



CITY OF VANCOUVER

ADMINISTRATIVE REPORT

Report Date: May 29, 2007
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RTS No.: 6526
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Meeting Date: June 12, 2007

TO: Vancouver City Council

FROM: General Manager of Corporate Services and General Manager, Olympic and Paralympic Operations

SUBJECT: 2010 Winter Games Economic Opportunities Delivery Plan

RECOMMENDATION

THAT Council approve the operational delivery plan for the 2010 Winter Games Economic Opportunities function, as described in Appendix A of this report.

CITY MANAGER'S COMMENTS

This report provides Council with a delivery plan that ensures the City, working in conjunction with a number of other stakeholder agencies and organisations, is able to assist the business and tourism communities in benefiting to the greatest extent possible from the 2010 Winter Games.

This delivery plan fulfills the "Economic Opportunity" function described in Version 1 of Council's *Draft Strategic Plan 2010 Olympic and Paralympic Winter Games*. The proposed plan is guided by a number of the principles listed in that document, e.g., developing lasting legacies, working closely with partners and stakeholders, incorporating accountability and creativity into the process, consulting with and engaging the community, minimising budget impacts and limiting the City's risk exposures.

The City's role in the delivery plan is primarily that of a facilitator, providing support to the agencies that are taking the lead on major business and economic initiatives. In the plan, the three major action items identified in the City's Draft Strategic Plan, tourism, general economic benefits and small business, are each undertaken by one or more external agencies, with the City playing a support role.

Tourism Vancouver is the lead agency on tourism initiatives, and the City has just entered into a collaboration agreement with Tourism Vancouver to guide our work together. Specific small business initiatives may be undertaken by a number of agencies, including the 2010 Commerce Centre, the Vancouver Economic Development Commission, Tourism Vancouver, the Vancouver Board of Trade, the Canadian Federation of Independent Business and/or the Business Improvement Area Associations (BIAs).

For the third action item, general economic benefit initiatives, this report recommends that the 2010 Winter Games Business Coordination Committee (BCC) be established in order to bring together a wider range of local stakeholders. The primary role of the BCC is to serve as a forum for communication and cooperation among various the members of the local business community who have a stake in the business and economic opportunities associated with the 2010 Winter Games. It is expected that the BCC will focus on a limited number of initiatives that they identify as important, and that most or all of these initiatives will be funded and implemented by agencies that are represented on the Committee, rather than by the Committee itself.

The Vancouver Economic Development Commission (VEDC) is the lead agency for developing longer-term Games-related trade & investment opportunities in Vancouver. The VEDC has already identified a number of related projects in their 2007-2009 Business Plan. Council has directed staff to report back with business plans and cost-benefit analyses for specific initiatives for which City funding is being sought. This current report anticipates that the VEDC will coordinate their work with City staff, other economic development agencies and the BCC as appropriate, as they move their own plans forward.

COUNCIL POLICY

Version 1 of the *Draft City of Vancouver 2010 Olympic and Paralympic Winter Games Strategic Plan* was received for information by Council on April 18, 2006. This document lays the City's guiding principles and strategic objectives associated with our role as Host City of the 2010 Winter Games, and as well categorises the City's initiatives, projects and responsibilities into twenty-seven function areas. This current report relates specifically the "Economic Opportunities" function area described in the Strategic Plan.

On July 20, 2006, Council approved the *Guiding Principles for Economic Development in the City of Vancouver*. These principles centre around the themes of competitive business environment, world class industry clusters, strategic infrastructure investment, high quality of life, regional leadership and collaboration and sustainability.

The Vancouver Economic Development Commission (VEDC) began to contemplate their strategies related to the 2010 Winter Games in their 2006 Business Plan. In January 2007, the VEDC submitted a funding request to Council for the purposes of undertaking marketing planning activities related to the 2010 Winter Games. In response to this request, on February 27, 2007 Council recommended the following (RTS 6535):

- P (iv) (a) The VEDC to continue working with the 2010 Winter Games Economic Opportunities Team and to partner with the City Staff/Beijing Advisory Committee on Vancouver's presence in Beijing and on the COV's Communication Plan in order to maximize benefits/coordination and to create*

synergies. Any extra funding required by VEDC should be drawn from the Olympic Legacy Reserve if Council approves setting up the reserve, subject to a report to Council on a Business Plan and cost-benefit rationale prior to Council's release of the funds.

