

# The Games effect.\*

Research and Benchmarking Services  
for the 2010 Olympic and Paralympic Winter Games

## Report 1: Framework Report



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# Background

## Introduction

The Government of British Columbia and the Government of Canada have made major commitments to the success of the 2010 Olympic and Paralympic Winter Games (the 2010 Winter Games). These commitments have encompassed funding for 2010 Winter Games-related infrastructure and operations, together with a wide range of policy and funding initiatives aimed at using the 2010 Winter Games as a catalyst for implementing, enhancing and/or accelerating programs for individuals, organizations and communities.

As a result, the Government of British Columbia through the BC Olympic and Paralympic Winter Games Secretariat (the BC Secretariat) and the Government of Canada through the 2010 Olympic and Paralympic Winter Games Federal Secretariat (the Federal Secretariat) have identified the need to assess the economic and social impacts of the 2010 Winter Games before, during and after hosting the Games.

PricewaterhouseCoopers LLP (PwC) has been engaged to conduct this series of impact assessments using a combination of research and benchmarking methods. The entire project will run from 2008 through 2013.

## Project Goals

The overall objective of the project is to identify the impacts of the 2010 Winter Games on BC and Canada. The specific project goals are:

- Track various economic and social measures
- Analyze the collected data using a combination of analytical methods
- Develop a comprehensive assessment of the direct and indirect impacts of hosting the 2010 Winter Games, and of the steps taken by the federal and provincial governments to leverage these impacts
- Relate the following eight topic areas to the various economic and social measures to be tracked, analyzed and reported:
  1. Sport development
  2. Tourism
  3. Environmental sustainability
  4. Social development
  5. Arts and culture
  6. Economic development
  7. Employment
  8. Business development
- Prepare a series of reports between 2008 and 2013

## Project Scope

### In Scope

The project will:

- Develop a methodology to assess the impacts of hosting the 2010 Winter Games
- Identify and monitor impacts of the 2010 Winter Games over a five-year period covering before, during and after the Games
- Attribute impacts to:
  - Delivery of 2010 Winter Games with no incremental activity undertaken by the federal and provincial governments
  - Delivery of 2010 Winter Games with full incremental participation by the federal and provincial governments
- Compare impacts to:
  - If Canada had not hosted the 2010 Winter Games
  - Experiences of other Olympic and Paralympic Games host cities (where possible)

### Out of Scope

The project does not:

- Evaluate activities undertaken by the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC)
- Evaluate other 2010 Winter Games-related projects
- Analyze the cost-benefit of activities undertaken by VANOC
- Analyze the cost-benefit of other 2010 Winter Games-related projects
- Analyze the impact of government expenditure that is not directly related to the 2010 Winter Games, such as the Sea-to-Sky Highway, the Vancouver Convention and Exhibition Centre expansion and the Canada Line rapid transit project

# The Framework Report

## Development of the Framework Report

We have developed the methodology for the project through an extensive consultative process with over 70 topic area experts from both government and non-government organizations. The main steps in the development process are summarized in the diagram below.



# Olympic and Paralympic Games Impact Studies

## Past Studies

We have identified a large number of studies that have been carried out regarding the effects of past Olympic and Paralympic Games on various sectors and communities. Previous studies have been undertaken by six main types of organizations:

- Olympic organizing committees
- Olympic bid organizations
- Government (e.g., national, state/provincial, local)
- Industry/business sector organizations (e.g., tourism, real estate, transportation)
- Special interest groups (e.g., social advocacy groups)
- Academic researchers

Some notable studies on the impacts of hosting the Olympic and Paralympic Games are:

