</p>	<p>Required Upgrades:</p> <ul style="list-style-type: none"> • Recommissioning, decommissioning international ice rinks • Dasherboard & bleacher removal, storage, expansion, re-installation • Heaters, dehumidifier replacement, interior arena changeroom upgrades, signage removal • Lighting and audio upgrades



2.3.2 WHISTLER CIRCLE

CLUSTER	ACTIVITY	CAPITAL IMPROVEMENTS
LIL'WAT AND SQUAMISH		
WHISTLER	<p>WHISTLER CREEKSIDE Events: Alpine Skiing speed events (O), Para Snowboard (P) Owner: Vail Resorts Management: Whistler Blackcomb Capacity (O/P): 4,000</p> <p>WHISTLER PTARMIGAN Events: Alpine Skiing technical events (O), Para Alpine Skiing (P) Owner: Vail Resorts Management: Whistler Blackcomb Capacity (O/P): 3,000</p>	<p>Required Upgrades:</p> <ul style="list-style-type: none"> • Snowmaking • New lift to support Whistler Creekside Stadium • Course upgrades & new finish area for Whistler Ptarmigan • Course safety systems <p>Legacy Upgrades:</p> <ul style="list-style-type: none"> • Permanent event timing building
	<p>WHISTLER SLIDING CENTRE Events: Sliding Sports (Bobsleigh, Luge, Skeleton) (O) Owner: Whistler Sport Legacies Management: Whistler Sport Legacies Capacity (O): 4,000</p>	<p>Required Upgrades:</p> <ul style="list-style-type: none"> • Videoboards • Mountain access road repaving • Luge start house completion • Covered top start & outrun • Refrigeration system & isolation points on track for zone cooling <p>Legacy Upgrades:</p> <ul style="list-style-type: none"> • Permanent spectator & sport hosting facilities • Covered sled deck top start • Workshop storage • Sprint running track at Athlete Centre • Start ramp/push track ice facility
	<p>WHISTLER OLYMPIC PARK Events: Biathlon, Cross-Country Skiing, Ski Jumping, Nordic Combined (O) Para Nordic Skiing (P) Owner: Whistler Sport Legacies Management: Whistler Sport Legacies Capacity (O): 4,000 X 3 stadiums (12,000) Capacity (P): 4,000 (1 stadium)</p>	<p>Required Upgrades:</p> <ul style="list-style-type: none"> • Snowmaking/storage facility • Biathlon range upgrade • Ski Jumping upgrades of inrun system, judges tower and chairlift • Road, bridges and parking improvements on venue <p>Legacy Upgrades:</p> <ul style="list-style-type: none"> • Stadium & trail lighting refurbishment • General building & storage upgrades • Wastewater treatment upgrades • Enhance roller ski facilities • Ski grinder facility



CLUSTER	ACTIVITY	CAPITAL IMPROVEMENTS
		<ul style="list-style-type: none"> • Additional wax cabins & improvements • Construction of a 60-metre ski jump • Light for night training on ski jumps • Plastic for junior jumps & K90 Olympic Hill • Support of Squamish Legacy Park jumps & roller trails • Grooming equipment

2.3.3 SUN PEAKS CIRCLE

CLUSTER	ACTIVITY	CAPITAL IMPROVEMENTS
ADAMS LAKE, LITTLE SHUSWAP LAKE, NESKONLITH, TK'EMLÚPS TE SECWÉPEMC		
SUN PEAKS	<p>SUN PEAKS MOUNTAIN RESORT</p> <p>Events: Freestyle Skiing / Snowboard: Cross, Slopestyle, Parallel Giant Slalom, Halfpipe, Moguls, Aerials (O)</p> <p>Owner: Nippon Cable Company of Japan</p> <p>Management: Sun Peaks Resort LLP</p> <p>Capacity (O): 4,000 & 3,000 (2 stadia)</p>	<p>Required Upgrades:</p> <ul style="list-style-type: none"> • Earthworks for all courses & finish areas: <ul style="list-style-type: none"> ○ Moguls/Aerials/Halfpipe ○ Ski & Snowboard Cross & Slopestyle, PGS • New lift for moguls / aerials • Snowmaking • Field of Play lighting • Upgraded utilities • Upgrades to roads & compounds • Snowcat shop expansion • Environmental restoration allowance <p>Legacy Upgrades:</p> <ul style="list-style-type: none"> • Finish building / judges tower • Zaugg 22ft halfpipe grinder • PistenBully 600 winch cat – halfpipe setup



2.4 OLYMPIC AND PARALYMPIC VILLAGES AND ACCOMMODATION

2.4.1 VANCOUVER OLYMPIC AND PARALYMPIC VILLAGE

VILLAGE	FORMAT	CONSIDERATIONS
VANCOUVER OLYMPIC AND PARALYMPIC VILLAGE		
<p>The Vancouver Olympic and Paralympic Village is proposed for an MST Nation-owned development site, and would be developed by the MST Development Corporation, a partnership of the Musqueam Indian Band, Squamish Nation and Tsleil-Waututh Nation. There are three MST owned sites currently under consideration including the ʔə́y alməxw / ý álmexw / Jericho Lands, Heather Lands and the former Liquor Distribution Branch site in Vancouver. All three sites will meet the IOC site area and travel distance to sports venues requirements. The ʔə́y alməxw / ý álmexw / Jericho Lands site has been used as a model for the Village. The same specs could be transferred to other options if a different location is ultimately preferred by the parties.</p>		
ʔə́y alməxw / ý álmexw / Jericho Lands	100% non-market 410 units <ul style="list-style-type: none"> • 60 studio • 207 1 bdrm • 103 2 bdrm • 40 3 bdrm <p>Affordable rental and ownership housing for working families providing community stability and continuity, especially for first responders such as fire, ambulance and health care workers.</p> <p>First Nations housing – priority to be determined by the Musqueam, Squamish and Tsleil-Waututh Nations.</p>	<ul style="list-style-type: none"> • Central location • Would accelerate development of non-market housing units and assure completion earlier than without the 2030 Games • Timeline is feasible but would need to be carefully managed • Would support the future extension of the SkyTrain to UBC (not required for the Games) • City of Vancouver land use and building permit approval timeline would be challenging
Heather Lands	Same specs as above	<ul style="list-style-type: none"> • Central location • Certainty of schedule as City of Vancouver land use approvals are well advanced • Use as a Village location will delay the overall development schedule for the site that includes a range of market and non-market housing and a daycare
Former Liquor Distribution Branch site in Vancouver or other MST properties	Same specs as above	<ul style="list-style-type: none"> • Central locations • Projects are not as advanced in approval processes but might have other benefits



2.4.2 WHISTLER OLYMPIC AND PARALYMPIC VILLAGE

VILLAGE	FORMAT	CONSIDERATIONS
WHISTLER OLYMPIC AND PARALYMPIC VILLAGE		
<p>Similar to the Vancouver Village, the Whistler Olympic and Paralympic Village could be located in a number of areas. The Driving Range site, located in the town centre, has been used as a model for the Village for the purposes of this proposal. It has not been agreed to by all parties and the specifications could be transferred to other options if a different location is ultimately preferred by the parties.</p>		
Driving Range	<p>100% non-market (target) 579 units</p> <ul style="list-style-type: none"> • 6 studio • 163 1 bdrm • 387 2 bdrm • 23 3 bdrm <p>The driving range site provides a potential opportunity to substantively address workforce housing needs in a preferred location adjacent to Whistler Village. Whistler brings in 25% of BC's total tourism export revenue and is facing a critical shortage of employee housing.</p> <p><i>NOTE: Use of the Driving Range site for the Whistler Athlete's Village is subject to appropriate arrangements with respect to the leasehold interest of Tourism Whistler (Whistler Resort Association) in the Practice Fairway under its lease with the Resort Municipality of Whistler (Whistler Village Land Co. Ltd.).</i></p>	<ul style="list-style-type: none"> • Central location • Alpine Skiing and Sliding athletes could walk to the competition, saving transportation requirements and reducing carbon footprint • Location limits incremental transportation congestion problems into and from the community and benefits from investments in existing infrastructure; might require an upgrade to the traffic light at Whistler Way intersection
Split between Cheakamus Crossing and Driving Range	<p>Village would split into two similar sizes with the driving range housing Alpine Skiing and Sliding athletes and Cheakamus Crossing housing Nordic Skiing athletes.</p> <p>This would apply to the Olympic Village and the Paralympic Village would be consolidated into one Village at the driving range.</p>	<ul style="list-style-type: none"> • Alpine Skiing and Sliding athletes could walk to the competition, while Nordic Skiing athletes would be in close proximity to the Callaghan • Density lessened at the driving range • Builds on legacy of affordable housing and the Whistler Athlete Centre in Cheakamus Crossing near existing services and amenities • Transportation implications would need to be considered
Other locations	<p>Other parcels are possible and could be considered if all parties agree they want to bid</p>	<ul style="list-style-type: none"> • Transportation implications/upgrades to be considered depending on location • Would need to consider other infrastructure requirements



2.4.3 SUN PEAKS OLYMPIC VILLAGE

VILLAGE	FORMAT	CONSIDERATIONS
<p>SUN PEAKS OLYMPIC VILLAGE</p> <p>Following the requirement of self-financing, the Sun Peaks Mountain Resort has proposed a market driven project on Mt Morrisey that would be developed by a private developer, as described in the first row below. Three additional alternatives to the current proposal are outlined below: two at the Mountain Resort and one in the Kamloops area.</p>		
<p>Sun Peaks Mountain Resort</p>	<p>The proposed apartment form of development is in alignment with Sun Peaks Resort Master Plan that was updated in 2020.</p> <p>This would increase market housing for the Resort which provides a valuable legacy, but because there is not an affordable housing component the Village would be rented at Games-time rather than requiring a capital contribution.</p>	<ul style="list-style-type: none"> • Use of Crown land • Athletes would be able to walk to their competition in all cases • Relieves pressure on the existing on Mountain hotel capacity • Press and broadcasters would be housed in hotels on the Mountain • Relieves pressure on the Sun Peaks Mountain road in case of inclement weather or accidents as the broadcasted competition could continue • Reduces carbon footprint • Does not provide affordable housing for First Nations or in Kamloops
<p>Sun Peaks Mountain Resort option 2</p>	<p>A combination of permanent market housing and affordable modular housing that would be relocated post Games</p>	<ul style="list-style-type: none"> • Provides an affordable housing legacy for First Nations • Requires funding to relocate post-Games • Requires discussion with the Adams Lake Indian Band, Little Shuswap Lake Band, Neskonlith Indian Band, Tk'emlúps te Secwépemc, BC Housing, and Sun Peaks Mountain Resort Municipality
<p>Sun Peaks Mountain Resort option 3</p>	<p>Use of existing hotel inventory</p>	<ul style="list-style-type: none"> • Rental solution with no capital investment • No project risk • Solves the issue of the athletes village requirements but uses all of the available inventory so that other Games stakeholders will need to travel up from Kamloops every day (e.g. broadcast) • Increases Organizing Committee operational costs • Increases impact on the resort operations as the accommodation inventory would be taken out of commission longer for athlete village set-up and tear down



VILLAGE	FORMAT	CONSIDERATIONS
Kamloops area development	A location could be found that aligns with affordable housing needs.	<ul style="list-style-type: none"> Requires discussion with the Adams Lake Indian Band, Little Shuswap Lake Band, Neskonlith Indian Band, Tk'emlúps te Secwépemc, BC Housing, and City of Kamloops Requires parties to identify a possible location, developer, etc. Provides much needed affordable housing for First Nations and the City of Kamloops underhoused population Increases the carbon footprint Increases Organizing Committee operational costs Requires consideration of transportation and essential services given greater use of mountain road

2.4.4 WORKFORCE ACCOMMODATION

VILLAGE	FORMAT	CONSIDERATIONS
ACCOMMODATION		
<p>Workforce accommodation is needed in the Sea to Sky Corridor. There is not enough resident population between Squamish and Pemberton for Games requirements at the Whistler venues, nor accommodation currently in the area to house workforce being brought in from outside the area. There are a number of parcels that could work for 2030 workforce accommodation and leave a legacy for First Nations housing. A similar approach would be taken to provide legacy housing for the Secwépemc Nation in the Kamloops and Sun Peaks area. Some possibilities are noted below as high-level examples of the concept.</p>		
7374 Highway 99 Works Yard	<p>Lil'wat is submitting a rezoning application for the Highway 99 Works Yard project, located off of Pemberton Portage Road beside Underhill Lane.</p> <p>It is planned to be a development of 30% non-market housing and will provide much needed affordable units for teachers, school administration, nurses, and other members of the Lil'wat Nation and Village of Pemberton communities.</p>	<ul style="list-style-type: none"> Provides a great legacy for the Lil'wat Nation and the Village of Pemberton Convenient location for Games workforce Timing would work well for the Games Does not exacerbate congestion on Highway 99 between Vancouver and Whistler
Lil'wat and Squamish Lands	There are other parcels in the Sea to Sky corridor, shared by Lil'wat and Squamish Nations, that could also be opportunities for workforce housing and First Nations affordable housing legacy.	<ul style="list-style-type: none"> Any location in the Sea to Sky corridor will support Games needs and provide needed affordable housing legacy. Could also serve as an impetus to build a zero emission, convenient and low cost local and regional transit system
Kamloops/Sun Peaks area	A location could be found that aligns with First Nations affordable housing needs.	<ul style="list-style-type: none"> See Kamloops area development above re discussions with Nations



2.5 ORGANIZING COMMITTEE

The Organizing Committee will be a not-for-profit corporation following the Truth and Reconciliation Commission’s Call to Action 91 that calls “upon the officials and host countries of international sporting events such as the Olympics... to ensure that Indigenous peoples’ territorial protocols are respected, and local Indigenous communities are engaged in all aspects of planning and participating in such events.”

The proposed Board of Directors provides 25 seats as described in Appendix A – built on the principle of equity across all parties.

Living Indigenous values and ways of being and knowing, the Organizing Committee will build a corporate culture and enact policies that remove barriers for Indigenous peoples, people with disabilities and ensure representation that reflects the diversity in Canada. It will be a powerful engine to put Indigenous culture at the forefront of the Games while recognizing and celebration all cultures that make up Canada. And abiding by the seventh generation principle will deliver on the requirement for a climate positive Games that will benefit people for generations to come.

With 3000 staff on board by 2030, the Organizing Committee can build capacity within communities, developing careers in any of the 50 different business units. Additional opportunities provided by the Organizing Committee are outlined in Appendix A including a new co-managed model of revenue generation between the Committee and the Canadian Olympic and Paralympic Committees.

A diagram showing key agreements and guarantees is included as Appendix B. It complements the Guarantees Matrix provided to partners on August 15, 2022.

2.6 COMMUNITY ENGAGEMENT AND SUPPORT

2.6.1 COMMUNITY ENGAGEMENT

Through late 2021 and early 2022, the 2030 Feasibility Team began initial engagement with the partners in the Leadership Assembly, inclusive of the four Host First Nations communities, as well as the tourism, business, and sport sectors and other stakeholder groups. Over 500 meetings were conducted to listen and learn from participants, leaders, and members to understand their aspirations for a potential bid, and questions and key considerations they had about the prospect of a Games bid.

Following the release of the initial Games Hosting Concept in June, engagement was broadened to include the public, key partners, and interested groups who wanted to engage on the possibility of a 2030 Games bid.

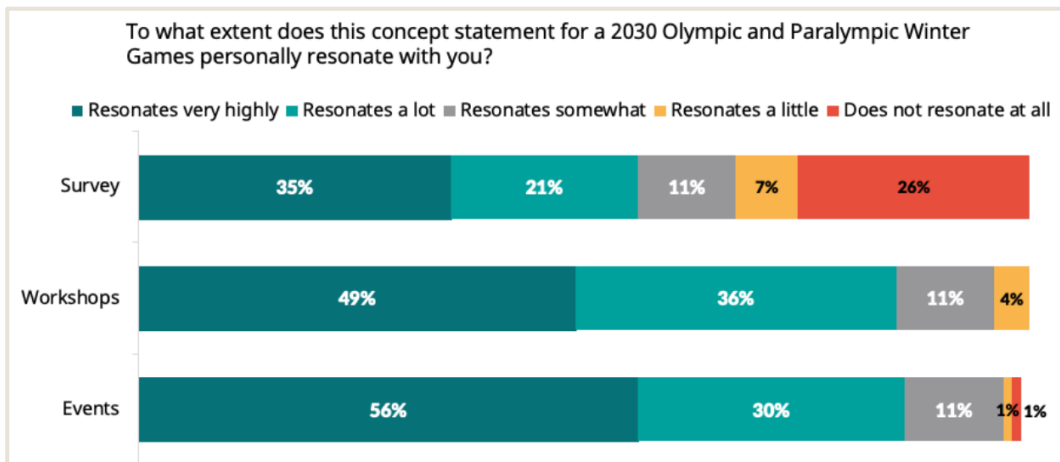


The Feasibility Team hired Delaney, the engagement people, in May 2022 to plan engagement based on input from the Leadership Assembly and best practices, to engage the public and stakeholders, and to report on what was heard so that engagement findings could help the Feasibility Team refine the vision and key legacy elements of the initial Games concept plan.

Engagement continues in Sun Peaks and Kamloops as well as the Lower Mainland through November 2022 and beyond, should all parties decide they want to bid for the 2030 Games.

