



## CITY OF VANCOUVER ADMINISTRATIVE REPORT

Report Date: April 4, 2006  
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Meeting Date: April 18, 2006

TO: Vancouver City Council

FROM: General Manager of Olympic Operations

SUBJECT: 2010 Olympic and Paralympic Winter Games Draft Strategic Plan,  
Version 1

### RECOMMENDATION

THAT Council receive the *2010 Olympic and Paralympic Winter Games Draft Strategic Plan, Version 1* for information, and that staff be directed to distribute this document to the City's Olympic and Paralympic partners, to City Boards and Committees, and to other key stakeholders.

### CITY MANAGER'S COMMENTS

The City Manager recommends approval of the foregoing. Version 1 of the *2010 Olympic and Paralympic Winter Games Draft Strategic Plan* (Limited Distribution - on file in the City Clerk's Office) is a well thought out, comprehensive framework within which the City can move forward with the work that has to be done to prepare for the 2010 Winter Games. This document is a good start to identifying the City's many Games-related initiatives, projects and actions, and to linking them to our strategic objectives.

As we progress, it is important to recognise that the City is one of many organisations involved in preparing, staging and hosting the 2010 Winter Games. Our collective success will

ultimately depend on each Olympic and Paralympic partner fulfilling their respective set of responsibilities, and on a high level of cooperation and coordination among all the partners.

## COUNCIL POLICY

In February 1998, Vancouver City Council approved in principle the City's participation in a regional bid for the 2010 Olympic and Paralympic Winter Games. In March 2002, Council officially endorsed the City's involvement in the 2010 Games Bid. And then in July 2003, the International Olympic Committee awarded 2010 Olympic and Paralympic Winter Games to Vancouver. Since 1998, there have been a number of Council reports and legal agreements related to the 2010 Winter Games that cover various aspects of the City's involvement in and obligations relating to the Games.

## PURPOSE

This report presents to Council the first draft of the City's strategic plan for the 2010 Winter Games.

## DISCUSSION

The *2010 Olympic and Paralympic Winter Games Draft Strategic Plan, Version 1* is a high-level, comprehensive framework that sets out the scale and scope of the City's involvement in planning, staging and hosting the 2010 Winter Games. The purpose of this plan is twofold:

- to identify both the opportunities and the responsibilities the City has in association with our role as official Host City of the 2010 Winter Games, and
- to establish the process and structures required for the City to efficiently and effectively prepare for the Games.

The time horizon covered in the Plan encompasses a continuum that begins with pre-Games planning, events, projects and initiatives, through to Olympic Games-time, then to Paralympic Games-time, to post-Games decommissioning and follow-up, and ends with the long-term management of the legacies that will remain after the Games are over.

The Draft Strategic Plan is comprised of:

- the strategic objectives and guiding principles that will direct the City's involvement in the 2010 Winter Games,
- a description of the various roles the City will play as the Host City, as a municipal service provider, as a regulator, and as an owner/developer of various venues and facilities,

- an overview of the various commitments and obligations related to the Games that the City has assumed to date,
- a description of the City's various Olympic and Paralympic partners and of the stakeholders in the Games,
- a discussion of risk mitigation planning,
- an overview of the key deliverables and actions that are the responsibility of the City, categorised into twenty-seven function teams, and
- a proposed process for the next steps of the planning process, including developing operational delivery plans for each function team, updating the strategic plan regularly, and progress reporting to Council.

The function team structure developed in the Draft Strategic Plan provides the framework for the work that lies ahead for Council and staff. The City's key deliverables and actions have been categorised into the following twenty-seven function teams, listed below. For each team, the scope of the work has been defined, and one or two staff members have been assigned primary responsibility. In some cases, the work of two or more of these teams may be combined into one operational delivery plan, if appropriate.

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| <ul style="list-style-type: none"> <li>• Arts and Culture</li> <li>• Bylaw Enforcement and Regulatory Oversight</li> <li>• Communications and Media Relations</li> <li>• Corporate Oversight</li> <li>• Economic Opportunities</li> <li>• Emergency Planning</li> <li>• Engineering Services</li> <li>• Environmental Sustainability</li> <li>• Event Management</li> <li>• Fire and Rescue Services</li> <li>• Human Resources</li> <li>• Legal Services</li> </ul> | <ul style="list-style-type: none"> <li>• Look of the City and Public Realm</li> <li>• Non-Competition Facilities</li> <li>• Official Visits and Protocol</li> <li>• Olympic Operations</li> <li>• Olympic Venue Development</li> <li>• Paralympic Games</li> <li>• Police Services</li> <li>• Procurement Support</li> <li>• Records and Archives</li> <li>• Social Sustainability, Accessibility &amp; Inclusivity</li> <li>• Sponsorship and Brand Protection</li> </ul> |
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- Sport and Fitness
  - Staff Engagement
- Technology Services
  - Transportation

Once Council has received this document for information, it will be circulated among the City's Olympic and Paralympic partners and City Boards and agencies for their review. These include the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) and the agencies represented on the VANOC Board of Directors, the Vancouver Police Board, the Vancouver Board of Parks and Recreation, the Vancouver Library Board, Tourism Vancouver and the Vancouver Economic Development Commission.

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