



**CITY OF VANCOUVER**  
**2010 Olympic and**  
**Paralympic Winter Games**

**DRAFT STRATEGIC PLAN, VERSION 1**

Prepared by the

**CITY OF**  
**VANCOUVER**

Office of Olympic Operations

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## **1. VANCOUVER'S OLYMPIC AND PARALYMPIC EXPERIENCE**

For the City of Vancouver, the success of the 2010 Olympic and Paralympic Winter Games extends beyond the performance of the athletes and the operation of the sport venues. Success will also be measured by the quality of the public realm, and the celebratory experience of our visitors and residents.

The Olympic and Paralympic Winter Games present an opportunity for the City of Vancouver to foster civic pride and a greater sense of community in our residents, to create positive experiences and fond memories for our visitors, and to captivate the media through a festive environment, positive images and broad exposure to one of the most liveable cities in the world.

The 2010 Winter Games are an investment in our city's future. In the coming four years, the City of Vancouver will focus on two main questions regarding the Games: how can we be the best possible Host City, and, how can we tell our story to the world? This strategic plan is an important step in formulating the answers to these questions.

### **1.1 Scope of this plan**

This strategic plan sets out a high-level framework of the scope and scale of the work to be undertaken by the City of Vancouver in order to meet its obligations as Olympic Host City, and in order to best leverage the opportunities the Games present. It is primarily a compilation of the City's already-established objectives and deliverables related to the Games.

While this document contains an extensive list of deliverables, it is expected that this list will be refined and change over time, as the Games approach. The contents of this plan should therefore not be taken as a complete inventory of all the City has to do in the next four years, but rather a starting point around which to build our operational plans and delivery structures. The plan also provides the opportunity to prioritise the City's Games-related strategic objectives, potentially scaling back or expanding some initiatives, and/or establishing new ones.

This strategic plan contains neither financial nor operational details, which will be developed in the next phase of the strategic planning process. Rather, the focus of this document is the establishment of the structures within the City that are required for the City to effectively and efficiently prepare for the 2010 Olympic and Paralympic Winter Games, as well as the identification of the necessary links to other organisations. With these structures in place, operational delivery plans will be

developed by the team that is assigned primary responsibility for each function, including detailed operational, resourcing and risk mitigation plans. This strategic plan will be regularly updated and reported to Council, to provide overall context for and coordination of the operational delivery plans.

## **1.2 Vancouver's opportunities and responsibilities**

Hosting the 2010 Olympic and Paralympic Winter Games is the City of Vancouver's opportunity to show the world who we are – the unparalleled beauty of our city and region, our unique Pacific Northwest culture, our proudly-held Canadian values, our remarkably diverse population, and our collective strengths, abilities and talents.

The City has the opportunity to leverage the Games and the powerful Olympic and Paralympic brands to further our long-term objectives. Hosting the Games gives Vancouver an unprecedented chance to strengthen our reputation worldwide, acquire new sport venues, and advance our social, economic and environmental sustainability initiatives.

The Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) is the corporation that is responsible for planning and staging the 2010 Winter Games. VANOC is working to expand the traditional Olympic focus on environmental stewardship to include a much broader set of sustainability objectives: social responsibility, economic opportunity, sport development, culture and health promotion. The Games give Vancouver the chance to showcase our achievements and to enhance our capacity in these key areas to be even better going forward.

With these opportunities come responsibilities. As the Olympic Host City, the City of Vancouver has a pivotal role to play in the delivery of the 2010 Winter Games. Working with our partners, the City must contribute to ensuring that the Games are executed to the highest possible standard, and that they are a positive experience for the widest possible range of people.

All of the City's Games-related undertakings must be accomplished in a fiscally responsible manner, limiting exposure and ensuring the financial health of the City is maintained before, during and after the 2010 Winter Games. The City of Vancouver's name is directly tied to the 2010 Winter Games, and how we perform as a city before, during and after the Games will have a lasting effect on our worldwide reputation, long after VANOC ceases to exist.

### 1.3 The strategic planning process

The Olympic and Paralympic Winter Games are one of the largest staged events in the world. Our ability to do our best and get the most from our involvement in this undertaking depends on effective planning and preparation. This strategic planning process is an important part of the preparation. It is the central meeting point of all the efforts and initiatives throughout the City in anticipation of hosting the world in 2010.

Planning for the Games goes beyond thinking about just the twenty-seven days of the Olympic and Paralympic Winter Games themselves. It encompasses a continuum which begins with pre-Games planning, events 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 objective of this document, Version 1 of the *City of Vancouver 2010 Olympic and Paralympic Winter Games Strategic Plan*, is to facilitate the cooperation, creativity and communication that are key to the City's preparation for the Games.

The City of Vancouver's strategic planning process has been designed to coordinate with that of VANOC and the City's other partners. The planning is divided into five overlapping phases, with approximate timelines shown in the following table.

**TABLE 1. OVERVIEW OF CITY OF VANCOUVER 2010 WINTER GAMES STRATEGIC PLANNING, EXECUTION AND FOLLOW-UP**

PHASE	TASK	STARTS	ENDS
<b>Ongoing Monitoring</b>	Progress tracking & performance measurement	July 2006	December 2010
<b>Foundation Planning</b>	Establish strategic objectives, principles of engagement & foundational legal obligations	March 2002	September 2005
<b>Strategic Planning</b>	Create delivery infrastructure & high-level inventory of deliverables	September 2005	June 2006
<b>Operational Planning &amp; Testing</b>	Design detailed operational delivery plans	June 2006	September 2009
<b>Games Delivery</b>	Deliver venues & services	First event/venue	March 2010
<b>Wind-up and Dissolution</b>	Decommissioning & legacy management	March 2010	March 2011

## **2. GUIDING PRINCIPLES**

These guiding principles are the filter through which City Council and staff consider all Olympic and Paralympic Winter Games-related decisions. The twelve principles listed in this section are consistent with the commitments made by the City during the Bid Phase of the Games, and with the City's existing mission statement, core values and objectives (shown in Table 2). These principles have been embraced by the City from the start, which has meant a consistent philosophy underlying our involvement in the Games from the Bid phase forward.

### **2.1 Develop lasting legacies**

The City is forging alliances, designing programs and building venues to best leverage the tremendous power and resources associated with the Olympic and Paralympic movements, with the intent to gain meaningful, lasting legacies for Vancouver. These include both physical legacies such as public infrastructure and sport and cultural facilities, as well as non-physical legacies such as increased skill sets and capacities, and stronger inter-agency relationships. While all of the legacies will directly or indirectly benefit Vancouver residential and commercial citizens, some will be owned by the City (such as new or renovated community centres), others will be owned by other public entities (such as improved public transit infrastructure), and still others will be enjoyed by businesses or individuals (such as enhanced skill sets and capacities).

### **2.2 Ensure sustainability benefits**

As Olympic Host City to the most advanced "sustainable Games" to date, Vancouver will make decisions that emphasise the lasting sustainability benefits for the City and for its citizens, which include measures relating to environmental stewardship, social responsibility, accessibility, inner-city inclusivity, economic opportunity, liveability, sport development and health promotion.

### **2.3 Work closely with partners and stakeholders**

Recognising that the way of the future is cooperation and partnership, the City will take full advantage of opportunities to collaborate with Olympic and Paralympic partners and stakeholders, to learn from one another, and to leverage each others' strengths and resources wherever possible. These relationships and synergies will last long after the Games have come and gone.



#### **2.4 Maximise City employee participation**

Hosting the Games gives City employees a once-in-a-lifetime chance to participate in staging the Games and to tap into the vast body of knowledge contained within Olympic and Paralympic movements. The City is committed to making sure that the Games touch as many employees as possible. This will be achieved by devoting just a small number of City staff to work full-time on the Games, and integrating most of the City's Games-related work directly into the City's existing departmental structure.

#### **2.5 Be accountable**

Ensure that every Games-related action or decision taken by City Council and staff is a principled action or decision, that processes are transparent, and there is adequate information flowing to the various entities that are monitoring the Games.

#### **2.6 Be creative and innovative**

Acknowledging that the Olympic and Paralympic Games are a unique deliverable, Council and staff will take a creative and innovative approach to developing our service and venue delivery plans and our strategies for leveraging Games-related opportunities, while still maintaining a focus on the City's core municipal services.

#### **2.7 Consult with and engage the community**

The City is committed to engaging and communicating with interested stakeholder groups with two goals in mind: to ensure the community has appropriate input into the City's Games-related decisions, and to engage community members so that Vancouver citizens have the opportunity to participate in the Games experience.

#### **2.8 Create positive experience for athletes**

Through the design and development of sport and non-competition venues, as well as the various other roles the City will play as Games Host City, Vancouver will strive to ensure that the 2010 Winter Games is a positive, successful experience for all Olympic and Paralympic athletes.

#### **2.9 Optimise citizens' Games experience**

The City will endeavour to ensure that as wide a range of citizens as possible take part in and enjoy the 2010 Winter Games. Making the Games a positive experience for everyone involves providing the community with access to Games events and celebrations, as well as undertaking wherever possible to maintain regular municipal service levels before, during and after the Games. The City will endeavour to minimise

any negative impacts of the Games on all of the City's citizens – including businesses, residents, commuters and inner-city communities.

#### **2.10 Optimise visitors' and viewers' experience**

The City is committed to doing all it can to showcase all that Vancouver has to offer, and to supporting VANOC and its partners in optimising visitors' and remote viewers' experience of our beautiful and fascinating city.

#### **2.11 Minimise budget impacts**

While the City is a partner with VANOC, we are not responsible for funding the operating budget of the Games. The City is committed to delivering on its Olympic obligations and to leveraging related opportunities, while at the same time minimising impacts on existing departmental budgets. This will be achieved by reallocating resources, and where possible, sourcing funding from other agencies. Where the City is asked by VANOC to deliver services beyond normal levels, funding agreements must be negotiated.

#### **2.12 Limit the City's exposure**

Ensure that the City's Games-related risk and financial exposure is appropriately limited, through proper budgeting and risk management planning, and through taking care to meet the conditions of the Province of British Columbia's indemnification of the City, pursuant to the November 1998 *Participation Agreement* (described further in Table 3).

**TABLE 2. CITY OF VANCOUVER CORPORATE  
MISSION STATEMENT, VALUES AND OBJECTIVES**

**MISSION STATEMENT**

To create a great city of communities that cares about its people,  
its environment, and the opportunities to live, work and prosper

**CORPORATE CORE VALUES**

**Responsiveness**

To listen to all the people we work with and serve  
and to act in a timely and sensitive way

**Excellence**

To strive for the best results

**Fairness**

To apply unbiased judgement and sensitivity

**Integrity**

To be open and honest and to honour our commitments

**Leadership**

To set examples that others will choose to follow

**Learning**

To increase knowledge and understanding in the workplace and in the community  
and to grow through our successes and our mistakes

**CORPORATE OBJECTIVES**

To enhance community and individual well-being –  
social, economic, and physical

To protect and improve the environment

To provide quality service equitably

To create a challenging, safe, healthy, and rewarding workplace

To be fiscally responsible

To create good government through public participation,  
internal improvement, and constructive external relations

### 3. VANCOUVER'S ROLE AS OLYMPIC HOST CITY

#### 3.1 Multiple roles to play

The City of Vancouver plays four distinct, inter-related roles associated with the 2010 Winter Games: Games Host, service provider, regulator and owner/developer of various venues and facilities that will be used in the Games.

##### 1. Games Host

The *Host City Agreement* between the International Olympic Committee (IOC), the Canadian Olympic Committee (COC), VANOC and the City of Vancouver designates the City as the official Host City of the 2010 Winter Olympic and Paralympic Winter Games. The City plays a key role in supporting VANOC in delivering its mandate, which is to "... support and promote the development of sport in Canada by planning, organizing, financing and staging the XXI Olympic Winter Games and X Paralympic Games in 2010."

As the official Host City, the City has various obligations related to hosting the Games, which include playing a role in the planning and delivery of transportation, security, emergency planning, and participating in the protection of the Olympic brand and marks. In addition to the obligations contained in the *Host City Agreement*, the City has a role – working with VANOC and senior government partners – in the fulfillment of the inclusivity commitments that were made during the Bid phase. Along with these obligations comes tremendous opportunity for the City to benefit from hosting the Games.

##### 2. Service provider

From the City's point of view, the 2010 Winter Games, along with the pre-Games test events and Cultural Olympiad, are in a sense, one enormous "special event" that is occurring in Vancouver. As with any other major event that occurs within Vancouver's jurisdiction, the City is responsible for providing the appropriate level of municipal services during the event – police, fire and rescue, traffic management, engineering services and so on.

While VANOC is ultimately responsible for ensuring the appropriate level of all services within Olympic venue zones (collectively termed the "Olympic Domain"), it is the City that is responsible for providing normal levels of municipal service outside of Olympic Domain (the "Urban Domain"). The City, VANOC and various

other service providers will work closely to optimise the integration of operations within and between these two domains.

### **3. Regulator**

While Vancouver has hosted many world-class events in the past, none has been of the scale or scope of the 2010 Olympic and Paralympic Winter Games. The City has the responsibility of regulating all Games-related events, construction and activities, as it would for any other event.