More than 4,500 people engaged in 23 public engagement sessions and through the online survey from June to September 2022:

- In the online survey, 74% of participants said the draft concept statement for the 2030 Games resonated to some extent, with 56% feeling it resonated very highly or a lot
- In the stakeholder workshops, 100% participants shared that the draft concept statement resonated to some degree with 85% saying it resonated very highly or a lot
- At in-person pop-ups, 98% stated the draft concept statement resonated to some extent with 86% stating it resonated very highly or a lot



The updated engagement report outlining the themes that came out across all engagements is included as Appendix C.

2.6.2 LETTERS OF SUPPORT

Appendix D lists 100 letters that display the significant support for hosting an Indigenous-led 2030 Games. In addition to the Secwépemc Nation and municipalities in Sun Peaks and Kamloops, enthusiastic support was received across diverse communities and sectors in British Columbia and Canada. Included are letters from the National Chief of the Assembly of First Nations, a senator, CEOs, businesses, 23 tourism and hotel associations around BC, 17 sport organizations, 29 provincial and federal (summer and winter) sport federations, educational institutions, and others.



3.0 IMPACT AND LEGACY ENDOWMENT FUNDS

The Nations have invited partners to join a conversation about a project that can address community needs and benefit all peoples – one that operates on the foundation of respect, inclusivity and community. Being Indigenous-led means following Indigenous values and ways of being and knowing. Central to all discussions are concepts of reciprocity, equity and collaboration to lift each other up. This is basis on which the following legacy endowment funds are proposed.

3.1 PRINCIPLES

The proposal around establishment of endowment funds is based on the following principles:

- Funds are to be managed by existing charitable foundation(s)
- Funds are Indigenous run and/or have meaningful Indigenous representation on fund management
- Foundations or trusts are:
 - To be locally or regionally based with disbursement in BC and potentially across Canada
 - To demonstrate reduction of historical barriers of access for Indigenous organizations
- Legacy funds must protect funding for programming
- Contributions to the initial funds are by the Provincial and Federal Governments
- Funds to be established upon signing of funding agreements to begin gathering interest and potentially disburse in support of pre-Games impact objectives (escalated of total fund amount from 2022 to 2024 dollars to reflect this)
- A detailed 2030 Impact and Legacy Endowment Plan on governance and distribution of funds will be developed after the Games award as noted below

3.2 IMPACT AND LEGACY ENDOWMENT FUNDS

3.2.1 PUBLIC FUNDING REQUEST

The funding request is for \$160M in 2030 dollars (an escalation from \$150M in 2022\$ to when funding would be received, approximately 2024). Additional funds may be added from a surplus



from the Organizing Committee post-Games, or by donation or contribution from Multiparty Agreement parties and/or other persons or organizations. A matching program could also be considered to add additional funds post Games award.

\$15M: 2010 Games Operating Trust:
Top up of existing trust

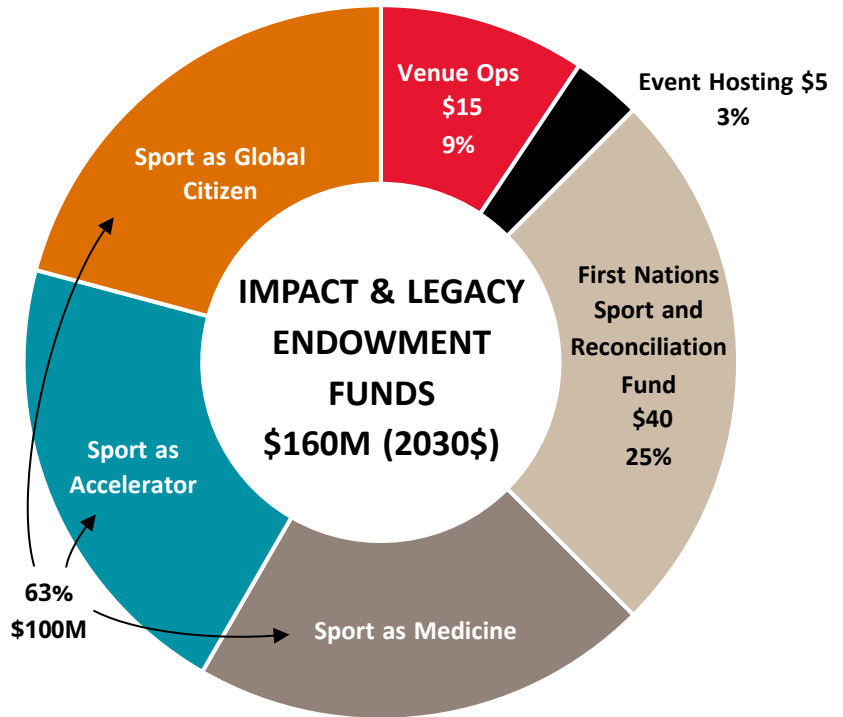
\$5M: Event Hosting:
Top up to Hosting BC fund for event hosting, including an allocation outside Vancouver and Whistler to address provincial priorities

\$40M: First Nations Sport & Reconciliation Legacy Fund:
Fund jointly administered by Lil'wat, Musqueam, Squamish and Tsleil-Waututh Nations to

provide space for governance the Indigenous way with self-determination of funds, to advance common priorities of Indigenous peoples across British Columbia. It could have tiered draws for Host First Nations, Secwépemc Nation in the Sun Peaks/Kamloops area and Indigenous peoples across BC.

\$100M: Programming Initiatives (split equally into 3 in the chart for illustrative purposes only):
To help advance TRC Calls to Action, UNDRIP principles, BC's DRIPA Action Plan and articles in federal and provincial disability legislation, administered by an existing foundation that has meaningful Indigenous representation in its governance, for initiatives that fall into three themes:

- **Sport as Medicine:** such as youth sport; barrier-free access to sport that goes beyond facilities to provide a fully inclusive environment (TRC 89, 90); high performance pathway for Indigenous athletes (TRC 90) and athletes with disabilities
- **Sport as Accelerator:** such as career development for Indigenous peoples; people with a disability; and other specific recipients (e.g. at-risk youth)
- **Sport as Global Citizen:** following UNDRIP, DRIPA, UN Sustainable Development Goals, and provincial and federal disability legislation, for initiatives in climate; social justice (e.g. Murdered and Missing Women and Children, DTES, We the 15); and arts and culture





3.2.2 2030 IMPACT AND LEGACY ENDOWMENT PLAN

A 2030 Impact and Legacy Endowment Plan will be drafted during the transition phase post-Games award to include:

- Governance structure and composition of entities that will have the responsibility and accountability for annual funding decisions and will provide direction to the designated foundations, which, in turn, would have the responsibility for disbursement of funds
- Timing and mechanism of plan approval and process for amendment, including ability to award funds during the lead up to the 2030 Games while continuing to grow the fund
- Structure of funds, i.e. annuity vs. perpetual funding or a mix of both
- Principles around protecting capital first, then guidelines for drawing on funds
- Confirmation of % split between elements or themes above based on ongoing public engagement and discussions between partners with the goal to protect programming funding and ensure funds are not spread too broadly, resulting in less impact
- Timing of RFP for choosing foundation(s) and of establishing/funding the Impact and Legacy Endowment Funds



4.0 ALIGNMENT WITH GOVERNMENT PRIORITIES

4.1 ALIGNMENT WITH THE 2030 GAMES CONCEPT

There are many ways to look at alignment with government priorities, from mandate letters and platforms to programs and funding commitments. Some of these include:

- **Government of Canada**

A review of 2021 mandate letters showed direct alignment on the four common priorities of “build a healthier, more resilient future; take bold climate action; move faster on a path to reconciliation and address systemic inequalities and disparities.”

Some specific examples of alignment include on climate action with Canada’s National Determined Commitment (NDC) under the UN Climate Program, the Paris Agreement and COP26 having 2030 as a target year for reduced emissions. There is also an action plan to support 2SLGBTQI communities to fight discrimination, break down barriers, advance rights and build an inclusive future and many more.

- **Government of BC**

A similar review of 2020 mandate letters showed the 2030 Games aligns with 59 individual statements across 24 ministries and parliamentary secretaries, as well as all five common priorities of “putting people first; lasting and meaningful reconciliation; equity and anti-racism; a better future through fighting climate change; and a strong, sustainable economy that works for everyone.”

As a climate positive project, the 2030 Games can also help deliver commitments outlined in the CleanBC Roadmap to 2030; Climate Preparedness and Adaptation Strategy; Grow BC; Feed BC; Buy BC; Homes for BC; TogetherBC; and StrongerBC programs among others. viaSport BC also has awareness programs related to Inclusive Sport (women and girls, persons with disabilities, LGTBQ2S, youth) and Physical Literacy.

- **City of Vancouver**

As a member of the Leadership Assembly investigating the feasibility of the 2030 Games, the staff reviewed priorities with council and identified the following seven areas the 2030 Games could help advance. Specifics in each of these areas were built into the 2030 Games Concept for venues, villages, impact and legacy, e.g. the revitalization of Hastings Park, and housing on MST Development Corp lands at Jericho or Heather Lands:



Establish affordable housing legacies with a focus on reconciliation housing objectives
Place First Nations culture at the forefront of the Games
Replace high carbon transport modes with low carbon options
Renew community facilities with focus on environmental stewardship and accessibility
Provide spaces for Games- time gathering and celebration
Ensure social inclusion is a key priority of the Games
Support long term sport, physical literacy and health development

- **Resort Municipality of Whistler (RMOW)**

As a member of the Leadership Assembly investigating the feasibility of the 2030 Games, RMOW staff similarly reviewed priorities with council and identified three objectives where the 2030 Games could help realize benefits:

Establish an innovative workforce housing legacy
Create a future focussed transportation system and climate legacy
Strengthen community capacity and resiliency

- **Sun Peaks Mountain Resort Municipality (SPMRM)**

While there have been numerous discussions with SPMRM staff and council on employee housing, resort upgrades and other items, the greatest opportunity identified was in strengthening the Municipality to Nation relationships with the Adams Lake Indian Band, Little Shuswap Lake Band and Neskonlith Indian Band.

Documents showing the alignments above have been developed with partners and/or provided over the past nine month of working together. The analysis for this proposal instead focuses on alignment with legislation or commitments specifically to do with reconciliation.

4.2 RECONCILIATION AND THE 2030 GAMES

On the National Day for Truth and Reconciliation less than two weeks ago, Prime Minister Trudeau recognized additional progress is needed:

"I am hugely impatient to do even more. I think the speed of reconciliation is something we are always going to have to contend with but as Murray Sinclair pointed out today, what took generations to break in terms of relationships in terms of community, is going to take generations to heal. But there are things we have been moving very quickly on but there's always more to do."

APTN National News, September 30, 2022, by Fraser Needham



Premier John Horgan and Murray Rankin, Minister of Indigenous Relations and Reconciliation, released a joint statement on September 30, 2022:

“Today is an opportunity for individuals, families, communities, schools, workplaces and faith communities to come together and begin new conversations on reconciliation. By working together, we can strengthen relationships between Indigenous and non-Indigenous people today and for generations to come.”

<https://news.gov.bc.ca/releases/2022IRR0059-001437>

A full listing of the alignment of calls to action, articles and commitments with the 2030 Impact and Legacy Framework is provided in Appendix E.

SOCIAL INCLUSION & ACCESSIBILITY	ECONOMIC PROSPERITY	ENVIRONMENTAL STEWARDSHIP & ACTION	COMMUNITY RESILIENCE & AFFORDABILITY	SPORT PARTICIPATION & DEVELOPMENT	CULTURAL ENRICHMENT
TRC CALLS TO ACTION – 14 calls directly align with the 2030 Games					
7, 16, 43, 44, 57, 86, 88, 89, 90, 92	92		14, 57, 90	87, 88, 89, 90, 91	7, 14, 16, 43, 44, 57, 63, 86, 87, 90, 91, 92
UNDRIP – 12 articles directly align with the 2030 Games					
14, 15, 16, 17, 21, 23	17, 21, 23	29, 32	13, 21, 23		11, 12, 13, 14, 15, 16, 25
DRIPA ACTION PLAN – 29 (more than 1/3) commitments directly align with 2030 Games					
3.1, 3.2, 3.5, 3.8, 3.10, 3.15, 4.6, 4.9, 4.15, 4.21	2.12, 3.9, 4.15, 4.37, 4.38, 4.41, 4.42, 4.45	2.6, 2.7, 2.8, 2.12, 3.9, 4.43, 4.48	2.12, 3.1, 3.9, 4.6, 4.21, 4.23, 4.24, 4.25, 4.41, 4.42, 4.48	4.6	3.1, 3.2, 3.5, 3.15, 4.6, 4.24, 4.28, 4.29, 4.30, 4.35
VANCOUVER – 6 UNDRIP taskforce early recommendations directly align with 2030 Games					
EA6	EA3, EA4			EA5	EA1, EA2, EA3, EA5
WHISTLER – 6 Official Community Plan goals directly align with 2030 Games					
	3.6, 3.8	3.7	3.8		3.2
SUN PEAKS – Principle 8 of the Official Community Plan + 3 policies directly align with 2030 Games					
	P5.5.5			P5.5.6	GP8, P5.3.8, P5.5.5



5.0 SHARE OF BENEFITS

Costs should be considered in the context of the benefits they engender, both financial and intangible. The following section highlights the benefits from the 2030 Games, with 3rd party reports and other analysis provided in Appendices F to I.

5.1 PRINCIPLES

- There must be benefits and legacies that are meaningful to each party and can be financial and non-financial in nature
- Benefits must be equitable between Nations, while working within the requirements and constraints of the project
- Benefits must accrue to Indigenous and non-Indigenous peoples in BC and Canada
- The Games should offer a unique opportunity to invest in existing priorities while leveraging dollars that would not otherwise flow to the region (“The whole is greater than the sum of its parts”)

5.2 SUMMARY OF BENEFITS

2030 GAMES SUMMARY OF BENEFITS	
CATEGORY	DESCRIPTION
Housing	1000+ non-market housing units between the Vancouver and Whistler Villages and workforce accommodation, plus market housing at Sun Peaks
Revitalization of venues	Accessibility, environmental and sport legacy upgrades to 12 venues that provide hundreds of millions of positive economic impact annually to the region
Legacy endowment funds	Funds for facility operations, event hosting, Indigenous priorities, programming with sport as medicine, accelerator and global citizen to help advance TRC Calls to Action, UNDRIP principles, BC’s DRIPA Action Plan and articles in federal and provincial disability legislation
Organizing Committee governance, structure and initiatives	Equity in governance across all parties; Corporate culture and policies that reflect Indigenous ways of being and knowing; Climate positive Games requirements that will provide a spotlight on climate action plans for all parties to take back to their home environments; Ability for the organizing committee to act as an incubator of capacity building and career development in any of 50 different business units
Economic impacts in 2022 \$ (App. F)	GDP avg: BC \$3.7B all Can \$5B Labour income avg: BC \$2.1B all Can \$2.9B Tax revenue avg: BC \$480M all Can \$1.16B (note: BC includes municipal tax revenues)
Tourism (App. G) & Dispersal of benefits (App. H)	International tourism visitation uplift of 29.6K to 62K, with total expenditure of \$28-\$61M during the 2030 Games, and estimated real GDP impact of \$216-249M in 2022\$



5.3 SUMMARY OF ECONOMIC IMPACT

The following charts have been extracted from the economic and social impact study prepared by PricewaterhouseCoopers LLP and included as Appendix F. They are listed in 2022 dollars. An additional row has been added for illustrative purposes only to show the totals if the same escalation factor used on operational costs were applied.

Total economic footprint of the 2030 Olympic and Paralympic Winter Games by expenditure category - BC

In 2022 \$CAD, cumulative between 2022 and 2030**

	GDP (\$ millions)	Labour income (\$ millions)	Employment (Headcount)	Tax revenue*** (\$ millions)
Venue Capital Upgrades	\$555 - \$582	\$324 - \$340	4,709 - 4,942	\$82 - \$86
Village Construction	\$696	\$387	6,023	\$108
<i>Subtotal, Capital expenditures</i>	<i>\$1,251 - \$1,278</i>	<i>\$711 - \$727</i>	<i>10,732 - 10,965</i>	<i>\$190 - \$194</i>
Organizing Committee	\$1,723 - \$1,933	\$972 - \$1,091	19,053 - 21,372	\$207 - \$232
Public Safety and Security	\$607 - \$632	\$364 - \$379	8,327 - 8,669	\$69 - \$72
<i>Subtotal, Operating expenditures</i>	<i>\$2,330 - \$2,564</i>	<i>\$1,336 - \$1,469</i>	<i>27,380 - 30,041</i>	<i>\$276 - \$304</i>
Total impact	\$3,581 - \$3,842	\$2,047 - \$2,196	38,112 - 41,006	\$466 - \$498
2030\$ (as spent ops escalation)	\$4,400 - \$4,700	\$2,500 - \$2,700		\$570 - \$610

Total economic footprint of the 2030 Olympic and Paralympic Winter Games by expenditure category - Canada

In 2022 \$CAD, cumulative between 2022 and 2030*

	GDP (\$ millions)	Labour income (\$ millions)	Employment (Headcount)	Tax revenue** (\$ millions)
Venue Capital Upgrades	\$701 - \$736	\$405 - \$425	5,955 - 6,252	\$178 - \$187
Village Construction	\$887	\$491	7,635	\$230
<i>Subtotal, Capital expenditures</i>	<i>\$1,588 - \$1,623</i>	<i>\$896 - \$916</i>	<i>13,590 - 13,887</i>	<i>\$408 - \$417</i>
Organizing Committee	\$2,529 - \$2,836	\$1,440 - \$1,615	27,582 - 30,939	\$542 - \$608
Public Safety and Security	\$774 - \$806	\$471 - \$490	10,254 - 10,675	\$168 - \$175
<i>Subtotal, Operating expenditures</i>	<i>\$3,303 - \$3,642</i>	<i>\$1,911 - \$2,105</i>	<i>37,836 - 41,614</i>	<i>\$710 - \$783</i>
Total impact	\$4,891 - \$5,265	\$2,807 - \$3,021	51,426 - 55,501	\$1,118 - \$1,200
2030\$ (as spent ops escalation)	\$6,000 - \$6,500	\$3,500 - \$3,700		\$1,400 - \$1,500



A comparison of public funding to economic impact, in 2022 dollars, shows a rate of return of \$5 for every dollar spent by senior levels of government. While it is difficult to do the same measure in 2030 dollars, even a rough calculation mimicking escalation up to the point operational dollars will be spent provides a similar return. Looking at tax implications alone shows 64% of the investment is recovered through increased taxes.

