



## CITY OF VANCOUVER

### ADMINISTRATIVE REPORT

Report Date: June 29, 2007  
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Meeting Date: July 12, 2007

TO: Standing Committee on City Services and Budgets

FROM: General Manager of Corporate Services, in consultation with the General Manager, Olympic and Paralympic Operations

SUBJECT: Vancouver Economic Development Commission's *2007-2010 Strategic Plan for the 2010 Olympic and Paralympic Winter Games*

#### RECOMMENDATIONS

- A. THAT Council approve the Vancouver Economic Development Commission's *2007-2010 Strategic Plan for the 2010 Olympic and Paralympic Winter Games* at a total cost of \$546,000, with financial contribution from the City of Vancouver of \$330,000 over four years (\$100,000 in 2007, \$122,000 in 2008, \$88,000 in 2009, and \$20,000 in 2010),
- i. the source of the City's contribution to be the Olympic Legacy Reserve once the reserve is funded, with interim funding for 2007 to be borrowed from the 2007 Olympic and Paralympic Operations budget and repaid once the Olympic Legacy Reserve is funded; and
  - ii. VEDC seeks other funding sources for the \$51,000 budget differential for the four-year Strategic Plan.
- B. THAT prior to receiving the 2008, 2009 and 2010 funding from the City of Vancouver that is indicated in Recommendation A, the Vancouver Economic Development Commission report back to Council annually with a progress update on the Strategic Plan deliverables.

## CONSIDERATIONS

- C. THAT Council approve the Vancouver Economic Development Commission's *2007-2010 Strategic Plan for the 2010 Olympic and Paralympic Winter Games* at a total cost of \$546,000, with a financial contribution from the City of Vancouver of \$381,000 over four years (\$100,000 in 2007, \$122,000 in 2008, \$137,000 in 2009 and \$22,000 in 2010),
  - i. the source of the City's contribution to be the Olympic Legacy Reserve once the reserve is funded, with interim funding for 2007 to be borrowed from the 2007 Olympic and Paralympic Operations budget and repaid once the Olympic Legacy Reserve is funded.

OR

- D. THAT Council instruct the Vancouver Economic Development Commission to report back with a strategic plan for the 2010 Olympics and Paralympics that has a total budget of \$495,000, and can be achieved with total incremental City funding of \$330,000 over four years.

## CITY MANAGER'S COMMENTS

The Vancouver Economic Development Commission (VEDC) has an important role to play in developing and capitalizing on the economic opportunities for Vancouver that are associated with our role as Official Host City for the 2010 Winter Olympic and Paralympic Games.

In the City's *2010 Olympic and Paralympic Winter Games Draft Strategic Plan*, the VEDC has been identified as a key contributor to Council's economic opportunity objectives related to the Games. The Commission is already involved in this work, coordinating with various City staff members on several Games-related initiatives, and also as a member of the recently-established 2010 Winter Games Business Coordination Committee.

The VEDC's *2007-2010 Strategic Plan for the 2010 Olympic and Paralympic Winter Games* is a critical next step in developing the specific action items to be undertaken by the VEDC that relate to the 2010 Winter Games. While there are other agencies involved in Games-related economic and business opportunities, the VEDC is the only agency that has a mandate to focus specifically on economic development for Vancouver. The Commission is well-equipped with the local knowledge and expertise that is required to effectively undertake this task.

While staff fully supports the initiatives contained in VEDC's Strategic Plan, we are recommending that the City contribute a total of \$330,000 for these initiatives over four years, as compared to the \$381,000 requested by the VEDC. Recommendation A asks the VEDC to find alternative funding sources for the \$51,000 differential. The basis for this rationale is that the City has a limited amount of funds to invest in Games-related legacies, and these funds need to be spread among a great number of worthwhile initiatives and projects.

Recommendation A proposes that the source of City funding for the VEDC Strategic Plan be the Olympic Legacy Reserve (OLR), and that for 2007, these funds be borrowed from the Olympic and Paralympic Operations Budget, and repaid once the OLR has been funded. At the

direction of Council on February 27, 2007, staff will be reporting back before the end of this year with a strategy for funding the OLR.

The VEDC Strategic Plan proposes that in each year from 2007 through 2010, \$35,000 of the required funding is to come from a reallocation of VEDC's existing resources. These are funds that have already been provided to the VEDC by City Council, for their previously-approved 2007-2009 Business Plan. The VEDC CEO indicates that to accommodate the reallocation of these resources, it will realign its sales and marketing activities to focus on almost exclusively on the implementation of the 2010 Strategic Plan initiatives, and that the Board may opt to amend accordingly the deliverables articulated in their 2007-2009 Business Plan that relate to trade show participation and/or sponsorships.

In recognition of the VEDC's own funding constraints, staff has provided Council with two alternatives to this recommendation: either that the City provide the entire amount requested (\$381,000), or that the VEDC be asked to report back to Council with a Strategic Plan that has a modified scope and can be achieved with a \$330,000 contribution from the City. This latter recommendation would entail lowering the overall budget for the Plan by \$51,000.

We recognise the VEDC as an important partner in achieving our own strategic objectives associated with the Games, and look forward to working with the VEDC on their Strategic Plan initiatives.

