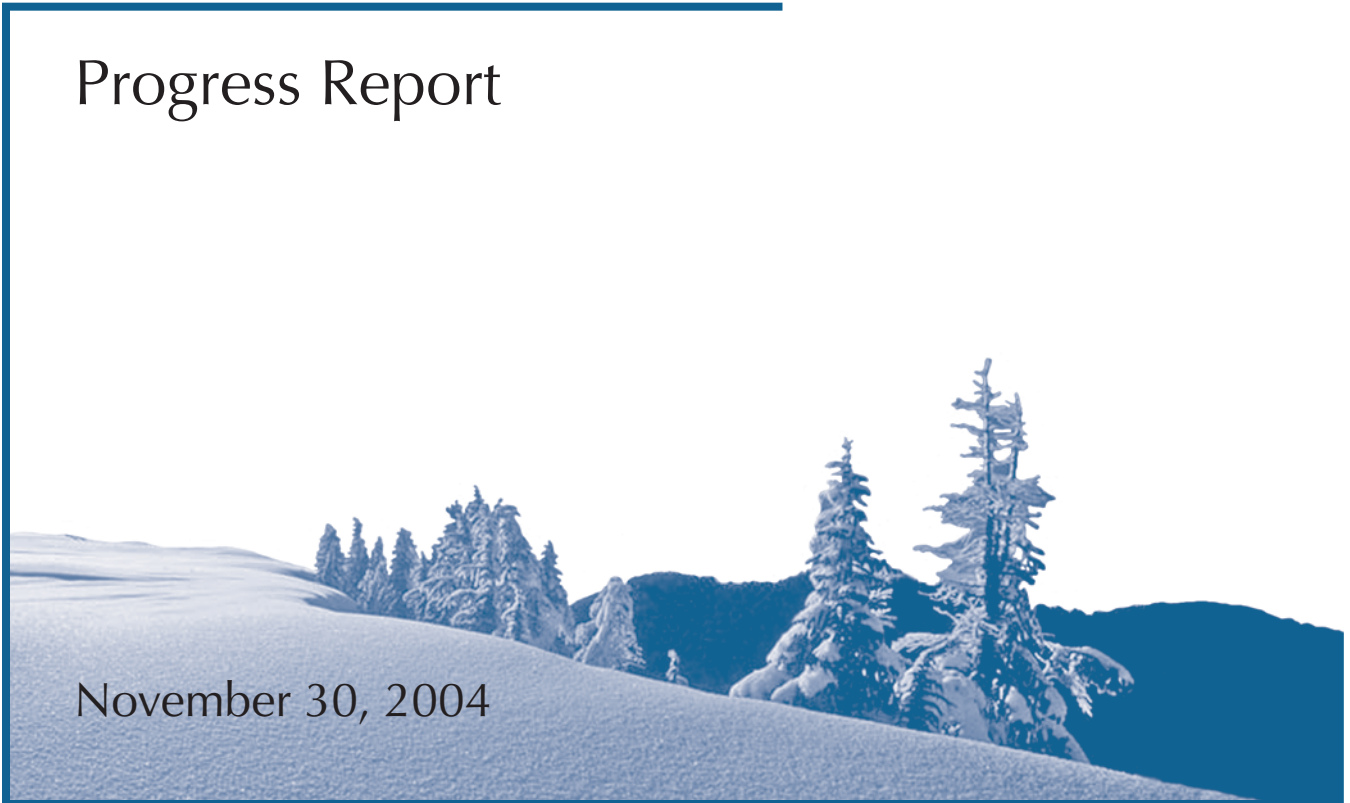


British Columbia Olympic and Paralympic Winter Games Secretariat

Progress Report

November 30, 2004



Ministry of Small Business and
Economic Development

“The Olympics can help make us better in British Columbia. The Olympics can help make us reach out beyond the mundane to something that is bigger than all of us, something that is stronger than we can imagine, something that is more inspiring than we normally think about.”

Premier Gordon Campbell
July 2, 2002 speech to the Vancouver Board of Trade

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Executive Summary

Since the awarding of the 2010 Olympic and Paralympic Winter Games to the City of Vancouver on July 2, 2003, significant progress has been made in planning and preparing for the Games.

The Province of British Columbia has created the B.C. Olympic and Paralympic Winter Games Secretariat (B.C. Secretariat) as its primary agency representing the province for this important event. The Province is committed to accountability and transparency with the public on the Olympic project. This is the first Progress Report issued by the B.C. Secretariat.

This report covers five key areas:

1. Olympic Partnerships

The Province is actively working with key Olympic Partners, including the Government of Canada, the City of Vancouver, the Resort Municipality of Whistler, the Canadian Olympic Committee, the Canadian Paralympic Committee, First Nations and the Vancouver Organizing Committee (VANOC) to ensure the 2010 Winter Games are the best run Olympic Games yet.

In addition to direct Games support, the Province is working with these partners to ensure all of British Columbia benefits as much as possible from this great opportunity. Agreements such as the Multiparty Agreement, the Host City Contract, the 2010 Canadian Opportunities Strategy and the Partners Creating Shared Legacies from the 2010 Olympic and Paralympic Winter Games, were created to ensure British Columbians make the most of the 2010 Winter Games. Areas covered in these agreements include commitments to sustainability, economic development, sport development and social, cultural and economic legacies.

2. Funding Commitments for the Olympic Games

The Province of British Columbia is a significant partner in the Games and has committed to a \$600 million Olympic funding envelope to construct Olympic venues, to provide Games services and provide lasting legacies for aboriginal groups, high performance sport and for housing. The \$600 million envelope includes a \$139.5 million contingency fund under the control of Treasury Board.

To date, the Province has contributed \$106 million, \$51 million for Olympic Venues and \$55 million for the Legacy Endowment Fund. Of the \$51 million in venue funds, \$1 million has been expended by VANOC. The \$55 million was placed in a trust to provide funds to operate three of the new Olympic venues following the Games.

3. Commitments to sustainable legacies

One of the cornerstones of the commitments made by the Province and its Olympic partners is the creation of sustainable legacies related to the 2010 Winter Games. Key legacy initiatives include:

- Canadian Opportunities Strategy – In partnership with the federal government, the Province is working towards development opportunities for high performance athletes, legacies for sport and athlete development, health and well-being, arts and cultural, aboriginal participation in all aspects of the Games and business, economic and tourism development.
- First Nations – The Province and First Nations under the “Partners Creating Shared Legacies from the 2010 Olympic and Paralympic Winter Games” agreement are pursuing legacies for First Nations for economic development, skills and training, culture, housing and sport development.

- The 2010 Commerce Centre – Designed to link B.C. businesses to the 2010 Winter Games to take advantage of Games procurement, to support B.C. businesses in building their businesses and to provide a venue for B.C. businesses to build strategic partners to provide an economic legacy for the province.
- Initiatives to co-ordinate B.C.'s tourism, economic development and investment attraction efforts to maximize benefits to British Columbia leading up to 2010 and beyond.
- Provincial legacy initiatives in sport development and cultural programs to commission and stage new works are being pursued.

