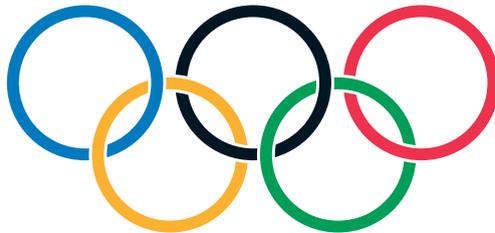


VANCOUVER  
Vancouver



**VANCOUVER 2010**  
**CANDIDATE CITY**



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### NATIONAL, REGIONAL AND CANDIDATE CITY CHARACTERISTICS

#### ■ Political Structure/Responsibility

The political structure of Canada is based on a constitutional monarchy, with a federal system that empowers the provincial entities. Canada has ten provinces and three territories.

#### ■ City

Vancouver, with a population of approximately 560,000, and the Resort Municipality of Whistler, with approximately 9,600 inhabitants, are both situated in the Province of British Columbia, which has five million inhabitants.

#### ■ National Economy

Canada has a stable economy and a low inflation rate. Economic forecasts for the Province of British Columbia and the City of Vancouver are positive.

#### ■ Support

All levels of government – federal, provincial and municipal, as well as all political parties in Parliament strongly support the bid. Government backing was confirmed during the visit in meetings with the Prime Minister of Canada, the Premier of British Columbia and various government ministers. The First Nations (Aboriginal peoples) have also confirmed their support for the bid.

The Federal Government and the Province of British Columbia will together contribute to the construction and post-Games maintenance of the sports venues and the development of the Vancouver and Whistler Olympic Villages. In addition, the Province is committed to upgrading the road between Vancouver and Whistler (Sea to Sky Highway), irrespective of the bid.

The federal and provincial governments have also committed to covering the cost of security, medical, customs and other related government services.

The Province of British Columbia guarantees to cover any shortfall in the Olympic Games budget.

A public opinion survey commissioned by the Bid Committee shows that 80% of the Canadian population and 62% of Vancouver residents support the bid. In a plebiscite carried out in Vancouver on 22 February 2003, 64% of residents voted in support of the bid. The IOC poll shows 65% national support (24% with no opinion and 11% against) and 58% support in British Columbia (17% with no opinion and 25% against).

The support of the public towards the bid was clearly evident to the Commission during its visit.

## LEGAL ASPECTS AND GUARANTEES

With the additional documents provided to the Commission during its visit, the Commission is confident that all legal aspects have been adequately covered and that the guarantees provided are in accordance with the Host City Contract and the Olympic Charter.

## CUSTOMS AND IMMIGRATION FORMALITIES

### ■ Accreditation and Visas

Access to Canada by means of the Olympic identity and accreditation card was not fully guaranteed in the Candidature File. This is no longer an issue as, during its visit, the Commission received written confirmation from the Prime Minister that access to Canada is guaranteed on the basis of the Olympic identity and accreditation card.

Customs, immigration and quarantine services will be provided at Vancouver International Airport, as well as at Montreal and Toronto airports.

### ■ Work Permits

The Government of Canada will facilitate the entry of Olympic-related personnel required to work in Canada and issue work permits for the required period.

### ■ Importation of Goods

Guarantees are provided concerning the importation of Olympic-related goods free of customs duties.

### ENVIRONMENTAL PROTECTION AND METEOROLOGY

#### ■ Plans and Actions

The Bid Committee's environmental programme is based on principles of sustainability. The primary goal is to accelerate processes to achieve environmental excellence with economic and social development.

Proposed OCOG environmental policies and actions build on existing government frameworks. OCOG guidelines include participation strategies, a green office policy and a hotel greening initiative.

The proposed design of the Nordic venues in the Callaghan Valley, in the Whistler area, has won a national architectural design award for environmental excellence. A preliminary venue environmental impact assessment for this and other venues shows limited negative impact given the proposed mitigation efforts. Social and economic impact reports were also presented to the Commission. An environmental impact assessment on the highway construction projects between Vancouver and Whistler is pending.

Good waste management policies already exist and one of the bid's environmental goals is to keep 90% of the Games' waste out of landfills.