## COUNCIL POLICY

Council has a policy of contracting with the VEDC for the provision of economic development services through a service contract. The contract is renewable every three years at the discretion of Council, provided that any obligation of the City to provide funding for each year of the three-year contract will be subject to an annual review of the operating and financial results, as well as Council approval of VEDC's operating budget for each upcoming year. The current agreement allows the City to terminate the service contract with provision of ninety-day notice.

## BACKGROUND

The 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 of \$280,000 over four years 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.)

Also on February 27, 2007, Council approved the following recommendation related to the Olympic Legacy Reserve (OLR):

*R. THAT Council approve the creation of an Olympic Legacy Reserve Fund and instruct Staff to report back in 2007 on specific guidelines for the use of Olympic Legacy Funds and a funding strategy that minimizes the impact on property taxes.*

Staff will be reporting back to Council before the end of 2007 with this funding strategy and guidelines for the OLR.

## PURPOSE

The purpose of this report is to:

- Provide Council with the Vancouver Economic Development Commission's *2007-2010 Strategic Plan for the 2010 Olympic and Paralympic Winter Games*, which outlines VEDC's proposed initiatives relating to the 2010 Winter Games that are to be undertaken between 2007 and 2010.
- Recommend to Council approval of the Strategic Plan, with an associated incremental funding contribution from the City.

As directed by Council in February 2007, the VEDC has developed a detailed Strategic Plan, intended to guide their Games-related activities leading up to, during and after the games. More specifically, the Strategic Plan outlines the Commission's strategy for using the 2010 Winter Olympic and Paralympic Games as a way to raise Vancouver's profile as a location of choice for business, expand the City's business opportunities, and create enduring economic legacies for the City of Vancouver.

This business plan has been developed with input from the VEDC's Board of Directors, City of Vancouver staff, and BC Olympic & Paralympic Winter Games Secretariat staff. The VEDC intends to work closely with these and other strategic partners, to ensure their plans are aligned, and to leverage the work and resources of others.

## DISCUSSION

The VEDC's Strategic Plan details a set of specific deliverables that relate to the VEDC's objective of using the 2010 Winter Olympic and Paralympic Games as a catalyst to raise the profile of Vancouver as a location of choice for business, expand the City's business opportunities, and create enduring economic legacies for our City.

More specifically, the plan:

- Articulates a desired vision of the future;

- Establishes goals, strategies, and actions that achieve the vision;
- Sets priorities and timelines for action;
- Outlines the resources required to attain the goals; and
- Establishes measures of success.

The business plan focuses on two major goals:

- Goal One - Promote a strong, recognized Vancouver Brand: Through this goal, the VEDC intends to promote a strong Vancouver brand and strengthen the message about Vancouver as a location of choice for business. Key program elements include:
  1. Develop the tools - Brand and positioning messages; information package; website; Vancouver industry profiles; success stories; presentation kits.
  2. Develop the team - Resource manual; briefing sessions.
- Goal Two - Increase Trade and Investment: Through this goal, the VEDC intends to increase awareness of Vancouver among potential investors, assist local business to respond to opportunities created by the Games, and work with the City and Province to organize an effective presence at 2008 and 2010 games. Key program elements include:
  1. Activate the brand to key audiences - eCampaign in partnership with Canadian Trade Commissioners in targeted Countries; presence at BC Business summits.
  2. Leverage the Games to provide a profile for Vancouver - Beijing 2008 (display at BC - Canada Pavilion, trade and investment mission to Beijing, Vancouver industry seminars); Vancouver 2010 (Host City "business connection", Host City "business showcase", Host City "business info").

In order to successfully implement the business plan, the VEDC requires adequate financial and human resources, cooperation from project partners, and strong leadership and support from City Hall. A full copy of the VEDC Strategic Plan for 2010 Olympics and Paralympics is attached to this report in *Appendix A*.

## FINANCIAL IMPLICATIONS

The cost of the initiatives in the VEDC Strategic Plan over the next four years (2007 to 2010) totals \$546,000. The VEDC has requested that of this total, the City of Vancouver contribute \$381,000. This funding would be incremental to that already provided to the VEDC for their regular operations.

City staff are recommending a total contribution of \$330,000 over four years, and that the VEDC fund the remaining \$51,000 from other sources.

The table below provides a summary of the financial implications of the Vancouver Economic Development Commission's *2007-2010 Strategic Plan for the 2010 Olympic and Paralympic Winter Games*, and shows the impacts of the various funding options put forth in this report's

Recommendations and Considerations. The attached VEDC Strategic Plan contains a detailed breakdown of the Plan budget (*Appendix A*).