### **4. Owner/developer of venues and facilities**

The City is providing VANOC the use of a number of facilities for competition events, practice, cultural events, celebrations and/or storage and staging operations. The terms and conditions of VANOC's use of these facilities are based on the legal agreements summarised in Table 3. The City owns the following venues that will be used for the Games:

- Olympic Athletes' Village – The City has assumed the responsibility to develop and deliver the Olympic Athletes' Village at Southeast False Creek.
- Hillcrest Curling Facility – While VANOC is responsible for developing the Hillcrest Curling Facility adjacent to Queen Elizabeth Park, the City is also involved in this project, both as the owner of this facility, and as the owner/developer of an adjacent aquatic centre to be constructed concurrently with the curling facility.
- Hastings Park Short Track Speed Skating and Figure Skating Facilities – VANOC is responsible for upgrading and providing the Olympic overlay for the Pacific Coliseum and the Agrodome at Hastings Park. The Coliseum will be used for short track speed skating and figure skating competition, and the Agrodome will be used as a figure skating practice facility.
- Killarney and Trout Lake Practice Facilities – The City will develop and deliver a practice hockey facility at the Killarney Community Centre, and a short track speed skating practice facility at the Trout Lake Community Centre.
- Cultural Facilities – It is proposed that a number of the City's cultural facilities be used for Games-related cultural events, and that the Queen Elizabeth Theatre Complex be used as the showcase performing arts venue for the

Olympic Arts Festival. Renovations to some of the City-owned cultural venues are proposed.

- Non-Competition Facilities – In addition to the Olympic competition and practice venues, there are a number of City-owned facilities which will be used for various other Games-related purposes. These include the VANOC headquarters building, and potentially sites for the Unaccredited Media Centre, the City of Vancouver Emergency Operations Centre, the City of Vancouver Operations Centre, the VANOC Management Operations Centre, the Vancouver 2010 Integrated Security Unit (VISU) Command Centre, and/or facilities for various staging and storage operations.

The City does not have direct responsibility for or involvement in Olympic facilities that are owned by other entities within Vancouver, such as the Vancouver Convention Centre, BC Place and GM Place. Appendix C provides a snapshot of the major Olympic and Paralympic facilities in Vancouver.

### **3.2 The Urban Domain and the Olympic Domain**

In planning for the execution of the 2010 Winter Games, Vancouver will be divided into the Olympic Domain and the Urban Domain. Once these boundaries have been established, they will become important delineations of responsibility in the planning and staging of the Games.

- VANOC will have responsibility for all activities within the Olympic Domain, which will include Olympic venues and non-competition facilities, celebration sites, and their surrounding areas.
- All areas in Vancouver that fall outside the Olympic Domain will be considered part of the Urban Domain, and will be the responsibility of the City.
- The City will deliver a normal level of municipal services in both domains. Service agreements will be negotiated for any involvement the City will have within the Olympic Domain, and for services in the Urban Domain that are higher than levels normally provided by the City.

### **3.3 Legal agreements**

There are a number of legal agreements in place which lay out the City of Vancouver's rights and obligations vis-à-vis its role in staging and hosting the 2010 Winter Games.

Table 3 provides a brief description of the most significant agreements into which the City has entered to date.

**TABLE 3. CITY OF VANCOUVER'S MAJOR LEGAL AGREEMENTS  
RELATING TO THE 2010 WINTER GAMES**

AGREEMENT NAME	SIGNED BY	PURPOSE
<b>Bid City Agreement (BCA)</b>	<ul style="list-style-type: none"> <li>▪ The City of Vancouver</li> <li>▪ Canadian Olympic Association (now the Canadian Olympic Committee)</li> <li>▪ Vancouver Whistler 2010 Bid Corporation (assigned to VANOC)</li> </ul>	Approve the candidature of the City of Vancouver to represent Canada in the Bid for the 2010 Winter Games, establishing certain commitments for the City.
<b>Host City Contract</b>	<ul style="list-style-type: none"> <li>▪ The City of Vancouver</li> <li>▪ International Olympic Committee</li> <li>▪ Canadian Olympic Committee</li> <li>▪ VANOC</li> </ul>	Master Olympic agreement in which the IOC establishes the terms and conditions under which the City, the COC and VANOC will plan, organise and stage the Games.
<b>Joint Marketing Programme Agreement (JMPA)</b>	<ul style="list-style-type: none"> <li>▪ The City of Vancouver</li> <li>▪ Canadian Olympic Committee</li> <li>▪ VANOC</li> </ul>	Intended to optimise the value of the Olympic image by clarifying marketing and intellectual property rights and obligations.
<b>Marketing Plan Agreement (MPA2)</b>	<ul style="list-style-type: none"> <li>▪ International Olympic Committee</li> <li>▪ VANOC</li> </ul>	Agreement between the IOC and VANOC that establishes marketing guidelines and objectives for the 2010 Winter Games. Note the City is not a party to this Agreement.
<b>Multi-Party Agreement (MPA)</b>	<ul style="list-style-type: none"> <li>▪ The City of Vancouver</li> <li>▪ Government of Canada</li> <li>▪ Province of British Columbia</li> <li>▪ Resort Municipality of Whistler</li> <li>▪ Canadian Olympic Committee</li> <li>▪ Canadian Paralympic Committee</li> <li>▪ Vancouver 2010 Bid Corporation (assigned to VANOC)</li> </ul>	Establish prior to the Bid the basic rights and obligations relating to the planning, organising and staging the 2010 Winter Games, among the partners who prepared Vancouver's Bid.
<b>Non-Commercial Use Agreement (Proposed)</b>	<ul style="list-style-type: none"> <li>▪ The City of Vancouver</li> <li>▪ VANOC</li> </ul>	Establishes the terms and conditions under which the City, the Board of Parks and Recreation, the Vancouver Public Library and the Vancouver Police Department can use certain Olympic intellectual property for non-commercial purposes.
<b>Participation Agreement</b>	<ul style="list-style-type: none"> <li>▪ The City of Vancouver</li> <li>▪ Province of British Columbia</li> </ul>	Establish the terms and conditions under which the Province of BC will indemnify the City for certain obligations and costs which may be imposed on the City through or as a result of the City signing the Bid City Agreement, the Host City Contract, and other agreements ancillary thereto.
<b>Service agreement(s) (Proposed)</b>	<ul style="list-style-type: none"> <li>▪ City of Vancouver</li> <li>▪ VANOC</li> </ul>	Will establish City services to be commissioned by VANOC for both the Olympic and Urban Domains, including the determination of service levels and financial compensation.

AGREEMENT NAME	SIGNED BY	PURPOSE
<b>Venue Agreements: Vancouver Athletes' Village , Hillcrest Curling Venue, Hastings Park Figure Skating and Short Track Speed Skating Venue, Hastings Park License Agreement (Proposed), Killarney Community Centre Hockey Practice Facility &amp; Trout Lake Short Track Speed Skating Practice Facility</b>	<ul style="list-style-type: none"> <li>▪ The City of Vancouver</li> <li>▪ VANOC</li> </ul>	Sets out the City and VANOC's respective rights and obligations with respect to the construction and use of various City-owned facilities as Olympic competition and non-competition venues.
<b>2010 Games Operating Trust Agreement</b>	<ul style="list-style-type: none"> <li>▪ City of Vancouver</li> <li>▪ Government of Canada</li> <li>▪ Province of British Columbia</li> <li>▪ Resort Municipality of Whistler</li> <li>▪ Canadian Olympic Committee</li> <li>▪ Canadian Paralympic Committee</li> <li>▪ VANOC</li> <li>▪ 2010 Games Operating Trust Society</li> </ul>	Establishes an irrevocable Trust to maintain and operate certain facilities created for the 2010 Winter Games, and to assist with high-performance sport development in Canada. Initial funding for the Trust made up of \$55 million contributions from each of the Province of BC and Government of Canada. City representative sits on the Board of the 2010 Games Operating Trust.

### 3.4 Vancouver Host City obligations

The *Host City Contract* that establishes the terms and conditions under which the City of Vancouver, the Canadian Olympic Committee (COC) and VANOC will plan, organise and stage the 2010 Winter Games. It is the master Olympic Agreement with the International Olympic Committee (IOC), covering a broad set of themes that describe the City's role in:

- planning, organising and staging the Games,
- organising various IOC meetings in the period up to and including the 2010 Winter Games,
- taking the necessary steps so that the public can benefit from reliable, safe and efficient transportation to and from Olympic venues during Games-time,
- carrying out obligations under the *Host City Contract* in a manner that embraces the concept of sustainable development and complies with applicable environmental legislation,



- developing a comprehensive “Look of the Games” program, which will have all Olympic venues and key areas in the city consistently decorated with the Olympic symbols, and related terminology and images,
- ensuring that the appropriate agencies take the necessary measures to ensure the safe and peaceful celebration of the Games,
- gaining approval from the IOC, in consultation with the relevant international sport federations, regarding the design and construction of Olympic venues, and
- participating in the protection of Olympic intellectual property, including helping with the control of ambush marketing and advertising and commercial activities at Olympic venues.

### **3.5 Vancouver 2010 Bid Book**

The *Vancouver 2010 Bid Book* is the document that was submitted by the Vancouver 2010 Bid Corporation (BidCorp) to the International Olympic Committee (IOC) in 2002, summarising the proposal for Vancouver to host the 2010 Winter Games. BidCorp is the not-for-profit corporation that was created to lead the drive to bring the Games to Vancouver. The City of Vancouver was represented on the BidCorp’s Board of Directors. Since the Games were awarded to Vancouver, BidCorp is no longer actively involved in financing or staging the Games; this responsibility now belongs to VANOC.

The City of Vancouver played an active role in the development of the *Bid Book*, which was comprised of eighteen themes related to financing and staging the Games. The main themes in the *Bid Book* that pertain to the City are: the delivery of various venues including the Olympic Athletes’ Village, a commitment to contribute to the protection of the Olympic brand and marks, and the provision of municipal services before and during the Games, including policing, fire and emergency response and transportation planning. While the *Bid Book* is a useful reference point for the City’s involvement in the Games, it is the subsequent legal agreements that delineate the City’s Games-related responsibilities and commitments.

### **3.6 Inner-City Inclusive Commitment Statement**

As part of Vancouver’s bid for the 2010 Winter Games, an *Inner-City Inclusive Commitment Statement* and an *Inclusive Intent Statement* were prepared and approved

by the City of Vancouver, BidCorp, the Province of British Columbia, the Federal Government and community members. The objective of these documents, which were included as appendices in Vancouver's *Bid Book*, was to ensure that appropriate inclusivity goals were integrated into Vancouver's Bid for the Games. These goals are intended to implement strategies that address the social impacts of a large, hallmark event such as the 2010 Olympic and Paralympic Winter Games.

The City of Vancouver is an active participant in VANOC's Inner-City Inclusivity Steering Group, which has taken on the responsibility for implementing these commitments, which include jobs for inner-city residents, no unreasonable rent increases or displacement, providing for democratic protest, showcasing Vancouver's commitment to an alcohol and drug strategy, and accessibility. Copies of the *Inner-City Inclusive Commitment Statement* and the *Inclusive Intent Statement* can be found in Appendix B.

### **3.7 Council reports**

Since the Bid process began in 1998, there have been a number of Council reports that either directly or indirectly have addressed Games-related issues. These reports have covered topics ranging from venue design and delivery, to the City's Olympic legal commitments, to the potential for various benefits and legacies for Vancouver. This strategic plan is intended to bring together the main themes discussed and commitments made in these past Council reports, under one unified strategic framework.

### **3.8 Accountability, progress and performance measurement**

Accountability and transparency are central to the City's principles of engagement in the 2010 Winter Games. The City will implement progress measures to ensure that goals and schedules are being met in the course of preparing for the Games, as well as performance measurement mechanisms to gauge how well our strategic objectives are ultimately met. The City's progress in preparing for the Games and performance vis-à-vis strategic objectives will be reported to City Council regularly leading up to and after the Games. In addition to our internal reporting, the City will support VANOC in their relationship with external watchdog agencies.

## 4. PARTNERS AND STAKEHOLDERS

### 4.1 Relationship-building

There are few undertakings that present the opportunity and the need that the Olympic and Paralympic Games do for cooperation and coordination among so many varied organisations and individuals. The common goal of delivering outstanding Games brings together organisations with very different missions, objectives and cultures – government and business, private sector and not-for-profit, large and small, from all over the world. Creating effective, productive relationships with the partners and stakeholders involved in the Games is one of the most important keys to the City delivering on its commitments, and benefiting to the greatest possible extent from the 2010 Olympic and Paralympic Winter Games.

### 4.2 VANOC

The mandate of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) is to "*... support and promote the development of sport in Canada by planning, organizing, financing and staging the XXI Olympic Winter Games and X Paralympic Games in 2010.*" VANOC is a not-for-profit corporation incorporated by the City of Vancouver, the Government of Canada, the Province of British Columbia, the Resort Municipality of Whistler, the Canadian Olympic Committee, the Canadian Paralympic Committee, and the Four Host First Nations under the Canada Corporations Act. VANOC is a standalone entity, with its own budget, staff, policies and procedures and set of legal obligations.

As the Olympic Host City, the City of Vancouver has committed to a number of specific obligations to support VANOC in staging the Games. These range from building and delivering the Olympic Athletes' Village to providing normal levels of municipal service during Games-time. It is VANOC, not the City of Vancouver, that is responsible for funding the operations budget for the 2010 Olympic and Paralympic Winter Games. Games-related capital projects are funded by a number of entities, including the Government of Canada, the Province of BC and VANOC. The City has a limited role in funding Games-related capital works.

The City is one of seven agencies represented on the VANOC Board of Directors, detailed in Appendix A. The relationship between the City of Vancouver and VANOC is formalised through this Board representation, and through a number of legal agreements that are summarised in Table 3. Beyond these legal relationships, the City

and VANOC enjoy a close working relationship as partners in the delivery of the Games, coordinating and cooperating in order to ensure our shared goals and objectives are met by the most effective and efficient means possible.