- Business and Economic Benefits of the Sydney 2000 Olympics – a post-games study prepared by PwC Australia for the Government of New South Wales, Australia
- Olympic Games Impact Study for the London 2012 Games – a pre-games report by PwC UK to assess the likely national, regional and local impacts of hosting the Olympics prepared for the London Organizing Committee
- Olympic Marketing Fact File – a post-games study prepared by the International Olympic Committee (IOC) regarding marketing policies and programs of the IOC and the Olympic Games
- Beyond the Games – “Assessing the Impact of the 2002 Olympic Winter Games and the Future of Utah Tourism” – a post-games study prepared by the Utah Division of Travel Development focusing on the impact of the Games on the tourism sector in Utah
- The Economic Impact of the 2010 Winter Olympic and Paralympic Games – a study carried out by Intervistas Consulting in 2002 on behalf of the British Columbia Trade and Investment Office and the BC Secretariat. The study quantified economic impacts funded by non-residents that could flow to British Columbia as a consequence of hosting the 2010 Winter Games
- The 2010 Olympic and Paralympic Winter Games: A Review of Estimates Related to the Province’s Commitments – a study carried out in 2006 by the Office of the Auditor General of British Columbia
- 2010 Winter Games labour supply and gap analysis – a study presented to the 2010 Winter Games Human Resource Planning Committee by Roslyn Kunin & Associated Inc
- The Economic, Social and Cultural Impacts of Hosting the 2010 Olympic and Paralympic Winter Games – prepared by the Conference Board of Canada in 2008

In total, we are aware of well over 200 other studies, articles, reports and books that address various impacts of Olympic Games.

## Concurrent Studies and Reporting

In addition to this project, two related initiatives, the IOC Olympic Games Impact (OGI) study and VANOC’s 2010 Sustainability Report, are also underway. Those studies complement this project, in that their purposes and objectives reflect different aspects of the 2010 Winter Games.

### Olympic Games Impact (OGI) Study

The Olympic Games Impact (OGI) study – a study initiated by the IOC and being carried out by researchers from the University of BC is designed to measure the overall impact of the 2010 Winter Games, to assist bidding cities and future Games organizers, to identify potential legacies, and to create a comparable benchmark across future Olympic Games. The OGI study was developed by the IOC as a methodological framework and set of measurable indicators for collecting data and utilizes a set of indicator data prescribed by the IOC. The IOC plans to use the OGI to measure the long-term implications of Games organization and to analyze the global impact of the Games on a given host city.

The OGI focuses on three dimensions commonly associated with sustainable development:

- Environmental
- Socio-cultural
- Economic

Activities are further distinguished as either “event indicators” directly related to the 2010 Winter Games (e.g., sport/venues, International Broadcast Centre) or as “context indicators” describing trends in the environmental, socio-cultural and economic circumstances of the host city.

The OGI is a long-term project, stretching over 12 years from two years before the selection of a host city to three years after the Games. The OGI focuses on the impacts associated with Games delivery, and is a management tool to provide organizers with an overall vision of the impact of staging the Games.

## Vancouver 2010 Sustainability Report

The Vancouver 2010 Sustainability Report is a series of five annual reports on the social, economic and environmental impacts and opportunities of the 2010 Winter Games that is prepared by VANOC. The Vancouver 2010 Sustainability Report tracks VANOC's performance in meeting sustainability objectives. The report covers six areas:

- Accountability
- Environmental Stewardship and Impact Reduction
- Social Inclusion and Responsibility
- Aboriginal Participation and Collaboration
- Economic Benefits
- Sport for Sustainable Living

Each of the six areas includes an array of key sustainability measures largely focused on tracking the activities of VANOC around the issue of sustainability. The report is published annually, beginning in 2006 and ending in 2010.

## What Makes This Current Project Different?

Several features distinguish this project from both past and concurrent studies:

- We believe that this project is the most comprehensive study undertaken regarding the impacts of the Olympic and Paralympic Games. No previous study has approached measuring the impacts of the Olympic and Paralympic Games in so many areas over so long a time frame.
- This is the first study to measure not only the impacts of the Olympic and Paralympic Games themselves, what we later in this report define as "Games Delivery Impacts," but also the impacts of additional federal and provincial government initiatives stimulated through hosting the Olympic and Paralympic Games.
- While other studies have focussed on sets of indicator data, this study measures and attributes impacts resulting from hosting the 2010 Winter Games. As a consequence, the goal of this project is to identify and isolate the impacts through a variety of analysis methods.



# Methodology

## Eight Topic Areas

The impacts of the 2010 Winter Games on BC and Canada are expected to be broad and far reaching. Included in the scope of this project are eight topic areas:

1. Sport development
2. Tourism
3. Environmental sustainability
4. Social development
5. Arts and culture
6. Economic development
7. Employment
8. Business development

The eight areas under review are interrelated as illustrated schematically in the figure below. For example, employment is a key part of economic development and business development. Employment is expected to have a positive impact on social development and new jobs are expected to be created in the tourism, sport and arts industries. Similarly, sport facilities are key to sport development and encourage sport-related tourism. Furthermore, venues are being built that promote environmental sustainability, and many facilities will be used in ways that promote arts and culture and social development.