TABLE 1. BUDGET FOR VEDC'S 2007-2010 STRATEGIC PLAN FOR THE 2010 OLYMPIC AND PARALYMPIC WINTER GAMES & FINANCIAL IMPLICATIONS FOR THE CITY OF VANCOUVER

|   | 2007             | 2008             | 2009             | 2010            | TOTAL            |
|---|------------------|------------------|------------------|-----------------|------------------|
| <b>TOTAL COST OF STRATEGIC PLAN INITIATIVES</b>                                       | <b>\$160,000</b> | <b>\$157,000</b> | <b>\$172,000</b> | <b>\$57,000</b> | <b>\$546,000</b> |
| <b>SOURCE OF FUNDS:</b>   |                  |                  |                  |                 |                  |
| <b>RECOMMENDATION A - TOTAL COST \$546,000 · COV PROVIDES \$330,000</b>               |                  |                  |                  |                 |                  |
| VEDC <sup>(1)</sup>   | \$35,000         | \$35,000         | \$35,000         | \$35,000        | \$140,000        |
| City of Vancouver   | 100,000          | 122,000          | 88,000           | 20,000          | 330,000          |
| Federal Government (CISP) <sup>(2)</sup>  | 25,000           | 0                | 0                | 0               | 25,000           |
| Other Funding <sup>(3)</sup>  | 0                | 0                | 49,000           | 2,000           | 51,000           |
| <b>TOTAL</b>  | <b>\$160,000</b> | <b>\$157,000</b> | <b>\$172,000</b> | <b>\$57,000</b> | <b>\$546,000</b> |
| <b>CONSIDERATION C - TOTAL COST \$546,000 · COV PROVIDES \$381,000 (VEDC REQUEST)</b> |                  |                  |                  |                 |                  |
| VEDC <sup>(1)</sup>   | 35,000           | 35,000           | 35,000           | 35,000          | 140,000          |
| City of Vancouver   | 100,000          | 122,000          | 137,000          | 22,000          | 381,000          |
| Federal Government (CISP) <sup>(2)</sup>  | 25,000           | 0                | 0                | 0               | 25,000           |
| <b>TOTAL</b>  | <b>\$160,000</b> | <b>\$157,000</b> | <b>\$172,000</b> | <b>\$57,000</b> | <b>\$546,000</b> |
| <b>CONSIDERATION D - TOTAL COST \$495,000 · COV PROVIDES \$330,000</b>                |                  |                  |                  |                 |                  |
| VEDC <sup>(1)</sup>   | 35,000           | 35,000           | 35,000           | 35,000          | 140,000          |
| City of Vancouver   | 100,000          | 122,000          | 88,000           | 20,000          | 330,000          |
| Federal Government (CISP) <sup>(2)</sup>  | 25,000           | 0                | 0                | 0               | 25,000           |
| <b>TOTAL</b>  | <b>\$160,000</b> | <b>\$157,000</b> | <b>\$123,000</b> | <b>\$55,000</b> | <b>\$495,000</b> |

NOTES TO TABLE 1

- (1) The VEDC will realign its annual base budget in order to reallocate resources to their 2010 Winter Games initiatives, reflecting the 2010 Plan as a priority for the organization. As indicated by the CEO, sales and marketing activities will be realigned and the VEDC Board may opt to amend accordingly the deliverables articulated in their 3 year business plan relating to trade show participation and/or sponsorship.
- (2) A \$25,000 Community Investment Support Program (CISP) federal government grant has already been secured for 2007.
- (3) Other funding sources may include grants or a further reallocation of internal resources, and/or fundraising initiatives undertaken by the VEDC.

The financial implications of Recommendation A and of Considerations C and D are summarized as follows.

Implications of Recommendation A:

- The total budget for the Strategic Plan is \$546,000.

- The VEDC would realign its annual base budget in order to reallocate resources to their 2010 Winter Games initiatives, reflecting the 2010 Plan as a priority for the organization (\$140,000).
- The City would contribute \$330,000 over four years for the Strategic Plan initiatives. (This is \$50,000 greater than the VEDC funding request associated with Games-related initiatives that was made to Council in February 2007. At the time this earlier request was made, Council directed the VEDC to report back on the business plan and a cost-benefit rationale prior to Council's release of the funds).
- The VEDC has already secured funding through the Community Investment Support Program (\$25,000).
- The VEDC will be able to achieve all deliverables included in the Strategic Plan, provided they can find funding sources for the differential between their funding request from the City and the recommended funding amount (\$51,000).

#### Implications of Consideration C:

- The total budget for the Strategic Plan is \$546,000.
- The VEDC would realign its annual base budget in order to reallocate resources to their 2010 Winter Games initiatives, reflecting the 2010 Plan as a priority for the organization (\$140,000).
- The City would contribute \$381,000 over four years for the Strategic Plan initiatives. (Note that this Consideration reflects the VEDC's request that the City provide \$381,000 of funding over four years).
- The VEDC has already secured funding through the Community Investment Support Program (\$25,000).
- The VEDC will be able to achieve all deliverables included in the Strategic Plan, per the budget provided in their Plan.

#### Implications of Consideration D:

- The total budget for the Strategic Plan would be \$495,000.
- The VEDC would realign its annual base budget in order to reallocate resources to their 2010 Winter Games initiatives, reflecting the 2010 Plan as a priority for the organization (\$140,000).
- Under this Consideration, the VEDC would be asked to report back to Council with an amended *2007-2010 Strategic Plan for the 2010 Olympic and Paralympic Winter Games*, with a budget reduced by \$51,000 as compared to that presented in Appendix A of this report.
- The City would contribute \$330,000 over four years for the Strategic Plan initiatives.

- The VEDC has already secured funding through the Community Investment Support Program (\$25,000).