While a great number of agencies are involved in the Games effort, it is the seven agencies who sit on the Board of VANOC who are at the core of this activity. These are:

- the Government of Canada,
- the Government of British Columbia,
- the City of Vancouver,
- the Resort Municipality of Whistler,
- the Four Host First Nations (Lil'wat, Musqueam, Squamish and Tsleil-Waututh),
- the Canadian Paralympic Committee, and
- the Canadian Olympic Committee.

#### **4.3 The Games secretariats**

In addition to their respective governance roles, each of the *Multi-Party Agreement* partners and the Four Host First Nations have committed full-time staff to the planning, preparation and staging of the 2010 Winter Games. To this end, the City of Vancouver has created the Office of Olympic Operations, which is headed by the General Manager of Olympic Operations. The governments of Canada and British Columbia have each created Games secretariats to provide strategic leadership, coordination and oversight for their respective organisations. The staff leads for each of these agencies cooperate closely and meet regularly at bi-weekly Partners' Meetings.

#### **4.4 Venue cities**

There are number of municipalities that are not represented on VANOC's Board of Directors, but that have Olympic or Paralympic venues within their jurisdiction. In the Lower Mainland, these are:

- the District of West Vancouver, which encompasses Black Mountain in Cypress Provincial Park, where the snowboarding and freestyle skiing events will be held,

- the City of Richmond, owner/developer of the Richmond Oval, which will serve as the speed skating competition venue, and
- the University of British Columbia, owner/developer of the UBC Winter Sports Centre, which will house hockey competition events.

#### **4.5 Legacies Now**

2010 Legacies Now is an independent, not-for-profit agency that has been established recently in order to assist British Columbia communities in creating meaningful social and economic legacies associated with the 2010 Olympic and Paralympic Winter Games. The four main areas of Legacies Now's work are sport, culture, volunteerism and literacy. This agency works in partnership with community organizations, non-government organizations, the private sector and all levels of government. The City will seek to partner with Legacies Now wherever appropriate.

#### **4.6 Vancouver community stakeholders**

In a sense, every citizen, business and community group in Vancouver is a stakeholder in the 2010 Winter Games. Stakeholders range from organisations involved in staging the Games, to businesses supplying Olympic-related goods and services, to community groups interested in leveraging Games-related opportunities, to taxpayers concerned that the money spent on the Games ultimately proves to have been a good investment, to service industry businesses who will play key roles in hosting the Games, to local citizens and businesses who want to live/operate in business-as-usual style during the Games, to the volunteers who will be working on the Games and related events. This list goes on and on.

The City has incorporated community consultation into their role in the 2010 Olympic and Paralympic Winter Games since the start of the Bid phase. Significant consultation on some Olympic and Paralympic initiatives has already been undertaken, including a series of Mayor's Forums held in early 2003, the development of the *Inner-City Inclusive Commitment Statement*, and the planning process for the Olympic Athletes' Village at Southeast False Creek. Going forward, the City will be working with VANOC, the organisations represented on VANOC's Board of Directors, and the other venue cities to ensure that stakeholder consultation is undertaken in the most coordinated and effective way possible.

## **5. STRATEGIC OBJECTIVES**

Before Vancouver entered the Bid process, the potential benefits of being an Olympic Host City were carefully assessed by City Council and staff. Through this process, eight strategic objectives have been developed and incorporated into the City's participation from the start. All projects, initiatives and undertakings related to the 2010 Winter Games are designed to achieve one or more of these objectives.

### **5.1 Work with partners to successfully host the Games**

The City will do all within its power to be the best possible Olympic Host City and to enhance our worldwide reputation, undertaking the appropriate planning, committing the resources and developing the necessary infrastructure required to deliver on the obligations it has made to VANOC, the IOC and other Olympic/Paralympic partners.

### **5.2 Sports and fitness legacies**

The City will design venues, develop programs and make alliances that ensure substantial sport and fitness legacies are enjoyed by the citizens of Vancouver long past 2010.

### **5.3 Arts and culture legacies**

The City will design venues, develop programs and make alliances that ensure that substantial Games-related arts and cultural activities reflect the artistic excellence and cultural diversity of Vancouver, and create lasting legacies that are enjoyed by the citizens of Vancouver for many years into the future.

### **5.4 Social sustainability, accessibility and inclusivity legacies**

As host to the world's most advanced "sustainable Olympic Games" to date, the City of Vancouver is committed to using the experience of hosting the Games to strengthen our city's social fabric, and to showcase to the world our substantial achievements in the area of social sustainability, accessibility and inner-city inclusivity, before, during, and after the Games.

### **5.5 Environmental sustainability legacies**

City of Vancouver is committed to incorporating environmental sustainability principles into our role as Olympic Host City, to using this experience to advance our environmental sustainability accomplishments, and to showcase to the world our

substantial achievements in the area of environmental sustainability, before, during, and after the Games.

**5.6 Economic sustainability and opportunity**

The City of Vancouver is committed to using the experience of hosting the Games to help meet our economic sustainability objectives, in particular creating a balanced urban environment that is conducive to the success of tourism and commercial enterprises, both large and small.

**5.7 Lasting partnerships & knowledge transfer**

The City will leverage the chance to work cooperatively with our partners and with the many organisations and individuals that are involved in the Olympic and Paralympic movements, to meet the objective of enhancing our collective corporate knowledge and skill sets and creating lasting strategic alliances.

**5.8 Civic pride and citizen engagement**

Through active engagement of Vancouver's communities and citizens leading up to and during the 2010 Winter Games, and through doing all we can to showcase Vancouver's many strengths to the world, the City will use the experience of hosting the Games to enhance civic pride and engagement among local individuals, communities and businesses.

## 6. MANAGING RISK

### 6.1 Types of risks

Broadly speaking, there are five types of risks to be considered in the City's risk management planning. Mitigation strategies for these risks must be coordinated among the various organisations that are directly involved in planning, hosting and staging the 2010 Winter Games.

1. FINANCIAL RISK – The City will minimise its exposure to unanticipated costs associated with the 2010 Winter Games.
2. HAZARD RISK – The City will play its role in minimising the risk of any mishap or accident associated with the 2010 Winter Games.
3. LOST OPPORTUNITY RISK – The City will capitalise on the opportunities that come with hosting 2010 Olympic and Paralympic Winter Games, and thereby maximise its overall “return on investment” in the Games.
4. PERFORMANCE RISK – The City will deliver on the various obligations and commitments that have been made to partners and stakeholders.
5. REPUTATION RISK – The City will maintain and enhance its excellent reputation before, during and after the 2010 Winter Games.

Mitigation strategies for all five of these risk categories have been incorporated into the Olympic and Paralympic projects, initiatives and programs the City has been involved in to date. Detailed risk management plans will be part of each operational delivery plan that is developed in the next phase of the strategic planning process.

### 6.2 Risk mitigation strategies

The balance of the risks associated with the 2010 Olympic and Paralympic Winter Games are covered by the City's existing risk management policies and procedures. These include a combination of proper governance and management structures, liability and property insurance coverage, effective negotiating, solid contracts, good emergency planning measures, and in some instances, risk-transfer to and risk-sharing with third parties.



Insofar as most of the City's Games-related projects, initiatives and programs fall within the City's normal course of municipal business, hosting the 2010 Winter Games does not expose the City to new or unusual risks per se. However, the scale and scope of the Games, and the vast worldwide exposure Vancouver is getting as a result of the Games, means that risk management strategies have to be a key part of the strategic and operational planning processes.

This is particularly true for risks associated with the City's reputation and lost opportunities. It is incumbent on City Council and staff to do all within their power to ensure that through the role of Olympic Host City, Vancouver's already-strong worldwide reputation is enhanced, and that the City makes the most of the potential opportunities the Games present.

In the planning and staging of the Games, there are many functional areas in which the City has a secondary role to play, with VANOC or a senior government partner taking the lead. Part of the City's risk management program will include working with our partners to ensure respective responsibilities are met. In addition, the City must educate the public clearly as to what the City is committed to and capable of delivering as one of many organisations responsible for planning and staging the Games, and for implementing various inclusivity, accessibility and sustainability commitments.

### **6.3 Provincial indemnity**

In 1998, the Province of British Columbia entered into the *Participation Agreement* with the City of Vancouver, which established the terms and conditions upon which the Province will indemnify the City for certain obligations and costs which may be imposed on the City through or as a result of the City signing the *Bid City Agreement*, the *Host City Contract*, and other agreements ancillary thereto. This Agreement is an important component of the City's risk management plan for the 2010 Olympic and Paralympic Winter Games.

## **7. CITY OF VANCOUVER OLYMPIC GAMES FUNCTIONS**

The City of Vancouver has a great number of projects, initiatives and obligations relating to the 2010 Olympic and Paralympic Winter Games. Some of these are legal obligations arising from agreements the City has entered into with the Olympic partners, others are civic commitments that have been made by City Council to date, and still others are items that are associated with leveraging Games-related opportunities.

For the purposes of planning for the 2010 Winter Games, these projects and initiatives have been categorised into twenty-seven function groups. Some of these functions align with the City's existing organisational structure, and others require cooperation among more than one department, and/or with external agencies.

Through this strategic plan, responsibility for each function is assigned to a lead or to co-leads, who are responsible for assembling the team required to produce the various deliverables for each particular function. Once assembled, each team will develop its own work plan, resource plan and schedule, in consultation with the General Manager of Olympic Operations. In some cases, where appropriate, the work of two or more functional teams identified in this document may be combined into one operational plan.

The 2010 Games Corporate Oversight Team will track the progress of each team against their work plan and schedule, and provide City Council with regular progress reports. Table 4 provides a summary of the function groups, followed by a more detailed discussion of each groups' structure and responsibilities.

**TABLE 4. CITY OF VANCOUVER FUNCTION TEAMS FOR THE 2010 WINTER GAMES**

FUNCTION	TEAM LEAD(S)	RESPONSIBLE FOR
<p><b>1. Arts and Culture</b></p>	<ul style="list-style-type: none"> <li>▪ Managing Director, Cultural Services</li> </ul>	<p>Ensuring that the City's ongoing programs and services support the arts community's participation in the 2010 Winter Games, the Cultural Olympiad, and other Games-related events, as well as for the development of a Games-specific public art plan, and the provision of the cultural infrastructure required to support Games-related events and celebrations.</p>
<p><b>2. Bylaw Enforcement and Regulatory Oversight</b></p>	<ul style="list-style-type: none"> <li>▪ General Manager of Community Services</li> <li>▪ General Manager of Engineering Services</li> </ul>	<p>The City's regulatory oversight and enforcement relating to the 2010 Winter Games, including ensuring timely permit approvals for Olympic-related projects and events, developing Games-time bylaw enforcement strategies, and reviewing existing policies and regulations to coordinate with Vancouver's Olympic Host City obligations.</p>
<p><b>3. Communications and Media Relations</b></p>	<ul style="list-style-type: none"> <li>▪ Director of Communications</li> </ul>	<p>Designing and implementing all internal and external communications related to the City's role in hosting the 2010 Winter Games, and for providing support to the other function teams with any communications or media elements of their respective tasks.</p>
<p><b>4. Corporate Oversight</b></p>	<ul style="list-style-type: none"> <li>▪ City Manager &amp; Corporate Management Team, reporting to City Council</li> </ul>	<p>The Corporate Oversight Team provides high-level management of all the City's Games-related undertakings.</p>
<p><b>5. Economic Opportunities</b></p>	<ul style="list-style-type: none"> <li>▪ General Manager of Corporate Services</li> </ul>	<p>Providing direction to ensure that the City of Vancouver, in conjunction with other government partners and relevant agencies, assists the business and tourism communities in benefiting to the greatest extent possible from the 2010 Winter Games.</p>
<p><b>6. Emergency Planning</b></p>	<ul style="list-style-type: none"> <li>▪ Director of Risk and Emergency Management</li> </ul>	<p>Working in close cooperation with Vancouver Fire and Rescue Services, the Vancouver Police Department, as well as a number of external public safety agencies, responsible for emergency planning, leading up to, during, and after the Games.</p>
<p><b>7. Engineering Services</b></p>	<ul style="list-style-type: none"> <li>▪ General Manager of Engineering Services</li> </ul>	<p>Developing plans and for delivering all engineering services that are regularly provided by the City of Vancouver, before, during and after Games-time in the Urban Domain, and, where service agreements are negotiated, in the Olympic Domain.</p>

FUNCTION	TEAM LEAD(S)	RESPONSIBLE FOR
<b>8. Environmental Sustainability</b>	<ul style="list-style-type: none"> <li>▪ Manager of the Sustainability Program, reporting through the Sustainability Steering Committee</li> </ul>	Working closely with VANOC and the City's other Olympic partners, ensuring that the City's environmental sustainability objectives associated with the 2010 Winter Games are met.
<b>9. Event Management</b>	<ul style="list-style-type: none"> <li>▪ General Manager of Olympic Operations</li> </ul>	Facilitating the production of Games-related sport, culture and celebration events that are staged by VANOC, the City, VANOC sponsors, and other organisations.
<b>10. Fire and Rescue Services</b>	<ul style="list-style-type: none"> <li>▪ Chief of Vancouver Fire and Rescue Services</li> </ul>	Delivering fire and rescue services, leading up to, during, and after the Games, in the Urban Domain and, where service agreements are negotiated, in the Olympic Domain.
<b>11. Human Resources</b>	<ul style="list-style-type: none"> <li>▪ General Manager of Human Resources</li> </ul>	All aspects of the City's labour planning and management surrounding the 2010 Winter Games for the City, including the Board of Parks and Recreation, the VPD and the Vancouver Public Library, for Games-time as well as for the periods leading up to and following the Games.
<b>12. Legal Services</b>	<ul style="list-style-type: none"> <li>▪ Director of Legal Services</li> </ul>	Providing legal services and support for all aspects of the City's involvement in the 2010 Olympic and Paralympic Winter Games.
<b>13. Look of the City and Public Realm</b>	<ul style="list-style-type: none"> <li>▪ General Manager of Olympic Operations</li> </ul>	Ensuring that Vancouver's streets and public spaces are appropriately dressed up for the Games, and for working with VANOC to develop a festive theme and way-finding signage program that is consistent with the VANOC's "Look of the Games."
<b>14. Non-Competition Facilities</b>	<ul style="list-style-type: none"> <li>▪ General Manager of Olympic Operations</li> </ul>	Coordinating and negotiating the use of all City-owned facilities for Games-related purposes by VANOC and VANOC partners, and for overseeing the City's role in the Games-time operation of these facilities.
<b>15. Official Visits and Protocol</b>	<ul style="list-style-type: none"> <li>▪ Chief of External Relations and Protocol</li> </ul>	Ensuring that official and tourist visits related to the Games in which the City plays a role are hosted in a welcoming, professional and appropriate manner.
<b>16. Olympic Operations</b>	<ul style="list-style-type: none"> <li>▪ General Manager of Olympic Operations</li> </ul>	The central planning, coordinating and managing body for all Games-related projects and initiatives undertaken by the City of Vancouver, alone or in conjunction with its partners.

