

## Torino Mission Backgrounder Report

With the winning of the Olympic Speed Skating Oval, the City of Richmond became an Olympic Venue City. This new status as a Venue City presents an unparalleled opportunity for the City to be directly exposed to, and reap significant benefits from the Games. In addition, almost every initiative undertaken by VANOC has a direct impact on municipal concerns, business interests, and functions. This provides both opportunities and challenges for the City as it seeks to fully capitalize on the Olympic opportunity. These include:

- A significant impact on the effective functioning of the City's roads, parks and public facilities leading up to and during the Games. In particular, the City can expect a significant increase in visitors and traffic in the City, transportation routes to be rerouted, and areas within the Olympic Security overlay area to be shut down. This will require that the City understand, plan, and manage traffic and transportation impacts so as to provide a positive experience for visitors, while ensuring the City Centre does not become paralysed with grid lock during the Games, and that residents who are not involved in the Games can still move around the City easily and go about their day to day lives.
- A need to seamlessly integrate VANOC and City objectives and agendas for mutual benefit. We have been consistently advised by past Olympic venue cities to expect increased demand for services in such areas as street cleaning, graffiti removal, safety and security, garbage collection, civic beautification, civic hospitality and banner programs, etc. While all of these will help to ensure a positive image and experience for Olympic visitors and promotion of the City worldwide, determining which extra services will be required and subsequently their appropriate levels and fair cost sharing will require active negotiation and management.
- For Cities involved in the Olympic initiative for the purposes of economic development and City promotion, these objectives will not be achieved simply because the Games are in town. The City must create initiatives that leverage the potential of this opportunity, and this will require city leadership, resources and negotiations/cooperation with VANOC in order to succeed. Although the Olympics are recognized as a powerful economic generator, it is clear that there will not be funding available from VANOC's budget to fund the City's economic and promotional objectives.
- While every effort will be made to ensure the Games are a positive experience for business and residents within the Olympic security overlay, there will undoubtedly be some adjustments required to support the Games operations. This will include managing requirements in areas such as restricted access and associated loss of revenues, existing advertising, signage and the "look" of the area. The City will need to ensure its bylaws and other legislative procedures are not compromised or seen to have been waived for the Games period.
- Increased signage will be required to help visitors navigate the City and to assist with directions to the venue and to other City amenities.

To summarize the above, effectively managing and leveraging the opportunities and challenges provided by the 2010 Games will be imperative to ensuring a successful experience for Richmond. Given the complimentary, but varied mandates and objectives of the City and VANOC (including IOC objectives), Richmond will need to be proactive in ensuring the Games' agenda is handled with City priorities and agendas foremost in mind, without proactive participation and leadership from the City. While VANOC is a responsible and reliable partner, it is important that the City is fully engaged in the staging and delivery of the 2010 Games. This is necessary to maximize the benefits of the Games to the City and to protect Richmond taxpayer and business interests. It is also necessary in order to maintain control over City services and resources such as policing, fire and public work services and personnel.

Managing the Olympic agenda is a new challenge for the City, (as it is for the other partner Cities and VANOC itself,) with limited experiences to draw from locally. To ensure Richmond will receive the optimal return on its investment in the Games and fulfils its role as a responsible partner of VANOC, it is necessary to learn from other Olympic cities and experiences. To facilitate this, Richmond, along with other Partner Cities, is expected to participate in the learning and leveraging opportunities presented by the Torino Mission being organized through VANOC, TOROC and the Partners Working Group. In this regard, the other partner cities (Vancouver and Whistler) were able to participate in a similar program in Athens during the 2005 Summer Olympics.

Goals for the Torino 2006 Mission are to provide accurate and consistent information and learning experiences to partners and decision makers; develop relationships that will result in collaboration and support on the ground in Torino and beyond; provide valuable hands on learning experiences for partners; and allow partners to share and transfer information and knowledge in order to deliver an outstanding experience for the Vancouver 2010 Games. The working team consists of representatives from the Canadian Olympic Committee, the Canadian Paralympic Committee, VANOC, Government of Canada, City of Vancouver, Government of British Columbia, Resort Municipality of Whistler, Four Host First Nations, City of Richmond, and LegaciesNow.