The Vancouver Olympic Village will be built on a former industrial site, and will be part of a major clean-up and redevelopment of the inner city. Geothermal energy will be a major source of heating in the Whistler Olympic Village.

#### ■ Air and Water Quality

Proximity to the ocean enhances the air quality, which is good. Water resources are abundant and water quality, both in Whistler and Vancouver, is good.

#### ■ Meteorology

The coastal climate provides variable weather, with rain spells in Vancouver and snow in the mountain venues that may impair visibility.

At Games time, good winter conditions with plenty of snow can be expected in the alpine snow sports venues. The Nordic centre in the Callaghan Valley is well protected from winds, although meteorological data for this area is limited beyond the last two years.

#### ■ Specific Comments

One of the most significant legacies is the involvement of the First Nations in the planning process and post-Games legacies.

A large fuel-cell development initiative will be in place in the Vancouver area by 2010.

## FINANCE

### ■ OCOG Budget Income and Expenditure

The budget published in the Candidature File represents a good, detailed approach to establishing the financial estimates for the Games. The budget reflects OCOG expenditures balanced to revenues of USD 972.5 million, and includes contingencies in excess of USD 58 million. The budget is deemed to be fundamentally sound and achievable.

Revenues are reasonably estimated in the context of the Canadian marketplace and deemed to be achievable. Domestic sponsorship amounts to USD 293 million and is based on a three-tiered programme.

No OCOG-financed capital investments are contemplated in the budget. All venues are provided by public and/or private entities. The process for estimating the construction costs of the venues was comprehensive for the conceptual design phase of the projects and contingencies are included against future changes to the estimates.

The approach to estimating expenditures is reasonable and supported by significant underlying detail. There is sufficient flexibility and contingency within the plan to accommodate changes. During the course of the visit, several operational elements were questioned, the resolution of which may lead to cost increases for the OCOG:

- construction of a temporary media village in Whistler
- possible subsidization of the Olympic Family hotel room rate by the OCOG
- a day village at Cypress Mountain freestyle and snowboard venue
- establishment of a temporary, IOC-accredited anti-doping laboratory in Vancouver.

The financial estimates of the Bid Committee were independently reviewed by the Auditor General of British Columbia and found to be reasonable and based on sound methodology.

The cash flow forecast is reasonable. During the visit, it was clarified that public sector funding for capital works will flow through OCOG accounts and its distribution will be managed by the OCOG. Assuming the cash inflows coincide with or precede progress of work on the projects, the Commission recognises the benefit this provides the OCOG with respect to project management and control. There are risks associated with the potential for increases to project scope, yet the OCOG will be in a good position to manage them.

### ■ Non-OCOG Budget

The public sector has committed to capital investments amounting to USD 929.5 million for the construction and renovation of competition venues, Olympic Villages and road improvements, as well as a post-Games operating endowment fund for three venues.

Most of the non-OCOG capital costs are for projects that are consistent with the long-term infrastructure development plans of the public entities responsible for their funding, and while critical to the success of the Games, are not considered incremental costs.

Financial guarantees are sound and were reinforced during the visit. The Provincial Government of British Columbia has committed to underwriting the financial outcome of the OCOG and has allocated a budget provision against this contingency.

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### MARKETING

#### ■ Joint Marketing Programme

The Joint Marketing Programme Agreement has been accepted.

#### ■ Billboards and Outdoor Advertising

Options have been obtained on the relevant advertising spaces. Advertising controls in the Whistler area are tightly regulated and this is unlikely to change. The Bid Committee confirmed that it would look into acquiring options for advertising space on First Nations land along the Sea to Sky corridor.

#### ■ Rights Protection

The existing Canadian Trade Act legislation is adequate to protect Olympic intellectual property and the relevant marks have been registered.

#### ■ Commercial Control in Venues

The provisions in the venue agreements concluded between the Bid Committee and the various venue owners are acceptable.

#### ■ Ticketing

Ticketing revenues of USD 141 million are based on reasonable ticket price ranges and sell-through assumptions (75% for sports events and 95% for Opening and Closing Ceremonies).