FUNCTION	TEAM LEAD(S)	RESPONSIBLE FOR
<b>17. Olympic Venue Development</b>	<ul style="list-style-type: none"> <li>▪ Southeast False Creek Project Manager</li> <li>▪ Hillcrest Curling Community Centre Capital Works Committee</li> <li>▪ Hastings Park Capital Works Committee</li> <li>▪ Killarney Rink / Board of Parks &amp; Recreation</li> <li>▪ Trout Lake Rink / Board of Parks &amp; Recreation</li> </ul>	<p>Each of the committees or City departments listed is responsible for providing a City-owned site to VANOC to be used as a venue during the 2010 Olympic and/or Paralympic Winter Games, as per the terms of each respective venue agreement between the City of Vancouver and VANOC.</p>
<b>18. Paralympic Games</b>	<ul style="list-style-type: none"> <li>▪ General Manager of Olympic Operations</li> </ul>	<p>While all of the function teams will have work pertaining to both the 2010 Olympic and the Paralympic Winter Games, this team is responsible for the work that has to be done by the City that relates exclusively to the 2010 Paralympic Winter Games.</p>
<b>19. Police Services</b>	<ul style="list-style-type: none"> <li>▪ Vancouver Police Department Chief Constable</li> </ul>	<p>The provision of policing services within the City of Vancouver, leading up to, during and after the 2010 Winter Games.</p>
<b>20. Procurement Support</b>	<ul style="list-style-type: none"> <li>▪ Manager of Materials Management</li> </ul>	<p>Providing procurement services within the City, for liaising and providing support to VANOC and the City's other Olympic partners, creating opportunities wherever feasible for synergies, and supporting the City's role in Olympic intellectual property protection.</p>
<b>21. Records and Archives</b>	<ul style="list-style-type: none"> <li>▪ City Clerk</li> </ul>	<p>Developing and implementing policies, procedures and strategies for information handling, records management and archiving related to the City's role in hosting the 2010 Olympic and Paralympic Winter Games.</p>
<b>22. Social Sustainability, Accessibility &amp; Inclusivity</b>	<ul style="list-style-type: none"> <li>▪ General Manager of Community Services</li> </ul>	<p>Working closely with VANOC, senior government partners, and the City's other Olympic and Paralympic partners, responsible for ensuring that the City's social sustainability, accessibility and inclusivity objectives associated with the 2010 Winter Games are met.</p>

FUNCTION	TEAM LEAD(S)	RESPONSIBLE FOR
<b>23. Sponsorship and Brand Protection</b>	<ul style="list-style-type: none"> <li>▪ General Manager of Olympic Operations, with support from Director of Legal Services</li> </ul>	Ensuring that the City of Vancouver meets its obligation to protect Olympic and Paralympic intellectual property belonging to the IOC, the COC, the CPC and VANOC, as well as to the sponsors and the various other Olympic and Paralympic partner agencies.
<b>24. Sport and Fitness</b>	<ul style="list-style-type: none"> <li>▪ General Manager of the Board of Parks and Recreation</li> </ul>	Designing and implementing sport and fitness strategies and programs that complement the City's role as Olympic Host City, working with other agencies and organisations as appropriate.
<b>25. Staff Engagement</b>	<ul style="list-style-type: none"> <li>▪ General Manager of Human Resources</li> </ul>	Coordinating closely with the Communications and Media Relations Team, this team is responsible for ensuring that all employees of the City are kept up to date on issues and news relating to the 2010 Olympic and Paralympic Winter Games, are provided opportunities to contribute to 2010 Winter Games-related projects either in the course of their normal jobs or through volunteer positions, and are generally engaged in and excited about the approaching 2010 Winter Games.
<b>26. Technology Services</b>	<ul style="list-style-type: none"> <li>▪ Director of Information Technology</li> </ul>	Providing technology services and support for the City's activities and initiatives related to hosting the 2010 Winter Games.
<b>27. Transportation</b>	<ul style="list-style-type: none"> <li>▪ General Manager of Engineering Services</li> </ul>	Working with VANOC and other relevant agencies to develop and implement strategies for the 2010 Winter Games and related events, for all transportation elements, including motor vehicle, bicycle and pedestrian movement, public mass transit, parking, street barricading and enforcement.

## 7.1 FUNCTION: ARTS AND CULTURE

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### Primary responsibility

This function will be managed by the 2010 Games Arts and Culture Team, to be led by the Managing Director, Cultural Services.

### Scope

The Arts and Culture Team is responsible for ensuring that the City's ongoing programs and services support the arts community's participation in the 2010 Winter Games, the Cultural Olympiad, and other Games-related events, as well as for the development of a Games-specific public art plan, and the provision of the cultural infrastructure required to support Games-related events and celebrations.

### Key deliverables and actions

- A. OLYMPIC READINESS CULTURAL STRATEGY – Working with the Creative City Task Force, develop and implement an Olympics readiness strategy elucidating the City's role vis-à-vis arts and culture and the 2010 Winter Games, including capacity-building, event promotion and support services.
- B. 2010 WINTER GAMES PUBLIC ART PLAN – Develop and implement a 2010 Winter Games public art plan, working with VANOC, private funders, artists, private developers and the community, in order to assess the feasibility of public art legacy opportunities to celebrate/commemorate the Games.
- C. PUBLIC ART POLICY UPDATE – Review and update the City's public art policies relating to public art gifting and ownership.
- D. UPGRADE CITY-OWNED CULTURAL FACILITIES – Explore feasibility of upgrading City-owned cultural facilities in time for the Cultural Olympiad.
- E. CULTURAL OLYMPIAD – Provide appropriate support to VANOC for their Cultural Olympiad events in the period leading up to the Games, working with the 2010 Games Event Management Team.
- F. OLYMPIC-RELATED CULTURE & ARTS INITIATIVES – Participate in the feasibility assessment of proposals brought to the City for cultural and arts initiatives that relate directly to the Olympic or Paralympic Winter Games.

### **Strategic alliances**

While a large part of the work to be done by the Arts and Culture Team is internal, the Team will also be working with VANOC and various community arts and culture organisations.



## 7.2 FUNCTION: BYLAW ENFORCEMENT AND REGULATORY OVERSIGHT

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### Primary responsibility

This function will be managed by the 2010 Games Bylaw Enforcement and Regulatory Oversight Team, to be co-led by the General Manager of Community Services and the General Manager of Engineering Services.

### Scope

The Bylaw Enforcement and Regulatory Oversight Team is responsible for the City's regulatory oversight and enforcement relating to the 2010 Winter Games, including ensuring timely permit approvals for Olympic-related projects and events, developing Games-time bylaw enforcement strategies, and reviewing existing policies and regulations to coordinate with Vancouver's Olympic Host City obligations.

### Key deliverables and actions

- A. POLICY AND REGULATION REVIEW – Review all municipal policies, regulations and codes, including the *Vancouver Charter*, and where necessary, recommend amendments to allow the City to meet its Olympic obligations and deal effectively with Games-related bylaw matters, such as hawking and vending control, merchandise concessions, liquor licensing, building safety and compliance code enforcement and regulation of taxis.
- B. PERMIT APPROVALS – Establish a municipal framework for the application of City of Vancouver permit bylaws to the Games and related events, and assist VANOC with municipal regulation as appropriate.
- C. BYLAW ENFORCEMENT – Develop and implement a plan for enforcing municipal bylaws and regulations during pre-Games special events and during Games-time.
- D. SIGN BYLAW AMENDMENT & ENFORCEMENT – Work with VANOC to determine the scope, location and content of Olympic signage applications for private property. Also ensure that the City's legislation dealing with signage appropriately addresses Olympic and Paralympic intellectual property and ambush marketing issues, and extends to new or innovative signage and technology that is triggered by the Games.
- E. REGULATION OF TEMPORARY VENUES – Develop an efficient process for regulating the construction and operation of temporary structures or venues,

coordinating with other venue cities such as Richmond, West Vancouver and Whistler to create consistent processes and regulations.

- F. CONTROL AND USE OF CITY STREETS AND SIDEWALKS – Develop and implement a plan for the control of the use of City streets and sidewalks during Games-time, including placement of street furniture, permitting of all private use of public rights-of-way and control of legal and illegal street vending before and during Games.

### **Strategic alliances**

The Bylaw Enforcement and Regulatory Oversight Team will work with VANOC, and where applicable, with other regulatory bodies and government agencies.

## 7.3 FUNCTION: COMMUNICATIONS AND MEDIA RELATIONS

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### **Primary responsibility**

This function will be managed by the 2010 Games Communications and Media Relations Team, to be led by the Director of Communications.

### **Scope**

The Communications and Media Relations Team is responsible for designing and implementing all internal and external communications related to the City's role in hosting the 2010 Winter Games, and for providing support to the other function teams with any communications or media elements of their respective tasks.

### **Key deliverables and actions**

A. EXTERNAL COMMUNICATIONS STRATEGY – Develop and implement a communications strategy that will:

- generate broad public interest in the Games among Vancouver's citizens and businesses,
- increase local citizens' awareness of and involvement in the various sport, health, fitness, arts, culture, literacy and volunteer legacies that are being created in association with the Games,
- ensure widespread knowledge among residents and businesses on how they can carry on their regular work and activities during Games-time,
- ensure that the City of Vancouver is recognised for its significant contribution to the success of the 2010 Winter Games and the legacies it has negotiated for its citizens, and
- position Vancouver nationally and internationally as a liveable city that is recognised for its innovation, and for being a leader in the areas of sustainability, diversity and inclusivity.

B. INTERNAL COMMUNICATIONS STRATEGY – Working with the Human Resources Team, develop and implement a communications strategy that will keep City staff apprised of all Games-related issues and opportunities, and will also provide effective

communication channels for involving staff in the various aspects of Games preparation.

- C. COMMUNICATIONS SUPPORT – Provide strategic advice to and undertake some implementation for many of the other function teams, including Event Management, Look of the Games, Official Visits and Protocol, Public Engagement, Brand Protection and Sustainability.
- D. DEVELOP A LOOK FOR CITY COLLATERAL – Develop a “look” for city collateral that is complementary to and builds on VANOC's Look of the Games, and can be adapted to the Look of the City.
- E. CITY OF VANCOUVER OLYMPIC APPAREL & MERCHANDISE PROGRAM – Work with VANOC and their sponsors to explore the feasibility of developing an Olympic/Paralympic apparel and merchandise program for City of Vancouver goods, such as clothing or pins.

### **Strategic alliances**

The Communications and Media Relations Team will coordinate with the communications staff of our partners and other related organisations, such as VANOC, the Province of British Columbia, the Government of Canada, the Resort Municipality of Whistler and other venue cities, Tourism Vancouver, and the respective tourism agencies of our government partners.

## 7.4 FUNCTION: CORPORATE OVERSIGHT

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### **Primary responsibility**

This function will be managed by the 2010 Games Corporate Oversight Team, to be comprised of the Corporate Management Team and led by the City Manager, with appropriate reporting to City Council for approvals, status reports and policy direction.

### **Scope**

The Corporate Oversight Team provides high-level management of all the City's Games-related undertakings.

### **Key deliverables and actions**

- A. CORPORATE OVERSIGHT & PROGRESS TRACKING – Track the City's progress in delivering on its obligations and capitalising on the opportunities associated with the 2010 Olympic and Paralympic Winter Games, and report to City Council at appropriate intervals.
- B. FINANCIAL OVERSIGHT & CONTROLS – Provide central oversight and control of City spending and foregone revenues related to the Games, reporting to Council for funding approvals.
- C. RISK MANAGEMENT OVERSIGHT – Provide central oversight of the risks to the City associated with hosting the 2010 Winter Games, and of the risk management strategies in place, with the ultimate objective of ensuring that the Games are successful and that the City protects its reputation and its financial position.
- D. MAXIMISE LEGACIES – Ensure the City develops appropriate strategies, priorities and alliances in order to leverage to the greatest extent possible the opportunities to create lasting physical and non-physical legacies for the residential and business citizens of Vancouver.