Each of the partners will send representatives to the 2006 Torino Olympic Winter Games. Benefits to the City of participating in the Torino Mission include:

- a means to observe and identify sources of real costs savings through the discussion around the experiences of the City of Torino
- practical hands on learning opportunities that are specific to the staging of the long track speed skating events
- first hand observation and experience for the City to develop important strategies to better manage the staging of the Games and their potential impact on the City
- the opportunity to enhance our potential for legacy funding, raise our national and international profile, and promote our oval pre and post games program
- the opportunity to position the Oval high performance business within the high performance sport world, and build strategic networks
- the chance to promote the post games Oval program to relevant sport bodies
- the opportunity to discuss the City's use of the Olympic name as well as the opportunity to connect with the IOC top sponsors

- unparalleled networking opportunities and economic development opportunities
- information and observation of how to maximize the social, economic and cultural benefits of the Games for Richmond
- an opportunity to develop and promote Richmond's profile on the international stage

### **Torino Mission Program Categories:**

The Torino Mission provides the last opportunity to observe a Winter Olympic Games before Richmond is called upon to assist in the staging and delivery of the 2010 Games. There is no better way to understand the strategies, risks and solutions required to do so successfully than to observe first hand the actual event and implications, and to enter into discussions with event organizers and stakeholders to learn important lessons. The Torino Mission programs include:

- The IOC Observers Program
- The Senior Delegate Program
- Host City Learning Program with the City of Torino
- Secondment Learning Program Torino Speed Skating Oval
- Strategic Economic Development Program

#### **1. IOC Observers Program**

The International Olympic Committee has established an Observers Program for future host and venue cities to learn from the current Olympic Games. As was held in Athens in 2002, a series of intensive tours and discussions around specific topics areas have been arranged during the Torino Games in February. Richmond's targeted learnings from the Observer program include:

*a) Anticipating and strategically planning for increased service levels and event opportunities*  
Torino will demonstrate the impact of the Olympics on a city's infrastructure and resources. City and community resources need to be anticipated and planned for to leverage the Olympic opportunity and to mitigate any negative impacts that may result during the games period. This includes understanding the needs and requirements of:

- community celebrations, festivals and contributions to community vibrancy
- crowd control and moving large numbers of people through the City
- development of tourist destination sites
- managing the impacts on local businesses, neighbourhoods and residents, including handling complaints or issues that may arise such as restricted or loss of access, business disruptions and loss of revenues, signage etc.
- training and orientation programs for local businesses and service providers to help prepare to accommodate tourists
- ensuring critical City services such as garbage collection, litter control, recycling, street cleaning, etc. are sufficiently bolstered to manage the increased demands
- use of alternate accommodation such as schools and churches and insights into how groups have worked together to accommodate visitors

- use of City of Torino staff and resources and the link between TOROC, the military and the City of Torino to make the Games successful

*b) Media Relations (accredited and unaccredited)*

The media will be ultimately responsible for the telling of Richmond's story worldwide. The City of Richmond needs to understand how to provide an excellent experience for the media to capture the essence of Richmond, and events surrounding the Games, the speed skating events in the Oval, and international profile for the community before, during and after the 2010 Games. Participation in the Observers Program will also provide staff with an opportunity to learn how to effectively manage its public image and provide interesting stories to both the accredited and unaccredited media in Torino. Unaccredited media includes CTV, Global, CBS, ABC, CNN, local Vancouver stations, and the CBC.

*c) Networking and Contacts*

There is seldom an opportunity where as many influential and powerful Canadian and International political, sport and media figures are gathered together. There will be significant opportunities for Richmond to network and build strategic relationships that will have a positive impact on securing legacy funding for the Oval, winning bids for major sporting events, and attracting trade and investment and tourism opportunities for Richmond.

*d) Public Safety and Security*

Safety and security within the City of Richmond before and during the 2010 Olympic Winter Games are an increasing concern. The areas of concern include the secure area surrounding the Oval (managed by VANOC), and other key areas in the City including City Hall, the Canada Line, community facilities, major shopping malls, the bridges and highways. There is a need to connect with various levels of security locally, provincially, and federally.