4. Financial Risk Management

The Province is committed to fiscal accountability in the management of its financial contribution to the 2010 Winter Games and has taken a number of key steps to ensure its investment is managed appropriately including:

- Establishing the B.C. Olympic and Paralympic Games Secretariat to oversee provincial interests and investments in the Games;
- Placing senior provincial officials on VANOC's Board of Directors and committees;
- Creating cost-sharing arrangements with Olympic Partners, including the federal government;
- Requiring VANOC's business plan to be subject to provincial approval;
- Establishing committees to manage costs for security and medical services; and
- Developing indemnification agreements with the City of Vancouver and the Resort Municipality of Whistler requiring instructions from the province.

5. Vancouver Organizing Committee (VANOC) Update

VANOC was established following the awarding of the Games to Vancouver.

VANOC has taken steps forward in creating an effective organization capable of hosting a successful Olympic Games, including:

- Establishing its Board of Directors;
- Hiring most of its senior management team, including its CEO John Furlong;
- Appointing its external Auditors and published its 2004 Audited Financial Statements;
- Beginning work on its comprehensive business plan, expected to be completed in April 2005;
- Awarding its first national sponsorship to Bell Canada worth a total of \$200 million; and
- Making key decisions on its venue plan to reduce costs and reduce risk including:
 - Moving the Speed Skating Oval from Simon Fraser University to Richmond, reducing VANOC's cost for this venue and reducing its projected operating costs at Games time; and
 - Relocating the International Broadcast Centre from Richmond to the expanded Vancouver Trade and Convention Centre, reducing its capital costs.

The 2010 Olympic and Paralympic Winter Games represents an extraordinary opportunity for British Columbians. The provincial government is working to ensure its investment in the Games is being managed appropriately and that all British Columbians benefit as much as possible from hosting the 2010 Winter Games.

Background

On July 2 2003, Vancouver was selected as the Host City for the Olympic and Paralympic Winter Games (2010 Winter Games) to be held in 2010. At that moment, British Columbia earned a tremendous opportunity to accelerate its economic growth, attract new business investment, create sport and cultural legacies across the province and enhance local and provincial social and environmental sustainability.

Over the last year and a half, significant progress has been made in planning and preparing for the 2010 Winter Games. The social, economic and environmental opportunities associated with hosting an Olympic event are being identified early to be realized before, during and after the 2010 Winter Games – and evolve into enduring legacies for communities and businesses around the province.

This is the first Progress Report issued by the British Columbia Olympic and Paralympic Winter Games Secretariat (B.C. Secretariat). Its purpose: to provide an overview of the Province's role in the 2010 Games and updates on the progress of the Vancouver Organizing Committee (VANOC) as well as the B.C. Secretariat's key functions.

Although we are in the early stages of preparing for the 2010 Winter Games, it is important to ensure the public is kept informed and is provided with timely information on the status of the Province's investment in the 2010 Winter Games.

This report will focus on five key areas:

- Partnerships;
- Funding Commitments for the Olympic Games;
- Commitments to sustainable legacies;
- Financial Risk Management; and
- Vancouver Organizing Committee (VANOC) Update.

Partnerships

Olympic Secretariat Objective: To formalize agreements with core stakeholders, to co-ordinate a successful and integrated Olympic and Paralympic Games and develop legacies to benefit all British Columbians for decades to come.

Much of this objective has been achieved through development of the Multiparty Agreement and through the Vancouver Organizing Committee and Host City Contract.

The Multiparty Agreement

In November 2002, the partners involved in Vancouver's bid to host the 2010 Winter Games entered into the [Multiparty Agreement](#) for the 2010 Winter Olympic and Paralympic Games. This agreement laid out the respective roles and responsibilities of the various parties relating to organization, operations, protocol and accreditations, contributions, financial conditions and legacies should Vancouver be selected as the Host City for the 2010 Winter Games. The signatories included:

- Province of British Columbia;
- Government of Canada;
- City of Vancouver;
- Resort Municipality of Whistler;
- Canadian Olympic Committee;
- Canadian Paralympic Committee; and
- Vancouver 2010 Bid Corporation (replaced by VANOC after the games were awarded).

In addition to the main agreement, each of the government parties provided covenants that outlined their specific obligations regarding the 2010 Winter Games. These covenants included financial guarantees, commercial rights, legislation requirements and provision of services and venues integral to the 2010 Winter Games.

The Province agreed to several key commitments in its Covenant Agreement:

- Establish guarantees for the potential financial shortfall of VANOC for both the Olympic and Paralympic Winter Games.
- Contribute \$255 million for the capital cost of constructing certain new or enhanced 2010 Winter Games related venues. (The Government of Canada will provide a matching contribution.)
- Contribute \$55 million for an endowment legacy fund to support the operating cost of certain of those new or enhanced 2010 Winter Games venues following the 2010 Winter Games. (The Government of Canada will provide a matching contribution.)
- Provide government related services that would ordinarily be provided by the Province (e.g. health care).
- Share the costs of security and policing services, estimated at \$175 million, with the Government of Canada to provide for a safe and peaceful celebration of the 2010 Winter Games.

Vancouver Organizing Committee and the Host City Contract

The Host City Contract sets out the obligations of City of Vancouver, the Canadian Olympic Committee and the Vancouver Organizing Committee to the International Olympic Committee (IOC) in hosting the 2010 Winter Games. This is the key document that details how the 2010 Winter Games must be planned and staged.

As part of that contract, VANOC was incorporated on September 30, 2003 for the 2010 Olympic and Paralympic Winter Games. A federally chartered not-for-profit corporation, VANOC'S mandate, as defined in the Host City Contract, includes:

- To plan, organize, finance and stage the 2010 Winter Games;
- To promote Vancouver, Whistler, British Columbia and Canada as hosts of the Games;
- To provide and assist in the preparation of the facilities as required;
- To lodge the athletes, their entourage and officials;
- To ensure no political demonstration or meeting is held in the Olympic City or its surroundings;
- To organize medical services;
- To solve transportation problems;
- To meet the requirements of the media;
- To organize cultural events (Cultural Olympiad); and
- To write the Final Report on the Games in the two official languages and distribute it within two years of the end of the Games.

VANOC is governed by a 20-member board of directors that includes appointees by the following Games partners:

- the Canadian Olympic Committee (seven, including any Canadian members of the International Olympic Committee);
- the Government of Canada (three);
- the Province of British Columbia (three);
- the City of Vancouver (two);
- the Resort Municipality of Whistler (two);
- the Canadian Paralympic Committee (one);
- a joint appointment by the Band Councils of the Lil'wat and Squamish Nations (one); and
- one member nominated by the other 19 members.

