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ADMINISTRATIVE REPORT

Report Date: April 28, 2009
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Meeting Date: May 5, 2009

TO: Vancouver City Council

FROM: General Manager of Olympic and Paralympic Operations and General
Manager of Human Resource Services

SUBJECT: Host City Team Program

RECOMMENDATION

- A. THAT Council approves the allocation of \$800,000 from the Olympic Legacy Reserve to the Host City Team Program.
- B. THAT Council authorize the City Manager to approve the purchase of uniforms for the Host City Team.

CITY MANAGER'S COMMENTS

The City Manager recommends approval of the foregoing.

COUNCIL POLICY

Expenditures from the Olympic Legacy Reserve require Council authorization.

In 2006, Council approved the 2010 Olympic and Paralympic Winter Games Draft Strategic Plan which identified 27 function areas required to deliver the Games effectively and on time. The report identified three Staff Engagement Functions: Staff Engagement and Training; Support the Development of an Olympic Culture and; Volunteer Opportunities for City Staff.

On December 11, 2007, Council approved the Olympic Legacy Reserve Fund programs and budgets, in the amount of \$20 million, with instructions to report back on funding for specific projects. One of the approved programs was the Volunteer/Ambassador program (Host City Team) with a budget of \$1 million.

On October 14, 2008, Council approved an allocation of \$200,000 from this \$1,000,000 to partner with Tourism Vancouver to create a City Host Volunteer program.

PURPOSE

The purpose of this report is to seek Council's approval to allocate the remaining \$800,000 from the Reserve Fund towards Staff Engagement and the Host City Team Program for the Vancouver 2010 Olympic and Paralympic Winter Games (Games). The Host City Team (HCT) is comprised of City staff working in support of the Games and includes staff deployed for staffing celebrations and hosting sites, as well as staff working in their normal roles to support Games-related services.

BACKGROUND

Around the world, Host Cities have engaged their staff by ensuring they are part of supporting the Games experience through specific activities and through the opportunity to represent the City at a variety of locations. Sydney, Salt Lake City and Torino would not have been successful Games' hosts without their staff participating and supporting Olympic activities.

During Games time City of Vancouver operations will continue to operate but with significant additional responsibilities. As such, the expectations for many employees will provide the opportunity for a unique learning and developmental experience in supporting one of the largest events in the world.

Out of this need, the concept for the Host City Team was born. The Team will be the core group of employees that will work together to host the world. HCT members will be primarily drawn from Excluded, CUPE 15, and CUPE 391 staff and work hours will be adjusted to suit operational needs. CUPE 15 staff will work in accordance with the 2010 Olympics Partnership Agreement, and CUPE 391 staff will work under the standard provisions of their collective agreement. Operational costs related to the HCT will be provided through the Olympic and Paralympic Operations budget with salaries funded from team members' home departments.

Working together to host the world provides incredible opportunities for staff members and the City. With opportunity comes responsibility - responsibility to do it well and to a level of quality that one would expect from a world class city.

DISCUSSION

The Goal

The various activities of the Host City Team include Recruitment, Training and Communications. Resources for HCT members include uniforms, transportation and other support to enable Games-time operations. The goal is threefold: that the City of Vancouver's Olympic and Paralympic hosting needs are met through an engaged and involved Host City Team comprised of staff members from across the City workforce; that all City staff are enthusiastically engaged in ensuring the success of the Games, and that there is minimum disruption to operations.

Human Resources Services is leading the HCT Program, along with related staff engagement initiatives, to achieve this threefold goal.

Recruitment

During the Games, and to a lesser extent in the pre-games timeframe, the City will require up to 600 staff to support the Live Sites, the Protocol Centre, Vancouver House, the Street Car, and administrative functions. To date we have identified 22% of the staff required for

the Host City Team. Recruitment efforts in the next 2 months will be increased and personalized to ensure that the goal is met by mid-summer in order to have adequate time to develop and deliver the training required for HCT members.

Prior to the Games, some HCT members may work to support pre-games events. During Games time, all 600 HCT staff will be required full-time during the 17-day Olympic Games period, and up to 200 HCT members will be required for 10 the days of the Paralympic Games. Similar to the experience of other Games cities, many work requirements within the City will be reduced at Games time. Reduced demands in these areas will free up staff for HCT activities.

Some areas of the City will require enhanced resources during the Games such as Police, Fire, Parking Enforcement, Engineering Inspections, Community Services Inspections, and Engineering Operations. In general, staff from these areas will not be available to participate in the HCT, however these employees are also critical to meeting the increased service requirements which will ensure the success of the Games.

Training

It is important to develop the knowledge and skills of both HCT members and any staff that may interact with the public. To be an excellent host we must ensure that our staff have a basic understanding of the Games, the City of Vancouver, and our host responsibilities.

HCT members will attend eight hours of general Olympic and Paralympic training in the fall followed by role-specific training prior to Games time. Professionally developed training will focus on Games information, City of Vancouver information and customer service.

In addition to the HCT, many City staff will interact with Games visitors and thus will benefit from a pre-Games orientation. The orientation will be truncated versions of the HCT training and focus on basic Games information. Up to 2,000 staff are expected to participate in these 2 hour orientation sessions that will be delivered at worksites across the City over the coming months.