*e) Promotion – Attracting Visitors*

Whether people are attending an Olympic event or the festivities associated with the Olympics, the experience of visitors and community members is very important to the overall impression of the City and whether they return in the future. Torino will provide Richmond with learning opportunities regarding the “look and feel” of the Games, and be able to offer advice and insight into the detailed planning involved in making the Olympic experience exceptional. Observing how visitors respond to those initiatives will provide valuable insight to our team.

## **2. Senior Delegates Program**

This program accommodates the mayors/heads of state for the partners and senior executives. This is a scheduled program that will help delegates understand the full impact of the Games on the host and venue Cities as well as the full complement of activities and infrastructure required to host the Olympic Games. There is an expectation that our delegation of ambassadors will actively represent the City of Richmond at functions sponsored by the Canadian Olympic Committee, TOROC, International Skating Union, VANOC partners and other key sport organizations and business groups.

Richmond's senior delegate program targets the following main areas:

1. Understanding the impact and intricacies of staging an Olympic Games
2. Building relationships with others to promote Richmond Trade, Investment and Sport, and General Tourism Business for the Olympic Oval post Games
3. Targeting specific national sport groups, Legacy Trust Board Members and representatives of the nominating entities, and others who can influence the decision for the Olympic Oval to receive legacy funding post Games
4. Promoting access by the City to the Olympic Brand and Rings with IOC members

To accomplish Richmond's goals for the Senior delegate program, there are several key opportunities:

1. BC/ Canada Place will provide a venue for business and tourism related meetings as well as opportunities to connect with targeted sport groups to promote Sport Tourism in the Oval post 2010, and position Richmond for Legacy funding post games. This includes a jointly hosted event with Speed Skating Canada where the IOC, the International Skating Union and other key members of the International sporting community will be the City's guests for a reception and introduction to the Richmond Oval.
2. The senior delegates will travel with other senior delegates from the provincial government and the other VANOC partners. This is an opportunity to position Richmond for potential provincial funding and establish important relationships.
3. The Mayor will represent Richmond at City of Torino or Piedemonte events to promote Trade and Investment and Tourism in Richmond.

### **3. Host City Learning Program with the City of Torino**

The City of Torino has experiences and information which will not be presented in the official Observer Program, which is organized by the IOC. The information learned first hand from the City of Torino and the relationships developed will help the City of Richmond more effectively prepare Richmond to host the 2010 Olympic Games Long Track Speed Skating events.

The City of Vancouver, City of Richmond and the Resort Municipality of Whistler have established meetings with senior members of the City of Torino's municipal staff with the aim of organizing a workshop with Torino staff near the end of the Torino Games to share information, and strategies will be shared on the following topics:

- Strategic Planning and Integration Plans for hosting the Games
- Impacts on City Resources
- Services Expected from the City
- City and Community Engagement
- International Relations
- Communications/Marketing Strategy
- Tourism Strategy

#### **4. Secondment Learning Program Torino Speed Skating Oval**

##### *Overview – Secondment Learning Program*

There are learning opportunities for the City of Richmond to place staff in strategic positions with TOROC before, during, and after the Torino Games. TOROC has sent out a list of potential positions. TOROC has three different types of secondments:

1. Secondments in which people are able to join the TOROC team in specific departments.
2. Negotiated secondments where TOROC senior employees have agreed to provide a job shadow opportunity for specific people before and during the games.
3. Village secondments to place six people in the Torino Athlete Village from January 1 – March 30/31, 2006.

#### **5. Strategic Economic Development Program**

The BC Olympic and Paralympic Winter Games Secretariat is implementing a comprehensive program of trade and investment strategies that they plan to implement during the 2006 Torino Games. To support this, BC/Canada Place has been constructed in a central plaza in Torino, Italy, adjacent to the unaccredited International media centre (which includes CTV, Global, CBS, ABC and CNN). As the key economic development initiative of the Province and Secretariat, the objective of British Columbia/Canada Place (BC/Canada Place) is to showcase BC communities and trade and economic development opportunities leading up to 2010 that will motivate visitors and businesses to visit and invest in BC. There has been significant work completed on the programming of BC/Canada House. The function of the facility is varied and can be used for meetings, media presentations and larger gatherings. It will act as the primary instrument where the Province and its partners will implement a comprehensive and integrated events strategy in Torino.