### Additional Reporting Areas

In addition to the eight topic areas, PwC will report the impacts on selected groups in supplements to the main report. These groups may include Aboriginal communities, persons with a disability, and Francophone communities.



## Overview

The general approach for carrying out the project includes three components: data collection, modeling and analysis, and reporting. Data will be collected by topic area from a variety of sources and will be modeled as appropriate. Impacts will be estimated and reported according to categories described later in this section. The general approach is outlined below.

### Project approach



## Data Collection

### General Approach to Data Collection

PwC will use two main approaches to collect data: one for specific programs, and a second for data that reflect sector or economy-wide trends.

For collecting program data, a “bottom-up” approach will be used, involving primary data collection techniques such as interviews and surveys. This approach is most applicable when programs target a specific set of participants. Examples of these types of programs include:

- **Own the Podium** – Launched in 2005, this national sport technical initiative is designed to help Canada’s winter athletes win the most number of medals at the 2010 Olympic Winter Games and to place in the top three nations (gold medal count) at the 2010 Paralympic Winter Games.
- **2010 BC Commerce Centre** – The 2010 Commerce Centre was established in 2004 to inform, educate and connect British Columbia businesses to economic opportunities created by the 2010 Olympic Winter Games. An initiative of the BC Secretariat, the 2010 Commerce Centre assists companies to develop new skills and business relationships that will lead to increased trade and investment before and after 2010.

An advantage of this approach is that it facilitates the isolation of 2010 Winter Games-related activities. A weakness is that it can be costly due to the time required to collect and refine the data.

For collecting sector or economy-wide data, a “top-down” approach will be used, involving the collection of secondary data from recognized data sources. Examples of this type of data include:

- Tourism industry data (e.g., occupancy rates, average room rates)
- Key economic results (e.g., GDP, employment, exports, inflation)

The strength of this approach is that data is generally readily available, published frequently and of high quality. A weakness of the top-down approach is that isolating the impacts of the 2010 Winter Games and activities supporting the 2010 Winter Games is more complicated.

## Principles of Data Collection

When collecting data, we will follow two general principles:

- Wherever possible, we will use reliable existing secondary data such as information published by government, industry and private sources. To this end, we will draw on the network of contacts established through the project to supply data and information. This network includes VANOC, government organizations, tourism organizations, sports organizations, and non-profit organizations.
- Primary data collection will consist of surveys and interviews conducted by our project team with impacted individuals, organizations and enterprises. PwC will collect information regarding some programs and policy initiatives directly from contact organizations. Where surveys are required because the data does not already exist, PwC will endeavor to use a single survey to collect data on a range of topics from survey participants.

## Modeling and Analysis

In most topic areas, formal modeling techniques will be required to isolate impacts from other factors that can influence outcomes. This analysis will involve one or more of the following techniques:

- Econometric/statistical modeling
- Trend analysis
- Benchmark comparisons
- Surveys and information gathering

Each of these analysis techniques is discussed below.

### Econometric Analysis

Econometric analysis consists of developing statistical models that aid in isolating the impact of the 2010 Winter Games from other influencing factors.

The steps in the econometric analysis are:

- Collect historical data on both the dependent and independent variables
- Use the collected data to develop models that relate the independent variables to the dependent variables
- Use the models to estimate what could have been expected to occur without the 2010 Winter Games
- Compare the estimates to the actual data, and use the difference to estimate the impact of the 2010 Winter Games.
- Validate the estimates through the use of estimates from other sources or via professional opinion

We further define econometric analysis to include any macroeconomic or input-output modeling that may be required in this study

### Trend analysis

Trend analysis involves using statistical modeling to extrapolate historical trends. Trend analysis usually employs univariate (single variable) statistical methods and can also be used to capture seasonal or cyclical influences on variables of interest. The steps in a trend analysis approach are:

- Collect historical data
- Use the collected data to model or extract historical trends
- Use the trends to estimate what could have been expected to occur without the 2010 Winter Games
- Compare the estimates to the actual data, and use the difference to estimate the impact of the 2010 Winter Games
- Validate the estimates through the use of estimates from other sources or via professional opinion