(Note: The "2010 Winter Games Economic Opportunities Team" referred to in the recommendation above has been renamed the "2010 Winter Games Business Coordination Committee (BCC)," and is referred to by this latter name throughout the current report.)

PURPOSE

This report provides Council with an operational delivery plan for undertaking the "Economic Opportunities" action items in Version 1 of the *2010 Olympic and Paralympic Winter Games Draft Strategic Plan*, which was presented at the April 18, 2006 meeting Council meeting.

BACKGROUND

There are a large number of stakeholders with an interest in the economic opportunities and legacies associated with the 2010 Olympic and Paralympic Winter Games. A November 2002 report by InterVISTAS Consulting commissioned by the Province of BC anticipates that the Games will generate very strong positive province-wide economic benefits, in the range of:

- \$6.1 billion to \$10.7 billion incremental GDP,
- 126,000 to 244,000 new jobs, and
- \$129 million to \$234 million incremental provincial tax revenues.

Although the InterVISTAS report does not break down these benefits among the various regions of the province, it is reasonable to anticipate that a significant portion will be generated within Vancouver. This is because as the official Host City of the Games, Vancouver will be home to a large share of the events and celebrations, and because Vancouver will enjoy extraordinary media attention leading up to and during the Games. The Games are officially called the "*Vancouver* 2010 Olympic and Paralympic Winter Games." This direct association is a significant, albeit not directly measurable, benefit to our city - before, during and after the Games.

Games-Related Economic Development Initiatives

While there are many public and not-for-profit agencies that are involved in generating Games-related benefits, there are three that have a mandate with a central focus on post-Games legacies: the Provincial 2010 Winter Games Secretariat, 2010 Legacies Now and the Federal 2010 Winter Games Secretariat.

- **BC 2010 OLYMPIC AND PARALYMPIC WINTER GAMES SECRETARIAT** - The 2010 Commerce Centre has been created with a focus on the business opportunities associated with the 2010 Winter Games, and has a mandate to ensure communities

throughout the province are aware of and benefit from the economic opportunities associated with hosting the Games.

- *Website*: More than 4,300 businesses have registered on the 2010 Commerce Centre website to receive Games-related business opportunities matched to their company profile, and over 6,400 have registered to receive the 2010 Commerce Centre newsletter. It is estimated nearly 10,000 more opportunities will be posted and distributed by the 2010 Commerce Centre website in the run-up to 2010.
- *Workshops*: The Commerce Centre has held over 120 workshops across the province, which have reached over 3,600 attendees. There are many new workshops planned for 2007, e.g., a workshop to give businesses and community leaders the tools needed to attract the attention of the 10,000 plus media who will be focused on BC during the 2010 Winter Games, and a workshop on how to do business in China and capitalize on the opportunities around the 2008 Summer Games.
- *Robson Square premises*: The 2010 Commerce Centre has moved into its downtown location in Robson Square, which will serve as a central location for visiting jurisdictions and industry leaders to do explore BC business opportunities, up to and during the Games.
- *Non-domestic marketing and sponsorship initiatives*: This area of the Commerce Centre focuses on generating non-domestic business, with a mandate to increase attraction and retention of business and financing from outside of BC through a number of initiatives being undertaken outside of BC.
- **THE 2010 FEDERAL SECRETARIAT** - The Federal Secretariat has a national mandate, focusing on sport development, social and economic benefits, environmental sustainability, Aboriginal participation and official languages. The Secretariat is involved in various economic development activities, including international trade missions, a presence at the Beijing Games and the Canada 2010 Marketplace, which is an online resource for business opportunities relating to the 2010 Winter Games.
- **2010 LEGACIES NOW** - 2010 Legacies Now is an independent not-for-profit society that has a mandate over the coming years to create "... *sustainable legacies that will benefit all British Columbians as a result of hosting the 2010 Olympic and Paralympic Winter Games.*" (Source: Legacies Now website.) Legacies Now focuses on six areas within which to create legacies across the province: sport and recreation, the arts, literacy, volunteerism, inclusivity and sport tourism. While there is no specific focus on economic legacies, there is a general theme of capacity-building throughout the Legacies Now initiatives, which will generate long-term economic benefits for various sectors of regional economies.