IN 2022\$			
SENIOR GOVT	PUBLIC FUNDING 2022\$	RETURN AVG 2022\$	GDP RATE OF RETURN
Government of BC	\$742M	\$3.7B in GDP \$480M in tax recovery	1:5 GDP RETURN
Government of Canada	\$1.06B	\$5B in GDP \$680M in tax recovery	1:4.7 GDP RETURN

IN 2030\$ (using escalation factor of 1.23 to mimic as spent operational dollars)			
SENIOR GOVT	PUBLIC FUNDING 2030\$	RETURN AVG 2022\$	GDP RATE OF RETURN
Government of BC	\$957M	\$4.5B in GDP \$590M in tax recovery	1:4.7 GDP RETURN
Government of Canada	\$1.36B	\$6.2B in GDP \$830M in tax recovery	1:4.6 GDP RETURN

5.4 DISPERSED BENEFITS ACROSS BC AND CANADA

The Federal Major Sport Event Rationale recognizes that major events like the Olympic and Paralympic Games are more than a collection of individual events. They spur activity and investment using the Games as leverage and a milestone throughout the host province and across Canada. One of the objectives of the 2030 Games is to collect the impacts and legacies in a central repository – something that does not exist today. However, research of publicly available information provides a large number of examples that have been captured over nine pages in Appendix H where benefits accrued more widely than the Games event footprint. A few examples from the appendix, in no particular order are:

- Charitable donations of over \$5M by RBC at torch community stops around the country
- Employment of more than 1,000 Inuit artists to hand-carve Inuksuit
- 2010 Commerce Centre staging 252 workshops across the province, playing "matchmaker" between 1,000 regional delegates and 3,000 potential international partners
- 1,500 new businesses (both directly and indirectly related to the 2010 Winter Games) were created in BC between 2003 and 2010 because of induced economic growth from hosting the Games
- Bell allocated \$2M to community sports and recreation projects in disadvantaged neighborhoods, including in Prince George



- 225 medical AEDs distributed across Canada
- Sleep Country donated 4,000 beds to target populations across Canada
- More than 1,200 buildings across Canada were rated for accessibility by the Rick Hansen Foundation Accessibility Certification TM (RHFAC), and 752 RHFAC certified
- From 2004 to 2009, Hosting BC provided grants totalling \$2.7 million to 34 communities to host 197 national and international sport events
- 78 teams from 24 countries were hosted for pre-Games training in 20 BC communities
- From 2007 to 2010, Arts Partners in Creative Development (APCD) distributed over \$6 million to support the creation of 84 projects in 16 BC communities
- Prince George strategically executed their “Five Rings of Opportunity” to capitalize on the Games and related opportunities, including development of a sports centre and destination tourism



6.0 PUBLIC FUNDING REQUEST

This proposal is provided for federal, provincial and municipal governments to consider investing public funding in an event that is aligned with existing priorities and commitments. It provides opportunities for governments to leverage the profile and complexity of the Games to work together with Nations, corporations and other organizations to accelerate, amplify and deliver on these priorities and commitments.

6.1 PRINCIPLES

- Funding share is based on delivering Games requirements and considers flow of direct financial benefits
- Funding share follows federal and provincial major multi-sport event guidelines:
 - Federal Policy for Hosting International Sporting Events
 - Provincial Event Funding for Marquee Events
- Discretionary spending is not included; assumes parties will present a business case to respective cabinets/councils to secure funds as their own initiatives are developed
- All parties contribute to delivering the 2030 Games

6.2 PROPOSED FUNDING SHARE

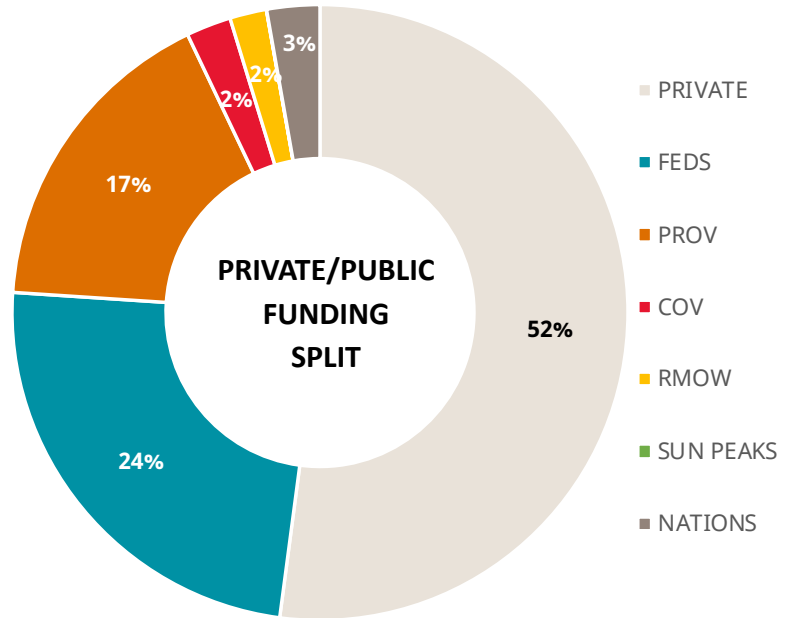
6.2.1 CONCEPT OF FUNDING SHARE

- Municipalities cover the cost of their own essential services (2010 estimates escalated to 2030 plus 10% operating contingency) as an in-kind contribution
 - If additional funds are needed, an application can be made to an overall central contingency fund held jointly by the Provincial and Federal Governments (see Deficit Mitigation Strategy)
 - In the case of a force majeure event (e.g. pandemic, earthquake, war), all levels of governments will come together with the IOC and share costs based on a formula agreed to during the IOC targeted dialogue phase with capped liability for municipalities and Nations (see Deficit Mitigation Strategy)
- Land contributions are valued at 20% of construction costs for the proposed split below
- Security is coordinated through an Integrated Security Unit led by the RCMP National Protective Policing (see Appendix J)
- Organizing Committee is funded privately so does not factor into the public funding share



6.2.2 PUBLIC / PRIVATE FUNDING SPLIT

Delivery of the 2030 Games requires a strong partnership with private and public entities. Private enterprise plays a significant role by funding more than half the total event cost. It covers the cost of the Organizing Committee which is charged with planning and delivering the event. It should be noted that the private share is more than twice the funding request from the federal government and three times the request from the provincial government.



The public funding requests are focused on:

1. Investment into long term legacy items such as revitalizing venues for accessibility, environmental improvements and sport legacy. These venues are used by the community and provide a significant a annual positive economic impact in their daily operations and their ability to attract events into the future. Capital improvement provide benefits long after the event has concluded.
2. Investment in programming legacy endowment funds that leverage the partners coming together to providing lasting benefits across the region.
3. In-kind contributions of land for Villages which provides a much-needed legacy of housing, and use of a refurbished Hastings Park amphitheatre which gives back to the community in economic impact evrey year.
4. In-kind essential services, and security, that are provided for any event that happens in the region and brings life and economic impact, e.g. annual Pride celebrations, jazz festivals, Celebration of Lights, Diwali celebrations, as well as events such as HSBC Rugby 7s, Grey Cups, Davis Cup, Laver Cup, Stanley Cup playoffs etc.
5. An allowance for an overall central contingency in place of a blanket financial guarantee

Public investment is offset by economic, tourism, social benefits and intangible benefits that come from the event as described in the following section.

The public funding requests are made in 2030 dollars (or more specifically “as spent” dollars, which recognizes escalation up to the point the money is spent).

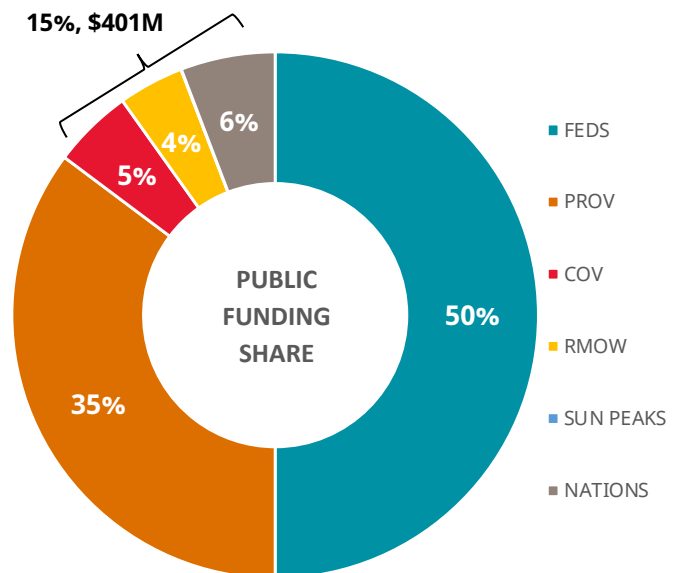


6.2.3 SUMMARY OF PUBLIC FUNDING AND ACKNOWLEDGMENT OF IN-KIND CONTRIBUTIONS

TOTAL PUBLIC FUNDING (millions)	2022	2030
GAMES REQUIREMENTS (without contingencies)		
Venues	286	375
Villages	267	383
Essential Services & Security	756	958
SUBTOTAL REQUIREMENTS	1,309	1,716
CONTINGENCIES		
Venues	89	117
Essential Services & Security	145	184
Overall Central Contingency	150	190
SUBTOTAL CONTINGENCIES	384	491
LEGACY ENDOWMENT FUNDS	150	160
IN-KIND LAND CONTRIBUTIONS	277	348
TOTAL	2,120	2,715

6.2.4 PUBLIC FUNDING SHARE

FUNDING: CASH & IN KIND (millions)	2022 \$	2030 \$
FEDS	1,060	1,357
PROV	742	957
COV	103	134
RMOW	88	109
SUN PEAKS	0.6	0.7
NATIONS	127	157
TOTAL	2,120	2,715





NOTES

- Municipal essential services would be provided in-kind. They are estimated based on 2010 actuals, escalated to 2022 dollars, increased by 10% as extra contingency and escalated to 2030 dollars. This acts as a cap of sorts, after which if additional dollars are required, the party can apply to the Overall Central Contingency described below. Consideration was given to dollars municipalities were able to secure in 2010 without reimbursement from provincial and federal governments, partnership with sponsors, and other donors.
- Security estimate released on July 8, 2022, included a 25% contingency which has been split out in the chart above. Essential services and security have been combined to show base costs as one line, and contingency as a separate line for simplicity.
- Overall Central Contingency: See Deficit Mitigation Strategy below.
- Legacy Endowment Funds: The amount has only been escalated to 2024 as the funding is proposed to be secured upon signing contribution agreements with major funding partners, at which point it would begin generating interest.
- As per the Federal funding formula, in-kind contributions can be included if they are materially used as part of the Games concept. This Games concept proposes use of:
 - Hastings Park Amphitheatre which is part of the Hastings Park/PNE Master Plan. The Hastings Park/PNE Master Plan was identified by City of Vancouver staff as a priority objective that the 2030 Games could help realize to “renew community facilities with a focus on environmental stewardship and accessibility”. The Amphitheatre is proposed for the Vancouver Medals Plaza/Celebration Site for the Olympic and Paralympic Games and for the Paralympic Closing Ceremonies.
 - Land contributions from the Lil’wat, Musqueam, Squamish and Tsleil-Waututh Nations are included at 20% of the construction costs for the Vancouver Village and Sea-to-Sky Accommodation. The Accommodation construction costs are prorated based on the proposed contribution. It should be noted that:
 - 20% is a broad rule-of-thumb measure for the purposes of the proposed funding share
 - The measure of 20% underestimates the true value of the land, which could be measured as value based on current use, proposed use or best possible use, among other methods, such as book value
 - It also does not recognize that within the 20% rule of thumb, market land values differ significantly between Lil’wat/Pemberton (possible project on Highways Yard), Whistler and the Westside of Vancouver.



7.0 DEFICIT MITIGATION STRATEGY

7.1 PRINCIPLES

- Solid estimates were created by experts and then reviewed by independent experts
- Layers of mitigation and contingency are built into budget estimates
- Residual risk needs to be shared between parties
- Built on experience, knowledge, learnings, and budget actuals of Vancouver 2010

7.2 SUMMARY OF CONTINGENCIES

CONTINGENCIES (millions)	2030 \$
Venue legacy scope reduction	\$ 258
Venue construction, design & project	\$ 117
Venue escalation	\$ 117
Essential services and security	\$ 184
Organizing Committee operations	\$ 268
Organizing Committee escalation	\$ 528
Overall Central Contingency	\$ 190
TOTAL CONTINGENCIES AND ESCALATION	\$ 1,662

7.3 PROPOSED DEFICIT MITIGATION PLAN

Deficit mitigation is top of mind on major events such as the 2030 Games and has been contemplated in all phases of planning to date. A number of layers of risk mitigation are built in to responsibly manage a project of this magnitude and complexity. In priority order of access, these are:

1. Strength of Estimates

Venue capital estimates were provided by experienced venue operators, based on 2030 Games technical requirements, identified upgrades to extend venue life, and legacy improvements for sport use. All estimates were then validated by BTY Group (a third-party cost consultant) and reviewed by additional subject matter experts with experience in delivering large-scale development projects. The capital budget was then reviewed by an independent 3rd party commissioned by Sport Canada, as well as by the Province of BC’s Ministry of Finance.



Village capital projects were scoped by the developer of each project, chosen to align with existing community housing needs. They were validated by BTY Group and reviewed by additional subject matter experts with experience delivering large-scale development projects. To determine an appropriate project contribution, four benchmarks were considered: the 2010 dollar village contributions escalated to 2022; the percentage of 2010 contributions on the final cost of the villages in 2010; the cost to build temporary villages with no legacy value; and the theoretical cost of renting hotel rooms if that level of inventory existed in the right locations.

The Organizing Committee (OC) estimates are not included in the funding share formula as no public funding is being requested. However, the strength of estimates is relevant based on the International Olympic Committee (IOC) requirement for a Games Delivery guarantee which underwrites the cost of any potential overruns of the OC. Organizing Committee operational estimates were developed with a blend of bottom-up work prepared specifically for the 2030 Games; detailed estimates prepared by the Calgary 2026 Bid Corporation adjusted to 2030 Games parameters and escalated to current dollars; and escalated actuals from 2010. 2010 actuals were audited and provided publicly in 2014. 30 subject matter experts worked on the Calgary 2026 detailed operating budget for more than a year; and additional subject matter experts created or reviewed each 2030 budget line to ensure the local context and assumptions were incorporated. Subsequently, the operating budget was reviewed separately by an independent 3rd party commissioned by Sport Canada, by the Province of BC's Ministry of Finance and by the IOC.

The Security estimate was developed by a team of security subject matter experts, with a combined 140 years of experience and involvement in the planning, delivering or reviewing of major Canadian events over the last 16 years. The RCMP National Headquarters Protective Policing subsequently convened an independent team that also included members of RCMP E Division (British Columbia), Indigenous Policing Services, and the Police of Jurisdiction for relevant venues, to validate the process undertaken by the security experts.

Essential services are being developed and are owned by each level of government. For the purposes of the proposed funding share, estimates for the Municipalities and the Province were based off of 2010 actuals escalated to 2022 plus an additional 10%. 10% was chosen to add a buffer despite the fact that the 2030 Games concept has a smaller and more contained footprint in the Lower Mainland. For instance, with Hastings Park at the centre of the concept, there is one less venue in the urban domain (curling previously at Hillcrest) and no need for a separate Vancouver live site (previously at David Lam Park). The estimate for Federal Essential services was escalated from detailed 2018 work done by the Essential



Federal Services Working Group for the Calgary 2026 Bid. Similarly the scope of some federal services is less than in Calgary given existing infrastructure in the 2030 Games footprint so the estimate included as a placeholder is expected to overstate what is needed in the 2030 context.

2. Scope Reduction (Non-Contractual)

In a concept where no new venues need to be built, there is the opportunity to significantly manage scope if costs escalate beyond all the contingencies and estimated inflation. While it would not be ideal to lose planned legacy, it is feasible to do so rather than to go into a cost overrun situation. Similarly, given timing of revenue generation vs. operational spend, scope and/or service level reduction is a viable strategy to manage operational budgets.

There is over \$258M in legacy elements over and above minimum Games requirements built into the venue capital plan in 2030 dollars.

3. Contingencies

The venue capital plan includes contingencies recommended by BTY Group. Each individual project includes a 25% design contingency and a 10% construction contingency. An additional 10% program contingency has been added on top of those contingencies in the total venue budget. \$117M is included for venue capital contingency in 2030 dollars.