### Benchmark Comparisons

A benchmark comparison approach involves the following steps:

- Develop a set of comparables
- Determine a suitable benchmark using growth rates or ratio analysis
- Use the data from comparables to determine the impact of the 2010 Winter Games
- Compare the estimates to the actual data, and use the difference to estimate the impact of the 2010 Winter Games
- Validate the estimates through the use of estimates from other sources or via professional opinion

### Surveys and Information gathering

A survey-based approach involves the following steps:

- Identify groups or individuals to participate in the survey
- Design survey questionnaire and distribute to identified participants
- Collect and analyze data from survey results
- Use the data from survey to determine the impact of the 2010 Winter Games
- Compare the estimates to the actual data and use the difference to estimate the impact of the 2010 Winter Games
- Validate the estimates through the use of estimates from other sources or via professional opinion

An information gathering approach involves establishing a network of relationships with individuals or groups with knowledge of an industry or program. These individuals or groups can then be drawn upon to provide data related to impacts.

## Types of Impacts

In general, the impacts of the 2010 Winter Games are the effects on individuals and society that arise as a result of hosting the 2010 Winter Games, as well as the programs, policies and initiatives that have been developed, implemented or accelerated as a result of hosting the 2010 Winter Games.

The project is intended to encompass three main types of impacts: economic, instrumental and intrinsic. These are described below.

### Economic Impacts

Economic impacts are generally viewed as being restricted to quantitative, well-established measures of economic activity. The most commonly used of these measures are output, GDP, government tax revenues and employment.

- Output – the total gross value of all business revenue. This is the broadest measure of economic activity
- GDP – the “value added” to the economy (the unduplicated total value of goods and services). This essentially reflects the sum of wage income and corporate profit generated
- Government Tax Revenue – the total amount of tax revenues generated for different levels of government
- Employment – the number of additional jobs created

Economic impacts may be estimated at the direct, indirect and induced levels. Direct impacts are changes that occur in “front-end” businesses that would initially receive expenditures and operating revenue as a direct consequence of the operations and activities of a facility or project. Indirect impacts arise from changes in activity for suppliers of the “front-end” businesses. Induced impacts arise from shifts in spending on goods and services as a consequence of changes to the payroll of the directly and indirectly affected businesses.

To estimate the economic impacts of the 2010 Winter Games, we plan to develop an input-output analysis using economic multipliers published by BC Stats and Statistics Canada. A widely used and widely accepted approach, input-output modeling is recognizable to many different constituencies and audiences. The structure of the approach also facilitates easy comparisons between reported results for different projects and facilities.

### Instrumental Impacts

In contrast to economic impacts, instrumental impacts may be broad in scope and may include both activity-based and outcome-based measures. Instrumental impacts may also describe long-term or downstream activity that would not normally be captured in economic impacts. While economic impacts utilize standard measures that can be estimated for nearly any type of project, instrumental impacts and their accompanying measures may vary greatly from project to project.

Instrumental impacts may include:

- Creation of business partnerships
- Public participation in sport and recreation
- Increased numbers of tourists
- Opportunities for athletes
- Opportunities for artists and performers
- Opportunities for trainees or interns
- Leverage of additional funds
- Attraction/retention of qualified workforces

Over time, instrumental impacts may accrue to society in the form of:

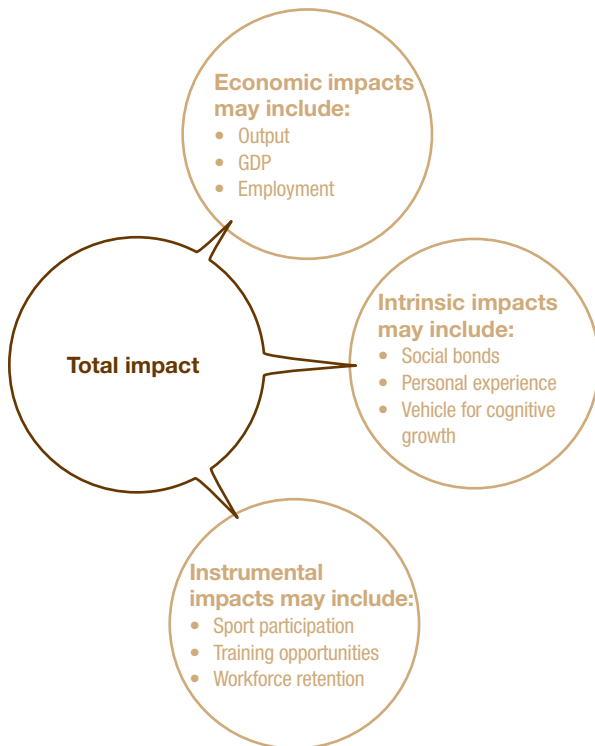
- A better-educated workforce
- A healthier society
- Stronger and more inclusive and cohesive communities