### SPORTS

Travel times and kilometres reflect 2002 figures.

#### ■ Overall Concept

There are two main venue sites: Vancouver for the ice sports, freestyle skiing and snowboarding, and Whistler for the snow sports, bobsleigh, luge and skeleton. The Commission feels that the two hour distance between these sites could be a challenge. Existing facilities for both snow and ice sports are very good, and plans exist for the venues to be built. The number of high quality existing facilities is a strong feature of the bid, as is the existence of very good training facilities in the vicinity of the venues.

The post-Games legacy is good, with the federal and provincial governments contributing USD 71 million towards an Endowment Trust to support the operations of three Olympic venues, from the construction of the venues through to post-Games operations.

#### ■ Distances

All venues in Vancouver are less than 15 minutes from the Vancouver Olympic Village, with the exception of speed skating (35 minutes) and freestyle skiing and snowboard competitions (37 minutes). The two venue clusters in Whistler (Whistler Mountain and the Callaghan Valley) are both approximately 15 minutes from the Whistler Olympic Village.

#### Vancouver/Cypress Mountain Resort:

The curling, figure skating, speed skating, short track speed skating and ice hockey competitions will take place in Vancouver. Freestyle skiing and snowboard competitions will take place at Cypress Mountain Resort.

## SPORTS VENUES

### Whistler Mountain/Callaghan Valley:

All alpine events, as well as the bobsleigh, luge and skeleton events, will take place on Whistler Mountain. The biathlon, cross-country, ski jumping and Nordic combined competitions will take place in the Callaghan Valley.

### ■ Sports Experience

Canada has very good experience in organising multi-sport international events and high-level competitions in Olympic winter sports and has organised the 1988 Olympic Winter Games, the 1994 Commonwealth Games and the 1999 Pan American Games.

### ■ Sports Issues

Nordic combined, biathlon, cross country skiing and ski jumping - Callaghan Valley (Whistler Nordic Centre)

As a new development, there could be challenges in terms of construction and access from the highway.

Curling - Hillcrest/Nat Bailey Stadium Park  
Short-track speed skating and figure skating - Hastings Park Pacific Coliseum

The Bid Committee confirmed that construction of both venues will be brought forward to November 2008 to ensure that test events can be held in both facilities.

The Commission considers the other venues to be good.

### ■ Guarantees of Use

Guarantees are provided by current or future owners for use of and commercial rights for all venues. The use of all venues is guaranteed for test events prior to the Olympic Winter Games and for the Paralympic Winter Games.

### ■ Venues/Construction

There is a total of 13 competition venues, eight outdoor and five indoor. Four outdoor and two indoor venues will have to be built.

There is a total of five indoor training venues of which one will be built as part of its same sport competition venue, one will be built as a temporary facility and three are existing. Two of the existing training venues will require some upgrades to the permanent works.

The land required for construction or renovation of venues is controlled by a combination of public and private entities. The right to construct or renovate is included in the guarantees.

Design and construction of the venues are to be managed by the OCOG Design and Construction Department. Permanent works will be funded primarily by federal and provincial government grants, which will flow through the OCOG to the various projects. As explained to the Commission, the responsibility for re-allocation or increases in funding will rest with the OCOG, which will also be the liaison with governmental officials regarding adjustments or changes to governmental funding needs.

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### PARALYMPIC GAMES

The OCOG is responsible for funding, designing and constructing temporary facilities (overlay). Olympic overlay concepts are well-developed including space allocations for broadcast and operational needs, as well as venue transportation requirements.

The OCOG will perform overall programme management of venues to be built by public and private sector entities.

#### ■ Budget

The total budget for the Paralympic Winter Games is USD 27.5 million, to be covered by government subsidies from the Federal Government and the Province of British Columbia (USD 12.9 million each). USD 3 million is budgeted for accessibility upgrades to new and existing venues. The Province of British Columbia guarantees to cover any shortfall of the Paralympic Games budget.

#### ■ Sport

The Paralympic Games will take place in Whistler, with a maximum travel time of 20 minutes to the venues.

Whilst Canada has significant experience with summer sports for the disabled from participating in and hosting international events, it has little experience in organising winter sports events for disabled athletes. Test events for all sports are planned to ensure the development of operational skills.