### **Strategic alliances**

The Corporate Oversight Team is not charged with operational tasks, and therefore will not be working directly with other agencies, but will be reporting to Council as appropriate.

## 7.5 FUNCTION: ECONOMIC OPPORTUNITIES

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### **Primary responsibility**

This function will be managed by the 2010 Games Economic Opportunities Team, to be led by the General Manager of Corporate Services.

### **Scope**

The Economic Opportunities Team will provide direction to ensure that the City of Vancouver, in conjunction with other government partners and relevant agencies, assists the business and tourism communities in benefiting to the greatest extent possible from the 2010 Winter Games.

### **Key deliverables and actions**

- A. MAXIMISE TOURISM BENEFITS FOR VANCOUVER – Working closely with Tourism Vancouver and other partner agencies, establish a coordinated program for maximising the tourism benefits before, during and after the 2010 Winter Games.
- B. MAXIMISE ECONOMIC BENEFITS FOR VANCOUVER – Support the work of the Vancouver Economic Development Commission, the Vancouver Board of Trade, the Province of BC and other agencies to strengthen Vancouver's reputation as a great place for business investment and location. As well, assist businesses in taking advantage of Olympic and Paralympic-related opportunities.
- C. SMALL BUSINESS DEVELOPMENT – Develop and implement a strategy that supports the work of VANOC and our senior government partners in assisting local small businesses in benefiting from the 2010 Olympic and Paralympic Winter Games and related events.

### **Strategic alliances**

The Economic Opportunities Team will work with the BC Olympic & Paralympic Winter Games Secretariat and Ministry of Economic Development, the 2010 Olympic and Paralympic Winter Games Federal Secretariat, tourism agencies (including Tourism Vancouver, Tourism Whistler, Tourism Richmond, Tourism BC, the Canadian Tourism Commission, Aboriginal Tourism Canada), the Vancouver Economic Development Commission, and industry groups such as the Vancouver Board of Trade and the Retail Merchants' Association of BC.

## 7.6 FUNCTION: EMERGENCY PLANNING

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### **Primary responsibility**

This function will be managed by the 2010 Games Emergency Planning Team, to be led by the Director of Risk & Emergency Management.

### **Scope**

Working in close cooperation with Vancouver Fire and Rescue Services, the Vancouver Police Department, as well as a number of external public safety agencies, the Emergency Planning Team is responsible for emergency planning, leading up to, during, and after the Games.

### **Key deliverables and actions**

- A. CITY EMERGENCY PLANNING – In coordination with Vancouver Fire and Rescue Services (VF&RS), the Vancouver Police Department (VPD), and the Vancouver 2010 Integrated Security Unit (VISU), as well as other relevant agencies, review the City's corporate and departmental emergency planning and if necessary update in preparation for the Games. This includes developing appropriate contingency plans, and conducting action emergency exercises.
- B. EMERGENCY SOCIAL SERVICES – Incorporate the already-established Emergency Social Service program that is led by the Board of Parks and Recreation into the City's emergency planning for the 2010 Winter Games. This program provides assistance to people and animals that have been affected by an emergency, taking care of emotional and physical needs, and sets up and manages reception areas at the site of a major incident.
- C. REGIONAL EMERGENCY PLANNING – Along with Vancouver Fire and Rescue Services and the Vancouver Police Department, participate in a regional emergency planning group, to be led by the Province, which will create a coordinated major event public safety emergency plan for the entire region.

### **Strategic alliances**

The Emergency Planning Team will coordinate their work with the GVRD, the VPD, VF&RS, the Vancouver 2010 Integrated Security Unit as well as a number of other public safety agencies.

## 7.7 FUNCTION: ENGINEERING SERVICES

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### **Primary responsibility**

This function will be managed by the 2010 Games Engineering Services Team, to be led by the General Manager of Engineering Services.

### **Scope**

The Engineering Services Team is responsible for developing plans and for delivering all engineering services that are regularly provided by the City of Vancouver, before, during and after Games-time in the Urban Domain, and, where service agreements are negotiated, in the Olympic Domain.

### **Key deliverables and actions**

- A. STREET & SIDEWALK MAINTENANCE PLAN – Develop and implement a plan for providing street and sidewalk maintenance services before, during and after the Games in the Urban Domain, working with VANOC to establish service level targets. Work with the General Manager of Olympic Operations in the development of a service agreement with VANOC for any work to be done by the City within the Olympic Domain, and/or for services in the Urban Domain that are higher than levels normally provided by the City.
- B. SOLID WASTE MANAGEMENT SERVICE PLAN – Develop and implement a plan for providing solid waste management services before, during and after the Games in the Urban Domain, working with VANOC to establish service level targets. Work with the General Manager of Olympic Operations in the development of a service agreement with VANOC, for any work to be done by the City within the Olympic Domain, and/or for services in the Urban Domain that are higher than levels normally provided by the City.
- C. STREET CLEANING AND LITTER PICK-UP – Develop and implement a plan for providing street cleaning and litter pick-up services before, during and after the Games in the Urban Domain, working with VANOC to establish service level targets. Work with the General Manager of Olympic Operations in the development of a service agreement with VANOC, for any work to be done by the City within the Olympic Domain, and/or for services in the Urban Domain that are higher than levels normally provided by the City.



- D. WATER & SEWER SERVICE PLAN – Develop and implement a plan for providing water and sewer services before, during and after the Games in the Urban Domain, working with VANOC to establish service level targets. Work with the General Manager of Olympic Operations in the development of a service agreement with VANOC, for any work to be done by the City within the Olympic Domain, and/or for services in the Urban Domain that are higher than levels normally provided by the City.
- E. SNOW & ICE REMOVAL PLAN – Develop and implement a plan for providing snow and ice removal services before, during and after the Games in the Urban Domain, working with VANOC to establish service level targets. Work with the General Manager of Olympic Operations in the development of a service agreement with VANOC, for any work to be done by the City within the Olympic Domain, and/or for services in the Urban Domain that are higher than levels normally provided by the City.
- F. GRAFFITI CONTROL & POSTER REMOVAL – Develop and implement a plan for controlling graffiti and poster nuisances before, during and after the Games in the Urban Domain, working with VANOC to establish service level targets. Work with the General Manager of Olympic Operations in the development of a service agreement with VANOC, for any work to be done by the City within the Olympic Domain, and/or for services in the Urban Domain that are higher than levels normally provided by the City.
- G. KEEP VANCOUVER SPECTACULAR – Develop a program that builds on and expands the existing “Keep Vancouver Spectacular” program as a means of engaging the community and coordinating enhanced clean-up efforts in anticipation of the 2010 Winter Games.

### **Strategic alliances**

The Engineering Services Team will work closely with VANOC, with the Vancouver 2010 Integrated Security Unit, and where relevant, with other City departments.

## **7.8 FUNCTION: ENVIRONMENTAL SUSTAINABILITY**

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### **Primary responsibility**

This function will be managed by the 2010 Games Environmental Sustainability Team, to be led by the Manager of the Sustainability Program, reporting through the Sustainability Steering Committee.

### **Scope**

The Environmental Sustainability Team, working closely with VANOC and the City's other Olympic partners, is responsible for ensuring that the City's environmental sustainability objectives associated with the 2010 Winter Games are met.

### **Key deliverables and actions**

- A. ENVIRONMENTAL SUSTAINABILITY INITIATIVES & EDUCATION – Ensure the principles of environmental sustainability are incorporated into all Games-related projects and initiatives at the City e.g., incorporating the City's LEED standard objectives into the construction or renovation of City-owned venues, developing environmentally sound Games-time service plans, and effectively using the Games as a platform for educating the public about environmental sustainability.

### **Strategic alliances**

The Environmental Sustainability Team will work with a large number of agencies and stakeholder groups, that include VANOC, the COC, the CPC and the IOC, the BC Olympic & Paralympic Winter Games Secretariat and Ministry of Economic Development, Legacies Now, the Government of Canada, the Resort Municipality of Whistler and other venue cities, and the Four First Nations.

## 7.9 FUNCTION: EVENT MANAGEMENT

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### **Primary responsibility**

This function will be managed by the 2010 Games Event Management Team, to be led by the General Manager of Olympic Operations.

### **Scope**

The Event Management Team is responsible for facilitating the production of Games-related sport, culture and celebration events that are staged by VANOC, the City, VANOC sponsors, and other organisations.

### **Key deliverables and actions**

- A. EVENT MANAGEMENT & COORDINATION – Create a centralised City of Vancouver team to manage the oversight and regulation of Olympic and Paralympic events, including sporting test events and cultural events leading up to the Games.
- B. CITY OF VANCOUVER OLYMPIC CULTURAL, SPORT & CELEBRATION EVENT PLANNING – Working closely with the Communications and Media Relations Team, develop a plan and schedule for staging Games-related special events, either independently or in partnership with other organisations, and complementing other initiatives, such as the February 2006 arrival of the Olympic Flag, the VANOC Cultural Olympiad and the Olympic Torch Relay.

### **Strategic alliances**

While the focus of the Event Management Team will be internal, as the Games approach, the Team's "clients" will include VANOC, VANOC sponsors, various community arts, cultural and sport organisations, as well as a number of other community groups and private entities that will be staging events in Vancouver.

## 7.10 FUNCTION: FIRE AND RESCUE SERVICES

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### **Primary responsibility**

This function will be managed by the 2010 Games Fire and Rescue Services Team, to be led by the Chief of Vancouver Fire and Rescue Services (VF&RS).

### **Scope**

The Fire and Rescue Services Team is responsible for delivering fire and rescue services, leading up to, during, and after the Games, in the Urban Domain and, where service agreements are negotiated, in the Olympic Domain.

### **Key deliverables and actions**

- A. URBAN DOMAIN FIRE AND RESCUE SERVICES – Develop and implement a plan for providing fire and rescue services in the Urban Domain within the City's normal service level budget, that reflects the expected challenges and impacts during the pre-Games test phase, Games-time and the wrap-up phase of the Games. Work with the General Manager of Olympic Operations in the development of a service agreement with VANOC for services in the Urban Domain that are higher than levels normally provided by the City.
- B. OLYMPIC DOMAIN FIRE AND RESCUE SERVICES – Work with VANOC and with VANOC's Fire Advisory Committee (FAC) to develop and implement a plan for providing fire and rescue services in the Olympic Domain, with operations to be under the direct control of the VF&RS Fire Chief. Work with the General Manager of Olympic Operations in the development of a service agreement with VANOC, for work to be done by the City's VF&RS within the Olympic Domain.
- C. FIRE APPROVALS & PERMITS – Through the City's representation on the VANOC Fire Advisory Committee, develop a regulatory framework for fire safety permitting and approvals for Olympic and Paralympic facilities, including temporary structures and overlays.

### **Strategic alliances**

The Fire and Rescue Services Team will work closely with the VANOC Fire Advisory Committee, the VPD, other venue city fire and rescue service departments, and other public safety agencies as appropriate.

## **7.11 FUNCTION: HUMAN RESOURCES**

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### **Primary responsibility**

This function will be managed by the 2010 Games Human Resources Team, to be led by the City's General Manager of Human Resources.

### **Scope**

The Human Resources Team is responsible for all aspects of the City's labour planning and management surrounding the 2010 Winter Games for the City, including the Board of Parks and Recreation, the VPD and the Vancouver Public Library, for Games-time as well as for the periods leading up to and following the Games.

### **Key deliverables and actions**

- A. LABOUR PLANNING – Ensure that all labour contracts negotiated through to Games-time accommodate all Games-related needs.
- B. LABOUR ISSUE SUPPORT – Provide ongoing support and advice on any labour issues that arise in the course of planning for and hosting the 2010 Winter Games.

### **Strategic alliances**

While the focus of the work of the Human Resources Team is internal, there will have to be significant cooperation and coordination between the City and VANOC, the other government partners, the City's bargaining units and potentially some of VANOC's sponsors and corporate partners.

## 7.12 FUNCTION: LEGAL SERVICES

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### **Primary responsibility**

This function will be managed by the 2010 Games Legal Services Team, to be led by the Director of Legal Services.

### **Scope**

The Legal Services Team is responsible for providing legal services and support for all aspects of the City's involvement in the 2010 Olympic and Paralympic Winter Games.

### **Key deliverables and actions**

A. LEGAL SERVICES & SUPPORT – Provide timely legal support to the General Manager of Olympic Operations and to all other City departments in their Games-related undertakings, including drafting and negotiating agreements with VANOC and with other parties, developing risk mitigation and intellectual property protection strategies, and interpreting the City's legal commitments.

### **Strategic alliances**

As the Legal Services Team represents the City in all legal negotiations and discussions that are in any way related to the 2010 Winter Games, this team will work with many different agencies and individuals as the need arises. These include VANOC, the IOC, COC and CPC, our various government partners, as well as various businesses and suppliers.

## 7.13 FUNCTION: LOOK OF THE CITY AND PUBLIC REALM

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### Primary responsibility

This function will be managed by the 2010 Games Look of the City and Public Realm Team, to be led by the General Manager of Olympic Operations.

### Scope

The Look of the City and Public Realm Team is responsible for ensuring that Vancouver's streets and public spaces are appropriately dressed up for the Games, and for working with VANOC to develop a festive theme and way-finding signage program that is consistent with the VANOC's "Look of the Games."