Village contributions are proposed to be a flat amount provided to each developer. The contributions account for inflation but the actual project contingency will be the responsibility of each developer. The contribution does not change based on project actuals so there is no design and construction contingencies needed in the contribution.

Essential services contingencies are included in estimates at 10%, with 25% included for the security contingency. The total security estimate is more than double the cost of the actual security costs for the Toronto 2015 Pan Am/Parapan Am Games despite that event being more than 2.5 times the size of the 2030 Games. Total essential services and security contingency is \$184M in 2030 dollars.

4. Escalation Contingencies

BTY Group provided recommendations on inflation adjustments to reflect “as spent” or 2030 dollars, i.e. escalation up to the mid-point of each capital project. For simplicity, we are calling as spent dollars 2030 dollars. Annual construction escalation was calculated at 7% for 2022, 6% for 2023, 6% for 2024 and 5% per annum from 2025 on. An additional 2.5% per annum was added for design cost escalation. And a further 5% super escalation was calculated on top of the construction and design escalations. This results in an additional \$117M in escalation contingencies to bring the 2022 estimates up to 2030 dollars.



The Organizing Committee includes \$268M in scope contingency in 2030 dollars and \$528M in escalation contingency to bring the 2022 estimate up to 2030 dollars.

5. Insurance

While the insurance market has heated up significantly, there remains a possible strategy to procure insurance to mitigate some risks for major events. Examples of insurance products investigated by major events have been breach of contract, loss of appeal, event cancellation and construction cost overrun.

6. Overall Central Contingency

The funding request includes a proposed Overall Central Contingency of \$190M in 2030 dollars to act as a central cost overrun contingency. It would be funded and managed jointly by the Provincial and Federal Governments. Municipal, Provincial or Federal departments and the Organizing Committee would need to apply for access to any additional funds. It is included in the overall funding formula but that is not required. The senior governments could choose to exclude this amount from current funding allotments and instead sign a capped Games Delivery Guarantee.

7. Scope Reduction (Contractual)

The scope reduction above refers primarily to legacy scope or budgeted scope over minimum Games requirements. This item of deficit mitigation proposes discussion during IOC targeted dialogue of a new clause to be added to the Olympic Host Contract that states if all the above layers have been exhausted, the Organizing Committee has the ability to reduce IOC contractual technical requirements in order to balance the budget, as long as it does not impede the ability to run or broadcast the competition, e.g. a reduction in service levels for client groups or other technical requirements.

8. Force majeure

In the past, the only Olympic Games that had been cancelled were due to the First and Second World Wars. The COVID-19 pandemic has brought the question of impact of unforeseen, global events to the fore, as have changing threat levels, domestically and internationally. It is proposed that a multi-partner approach to responding to force majeure events be developed as part of targeted dialogue between all partners and the IOC including a proposed share of the risk by each party and a capped indemnification of risk for municipalities and Nations in such a situation. This would take effect after all the above mitigation measures have been exhausted.



8.0 CONCLUSION

"We call upon the officials and host countries of international sporting events such as the Olympics, Pan Am, and Commonwealth games to ensure that Indigenous peoples' territorial protocols are respected, and local Indigenous communities are engaged in all aspects of planning and participating in such events."

This proposal is the embodiment of TRC Call to Action 91.

An Indigenous-led 2030 Olympic and Paralympic Winter Games is proposed, inspired by the transformative impact such a large step forward on reconciliation will have on the country and around the world.

These Games will show that British Columbia and Canada stand behind 41 articles and actions committed to around the legislations of DRIPA and UNDRIP. It will show municipalities stand behind over 16 recommendations and the numerous goals and policies in UNDRIP strategies and Official Community Plans. And it will show that Nations and governments can work together to deliver a complex project to the benefit of all.

This proposal has outlined benefits and costs, suggested strategies to mitigate risk and proposed all partners stand together to bid for a 2030 Games that has a rate of return of approximately 5 to 1 for the senior levels of government and significant tax recovery offsetting investments. This is a financially responsible proposal.

Furthermore, this is a project that aligns with existing priorities, not only around reconciliation but around accessibility, social inclusion, economic recovery, climate action, community development, sport development and cultural enrichment. It is a climate positive project that, in the Indigenous ways of being and knowing, is founded on human values of respect, community and inclusivity for all peoples: Indigenous, non-Indigenous, people with disabilities, and all the rich diverse cultures that live on Canadian soil.

WE BELIEVE:

Benefits arising from the 2030 Games will accrue across many areas by creating a partnership of private entities, local, regional, national and international organizations working together with Nations and all levels of government with a common purpose.

A set deadline of the 2030 Games and requirement to measure progress will ensure priorities are advanced and achieved.



Each municipal council, and provincial and federal cabinet should have the confidence that finer details that need to be discussed domestically can be resolved by coming to the table and talking to one another in a spirit of listening and collaboration.

The 2030 Games presents an extraordinary opportunity to lift each other up, unite the country once more and show the world it is possible to take tangible, meaningful action on reconciliation.

We respectfully request, that if you believe in this opportunity, you complete and sign the template letter of support in Appendix K by November 30, 2022, and allow British Columbia and Canada to show itself as a leader to the world.



APPENDIX A: ORGANIZING COMMITTEE

ORGANIZING COMMITTEE GOVERNANCE PRINCIPLES

- The Organizing Committee will be a not-for-profit corporation
- The Board composition will respect TRC 91 and UNDRIP principles
- Representation will be from 10 proposed signatories to a Multiparty Agreement: Lil'wat Nation, Musqueam Indian Band, Squamish Nation, Tsleil-Waututh Nation, Government of Canada, Government of BC, City of Vancouver, Resort Municipality of Whistler, Canadian Olympic Committee, Canadian Paralympic Committee
- There will be equity among parties, while accounting for IOC requirements
- The Organizing Committee Board is charged with making decisions in the best interest of the project
- The by-laws of the Organizing Committee will set out appropriate consideration of the distribution of decision-making authority among the parties for certain types of decisions
- There are complementary mechanisms such as funding agreements and a coordinating committee structure across all levels (executive, operational, topic-specific) that provide government partners ability to influence direction taken by the Organizing Committee
- There will be equitable representation of men and women, as well reflection of diversity, equity and inclusion

PROPOSED BOARD COMPOSITION

25 board members as follows:

- Lil'wat, Musqueam, Squamish, Tsleil-Waututh Nations: 2 each (8)
- Govt of Canada, Govt of BC, Vancouver, Whistler: 2 each (8)
- COC, CPC 2 each (4)
- Members-at-Large (includes Chair) up to 5
 - One from the Secwépemc Nation
 - One recent Olympic athlete (as per IOC requirements)
 - One recent Paralympic athlete (as per IOC requirements)

Members are appointed based on the following:

- Except as required to comply with IOC requirements for Board composition (see below), no more than one appointee from each party may be a staff member or elected official of that party, i.e. if one member is Chief, Nation Councillor, Deputy Minister, Assistant Deputy Minister, City Manager, or Deputy City Manager, the other appointee would be drawn from the business, sport, social, other public service sector or Nation membership
- Appointees should reflect diversity, equity, inclusion (e.g. BIPOC, LGBTQ2S+) and provide a broad mix of skills and business experience based on a skills matrix that will be developed
- IOC requirements need to be covered in the allotments above (see below)
- Additional entities could be invited to attend with observer status, e.g. representative from Sun Peaks Mountain Resort Municipality



PROPOSED BOARD COMMITTEES

Standing Board committees are proposed as follows:

- Audit & Finance
- Human Resources
- Governance
- Indigenous Protocol
- Risk Management
- Sport

The Board can strike Board councils and/or additional committees at its discretion, for example, Elders and Youth, Athletes, Nominations Committee.

The Organizing Committee can strike advisory panels, such as Indigenous Sport, Legacy and Sustainability, Inclusion, Climate etc.

IOC REQUIREMENTS FOR BOARD APPOINTMENTS (per Olympic Host Contract Principles 2030)

- Any Canadian IOC member(s): Tricia Smith (Dick Pound’s term ends in 2022)
- Any Canadian IPC Governing Board members Chelsey Gotell, Josh Dueck
- COC President and the Secretary General Tricia Smith (President), David Shoemaker (Sec Gen)
- CPC President Marc-André Fabien
- At least one recent Canadian Olympian [TBD]
- At least one recent Canadian Paralympian [TBD]
- Equity between men and women

VANOC BOARD COMPOSITION FOR REFERENCE (per the VANOC MPA)

20 members as follows:

- 3 by Canada
- 3 by the Province
- 2 by Vancouver
- 2 by Whistler
- 7 by the COC
- 1 by the CPC
- 1 by the Lil’wat and Squamish First Nations acting together
- 1 by vote of the other Members

VANOC’s Board composition did not reflect the principle that all of the partners should have equal representation, and it only provided for one member-at-large appointed by the other parties. We



are proposing a model based on equity of the ten parties at the table, while ensuring the presence of additional independent voices who do not represent any of the interested parties.

2030 ORGANIZING COMMITTEE COMPARISON TO 2010

In addition to governance changes, the following adjustments are contemplated to the operations of a 2030 Organizing Committee, reflecting the values of an Indigenous-led Olympic & Paralympic Winter Games:

- Host Nations Secretariat funded by the Organizing Committee and integrated into project planning across all business units
- Creation of C-Suite Leadership role focused on Reconciliation and Indigenous Leadership
- A human resources plan that supports the intentional removal of barriers to hiring Indigenous people, people with disabilities, and other diverse peoples as staff and volunteers
- Operations funding inside Organizing Committee for culture, torch, ceremonies, sport presentation (e.g. commentators and in-venue entertainment), Village activation, transport, Games protocol, security, and other areas with an opportunity to advance reconciliation, Indigenous culture, and community priorities
- Cultural Onboarding for all Games participants (Athletes and Officials, spectators, sponsors, staff, security, broadcast public, etc.)
- A focus on careers and development potential within over 50 Organizing Committee business units – acting as model for all businesses and advancing career prospects for Indigenous and non-Indigenous peoples
- Indigenous, local and regional procurement opportunities in the delivery of the 2.5 billion dollar privately funded Organizing Committee budget
- Opportunity to leverage Games to accomplish additional priorities and attract sponsor/partner funding
 - Youth based development, partnership with post-secondary Indigenous students, capacity building
 - Nation to nation relationship-building; Nation to government relationship-building
 - Telling your truth; telling your story
 - Revitalizing languages
- Use of Games commitment to climate positivity to achieve targets in climate action plans (CAPs) and drive enhanced partnerships between relevant parties

Revenue Generation & Commercial Rights:

In connection with hosting the Games, the IOC will require a Joint Marketing Programme to be created between the OC and the COC, to combine the marketing and commercial rights of the future OC with those of the COC for the Games period between 2025-2032. An arrangement must also be concluded with the CPC in connection with the Paralympic Games.

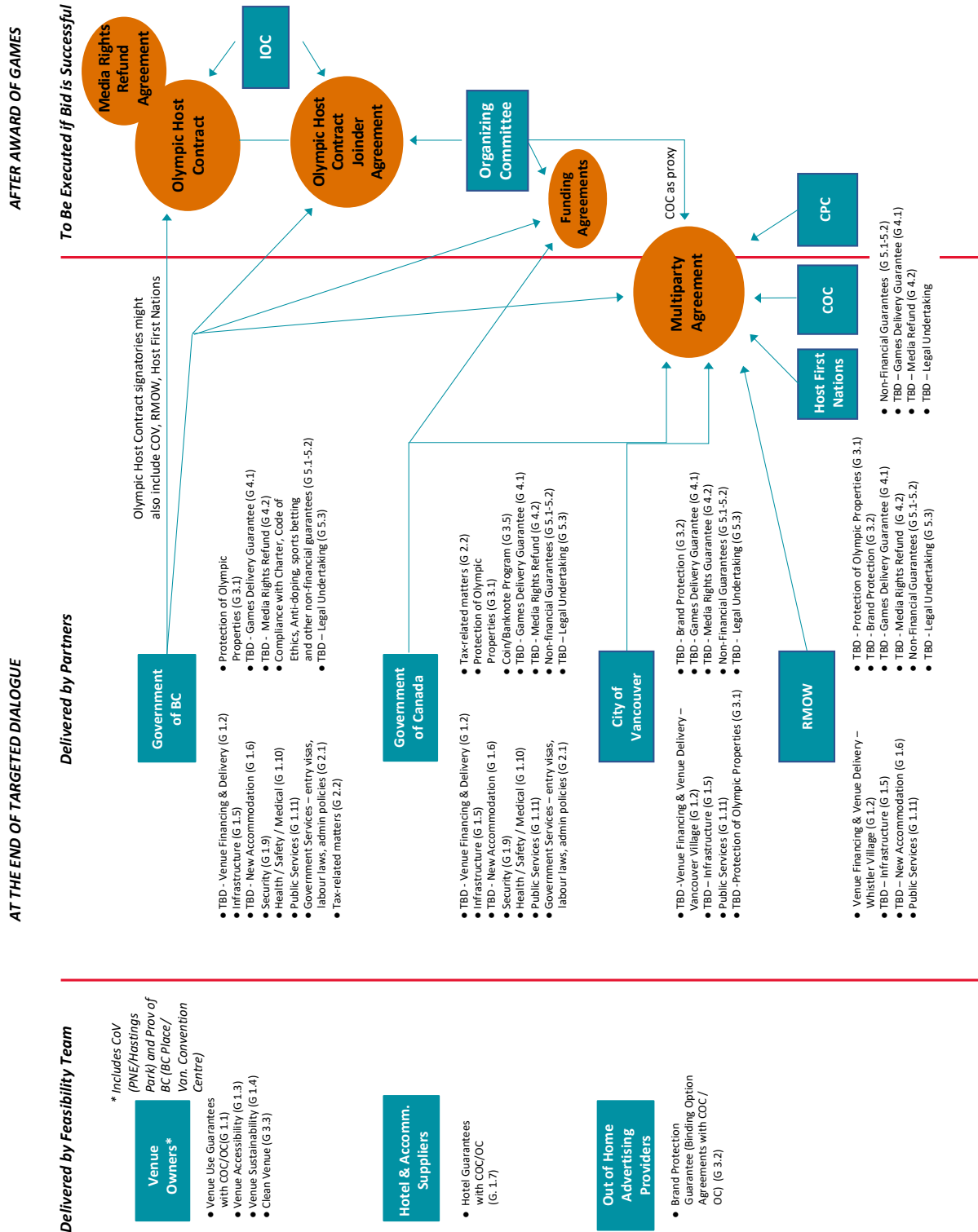


The current proposal for the 2030 Games Organizing Committee expects to be entirely privately funded through domestic and international revenue sources (sponsorship, broadcast rights, tickets, merchandise, etc.). In order to best achieve this and to effectively monetize the 2030 Games and Team Canada brands, an adapted commercial model is being proposed, in the form of a collaboratively managed Brand & Commercial (Sales and Marketing) arrangement between the OC, the COC and the CPC. The goal of this commercial arrangement is to provide the parties an opportunity to work together, to maximize the marketing and brand potential of the 2030 Games and Team Canada during the Games period, including maximizing and optimizing revenue generation, and to strengthen brand and commercial prospects at its conclusion.

A well-structured commercial arrangement for revenue generation will provide greater potential upsides for all domestic stakeholders, including the OC, the COC, and the CPC through a holistic and strategic approach to the commercial market, enhancing the relationship among the parties and mitigating brand, commercial and financial risks. Through the commercial arrangement, the OC, COC, and CPC can benefit from shared efficiencies to reduce costs, while taking advantage of COC and CPC's knowledge and experience in the Games market to optimize revenue generation and launch a successful 2030 Games brand alongside the established and successful Team Canada brands. This arrangement will also satisfy IOC requirement for a Joint Marketing Programme.



APPENDIX B: KEY AGREEMENTS AND GUARANTEES





APPENDIX C: ENGAGEMENT REPORT AS OF SEPTEMBER 30, 2022

A neutral third-party engagement firm, Delaney, the engagement people, was hired to support planning, implementation, and reporting on the engagement process. The process has been planned based on the International Association for Public Participation (IAP2) best practices, combined with Indigenous protocols. The engagement is ongoing and the initial phase will continue through November 2022. Provided all parties agree to advance the project into an “official bid” and the International Olympic Committee (IOC) invites Canada into Targeted Dialogue, future engagement will continue throughout the 2030 bid phase.

This report is the second interim update on the 2030 engagement process, which includes engagement numbers and initial insights into what has been shared by the community. The first engagement brief summarized input up to August 1, 2022, and this update reports on all input received as of September 30, 2022.

The full report, called Brief 2_Games Engagement 2030 Fall 2022, is provided as a separate attachment to the Hosting Proposal.



APPENDIX D: COMMUNITY LETTERS OF SUPPORT

The 100 letters of support listed below will be provided in an information package accompanying this proposal.