Other Key Relationships

In addition to VANOC, the B.C. Secretariat is working with a number of other key partners both internal and external to government. These include:

- The [Canadian Olympic Committee](#), a private, not-for-profit corporation which was recognized by the International Olympic Committee as the National Olympic Committee for Canada in 1907. The Canadian Olympic Committee is responsible for all aspects of Canada's involvement in the Olympic movement, including Canada's participation when chosen as an Olympic host.
- The [Canadian Paralympic Committee](#), a not-for-profit, charitable, private corporation recognized by the International Paralympic Committee as the National Paralympic Committee of Canada. It leads the Canadian participation in all Paralympic events.
- The [Government of Canada](#), represented by the Department of Canadian Heritage, is a full financial partner in the staging of the 2010 Winter Games. Their role is to ensure the national investment in the 2010 Winter Games is expended judiciously, that the 2010 Winter Games bring community, sport and athletic development legacies for the country and to work closely with VANOC and other partners to

ensure the federal provision of services is coordinated and efficient. After the 2010 Winter Games had been awarded, the Governments of Canada and British Columbia entered into a [Memorandum of Intent](#) to expand their working relationship to take full advantage of the sport, social and economic opportunities offered by the Games. The 2010 Canadian Opportunities Strategy Committee has been formed to deliver on the commitments made between the two governments.

- The host, [City of Vancouver](#), which has entered into the Host City Contract with the International Olympic Committee is the primary venue site for the 2010 Winter Games, including the Opening and Closing ceremonies.
- The [Resort Municipality of Whistler](#), the predominant snow sport venue site of the 2010 Winter Games.
- The four “Host First Nations” within whose territories the 2010 Winter Games are being held:
 - Lil’wat Nation;
 - Musqueam Nation;
 - Squamish Nation; and
 - Tsleil-Waututh Nation.
- [2010 LegaciesNow](#), a not-for-profit organization created to develop a sport legacy in the years prior to the 2010 Winter Games. Their mandate has since been expanded to ensure every region of British Columbia benefits from the legacies that will come from hosting the 2010 Winter Games by leveraging opportunities in the areas of sport and recreation, arts and culture, literacy and volunteerism.

The B.C. Secretariat is also working directly with provincial ministries and agencies that have mandates to ensure delivery of provincial infrastructure and services directly related to staging the 2010 Winter Games, but that fall outside the responsibility of VANOC. Provincial ministries will include the Ministry of Health (Games Medical Services) and the Ministry of the Solicitor General (Games Security Services), among others.

Other important partners for the B.C. Secretariat include businesses, communities and private sector organizations that can assist in maximizing corporate investment in B.C., the achievement of 2010 Winter Games’ social and environmental sustainability targets and assist in providing new, long-term economic opportunities for First Nations. The B.C. Secretariat will focus its efforts on these partnerships as well as relationships with officials from other Olympic host cities, sponsors and the international business community to ensure the 2010 Winter Games exceed provincial expectations.

Provincial Funding Commitments

Objective: To provide affordable, sustainable investments in direct Games-related infrastructure and legacies.

The Province has committed a total of \$600 million towards the 2010 Olympic and Paralympic Winter Games. Funding will be provided for direct Games-related costs relating to Olympic venues, a Legacy Endowment Fund, security, essential services (medical) and a contingency fund. Commitments have also been made for operating funds for the Paralympic Games and for grants designed to assist in the creation of Aboriginal Legacies, Sports Development and a Whistler Housing Legacy.

In addition to the Provincial commitment, the Government of Canada will be contributing an equal share towards the cost of venues, the Legacy Endowment Fund and security.

In January 2003, the Auditor General of British Columbia (Auditor General) released a report titled "Review of Estimates Related to Vancouver's Bid to Stage the 2010 Olympic and Paralympic Winter Games." In the response to that report, the provincial government committed to fiscal accountability in both the management of costs and projected revenues of the Games.

A key function of the B.C. Secretariat is to provide, on behalf of the Province, an oversight role to ensure the provincial investment in the 2010 Winter Games is prudently managed. The Deputy Minister of the B.C. Secretariat participates as an observer at VANOC board meetings. In addition, the Deputy Minister to the Premier and Cabinet Secretary is a member of the VANOC Board of Directors and he and the Deputy Minister of the B.C. Secretariat co-chair the VANOC Finance Committee.

Direct Costs	Provincial Commitment (\$ millions)	Provincial Contribution to November 30, 2004 (\$ millions)	Federal Commitment (\$ millions)	Total Direct Cost Commitment (\$ millions)
Olympic Venues	235	51	235	470
Olympic Live Sites	20		20	40
Legacy Endowment Fund	55	55	55	110
Total Capital Contributions	310	106	310	620
Security	87.5	0.2	87.5	175
Total Federal/Provincial Cost Shared	397.5	106.2	397.5	795
Essential Services (Medical/Other)	13		12.5	25.5
Total Direct Costs	410.5	106.2	410	810.5
Other Provincial Commitments				
Paralympic Games – Operating	20			
Aboriginal Legacy	10	3		
Sports Development	10			
Whistler Legacy	10			
Total Other Provincial Commitments	50	3		
Provincial Contingency Fund	139.5			
Provincial Total	600	109.2		

In compliance with the provisions of the Multiparty Agreement, VANOC will complete its Business Plan by April 2005 (see VANOC update later in this report). Once complete, VANOC is required to submit the plan to the Governments of Canada and British Columbia for approval. Once it is approved, VANOC will be responsible for providing quarterly updates to the plan, including forecasts of revenues and expenditures. Any significant changes (\$5 million or more) to the Business Plan will require the prior written consent of the Governments of Canada and British Columbia.

In his January 2003 report titled "Review of Estimates Related to Vancouver's Bid to Stage the 2010 Olympic and Paralympic Winter Games" the Auditor General noted:

"We examined the processes used to develop the Bid Corporation's estimates, and found nothing significant to lead us to conclude they are not reasonable. The Corporation's approach to preparing these Bid Estimates was organized and made good use of the expertise of its staff, volunteers and consultants, and of information from the International Olympic Committee (IOC) and past Games. We also concluded the key assumptions made by the Bid Corporation to develop its estimates are plausible for the purpose of meeting IOC specification."

The Province, through the B.C. Olympic and Paralympic Winter Games Secretariat, will be actively managing its \$600 million commitment to the 2010 Winter Games. The Office of the Auditor General continues to monitor activities related to the 2010 Winter Games. The next report is expected in 2006.

Components of the Provincial Funding Envelope

Olympic Venues (\$235 million)

The Governments of Canada and B.C. have each agreed to contribute \$235 million to VANOC towards capital expenditures on new or renovated Games venues and related support facilities. These contributions were based on capital estimates prepared by the Bid Corporation in compliance with International Olympic Committee specifications. The Bid Corporation included a five per cent project contingency in each venue budget.

