



## CITY OF VANCOUVER

### ADMINISTRATIVE REPORT

Report Date: August 30, 2007  
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Meeting Date: September 18, 2007

TO: Vancouver City Council

FROM: General Manager, Olympic and Paralympic Operations Office and Managing Director, Cultural Services, in consultation with the General Manager of Parks and Recreation

SUBJECT: 2010 Winter Games Live Site Concept Plan

#### RECOMMENDATION

- A. THAT Council approve the two-site "Live Site" concept utilizing, on a temporary basis, the Beatty Street (former Bus Depot) site and David Lam Park and authorize further work on the design and operation;
- B. THAT concept approval be given to use Hamilton/Mainland Streets as the connecting link between the two Live Sites and that Robson Street be the connector to the Provincial Robson Square activation with further work undertaken on the design and operation for the connectors;
- C. THAT staff work with the partners including VANOC, Resort Municipality of Whistler, Province of British Columbia and City of Richmond on the Live Site/celebration planning to ensure that the programming and development plans are coordinated to deliver a consistent program and achieve cost efficiencies;
- D. THAT community feedback continues with the adjoining businesses and residences on the Live Site concept, design and operation;
- E. THAT staff be authorized to submit an application for funding to the Federal Government and to seek cost sharing opportunities with sponsors and other stakeholders, and
- F. THAT \$200,000 be approved for the next phase of the Live Site design and operational planning, source of funding to be the Olympic Legacy Reserve, once the Reserve is funded. Interim funding of \$200,000 for 2007 to be

borrowed from the 2007 Olympic and Paralympic Operations budget and repaid once the Olympic Legacy Reserve is funded.

## **GENERAL MANAGER'S COMMENTS**

The General Manager of Olympic and Paralympic Operations and the Managing Director, Cultural Services recommend approval of A to F.

## **PURPOSE**

The purpose of this report is to seek Council approval of a two-site Live Site concept for the 2010 Olympic and Paralympic Winter Games that utilizes, on an interim basis, the Beatty Street Parking Lot (former bus depot site) and David Lam Park. Furthermore, the report outlines and recommends the next steps in the Live Site development including design and operational planning.

## **BACKGROUND**

The Olympic and Paralympic Games experience for residents, visitors and the media goes well beyond the athletic competitions that take place within the sport venues. It is an important to also convey important messages to the participants on the Host City, Host Province and Host Country. As a result, over the years, Olympic Games host cities have come to recognize that the overall Olympic and Paralympic experience and celebration must include many activities and opportunities that attract, entertain, engage, inform and excite people of all ages throughout the Games period.

In past Olympic Games, Calgary, Sydney, Salt Lake City, and Torino have all found that the character, impression and legacy of the Host City has been shaped in large part by the activities and experiences offered by a Live Site. While each Olympic and Paralympic Live Site is different, their basic concept is to create large open spaces that provide opportunities for information, entertainment and engagement of thousands of people.

Vancouver and the Resort Municipality of Whistler have been meeting over the past year with partners such as VANOC, Government of Canada, Province of British Columbia and the Four Host First Nations, to evolve a Live Site concept for the 2010 Winter Games. While the discussions have centered around Live Sites in Vancouver and Whistler, the Province of BC has also expressed an interest in activating Robson Square during the Games. Richmond is also exploring a celebration zone within its community. The VANOC partners have agreed that it is important to coordinate all of these celebrations to ensure that the activities complement each other to ensure maximum efficiency is achieved.

The Federal Government has indicated that they have a \$20 million program fund available as their share in the development of Live Sites by Vancouver as the Host City and Whistler as Host Mountain Resort. Live Sites are seen by the government as an opportunity to expand awareness non residents have of Canada as a multicultural, accessible and inclusive society. The program funding, which would be shared equally between the two communities has been incorporated into the City's proposed Live Site capital and operating budgets.