GOVERNMENTS

Adams Lake Indian Band	City of Kamloops
Neskonlith Indian Band	City of Richmond
Tk'emlúps te Secwépemc	Village of Pemberton
Sun Peaks Mountain Resort Municipality	

INDIVIDUALS

RoseAnne Archibald, National Chief, Assembly of First Nations
Ava Hill, former Elected Chief of the Six Nations of the Grand River
Tewanee Joseph, Former CEO for the Four Host First Nations Secretariat for the 2010 Games
The Honourable Yonah Martin, Senator for British Columbia

SPORT ORGANIZATIONS

BC Sports Hall of Fame	Canada Games Council
Canadian Olympic Committee	Canadian Sport Institute Atlantic
Canadian Paralympic Committee	Canadian Sport Institute Pacific
Canadian Olympic Committee Athletes' Commission	Coaching Association of Canada
Canadian Paralympic Athletes' Council	Commonwealth Sport Canada
2023 North American Indigenous Games (NAIG) Local Organizing Committee	Institut national du sport du Québec (INS)
Aboriginal Sport Circle	Indigenous Sport, Physical Activity & Recreation Council (I-SPARC)
Canadian Centre for Ethics in Sport	North American Indigenous Games Council
	Own The Podium

SUMMER AND WINTER SPORT FEDERATIONS

Alpine Canada Alpin	Curl BC
BC Wheelchair Sports Association	Curling Canada
Biathlon Canada	Field Hockey Canada
Bobsleigh Canada Skeleton	Freestyle BC
Boxing Canada	Freestyle Canada
Canada Snowboard	Luge Canada
Canadian Tenpin Federation	Nordic Combined Ski Canada
Canoe Kayak Canada	Nordiq Canada



Racquetball Canada
Rugby Canada
Sail Canada
Skate Canada
Ski Jumping Canada
Softball Canada
Speed Skating Canada

Tennis BC
Triathlon BC
Triathlon Canada
Volleyball Canada
Water Polo Canada
Wheelchair Basketball Canada

TOURISM & HOSPITALITY

BC Hotel Association
Best Western Plus Chateau Fort St John
Destination Vancouver
Discover Langley City
Hotel Association of Vancouver
Indigenous Tourism BC
Kamloops Accommodation Association
Kelowna Hotel and Motel Association
Nanaimo Hospitality Association
Richmond Hotel Association
Surrey Hotel and Motel Association
Tourism Industry Association of BC (TIABC)

Tourism Abbotsford
Tourism Kamloops
Tourism Langley
Tourism Prince George
Tourism Prince Rupert
Tourism Richmond
Tourism Squamish
Tourism Sun Peaks
Tourism Whistler
Vancouver Hotel Destination Association
Vancouver's North Shore Tourism Association

BUSINESS, EDUCATION AND OTHERS

ACCESS – Bladerunners
ArtZone Sun Peaks Arts Society
Black Business Association of BC
Gibbons Whistler
Greater Vancouver Board of Trade
Greater Victoria Chamber of Commerce
Gustavson School of Business (UVic)
Kamloops & District Chamber of Commerce
Lillooet & District Chamber of Commerce
Mink Chocolates
PacificSport Interior BC

PEG Companies
Sun Peaks Freestyle Club
Vancouver Fraser Port Authority
Richmond Olympic Oval Corporation
Roxxy Bomb's Pet Food + Supplies
University of Victoria
Vancouver Airport Authority
Vancouver Fraser Port Authority
Vancouver Mural Festival
Whistler Mountain Ski Club

In addition, a letter of support is being drafted by the Leadership Council, which consists of the First Nations Summit, the BC Assembly of First Nations, and the Union of BC Indian Chiefs.



APPENDIX E: ALIGNMENT ON COMMITMENTS TO RECONCILIATION

TRUTH AND RECONCILIATION COMMISSION CALLS TO ACTION

REF	TRC CALL TO ACTION	ALIGNMENT WITH 2030
EDUCATION		
7	We call upon the federal government to develop with Aboriginal groups a joint strategy to eliminate educational and employment gaps between Aboriginal and non-Aboriginal Canadians.	SOCIAL INCLUSION & ACCESSIBILITY CULTURAL ENRICHMENT
LANGUAGE AND CULTURE		
14	We call upon the federal government to enact an Aboriginal Languages Act that incorporates the following principles: i. Aboriginal languages are a fundamental and valued element of Canadian culture and society, and there is an urgency to preserve them. ii. Aboriginal language rights are reinforced by the Treaties. iii. The federal government has a responsibility to provide sufficient funds for Aboriginal-language revitalization and preservation. iv. The preservation, revitalization, and strengthening of Aboriginal languages and cultures are best managed by Aboriginal people and communities. v. Funding for Aboriginal language initiatives must reflect the diversity of Aboriginal languages.	COMMUNITY RESILIENCE & AFFORDABILITY CULTURAL ENRICHMENT
16	We call upon post-secondary institutions to create university and college degree and diploma programs in Aboriginal languages.	SOCIAL INCLUSION & ACCESSIBILITY CULTURAL ENRICHMENT
CANADIAN GOVERNMENTS AND THE UNITED NATIONS DECLARATION ON THE RIGHTS OF INDIGENOUS PEOPLE		
43	We call upon federal, provincial, territorial, and municipal governments to fully adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples as the framework for reconciliation.	SOCIAL INCLUSION & ACCESSIBILITY CULTURAL ENRICHMENT
44	We call upon the Government of Canada to develop a national action plan, strategies, and other concrete measures to achieve the goals of the United Nations Declaration on the Rights of Indigenous Peoples.	SOCIAL INCLUSION & ACCESSIBILITY CULTURAL ENRICHMENT



REF	TRC CALL TO ACTION	ALIGNMENT WITH 2030
PROFESSIONAL DEVELOPMENT AND TRAINING FOR PUBLIC SERVANTS		
57	We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills- based training in intercultural competency, conflict resolution, human rights, and anti-racism.	<p>SOCIAL INCLUSION & ACCESSIBILITY</p> <p>COMMUNITY RESILIENCE & AFFORDABILITY</p> <p>CULTURAL ENRICHMENT</p>
EDUCATION FOR RECONCILIATION		
63	We call upon the Council of Minister of Education, Canada to maintain an annual commitment to Aboriginal education issues, including: <ul style="list-style-type: none"> i. Developing and implementing Kindergarten to Grade Twelve curriculum and learning resources on Aboriginal peoples in Canadian history, and the history and legacy of residential schools. ii. Sharing information and best practices on teaching curriculum related to residential schools and Aboriginal history. iii. Building student capacity for intercultural understanding, empathy, and mutual respect. iv. Identifying teacher-training needs relating to the above. 	CULTURAL ENRICHMENT
MEDIA AND RECONCILIATION		
86	We call upon Canadian journalism programs and media schools to require education for all students on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal- Crown relations.	<p>SOCIAL INCLUSION & ACCESSIBILITY</p> <p>CULTURAL ENRICHMENT</p>
SPORTS AND RECONCILIATION		
87	We call upon all levels of government, in collaboration with Aboriginal peoples, sports halls of fame, and other relevant organizations, to provide public education that tells the national story of Aboriginal athletes in history.	<p>SPORT PARTICIPATION & DEVELOPMENT</p> <p>CULTURAL ENRICHMENT</p>
88	We call upon all levels of government to take action to ensure long-term Aboriginal athlete development and growth, and continued support for the North American Indigenous Games, including funding to host the games and for provincial and territorial team preparation and travel.	<p>SOCIAL INCLUSION & ACCESSIBILITY</p> <p>SPORT PARTICIPATION & DEVELOPMENT</p>
89	We call upon the federal government to amend the Physical Activity and Sport Act to support reconciliation by ensuring that policies to promote physical activity as a fundamental element of	SOCIAL INCLUSION & ACCESSIBILITY



REF	TRC CALL TO ACTION	ALIGNMENT WITH 2030
	health and well-being, reduce barriers to sports participation, increase the pursuit of excellence in sport, and build capacity in the Canadian sport system, are inclusive of Aboriginal peoples.	SPORT PARTICIPATION & DEVELOPMENT
90	<p>We call upon the federal government to ensure that national sports policies, programs, and initiatives are inclusive of Aboriginal peoples, including, but not limited to, establishing:</p> <ul style="list-style-type: none"> i. In collaboration with provincial and territorial governments, stable funding for, and access to, community sports programs that reflect the diverse cultures and traditional sporting activities of Aboriginal peoples. ii. An elite athlete development program for Aboriginal athletes. iii. Programs for coaches, trainers, and sports officials that are culturally relevant for Aboriginal peoples. iv. Anti-racism awareness and training programs. 	<p>SOCIAL INCLUSION & ACCESSIBILITY</p> <p>COMMUNITY RESILIENCE & AFFORDABILITY</p> <p>SPORT PARTICIPATION & DEVELOPMENT</p> <p>CULTURAL ENRICHMENT</p>
91	<p>We call upon the officials and host countries of international sporting events such as the Olympics, Pan Am, and Commonwealth games to ensure that Indigenous peoples' territorial protocols are respected, and local Indigenous communities are engaged in all aspects of planning and participating in such events.</p>	<p>SPORT PARTICIPATION & DEVELOPMENT</p> <p>CULTURAL ENRICHMENT</p>
BUSINESS AND RECONCILIATION		
92	<p>We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, the following:</p> <ul style="list-style-type: none"> i. Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects. ii. Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects. iii. Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism. 	<p>SOCIAL INCLUSION & ACCESSIBILITY</p> <p>ECONOMIC PROSPERITY</p> <p>CULTURAL ENRICHMENT</p>



UNITED DECLARATION ON THE RIGHTS OF INDIGENOUS PEOPLES ACT (UNDRIP)

REF	UNDRIP ARTICLE	ALIGNMENT WITH 2030
11	<p>1. Indigenous peoples have the right to practise and revitalize their cultural traditions and customs. This includes the right to maintain, protect and develop the past, present and future manifestations of their cultures, such as archaeological and historical sites, artefacts, designs, ceremonies, technologies and visual and performing arts and literature.</p> <p>2. States shall provide redress through effective mechanisms, which may include restitution, developed in conjunction with indigenous peoples, with respect to their cultural, intellectual, religious and spiritual property taken without their free, prior and informed consent or in violation of their laws, traditions and customs.</p>	CULTURAL ENRICHMENT
12	<p>1. Indigenous peoples have the right to manifest, practise, develop and teach their spiritual and religious traditions, customs and ceremonies; the right to maintain, protect, and have access in privacy to their religious and cultural sites; the right to the use and control of their ceremonial objects; and the right to the repatriation of their human remains.</p> <p>2. States shall seek to enable the access and/or repatriation of ceremonial objects and human remains in their possession through fair, transparent and effective mechanisms developed in conjunction with indigenous peoples concerned.</p>	CULTURAL ENRICHMENT
13	<p>1. Indigenous peoples have the right to revitalize, use, develop and transmit to future generations their histories, languages, oral traditions, philosophies, writing systems and literatures, and to designate and retain their own names for communities, places and persons.</p> <p>2. States shall take effective measures to ensure that this right is protected and also to ensure that indigenous peoples can understand and be understood in political, legal and administrative proceedings, where necessary through the provision of interpretation or by other appropriate means.</p>	<p>COMMUNITY RESILIENCE & AFFORDABILITY</p> <p>CULTURAL ENRICHMENT</p>
14	<p>1. Indigenous peoples have the right to establish and control their educational systems and institutions providing education in their own languages, in a manner appropriate to their cultural methods of teaching and learning.</p> <p>2. Indigenous individuals, particularly children, have the right to all levels and forms of education of the State without discrimination.</p>	<p>SOCIAL INCLUSION & ACCESSIBILITY</p> <p>CULTURAL ENRICHMENT</p>



REF	UNDRIP ARTICLE	ALIGNMENT WITH 2030
	<p>3. States shall, in conjunction with indigenous peoples, take effective measures, in order for indigenous individuals, particularly children, including those living outside their communities, to have access, when possible, to an education in their own culture and provided in their own language.</p>	
15	<p>1. Indigenous peoples have the right to the dignity and diversity of their cultures, traditions, histories and aspirations which shall be appropriately reflected in education and public information.</p> <p>2. States shall take effective measures, in consultation and cooperation with the indigenous peoples concerned, to combat prejudice and eliminate discrimination and to promote tolerance, understanding and good relations among indigenous peoples and all other segments of society.</p>	<p>SOCIAL INCLUSION & ACCESSIBILITY</p> <p>CULTURAL ENRICHMENT</p>
16	<p>1. Indigenous peoples have the right to establish their own media in their own languages and to have access to all forms of non-indigenous media without discrimination.</p> <p>2. States shall take effective measures to ensure that State-owned media duly reflect indigenous cultural diversity. States, without prejudice to ensuring full freedom of expression, should encourage privately owned media to adequately reflect indigenous cultural diversity.</p>	<p>SOCIAL INCLUSION & ACCESSIBILITY</p> <p>CULTURAL ENRICHMENT</p>
17	<p>1. Indigenous individuals and peoples have the right to enjoy fully all rights established under applicable international and domestic labour law.</p> <p>2. States shall in consultation and cooperation with indigenous peoples take specific measures to protect indigenous children from economic exploitation and from performing any work that is likely to be hazardous or to interfere with the child’s education, or to be harmful to the child’s health or physical, mental, spiritual, moral or social development, taking into account their special vulnerability and the importance of education for their empowerment.</p> <p>3. Indigenous individuals have the right not to be subjected to any discriminatory conditions of labour and, inter alia, employment or salary.</p>	<p>SOCIAL INCLUSION & ACCESSIBILITY</p> <p>ECONOMIC PROSPERITY</p>
21	<p>1. Indigenous peoples have the right, without discrimination, to the improvement of their economic and social conditions, including, inter alia, in the areas of education, employment, vocational training and retraining, housing, sanitation, health and social security.</p> <p>2. States shall take effective measures and, where appropriate, special measures to ensure continuing improvement of their</p>	<p>SOCIAL INCLUSION & ACCESSIBILITY</p> <p>ECONOMIC PROSPERITY</p> <p>COMMUNITY RESILIENCE & AFFORDABILITY</p>



REF	UNDRIP ARTICLE	ALIGNMENT WITH 2030
	<p>economic and social conditions. Particular attention shall be paid to the rights and special needs of indigenous elders, women, youth, children and persons with disabilities.</p>	
23	<p>Indigenous peoples have the right to determine and develop priorities and strategies for exercising their right to development. In particular, indigenous peoples have the right to be actively involved in developing and determining health, housing and other economic and social programmes affecting them and, as far as possible, to administer such programmes through their own institutions.</p>	<p>SOCIAL INCLUSION & ACCESSIBILITY</p> <p>ECONOMIC PROSPERITY</p> <p>COMMUNITY RESILIENCE & AFFORDABILITY</p>
25	<p>Indigenous peoples have the right to maintain and strengthen their distinctive spiritual relationship with their traditionally owned or otherwise occupied and used lands, territories, waters and coastal seas and other resources and to uphold their responsibilities to future generations in this regard.</p>	<p>CULTURAL ENRICHMENT</p>
29	<ol style="list-style-type: none"> 1. Indigenous peoples have the right to the conservation and protection of the environment and the productive capacity of their lands or territories and resources. States shall establish and implement assistance programmes for indigenous peoples for such conservation and protection, without discrimination. 2. States shall take effective measures to ensure that no storage or disposal of hazardous materials shall take place in the lands or territories of indigenous peoples without their free, prior and informed consent. 3. States shall also take effective measures to ensure, as needed, that programmes for monitoring, maintaining and restoring the health of indigenous peoples, as developed and implemented by the peoples affected by such materials, are duly implemented. 	<p>ENVIRONMENTAL STEWARDSHIP & ACTION</p>
32	<ol style="list-style-type: none"> 1. Indigenous peoples have the right to determine and develop priorities and strategies for the development or use of their lands or territories and other resources. 2. States shall consult and cooperate in good faith with the indigenous peoples concerned through their own representative institutions in order to obtain their free and informed consent prior to the approval of any project affecting their lands or territories and other resources, particularly in connection with the development, utilization or exploitation of mineral, water or other resources. 3. States shall provide effective mechanisms for just and fair redress for any such activities, and appropriate measures shall be taken to mitigate adverse environmental, economic, social, cultural or spiritual impact. 	<p>ENVIRONMENTAL STEWARDSHIP & ACTION</p>



DECLARATION ON THE RIGHTS OF INDIGENOUS PEOPLES ACT (DRIPA) ACTION PLAN

REF	DRIPA ACTION	ALIGNMENT WITH 2030
TITLE AND RIGHTS OF INDIGENOUS PEOPLES		
2.6	Co-develop strategic-level policies, programs and initiatives to advance collaborative stewardship of the environment, land and resources, that address cumulative effects and respects Indigenous Knowledge. This will be achieved through collaborative stewardship forums, guardian programs, land use planning initiatives, and other innovative and evolving partnerships that support integrated land and resource management. (Ministry of Land, Water and Resource Stewardship, Ministry of Indigenous Relations and Reconciliation, Ministry of Environment and Climate Change Strategy, Ministry of Forests, Ministry of Energy, Mines and Low Carbon Innovation, BC Oil and Gas Commission)	ENVIRONMENTAL STEWARDSHIP & ACTION
2.7	Collaborate with First Nations to develop and implement strategies, plans and initiatives for sustainable water management, and to identify policy or legislative reforms supporting Indigenous water stewardship, including shared decision-making. Co-develop the Watershed Security Strategy with First Nations and initiate implementation of the Strategy at a local watershed scale. (Ministry of Land, Water and Resource Stewardship)	ENVIRONMENTAL STEWARDSHIP & ACTION
2.8	Collaborate with Indigenous partners on issues related to conservation and biodiversity in B.C., including the protection of species at risk. (Ministry of Land, Water and Resource Stewardship)	ENVIRONMENTAL STEWARDSHIP & ACTION
2.12	Collaboratively develop and implement CleanBC and the Climate Preparedness and Adaptation Strategy to support resilient communities and clean economic opportunities for Indigenous Peoples that benefit our shared climate and advance reconciliation. (Ministry of Environment and Climate Change Strategy)	ECONOMIC PROSPERITY ENVIRONMENTAL STEWARDSHIP & ACTION COMMUNITY RESILIENCE & AFFORDABILITY
ENDING INDIGENOUS-SPECIFIC RACISM AND DISCRIMINATION		
3.1	Develop essential training in partnership with Indigenous organizations, and deliver to the B.C. public service, public institutions and corporations that aims to build foundational understanding and competence about the history and rights of Indigenous Peoples, treaty process, rights and title, the UN Declaration, the B.C. Declaration Act, the dynamics of proper respectful relations, Indigenous-specific racism, and meaningful	SOCIAL INCLUSION & ACCESSIBILITY COMMUNITY RESILIENCE & AFFORDABILITY CULTURAL ENRICHMENT