As the various capital projects move through their design stages more accurate cost estimates will be available. However, in developing its capital project budgets, VANOC will be working within the constraints of the overall capital funding commitment made by the Governments of Canada and British Columbia.

VANOC is working aggressively to manage within the overall capital project budget and is taking prudent steps to minimize risks associated with cost overruns. The decisions to locate the Speed Skating Oval in Richmond and the International Broadcast Centre at the expanded Vancouver Convention and Exhibition Centre are examples of steps taken by VANOC to reduce both capital and operating costs. When the VANOC Business Plan is created, there will be updated information available regarding the scheduling of the construction projects.

Currently, \$50 million of the Province's \$51 million contributed in fiscal 2003/04 for construction on Hastings Park venues, the Vancouver Hillcrest Curling Venue and for the Vancouver Athlete's village is unspent by VANOC.

Olympic/Paralympic Live Sites (\$20 million)

Funding for the Olympic/Paralympic Live Sites is one avenue by which municipal government and non-profit societies across the province will be able to participate and benefit from the 2010 Winter Games. Eligible projects may include construction or upgrading of facilities that will leave a lasting Olympic legacy, or development of Olympic event viewing venues.

Although the Government of Canada has committed \$20 million for the Olympic/Paralympic Live Sites as part of their capital contribution, they have not yet confirmed the nature of their participation in the program. The Provincial Government has decided to move forward with its \$20 million commitment to the program to ensure local governments have sufficient time to fully participate in the program. Details of the [Olympic Live Sites Program](#) were announced by the Premier on November 24, 2004.

By March 2005, \$3 million of this funding will be awarded; the remainder by March 2006.

Legacy Endowment Fund (\$55 million)

As part of the Multiparty Agreement, the Governments of Canada and British Columbia each agreed to contribute \$55 million to a Legacy Endowment Fund. Its primary purpose is to contribute to the ongoing operation of the Whistler Nordic and Sliding Centre and the Richmond Speed Skating Oval. The fund will also be used for athlete and coach sport development programs at the facilities.

The Province fully funded its \$55 million commitment in March 2004. The trust funds are currently managed by the British Columbia Investment Management Corporation. The matching \$55 million contribution from the Government of Canada is expected before March 31, 2005. No funds have been expended from the Trust to date.

Security (\$87.5 million)

The Royal Canadian Mounted Police (RCMP) will take the lead in forming an integrated police planning group. The RCMP is also responsible for providing the necessary and appropriate security measures to ensure the Games are held without incident.

Under the Multiparty Agreement, the Governments of B.C. and Canada agreed to share the costs of security and policing services directly related to the 2010 Winter Games. The Bid estimates of \$175 million were developed with consideration for various threat levels and it is anticipated this will provide adequate funding.

The Governments of Canada and B.C. are currently finalizing a "2010 Olympic and Paralympic Winter Games Security Cost Sharing Memorandum of Agreement." This agreement calls for creation of a B.C. / Canada Joint Security Committee to monitor development of the RCMP's security plan. Annual updates to the Security Plan and the related budget through to the end of the 2010 Winter Games are key components of the agreement.

Essential Services – Medical (\$13 million)

The cost of medical services during the 2010 Winter Games has been estimated at \$29 million. The medical services being provided by the Province for the 2010 Winter Games are estimated to cost \$13 million. The remaining services are included in VANOC's operating budget. The Ministry of Health Services has the lead role for planning and executing the Province's medical services during the 2010 Winter Games. A joint planning approach will be taken to ensure all related 2010 Winter Games operations (Security, Public Safety, VANOC Operations, etc.) work together to ensure efficient operations.

Paralympic Winter Games – Operating (\$20 million)

Forty countries are expected to participate in the 2010 Paralympic Winter Games taking place in March 2010 following the 2010 Olympic Winter Games. The Province has made a funding commitment of \$20 million towards the operating costs of the Paralympic Games.

Aboriginal Legacies (\$10 million)

The Province made \$10 million in financial commitments to the Squamish and Lil'wat Nations when the [Partners Creating Shared Legacies from the 2010 Olympic and Paralympic Games](#) agreement was signed in November 2002. This agreement includes a wide range of commitments made to the Nations including transfers of Crown Land for economic development, skills and training legacies, as well as contributions towards a cultural centre, tourism promotion and an aboriginal youth sport legacy fund. On March 31, 2004, the Province contributed \$3 million to establish an Aboriginal Youth Sport Legacy Fund.

Sport Development (\$10 million)

The Province will contribute \$10 million to extend its return on investment in the 2010 Winter Games by strategically investing in the B.C. sport system, athletes, coaches, officials and communities. This investment will be in five key areas:

- emphasis on development and delivery in outside the Vancouver and Victoria regions;
- strategies to increase physical activity;
- improved, direct coaching and athlete support throughout B.C.;
- strengthening sport organizations and support structures around B.C. athletes; and
- attracting national and international competition to British Columbia.

2010 LegaciesNow is currently developing plans for this provincial contribution to sport development in B.C.

Whistler Legacy (\$10 million)

The Province and the Resort Municipality of Whistler (Whistler) will negotiate a transfer of provincial Crown land to Whistler to establish a land trust, to be used specifically as a long-term solution to Whistler's challenge in finding resident housing opportunities.

Provincial Contingency Funding (\$139.5 million)

The Province has provided for provincial contingency funding to address unbudgeted costs that may arise in relation to the province's commitments around the 2010 Winter Games. Treasury Board is maintaining control over approving any access to contingency funding. The status of all projects will be monitored on an ongoing basis and proof of requirement will be demanded before any funds will be released from the contingency.

Financial Risk Management

The provincial government is committed to fiscal accountability in the management of costs and projected revenues for the Games. To help ensure good management of the Province's Games commitment, the Province has taken a number of key steps:

- The establishment of a \$600 million Olympic funding envelope which includes amounts for infrastructure, legacies, medical and security. This also includes a \$139.5 million contingency fund controlled by Treasury Board;
- The development of indemnification agreements with the City of Vancouver and the Resort Municipality of Whistler requiring instructions from the province;
- The creation of cost sharing arrangements with other Olympic partners, particularly the federal government;
- The requirements in the Multiparty Agreement for review and approval of VANOC's business plan;
- The involvement of senior provincial officials on VANOC's Board, and committees; and
- The establishment of the B.C. Olympic and Paralympic Winter Games Secretariat to oversee provincial interests and investment in the Games.

Cost estimates for the 2010 Winter Games are being monitored closely - particularly in light of significant cost overruns in the staging of the 2004 Olympic Games in Athens and the potential overruns anticipated for the 2006 Games in Turino, Italy. The following risk areas are being monitored to ensure early warning signals are identified so measures can be taken to reduce or eliminate their impact.