On April 17, 2007 Council approved the retention of Fireworks Marketing Group to develop a comprehensive Vancouver 2010 Winter Games "Live Site" plan. Over the past several months Fireworks has been working with city staff and the partners to evolve a Live Site proposal which responds to all the objectives set by the City to create a gathering space during the Games. These objectives are outlined as follows:

- *Central, Universal, Accessible and Affordable*  
Provide an easily accessible site, with entry at no cost, in a central location where the public can actively participate in the Games.
- *Safe and Secure*  
Provide a site that creates a family atmosphere and gives the public a feeling of security.
- *Animated*  
Provide an animated gathering site with quality cultural entertainment and performances, as well as quality recreational programming. The site should be of quality look, sound and feel.
- *Participatory*  
Provide programming and activities that encourage active participation in addition to passive observation.
- *Integrated*  
Provide a site "feel" that integrates seamlessly with 2010 Winter Games competitions and events in GM Place, BC Place, and in the Resort Municipality of Whistler.
- *Sustainable*  
Incorporate sustainability into all aspects of the Live Site programs.
- *Physical Legacies*  
Create lasting physical legacies that would remain after the Games to commemorate the Live Site.
- *Other Legacies*  
Create lasting positive memories for Vancouverites, British Columbians, Canadians, and visitors about the 2010 Games and Vancouver, British Columbia and Canada, and if possible maximize other legacy opportunities for the City of Vancouver.

## DISCUSSION

A "Live Site" is generally defined as a public gathering space to hold a range of daily and nightly activities during the Olympic and Paralympic Games period. It is an alcohol free venue where residents and visitors are able to engage in a free Games time experience. It consists of large television screens with live broadcasts of Games' competitions, entertainment stages with live performances, as well as recreational and ancillary activities.

There are key components of site programming for a Live site including stages, screens, merchandise sales, food and beverage, information facilities and broadcast facilities. Other potential components identified and new for Vancouver are a hosting facility, sponsor village and Provincial, Territorial and National Pavilions.

Over the past several months, Fireworks Consulting Group has worked on a planning process to develop a series of options for delivering a Live Site concept plan for the City of Vancouver. A single site option which would utilize the Beatty Street Bus depot site was explored. In this option, live site components would be contained to one site as shown in Appendix A. After consulting a number of stakeholders (senior government staff, VANOC, security (VPD), transportation, broadcasters, etc), several challenges to a single site concept were revealed. Some of these challenges identified were: participant site overload as stand alone facility, overcrowding which would pose some security issues, transportation tie-ups, and limitation for Sponsorship engagement.

Fireworks Consulting Group also developed a multi site "Live Site" option which would utilize the Beatty Street Bus depot site and David Lam Park. The two sites would be linked by the proposed historical trail on Hamilton/Mainland streets through Yaletown (as shown in Appendix B). An additional link along Robson Street would connect the Live Site to the Provincial Olympic programming areas at Robson Square. This option would address many of the challenges identified in a single site concept, provide a number of celebration opportunities and is supported by staff.

The two-site "Live Site" concept plan (as shown in Appendix B) comprises two central nodes with enhanced linkages to one another and with other partner sites.

The two nodes, and programming elements for each, are:

- 1) Bus Depot site (north of Georgia Street between Cambie and Beatty Streets) City owned future site for the proposed Cultural precinct
  - large stage for live entertainment performances
  - screen for broadcasting Games- competitions and other related events
  - potential Olympic and Paralympic sponsor showcase opportunities
  - good accessibility to Expo Line Rapid transit
  - concession for merchandise and food and beverage
  - information booths
  - washrooms
  - service facilities
  
- 2) David Lam Park (a large urban park setting that has hosted events such as the Vancouver International Jazz Festival)
  - large stage on the water's edge for live entertainment performances and nightly closing show
  - screen for broadcasting Games competitions and other related events
  - potential Olympic and Paralympic sponsor showcase opportunities
  - False Creek water feature
  - good accessibility to the Canada Line Rapid Transit
  - concession for merchandise and food and beverage
  - information booths
  - washrooms
  - service facilities

The Beatty Street site provides good proximity to the Queen Elizabeth Theatre Complex, which will be an important venue for the Olympic and Paralympic Arts Festivals as well as a proposed Four Host First Nations (FHFN) pavilion which has been proposed for the Queen Elizabeth Plaza. Council approved a Memorandum of Understanding with FHFN in May 2007.