It is recommended that the City of Vancouver's contribution be funded from the OLR. In the interim, the 2007 funding of \$100,000 will be borrowed from the 2007 Olympic and Paralympic budget and repaid from the OLR when funding is established. If the OLR is not funded, City Staff will report back with recommendations for alternative funding.

## CONCLUSION

This report has provided Council with the Vancouver Economic Development Commission's *2007-2010 Strategic Plan for the 2010 Olympic and Paralympic Winter Games*, and recommends Council approval of the Strategic Plan with an associated incremental funding component from the City.

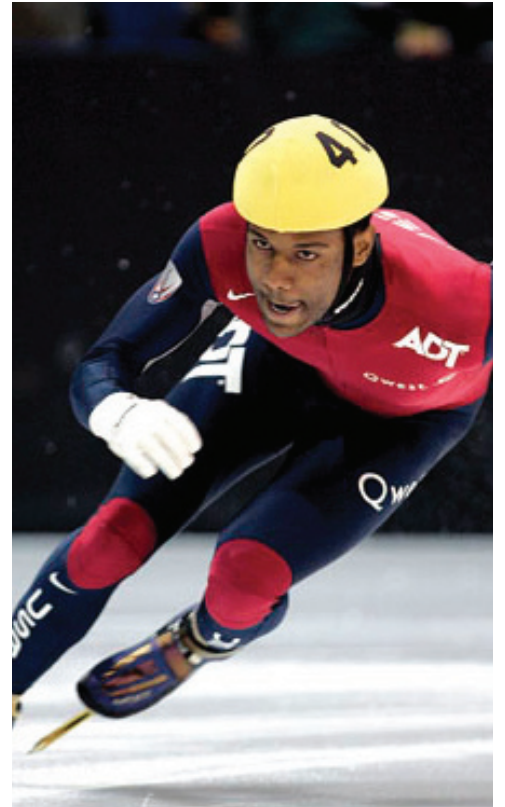
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**Appendix A: Vancouver Economic Development Commission's 2007-2010 Strategic Plan  
for the 2010 Olympic and Paralympic Winter Games**

# 2010 Plan

June 2007



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## Overview

*“Plans are only good intentions unless they immediately degenerate into hard work.”*

**Peter Drucker**

This document outlines the Vancouver Economic Development Commission’s plan for using the 2010 Winter Olympic and Paralympic Games as a catalyst to raise the profile of Vancouver as a location of choice for business, expand the city’s business opportunities, and create enduring economic legacies for our city.

The plan was developed with input from a VEDC committee of Vancouver business leaders, as well as the City of Vancouver and Provincial 2010 Games Secretariat. It is VEDC’s intention to work closely with the City of Vancouver, the Provincial 2010 Games Secretariat, and other strategic partners to ensure that our plans are aligned, and to leverage the work and resources of others. The plan is intended to guide the Games-related activities of the VEDC leading up to, during, and after the Games.

To successfully implement this plan, the VEDC requires adequate financial and human resources, cooperation with project partners, and strong leadership and support from City Hall.



## Background

It is estimated that the 2010 Winter Olympic and Paralympic Games will generate between \$2 billion and \$4.2 billion in incremental economic activity, and create up to 99,000 person years of new employment between 2008 and 2015.<sup>1</sup>

While Vancouver stands to benefit from this economic activity because of its status as host city, the magnitude of this benefit depends upon the collective efforts of government, business, and community organizations to capitalize on the opportunities presented by the Games. This requires pro-active effort on our part.

The Games will generate economic activity several ways:

1. The construction of venues and supporting infrastructure like the athletes village and transportation system improvements;
2. The supply of goods and services over the next 2.5 years;
3. Increased tourism visitation in the years leading up to, during, and following the Games;
4. Increased trade and investment, created as a result of increased awareness and profile.

It is this fourth area of economic activity – increased trade and investment – that is the focus of the VEDC's 2010 plan.

The City of Vancouver has developed a “2010 Olympic and Paralympic Games Strategic Plan” that commits to using the Games as a catalyst for economic sustainability, and ensuring that economic benefits for Vancouver are maximized. As part of this strategy, the City of Vancouver has tasked the VEDC with leadership for trade and investment activities that support these goals.

It is VEDC's goal to use the 2010 Winter Olympic and Paralympic Games as a catalyst to raise the profile of Vancouver, expand the city's business opportunities, and create enduring economic legacies for our city.

*“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.”*

*“Maximize economic benefits for Vancouver – strengthen Vancouver's reputation as a great place for business investment and location. As well, assist business in taking advantage of Olympic and Paralympic related opportunities.”*

**City of Vancouver 2010 Olympic & Paralympic Winter Games Strategic Plan**

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<sup>1</sup> Source: *The Economic Impact of the 2010 Winter Olympic and Paralympic Games: An Update; November 2002, Province of BC.*



## The Plan

*“A goal without a plan is just a wish.”*

**Antoine de St-Exupery**

The purpose of this plan is to outline actions that the Vancouver Economic Development Commission can undertake, in cooperation with City of Vancouver Olympic and Paralympic Operations, to ensure that Vancouver maximizes the economic benefits of the 2010 Olympic Games. The plan:

- articulates a desired vision of the future;
- establishes goals, strategies, and actions that achieve the vision;
- sets priorities and timelines for action;
- outlines the resources required to attain the goals;
- and establishes measures of success.