## Intrinsic Impacts

Intrinsic impacts are qualitative in nature and are typically associated with direct experiential impacts that individuals or society receive from activities. Intrinsic impacts may:

- Captivate a person, moving them beyond their everyday experience
- Provide a vehicle for cognitive growth
- Create social bonds through sharing of experiences
- Express communal meanings that speak on behalf of communities

The relationship between economic impacts and intrinsic and instrumental impacts is illustrated in the diagram below.



## Impact Reporting

### Classification of Impacts for Reporting Purposes

For each topic area, we will classify and aggregate impacts into the following three distinct categories:

- **Games Delivery Impacts** – impacts arising from activities that are necessary for the hosting of the 2010 Winter Games, activities that were necessary for winning the bid for the 2010 Winter Games, and activities that result from a consequence of hosting the 2010 Winter Games (i.e., activities that could reasonably be foreseen to have resulted from hosting the 2010 Winter Games)
- **Non-Federal and Provincial Government Leveraging Impacts** – impacts arising from programs that have been implemented, enhanced or accelerated as a result of hosting the 2010 Winter Games by the private sector, other levels of government, non-government organizations, professional organizations and community groups
- **Federal and Provincial Government Leveraging Impacts** – impacts arising from federal and provincial government activities, investments and programs that have been implemented, enhanced or accelerated to assist the federal and provincial governments to receive the maximum benefit from the opportunities that hosting the 2010 Winter Games provides. These include activities, investments and programs that have been designed to leverage the impacts of the 2010 Winter Games. They do not include federal and provincial government activities, investments and programs that would have occurred regardless of hosting the 2010 Winter Games

Taken together, the first two categories of impacts (Games Delivery Impacts and Non-Federal and Provincial Government Activities and Leveraging Impacts) are defined to be the impacts that would have occurred with no incremental activity undertaken by the federal and provincial governments.

Taken together, all three categories of impacts (Games Delivery Impacts, Non-Federal and Provincial Government Activities and Leveraging Impacts, and Federal and Provincial Government Leveraging Impacts) are defined as being the impacts that would have occurred with full incremental activity undertaken by the federal and provincial governments.

# Approach by Topic Area

The following sections describe the reporting structure for each of the topic areas. Each section is laid out as follows:

- **Introduction:** Defines and outlines the scope of the topic area, including what was envisioned in the bid phase
- **Impact Map:** Presents a graphical display of the individuals, groups and organizations (i.e., the constituencies) expected to be affected by the event or program. Also illustrates ways in which the constituencies are expected to be affected
- **Expected Timing:** Reviews the expected timing of anticipated impacts
- **Data Collection:** Lists the data to be collected, how the data will be used to assess the key impacts of the 2010 Winter Games, and the specific data source
- **Impact Measures:** Outlines the approaches that will be taken to attribute the impacts of the 2010 Winter Games



# Sport Development

## What was envisioned in the bid phase?

Commitments and proposals were submitted to develop sport for pre-games, Games and post-games periods. It was envisioned that the 2010 Winter Games will:

- Provide public and private investment in new and upgraded facilities for 2010 Winter Games venues
- Sustain the long-term operation of 2010 Winter Games venues
- Fund physical fitness and amateur sport
- Fund and develop elite athletes
- Provide venues for training by national and development teams pre-games and post-games
- Increase capacity for hosting international sporting events pre-games (including test events) and post-games
- Provide venues to be available for mixed use (amateur and elite, summer and winter)
- Increase seating capacity at existing facilities
- Provide various programs to motivate and inspire young people

## Introduction

Sport development is core to the 2010 Winter Games. The event itself is about bringing the world's best winter athletes together in the spirit of competition and peace, and the priority of the host city is to provide world class venues and equipment for all competitions.