Hamilton/Mainland Streets will be used as the primary link from the Beatty Street site, BC Place, and GM Place, to the David Lam Park site. Way-finding elements, in keeping with the proposed Downtown Historic Trail (which links Yaletown, Gastown, and Chinatown), will be introduced along this corridor for use during the Games and will serve as the groundwork for the potential future development of the trail. It is likely that Georgia Street and Robson Street will also be used as links, primarily to the Province of BC pavilion at Robson Square and the Vancouver Art Gallery. Details will be determined once VANOC's Master Plan has been completed, and its findings can be taken into consideration.

The cultural entertainment programming for this two-site "Live Site" concept will be presented as a complement to the Olympic and Paralympic Arts Festivals, and will be developed in conjunction with VANOC and the other partners. The stages at both the Bus Depot site and at David Lam Park will offer a unique opportunity to showcase the best talent from Vancouver, British Columbia, and from across Canada. Meanwhile, the screens will be devoted to Games highlights, live airings of sold-out events, and to track the progress of Canadian athletes. In addition, the sponsor-provided activations will be available throughout each day's operating schedule.

The peak capacity for the Beatty Street site is estimated at approximately 10,000 people, and up to 13,000 at David Lam Park. While subject to refinement, the proposed schedule of operations would be from 11:00 a.m. to 11:00 p.m. The Beatty Street site may close earlier as the evening finale will take place at David Lam Park. With a full calendar of events over the Winter Olympic and Paralympic Games period, and the projected attendance rates for the Live Site venues, a total of 1.6 million spectator experiences will be created for the enjoyment of City visitors and Vancouver residents of all ages.

Site preparation will be initiated and legacy elements introduced by mid-2009 while construction of the event infrastructure will begin early in January 2010. Both sites will operate for the duration of the Winter Olympic Games, while operations for the transition period between the Games and through the Paralympic period (March 12<sup>th</sup> to 28<sup>th</sup>) will continue on the Beatty Street site only. Restoration of any damage to David Lam Park will begin immediately after the conclusion of the Games.

### *Legacy:*

In developing a strategy for the City of Vancouver Live Site, it has become apparent that a multi-venue approach makes the best use of the resources available and leaves the greatest number of tangible legacies. In addition, the opportunity exists to create a greater profile for the Government of Canada within the downtown cityscape and as a result of their active participation in the enhancement of the spectator experience during the Winter Olympic and Paralympic Games. The potential legacies include:

- Public Gathering Spaces (upgrades to Beatty Street site and David Lam Park)
- Public Art
- Relocation of components such as stages
- Technological Legacy- (eg. fibre feed)

To recognize the Government of Canada's contribution in a meaningful manner, on site branding will be introduced in the design and operation of both live sites.

### ***Sponsorship:***

A number of official Olympic and Paralympic sponsors have indicated an interest in placing pavilions on the Live site. The pavilions would provide an opportunity for sponsor activation through public information, interactive displays and hosting functions. A similar interest has also been expressed by several provincial/territorial governments as well as some national governments. Over the coming months, these interests will be explored to determine to what extent and on what basis these elements can become a part of the Live site concept.

### ***Security:***

The creation of a safe, family-friendly environment has been one of the core goals of the planning and design work to date. The current plans call for:

- a secure, fenced perimeter
- bag check for all entering the site
- the inclusion of magnetic checking capability 24 hour remote video surveillance on both sites and behind both stages
- video surveillance of the streets surrounding the live-sites
- closed circuit monitoring of the Live Site

### ***Budget:***

The budget (as outlined in Appendix C) outlines the projected costs and revenues associated with the implementation the two-site Live Site plan. Income projections have been based on conservative estimates as to the number of citizens and visitors likely to visit the sites and a projection of their estimated onsite spending on souvenirs and/or food and beverages during their visit. There is no entrance fee proposed.