### Key deliverables and actions

- A. LOOK OF THE CITY – Create and implement a "look" for the urban realm that complements and builds on VANOC's "Look of the Games," and ensures Vancouver's streets and public spaces contribute to the creative and celebratory environment of the Games.
- B. LIVE SITES & PUBLIC GATHERING PLACES – Design and develop "Live Sites" and outdoor gathering places in Vancouver, where the public can gather to watch televised events and attend performances and celebrations, working with VANOC and with federal and provincial government partners.
- C. SIGNAGE & WAY-FINDING – Working with VANOC, create and implement a signage and way-finding system for the urban realm, that is consistent with VANOC's "Look of the Games."
- D. BANNER PROGRAM & STREET LIGHTING – Develop an Olympic and Paralympic themed banner and street lighting program that complements and builds on VANOC's "Look of the Games."
- E. STREETScape & PUBLIC REALM ENHANCEMENTS – Design and implement improvements to the City's streetscapes, parks and public realms in preparation for the 2010 Winter Games.
- F. SPONSOR VILLAGE & OLYMPIC SUPERSTORE – Support VANOC in the siting, design and development of the Olympic Sponsor Village and the Olympic Superstore.

### **Strategic alliances**

The Look of the City and Public Realm Team will work closely with VANOC and senior governments, in order to coordinate work and to seek funding support where appropriate. The City's Director of Communications, General Manager of Engineering Services, and General Manager of the Board of Parks and Recreation will all play a significant role on this Team.



## 7.14 FUNCTION: NON-COMPETITION FACILITIES

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### Primary responsibility

This function will be managed by the 2010 Games Non-Competition Facilities Team, to be led by the General Manager of Olympic Operations.

### Scope

The Non-Competition Facilities Team is responsible for coordinating and negotiating the use of all City-owned facilities for Games-related purposes by VANOC and VANOC partners, and for overseeing the City's role in the Games-time operation of these facilities.

### Key deliverables and actions

- A. CITY-OWNED NON-COMPETITION FACILITIES – Work with VANOC and other partners to negotiate use of various City-owned facilities for use before and during the 2010 Olympic and/or Paralympic Winter Games, such as the VANOC headquarters building, the cultural venues that will be a part of the Cultural Olympiad, and potentially some others, such as facilities for the Vancouver 2010 Integrated Security Unit Command Centre, the Unaccredited Media Centre and various other locations for staging and storage purposes.
- B. IMPACT MANAGEMENT PLAN – Work with VANOC to develop impact-mitigation measures for businesses and residents that neighbour non-competition facilities.
- C. NON-CITY-OWNED OLYMPIC VENUES – Work with VANOC and each facility owner to develop and implement plans for managing back-of-house operations that will take place in the public realm adjacent to Olympic venues that are not owned by the City, e.g., BC Place, GM Place and the Vancouver Trade and Convention Centre.

### Strategic alliances

The Non-Competition Facilities Team will work closely with VANOC and the City departments that control various City facilities that will be used leading up to, during and post-Games-time.

## 7.15 FUNCTION: OFFICIAL VISITS AND PROTOCOL

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### **Primary responsibility**

This function will be managed by the 2010 Games Official Visits and Protocol Team, to be led by the Chief of External Relations and Protocol.

### **Scope**

The Official Visits and Protocol Team is responsible for ensuring that official and tourist visits related to the Games in which the City plays a role are hosted in a welcoming, professional and appropriate manner.

### **Key deliverables and actions**

- A. OFFICIAL VISIT PROTOCOL PLANNING – Develop and implement a plan to ensure that visits to the City of Vancouver associated with the Olympic and Paralympic Winter Games are inviting and well-organised (noting that Vancouver is anticipating over four hundred official delegation visits over the next four years). The plan should cover gift exchanges, ceremonies, tours, liaison with diplomatic and consular corps, and appropriate staff training. Work should consider visits by dignitaries, representatives of other Olympic Host Cities, and other visitors, both pre-Games and during Games-time.
- B. PROTOCOL SUPPORT SERVICES – Provide protocol planning and support for City Council members and staff to participate in Olympic and Paralympic pre-Games and Games-time events and celebrations.
- C. HOST TRAINING PROGRAMS – Work with the 2010 Games Human Resources Team and the 2010 Games Communications and Media Relations Team to design and implement host training programs for City staff, and explore feasibility of partnering in host training programs for service industry business owners and employees.

### **Strategic alliances**

The Official Visits and Protocol Team will work primarily with VANOC and provincial and federal government staff. The City's Director of Communications and the General Manager of Human Resources will play a significant role on this Team.

## 7.16 FUNCTION: OLYMPIC OPERATIONS

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### **Primary responsibility**

This function will be managed by the 2010 Games Olympic Operations Team, to be led by the General Manager of Olympic Operations.

### **Scope**

The Olympic Operations Team is the central planning, coordinating and managing body for all Games-related projects and initiatives undertaken by the City of Vancouver, alone or in conjunction with its partners.

### **Key deliverables and actions**

- A. 2010 WINTER GAMES STRATEGIC PLANNING PROCESS – Develop and implement a strategic planning process that provides the framework within which City Council and staff can deliver on its obligations and capitalise on the opportunities associated with the 2010 Olympic and Paralympic Winter Games, including the design and implementation of the appropriate management and governance structures, operational and financial plans, and a mechanism for tracking progress to 2010.
- B. PARTNER RELATIONS – Act as the primary staff liaison between the City of Vancouver and VANOC, the MPA partners, the Four First Nations, the venue cities, Olympic and Paralympic sponsors, and other partners.
- C. NEGOTIATION OF SERVICE CONTRACTS WITH VANOC – Work with VANOC to establish what services and service levels are required from the City of Vancouver over and above normal service levels before, during and after Games-time, and negotiate service arrangements that ensure the City is appropriately compensated for services provided.
- D. RISK MANAGEMENT PLAN – Develop a risk management plan that includes strategies for ensuring the City’s risks associated with hosting the 2010 Winter Games are appropriately controlled.
- E. TRACK LEGAL OBLIGATIONS – Work with all function teams to ensure that all of the City’s legal obligations related to the 2010 Olympic and Paralympic Winter Games are met.

- F. MAXIMISE FINANCIAL & VALUE-IN-KIND BENEFITS – Identify sponsorship and/or partner funding opportunities to ensure that, wherever possible, the City receives funding from VANOC, from other levels of government and from other organisations for Games-related initiatives, projects and services.
- G. PUBLIC ENGAGEMENT STRATEGY – Coordinating with the 2010 Games Communications and Media Relations Team, develop and implement a public engagement strategy that enables the residents and businesses to participate in the 2010 Winter Games in a variety of ways, such as opportunities for businesses, volunteers or others to take part in Games preparations and celebrations.
- H. MUNICIPAL BUSINESS PLANNING & SCHEDULING – Work with the Corporate Management Team to ensure that within the City of Vancouver, activities, projects and resources are scheduled appropriately over the next four years, in order to strike a balance between achieving normal service levels for our customers, and completing all Olympic-related work according to the prescribed schedules. Also ensure that no other major planned events conflict with the Olympic and Paralympic Winter Games or related events before or after the Games.
- I. CITY OPERATIONS CENTRE – Develop a plan for locating, staffing and running the City Operations Centre, which will be the headquarters for all City engineering and municipal services during Games-time, coordinating closely with VANOC’s Management Operations Centre, the VISU Command Centre and the City’s Emergency Operations Centre.
- J. CITY EMERGENCY OPERATIONS CENTRE – Develop a plan for locating, staffing and running the City Emergency Operations Centre, which will be the headquarters for all City public safety services during Games-time, including the VPD, VF&RS, and possibly other City departments and/or public safety agencies. The City’s Emergency Operations Centre will coordinate closely with VANOC’s Management Operations Centre, the VISU Command Centre and the City’s Operations Centre.
- K. SECURITY FOR CITY-OWNED FACILITIES & PHYSICAL INFRASTRUCTURE – Working with each of the City departments that are responsible for various City facilities and infrastructure, develop and implement any extraordinary or incremental security plans for City-owned buildings and infrastructure that will be required as a result of the 2010 Winter Games and related events.

- L. RELATIONSHIPS WITH OTHER OLYMPIC HOST CITIES – Design and implement a plan to take advantage of opportunities for the City of Vancouver associated with the Olympic and Paralympic Games in Torino in 2006, Beijing in 2008 and London in 2012, and beyond. Support and share the City of Vancouver’s experience and expertise with future Host Cities. Develop plans for Vancouver’s presence at the 2008 Summer Games in Beijing, and work with London to develop their presence at Vancouver’s 2010 Winter Games.
- M. GAMES CAPITAL RESERVE ALLOCATION – Create and implement a mechanism for determining the allocation of the capital funds reserved for Games-related capital works relating to sport, culture and public realm improvements, and for reporting this to Council.
- N. GAMES-RELATED SUSTAINABILITY INITIATIVES & EDUCATION – Ensure the principles of economic, social and environmental sustainability are incorporated into all Games-related projects and initiatives throughout the City. For example, incorporating the City’s LEED standard objectives into construction/renovation of City-owned venues, ensuring accessibility for people with disabilities, developing environmentally sound Games-time municipal service plans, and effectively using the Games as a platform for educating the public about social, environmental and economic sustainability.
- O. CHAMPION SUSTAINABILITY AS A NEW OLYMPIC PILLAR – Work with VANOC, the Resort Municipality of Whistler and the City’s other Olympic partners to encourage the IOC to permanently add sustainability as a fourth “Olympic pillar,” to the three already existing pillars: sport, environment and culture.

### **Strategic alliances**

The Olympic Operations Team will work closely with colleagues from a wide range of external organisations, including VANOC, the Provincial Secretariat, the Federal Secretariat, the Resort Municipality of Whistler and other venue cities, the Four First Nations, the Canadian Olympic and Paralympic Committees, VANOC sponsors, as well as various community stakeholder groups.

## **7.17 FUNCTION: OLYMPIC VENUE DEVELOPMENT**

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### **Primary responsibility**

This function will be managed by a number of standalone committees or City departments, detailed below.

### **Scope**

Each of the committees or City departments listed below is responsible for providing a City-owned site to VANOC to be used as a venue during the 2010 Olympic and/or Paralympic Winter Games, as per the terms of each respective venue agreement between the City of Vancouver and VANOC.

### **Key deliverables and actions**

- A. SOUTHEAST FALSE CREEK / OLYMPIC ATHLETES' VILLAGE – Complete the Southeast False Creek development project and provide the Athletes' Village facilities to VANOC, per the relevant legal agreements, allow VANOC to construct the related temporary facilities and Olympic overlay, and manage the post-Games retrofit. Responsibility of the Southeast False Creek Project Manager.
- B. HILLCREST CURLING VENUE – Work with VANOC to oversee the development of the Hillcrest Community Centre, make available this venue for curling competition events per the relevant legal agreements, and manage the post-Games retrofit. Responsibility of the Hillcrest Capital Works Committee.
- C. HASTINGS PARK FIGURE SKATING AND SHORT TRACK SPEED SKATING VENUE – Work with VANOC and the PNE Board to oversee the upgrade to the Hastings Park facilities that is being managed by VANOC, make these venues available for figure skating and short-track speed-skating competition events and figure skating practice per the relevant legal agreements, and manage the post-Games retrofit. Responsibility of the Hastings Park Capital Works Committee.
- D. KILLARNEY HOCKEY PRACTICE RINK – Renovate this facility and make it available for hockey practice per the relevant legal agreements, and manage the post-Games retrofit. Responsibility of the Vancouver Board of Parks and Recreation.
- E. TROUT LAKE SHORT TRACK SPEED SKATING PRACTICE RINK – Renovate this facility and make it available for short track speed skating practice per the relevant

legal agreements, and manage the post-Games retrofit. Responsibility of the Vancouver Board of Parks and Recreation.

### **Strategic alliances**

The City is working closely with VANOC on all Olympic venue capital projects, and is undertaking consultation with the public and stakeholder groups. In addition, the Southeast False Creek Project Manager will work closely with the developer who will be undertaking the construction project. For the other Olympic venue development projects, the community centres, Board of Parks and Recreation and PNE Board are involved in each project that falls within their respective jurisdictions.

## **7.18 FUNCTION: PARALYMPIC GAMES**

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### **Primary responsibility**

This function will be managed by the 2010 Games Paralympic Games Team, to be led by the General Manager of Olympic Operations.

### **Scope**

While all of the function teams will have work pertaining to both the 2010 Olympic and the Paralympic Winter Games, the Paralympic Games Team is responsible for the work that has to be done by the City that relates exclusively to the 2010 Paralympic Winter Games.

### **Key deliverables and actions**

- A. OPENING CEREMONIES SUPPORT – Support VANOC and the Canadian Paralympic Committee in planning and staging the Opening Ceremonies of the 2010 Paralympic Winter Games, which will take place in Vancouver at BC Place.
- B. PARALYMPIC GAMES PLANNING & INITIATIVES – Develop and implement a plan that allows the City to leverage its involvement in the 2010 Paralympic Winter Games in order to showcase Vancouver’s achievements in the areas of accessibility and inclusivity, and to educate the public about accessibility and inclusivity principles that are endorsed and promoted by the City of Vancouver.

### **Strategic alliances**

The Paralympic Games Team will work closely with VANOC, the Canadian Paralympic Committee, a number of interested stakeholder groups, and as well the Resort Municipality of Whistler, who will be hosting the majority of Paralympic events.



## 7.19 FUNCTION: POLICE SERVICES

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### **Primary responsibility**

This function will be managed by the Vancouver Police Department, to be led by the Vancouver Police Department's Chief Constable.

### **Scope**

The Vancouver Police Department is responsible for the provision of policing services within the City of Vancouver, leading up to, during and after the 2010 Winter Games.