The guiding principles of this plan are leadership, leverage and legacy. VEDC will:

- Provide leadership in economic development activities related to 2010;
- Leverage the ambitious programs developed by the B.C. Government, and to collaborate with organizations in the community that have shared goals.
- Deliver a legacy to be used as a base to go forward for building the future.

## Vision

The Vancouver Economic Development Commission will use the 2010 Games to raise the profile of the city, expand business opportunities, and create enduring economic legacies for Vancouver.



## Goal 1: Promote a strong, recognized Vancouver brand

Through this goal, the VEDC intends to promote a strong Vancouver brand and strengthen our message about Vancouver as a location of choice for business.

The international media spotlight will be on Vancouver for the weeks leading up to and during the Olympics Games. During the 1998 Nagano Winter Games and 2002 Salt Lake City Winter Games, there were 6,000 hours of media coverage, broadcast to a worldwide audience with billions of viewers. Similar broadcast hours are expected for Vancouver, in addition to media exposure in the years prior to the Games.

This global media coverage of our city provides us with an unprecedented opportunity to position Vancouver as a global centre for business – a city built on innovation and creativity, a city that values and practices principles of sustainability – and translate this position into new business investment, and long-term economic legacies.

In addition to the media interest, 2010 will bring a large number of visitors to Vancouver. Thousands will come during the Games, but many others will visit Vancouver before 2010 as the city attracts international attention. This provides Vancouver with opportunity to spread our message to attract investment and increase business.

The B.C. Government is planning a pavilion presence for the Games in Beijing and London which may offer Vancouver further opportunity to feature our city as a desirable place to live, to play and to conduct business.

To support a strong, recognized Vancouver “brand”, the VEDC plans to develop an information “toolkit” and build the community “sales team” to deliver clear and unified marketing messages about Vancouver’s advantages as a business location. These activities will build community capacity for trade and investment, and provide a tangible legacy of business information and a trained team of people to promote the Vancouver brand.

### KEY PROGRAM ELEMENTS

#### 1.1 DEVELOP THE TOOLS

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VEDC will develop a comprehensive information package about Vancouver that delivers a clear message that Vancouver is the location of choice for business. The initiative will be implemented in close partnership with business and industry associations and the private sector.

The products will include:



**a) *Brand and positioning messages***

2010 Olympics is a great opportunity for all the stakeholders in the city to develop a unified business brand for Vancouver, and invest in joint efforts to promote the brand.

VEDC is currently developing the “brand position”, which will create the consistent set of messages that will be used to promote Vancouver in the very competitive world market of economic development.

**b) *Information package***

Based on the brand position, the information package will highlight Vancouver’s favourable business environment, provide figures and facts on Vancouver industries and business, and offer practical business information. The information can be presented as loose sheets in a folder, brochures, or a bounded book.

The package will be used for:

- Information provided to accredited and unaccredited media
- Information provided to delegations of potential investors and business partners
- Information provided to B.C. Business Summit attendees
- Information provided in the pavilion in Beijing
- Information provided to attendees of Vancouver events in China
- Gift from City officials to visitors, delegations and hosts in Vancouver, Beijing and London, if bounded into a book

**c) *Website***

The VEDC website will be re-designed to incorporate the new brand position and the comprehensive content developed for the printed publication.

**d) *Vancouver industry profiles***

The profiles will feature the main industry sectors in Vancouver, with details on their development, their strengths and opportunities. The sectors will reflect Vancouver’s growth industries, and may include sectors such as new media, life science,





alternative energy, environmental technology, information & communications technology, and transportation and logistics.

The industry profiles will be provided along with the Vancouver business information to:

- Accredited and unaccredited media
- Delegations of potential investors and business partners
- Business visitors to the pavilion in Beijing
- Attendees of Vancouver events in China
- Attendees of B.C. Business Summit sessions

**e) *Success stories***

VEDC will develop case studies of successful business establishments to feature companies or individuals who were nourished by this community and flourished in this city's business environment.

These stories, along with the Vancouver business information, will be included in the Vancouver business information package. They will also be provided to the "Vancouver Stories" program planned by the City of Vancouver and Tourism Vancouver and the "BC Stories" program planned by the Provincial Government, to "seed" their media programs.

**f) *Presentation kits***

The VEDC will develop power point presentations, based on the brand position, to provide an overview of economic development, the business environment and major industry sectors in Vancouver.

The presentation kits will be used by the VEDC, City staff, City Officials, and other dignitaries when they receive delegations or attend events.

## **1.2 DEVELOP THE TEAM**

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With the increasing number of business delegations and media in the years leading to 2010, there will be increasing opportunities for City staff, City Officials, and business related organizations to offer information about Vancouver. To ensure that a consistent, effective message is delivered about Vancouver's business advantages, the VEDC will provide briefing



sessions and support materials to key organizations and individuals. This will strengthen and expand the “sales force” for Vancouver, and effectively leverage the city’s economic development efforts.