The Vancouver Economic Development Commission

Since 1996, the City of Vancouver has an agreement with the Vancouver Economic Development Commission (VEDC) to provide certain economic development services in

Vancouver. The VEDC's current goals, initiatives and delivery targets are found in its 2007 - 2009 Business Plan, that was approved by Council in February 2007.

In their report to Council on February 1, 2007 (RTS 6401), the VEDC presented to Council a recommendation for consideration that Council approve funding for 2010 Winter Games marketing planning activities. The incremental funding request for this item totalled \$280,000 over three years.

In response to this recommendation, Council has directed the VEDC to continue to work with City staff on Games-related initiatives, and to submit a business plan to Council for any funding requests for future specific Games-related initiatives. These initiatives would be funded from the Olympic Legacy Reserve, on a cost-benefit basis determined by Council.

The VEDC has been an active participant in the preliminary consultations with the business community that are discussed in this report.

Consultation with the Business Community

Three meetings with a range of representatives from the local business community have taken place, in July 2006, October 2006 and May 2007. The following organisations were represented:

- BC Olympic and Paralympic Winter Games Secretariat 2010 Commerce Centre,
- BC-Yukon Canadian Federation of Independent Business,
- City of Vancouver,
- Downtown Vancouver Association,
- Downtown Vancouver Business Improvement Area Association,
- Four Host First Nations,
- Retail BC,
- Tourism Vancouver,
- Vancouver Board of Trade, and
- Vancouver Economic Development Commission.

The intent of these informal sessions was to get the various local business groups communicating about their objectives vis-à-vis the 2010 Winter Games, comparing the plans they have put in place to date, and exploring the idea of establishing a permanent working group that would foster communication and cooperation on economic development initiatives as the Games approach.

At the first session, members of the group discussed their economic opportunity objectives for the Games, defined what "success" and "failure" would look like post-Games from their

points of view, brainstormed about various Games-related initiatives that could be led by the business community and/or requested of other agencies, and began to prioritise their goals.

The discussion at the second session was more focused, concentrating on the desired outcomes of the group. By the end of this second session, the group had developed a set of potential initiatives, with an understanding that they would only involve themselves directly in implementing a limited number of these. A preliminary list of these initiatives is found in Attachment 1 to Appendix A of this report.

At the second meeting it was decided that before the group was formally established as an ongoing Committee and began to take action, its preliminary work would be brought to Council in order to affirm that City Council is supportive of the direction they are taking on.

DISCUSSION

ROLE OF THE CITY

The City's 2010 Olympic and Paralympic Winter Games Draft Strategic Plan categorises the various action items and deliverables associated with the Games into twenty-seven functions, and assigns a leader to each function team. In the Plan, the Economic Opportunities function has been assigned to the General Manager of Corporate Services, with a mandate to:

... 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.

The Strategic Plan identified three action items for this function:

- 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.*

Through the plan outlined in Appendix A of this report, the City of Vancouver will undertake a facilitative role in ensuring that the many local agencies and stakeholder groups with an interest in the economic opportunities associated with the 2010 Winter Games can come together to maximise their collective efforts, and to minimise/prevent duplication of efforts.

ROLE OF THE VANCOUVER ECONOMIC DEVELOPMENT COMMISSION

In the two meetings with local business community representatives that have taken place, there was general agreement among the participants that there were two distinct roles to play with respect to Games-related economic development:

- developing or facilitating opportunities directly related to the Games through to 2010, and
- developing or facilitating longer-term opportunities related to trade and investment.

All involved agreed that the VEDC should take the lead and have primary responsibility for the latter.

ROLE OF THE 2010 WINTER GAMES BUSINESS COORDINATION COMMITTEE (BCC)

A key feature of the Delivery Plan in Appendix A is the formation of the 2010 Winter Games Business Coordination Committee (BCC). The Committee will be comprised of various stakeholders who have an interest in maximising the positive economic impact of the 2010 Winter Games in Vancouver.

It is intended that BCC will be made up of the group of stakeholders who have already come together three times to discuss business issues and economic opportunities related to the Games (listed in Attachment 2 to Appendix A). The City will be a member of this Committee, and Mr. Richard Turner, an active member of the local business community, has agreed to serve as Chair.

The Committee is intended to serve as an arena for communication, coordination and cooperation among business stakeholders. It is anticipated that most or perhaps all of the initiatives the Committee deems worthwhile will be implemented by the agencies/organisations that are represented on the Committee, rather than the Committee itself. The Committee is not expected to play a formal approval role for the Games-related initiatives being undertaken by its member agencies.