REF	DRIPA ACTION	ALIGNMENT WITH 2030
	reconciliation. (Public Service Agency, Ministry of Finance – Crown Agencies and Board Resourcing Office)	
3.2	Establish an operational approach to set and achieve targets for equitable recruitment and retention of Indigenous Peoples across the public sector, including at senior levels. (Public Service Agency, Public Sector Employers’ Council Secretariat)	SOCIAL INCLUSION & ACCESSIBILITY CULTURAL ENRICHMENT
3.5	Provide resources to Indigenous organizations to improve public understanding of Indigenous histories, rights, cultures, languages and the negative impacts of Indigenous-specific racism. (Ministry of Tourism, Arts, Culture and Sport)	SOCIAL INCLUSION & ACCESSIBILITY CULTURAL ENRICHMENT
3.8	Develop and implement community-driven activities to end violence against Indigenous women, girls and 2SlGBTQQIA+ people, beginning with the foundational activities in A Path Forward: Priorities and Early Strategies for B.C.13 and steps towards achieving the mandate commitment to develop a gender-based violence action plan. (Ministry of Public Safety and Solicitor General, Ministry of Attorney General, Ministry of Finance - Gender Equity Office)	SOCIAL INCLUSION & ACCESSIBILITY
3.9	Identify and implement multi-modal transportation solutions that provide support and enable the development of sustainable, safe, reliable and affordable transportation options for First Nations communities. (Ministry of Transportation and Infrastructure)	ECONOMIC PROSPERITY ENVIRONMENTAL STEWARDSHIP & ACTION COMMUNITY RESILIENCE & AFFORDABILITY
3.10	Implement improvements to public safety oversight bodies and complaints processes, such as enhanced investments in the B.C. Human Rights Tribunal and new models for including Indigenous laws in complaints resolution. (Ministry of Attorney General, Ministry of Public Safety and Solicitor General)	SOCIAL INCLUSION & ACCESSIBILITY
3.15	Adopt an inclusive digital font that allows for Indigenous languages to be included in communication, signage, services and official records. (Ministry of Citizens’ Services)	SOCIAL INCLUSION & ACCESSIBILITY CULTURAL ENRICHMENT
SOCIAL, CULTURAL AND ECONOMIC WELL-BEING		
4.6	Promote culturally relevant sport, physical activity and recreation initiatives and opportunities that increase Indigenous engagement, participation and excellence in both traditional and mainstream sports for individuals in both urban and rural or remote areas. (Ministry of Tourism, Arts, Culture and Sport)	SOCIAL INCLUSION & ACCESSIBILITY COMMUNITY RESILIENCE & AFFORDABILITY



REF	DRIPA ACTION	ALIGNMENT WITH 2030
		SPORT PARTICIPATION & DEVELOPMENT CULTURAL ENRICHMENT
4.9	As a part of the implementation of the Accessible British Columbia Act, support the identification, prevention and removal of barriers for Indigenous persons with disabilities. This includes ensuring that the development of accessibility standards considers the rights recognized and affirmed by the UN Declaration. (Ministry of Social Development and Poverty Reduction)	SOCIAL INCLUSION & ACCESSIBILITY
4.15	Incorporate Indigenous experiences and knowledge of poverty and well-being into ongoing poverty reduction efforts and the 2024 Poverty Reduction Strategy. The strategy will recognize the ongoing impacts of colonialism and include Indigenous-identified actions and progress measures. (Ministry of Social Development and Poverty Reduction)	SOCIAL INCLUSION & ACCESSIBILITY ECONOMIC PROSPERITY
4.21	Bring together key Indigenous urban leaders to create a provincial urban Indigenous advisory table to develop and implement a five-year plan to address the priorities of urban Indigenous Peoples, including a focus on Elders, youth, children, women, men, 2SLGBTQIA+ and persons with disabilities. (Ministry of Indigenous Relations and Reconciliation, Ministry of Social Development and Poverty Reduction)	SOCIAL INCLUSION & ACCESSIBILITY COMMUNITY RESILIENCE & AFFORDABILITY
4.23	Undertake a cross-government review of provincial supports and services for Indigenous Peoples in urban settings and develop a plan with clear timelines that will provide greater collaboration and coordination to meet needs. (Ministry of Indigenous Relations and Reconciliation)	COMMUNITY RESILIENCE & AFFORDABILITY
4.24	Expand support to Aboriginal Friendship Centres and other urban Indigenous organizations that serve the needs of urban Indigenous people in B.C. while also acknowledging that Aboriginal Friendship Centres and other urban Indigenous organizations play a vital role for those that wish to connect to their cultures and traditions. (Ministry of Indigenous Relations and Reconciliation)	COMMUNITY RESILIENCE & AFFORDABILITY CULTURAL ENRICHMENT
4.25	Work with Indigenous Peoples to build more on- and off-reserve housing and pursue new federal contributions. (Ministry of Attorney General, Ministry of Indigenous Relations and Reconciliation)	COMMUNITY RESILIENCE & AFFORDABILITY
4.28	Draft a report with recommendations for how BC Parks can better reflect Indigenous Peoples' histories and cultures in provincial	CULTURAL ENRICHMENT



REF	DRIPA ACTION	ALIGNMENT WITH 2030
	parks and protected areas. (Ministry of Environment and Climate Change Strategy)	
4.29	Establish an Indigenous-led working group to develop a strategy for the revitalization of Indigenous languages in B.C., including potential legislative supports. (Ministry of Indigenous Relations and Reconciliation, Ministry of Education and Child Care, Ministry of Advanced Education and Skills Training)	CULTURAL ENRICHMENT
4.30	Support Indigenous language revitalization through sustainable funding. (Ministry of Indigenous Relations and Reconciliation, Ministry of Advanced Education and Skills Training)	CULTURAL ENRICHMENT
4.35	Work with First Nations to reform the Heritage Conservation Act to align with the UN Declaration, including shared decision-making and the protection of First Nations cultural, spiritual, and heritage sites and objects. (Ministry of Forests, Ministry of Tourism, Arts, Culture and Sport)	CULTURAL ENRICHMENT
4.37	Provide funding to assist Indigenous tourism businesses that have been financially impacted by the COVID-19 pandemic, in order to further support recovery of the Indigenous tourism sector in B.C. (Ministry of Tourism, Arts, Culture and Sport)	ECONOMIC PROSPERITY
4.38	Provide investments to Indigenous Tourism B.C. to support Indigenous tourism, Indigenous job creation, preservation of Indigenous languages, celebration of Indigenous cultures and the stewardship of territories, and to tell the stories of Indigenous Peoples in B.C. in their own words. (Ministry of Tourism, Arts, Culture and Sport)	ECONOMIC PROSPERITY
4.41	Work with First Nations, Métis chartered communities and urban Indigenous organizations to provide funding for self-determined, community-led programs for Indigenous Peoples to upgrade skills, obtain credentials, secure employment, and develop and support community economies. (Ministry of Advanced Education and Skills Training, Ministry of Social Development and Poverty Reduction)	ECONOMIC PROSPERITY COMMUNITY RESILIENCE & AFFORDABILITY
4.42	Co-develop economic metrics to help evaluate progress as reconciliation is advanced. The baseline data will begin to address the persistent gap in Indigenous-specific economic metrics and through this co-designed effort, build a comprehensive set of data to measure Indigenous economic well-being and track progress over time. (Ministry of Jobs, Economic Recovery and Innovation, Ministry of Indigenous Relations and Reconciliation)	ECONOMIC PROSPERITY COMMUNITY RESILIENCE & AFFORDABILITY
4.43	Co-develop recommendations on strategic policies and initiatives for clean and sustainable energy. This includes identifying and supporting First Nations-led clean energy opportunities related to	ENVIRONMENTAL STEWARDSHIP & ACTION



REF	DRIPA ACTION	ALIGNMENT WITH 2030
	CleanBC, the Comprehensive Review of BC Hydro, and the BC Utilities Commission Inquiry on the Regulation of Indigenous Utilities. (Ministry of Energy, Mines and Low Carbon Innovation)	
4.45	Prioritize and increase the number of technology sector training opportunities for Indigenous Peoples and other groups currently under-represented in B.C.'s technology sector. (Ministry of Jobs, Economic Recovery and Innovation)	ECONOMIC PROSPERITY
4.48	Work with the B.C. Indigenous Advisory Council on Agriculture and Food and other Indigenous partners to identify opportunities to strengthen Indigenous food systems and increase Indigenous participation in the agriculture and food sector. (Ministry of Agriculture and Food)	ENVIRONMENTAL STEWARDSHIP & ACTION COMMUNITY RESILIENCE & AFFORDABILITY

CITY OF VANCOUVER UNDRIP TASK FORCE

In March 2021, the City of Vancouver convened an UNDRIP task force in conjunction with the Musqueam Indian Band, Squamish Nation, and Tsleil-Waututh Nation. The Task Force was scheduled to meet regularly from July 2021 to October 2022 to develop recommendations to Mayor and Council on how the City of Vancouver can implement UNDRIP as an integral aspect of its work on Indigenous relations and reconciliation. In June 2022, the Task force provided an update and made recommendations for six early actions. While the Early Actions items are short term in nature, we have identified links of the 2030 project to the theme of the actions and the ability of the Games to support long term initiatives of a similar nature.

REF	EARLY ACTION	ALIGNMENT WITH 2030
EA1	Early Action 1: Assert presence of the Musqueam Indian Band, Squamish Nation, and Tsleil-Waututh Nation via asset naming, re-naming and commemoration, including measures to share stories and histories on the land. a. Coordinated Approach: Explore options to co-develop a naming policy framework including appropriate cultural protocols, and/or intergovernmental table. b. Public Education on Naming: Develop standards for audio/visual/tactile signage and public education on (re)introduced names, including cultural programming.	CULTURAL ENRICHMENT
EA2	Early Action 2: Support the development of a Host Nations historical atlas book created by the local Nations with educational resources.	CULTURAL ENRICHMENT



REF	EARLY ACTION	ALIGNMENT WITH 2030
EA3	Early Action 3: Build upon the City’s social procurement framework and expand the procurement policy to prioritize Indigenous participation for all projects (Including large and small infrastructure, art and culture, environmental resource management, etc.).	CULTURAL ENRICHMENT ECONOMIC PROSPERITY
EA4	Early Action 4: Build on existing City of Vancouver work underway to refine procurement policies/regulations with regards to art, structures, planning/architecture, procurement etc. to ensure Musqueam, Squamish, and Tsleil-Waututh maintain a presence and the public realm is representative of MST artistic and cultural traditions.	ECONOMIC PROSPERITY
EA5	Early Action 5: Develop process and requirements for (1) event organizers to engage and partner with MST in permitted events/festivals; (2) City staff to engage and partner with MST in City-organized events; and (3) City staff to support and facilitate MST hosting their own events/festivals (e.g., in parks and other areas of significance).	CULTURAL ENRICHMENT SPORT PARTICIPATION & DEVELOPMENT
EA6	Early Action 6: Provide a spectrum of mandatory anti-racism and Indigenous cultural safety training for employees (including temporary and auxiliary) of the City of Vancouver to build foundational understanding of the rights of Indigenous Peoples, Indigenous history, Indigenous-specific racism, and the dynamics of proper respectful relations. Training should be adapted for, and relevant to, the nuances of different roles and their levels of responsibility. For senior leaders, curriculum should also include the UN Declaration, the Declaration Act, treaties, and meaningful reconciliation. Training will be developed and/or led by knowledge holders approved by the Nations. For vendors/suppliers, relevant training opportunities will be recommended as appropriate.	SOCIAL INCLUSION AND ACCESSIBILITY

RESORT MUNICIPALITY OF WHISTLER OFFICIAL COMMUNITY PLAN

Chapter Three of the Resort Municipality of Whistler’s Official Community Plan outlines eight Goals, fourteen objectives and fifty policies related to the RMOW’s Reconciliation efforts with the Lil’wat Nation and Squamish Nation. The 2030 feasibility project in itself is an example of these goals in



action, bringing RMOW, Lil’wat Nation and Squamish Nation together to explore the opportunity of hosting the Games. Overall, six of eight goals align to the 2030 Games project.

REF	GOALS & OBJECTIVES	ALIGNMENT WITH 2030
3.1	<p>Goal: The municipality has initiated the ongoing process towards reconciliation with the Squamish Nation and Lil’wat Nation.</p> <p>Objective:</p> <ul style="list-style-type: none"> Strengthen the relationships with both Nations through initiatives and processes to advance and support reconciliation in Whistler. 	FEASIBILITY PROJECT OVERALL
3.2	<p>Goal: The Lil’wat Nation’s and Squamish Nation’s history, and the importance of Whistler to the Nations, is widely understood.</p> <p>Objectives:</p> <ul style="list-style-type: none"> Increase opportunities to share the rich history and stories of each Nation with Whistler’s community members and visitors. Strive to develop a strong First Nations cultural presence throughout Whistler Preserve and minimize impacts on sites of cultural significance. 	CULTURAL ENRICHMENT
3.3	<p>Goal: The municipality has established cooperative government-to-government relationships with the Lil’wat Nation and Squamish Nation.</p> <p>Objectives:</p> <ul style="list-style-type: none"> Continue to maintain and build relationships based on the principles of equality, partnership, good faith and mutual respect Implement and leverage the Protocol Agreement entered into by the municipality, Squamish Nation and Lil’wat Nation. The Lil’wat Nation and Squamish Nation meaningfully participate in the future direction of Whistler and the surrounding region. 	FEASIBILITY PROJECT OVERALL
3.6	<p>Goal: The Squamish Nation and Lil’wat Nation are successfully participating in Whistler’s resort economy and regional economic growth.</p> <p>Objectives:</p> <ul style="list-style-type: none"> Strengthen cooperation and coordination to realize economic benefits. Support capacity building through economic opportunities 	ECONOMIC PROSPERITY



REF	GOALS & OBJECTIVES	ALIGNMENT WITH 2030
3.7	<p>Goal: The Lil'wat Nation and Squamish Nation are working with the municipality to support and improve local and regional transportation systems.</p> <p>Objective:</p> <ul style="list-style-type: none"> Work collaboratively with the Squamish Nation, Lil'wat Nation, Province and other local governments to develop transit solutions. 	ENVIRONMENTAL STEWARDSHIP & ACTION
3.8	<p>Goal: The Squamish Nation and Lil'wat Nation participate in employee housing opportunities</p> <p>Objective:</p> <ul style="list-style-type: none"> Employee housing initiatives support opportunities for economic development and create housing options for members of both Nations to live in Whistler. 	ECONOMIC PROSPERITY, COMMUNITY RESILIENCE & AFFORDABILITY

SUN PEAKS MOUNTAIN RESORT MUNICIPALITY OFFICIAL COMMUNITY PLAN

Sun Peaks Mountain Resort Municipality Official Community Plan makes several references to enhancing existing relationships with local First Nations. Hosting the 2030 Games aligns to guiding principle 8 of the plan in addition to three policies.

REF	GOALS & OBJECTIVES	ALIGNMENT WITH 2030
GUIDING PRINCIPLES		
GP8	Enhance existing relationships with our First Nations neighbours to identify and facilitate opportunities to work together, including celebration of First Nations culture.	CULTURAL ENRICHMENT
POLICIES		
P5.3.8	Encourage the implementation of a First Nations message in Sun Peaks in partnership with Secwepemc communities and facilitate First Nations history, values and culture (i.e., Sun Peaks Centre).	CULTURAL ENRICHMENT
P5.5.5	Identify opportunities to work with neighbouring First Nations to explore opportunities for economic development partnerships, and the enhancement of cultural sharing through the continued development of community-to-community relationships with local First Nations.	ECONOMIC PROSPERITY CULTURAL ENRICHMENT
P5.5.6	Share the recreational experiences at Sun Peaks with neighbouring First Nations communities.	SPORT PARTICIPATION & DEVELOPMENT



APPENDIX F: ECONOMIC IMPACT REPORT

The Canadian Olympic Committee commissioned PricewaterhouseCoopers LLP (PwC), to conduct a socio-economic analysis of the potential impacts associated with hosting the Games in BC.

Hosting the Games would create a significant economic footprint in BC and the rest of Canada through its impacts on GDP, employment and tax revenues in the years leading to and during the Games. In addition, the Games also have the potential to generate a diverse range of wider socio-economic benefits for the province before, during and after the Games.

For the purposes of estimating the economic footprint, PwC has modelled the economic impacts associated with each expenditure category separately. The economic footprint associated with these expenditures has been estimated between 2022 and 2030, which spans expenditures incurred leading up to and while hosting the Games.

The wider socio-economic benefits were assessed by PwC based on their understanding of the plans for the Games, experience from the 2010 Winter Olympics in Vancouver, and literature review on the benefits of sport events.