**a) *Resource Manual***

The VEDC will develop an “economic development promotion manual” for the program. The manual will include:

- Key messages about the Vancouver business advantage
- Effective approaches for delivering these messages
- Collateral materials (e.g.: printed information package)
- Presentation kits (i.e.: powerpoint slide deck)
- Practical tips

**b) *Briefing Sessions***

The VEDC will lead a workshop to brainstorm and unify the messages to be delivered, and to provide training to these groups:

- The City staff in Beijing Pavilion
- The City staff meeting business visitors and media
- Industry associations
- BIAs
- Volunteers and ambassadors



## Goal 2: Increase Trade & Investment

Through this goal, the VEDC intends to:

- Increase awareness of Vancouver among potential investors
- Assist local business to respond to opportunities created by the Games
- Work with the City and Province to organize an effective presence at 2008 and 2010 Games.

The 2010 Games will generate new business opportunities in the form of direct procurement of goods and services leading up to and during the event, increased tourism and convention visitation, and investment from sponsors.

In addition to these direct impacts, Vancouver may benefit from increased trade and investment resulting from the international profile generated by the Games. The buzz around 2010 provides an ideal opportunity for Vancouver to increase its effort to attract investment and to promote trade for its companies.

The Provincial Government has planned extensive promotional programs during the Olympic Games in Beijing, Vancouver and London, highlighting the strengths of British Columbia. It is of great importance for Vancouver to partner with the Province and leverage those opportunities and to organize an effective presence at the 2008 and 2010 Games, to ensure that Vancouver is profiled within the provincial efforts.

### KEY PROGRAM ELEMENTS

#### 2.1 ACTIVATE THE BRAND TO KEY AUDIENCES

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**a) *eCampaign in partnership with Canadian Trade Commissioners in targeted countries***

The VEDC plans to work with the Canadian "posts" from the Department of Foreign Affairs and International Trade (DFAIT) in target countries to distribute information about Vancouver, taking advantage of the interest in Vancouver as the host city of 2010 Olympics.

**b) *Presence at BC Business Summits***

The BC 2010 Games Secretariat is planning a series of Investment/Business seminars to be held in "global cities" around the world. The program will include Asia, North America and the European Union. On the theme for BC "Innovation by Nature" the province will present relevant industries and sectors that are of specific



interest to the market. Specific markets will determine the sector focus. Typical areas of interest will be technology, education, tourism and immigration.

This is a good opportunity for Vancouver to leverage the Province's resources to reach potential investors and business partners, and ensure that Vancouver is profiled.

Vancouver's participation in the Business Summit will be to:

- Deliver presentations in selected cities about Vancouver as a location of choice for business
- Present Vancouver's growth industries
- Meet potential investors in those cities

The VEDC plans to participate in one Business Summit event in 2007, and 3 events in each of 2008 and 2009.

## 2.2 LEVERAGE THE GAMES TO PROVIDE PROFILE FOR VANCOUVER

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### a) *Beijing 2008*

As back-to-back host for Olympic events in 2008 and 2010, Vancouver and Beijing will strengthen their existing ties through what is already a special, exclusive, and highly sought after benefit of membership in the Olympic family. VEDC's activities are designed to take the opportunity of Beijing 2008 Olympics and its ties to Vancouver 2010 to promote our city. The VEDC plans to partner with the BC Government and leverage their resources in Beijing.

- I. *Display at BC - Canada Pavilion (May – September, 2008)*: The Province of BC will set up the B.C. – Canada Pavilion in Beijing, opening from May to September 2008. The site of the pavilion, the Beijing Planning Exhibition Hall, is a striking modern museum where B.C. has leased about 21,000 square feet for the purpose of featuring B.C. companies and their products and services, as well as tourism attractions and cultural elements. Subject to agreement with the Province, Vancouver's display will be part of the BC-Canada Pavilion to showcase our city's economic strengths. The target audiences are:
  - *Chinese visitors, business people, and media*
  - *International media*



- *International visitors*

II. *Trade and Investment Mission to Beijing (Sept. 6 -17, 2008)*: Mayor Sullivan is planning to attend the 2008 Beijing Games. This creates an opportunity for the VEDC to work with the City to promote trade and investment, showcase Vancouver, and promote Vancouver companies to high level decision makers from Chinese corporations. Taking advantage of the BC – Canada Pavilion, the program for the Mayor’s delegation can include a business roundtable, matchmaking sessions, and business receptions.

Mission participants: Vancouver companies interested in or doing business in China, to be recruited by the VEDC in partnership with industry associations and the Province of BC.

Target audience in Beijing: Chinese companies, investors, importers, and media.

III. *Vancouver Industry Seminars (June – July, 2008)*: The technical seminars at BC – Canada Pavilion will feature Vancouver companies from selected sectors (new media, alternative energy, life science, or environmental technology), followed by roundtable discussion and matchmaking sessions with potential Chinese buyers. The objectives of this program are:

- *To promote Vancouver as a hub for new technology industries;*
- *To promote Vancouver companies and their products and technology;*
- *To match Vancouver companies with potential investors and business partners*
- *To lay the ground for the trade & investment mission in September.*

Partners: Industry associations

Participants: Vancouver companies from selected sectors

Target audience: Chinese businesses, investors, and media

**b) Vancouver 2010**

2010 will bring a large number of visitors to Vancouver. Thousands will come during the Games, but many others will visit Vancouver before 2010 as the city attracts international attention. Vancouver is also attracting much media attention as the city



is getting ready for the 2010 Olympics. A well coordinated plan is needed to maximize our opportunity to showcase Vancouver's economic strength and to support local industry efforts to promote their products and services to business delegations and to the international media.