Should the Committee seek funding for a specific initiative from the City, this request will be brought forward with a business case for Council's consideration. It is anticipated that the Committee will report to Council with progress reports at intervals, in order to keep Council informed about the direction they are taking. Draft Terms of Reference for the BCC are found in Attachment 3 of Appendix A; it is expected that the Committee members will finalise this document.

FINANCIAL IMPLICATIONS

City staff will provide support to the 2010 Winter Games Business Coordination Committee as described in Appendix A. Once the Committee has set its priorities and established its workplan, there is the possibility that it will come to Council with a request to fund specific initiatives. Should this occur, Council can make funding decisions based on the costs, benefits and feasibility of the proposed initiative(s).

CONCLUSION

This report provides Council with an Operational Delivery Plan for the Economic Opportunities function, as described in Version 1 of the *City of Vancouver 2010 Olympic and Paralympic Winter Games Strategic Plan*. Consistent with the direction set in the Strategic Plan, the delivery plan presented in this report is designed so that City staff will play a largely facilitative support role in the development of business opportunities and legacies associated with the 2010 Winter Games.

To this end, City staff will work with those agencies that represent the local business community and/or that have a mandate to work on economic development issues in Vancouver. Should the 2010 Winter Games Business Coordination Committee (BCC) wish to seek funding from the City for specific Games-related initiatives related to economic legacies, it will bring their request and a supporting business case to Council for evaluation/approval.

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**APPENDIX A
OPERATIONAL DELIVERY PLAN FOR THE
2010 WINTER GAMES ECONOMIC OPPORTUNITIES FUNCTION
LAST UPDATED: MAY 17, 2007**

1. OBJECTIVE

This plan details the action plan for achieving City Council's economic opportunities objectives as stated in Version 1 of its *2010 Olympic and Paralympic Winter Games Draft Strategic Plan*. In this Plan, the 2010 Winter Games Economic Opportunities Committee was given the mandate to "... *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.*"

2. CITY STAFF INVOLVEMENT

The 2010 Economic Opportunities function will be managed by the General Manager of Corporate Services, with staff support drawn from other City departments as necessary. Specifically, staff from the City's Olympic and Paralympic Operations, Corporate Services, Corporate Communications, Engineering, the Planning BIA Program, and the City Manager's Special Projects Office will be involved in the work discussed in this delivery plan. Other departments will be called on as required.

3. BUSINESS COORDINATION COMMITTEE (BCC)

To ensure that the business community is directly involved in developing and implementing the economic opportunities initiatives associated with the 2010 Winter Games, a working group of stakeholders who have an interest in maximising the positive economic impact of the 2010 Winter Games in Vancouver will be established.

This group, called the 2010 Winter Games Business Coordination Committee (BCC), is a key part of this delivery plan. The objective of this Committee is to facilitate communication and cooperation among these various stakeholders, and to assign roles and responsibilities to participants, in order to:

- create effective links among these organisations,
- ensure that the appropriate parties are working on each economic opportunity initiative,
- incorporate the objectives of other stakeholder groups who are not directly represented on the BCC,
- minimise duplication of efforts, and
- avoid gaps that result in important initiatives not being taken up by any organisation.

Draft Terms of Reference for the Committee are found in Attachment 3; the Committee will finalise these Terms of Reference.

4. DELIVERABLES: WORKPLAN

Version 1 of the City's *2010 Olympic and Paralympic Winter Games Draft Strategic Plan* lists three deliverables for the Economic Opportunities function. The delivery plan for each is discussed below.

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.”

Delivery

The City's role in this deliverable primarily to complement the work of Tourism Vancouver and the other agencies whose mandate is to maximise tourism benefits associated with the 2010 Winter Games. Tourism Vancouver is a not-for-profit agency that has responsibility for tourism marketing and development in Vancouver.