The full report, called PwC_The Socio-Economic Impact of the 2030 Winter Games in BC_10072022, is provided as a separate attachment to this Hosting Proposal.



APPENDIX G: TOURISM IMPACT REPORT

The Canadian Olympic Committee commissioned PricewaterhouseCoopers LLP (PwC), to conduct a high-level analysis to help in understanding the tourism potential of the 2030 Games.

A high-level analysis of the potential tourism visitation uplift associated with the 2030 Games was undertaken under the assumption that the number of tourists associated with the BC 2010 Vancouver Olympic Games (2010 Games) would be the same in the 2030 Games.

For the purposes of completing this high-analysis analysis, the following steps were undertaken to calculate the potential international tourism visitation uplift and tourism expenditure associated with the 2030 Games:

- Conducted a historical analysis of international overnight visitors to BC drawing on Statistics Canada data;
- Calculated the associated uplift in international visitors to BC that may have occurred during the 2010 Games by comparing visitation during the 2010 Games to historical average visitor levels during the month of February;
- Developed expenditure profile for visitors to BC based on pre-Covid Statistics Canada and Destination BC data;
- Calculated a range of associated tourism expenditure based on the calculated uplift in international visitors and the above noted expenditure profile; and
- Based on the above, calculated the short-term international tourism expenditure uplifts that could occur as a result of the 2030 Games.

The full report, called PwC_Tourism potential of the 2030 Winter Games in BC_10112022, is provided as a separate attachment to this Hosting Proposal.



APPENDIX H: DISPERSED BENEFITS TO BC AND CANADA

2010 GAMES LEGACIES EXAMPLES OUTSIDE OF 2010 GAMES FOOTPRINT			
REGION	LEGACY	DESCRIPTION / QUOTED TEXT	SOURCE
Province-wide	Economy	The 2010 Games, which are now widely regarded as a financial success that brought lasting positive physical legacies, provided just enough of a boost for BC to weather through the recession in the late-2000s.	https://dailyhive.com/calgary/vancouver-olympic-games-hosting-future
Province-wide	Economy	In BC, 12 economic announcements were made during the Games, including those in the clean energy, transportation, and digital media sectors. Other announcements included \$91 million in venture capital secured by eight high-tech firms and a graduate student entrepreneur program from B.C. Renaissance Capital Fund partners, an airlines announcement of added services between Shanghai and Vancouver, and contracts for local B.C. companies.	PWC Report 7: Impact of the 2010 Olympic and Paralympic Winter Games on British Columbia and Canada: 2003 to 2010
Province-wide	Games contracts / purchase orders	According to data provided by VANOC, by March 2010 the organization issued 6,689 contracts and purchase orders totaling \$1.6 billion. BC-based companies were awarded 4,700 of those, which represented 70% of the total value, or \$1.1 billion. Of the BC portion, the percentage of contracts and purchase orders awarded is as follows: <ul style="list-style-type: none"> • 68% to Metro Vancouver businesses • 17% to businesses in the Sea-to-Sky Corridor • 15% to businesses located in the balance of the province 	PWC Report 7: Impact of the 2010 Olympic and Paralympic Winter Games on British Columbia and Canada: 2003 to 2010
Province-wide	2010 Commerce Centre	The 2010 Commerce Centre staged 252 workshops across the province, playing "matchmaker" between 1,000 regional delegates and 3,000 potential international partners. It enlisted B.C. businesses, some tied to the Games and some not, and introduced them to companies visiting from outside the province. Almost all of the BC businesses who participated were small businesses and considered the Games to be a launching pad.	(paywall) https://www.theglobeandmail.com/report-on-business/small-business/an-olympic-launching-pad-for-small-businesses/article1379054/ (free) https://archive.ph/PIRId
Province-wide	New Businesses	Based on economic modelling, PwC estimated that about 1,500 new businesses (both directly and indirectly related to the 2010 Winter Games) were created in BC between 2003 and 2010 because of induced economic growth from hosting the Games.	OGI Final Report



2010 GAMES LEGACIES EXAMPLES OUTSIDE OF 2010 GAMES FOOTPRINT			
REGION	LEGACY	DESCRIPTION / QUOTED TEXT	SOURCE
Province-wide	International Business Opportunities	By the end of 2010, the provincial government was tracking a portfolio of over 70 opportunities that included pursuing new business opportunities, speeding up business development cycles and fostering collaborations and partnerships. BC companies are also using the expertise gained from the Games-related work to pursue international business opportunities at major sporting events around the world.	PWC Report 7: Impact of the 2010 Olympic and Paralympic Winter Games on British Columbia and Canada: 2003 to 2010
Cariboo Mainland / Southwest	Sponsor leverage	The recruitment of sponsors to sustainable legacy projects. For example, Bell agreed to allocate \$2M from its \$100M overall contribution to community sports and recreation projects in disadvantaged neighborhoods, one in Vancouver and the other in the town of Prince George.	https://www.researchgate.net/publication/50372370_The_Legacies_of_the_2010_Winter_Olympic_and_Paralympic_Games_in_Vancouver
Province-wide Rest of Canada	Sponsor leverage – Torch Relay	At each celebration site of the torch relay, RBC presented a donation of varying size to the community. Total charitable donations made across Canada were estimated to be over \$5 million to organizations making positive and meaningful impacts in their neighbourhoods. Funding benefitted organizations such as United Way/Centraide campaigns, Big Brothers Big Sisters, local food banks, numerous schools, colleges, universities, and dozens of other locally run charities.	https://www.newswire.ca/news-releases/legacy-of-vancouver-2010-olympic-torch-relay-includes-a-helping-hand-from-the-bc-foundation-across-canada-539297251.html PWC Report 7: Impact of the 2010 Olympic and Paralympic Winter Games on British Columbia and Canada: 2003 to 2010
Province-wide	Torch Relay Community Celebrations	In 2009, British Columbia communities received 2010 Olympic Torch Relay Community Grants totaling over \$2.86 million. This provincial funding was used to support cultural celebrations and performances featuring local and regional talent in communities throughout BC.	PWC Report 7: Impact of the 2010 Olympic and Paralympic Winter Games on British Columbia and Canada: 2003 to 2010
Rest of Canada	Inuit Artists	A licensing agreement with the Nunavut Development Corporation employed more than 1,000 Inuit artists to hand-carve Inuksuit, the official symbol of the Games.	https://www.researchgate.net/publication/50372370_The_Legacies_of_the_2010_Winter_Olympic_and_Paralympic_Games_in_Vancouver
Province-wide	Podium wood	The Ministry of Forests, Mines and Lands sourced the wood and coordinated the production of 23 podiums used at the 2010 Games. The podiums were made from 18 wood types donated from community forest	https://archive.news.gov.bc.ca/releases/news_releases_2009-2013/2010FOR0015-001400.htm



2010 GAMES LEGACIES EXAMPLES OUTSIDE OF 2010 GAMES FOOTPRINT			
REGION	LEGACY	DESCRIPTION / QUOTED TEXT	SOURCE
Province-wide Rest of Canada International	Surplus medical and dental equipment	<p>operators and other forest licensees around the province.</p> <p>The Medical Equipment Legacy of \$3.6M CAD in donated medical equipment for local health clinics was procured through the VANOC community asset donation program, including:</p> <ul style="list-style-type: none"> • 225 AEDs distributed across Canada • 15 National Emergency Strategic Stockpile (NESS) for BC and Public Health Agency of Canada • 10 Chemical, Biological, Radiological, Nuclear, and high yield Explosives (CBRNE) units given to BC Ambulance Service <p>In addition, \$125,000 CAD of surplus athlete medical and dental supplies and equipment were donated to the 2010 Haiti earthquake relief effort.</p>	<p>PWC Report 7: Impact of the 2010 Olympic and Paralympic Winter Games on British Columbia and Canada: 2003 to 2010</p> <p>http://www.sportmedab.ca/uploads/files/Jt_Hawaiian_Conference/Speaker_Presentations/Dr.%20Jack%20Taunton-Medical%20Services%202010%20Olympics.pdf</p>
Province-wide	Mobile Medical Unit	<p>As of 2016, the Mobile Medical Unit (MMU) used during the Games is in constant demand, deployed to communities all over the province 80 to 200 days a year as a medical centre and for disaster and tactical medicine training. It's been used as a temporary medical centre in First Nations communities, for special events like the 2015 Canada Winter Games in Prince George and as a stand-in hospital like when Kitimat General was under renovation.</p>	<p>https://vancouver.sun.com/news/staff-blogs/hospital-on-wheels-a-2010-vancouver-olympic-games-legacy-is-the-mobile-medical-unit</p>
Rest of Canada International	Whistler Fuel Cell Bus Project	<p>For the first time in the world, Whistler ran a 23-bus fleet made up entirely of zero-emission hydrogen fuel cell electric buses. Many engineers and scientists who cut their teeth on the Whistler project now run companies in Canada and Vancouver, such as Loop, Illuming, Overdrive and Zen, which offer world-leading technology to help companies around the world integrate fuel cell technology into buses, trucks, trains, and other heavy equipment.</p>	<p>https://www.chfca.ca/2021/01/04/legacies-of-the-2010-olympic-games-in-whistler-are-powering-more-than-nostalgia/</p>
Mainland / Southwest Vancouver Island / Coast Northeast	Social Housing	<p>VANOC and the Province of BC in 2008 agreed to create an Olympic legacy of 156 permanent, affordable rental units for people across BC who are at risk of homelessness. By the end of 2010, the modular units from the Olympic and Paralympic Village at Whistler had been distributed and converted into permanent housing at the following locations:</p>	<p>PWC Report 7: Impact of the 2010 Olympic and Paralympic Winter Games on British Columbia and Canada: 2003 to 2010</p>



2010 GAMES LEGACIES EXAMPLES OUTSIDE OF 2010 GAMES FOOTPRINT			
REGION	LEGACY	DESCRIPTION / QUOTED TEXT	SOURCE
Thompson / Okanagan		<ul style="list-style-type: none"> • Chetwynd: four assisted living units for seniors and eight units for low-income seniors • Sechelt: eight units for people who are homeless or at risk of homelessness • Enderby: 15 units for low-income seniors • Chilliwack: 33 units for people who are homeless or at risk of homelessness • Saanich: 36 units for people who are homeless or at risk of homelessness • Surrey: 52 units for seniors and people with disabilities who are at risk of homelessness. 	
Province – wide Rest of Canada	Donated beds	<p>Sleep Country Canada donated 5,000 mattresses, box springs and frames to the Olympic Village. These were subsequently donated to charitable organizations around Sleep Country’s 15-region chain.</p> <ul style="list-style-type: none"> • 1,000 beds for low-income housing residents in Vancouver, Squamish, and Whistler • 4,000 beds for target populations across Canada. 	PWC Report 7: Impact of the 2010 Olympic and Paralympic Winter Games on British Columbia and Canada: 2003 to 2010
Province-wide	Literacy	<p>The Games and 2010 Legacies Now were instrumental in increasing literacy levels in marginalized communities in the province. 2010 Legacies Now helped to establish Decoda Literacy Solutions, a provincial organization committed to the development of strong individuals, families, and communities by providing literacy resources and training. As of 2020, Decoda supported children and families, youth, adults, seniors, Indigenous and immigrant communities through community-based literacy programs and initiatives in more than 400 communities across B.C., benefiting 1.6 million people.</p>	https://vancouver.sun.com/opinion/bruce-dewar-2010-olympics-and-paralympics-were-about-more-than-just-games
Province-wide Rest of Canada	Accessibility	<p>2010 Legacies Now worked closely with BC’s own Rick Hansen Foundation (RHF) and other partners to tap into the growing accessibility tourism market and awareness created by the Games to ensure ours were the most accessible. 2010 Legacies Now’s accessible tourism program transitioned to RHF, where they used the tools and resources as the basis for the highly successful Rick Hansen Foundation Accessibility Certification TM</p>	https://vancouver.sun.com/opinion/bruce-dewar-2010-olympics-and-paralympics-were-about-more-than-just-games



2010 GAMES LEGACIES EXAMPLES OUTSIDE OF 2010 GAMES FOOTPRINT			
REGION	LEGACY	DESCRIPTION / QUOTED TEXT	SOURCE
		(RHFAC) rating system. More than 1,200 buildings across Canada have been rated, and 752 RHFAC certified. This Games-time legacy and investment will assist people with disabilities for generations to come.	
Province-wide Rest of Canada	Sustainability	VANOC's Sustainability Measurement and Reporting System and its Sustainable Sport and Event Toolkit informed the development of a new Canadian standard for sustainable event management (CSA Z2010).	PWC Report 7: Impact of the 2010 Olympic and Paralympic Winter Games on British Columbia and Canada: 2003 to 2010
Rest of Canada International	Pride House	<p>The Pride Houses in Vancouver and Whistler, an Olympic first, were a tremendous success. While not officially associated with VANOC, the Pride Houses received much informal support from Olympic organizers, and their presence became well known. More than 20,000 people visited to one or both of the Pride Houses during the Games.</p> <p>As one result of their efforts, the London Olympic Organizing Committee (LOCOG) committed to an official Pride House in 2012 and circulated an official 'gay pride' pin to reach out to the LGBT community and express its commitment to diversity. The organizing committee for the 2015 Pan American and Parapan American Games in Toronto created a Pride House for those Games, to be turned after the Games into a permanent LGBT human rights centre.</p>	https://www.researchgate.net/publication/50372370_The_Legacies_of_the_2010_Winter_Olympic_and_Paralympic_Games_in_Vancouver
Province-wide	Volweb.ca	VolWeb.ca was an online registration tool to connect volunteers with event organizations throughout BC. By mid-2010, it had a database of more than 11,000 volunteers and 2,000 registered events and organizations. Post Games, it was transferred to the BC Games Society to maintain.	<p>https://www.2010andbeyond.ca/html/inspiring-stories/volweb-ca-connects-event-organizations-with-volunteers</p> <p>https://www.bcgames.org/News/Latest-News/News-Releases/ArtMID/1939/ArticleID/127/VolWeb-Transferred-to-Community-Partners</p>
Province-wide	Hosting sport events	<p>From 2004 to 2009, Hosting BC provided grants totaling \$2.7 million to 34 communities to host 197 national and international sport events including:</p> <ul style="list-style-type: none"> The Comox Valley/Mount Washington Alpine Resort in BC hosted a variety of international Olympic teams. In March 2009, Mount Washington hosted the 	<p>PWC Report 7: Impact of the 2010 Olympic and Paralympic Winter Games on British Columbia and Canada: 2003 to 2010</p> <p>https://www.2010andbeyond.ca/html/inspiring-</p>



2010 GAMES LEGACIES EXAMPLES OUTSIDE OF 2010 GAMES FOOTPRINT			
REGION	LEGACY	DESCRIPTION / QUOTED TEXT	SOURCE
		<p>cross-country and biathlon World Cup finals. Teams from Europe, North America and Asia competed in this International Paralympic Committee event involving more than 100 athletes.</p> <ul style="list-style-type: none"> In 2009, Prince George, BC hosted Road to the Roar, the pre-trials curling competition at which four Canadian teams were selected to compete to represent Canada at the 2010 Winter Games. In 2008, Victoria hosted an Olympic Qualifier For Women's Field Hockey drawing 108 athletes, from six countries, including Malaysia, Uruguay, and Italy. 	<p>stories/victoria-hosts-2008-olympic-qualifier-for-women-s-field-hockey</p>
Province-wide	Hosting pre-Games training	<p>78 teams from 24 countries were hosted for pre-games training in 20 BC communities including:</p> <ul style="list-style-type: none"> Training camps for the Russian figure skating and Japanese speed skating teams were held at the Abbotsford, BC recreation centre in 2010. Community benefits included access for residents to view training sessions and opportunities to interact with athletes at special community events. Kimberley hosted para-alpine teams from Canada, the United Kingdom, New Zealand, and Australia. 	<p>PWC Report 7: Impact of the 2010 Olympic and Paralympic Winter Games on British Columbia and Canada: 2003 to 2010</p>
Province-wide	Provincial & Community Sport	<p>viaSport, established in 2011 by 2010 Legacies Now in consultation with the provincial sport system, continues to lead a consultative and coordinated provincewide approach to increase participation in sport and physical activity. As of 2020, the amateur sports sector in British Columbia is thriving. On average, more than 718,000 athletes register for organized sports every year, with over 16,000 coaches attending training sessions. BC has outperformed other provincial and territorial jurisdictions in the number of registered athletes on national teams, with 38 per cent of Canada's 2018 Olympic team tied in some way to BC</p>	<p>https://vancouver.sun.com/opinion/bruce-dewar-2010-olympics-and-paralympics-were-about-more-than-just-games</p>
Cariboo	Chill	<p>Chill was a snowboarding program for inner-city youth designed to increase self-esteem and positive self-image, which 2010 Legacies Now</p>	<p>https://www.2010andbeyond.ca/html/inspiring-</p>