## Impact Map

The diagram below shows the sport development constituencies and anticipated impacts of the 2010 Winter Games.



## Expected Timing

The expected sports constituencies, the anticipated impacts, and the expected timing of the impacts are outlined below.

Constituencies	Anticipated Impacts	Expected Timing of Impacts
<b>Communities, Local Clubs &amp; Teams</b>	<ul style="list-style-type: none"> <li>Increased participation in sports and recreation</li> <li>More funding for communities, local clubs and teams</li> <li>Increased national pride</li> </ul>	<p>Impacts on communities, local clubs and teams are expected to begin in approximately 2005. These impacts are expected to grow through 2010, as upgrades to community facilities are completed and excitement around the 2010 Winter Games builds.</p> <p>Impacts on national pride are expected to occur at or near the 2010 Winter Games. The outcome is heavily dependent on outcomes of the Games themselves.</p>
<b>Elite Athletes</b>	<ul style="list-style-type: none"> <li>More elite athletes qualifying for 2010 Winter Games</li> <li>Better results</li> <li>More funding</li> </ul>	<p>Impacts on elite athletes are expected to be realized primarily in winter sports disciplines. They are expected to begin in approximately 2004/05 (the time of the launch of the Own the Podium program). These impacts are expected to grow through 2010. Interest generated by the 2010 Winter Games is believed to provide post-games momentum.</p>
<b>Coaches &amp; Officials</b>	<ul style="list-style-type: none"> <li>Increased participation in coaching and officiating</li> <li>Improved training and qualifications</li> </ul>	<p>Impacts on coaches and officials are expected to begin in 2008, as more international events, using more Canadian officials, are hosted. The experience gained by these officials is believed to lead to increased opportunities post-2010.</p>
<b>Facilities</b>	<ul style="list-style-type: none"> <li>More facilities</li> <li>Expanded and upgraded facilities</li> </ul>	<p>Impacts on facility operators are expected to begin in 2008, as 2010 Winter Games facilities are completed and pre-games competitions are held.</p>
<b>Spectators</b>	<ul style="list-style-type: none"> <li>Increased attendance at sporting events</li> <li>More and better quality events in BC and Canada</li> </ul>	<p>Impacts on spectators are expected to begin in 2008, as 2010 Winter Games facilities are completed and pre-games competitions are held. Impacts on spectators are expected to peak in 2010 but, with the addition of improved facilities, are expected to continue in the post-games period at a higher level than was the case pre-games.</p>

## Data Collection

The data selected to analyze the impacts of the 2010 Winter Games on sport development are presented in the table below.