Tourism Vancouver will be represented on the 2010 Business Coordination Committee. In addition to this work with other business community stakeholders, Tourism Vancouver is working directly with the City on several initiatives. This relationship has been formalised in two agreements (found in Attachment 4):

- *The 2010 Collaboration Protocol between Tourism Vancouver and the City of Vancouver* – The City has entered into an Agreement with Tourism Vancouver to explore common platforms in order to share costs and expand capabilities in visitor experiences, marketing, events, communications, and research, and to coordinate complementary branding and develop shared messaging that raises the profile of Vancouver in key markets due to the increased exposure from the 2010 Games. This Agreement lists general areas for collaboration as well as a set of specific actions to be pursued (RTS 6675).
- *Four-Year Cultural Partnership* - A November 2006 report to Council authorises City staff to enter into a four-year strategic partnership with Tourism Vancouver with the objective of increasing awareness of the arts and cultural activities in Vancouver among residents and visitors. This Agreement will lay out the two organisations' shared objectives, general areas for collaboration and specific actions to be pursued, as detailed in the Council report (RTS 6391). One component of this partnership, a cultural tourism strategy, was reported to Council in April 2007 (RTS 6634).

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.”

Delivery

This deliverable will be achieved through the work of the Business Coordination Committee (BCC). The City will be represented on this Committee through staff membership.

A preliminary list of initiatives to be explored by the Committee are included in Attachment 1. This list is the result of high-level brainstorming done by representatives of the business community at two preliminary meetings. At this point, these items represent the direction that the BCC wishes to explore, rather than a set of initiatives to be carried out.

The BCC will not have any direct funding or resources, and therefore the Committee will have to recommend initiatives to organisations that have the capacity to implement them, and/or seek funding from the City or other sources in order to directly implement an initiative.

The next steps for the BCC will be to:

- prioritise the initiatives,
- provide a complete description of each initiative,
- assign each initiative to a lead agency (or co-leads), and
- decide on action to be taken by the BCC for each initiative.

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.”*

Delivery

As with the other two deliverables in this plan, the City will play a facilitating role to those agencies that have direct responsibility for small business development. The main agencies who have a role to play in this are: the Vancouver Economic Development Commission, Tourism Vancouver, the Vancouver Board of Trade, the Canadian Federation of Independent Business and the Business Improvement Area Associations (BIAs).

The City has access to a great number of Vancouver’s small businesses through the business improvement area (BIA) network. The City will coordinate with the 2010 Commerce Centre to ensure that Vancouver’s small businesses are able to benefit to the greatest extent possible from the extensive set of services they provide, for example by ensuring the appropriate links between the City’s business improvement areas (BIAs) and the 2010 Commerce Centre.

5. TIMELINE

This section lays out a preliminary timeline for the work described in this delivery plan. At this point, the dates should be seen as guidelines, rather than fixed milestones. Any one-off funding requests the BCC may choose to bring to Council will be worked into the timeline below.

June 2007	2010 Winter Games Economic Opportunities Operational Delivery Plan Report to Council
October 2007	Progress report to Council from staff
October 2008.....	Progress report to Council
October 2009.....	Progress report to Council
June 2010	Committee to decide if it has a role to play once the Games are over, e.g., to implement and/or monitor post-Games initiatives or impacts

6. A NOTE ABOUT IMPACT MITIGATION

Impact mitigation is one of the important roles the City plays in ensuring positive economic impacts flowing from the 2010 Winter Games. This means making best efforts to communicate with and prepare the appropriate parties for anything that may have a negative impact on businesses leading up to, during or after the Games. These impacts may be due to action undertaken by the City, VANOC, the Integrated Security Unit (ISU) or another organisation.

Some examples may be limiting access on certain streets during Games-time, anticipation of limited tourist traffic in certain areas at certain times, tighter security regulations, interrupted traffic flows affecting employee commuting, restrictions on merchandising due to intellectual property rights regulations, goods and services flows and access, and so on.

It is expected that the majority of this mitigation work will fall under the responsibility of the City departments responsible for specific functions, e.g., transportation, security, bylaw enforcement, etc. The BCC will be an important mechanism for communicating and consulting with the business community on potential impacts.

7. PERFORMANCE MEASURES

Because the three deliverables in this plan are interrelated, the following three measures will be used to gauge the success of overall economic benefit to Vancouver, as well as the specific benefits to the tourism and the small business sectors of the local economy.

- a. *Measurable positive economic impacts:* As with other Olympic and Paralympic Games, the economic impacts associated with the 2010 Winter Games are expected to begin in the period leading up to the Games, and to extend out many years beyond 2010.