During the visit, the Bid Committee committed to providing a minimum of 3,500 seats at the ice sledge hockey arena and will work towards increasing this capacity to 5,000. The Bid Committee also stated it will work towards increasing spectator capacity for wheelchair curling.

#### ■ Organising Committee

Integration with the Olympic Games is guaranteed with one OCOG/Board of Directors for both the Olympic and Paralympic Winter Games. Within this, the Canadian Paralympic Committee will nominate one board member.

## OLYMPIC VILLAGE

### ■ Logistics

There will be one Paralympic Village in Whistler with the required wheelchair accessibility.

The Opening Ceremony will take place in the covered BC Place Stadium in Vancouver (two hours away) and the Closing Ceremony and medal ceremonies in Whistler at an outdoor celebration site, with a capacity of 9,000.

### ■ Specific Comments

The quality of the bid proposal shows Canada's commitment to the Paralympic movement and the strong support of the Bid Committee towards Paralympic athletes who have been directly involved in bid planning.

Vancouver's concept of the Paralympic Winter Games is a very compact one.

### ■ Location

Two Olympic Villages are planned: one for the ice sports, freestyle skiing and snowboard athletes in downtown Vancouver, and one for the alpine, Nordic sports, bobsleigh, luge and skeleton competitors in Whistler.

The concept is very good with all athletes being able to stay in an Olympic village.

### ■ Village Development

A total of 4,100 beds is to be provided (2,100 beds in Vancouver and 2,000 in Whistler).

The Vancouver village will be built on the waterfront on former industrial land owned by the City of Vancouver and within walking distance of the Opening, Closing and medal ceremonies.

The village will be a combination of permanent and temporary buildings. The City of Vancouver will be responsible for the delivery of the permanent buildings, which will be part of an urban development project, and the City will cover construction costs, should no commercial partners be found. The temporary facilities will be funded by the OCOG.

The Whistler village will be built at the entrance to the Callaghan Valley, 13km south of Whistler. It will comprise a combination of pre-manufactured facilities, that will be moved off site after the Games as a legacy for the First Nations, as well as permanent accommodation.

The OCOG and the Resort Municipality of Whistler will be jointly responsible for the delivery of the Whistler village and the Province of British Columbia will cover construction costs in the event

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### MEDICAL/HEALTH SERVICES

that no commercial partners are found. Post-Games, there is a good legacy for part of the Whistler village accommodation which will become a centre for athlete excellence.

#### ■ Village Organisation

The layout of both villages is good, with the same level of services to be provided in each one. Shuttle buses will provide transport within the villages.

At the Vancouver village site, the Commission expressed concern regarding possible noise from nearby traffic. However, the Commission received reassurance that village residences would not be close to the traffic and that Canada has high construction standards with respect to sound insulation.

#### ■ Olympic Family Health Care

There are nine hospitals in the Vancouver area, with approximately 2,000 beds. Vancouver General Hospital, five minutes from the Vancouver Olympic Village, is designated as the Olympic Family hospital.

Whistler has no general hospital, but has an orthopaedic clinic with heliport access, and the provincial government has outlined plans for the upgrade of this clinic. The nearest hospital is Squamish General Hospital, 30 minutes away.

The polyclinics in both Olympic Villages will offer identical medical services.

#### ■ Doping Control

Whilst the Candidature File proposes flying samples to the IOC-accredited laboratory in Montreal (a five hour flight from Vancouver), the Bid Committee confirmed during the visit that a temporary, IOC-accredited anti-doping laboratory would be set up in Vancouver for the period of the Games.

## SECURITY

### ■ Command/OCOG Security Department

The Royal Canadian Mounted Police (RCMP) will have overall responsibility for the coordination of security during the Olympic and Paralympic Winter Games and will lead an Integrated Public Safety Command Security Planning Group including the RCMP, the Vancouver Police Department, the Canadian Security Intelligence Service, the Canadian Forces, the Coast Guard and other local public safety agencies.

### ■ Operations System/Personnel

There is a sufficient number of security personnel. Canadian law allows for the use of the armed forces if required by the RCMP.