Risk of Capital Project Cost Overruns

There is a potential risk for capital cost overruns in excess of VANOC's overall capital project budget that would require access to the contingency. These cost pressures may come from inflation, foreign exchange fluctuations, project scope changes and/or other unplanned costs.

However, as noted earlier, VANOC is working aggressively to manage within the capital project budget and is taking prudent steps to minimize risks associated with cost overruns. The Business Plan, to be completed in April 2005, will include an updated Venue Plan that falls within the constraints of the \$510 million total capital funding envelope identified in the original Bid document.

As projects reach the detailed design stage, VANOC will be in a better position to assess the risk of capital project cost overruns on the overall capital budget and implement remedial measures to stay within the overall capital funding commitment made by the Governments of Canada and British Columbia.

Risk of a Vancouver Organizing Committee Operating Deficit

There is a potential risk that the Province will be called upon to honour its guarantee to the IOC to cover a potential financial shortfall of VANOC. Pressures may be caused by inflation, foreign exchange fluctuations, other unplanned costs and/or revenue shortfalls. The Business Plan, to be completed in April 2005, will include an updated Operating Budget that must be balanced. The budget will also include a contingency to allow for potential operating overruns and/or revenue deficiencies.

In addition to the Operating Budget, an updated financial plan will be completed that includes all sources of funding as well as a plan for achieving sponsorship revenue and value-in-kind support targets. VANOC is also responsible for developing a deficit avoidance plan for remedial measures to eliminate an operating budget deficit to mitigate the risk to the province under its guarantee of VANOC's financial shortfall to the IOC.

Risk that Security Costs Could Exceed Bid Estimates

The Governments of Canada and B.C. have agreed to share the costs of security and policing services directly related to the 2010 Winter Games. The two governments and the RCMP will work closely to develop agreements with other security partners to ensure costs remain within the amount included and approved in the Bid estimates.

There is a risk that security costs could exceed the Bid estimates due to increased risk levels (risk levels could also decrease) and/or inflationary impacts. A "Security Committee" will be formed with representatives from both the provincial and federal governments to oversee the financial aspects of the RCMP Security Plan to manage within the \$175 million budget. Any increased costs, above the \$175 million budget, will be submitted to the Treasury Boards of Canada and the Province for review and approval. If an increase is approved, the Province will need to accommodate its share of the shortfall within the Province's contingency funding. When the Bid estimates were prepared various risk levels were considered and contingencies were included in developing the original \$175 million budget amount.

Risk that Essential Service (Medical) Costs Could Exceed Bid Estimates

There is a risk that cost pressures will have an effect on Games medical costs. The Bid estimate for Essential Service (Medical) Costs was developed based on 2002 prices. The Province will work to manage medical costs within the Bid estimate. If actual costs exceed the Bid estimates, the Province will need to accommodate this amount within the Province's contingency fund.

Risk of Claims Against Indemnities Provided Vancouver and Whistler

The Province has entered into separate Participation Agreements with both the City of Vancouver and the Whistler to indemnify them against losses, damages, expenses, legal claims, liabilities and other costs related to the 2010 Winter Games.

Indemnification under these agreements is dependant on Vancouver or Whistler acting on instructions from the Province. Also, they are required to minimize the impact of the potential costs through good business practices.

Any potential claims for provincial indemnities will be reported in the Province's financial statements when they are known and estimable.

Commitment to Sustainable Legacies

Objective: To work with other funding and Olympic partners to generate sustainable sport, social, cultural and other legacies for British Columbia and for Canada before, during and after the 2010 Winter Games.

The 2010 Winter Games effort and financial investment will culminate in legacies across the province and the country before, during and after the 2010 Winter Games. In addition, the 2010 Winter Games will afford an extraordinary opportunity to raise British Columbia's and Canada's international profile as a tourism destination, innovator, industrial supplier and investment target. The provincial and national benefits include: a stronger position within the global business community, local and national sport and culture legacies, long-term economic growth and achievement of a new level of social and environmental awareness and sustainability.

There are initiatives that cover a broad range of legacies and others that are targeted to specific areas. These include:

- 2010 Canadian Opportunities Strategy;
- First Nations Legacies;
- Sport Legacies;
- Cultural Legacies;
- Economic Legacies; and
- Social Legacies.

2010 Canadian Opportunities Strategy

On April 1, 2004, a "[Memorandum of Intent](#) between the Government of Canada and the Government of British Columbia on a 2010 Canadian Opportunities Strategy" was signed. The 2010 Canadian Opportunities Strategy Committee, led by the Department of Canadian Heritage and the B.C. Secretariat, collaborates on developing strategies that will bring opportunities to all Canadians including efforts towards:

- Providing development opportunities for high performing athletes;
- Sustainable legacies for sport and athlete development;
- Education, sport and recreation programs to promote activity and physical well-being among Canadians of all ages;
- Arts and cultural programs that will recognize and showcase the talent and cultural diversity of Canadians, and provide opportunities for participation in all communities;
- Opportunities for First Nations, Inuit and Métis participation in all aspects of the Games;
- Opportunities to actively recruit and involve the francophone communities of British Columbia and Canada;
- Opportunities for Canadians across the country to experience the 2010 Winter Games through volunteer programs;
- Opportunities for Canadian businesses to provide goods and services to support the Olympic and Paralympic events;
- A trade, innovation and investment strategy that brings Canada to the attention of the world and enables all parts of the province and country to benefit from the economic catalyst the Games will provide; and
- A tourism strategy that showcases the Province of British Columbia and Canada.

First Nations Legacies

On November 22, 2002, the Squamish and Lil'wat Nations, the Vancouver 2010 Bid Corporation and the Province of B.C. signed the [Partners Creating Shared Legacies from the 2010 Olympic and Paralympic Winter Games](#) agreement to create a number of shared legacies. They include:

Lands for Economic Development

The Province of B.C. agreed to provide a grant of 300 acres of land, within its \$600 million Olympic funding envelope, for the Nations to pursue economic development opportunities within their shared territories, with the transfer targeted for completion in April 2005. The land is to be transferred to the Nations, or an entity established by the Nations, at no cost. Potential uses for the land include a public championship golf course, a Nordic lodge or recreational campground. The Province also agreed to provide \$50,000 towards completion of a feasibility study that would include a land location analysis and land use opportunity analysis.

Skills and Training Legacy Project

The Province agreed to contribute \$2.3 million over three years to establish a Skills and Training Legacy Project, to enhance training and capacity building for the Nations.

Squamish and Lil'wat Naming and Recognition Project

The Province and the Nations agreed to dual name places in the shared territory, including the Callaghan Valley, to include a name chosen by the Nations. The Province also committed to provide \$500,000 for the creation of maps, signs, interpretive plaques and other related products to promote tourism, to be used for educational purposes and for use at the Cultural Centre.