While no value for sponsorship is included in the revenue estimates, a cost recovery rental fee for the use of space on the sites has been included for potential sponsors as well as potential provincial, territorial and national pavilions. Projected Income for value-in-kind is for entertainment through provincial partnerships, VANOC Culture and Ceremonies programming and potential partnerships with the host broadcaster.

Costs have been estimated based on preliminary concepts and quotes from potential suppliers and quantity surveyors. However, the specifications they were given were general and now need to be further refined once Council has approved a concept and detailed design and operational planning can commence.

### ***Public Feedback:***

A series of preliminary public Information sessions were held in early September. Stakeholders were invited to view the recommended Live Site option plan and provide feedback. City staff and consultant met with members from the following community groups and organizations and businesses: Roundhouse Community Centre Association, Yaletown Business Improvement Association, Vancouver Community College, Costco, and Canada Post.

Generally, the feedback received was positive and supportive of the concept plan. Some of the comments include: legacy opportunities, joint programming integration, and the importance of mitigating operational impacts throughout the planning process. Later this year, an opportunity for further public feedback will be offered to as detailed design and operational planning is developed.

*Next steps:*

- Staff will prepare and submit application to Federal Government of Canada for a \$10 million contribution to the Live Site program.
- Retain a consultant to take the approved "Live Site" concept plan and proceed to next phase of detail design planning
- Seek further public feedback around the Live Site detailed design plan
- Continue to work with the partners including VANOC, Resort Municipality of Whistler, Province of British Columbia and City of Richmond on the Live Site/celebration planning to ensure that the programming and development plans are coordinated to deliver a consistent visitor experience and achieve cost efficiencies
- To report back to Council in early 2008 with a Live Site detailed design and operational plan including a detailed budget

## FINANCIAL IMPLICATIONS

The estimated cost to proceed with detailed planning is \$200,000. The funds are required in 2007 to retain a consultant to advance the Live Site design and operation planning. It is proposed that the source of funding for the \$200,000 will be from the Olympic Legacy Reserve, once the Reserve is funded. It is proposed that interim funding of \$200,000 be provided as a loan from the existing 2007 Olympic and Paralympic Operating Budget to be repaid from the Olympic Legacy Reserve.

The total estimated cost for the two-site Live Site concept is \$23 million; of this the City's portion is estimated to be \$5 million which would be funded from the Olympic Legacy Reserve fund. The remainder of funding is expected to be secured from the Federal Government, value-in-kind and cost recovery site rentals to Olympic and Paralympic sponsors, as well as ancillary onsite revenues. A detailed project budget will be reported to Council once the detail planning is complete.