Canada has a solid reputation and good experience in the field of security related to large-scale events and no international terrorism incidents have been recorded during major sports events.

### ■ Guarantees

The Federal Government has provided guarantees, in cooperation with the Province of British Columbia, the City of Vancouver and the Resort Municipality of Whistler, that security services will be provided at no cost to the OCOG.

The Commission feels that the security plans put forward are well thought-out.

## ACCOMMODATION

### ■ Capacity

Vancouver and Whistler have over 30,000 existing high quality hotel rooms. Over 4,000 rooms will be built by 2010. Whistler has a total of 43,000 existing guest beds with many good quality condominiums.

There is accommodation in close proximity to most of the venues (sports and others).

In Vancouver, there is also the possibility of using cruise ships as extra accommodation.

### ■ Guarantees and Price

During the visit, the Commission received additional accommodation guarantees.

The committed room inventory is now over 23,000, including 7,100 rooms in Whistler. The tourism authorities in Vancouver and Whistler have provided written assurance that the contracts signed with individual hotels are binding.

The bid proposes a minimum stay of 17 nights, but will explore ways of reducing this with the hotel associations and tourism groups to six nights in both Vancouver and Whistler. This may be possible in Vancouver, which will be in low season, but may prove to be a challenge in Whistler which will be in the high tourist season.

The maximum room rate for the Olympic Family, including breakfast and applicable taxes (10%) is USD 253 for a single room and USD 275 for a double room in four and five star hotels. The rates are based on the assumption that a 7% sales tax would be waived.

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The rate for the other constituent groups is based on the following formula: the average convention group rate from 2005-2007, plus the consumer price index for Canada 2007 to 2010, plus the annual hotel rate increase 2007 to 2010 of 5% per year, plus an OCOG administration fee of 11.7%.

The average hotel room rate in February 2002 was USD 110 in Vancouver and USD 226 in Whistler.

### ■ Media

There is ample existing hotel and condominium accommodation available for the media close to the International Broadcast Centre (IBC), the Main Press Centre (MPC) and venues in Vancouver.

Given the distance between Vancouver and Whistler, the Commission feels that there will be increased accommodation pressure on Whistler, particularly from the media. The Bid Committee has provided a guarantee that supplementary media accommodation will be provided in Whistler in the form of a temporary village with 1,500 rooms.

### ■ Specific Comments

The overall accommodation proposal is satisfactory and covers all Olympic needs. Accommodation capacity is good and standards are high. At least 20 hotels can each provide blocks of over 200 rooms.

A more than sufficient number of hotel rooms is guaranteed, with fair room rates verified by an external auditor.

The Bid Committee proposes a home stay programme for the families of athletes competing in the Games.

With tourism as its second largest industry, the Province of British Columbia has extensive experience in this area.

## TRANSPORT

### ■ Infrastructure/Public Transport

Vancouver International Airport is located 13km from downtown Vancouver, approximately 25 minutes from the Vancouver Olympic Village, and 125km (approximately two hours) from the Whistler Olympic Village. Vancouver International Airport is a modern facility capable of providing a high level of service for the Olympic Winter Games. Planned expansions to both international and domestic gates can be expected to accommodate the growth in everyday air travel between 2002 and 2010.

The Vancouver Olympic area is characterised by two different operating environments (Vancouver and Whistler) connected by the Sea to Sky Highway. Vancouver is served by a well-developed road network and a highly developed public transportation system. Other than normal replacement and maintenance, there are no major infrastructure improvements planned for roads and bridges in Vancouver before 2010. The anticipated population growth in the metropolitan area will be increasingly directed towards public transport. The existing bus and rail fleets will be expanded to meet the demand.

Whistler is served by an existing road structure that meets current needs and a well-utilized public bus system. Other than new roads to serve the Whistler Olympic Village and the planned Nordic Centre in the Callaghan Valley, no significant road improvements are anticipated. The resort community of Whistler is almost at capacity in terms of space for new residences or accommodation, so increased transportation demand is expected to be met largely by public transport.