For Richmond, there are two strategic economic development opportunities in Torino that revolve around Trade & Investment, and Tourism.

##### **a) Trade and Investment**

There is a significant amount of trade and investment and ‘business matching’ activity being planned for Torino by a number of government levels and organizations. The primary partners in this effort include the BC Trade Office (under the Ministry of Economic Development), Leading Edge BC (who will focus on technology sectors) and the federal government through Industry Canada and the Canadian Consulate Offices.

##### **b) Tourism**

The programming for BC/Canada Place will involve a host of multi-media displays with large-format plasma screens, targeted meetings and continuous animation through special events and programs that showcase BC and its partners. The House, its meeting rooms and board room in particular, is open for booking by partners, communities and stakeholders throughout the January and February periods and early scheduling is being encouraged. From Richmond’s perspective, some of the activities being recommended at BC/Canada Place include:

- Programs that expose, promote and position Richmond as the Gateway to the 2010 Games

- Networking activities that will help make strategic connections and build relationships
- Activities that target opportunities for Sport Tourism; given the international stature and caliber of the Oval, Richmond is well-positioned to attract that market and draw on the growing sport tourism trade. The allure of the Oval being a host venue for the Olympic Games will make it a destination for visitors in the years leading up to 2010 as well as post Games.)
- Meeting with relative sport groups at BC/Canada House provides the City with an exceptional opportunity to make contacts for additional pre Games events which will be necessary to help offset pre Games operating costs.

## **6. City of Richmond Delegation Support**

To assist the Richmond delegation achieve their goals successfully, support is required on the ground in Torino to connect the Richmond delegation with each other and with the rest of the team that will be providing support to the Canadian delegation. A support resource person would assist the Senior Delegates and staff on communications and issue management on the ground in Torino and with Richmond City Hall as required. In Torino, there are several important logistical details to coordinate, including communications, protocol, meeting confirmations, reservations, transportation, technology, phones and assistance with accreditation etc. Having dedicated support for the delegation to manage the logistics in Torino will ensure appropriate support for meetings and presentations, the delegation is connected at the appropriate opportunity to learn from other cities or delegations, and that there is a “point person” available to liaise with other mission support including VANOC, TOROC, the Provincial and Federal Governments, Sport Canada, and the City of Torino.

### **Council Approval for Participation in the Torino Mission Learning Program**

City Council has approved the participation in the Torino Mission Learning Program as follows:

- 4 Senior Delegates, including the Mayor and one member of Council
- 4 Observer Delegates
- 1 support position to provide services to all of the City delegation.
- In addition, Council has approved support for the City’s participation in the Strategic Economic Development Program
- Individual delegates will be in Torino for various lengths of times related to specific roles and responsibilities within the overall mission mandates.

As approved, the City participation in the Torino Mission Learning and Economic Development programs will have a total estimated cost of \$115, 598.

### **Conclusion**

As a Venue City of the 2010 Olympic Winter Games the City is a key partner of VANOC and must be properly prepared to fulfill its role responsibility for the delivery of a world class event. The Torino Mission and BC/Canada Place will provide numerous opportunities for the City to

promote the City's Oval Business to key decision makers and influential officials of various sport bodies. There will also be an opportunity through BC/Canada Place to promote Richmond's business community and sport tourism, which will be a critical factor in the long term success of the Oval. This experience will assist the City in building an increased international profile using BC/Canada Place and the partners involved as leverage to assist in positioning the Oval business, build networks, and secure legacy funding. The participation also provides City of Richmond representatives with practical hands-on learning opportunities that are specific to the staging of the long track speed skating events, prepares Richmond to become an Olympic City and understand the staging of the Games and their potential impact on the City as well as learn how to maximize the social, economic and cultural impact of the Games on the community of Richmond.

While it is recognized that our participation in the Torino program will require some investment, the return will be substantial, and pivotal as the City undertakes its role as a partner in the provision of the games. Moreover, there is a candid expectation from VANOC that all of its partners will participate in all Olympics-related programs and events leading up to 2010.

For further information or clarification of information contained in this report please contact Ted Townsend, Senior Manager Communications with the City of Richmond at (604) 276-4399.

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