Partnership with the B.C. Government for these efforts will be essential for Vancouver to deliver an effective program. We need to leverage on B.C. initiatives such as the 2010 Commerce Centre and the Province's communications and marketing efforts.

I. *Host City "Business Connection"*: VEDC will provide the following services to business visitors, delegations, accredited and unaccredited media during the Games and in the years leading to 2010::

- *Presentations*
- *Introduction to companies and industry associations*
- *Tours*

The objective is to increase trade and investment in Vancouver.

The legacy from this work will be a coordinated system in the city which can facilitate the needs of the incoming visitors and maximize opportunities for Vancouver.

II. *Host City "Business Showcase"*: The City of Vancouver is proposing to set up a pavilion during the 2010 Games. The VEDC will provide a "business showcase" display at the pavilion, highlighting the strengths of Vancouver's economy.

III. *Host City "Business Info"*: Tourism Vancouver is planning to set up kiosks throughout the city during Olympic and Paralympic Games in Vancouver. The VEDC is working with Tourism Vancouver to incorporate economic development information about Vancouver into the tourism materials.



## Plan Outcomes: Establishing economic legacies

The 2010 Games provide an opportunity to create economic legacies that extend beyond the event itself. These legacies can be in the form of physical infrastructure that support business growth, but can also take the form of expertise that increases the capacity of local businesses to respond to new opportunities. Each of these legacies contribute to the long term economic sustainability of Vancouver.

The legacy of VEDC's 2010 plan is an enhanced capacity to effectively deliver trade and investment services for the City of Vancouver. By implementing this plan, the VEDC will develop the necessary tools and the community team to sustain economic development beyond 2010. Specific legacies include:

- A clear and unified brand identity that positions Vancouver as a location of choice for business;
- A comprehensive information package for business;
- A website focused on trade & investment for Vancouver;
- A strong “sales team” that includes business and industry associations, city officials, and others, effectively leveraging the resources of the VEDC.

The result will be the much needed capacity to establish Vancouver internationally as a desirable business location.



## Measures of Success

The measures of success for these strategies include:

- An improvement in key market perceptions about Vancouver as a place to do business;
- The degree to which Vancouver is recognized as an international centre for business;
- The degree to which VEDC's branding actions are leveraged with / by other organizations;
- "Equivalent advertising value" of unpaid media placement;
- The degree to which profiled businesses secure new opportunities;
- An increase in the number of business inquiries about Vancouver as a potential business location.
- An increase in the number of jobs and tax base supported by companies located in Vancouver;
- The degree to which Vancouver is recognized internationally as a significant business centre for growing firms and talent;





## Implementation

To successfully implement this plan, the VEDC requires adequate financial and human resources, cooperation with project partners, and strong leadership and support from City Hall. Without this support, this plan will not move ahead.

Key partners in implementation include:

- Ministry of Economic Development 2010 Games Secretariat
- City of Vancouver
- Industry partners



## Budget Summary

|  | 2007              | 2008              | 2009              | 2010             | TOTAL             |
|--|-------------------|-------------------|-------------------|------------------|-------------------|
| <b>GOAL 1: Promote the Vancouver brand</b>     |                   |                   |                   |                  |                   |
| 1.1 Develop the tools                          | \$ 130,000        | \$ 95,000         | \$ 125,000        | \$ 40,000        | \$ 390,000        |
| 1.2 Develop the team                           | \$ -              | \$ 7,000          | \$ 7,000          | \$ 7,000         | \$ 21,000         |
| <b>GOAL 2: Increase trade &amp; investment</b> |                   |                   |                   |                  |                   |
| 2.1 Activate the brand                         | \$ 5,000          | \$ 15,000         | \$ 15,000         | \$ 10,000        | \$ 45,000         |
| 2.2 Leverage the Games                         | \$ 25,000         | \$ 40,000         | \$ 25,000         | \$ -             | \$ 90,000         |
| <b>TOTAL GOALS 1 + 2:</b>                      | <b>\$ 160,000</b> | <b>\$ 157,000</b> | <b>\$ 172,000</b> | <b>\$ 57,000</b> | <b>\$ 546,000</b> |

## SOURCE OF FUNDS

|                           | 2007              | 2008              | 2009              | 2010             | TOTAL             |
|---------------------------|-------------------|-------------------|-------------------|------------------|-------------------|
| VEDC <sup>2</sup>         | \$ 35,000         | \$ 35,000         | \$ 35,000         | \$ 35,000        | \$ 140,000        |
| City of Vancouver         | \$ 100,000        | \$ 122,000        | \$ 137,000        | \$ 22,000        | \$ 381,000        |
| Other                     | \$ 25,000         | TBD               | TBD               | TBD              | \$ 25,000         |
| <b>TOTAL GOALS 1 + 2:</b> | <b>\$ 160,000</b> | <b>\$ 157,000</b> | <b>\$ 172,000</b> | <b>\$ 57,000</b> | <b>\$ 546,000</b> |

<sup>2</sup> VEDC will re-align its annual base budget and business plan, establishing the implementation of the 2010 Plan as a priority for the organization.