2010 GAMES LEGACIES | EXAMPLES OUTSIDE OF 2010 GAMES FOOTPRINT

REGION	LEGACY	DESCRIPTION / QUOTED TEXT	SOURCE
Mainland/ Southwest		operated in BC from 2005 to 2008. The program was sponsored by Bell and the Province of British Columbia, with support from Cypress Mountain (West Vancouver) and Tabor Mountain (Prince George).	stories/teaching-life-lessons-through-snowboarding
Province-wide	BC Indigenous Sport Excellence program	BC Aboriginal (now Indigenous) Sport Excellence program, developed in 2004 by Sport Canada and the BC Ministry of Community, Sport and Cultural Development	PWC Report 7: Impact of the 2010 Olympic and Paralympic Winter Games on British Columbia and Canada: 2003 to 2010 https://news.gov.bc.ca/releases/2015CSCD0062-002118
International	Indigenous Sport Gallery	Since 2008, the Indigenous (formerly Aboriginal) Sport Gallery at BC Sports Hall of Fame became the largest known permanent gallery in the world dedicated to Indigenous sport. In 2021, plans to make the collection virtual commenced.	PWC Report 7: Impact of the 2010 Olympic and Paralympic Winter Games on British Columbia and Canada: 2003 to 2010 https://news.gov.bc.ca/releases/2021TACS0067-002280
Province-wide	Indigenous Housing Legacy	\$6.5 million housing legacy, established by VANOC and the Province of BC to benefit First Nations	PWC Report 7: Impact of the 2010 Olympic and Paralympic Winter Games on British Columbia and Canada: 2003 to 2010
Province-wide	Indigenous Youth Sport Legacy Fund	The Aboriginal (now Indigenous) Youth Sport Legacy Fund was created to assist amateur athletes of Indigenous ancestry, including athletes with a disability or disabilities, in their pursuit of excellence in sport. From 2006 to 2010, the BC Aboriginal Youth Sport Legacy Fund, which was administered by 2010 Legacies Now, provided 72 high-performance athletes grants, three post-secondary scholarships and 80 community grants. \$310,000 was raised through the sale of licensed merchandise and corporate donations from 2008 to 2010. As of 2022, the fund which continues to be operated by viaSport.	PWC Report 7: Impact of the 2010 Olympic and Paralympic Winter Games on British Columbia and Canada: 2003 to 2010 https://www.viasport.ca/grant/Indigenous-youth-sport-legacy-fund
Province-wide Rest of Canada	Venues Aboriginal Art Program	Showcasing of First Nations, Inuit and Métis works Program of art during the 2010 Winter Games - these works have been permanently installed in Olympic and Paralympic venues and will remain as a legacy of the Games.	OGI Final Report



2010 GAMES LEGACIES EXAMPLES OUTSIDE OF 2010 GAMES FOOTPRINT			
REGION	LEGACY	DESCRIPTION / QUOTED TEXT	SOURCE
Province-wide	Arts & Culture Grants	From 2007 to 2010, Arts Partners in Creative Development (APCD) distributed over \$6 million to support the creation of 84 projects in 16 BC communities. APCD was funded as a partnership of six organizations to assist British Columbia artists and arts organization to create and develop new pieces of work.	PWC Report 7: Impact of the 2010 Olympic and Paralympic Winter Games on British Columbia and Canada: 2003 to 2010
Province-wide Rest of Canada	National Presentation and Touring Program	VANOC facilitated the National Presentation and Touring Program (NPTP) with provincial and territorial partners to bring the Cultural Olympiad to all Canadians. <ul style="list-style-type: none"> In 2009, the NPTP featured 12 artists in 35 locations and over 50 shows in communities across Canada. In 2010, the NPTP featured nine artists in over 40 shows held in communities across Canada from January to March. 	PWC Report 7: Impact of the 2010 Olympic and Paralympic Winter Games on British Columbia and Canada: 2003 to 2010
Province-wide	2010 Sports and Arts Legacy Fun	In 2010/11, the BC government established a \$60 million (over three years) 2010 Sports and Arts Legacy Fund to build on the momentum created by hosting the Olympics. Half of the fund focused on support for arts and culture projects.	PWC Report 7: Impact of the 2010 Olympic and Paralympic Winter Games on British Columbia and Canada: 2003 to 2010
Province-wide	2010 Legacies Now Impact	In a very short time, Legacies Now blanketed the province with new locally planned initiatives, encouraged new forms of activity, and strengthened accessibility for persons with disabilities, Aboriginal peoples, seniors and others. As of 2011, the reported metrics are impressive: <ul style="list-style-type: none"> 4,000 families discovering life-altering lessons in literacy and early childhood learning 200,000 people participating in new sport programs, creating a legacy of active British Columbians 95 Spirit of BC committees creating Olympic and Paralympic legacies in their communities 107 communities improving accessibility for people with disabilities and seniors 200 national and international sport events which were hosted in 34 	https://www.researchgate.net/publication/50372370_The_Legacies_of_the_2010_Winter_Olympic_and_Paralympic_Games_in_Vancouver



2010 GAMES LEGACIES | EXAMPLES OUTSIDE OF 2010 GAMES FOOTPRINT

REGION	LEGACY	DESCRIPTION / QUOTED TEXT	SOURCE
		<p>communities and funded by Hosting BC</p> <ul style="list-style-type: none"> • 530,000 students making healthy choices through Action Schools! BC • 101 task groups working with over 1,000 community partners to improve literacy for people of all ages • 445 arts and cultural projects which engaged British Columbians throughout the province • 1,900 organizations and close to 10,000 volunteers using VolWeb.ca to find volunteers and volunteer opportunities • 65 provincial sport organizations and multi-sport organizations who receive annual and project funding, along with other support and resources • 1,300 high-performance athletes supported by Game Plan BC and the Targeted Sport Strategy each year, as they strive to reach the national team level • 16,000 students who experienced high-quality summer camps in arts, sport and recreation • 125 Aboriginal organizations offering sport and recreation programs for youth 	
Province-wide Rest of Canada	2010 Legacies Now Legacy	Fueled by the experience and knowledge gained from working with organizations and communities, 2010 Legacies Now reinvented itself as LIFT Philanthropy Partners — the first national non-profit organization that uses a venture philanthropy approach to help build the capacity and capabilities of social purpose organizations (SPO) Canada-wide. SPOs are charities, non-profits and social enterprises that operate with the primary aim of achieving measurable social impact.	https://vancouver.sun.com/opinion/bruce-dewar-2010-olympics-and-paralympics-were-about-more-than-just-games



LN – Lil'wat Nation
 MIB – Musqueam Indian Band
 SN – Squamish Nation
 TWN – Tseil-Waututh Nation
 SECW – Secwépemc peoples of the Adams Lake Indian Band, Little Shuswap Lake Band, Neskonalith Indian Band and the Tk'emlúps te Secwépemc

APPENDIX I: PARTNERS BENEFITS MATRIX

TOPIC	DESCRIPTION	NATION GOVTS*					GOVTS					SPORT	
		LN	MIB	SN	TWN	SECW	FED	BC	VAN	WHI	SP-K	COC	CPC
HOUSING													
Vancouver Olympic and Paralympic Village	100% non-market 410 units <ul style="list-style-type: none"> ▪ 60 studio ▪ 207 1 bdrm ▪ 103 2 bdrm ▪ 40 3 bdrm 		X	X	X		X	X	X				
Whistler Olympic and Paralympic Village	100% non-market 579 units <ul style="list-style-type: none"> ▪ 6 studio ▪ 163 1 bdrm ▪ 387 2 bdrm ▪ 23 3 bdrm Revenue opportunity to offset annual operating costs of the Squamish Lil'wat Culture Centre	X		X			X	X		X			
First Nations Housing legacy	Sea-to-Sky housing projects for Lil'wat and Squamish (e.g. Highways Yard) Allocation for Kamloops/SP area project	X		X		X	X	X					
VENUE UPGRADES													
Hastings Park	Racecourse Livestock building Agrodome Pacific Coliseum									X		X	X
Training venues	Killarney Trout Lake									X			
UBC	UBC Doug Mitchell Thunderbird Sports Centre											X	X
Richmond	Richmond Olympic Oval											X	X



TOPIC	DESCRIPTION	NATION GOVTS*					GOVTS					SPORT	
		LN	MIB	SN	TWN	SECW	FED	BC	VAN	WHI	SP-K	COC	CPC
Whistler venues	Whistler Olympic Park Whistler Sliding Whistler Conference Whistler Blackcomb Whistler Celebration Plaza							X		X		X	X
Sun Peaks	Sun Peak Mountain Resort upgrades										X	X	X
LEGACY ENDOWMENT FUNDS													
GOT top up	Top up of 2010 Games Operating Trust (GOT) for facility operations and maintenance							X		X		X	X
Event Hosting top up	Top up of Hosting BC fund with amount protected for hosting events outside Vancouver and Whistler	X	X	X	X	X	X	X			X	X	X
First Nations Sport & Recon. Fund	Sport and Reconciliation Fund administered by the Four Host First Nations (HFNS) for common Indigenous priorities across BC	X	X	X	X	X	X	X					
Programs that achieve Impact & Legacy objectives that aren't directly provided by 2030 Games operations	Sport as medicine: <ul style="list-style-type: none"> Indigenous Youth Barrier-free access to sport (TRC 89, 90) High performance pathway for Indigenous athletes (TRC 90) and athletes with a disability 	X	X	X	X	X	X	X	X	X	X	X	X
	Sport as accelerator <ul style="list-style-type: none"> Career development for Indigenous peoples, people with a disability and other specific recipients (e.g. at-risk youth) 	X	X	X	X	X	X	X	X	X	X	X	X
	Sport as global citizen (UNDRIP, DRIPA, UN SDG, Provincial and Federal Disability Legislation) <ul style="list-style-type: none"> Climate positive initiatives Social initiatives (e.g. Murdered and Missing Women and Children, DTES, We the 15, discrimination against people with a disability) Arts and culture 	X	X	X	X	X	X	X	X	X	X	X	X



GAMES ENGAGEMENT



TOPIC	DESCRIPTION	NATION GOVTS*					GOVTS					SPORT		
		LN	MIB	SN	TWN	SECW	FED	BC	VAN	WHI	SP-K	COC	CPC	
ORGANIZING COMMITTEE (OC)														
OC Board	<ul style="list-style-type: none"> Nations with 8 seats on OC board Member-at-Large for Secwépemc Nation Equitable seats for all other parties Possible observer status for Sun Peaks Resort Municipality 	X	X	X	X	X	X	X	X	X	X	X	X	X
Host Nations Secretariat	<ul style="list-style-type: none"> Host Nations Secretariat funded by the Organizing Committee 	X	X	X	X	X	X	X						
OC Corporate Culture and Operations	<ul style="list-style-type: none"> Transformational progression on leadership & governance Operations funding inside Organizing Committee for culture, torch, ceremonies, sport presentation (e.g. commentators, in-venue entertainment), Village activations, transport, Games protocol, security through an Indigenous lens Onboarding for all Games participants, from athletes to spectators to sponsors to staff to security to the broadcast public Removal of barriers to hiring Indigenous people, people with disabilities as staff and volunteers; career/development potential in 50 business units – model for all businesses Indigenous, local and regional procurement opportunities 	X	X	X	X	X	X	X	X	X	X	X	X	
OC Initiatives	<ul style="list-style-type: none"> Youth based development, partnership with post-secondary Indigenous students, capacity building Nation to nation relationship-building; Nation to government relationship-building 	X	X	X	X	X	X	X	X	X	X	X	X	



GAMES ENGAGEMENT



TOPIC	DESCRIPTION	NATION GOVTS*					GOVTS					SPORT	
		LN	MIB	SN	TWN	SECW	FED	BC	VAN	WHI	SP-K	COC	CPC
	<ul style="list-style-type: none"> Telling your truth; telling your story Revitalizing languages Every participant being absolutely clear on whose lands the Games are taking place Leveraging of Games to accomplish additional priorities & attract sponsor/partner funding Use of Games commitment to climate positivity to achieve targets in climate action plans (CAPs) 												
TAX REVENUES													
	Income tax						X	X					
	Sales taxes						X	X					
	Municipal Regional District Tax (MRDT, formerly Hotel Tax)							X	X	X	X		
	Resort Municipality initiative (RMI, formerly Additional Hotel Room Tax)							X		X			
	Destination Marketing Fees (DMF)							X	X	X	X		
OTHER ECONOMIC IMPACTS													
	Tourism/Hospitality spending							X	X	X	X		
	Incremental GDP						X	X					
INFRASTRUCTURE BENEFIT IMPACTS													
	Digital backbone to increase connectivity around BC	X	X	X	X	X		X			X	X	X
	Electric vehicle charging stations enhanced	X	X	X	X	X	X	X	X	X	X	X	X
SOCIAL AND OTHER INTANGIBLE IMPACTS													
	Reconciliation	X	X	X	X	X	X	X	X	X	X	X	X
	Social impacts...volunteerism, unity, etc.	X	X	X	X	X	X	X	X	X	X	X	X
	Food security, climate action, etc.	X	X	X	X	X	X	X	X	X	X	X	X



APPENDIX J: SECURITY GOVERNANCE

Planning security for the Games will require a joint forces operation, working through an Integrated Security Unit (ISU). The ISU will bring together police services, intelligence agencies, other enforcement entities, emergency management personnel, private security industry, and the Canadian Armed Forces. The approach is to formally request that the ISU be led by the RCMP National Protective Policing and include key pillars that could be co-led or led by personnel from various agencies. These pillars would include Planning, Operations, Operations Support (Logistics), Finance, Intelligence and Communications. Their mission will be to provide a safe and secure Games while not having security become the face of the Games. The Strategic Objectives of the ISU could include:

- Determining all Games security requirements
- Developing the business plan, concept of operations, and operational plans for Games security
- Incorporating Games security partners in an Integrated Security Unit, including police services such as the Stl'atl'imx Tribal Police, or Indigenous businesses providing private security
- Coordinating intelligence to support Games security
- Developing a network to facilitate and liaise between local, provincial and federal agencies
- Developing the information technology systems required for an integrated planning/operations group
- Providing training for all Games security personnel
- Developing a comprehensive exercise program
- Ensuring the safety and well-being of employees
- Developing and implementing a comprehensive transfer of knowledge strategy for future Games

It is anticipated an operational steering committee will be established, composed of senior members from law enforcement agencies involved in the ISU. Respective levels of government will also be expected to provide strategic and financial guidance and oversight to the ISU. A Liaison Section will be established within the ISU, with a direct reporting line to the Commander, to facilitate seamless integration and interaction with the Organizing Committee from its initial formation until Games conclusion.

A Security Concept of Operations document and a Command and Control (C2) document will ultimately be created and these will clearly articulate the various roles and responsibilities along the chain of command.



APPENDIX K: TEMPLATE LETTER OF SUPPORT FOR IOC TARGETED DIALOGUE

November 30, 2022

To: Chief Dean Nelson, Lil'wat Nation
Chief Wayne Sparrow, Musqueam Indian Band
Spokesperson Wilson Williams, Squamish Nation
Chief Jen Thomas, Tsleil-Waututh Nation

From: [Signatory, specific government entity]

Subject: 2030 Olympic & Paralympic Winter Games Bid

[Greeting]

Thank you for the materials provided on August 15th regarding a potential 2030 Olympic and Paralympic Winter Games bid and for your formal proposal for support dated October 12th, 2022.

The [specific government entity] would like to acknowledge your leadership in this historic bid exploration process and welcomes your vision of placing Reconciliation at the heart of this project. The Truth and Reconciliation Report Call to Action 91 calls for Indigenous peoples' territorial protocols to be respected, and local Indigenous communities to be engaged in all aspects of major sporting events. Your invitation to all partners to explore and support a potential 2030 Games in British Columbia represents a full implementation of this Call to Action.

We appreciate that the work done to date has involved engaging staff at all levels of government, including the City of Vancouver, Resort Municipality of Whistler, the Province of British Columbia and the Government of Canada. We also note that this work has been done in conjunction with the support of experts in the planning and delivery of major events and is built on the knowledge and lessons acquired in the lead up and during the 2010 Games. We share the belief that the region and country are well equipped to host a successful Olympic and Paralympic Games.

We recognize and appreciate the community engagement done to date, reaching over 4,500 individuals through a combination of in-person events, on-line virtual workshops, and online surveys. We appreciate the plan to have engagement continue throughout the project.

We note the significant contributions and the endorsement of your proposal by the Canadian Olympic Committee and Canadian Paralympic Committee, the Franchise holders for the Olympic and Paralympic Games in Canada.



Considering the requests contained in your proposal and in light of the compelling potential for an Indigenous-led 2030 Olympic and Paralympic Winter Games to deliver positive benefits in communities across the [region/country], we are pleased to confirm the following:

- The [specific government entity] understands the opportunity and benefits that hosting an Indigenous-led Games in 2030 could have on residents in the region and across the country.
- We believe hosting the 2030 Games provides a unique opportunity to help advance our government's priorities around reconciliation, economic and social development, affordable housing, improving health and wellness, and meeting climate and environmental targets.
- We are eager to engage in constructive collaborative discussions with all domestic partners, and the International Olympic Committee (IOC) should we be invited into targeted dialogue to finalize a number of important details in advance of submitting final bid documentation.
- We would like to collaborate with all relevant partners, in line with the stated project values of respect, inclusivity, and community, to define the terms of a Games multi-party agreement outlining the roles and responsibilities in the planning and delivery of a 2030 Games.
- We are supportive of seeking entry into Targeted Dialogue with the IOC, alongside all parties, thereby formalizing efforts to work through the requirements of a Canadian bid for the 2030 Games.
- We wish to be an active and committed partner in bidding for a 2030 Olympic and Paralympic Winter Games.

We look forward to working with you in pursuit of a unique opportunity to host the first-ever Indigenous-led Olympic and Paralympic Winter Games in 2030.

Sincerely,

[Signatory]

Cc:

Tricia Smith, President, Canadian Olympic Committee
Gail Hamamoto, Vice-President, Canadian Paralympic Committee