Squamish and Lil'wat Cultural Centre

The Province agreed to contribute \$3 million outside of its \$600 million Olympic funding envelope, toward the construction of a \$15 million Squamish and Lil'wat Cultural Centre in the Resort Municipality of Whistler for completion by mid-2005.

Shared Ownership of New Athletic Facilities

The Nations will share in the ownership, management and operation of the Nordic Centre, Sliding Centre, and Whistler Athlete Centre which the Province is providing funding for within its \$600 million Olympic funding envelope. This will enable them to support opportunities for aboriginal athletes to train in the facilities, along with other world-class athletes.

Endowment Fund

The Nations will also indirectly benefit from the \$110 million endowment fund established by the Government of Canada and the Province and Government of Canada, from its \$600 million Olympic envelope. The endowment fund, designed to assist with the operation of venues created for the 2010 Winter Games, will help support the ongoing operation of the Nordic Centre and Sliding Centre, in which the Nations will share ownership through membership in the Whistler Legacies Society that will own the Centres.

Olympic Legacy Housing for the Nations

The Bid Corporation agreed to contribute \$6.5 million towards housing for the Nations. The first funding priority will be the construction of 50 moveable houses as part of the Whistler Olympic Village. The Province is contributing towards these houses under its \$600 million Olympic funding envelope. After the Games, ownership of the houses will be transferred to the Nations. They will have the option of using the homes, or selling them and using the proceeds to support their housing requirements. The agreement specifies that neither the Province nor the Bid Corporation is responsible for funding the cost of moving, establishing the infrastructure or funding servicing requirements should the houses be moved.

Economic Opportunities

The Bid Corporation provided a guarantee of contracting opportunities for the Nations, including significant contracts in the Callaghan Valley that would be directly undertaken by the Nations. The types of contracting opportunities, pursuant to VANOC's procurement policies would include trail clearing, trail legacy construction, environmental work, processing of on-site timber, supplying or constructing homes for the Village, supplying materials or constructing the day lodge, replanting and site restoration.

Aboriginal Youth Sports Legacy

The Province contributed \$3 million from within its \$600 million Olympic funding envelope in April 2005 towards establishing an Aboriginal Youth Sports Legacy fund, for all aboriginal youth in B.C. to use in pursuing sports. All parties committed to approaching the Government of Canada for matching funds.

Sport Legacies

Legacy Endowment Fund

As part of the Multiparty Agreement, the Governments of Canada and British Columbia agreed to each contribute \$55 million to a Legacy Endowment Fund (the Endowment). Earnings from the Endowment will be applied as follows:

- First call is to maintain the purchasing power of the fund;
- Second call is to pay the operating costs and related capital maintenance costs of each of the Whistler Nordic Centre, Whistler Sliding Centre and the Speed Skating Oval at Richmond from the time each is substantially completed;
- Third call is to be used for athlete and coach sport development programs at the facilities supported by the endowment; and
- Fourth call is to be used for athlete and coach support development programs at facilities elsewhere in Canada.

The Province's full contribution to this fund was made in fiscal 2003/04 from within its \$600 million Olympic funding envelope.

Sports Venue Legacies

In preparation for the 2010 Winter Games, new competition venues will be constructed and existing facilities renovated. (See Appendix I for a listing of the venues.) The provincial funding for these venues will be within the \$600 million Olympic funding envelope. These venues are being designed to provide lasting legacies for the development of sport and training future generations of athletes. Communities will benefit from new and upgraded permanent facilities that will support recreational use, high performance training and hosting of world-class sports events.

Whistler Athletes' Training Centre

The Whistler Olympic Village will be designed to accommodate a permanent Athletes' Training Centre. The provincial contribution to this centre will come from within the \$600 million Olympic funding envelope. Upon completion of the 2010 Winter Games, 216 rooms will revert to an Athletes' Training Centre, providing permanent accommodation for athletes to train and to support the future hosting of World Cup events. Approximately half of the rooms will be designed to accommodate athletes with disabilities. Ownership of the Athletes' Training Centre is to be vested in the Whistler Legacy Society along with the Whistler Sliding Centre and the Whistler Nordic Centre.

Cultural Legacies

The Province has established a \$20 Million Arts Fund outside of the \$600 million Olympic funding envelope to promote cultural and artistic activities related to the 2010 Winter Games. The fund will be used to commission and stage new, uniquely Canadian works in time for the 2010 Cultural Olympiad, showcasing the best of British Columbia to the world. Annual expenditures are based on interest yielded from the fund, with an expected \$400,000 to \$640,000 paid out annually to arts and culture groups across British Columbia.

Economic Legacies

The B.C. Secretariat, outside of the \$600 million Olympic funding envelope, will lead and/or coordinate the activities of Olympic partners and provincial agencies to ensure the economic opportunities associated with hosting the 2010 Winter Games translate into new investment and business throughout British Columbia and Canada.

One key initiative launched in October 2004 is the B.C. Secretariat's 2010 Commerce Centre. The 2010 Commerce Centre will assist communities and businesses to maximize the \$4 billion in economic opportunities that are expected to be generated by the 2010 Winter Games. This initiative will include:

- A website that provides a one-stop portal to resources and information relating to procurement opportunities, vendor qualification criteria, sponsorship, merchandising and use of logos. It will also feature a business registry of B.C. companies and suppliers who will receive directed information on new opportunities. The website was launched in October 2004.
- Regional business development workshops to assist B.C. business in winning Olympic related contracts.
- A business club and corporate hosting program to assist B.C. businesses in developing relationships with B.C., Canadian and International corporations necessary to win Olympic contracts and to provide a springboard for continued growth.
- Storefront centre scheduled to open in 2006.

The B.C. Secretariat, through its initiatives relating to the Province's 2010 Commerce Centre as well as other activities, is:

- Working with lead agencies to ensure an economic maximization strategy is in place;
- Ensuring communities and businesses throughout B.C. receive the tools, information and networks necessary to pursue Olympic related opportunities; and
- Ensuring Olympic procurement opportunities for businesses across British Columbia are maximized.

In addition to B.C. Secretariat led initiatives, extensive work is underway to expand the tourism industry in British Columbia. Using the 2010 Winter Games as a catalyst, additional marketing and promotion is expected to generate significant results before, during and after the 2010 Winter Games.

Social Legacies

The City of Vancouver has committed to developing residential housing on the site of the Vancouver Olympic Village with a portion developed as rental housing owned or operated by non-profit housing societies (non-market housing).

The Resort Municipality of Whistler and the Province have negotiated the transfer of Provincial Crown land to establish a land trust to develop permanent non-market housing for Whistler's employees. The proposed site plan for the Olympic Village includes a variety of permanent housing including apartments, townhouses and dormitories. After the 2010 Winter Games, the new residential neighborhood will accommodate amenities such as a daycare, recreational facilities, convenience shopping, community meeting space, community gardens and recycling facilities.

Provincial funding for the Olympic villages will come from within the \$600 million Olympic funding envelope.