Vancouver and Whistler are connected by the Sea to Sky Highway, that varies in capacity from two to four lanes. Improvements to this highway, at a total cost of USD 387 million guaranteed by the Provincial Government, are planned irrespective of the 2010 Olympic Winter Games. The improvements will provide a minimum of three lanes for the entire length of the highway. Other improvements will enhance safety and augment Intelligent Transportation Systems. In addition to increased capacity and safety, non peak-hour travel time between Vancouver and Whistler is expected to be reduced from two hours to less than one hour 40 minutes. There are no parallel or reasonable alternate routes between Vancouver and Whistler, however, a Games time passenger ferry service for spectators and residents is planned from Vancouver to Squamish (approximately halfway between Vancouver and Whistler).

During the Games, the Sea to Sky Highway will be closed to all traffic except 1) residents of communities along the highway, 2) controlled off-peak hour delivery and commercial vehicles, 3) Olympic Family vehicles, and 4) dedicated spectator buses.

For events in Whistler, approximately 70% of spectators are expected to come from Vancouver and approximately 30% are expected to stay or reside in Whistler.

Transport strategies will require further development, particularly in Vancouver, and it will be important to create strategies to reduce background traffic.

Linking transportation mode options to ticket sales is planned and will be necessary to make Games

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### COMMUNICATIONS AND MEDIA SERVICES

transportation successful. Public transport will be included in the price of events tickets within Vancouver and Whistler respectively. Transportation between Vancouver and Whistler will not be included in these prices.

#### ■ Management

The management of Olympic transportation will be directed by the OCOG Transportation Department. The OCOG will create a "Transportation Advisory Committee" made up of representatives from appropriate governmental transportation agencies and municipal governments.

#### ■ General Comments

The overall transportation plan outlined by the Bid Committee is logical, well thought-out and the planning to date should provide a basis for a high level of service and successful transportation operations.

#### ■ Concept

The motto of the bid is "The Sea to Sky Games" – from the ice sports in Vancouver to the snow sports in the Whistler mountains. This will allow for different yet complementary images of the Games from the sea to traditional alpine imagery. Through hosting the Olympic Winter Games, Vancouver seeks to share its nation's spirit and culture with the rest of the world.

The communication strategy is based upon ensuring sustainable legacies for sport and local communities through hosting the Olympic and Paralympic Winter Games.

#### ■ IBC/MPC

The IBC is to be built on land currently owned by the Federal Government in Richmond, close to Vancouver International Airport. It will be a 30,000 m<sup>2</sup> facility and will be used as a trade and exhibition centre after the Games. Guarantees are provided for use of the land. The bid proposes an alternative, temporary facility, should the trade centre not be constructed.

The MPC will be located in the downtown Vancouver Convention and Exhibition Centre (VCEC) on the waterfront, approximately 30 minutes from the IBC. The planned expansion of the VCEC will bring the total space available up to 40,000 m<sup>2</sup> (currently 10,000 m<sup>2</sup>).

The Bid Committee confirmed that the media sub-centre planned at the base of Whistler Blackcomb II will be expanded to accommodate a larger number of press and broadcasters and will be used as the MPC during the Paralympic Games.

## OLYMPISM AND CULTURE

### ■ Experience

Canada has an excellent track record in broadcasting major sports events, particularly winter sports.

### ■ Ceremonies

For the first time in the Olympic Winter Games, the bid proposes holding the Opening and Closing Ceremonies in an indoor stadium in Vancouver, in an existing facility with 55,000 seats, five minutes from the Olympic Village.

Medal ceremonies will also take place in this stadium. A temporary outdoor celebration site will be constructed in Whistler with a capacity of 9,000 with interactive links between Vancouver and Whistler for both the ceremonies and nightly medal awards.

Given the distance between Vancouver and Whistler, the Commission feels that for the benefit of the athletes, all Whistler medals should be awarded at the Whistler celebration site. The Bid Committee confirmed its willingness to study this option.

### ■ Cultural Programme

A rich and diverse cultural programme is planned. The OCOG will invite each NOC to include an artist in its delegation to capture each nation's participation in the Games, with costs being covered by the OCOG. In addition, a wide range of educational programmes is planned.