### **Key deliverables and actions**

- A. POLICE SERVICES IN THE URBAN DOMAIN – Develop and implement a plan for providing police services in the Urban Domain for events leading up to the 2010 Olympic and Paralympic Winter Games, and for during Games-time. Work with the General Manager of Olympic Operations in the development of a service agreement with VANOC for services in the Urban Domain that are higher than the City's normal operational levels.
- B. POLICE SERVICES IN THE OLYMPIC DOMAIN – As part of the Vancouver 2010 Integrated Security Unit, participate in the development and implementation of plans for the provision of policing and security services within the Olympic Domain, before, during and after Games-time. Work with the General Manager of Olympic Operations in the development of a service agreement with VANOC, for any work to be done by the VPD within the Olympic Domain.

### **Strategic alliances**

The Vancouver Police Department will work in partnership with the VF&RS, the RCMP, the VISU, Public Safety and Emergency Preparedness Canada (PSEPC), the BC Provincial Emergency Program (PEP), VANOC, as well as other agencies that share public safety and security responsibilities.

## **7.20 FUNCTION: PROCUREMENT SUPPORT**

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### **Primary responsibility**

This function will be managed by the 2010 Games Procurement Support Team, to be led by the City's Manager of Materials Management.

### **Scope**

The Procurement Support Team is responsible for providing procurement services within the City, for liaising and providing support to VANOC and the City's other Olympic partners, creating opportunities wherever feasible for synergies, and supporting the City's role in Olympic intellectual property protection.

### **Key deliverables and actions**

- A. CITY PROCUREMENT SUPPORT & OVERSIGHT – Work with the 2010 Games Sponsorship and Brand Protection Team and the 2010 Games Legal Services Team to ensure that City procurement practices are consistent with the City's intellectual property protection obligations.
- B. PROCUREMENT SUPPORT TO VANOC – Liaise with and provide advice/support to VANOC's procurement team, as appropriate.
- C. ASSET DISPOSAL PLANNING – Work with VANOC's procurement staff to support them in their plans for disposal of assets post-Games, and wherever feasible, ensure the City is able to benefit from disposal plans.

### **Strategic alliances**

The Procurement Support Team will work with VANOC and City departments as appropriate.

## 7.21 FUNCTION: RECORDS AND ARCHIVES

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### **Primary responsibility**

This function will be managed by the 2010 Games Records and Archives Team, to be led by the City Clerk.

### **Scope**

The Records and Archives Team is responsible for developing and implementing policies, procedures and strategies for information handling, records management and archiving related to the City's role in hosting the 2010 Olympic and Paralympic Winter Games.

### **Key deliverables and actions**

- A. 2010 OLYMPIC & PARALYMPIC ARCHIVES – Work with VANOC and the other Olympic and Paralympic partners to plan and organise an archive that safely and effectively preserves and provides appropriate access to the 2010 Olympic memories, to be owned and controlled by the City of Vancouver.
- B. 2010 OLYMPIC & PARALYMPIC INTERNAL RECORD MANAGEMENT – Ensure that the City is recording and storing electronic and printed Games-related information appropriately.

### **Strategic alliances**

The Records and Archives Team will work primarily with various City departments, VANOC and the other Olympic and Paralympic partners.

## 7.22 FUNCTION: SOCIAL SUSTAINABILITY, ACCESSIBILITY & INCLUSIVITY

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### Primary responsibility

This function will be managed by the 2010 Games Social Sustainability, Accessibility and Inclusivity Team, to be led by the General Manager of Community Services.

### Scope

The Social Sustainability, Accessibility and Inclusivity Team, working closely with VANOC, senior government partners, and the City's other Olympic and Paralympic partners, is responsible for ensuring that the City's social sustainability, accessibility and inclusivity objectives associated with the 2010 Winter Games are met.

### Key deliverables and actions

- A. SOCIAL SUSTAINABILITY INITIATIVES & EDUCATION – Develop a plan for City-led social sustainability initiatives, beyond those initiatives being addressed by the Inner City Inclusivity Steering Group. Ensure the principles of social sustainability are incorporated into all Games-related projects and initiatives at the City (e.g., ensuring some Games-related events are affordable for low-income residents, creating training and job opportunities for inner-city low-income residents), and effectively using the Games as a platform for educating the public about social sustainability.
- B. ACCESSIBILITY – Ensure the principles of accessibility are incorporated into all Games-related projects and initiatives at the City (e.g., developing barrier-free venues for people with disabilities, ensuring reasonable accessibility to Games-related events for people with disabilities), and effectively using the Games as a platform for educating the public about accessibility.
- C. NON-MARKET HOUSING – Support Council in delivering an affordable housing legacy in Southeast False Creek, as well as pursuing non-market housing opportunities in other areas of the City.
- D. INNER-CITY INCLUSIVITY – Through its role as a member of the Inner City Inclusivity Steering Group (being led by VANOC), take part in implementing the *2010 Winter Games Inner-City Inclusive Commitment Statement*, detailed in Appendix B. These initiatives are categorised into fourteen themes:

- Accessible Games
- Affordable Games Events
- Affordable Recreation & Community Sport
- Business Development
- Civil Liberties & Public Safety
- Cultural Activities
- Employment and Training
- Environment
- Financial Guarantees
- Health and Social Services
- Housing
- Input to Decision-Making
- Neighbourliness
- Transportation

### **Strategic alliances**

The Social Sustainability, Accessibility and Inclusivity Team will work closely with VANOC's sustainability staff, with the Inner-City Inclusivity Steering Committee, with the Vancouver Agreement partners, with senior government partners and with a number of community stakeholder groups.

## 7.23 FUNCTION: SPONSORSHIP AND BRAND PROTECTION

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### Primary responsibility

This function will be managed by the 2010 Games Sponsorship and Brand Protection Team, to be led by the General Manager of Olympic Operations, with support from the Director of Legal Services.

### Scope

The Sponsorship and Brand Protection Team is responsible for ensuring that the City of Vancouver meets its obligation to protect Olympic and Paralympic intellectual property belonging to the IOC, the COC, the CPC and VANOC, as well as to the sponsors and the various other Olympic and Paralympic partner agencies.

### Key deliverables and actions

- A. BRAND & INTELLECTUAL PROPERTY PROTECTION STRATEGY – Ensure that the City meets their commitments associated with the protection of words, marks and emblems of the IOC, the COC, the CPC, VANOC and their respective sponsors, including plans for the control of ambush marketing and outdoor advertising. The General Manager of Olympic Operations has overall responsibility for brand protection, with day-to-day brand usage requests by the City and its boards to be channelled through the Director of Corporate Communications.
- B. PROVISION OF CITY-OWNED ADVERTISING SPACE TO VANOC – Provide option to VANOC to acquire outdoor advertising space on City-owned land and street furniture.
- C. CORPORATE CONTRIBUTION AND SPONSORSHIP POLICY – Develop a set of policies and protocols for the City of Vancouver to seek contributions and otherwise engage corporate sponsors relating to the Games. Also develop procurement policies that clarify the rights and obligations of City vendors relating to their association with the Games.
- D. NAMING RIGHTS POLICY – Develop a policy concerning the City naming rights for civic facilities, including Olympic competition venues and non-competition venues and Cambie & West 2<sup>nd</sup> Avenue RAV station, working in conjunction with the already-

established Naming Rights Steering Committee, which is led by the Managing Director of Cultural Services.

**Strategic alliances**

The Sponsorship and Brand Protection Team will work primarily with VANOC, to ensure that the City's intellectual property protection obligations are met.

## 7.24 FUNCTION: SPORT AND FITNESS

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### **Primary responsibility**

This function will be managed by the 2010 Games Sport and Fitness Team, to be led by the City's General Manager of the Board of Parks and Recreation.

### **Scope**

The Sport and Fitness Team is responsible for designing and implementing sport and fitness strategies and programs that complement the City's role as Olympic Host City, working with other agencies and organisations as appropriate.

### **Key deliverables and actions**

- A. 20 BY 2010 CHALLENGE – Implement a strategy to achieve Council's commitment to increasing physical activity levels 20% by 2010, including a City employee component.
- B. "GET OUT" YOUTH PROGRAM – Develop a long-term strategy to support Council's Olympic Youth Legacy for Physical Activity, Sport, Culture and the Arts.
- C. OLYMPIC & PARALYMPIC-RELATED RECREATION PROGRAMMING – Develop and implement a strategy for incorporating Olympic and Paralympic themes into sport and fitness programming throughout the City, leading up to and beyond the 2010 Winter Games.
- D. SPORT TOURISM – Work with Tourism Vancouver's Sport Tourism Task Force to develop a strategy for the City to facilitate the hosting of sporting events.

### **Strategic Alliances**

Much of the work of the Sport and Fitness Team will focus on internal activities. The team will also work with Tourism Vancouver, and will have alliances with Legacies Now as well as with other agencies and groups.



## 7.25 FUNCTION: STAFF ENGAGEMENT

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### **Primary responsibility**

This function will be managed by the 2010 Games Staff Engagement Team, to be led by the General Manager of Human Resources.

### **Scope**

Coordinating closely with the Communications and Media Relations Team, the Staff Engagement Team is responsible for ensuring that all employees of the City are kept up to date on issues and news relating to the 2010 Olympic and Paralympic Winter Games, are provided opportunities to contribute to 2010 Winter Games-related projects either in the course of their normal jobs or through volunteer positions, and are generally engaged in and excited about the approaching 2010 Winter Games.

### **Key deliverables and actions**

- A. STAFF ENGAGEMENT & TRAINING STRATEGY – Working closely with the 2010 Games Communications and Media Relations Team and the 2010 Games Official Visits and Protocol Team, develop and implement a City staff engagement and training strategy for the 2010 Winter Games. This strategy should address the education of City employees about the Olympic and Paralympic movements and about the City's role in the 2010 Winter Games, and should ensure that staff members are knowledgeable and excited about the Games.
- B. SUPPORT DEVELOPMENT OF AN OLYMPIC CULTURE – Create a corporate culture within the City that maximises opportunities for staff to become involved in the Games as a part of regular job responsibilities.
- C. VOLUNTEER OPPORTUNITIES FOR CITY STAFF – Facilitate Games-related volunteer opportunities for City staff.

### **Strategic alliances**

The focus of the work of the Staff Engagement Team is internal, and therefore while this team may consult with other Olympic cities to learn from their experience, it will not for the most part be working closely with other agencies. This Team may also have some interaction with VANOC staff.

## 7.26 FUNCTION: TECHNOLOGY SERVICES

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### **Primary responsibility**

This function will be managed by the 2010 Games Technology Services Team, to be led by the City's Director of Information Technology.

### **Scope**

The Technology Services Team is responsible for providing technology services and support for the City's activities and initiatives related to hosting the 2010 Winter Games.

### **Key deliverables and actions**

- A. TECHNOLOGY & TELECOMMUNICATIONS SUPPORT & COORDINATION–  
Provide ongoing support and advice on questions and issues related to technology and/or telecommunications that arise in the course of the City's planning and hosting the 2010 Winter Games. In addition, serve as a central clearinghouse to disseminate information and coordinate across City departments for key technology issues that relate to the Games, such as:
- fibre and duct development by Bell Canada and the City,
  - the City's website and web-streaming development, in conjunction with the 2010 Games Communications and Media Relations Team,
  - integration with transportation and traffic monitoring,
  - hardware requirements for anticipated incremental website loads,
  - wireless communications, and
  - any issues concerning the City's data centre at E-Comm.
- B. INFORMATION TECHNOLOGY SECURITY – Develop and implement security plans for the City's information technology infrastructure to be used leading up to and during the Games.

### **Strategic alliances**

The Technology Services Team will work with VANOC and with City departments, as appropriate.

## 7.27 FUNCTION: TRANSPORTATION

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### **Primary responsibility**

This function will be managed by the 2010 Games Transportation Team, to be led by the General Manager of Engineering Services.

### **Scope**

The Transportation Team is responsible for working with VANOC and other relevant agencies to develop and implement strategies for the 2010 Winter Games and related events, for all transportation elements, including motor vehicle, bicycle and pedestrian movement, public mass transit, parking, street barricading and enforcement.

### **Key deliverables and actions**

- A. TRANSPORTATION PLANNING – Working with VANOC, Translink and other partners, develop and implement a Games-time transportation plan for ensuring adequate transportation means to and from venues and the Olympic Athletes' Village, with consideration to all transportation modes, including cars, bicycles and public transit. Issues to consider include the impact of street closures relating to security or outdoor celebrations, integrating transit within the City with venue transportation for the North Shore, Whistler, and Richmond, and generating the minimum possible transportation impacts on Vancouver residents and businesses.
- B. TRANSPORTATION-RELATED SIGNAGE & WAY-FINDING – Coordinate with the 2010 Games Look of the City and Public Realm Team to develop a signage and way-finding system for all transportation modes.
- C. PEDESTRIAN MOVEMENT PLANNING – Working with VANOC, Translink and other partners, develop and implement a Games-time pedestrian movement plan for areas surrounding Olympic venues and the Athletes' Village. This includes a crowd control and queuing strategies.
- D. PARKING PLANNING, OPERATIONS & ENFORCEMENT – Work with VANOC and with the 2010 Games Bylaw Enforcement and Regulatory Oversight Team to develop a parking strategy for the provision and control of on- and off-street parking around venues and the Athletes' Village during Games-time.

- E. BUSINESS-AS-USUAL STRATEGY – Create initiatives that minimise the transportation impacts of the Games on Vancouver’s residents, businesses and commuters.
- F. TRAFFIC OPERATIONS CENTRE – Support VANOC in the establishment and operation of a traffic operations centre, from which all transportation issues will be coordinated and managed during Games-time.