Update on the Vancouver Organizing Committee

VANOC was created as the successor to BidCorp, the entity that led the drive to bring the 2010 Winter Games to Vancouver. VANOC has the primary responsibility to plan, organize, finance and stage the 2010 Winter Games.

Since its inception on September 30, 2003, VANOC has been moving forward on many fronts to fulfil its mandate. Key organizational milestones include:

- In October 2003, VANOC established its Board of Directors;
- In December 2003, various “joinder agreements” were completed whereby VANOC assumed certain obligations and agreements previously undertaken by BidCorp;
- In February 2004, John Furlong was named as Chief Executive Officer;
- During 2004 senior management personnel have been hired in key areas. Vice Presidents in Olympic Planning, Sport, Finance, Venue Development, Revenue, Marketing, Communication and General Council are all in place;
- In July 2004, Ernst and Young LLP were appointed as independent external auditors; and
- In November 2004, VANOC released its [2004 Audited Financial Statements](#).

With most of its senior management now in place, VANOC is focusing on continuing to build the team required to deliver the 2010 Winter Games, and on developing the systems and infrastructure to support that team. It is also developing a comprehensive Business Plan that is outlined in the following section.

Vancouver Organizing Committee Business Plan

In accordance with the Multiparty Agreement, VANOC is developing a comprehensive business plan that details the planning, organizing, financing and staging of the 2010 Winter Games. The plan is scheduled for completion in April 2005 and must be submitted to the Governments of Canada and British Columbia for approval. The business plan will consist of several components including:

Financial Plan – Includes all sources of funding as well as financial and cash flow projections;

Sponsorship Plan – Includes a plan for achieving sponsorship revenue and value-in-kind support targets;

Operating and Capital Budgets – Includes updated budgets for both the Olympic and Paralympic Games;

Project Control Strategy – Includes a deficit avoidance plan, and an internal progress evaluation mechanism;

Risk Management Plan – Includes identification of major sources of risk, and a system to monitor and mitigate risk;

Plan for Acquiring Services – A strategic plan for planning and procuring services;

Human Resources Plan – A strategic plan that addresses the issue of building the required competent team to deliver the Games;

Environmental Scan – A strategic plan for achieving the Games environmental and sustainability goals;

Venue Plan – A strategic and detailed plan for the acquisition and development of the venues required to deliver the Games;

Marketing Plan – Based on the Marketing Plan Agreement with the International Olympic Committee;

Security Plan – VANOC’s plan for integrating with the RCMP’s security plan;

Cultural Plan – A comprehensive plan that encompasses the cultural component of the Games;

Health Plan – A comprehensive plan for delivering Games health services, and for integrating with the Province’s health services plan; and

Communication Plan – A comprehensive strategy to address communications issues with all VANOC’s stakeholders.

It is anticipated by VANOC that the Business Plan, particularly the budget components, will have two substantial revisions prior to the Games. The first will be in September 2006, which will incorporate learning from the 2006 Torino Games. The second will be in September 2008 when the detailed functional budgets will be finalized.

Venue Update

Construction of some venues will begin in 2005 with the significant, new competition venues targeted for completion between 2007-2009. (See Appendix II for venue status)

Key decisions regarding venues made by VANOC in 2004 include:

- In August 2004, the decision was made to move the Speed Skating Oval from Simon Fraser University to Richmond. The Richmond proposal, which limits VANOC’s contribution to \$60 million, will provide \$3.7 million in cost savings from the Bid Book venue estimate. VANOC anticipates additional operational savings during the Games as the Richmond Oval is larger than the originally planned venue.
- In August 2004, Vancouver based Sandwell Engineering was selected to design the Whistler Nordic Centre. Master planning and general site engineering is underway, with construction scheduled to begin in 2005.
- In September 2004, the Expanded Vancouver Convention and Exhibition Centre was selected as the International Broadcast Centre (the original proposed venue site was the to-be constructed Richmond Trade and Convention Centre). The International Broadcast Centre will be combined with the Main Press Centre in Vancouver. This will streamline media operations and reduce capital costs. The centre is under construction and will be completed in 2008.

Local Marketing and Sponsorship Update

VANOC is currently finalizing its Marketing Plan Agreement with the International Olympic Committee. This is the key agreement that will allow VANOC to pursue marketing and sponsorship opportunities for the 2010 Winter Games.

As part of its Business Plan, VANOC is developing its strategic marketing and sponsorship plan which will focus on achieving the required revenue targets called for in the Games’ budget.

Interest on the part of potential sponsors is very high, with VANOC receiving many queries and unsolicited proposals. Two such proposals were from Telus and Bell Canada, Canada’s two largest telecommunications corporations. VANOC implemented an evaluation process to review the two proposals. In October 2004, Bell Canada was selected as its official telecommunications sponsor. Bell’s total contribution including cash, value-in-kind and marketing support is valued at \$200 million; the highest amount ever for this category.

Appendix I

Estimated Federal/Provincial Venue Contribution Costs from Vancouver Bid Book

Venue	Events / Usage	Combined Venue Commitment	Planned Contributions	
			B.C.	Canada
Vancouver – Competition and Training				
General Motors Place	Hockey	5,000,000	2,500,000	2,500,000
UBC Hockey Rink	Hockey	35,834,000	17,917,000	17,917,000
Hastings Park	Figure Skate, Short Track Speed Skate	23,101,000	11,550,500	11,550,500
Hillcrest / Nat Bailey Park	Curling	28,250,000	14,125,000	14,125,000
Speed Skating Oval	Long Track Speed Skating	63,699,000	31,849,500	31,849,500
Cypress Mountain	Snowboarding, Freestyle Skiing	10,878,000	5,439,000	5,439,000
Whistler – Competition and Training				
Whistler Blackcomb	Alpine Skiing	23,079,000	11,539,500	11,539,500
Whistler Nordic Centre	Nordic Skiing/Comb, Biathlon, Ski Jump	102,000,000	51,000,000	51,000,000
Whistler Sliding Centre	Bobsled, Skeleton, Luge	55,000,000	27,500,000	27,500,000
Athletes Centre Legacy	Athlete's training centre in Athlete's Village	13,000,000	6,500,000	6,500,000
Vancouver – Support Facilities				
False Creek Athletes Village		30,000,000	15,000,000	15,000,000
International Broadcast Centre	At Trade and Convention Centre	15,000,000	7,500,000	7,500,000
BC Place	Opening/closing/medal ceremonies	2,500,000	1,250,000	1,250,000
Killarney	Training Centre	2,500,000	1,250,000	1,250,000
Hastings Park	Training Centre	2,500,000	1,250,000	1,250,000
Whistler – Support Facilities				
Whistler Athletes Village	Athlete Housing	26,000,000	13,000,000	13,000,000
First Nations Housing Legacy	Part of Athletes Village	6,500,000	3,250,000	3,250,000
Whistler Media Centre		3,000,000	1,500,000	1,500,000
Sledge Hockey Arena	Paralympic Site	20,000,000	10,000,000	10,000,000
Training Venues		2,159,000	1,079,500	1,079,500
Olympic Live Sites		40,000,000	20,000,000	20,000,000
Total – Venue Capital		\$510,000,000	\$255,000,000	\$255,000,000

Appendix II: Status Update on Olympic Venues as of November 30, 2004

Whistler Nordic Centre

The venue designers are making progress while work proceeds on the master plan to finalize the location of the various components on site as well as incorporating allowances for legacy components. On site crews are in the process of finalizing trail layouts and doing the background geotechnical and survey investigations necessary to finalize the locations of functional areas within the venue, which are necessary to move to the detailed design stage.