## Budget Details: Goal 1

|  | 2007              | 2008              | 2009              | 2010             |
|--|-------------------|-------------------|-------------------|------------------|
| <b>GOAL 1: Promote the Vancouver brand</b> |                   |                   |                   |                  |
| <b>1.1 Develop the tools</b>               |                   |                   |                   |                  |
| <b>a. Brand and positioning</b>            | \$ 25,000         | \$ -              | \$ -              | \$ -             |
| <b>b. Information package</b>              |                   |                   |                   |                  |
| Content development                        | \$ 25,000         | \$ -              | \$ 10,000         | \$ -             |
| Images                                     | \$ 10,000         | \$ -              | \$ -              | \$ -             |
| Graphic design                             | \$ 10,000         | \$ -              | \$ 5,000          | \$ -             |
| Translation                                | \$ 10,000         | \$ -              | \$ 5,000          | \$ -             |
| Printing                                   | \$ -              | \$ 40,000         | \$ 40,000         | \$ 40,000        |
| <b>c. Website</b>                          |                   |                   |                   |                  |
| Content development                        | \$ 5,000          | \$ -              | \$ 5,000          | \$ -             |
| Graphic design                             | \$ 5,000          | \$ -              | \$ -              | \$ -             |
| Translation                                | \$ 5,000          | \$ -              | \$ 5,000          | \$ -             |
| CD production                              | \$ -              | \$ 5,000          | \$ 5,000          | \$ -             |
| Website upgrades                           | \$ -              | \$ 5,000          | \$ 5,000          | \$ -             |
| <b>d. Industry profiles</b>                |                   |                   |                   |                  |
| Research & writing                         | \$ 20,000         | \$ 20,000         | \$ 20,000         | \$ -             |
| Graphic design                             | \$ 5,000          | \$ 5,000          | \$ 5,000          | \$ -             |
| Printing                                   | \$ 10,000         | \$ 10,000         | \$ 10,000         | \$ -             |
| <b>e. Success stories</b>                  |                   |                   |                   |                  |
| Research & writing                         | \$ -              | \$ 10,000         | \$ 10,000         | \$ -             |
| <b>f. Presentation kits</b>                | \$ -              | \$ -              | \$ -              | \$ -             |
| <b>1.2 Develop the team</b>                |                   |                   |                   |                  |
| <b>a. Resource manual</b>                  |                   |                   |                   |                  |
| Printing                                   | \$ -              | \$ 5,000          | \$ 5,000          | \$ 5,000         |
| <b>b. Briefing sessions</b>                |                   |                   |                   |                  |
| Room rentals / hospitality                 | \$ -              | \$ 2,000          | \$ 2,000          | \$ 2,000         |
| <b>TOTAL GOAL 1:</b>                       | <b>\$ 130,000</b> | <b>\$ 102,000</b> | <b>\$ 132,000</b> | <b>\$ 47,000</b> |



## Budget Details: Goal 2

|   | 2007              | 2008              | 2009              | 2010             |
|---|-------------------|-------------------|-------------------|------------------|
| <b>GOAL 2: Increase trade &amp; investment</b>      |                   |                   |                   |                  |
| <b>2.1 Activate the brand</b>                       |                   |                   |                   |                  |
| <i>a. eCampaign to Canadian Trade Commissioners</i> | \$ -              | \$ -              | \$ -              | \$ -             |
| <i>b. BC Business Summits</i>                       |                   |                   |                   |                  |
| Travel and accommodation                            | \$ 5,000          | \$ 15,000         | \$ 15,000         | \$ 10,000        |
| <b>2.2 Leverage the Games</b>                       |                   |                   |                   |                  |
| <i>a. Beijing 2008</i>                              |                   |                   |                   |                  |
| (i) Pavilion Display                                | \$ 25,000         | \$ -              | \$ -              | \$ -             |
| (ii) Trade & Investment Mission                     |                   |                   |                   |                  |
| VEDC staff travel & accom                           | \$ -              | \$ 10,000         | \$ -              | \$ -             |
| Hospitality/venue rental                            | \$ -              | \$ 10,000         | \$ -              | \$ -             |
| (iii) Industry Seminars                             |                   |                   |                   |                  |
| VEDC staff travel & accom                           | \$ -              | \$ 10,000         | \$ -              | \$ -             |
| Hospitality/venue rental                            | \$ -              | \$ 10,000         | \$ -              | \$ -             |
| <i>b. Vancouver 2010</i>                            |                   |                   |                   |                  |
| (i) Business Connection                             | \$ -              | \$ -              | \$ -              | \$ -             |
| (ii) Business Showcase                              |                   |                   |                   |                  |
| Display preparation                                 | \$ -              | \$ -              | \$ 25,000         | \$ -             |
| (iii) Business Info                                 | \$ -              | \$ -              | \$ -              | \$ -             |
| <b>TOTAL GOAL 2:</b>                                | <b>\$ 30,000</b>  | <b>\$ 55,000</b>  | <b>\$ 40,000</b>  | <b>\$ 10,000</b> |
| <b>TOTAL GOALS 1&amp;2:</b>                         | <b>\$ 160,000</b> | <b>\$ 157,000</b> | <b>\$ 172,000</b> | <b>\$ 57,000</b> |