Courses will be developed in partnership with Tourism BC, VANOC and other Games partners. Role specific training will be delivered and funded through individual activities such as Live Sites and Protocol.

Uniforms

To visibly identify our City of Vancouver representatives, the Host City Team will be outfitted with a consistent, durable and appropriate uniform. These uniforms will work in the variety of settings in which Team members will be working and will be appropriate for both indoor and outdoor environments. Through a City approved procurement process, the supplier will be identified and criteria will be applied in choosing an appropriate uniform considering the potential for severe weather conditions in February.

The City's proposed uniform program will apply to HCT members as well as staff working directly on Games activities. We estimate that up to 1,000 full uniforms will be required.

For operational staff working outdoors, such as Engineering Operations, uniforms will be a variation or enhancement of their current standard attire. These staff will be provided uniform elements that could include safety vests, hard hats, and/or embellishments to

coveralls or other similar items. The details of these operational uniforms will be determined in consultation with Engineering, Parks, Material Management, and the City's unions.

A formal RFP has been initiated to ensure a cost-effective, environmentally and socially responsible sourcing option is selected. To ensure delivery and distribution in a timely manner, the timeline for the ordering of these uniforms is very tight. To expedite the procurement process, staff recommends that Council authorize the City Manager to approve the purchase of uniforms after the city approved procurement process is complete as the order may marginally exceed the \$300,000 threshold where Council approval is required.

Transportation

To complement and support the Sustainable Commuting Program and to help achieve the goal of being the Greenest City, Host City Team Members and other staff who require transportation for work related activities will receive a Transit Pass free of charge. We propose offering a One Zone transit pass free of cost to City staff who require transportation to carry-out their work activities during the Games.

This recommendation reinforces our leadership in sustainability, is consistent with our message to citizens about utilizing public transit during the Games, and ensures staff perform their work responsibilities without the challenges associated with traffic and parking. Increasing transit use during the Games may also encourage staff to use transit after the Games.

Overall costs are based on an estimated 2,000 staff participating in the program, and an estimated incremental cost of \$62.50 per staff member (supplementing the Sustainable Commuting Program for City Hall Campus staff and fully funding the costs for other staff).

Program Support

The work of the Host City Team members will be supported by an operational team working centrally to ensure responsive operations in the field. Located at City Hall, this centre will be the centre of administrative functions for both pre-games activities (policy development, distribution of HCT resources, etc.) and Games Time activities (including deployment, communications and issues management). Costs include information technology, communications equipment, identification, supplies and miscellaneous costs.

Legacy

The Host City Team will leave behind a legacy of engaged and inspired staff who have had unique training and a focus on customer service. The world will see Vancouver through our Host City Team. We need to take this challenge on as an opportunity for all our staff to collectively work together and exceed the expectations of Vancouver, British Columbia, and Canada.

FINANCIAL IMPLICATIONS

On December 11, 2007, Council approved an amount of \$20 million for the Olympic Legacy Reserve Fund, with funding approvals for specific projects to be reported to Council.

Based on the proposed program described in this report, the overall financial implications of the HCT program are shown as follows:

Activity	Estimated Costs
HCT and General Staff Training and Recruitment	\$125,000
Uniforms (\$350,000 for HCT members and \$100,000 for operational staff)	\$450,000
Transportation	\$125,000
Administration Centre and Other	\$100,000
Total	\$800,000

The following table provides an update on the status of funding allocations from the Olympic Legacy Reserve.

Programs Approved to Date	\$17,349,550
Proposed Projects yet to be Approved	\$ 1,850,450
Host City Team Deployment	\$ 800,000
Total Olympic Legacy Reserve Funds	\$20,000,000

The Olympic Legacy Reserve Report on December 11, 2007 allocated \$1,000,000 to the HCT program and volunteer initiatives. \$200,000 has been committed to Tourism Vancouver for a City Host program, leaving \$800,000 for the HCT program.

PERSONNEL IMPLICATIONS

HCT staff are drawn from the existing workforce and temporarily assigned to Games activities. Any temporary staff required in the months leading up to the Games would be drawn from within the City's workforce and funded from the HCT budget. Given that some areas of the City will see lower than normal demands at Games time, the HCT provides an opportunity to fully utilize the City's human resources during the Games.

ENVIRONMENTAL IMPLICATIONS

It is important that the City provides leadership in working to achieve the overall Games time goal of reducing vehicle traffic by at least 30%. City staff that require transportation to carry out their work activities will receive transit passes for February 2010. Providing transit passes to City staff should increase transit ridership by City staff over the long-term supporting and promoting the Sustainable Commuting Program. The transit pass distribution program provides a model for other employers to consider in helping reduce traffic and support their employees during the Games.

For HCT uniforms, City staff will be reviewing offerings from various organizations with key consideration for sustainable products that minimize environmental and social impacts from garment production.

CONCLUSION

The proposed Host City Team Program will be critical to the success of the City in delivering its responsibilities as Host City and provide a way for many City staff to meaningfully contribute to the Games. The proposed budget for the program is consistent with the budget initially allocated for this purpose by Council in December 2007.

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