## CONCLUSION

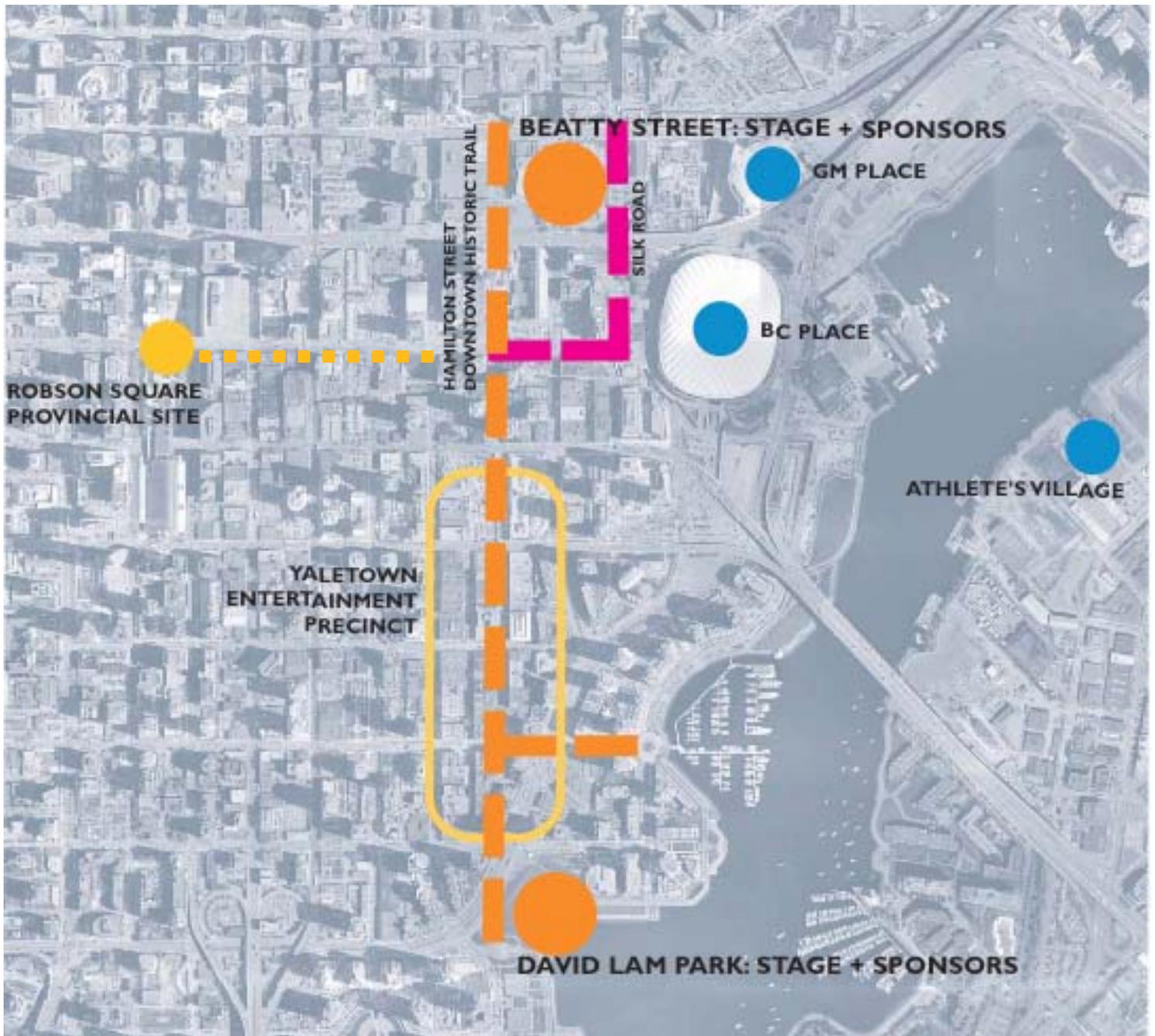
In conclusion, Council is asked to approve the two-site "Live Site" concept plan as outlined in this report. Approval of the concept plan will allow staff to proceed with "Live Site" detailed design planning. Staff will report back to Council in early 2008 for approval of the detailed plan.