Public comments as part of the environmental assessment process were received until November 15 following information sessions in North Vancouver, Squamish, Whistler and Pemberton. The Environmental Assessment process is proceeding, construction is planned to begin in Spring 2005.

Whistler Sliding Centre

The run dynamics engineering is nearing completion for the Sliding Centre and are ready to be signed off by the International Bobsleigh and Skeleton Federation and the International Luge Federation. Designers are working on the master plan and detailed design of the venue. The first draft of the Project Definition Report will be completed in January.

The environmental approval process for the Sliding Centre is proceeding on schedule. Agreement has been reached with Whistler Blackcomb for the relocation of their equipment compound this fall to enable construction in this area to commence in spring 2005.

UBC Hockey Venue

The current plan is expected to be constructed within UBC and VANOC'S funding envelope. UBC has short-listed three design build teams, who will submit competitive proposals in early 2005. UBC is finalizing its master plan for their athletic precinct, which would see this arena complex as its centrepiece and include playing fields, a new stadium and complementary academic/research components for sports medicine and kinesiology. Together, this would create a strong legacy from the 2010 Winter Games. Construction is expected to begin in early 2006.

Richmond Speed Skating Oval

VANOC and the City of Richmond are in the process of finalizing a formal agreement that reflects Richmond's successful proposal. The selection process for design and project management teams is underway and selections are expected to be confirmed by Richmond Council. Preliminary geotechnical and survey work on the site is underway. Extensive consultation with the community that took place in August and September 2004 provided positive feedback. Richmond is working to finalize operational and legacy plans for the facility. Construction is expected to begin in late 2005.

Whistler Blackcomb Alpine Courses

VANOC has completed a review of the Alpine skiing venues. Being considered is combining all of the alpine technical events at Whistler Creekside or a split between Creekside and Blackcomb. Key issues include comparing the relative merits from an operational, cost and risk management perspective of combining the venues. Once a determination is made, VANOC will seek approval of the International Ski Federation and the International Olympic Committee.

Hastings Park

A Capital Works Committee has been formed between VANOC and the City of Vancouver to review upgrade plans and timing for the Coliseum and Agrodome. Early components are expected to include infrastructure upgrades, and potentially Coliseum seat upgrades in time for the World Junior Hockey tournament (December 2005 – January 2006).

Hillcrest Park Curling Venue

A Capital Works Committee has been formed between VANOC and the City of Vancouver to begin planning of Hillcrest Park Curling venue. Currently the Vancouver Park Board is developing, with public input, a master plan of the Hillcrest/Nat Bailey Stadium area to define long-term uses and community aspirations. Once that process is complete, preliminary design work will begin on the facility. Construction is expected to start in mid-2006.

Cypress Bowl

Initial planning is underway to confirm snowboard run layouts, snowmaking reservoir location and construction options. The environmental approval process is expected to start in late 2004 or early in 2005. VANOC, in conjunction with Cypress Bowl Recreations, is working with the Provincial Parks Branch and Friends of Cypress with regards to legacy plans for Cypress Bowl. Site work is expected to begin in mid-2005.

Vancouver And Whistler Athlete's Villages

VANOC has retained a village planning and operations specialist to work with both the City of Vancouver and the Resort Municipality of Whistler on the development of the athlete villages

The City of Vancouver will be proceeding with an application for changes to the Official Development Plan for the south False Creek site in December, and is working towards achieving rezoning of the site in early 2005. The city has taken responsibility for constructing the village, and is targeting it to be a leading edge sustainable development. Construction is expected to begin in mid-2007, and completed by September 2009.

The Resort Municipality of Whistler has selected the location for the village, which is located in the "Function Junction" area of Whistler near the Cheakamus River. Whistler has agreed to establish a development corporation which will work to develop a master plan for the village area. Construction is expected to begin in April 2007 and completed by September 2009.

International Broadcast Centre

VANOC decided in September 2004 to relocate this facility to the new, expanded Vancouver Trade and Convention Centre. Initial plans have been reviewed and endorsed by the Olympic Broadcast Service, the host broadcaster, as well as NBC. Construction on the expansion of the Trade and Convention Centre began in November 2004 and is expected to be completed in September 2008.

General Motors Place

VANOC and Orca Bay, owner and operator of General Motors Place, will be meeting early in 2005 to finalize the venue agreement for General Motors Place and the work needed to prepare this venue for the 2010 Winter Games.

BC Place

BC Place is currently undergoing a master plan study to determine post-2010 Winter Games uses and associated upgrades. VANOC is in the early stages of planning upgrades required for opening, closing and medal ceremonies. VANOC expects to engage with the venue owners, PAVCO, on potential building and Olympic overlay requirements in 2005.

Whistler Paralympic Arena

Resort Municipality of Whistler staff are currently reviewing three options for the location of this venue as part of a feasibility study for the development. A decision on whether Whistler will be developing the venue is expected within the next few months and is required by July 31, 2005.

Training Venues

Decisions are pending from the City of Vancouver and the Resort Municipality of Whistler with regard to upgrades to existing venues within these communities for use as Olympic training venues.

Appendix III: Economic Impact Of The 2010 Games

The following table provides a summary of the estimated total incremental (direct, indirect and induced) impact of the 2010 Winter Games.

Total Incremental Impact of the 2010 Olympic Games

Tourism Scenario (# of visits)	GDP (\$ billion)	Person – Years of Employment (thousands)	Federal Taxes (\$ million)	Provincial Taxes (\$ million)	Local Taxes (\$ million)
Low	2.0	45	187	214	43
Medium	2.4	54	242	268	52
Medium	3.3	77	381	406	76
High					
High	4.2	99	513	538	99

Source: *Extract from The Economic Impact of the 2010 Winter Olympic and Paralympic Games: An Update. InterVISTAS Consulting Inc., October 2002, p.xii.*

When the results of the InterVISTA Consulting Incorporated's study were released, it was noted that the "benefits will not materialize automatically. They must be earned by a focused, adequately funded and skillfully executed marketing program." Tourism marketing plans are being developed to take full advantage of the 2010 Winter Games.



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