There are many agencies that quantitatively measure the local economy, either as a whole or with a focus on specific sectors, such as tourism, small business or foreign investment. Some of these are available for the region, and some provide detail about Vancouver proper. The BCC may opt to select from existing measures that would be useful for gauging performance in this area, which could include:

- tourism measures such as airport, ferry and auto traffic, tourism spending, hotel room revenues, hotel occupancy rates,
 - attraction of foreign capital investment,
 - various categories of job creation,
 - awareness abroad of Vancouver as a place to do business, invest and/or visit,
 - number of people who are exposed to the concept of Vancouver as a place to do business, invest and/or visit through economic development initiatives,
 - number of people following up with Vancouver-specific inquiries to either the VEDC or Ministry of Economic Development.
- b. *Business community satisfaction re: process:* The majority of the local business community members feels that they have had an appropriate level of involvement in shaping their involvement in the 2010 Winter Games, and the economic legacies left to Vancouver after the Games are over. Measurement will be anecdotal; the BCC will be an important mechanism for this feedback. Opportunities to explore this using quantitative measures will be explored.
- c. *Business community satisfaction re: outcomes:* Once the 2010 Winter Games are over, the majority of the local business community members feels that the Games were worthwhile and beneficial from an economic point of view. Measurement will be anecdotal; the BCC will be an important mechanism for this feedback. Opportunities to explore this using quantitative measures will be explored.

8. RESOURCING PLAN

This Plan does not call for any additional City resources. There will be staff time dedicated to working with the BCC, as well as participation in tourism and small business initiatives that are led by other organisations.

Over the course of its work, the BCC may decide to undertake an initiative that requires funding, and may decide to approach government agencies or other organisations for funding. Should the City be approached, Council will decide on a case-by-case basis whether it wishes to contribute resources to the proposed undertaking, based on the business case presented.

9. IMPACT ON CURRENT OPERATIONS

For all three of the deliverables in this function, the City is providing staff support rather than taking on the design and delivery of programs or initiatives. As such, staff in some departments will be asked to allocate some time toward this work, though it is not anticipated that any significant reallocation of staff resources will be required to meet these demands. It is expected that staff from the following departments will be most involved in the work described in this delivery plan: the City's Olympic and Paralympic Operations, Corporate Services, Corporate

Communications, Engineering, the Planning BIA Program and the City Manager's Special Projects Office.

10. RISK & OPPORTUNITY ASSESSMENT / RISK MANAGEMENT PLAN

There is no direct risk to the City associated with carrying out this delivery plan. In terms of economic opportunities, the greatest risk is that of *lost opportunities*. This risk is not borne by the City alone, but that is shared by the many stakeholders and agencies that have a part to play in maximising the economic benefits of and legacies from the 2010 Winter Games.

This is not an easily measured risk. In the recent past, the experience and reaction of local businesses to Olympic and Paralympic Games held in their city has been varied. To the extent the City can play an effective support role in ensuring that economic benefits are maximised, and Vancouver's businesses are pleased with their experience leading up to, during and after the Games, the City can play an important role in helping to mitigate this risk.

**ATTACHMENT 1. PRELIMINARY LIST OF ECONOMIC OPPORTUNITY INITIATIVES
DEVELOPED BY THE 2010 WINTER GAMES BUSINESS COORDINATION COMMITTEE (BCC)**

**A. LONG-TERM TRADE & INVESTMENT DEVELOPMENT -
LED BY THE VANCOUVER ECONOMIC DEVELOPMENT COMMISSION**

Sample initiatives

- Branding & messaging program
- Develop model / measures to assess economic impacts of Games
- Beijing 2008 strategy
- Games-time trade show
- Post-Games legacy identification and strategy
- Business-to-business contacts/networking, in collaboration with 2010 Commerce Centre initiatives
- Foreign investment attraction and maintenance strategy (coordinated with Provincial 2010 Games Secretariat)
- Leveraging strategy for select high-potential industrial sectors
- 2011 strategy (mitigating potential post-Games lull)

**B. STAKEHOLDER RELATIONS -
LED BY THE VANCOUVER BOARD OF TRADE**

Sample initiatives

- Conferences & education workshops
- Encourage attendance at public consultation forums
- Provide advice to Vancouver City Council re: business community's priorities (e.g., Games-related municipal spending and investment, sponsor relations, and VIP delegation relations)
- Media opportunities (coordinated with countdown dates)
- Ambush marketing and brand protection
- Impact mitigation

**C. STREET LIFE, EVENTS, CELEBRATIONS AND LOOK OF THE CITY -
LED BY THE CITY OF VANCOUVER**

Sample initiatives

- Pre-Games events
- Business involvement in celebration zones
- Street decorating (banners, public art, wayfinding and signage, etc.)