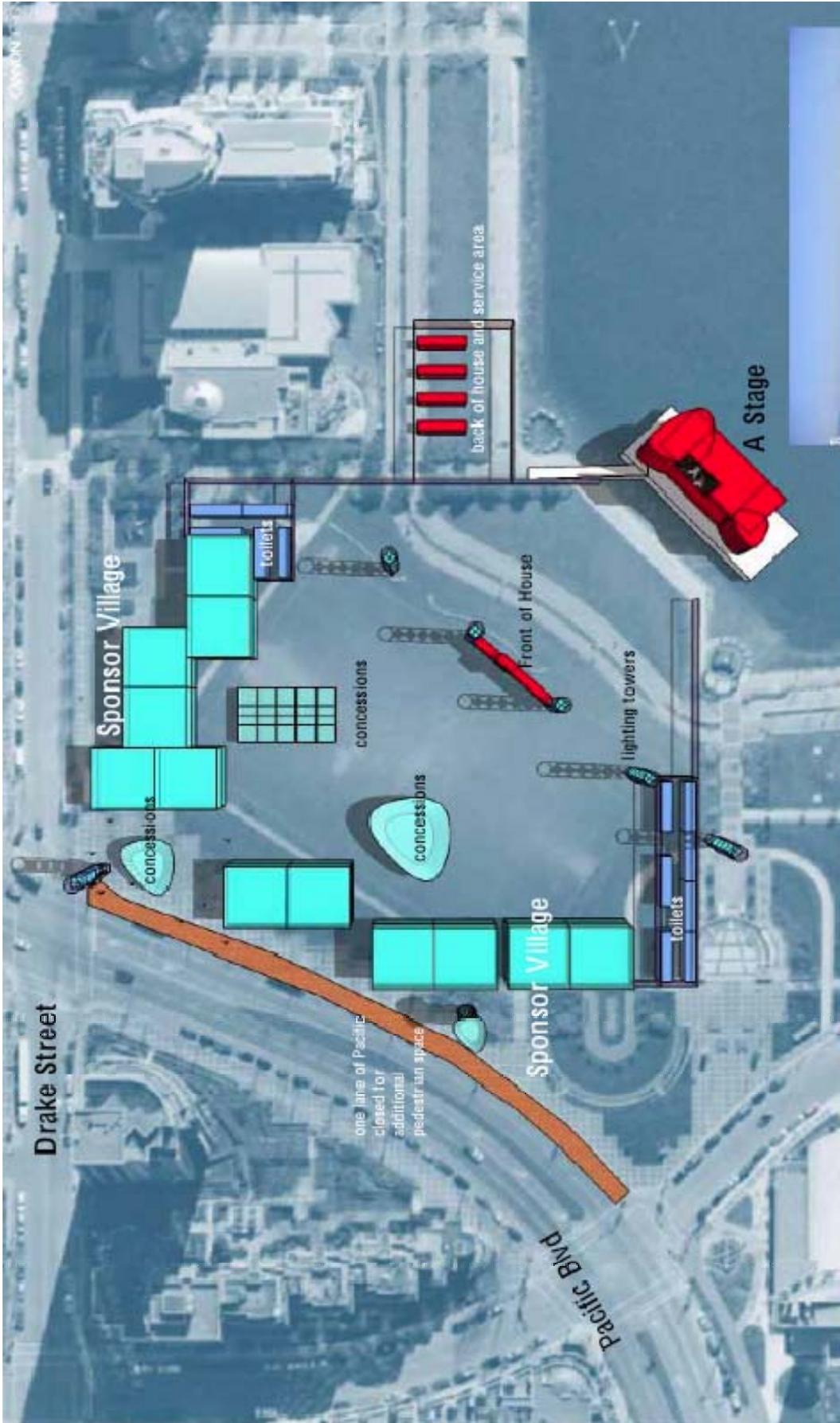
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## One-site "Live Site" Concept Plan