**Strategic alliances**

The Transportation Team will work closely with VANOC, Translink, Tourism Vancouver, senior government partners, neighbouring municipalities, venue cities and other agencies involved in transportation planning, operations and regulation.

## **8. NEXT STEPS**

### **8.1 Operational delivery plans**

Functional teams are responsible for developing operational delivery plans for the key deliverables and actions that have been identified in this document. In some cases, the work of two or more functional teams identified in this document may be combined into one operational plan. These operational delivery plans will be developed in stages – some have already been developed, some are underway, and others have not yet been started.

Operational delivery plans will include the following elements:

- a work plan and timeline for deliverables,
- a community consultation and engagement plan,
- an assessment of impacts on current operations,
- a risk and opportunity assessment and a risk management plan,
- a resourcing plan, including identification of third-party funding sources,
- a structure for coordination with VANOC and other agencies, and
- proposed progress and performance measures.

### **8.2 Progress reports**

The 2010 Games Corporate Oversight Team will provide Council with an annual report on the progress the City is making in delivering on its Olympic commitments, and on the City's performance vis-à-vis the strategic objectives identified in this strategic plan.

### **8.3 Strategic plan updates**

Because this strategic plan is a dynamic document that will change over time, the General Manager of Olympic Operations will provide Council with an updated version of the plan once a year, at the beginning of each of 2007, 2008 and 2009. As the Games approach, the operational delivery plans will become more important, but the strategic plan will continue to provide a useful high-level view of the City's Games-related obligations, commitments and undertakings, as well as a framework within which all the City's Games-related work is carried out.

## **APPENDIX A. VANOC BOARD OF DIRECTORS**

<b>BOARD MEMBER</b>	<b>NOMINATED BY</b>
<b>Jack Poole, Chairman</b>	Vancouver 2010 Board
<b>Michael Chambers</b>	Canadian Olympic Committee
<b>Charmaine Crooks</b>	Canadian Olympic Committee
<b>Richard Pound</b>	Canadian Olympic Committee
<b>Catriona Le May Doan</b>	Canadian Olympic Committee
<b>Michael Phelps</b>	Canadian Olympic Committee
<b>Chris Rudge</b>	Canadian Olympic Committee
<b>Walter Sieber</b>	Canadian Olympic Committee
<b>Marion Lay</b>	City of Vancouver
<b>Judy Rogers</b>	City of Vancouver
<b>Gibby Jacob</b>	Squamish & Lil'wat First Nations
<b>Patrick Jarvis</b>	Canadian Paralympic Committee
<b>France Chrétien-Desmarais</b>	Government of Canada
<b>Tony Tennessy</b>	Government of Canada
<b>Peter Dhillon</b>	Government of Canada
<b>Richard Turner</b>	Province of British Columbia
<b>Rusty Goepel</b>	Province of British Columbia
<b>Ken Dobell</b>	Province of British Columbia
<b>Barrett Fisher</b>	Resort Municipality of Whistler
<b>Jim Godfrey</b>	Resort Municipality of Whistler

**APPENDIX B.**  
**2010 WINTER GAMES INNER-CITY**  
**INCLUSIVE COMMITMENT STATEMENT**  
**(previously approved by Vancouver City Council)**

The Bid Corporation and its Member Partners are pleased to present the 2010 Winter Games Inner-City Inclusive Commitment Statement. This Commitment Statement builds from the attached Inclusive Intent Statement, endorsed by the Bid Corporation and its Member Partners, which speaks to participation and equity for all British Columbians, including low and moderate income people. The Inner-City Inclusive Commitment Statement outlines the goals and objectives in the planning for and hosting of a inclusive Winter Olympics Games and Paralympics Winter Games. The intent is to maximize the opportunities and mitigate potential impacts in Vancouver's inner-city neighbourhoods from hosting the 2010 Winter Games.

The inclusive approach to planning and implementing the Winter Games is being undertaken in two phases. During the current bidding phase, the emphasis is to ensure that inclusive goals and objectives are set for Vancouver's inner-city neighbourhoods. Should Vancouver be awarded the right to host the 2010 Winter Games, planning will move to the organizing phase which will be led by the Organizing Committee and its Member Partners. The Member Partners are committed to ensuring that the Inner-City Inclusive Commitment Statement is adopted by the Organizing Committee. During the organizing and implementing phase, there will also be opportunities to use this Commitment Statement as a model for applying the concepts in other communities.

In addition, during the organizing phase, programs and policies will be developed that support the goals and objectives in the Commitment Statement to create a strong foundation for sustainable socio-economic development in Vancouver's inner-city neighbourhoods, particularly in Downtown Eastside, Downtown South and Mount Pleasant. The programs will be a shared responsibility of the Member Partners and the Organizing Committee. They will be developed in the context of existing government activities and take into account fiscal limits. Also during the implementation phase, steps will be taken to ensure incorporation of the interests of different groups, such as aboriginal people, women, youth, people with disabilities, people of colour, immigrants and other groups.

As an indication of the intent to implement the goals and objectives contained in this Commitment Statement, a program "Opportunities Starting Now" is being initiated through the Vancouver Agreement. Its purpose is to identify, develop and build positive legacies now for the inner-city neighbourhoods.

The Vancouver 2010 Bid Corporation and its Member Partners have adopted the following goals and objectives to ensure that the interests of those living in Vancouver's inner-city neighbourhoods are addressed:

Accessible Games

- a) Develop barrier free venues for people with disabilities
- b) Ensure reasonable accessibility for people with disabilities

#### Affordable Games Events

- a) Make affordable tickets available for Vancouver's low-income inner-city residents, including at risk youth and children

#### Affordable Recreation and Community Sport

- a) Maximize inner-city residents' access to the new and public upgraded facilities after the Winter Games
- b) Ensure inner-city community centres have equitable access to surplus sporting equipment
- c) Maximize access by inner-city residents, at-risk youth and children to sport and recreational initiatives by building from the current sport delivery infrastructure

#### Business Development

- a) Develop opportunities for existing and emerging local inner-city businesses and artisans to promote their goods and services
- b) Develop potential procurement opportunities for businesses that employ local residents

#### Civil Liberties and Public Safety

- a) Provide for lawful, democratic protest that is protected by the Canadian Charter of Rights and Freedoms
- b) Ensure all inner-city residents' continued access to public spaces before, during and after the Games and provide adequate notice of any restrictions of the use of public space/facilities and prominently display alternate routes and facilities
- c) Maintain the current level of public safety and security in inner-city neighbourhoods during the Winter Games
- d) Commit to a timely public consultation that is accessible to inner-city neighbourhoods, before any security legislation or regulations are finalized, subject to lawful and legitimate confidentiality requirements
- e) Ensure RCMP is the lead agency for security
- f) Reflect the aesthetic design standards of Vancouver in all security related measures

#### Cultural Activities

- a) Showcase the diverse cultural, multicultural and aboriginal activities of inner-city residents

#### Employment and Training

- a) Create training and a continuum of short and long-term employment opportunities for inner-city residents to encourage a net increase in employment
- b) Provide reasonable wages and decent working conditions for any local worker producing Games related goods and services before and during the Winter Games



### Environment

- a) Ensure environmental "best practices" in inner-city neighbourhoods

### Financial Guarantees

- a) Provide adequate funds to maintain and operate the new or upgraded public recreational facilities after the Games to maximize the number of facilities available to inner-city residents
- b) Provide adequate programming funds for the new or upgraded public recreational facilities to encourage a maintenance or increase in recreation programs
- c) Provide disclosure of all financial aspects of the Games, including expenditures and revenues, in the bidding and organizing phase of the Games
- d) Commit to a comprehensive annual financial audit

### Health and Social Services

- a) Maintain delivery of health and social services to inner-city residents during the Winter Games
- b) Showcase a commitment to public health issues, including a comprehensive alcohol and drug strategy

### Housing

- a) Protect rental housing stock
- b) Provide as many alternative forms of temporary accommodation for Winter Games visitors and workers
- c) Ensure people are not made homeless as a result of the Winter Games
- d) Ensure residents are not involuntarily displaced, evicted or face unreasonable increases in rent due to the Winter Games
- e) Provide an affordable housing legacy and start planning now

### Input to Decision-Making

- a) Provide inclusive representation on the Bid Corporation's and Organizing Committee's Board structures and all relevant Bid Corporation and Organizing Committee's work groups
- b) Ensure inner-city inclusive work continues to operate under the Organizing Committee and its Member Partners
- c) Work with and be accessible to an independent watchdog group that includes inner-city residents
- d) Develop full and accountable public consultation processes that include inner-city residents
- e) Document opportunities and impacts experienced in inner-city neighbourhoods in a comprehensive post-Games evaluation with full participation by inner-city residents

Neighbourliness

- a) Stage events that respect adjacent neighbours

Transportation

- a) Ensure all Vancouver Games events and venues can be reached by public transit at an affordable cost
- b) Minimize any potential adverse transportation impacts on inner-city residents

## APPENDIX C. MAIN OLYMPIC AND PARALYMPIC VENUES AND FACILITIES IN VANCOUVER

VENUE	FUNCTION
<b><u>OWNED BY CITY OF VANCOUVER</u></b>	
<b>Hastings Park Agrodome</b>	Figure skating practice facility
<b>Hastings Park Pacific Coliseum</b>	Figure skating & short track speed skating
<b>Hillcrest Community Centre</b>	Curling venue
<b>Killarney Community Centre</b>	Hockey practice facility
<b>Queen Elizabeth Theatre</b>	Performing arts venue for the Olympic Arts Festival
<b>Southeast False Creek</b>	Vancouver Olympic Athletes' Village
<b>Trout Lake Community Centre</b>	Short track speed skating practice facility
<b>3585 Graveley St. &amp; 1570 Kootenay St.</b>	VANOC headquarters
<b><u>NOT OWNED BY CITY OF VANCOUVER</u></b>	
<b>BC Place</b>	Venue for the Olympic opening and closing ceremonies, the Paralympic opening ceremony, nightly medals presentations and cultural performances
<b>GM Place</b>	Hockey venue
<b>Trade and Convention Centre</b>	Main Media Centre (MMC), comprised of the International Broadcast Centre (IBC) and the Main Press Centre (MPC)
<b>UBC Winter Sports Centre</b>	Hockey venue
<b><u>LOCATION NOT YET ESTABLISHED</u></b>	
	City of Vancouver Emergency Operations Centre
	City of Vancouver Operations Centre
	Traffic Operations Centre
	Unaccredited media centre
	VANOC Management Operations Centre
	Various staging and storage facilities
	VISU Command Centre

## APPENDIX D. 2010 WINTER OLYMPIC AND PARALYMPIC GAMES GLOSSARY OF TERMS

<b>Bid</b>	Vancouver's bid for the 2010 Winter Games, documented in the <i>Vancouver 2010 Bid Book</i> that was submitted to the IOC in 2002
<b>BidCorp</b>	Vancouver 2010 Bid Corporation, a not-for-profit corporation that was created to lead the drive to bring the Games to Vancouver, now inactive
<b>City of Vancouver</b>	The corporation of the City of Vancouver, also referred to in this document as "the City"
<b>COC</b>	Canadian Olympic Committee, formally the Canadian Olympic Association
<b>CPC</b>	Canadian Paralympic Committee
<b>Cultural Olympiad</b>	A collection of artistic and cultural activities from 2006 up to five weeks before the 2010 Olympic and Paralympic Winter Games, beginning in Vancouver and Whistler, and then in 2007, extending across the country
<b>FAC</b>	VANOC Fire Advisory Committee, formed by VANOC to assist in fire and rescue service planning for the Games
<b>GVRD</b>	Greater Vancouver Regional District
<b>HCC</b>	Host City Contract
<b>IBC</b>	International Broadcast Centre
<b>IOC</b>	International Olympic Committee
<b>IPC</b>	International Paralympic Committee
<b>Live Site</b>	Outdoor viewing and celebration area to be developed in Vancouver, with dual goals of allowing residents to participate in the 2010 Olympic and Paralympic Winter Games and creating a significant public realm legacy
<b>Look of the City</b>	The "look" developed and owned by the City of Vancouver to dress up/decorate the public realm, building on VANOC's Look of the Games

<b>Look of the Games</b>	The “look” developed and owned by VANOC to dress up/decorate the inside and outside of Olympic and Paralympic venues and facilities
<b>MMC</b>	Main Media Centre
<b>MPA</b>	Multi-Party Agreement
<b>MPC</b>	Main Press Centre
<b>Olympic Arts Festival</b>	A five-week Olympic Arts Festival that begins three weeks before the Opening Ceremony of the 2010 Olympic Winter Games
<b>Olympic Host City</b>	Official term used to designate the city that is chosen to host an Olympic and Paralympic Games (in the case of 2010, the Olympic Host City is the City of Vancouver)
<b>RMOW</b>	Resort Municipality of Whistler
<b>VANOC</b>	Organizing Committee for the 2010 Olympic and Paralympic Winter Games
<b>VF&amp;RS</b>	Vancouver Fire and Rescue Services
<b>VIK</b>	Value-in-kind, a form of sponsorship that involves provision of products and services, as opposed to cash
<b>VISU</b>	Vancouver 2010 Integrated Security Unit, RCMP-led agency responsible for 2010 Winter Games security
<b>VPD</b>	Vancouver Police Department
<b>Whistler Legacy Society</b>	Yet-to-be-formed not-for-profit society that will own and operate a number of legacy facilities in the Whistler area
<b>Winter 2010 Operating Trust</b>	An irrevocable trust to maintain and operate certain facilities created for the 2010 Winter Games, and to assist with high-performance sport development in Canada, with initial funding from the Province of BC and Government of Canada