- Featured neighbourhood theme nights
- Street safety and security
- Information kiosks / street ambassadors
- Impact mitigation / business-as-usual strategies

**D. LOCAL BUSINESS DEVELOPMENT -
LED BY THE 2010 COMMERCE CENTRE**

Sample initiatives

- Business readiness and communication plan (including training, business-as-usual strategies, etc.)
- Best practices guide / "Olympic kit"
- Super Host-type training
- Games-related procurement opportunities
- Impact mitigation

**E. TOURISM -
LED BY TOURISM VANCOUVER**

- All tourism strategies and initiatives before, during and after the Games

**ATTACHMENT 2. 2010 WINTER GAMES BUSINESS COORDINATION COMMITTEE (BCC)
PRELIMINARY MEMBERSHIP LIST**

NAME	POSITION	ORGANISATION
Brian Krieger	Director	2010 Commerce Centre
Laura Jones	Vice-President	BC & Yukon Canadian Federation of Independent Business
Karen Levitt	Manager of Financial Planning	City of Vancouver
Estelle Lo	GM Corporate Services & Director of Finance	City of Vancouver
Dave Rudberg	City of Vancouver, GM of Olympic Operations	City of Vancouver
Peter Vaisbord	Business Improvement Area Coordinator	City of Vancouver
Peter Jackman	President	Downtown Vancouver Association
Charles Gauthier	Executive Director	Downtown Vancouver Business Improvement Area Association
Karen Peterson Ivanick	Past President	Downtown Vancouver Business Improvement Area Association
Tewanee Joseph	Executive Director	Four Host First Nations
Paul Manning	Consultant	Four Host First Nations
Tara Gilbert	CEO	Small Business BC
Rick Turner	President	Titanstar Capital Corporation
Walt Judas	VP, Marketing Communications & 2010 Strategies	Tourism Vancouver
Russell Brink	Community Affairs 2010 Subcommittee	Vancouver Board of Trade
Dave Park	Assistant Managing Director & Chief Economist	Vancouver Board of Trade
Blair Qualey	Director, Business Development	Vancouver Board of Trade
Barbara Hislop	Co-Chair	Vancouver Board of Trade 2010 Sub-Committee
Phil Boname	Chair, VEDC 2010 Sub-Committee	Vancouver Economic Development Commission
Tanja McQueen	Chief Executive Officer	Vancouver Economic Development Commission

CITY STAFF MEMBERS THAT WILL PARTICIPATE AS REQUIRED

NAME	POSITION	ORGANISATION
Dale Bracewell	Manager, Olympic Transportation	City of Vancouver
Catherine Clement	Director of Communications	City of Vancouver
Henderson Paul	Director, Olympic and Paralympic Operations	City of Vancouver
Au Wendy	Manager, Special Projects (Beijing initiative)	City of Vancouver

NOTE: Membership is expected to vary over time; it is suggested that each organisation have two representatives on the Committee.

**ATTACHMENT 3. DRAFT TERMS OF REFERENCE FOR
THE 2010 WINTER GAMES BUSINESS COORDINATION COMMITTEE (BCC)**

A. OBJECTIVE

The 2010 Winter Games Business Coordination Committee (BCC) is made up of various stakeholders who have an interest in maximising the positive economic impact of the 2010 Winter Games in Vancouver – before, during and after the Games. The objective of this Committee is to facilitate communication and cooperation among these various stakeholders, and to assign roles and responsibilities to participants, in order to:

- create effective links among these organisations,
- ensure that the appropriate parties are working on each economic opportunity initiative,
- minimise duplication of efforts, and
- avoid gaps that result in important initiatives not being taken up by any organisation.

B. PARTICIPANTS

Each member agency of the 2010 Winter Games Business Coordination Committee represents a significant component of Vancouver's business community, that has a direct interest in helping to leverage the Games-related economic opportunities. The City of Vancouver will play a coordinating role on the Committee, and will facilitate the Committee's work by providing administrative support and other resources as appropriate and as feasible.