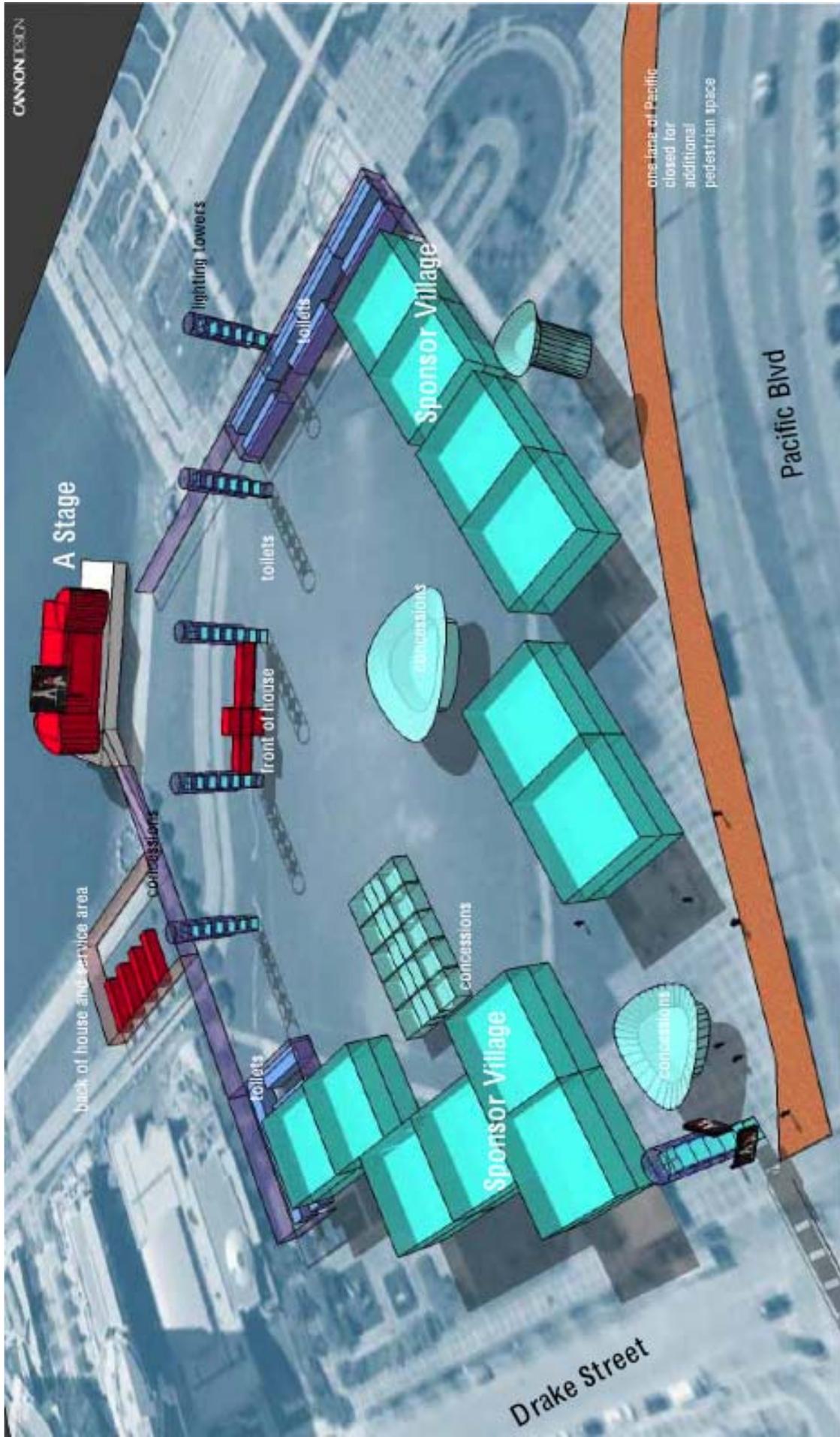


## Two-site "Live Site" Concept Plan





Option B: Live Site, Live Sponsors



Option B: Live Site, Live Sponsors aerial view of David Lam Park from the northwest



Option B: Live Site, Live Sponsors

<b>PRELIMINARY LIVE SITE BUDGET</b>	
<b>INCOME</b>	
<b>DIRECT FUNDING</b>	\$15,000,000.00
Heritage Funding	
City Funding	
<b>INCOME FROM OPERATIONS</b>	\$1,497,000.00
Merchandise Commissions	
Food & Beverage Commissions	
<b>SPACE RENTAL</b>	\$4,391,000.00
<b>PROGRAMMING- Value-in-Kind</b>	\$2,291,000.00
<b>TOTAL INCOME</b>	<b>\$23,179,000.00</b>
<b>EXPENSES</b>	
<b>SITE PREPARATION AND INFRASTRUCTURE</b>	\$4,450,000.00
<b>TECHNICAL PRODUCTION</b>	\$6,157,000.00
Video Projection	
David Lam Stage	
Beatty Street Stage	
Production Trailers & Production Equipment rentals	
<b>LEGACY ELEMENTS</b>	\$2,250,000.00
<b>OPERATING COSTS</b>	\$8,810,000.00
Talent	
Utilities Consumption	
Site Cleaning	
Traffic Control	
Technical Staff	
Security	
Project Management	
Marketing	
<b>Total Estimated Costs</b>	<b>\$21,667,000.00</b>
Contingency Allowance (7%)	\$1,512,000.00
<b>ESTIMATED COST</b>	<b>\$23,179,000.00</b>

The City's contribution to the funding is \$5 million.