The BCC's member agencies are:

- the City of Vancouver,
- the 2010 Commerce Centre (part of the BC Olympic and Paralympic Winter Games Secretariat),
- the BC and Yukon Canadian Federation of Independent Business,
- the Downtown Vancouver Association,
- the Downtown Vancouver Business Improvement Area Association,
- the Four Host First Nations,

- Small Business BC,
- Tourism Vancouver,
- the Vancouver Board of Trade,
- the Vancouver Economic Development Commission, and
- representation from the neighbourhood Business Improvement Area Associations (Gastown, Yaletown, Hastings North, Mount Pleasant, Chinatown, Kitsilano Fourth Avenue, Robson Street, Commercial Drive, Point Grey Village, Kerrisdale, Marpole, Victoria Drive, Davie Village, Strathcona Area, Cambie Village, South Granville and Collingwood).

A list of the individuals representing each of these agencies is shown in Attachment 2. This is a preliminary list of individuals and agencies that participated in the first two consultation sessions, and membership may change over time. Each organisation represented will have up to two members on the Committee. Mr. Rick Turner is the Chair of the 2010 BCC.

C. STRATEGIC ALLIANCES

The BCC will work with many agencies and/or stakeholders that have an interest in the business and economic opportunities related to the Games, but do not directly represent members of Vancouver's business community. While it is expected that these strategic alliances will develop over time, at the start they may include agencies such as:

- VANOC,
- the BC Olympic & Paralympic Winter Games Secretariat,
- the 2010 Olympic & Paralympic Winter Games Federal Secretariat,
- the 2010 Winter Games Venue Cities (Resort Municipality of Whistler, Richmond and West Vancouver),
- neighbouring and senior government tourism bureaus,
- local industry associations,
- the VANOC Inner City Inclusivity Steering Committee,
- the Integrated Security Unit (ISU),
- the City of Vancouver 2010 Games Arts and Culture Committee, and

- 2010 Legacies Now.

D. PRINCIPLES

The following principles will serve as guidelines for the members of the BCC, as they undertake their work, and make decisions and recommendations.

- *Cooperation* – Members will cooperate to the greatest extent possible in order to collectively achieve the common objectives of the BCC.
- *Communication* – Members will endeavour to maximise effective and timely communication among all stakeholders, through all phases of the work undertaken by the Committee.
- *Efficiency* – Members will strive to avoid overlapping the work and efforts of other agencies, both those represented on the BCC as well as those that are not. Wherever possible, members will aim to achieve synergies with other agencies that also have an interest in leveraging Games-related business and economic opportunities,
- *Investment in lasting legacies* – The BCC will develop recommendations and target their efforts toward initiatives that will leave lasting economic and business legacies for Vancouver.
- *Leverage opportunities* – The BCC will seek to leverage opportunities associated with the 2010 Winter Games.
- *Financial accountability* – The BCC will give careful consideration to relative costs and benefits, and to financial impacts, as part of their decision-making and recommendation processes.
- *Creativity and innovation* – The BCC will foster an environment of creativity and innovation in their decision-making and recommendation processes.
- *Sustainability, inclusivity and accessibility* – The BCC will take into account the economic, social and environmental sustainability objectives, including inclusivity and accessibility objectives, of both VANOC and the City of Vancouver in their decision-making and recommendation processes.

E. SCOPE

The decisions and recommendations made by the BCC will reflect the scope of their mandate, laid out below.

- *Geographic scope* – While the work of the BCC will encompass the entire municipality of Vancouver, it may be useful for the Committee to divide the city geographically for practical purposes (e.g., downtown core versus neighbourhoods, Olympic versus Urban Realms, and/or non-venue VANOC areas).
- *Business size* – The work of the BCC will encompass both small and large businesses and industries.
- *Industry sectors* – The BCC may choose to focus its work on a few industry sectors, most relevant to the 2010 Winter Games opportunities.
- *Time horizon* – The work of the BCC will span defined periods of time before, during and after the Games, with these periods to be defined by the Committee in the course of their work.

APPENDIX B. ECONOMIC OPPORTUNITIES FUNCTION
EXCERPT FROM CITY OF VANCOUVER APRIL 2006 CITY OF VANCOUVER 2010 OLYMPIC AND
PARALYMPIC WINTER GAMES DRAFT STRATEGIC PLAN, SECTION 7.5

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.