Data Measures	Uses in Impact Assessment	Sources
<p>Sport participation rate:</p> <ul style="list-style-type: none"> <li>Men</li> <li>Women</li> <li>Persons with a disability</li> <li>Aboriginal people</li> <li>Visible minority groups</li> <li>Youth and children</li> </ul>	Indicates the extent to which various demographics have been inspired and supported to participate in sports	<p>Incremental number of people participating in organized sport as measured by Statistics Canada through the 2001 (baseline), 2006 and 2011 censuses</p> <p>Percentage of Canadians and specifically British Columbians physically active a minimum of three times per week for at least 30 minutes as measured by Statistics Canada in the 2001, 2006 and 2011 censuses</p>
Funding for local clubs and community sports	Measures the increased support for local and community sports in support of increased participation	Percentage increase in total charitable revenue generated by Multi Sport Organizations (MSOs) and Provincial Sport Organizations (PSOs) from 2003 to 2011 as recorded by Sport BC on an annual basis
Total dollar amount of funding for elite athletes and athletes with a disability for both winter and summer sports	Assesses the impact of the 2010 Winter Games on athlete development	Percentage increase in athlete support available nationally and provincially from 2003 to 2011 as reported by Sport Canada and the Canadian Olympic Committee/Canadian Paralympic Committee (COC/CPC)
Total dollar amount to National Sport Organizations (NSOs) and Canadian Sport Centres (CSCs)	Assesses how the 2010 Winter Games have impacted funds being contributed to programs that support both athlete and program development	Annual Reports from Sport Canada indicating the number of cards awarded by sport
Total number of carded athletes for both winter and summer sports	Measures the total number of athletes in Canada receiving funding from the Athlete Assistance Program (AAP)	
Canada's ranking in international winter sport events, number of athletes qualifying for Olympic and Paralympic Games and number of medals won in international competitions	Measures the outcome of investment in elite athletes	<p>Percentage increase in World Cup, World Championship and Olympic and Paralympic medals won by Canadian athletes in Olympic and Paralympic winter sports from 2003 to 2010 as provided on an annual basis by the Canadian Sport Centre Pacific in cooperation with Podium Canada</p> <p>Sport Canada's World Ranking Index</p>
Total dollar amount of funding for coaches of both winter and summer sports	Assesses the impact of the 2010 Winter Games on coach development	Percentage increase in total dollar amount of funding for coaches and officials in all sports from 2003 to 2011 as provided by the Coaches Association of Canada and Sport Canada respectively
<p>Number of new or upgraded sport facilities that are operational:</p> <ul style="list-style-type: none"> <li>For use by elite athletes (i.e., to meet international standards)</li> <li>For use by the community</li> <li>For use by persons with a disability</li> <li>To assist spectator accessibility</li> </ul>	<p>Measures the number of new facilities that benefit various demographics of athletes and the increase in Canada's capacity to host international sporting events</p> <p>Measures the number of existing facilities that have been upgraded to benefit various demographics of athletes</p> <p>Measures investment in increasing the quality of facilities</p>	<p>Total investment in the construction of new sport facilities in BC from 2003 to 2011</p> <p>Total investment in the re-development and upgrade of existing sport facilities in BC from 2003 to 2011</p>
<p>Number of international sporting events:</p> <ul style="list-style-type: none"> <li>In BC</li> <li>In Canada</li> </ul>	Assesses how hosting the 2010 Winter Games has resulted in increased opportunities to host other international sporting events throughout BC and Canada	Total number of national and international sporting events held in BC from 2003 to 2011 as measured by the events supported by 2010 Legacies Now's Hosting BC program and/or directly by the Province of BC. Events in remainder of Canada available from Sport Canada Quickfacts publication
Attendance rate for international sport events in BC	Indicates the support for Canadian athletes and interest in sporting events	Semi-annual reports available from 2010 Legacies Now's Hosting BC program

## Impact Measures

The key measures identified for assessing the impacts of the 2010 Winter Games on sport development, together with the proposed method of analysis/attribution, are presented in the table below.

Constituencies	Anticipated Impact	Impact Measure	Planned Method of Analysis/Attribution
Communities, Local Clubs & Teams	Increased participation in sports and recreation	Change in sport participation rate	Trend analysis
	More funding for communities, local clubs, and teams	Change in the dollar amount of funds generated for local clubs and teams	Trend analysis
	Increased national pride	Change in public views related to national pride	Surveys
Elite Athletes	More elite athletes qualifying for 2010 Winter Games	Number of athletes qualifying for 2006 and 2010 Olympic and Paralympic Games	Trend analysis
	Better results	Percentage increase in World Cup, World Championship and Olympic and Paralympic medals won by Canadian athletes in Olympic and Paralympic sports Sport Canada's World Ranking Index	Trend analysis
	More funding	Increase in funding for elite athletes and athletes with a disability for both summer and winter sports Number of carded Athletes for summer and winter sports Increase in funding to National Sport Organizations (NSOs) and Canadian Sport Centres (CSCs)	Trend analysis
Coaches & Officials	Increased participation in coaching and officiating	Number of nationally certified coaches	Trend analysis
	Improved training and qualifications	Dollar amount of funding for coaches and officials	Information gathering
Facilities	More facilities	New investment dollars on venue and local sports facilities Number of new or upgraded sport facilities	Information gathering, trend analysis
	Expanded and upgraded facilities	New investment dollars on venue and local sports facilities Number of new or upgraded sport facilities	Information gathering, trend analysis
Spectators	Increased attendance at sporting events	Increase in attendance at international sport events	Trend analysis
	More and better quality events in BC and Canada	Number of international sporting events in BC and Canada	Information gathering, trend analysis

## What was envisioned in the bid phase?

One of the underlying premises of the 2010 Winter Games is to showcase the host city and nation – opening the doors of the city to the rest of the world and promoting tourism initiatives. It was envisioned that the 2010 Winter Games will:

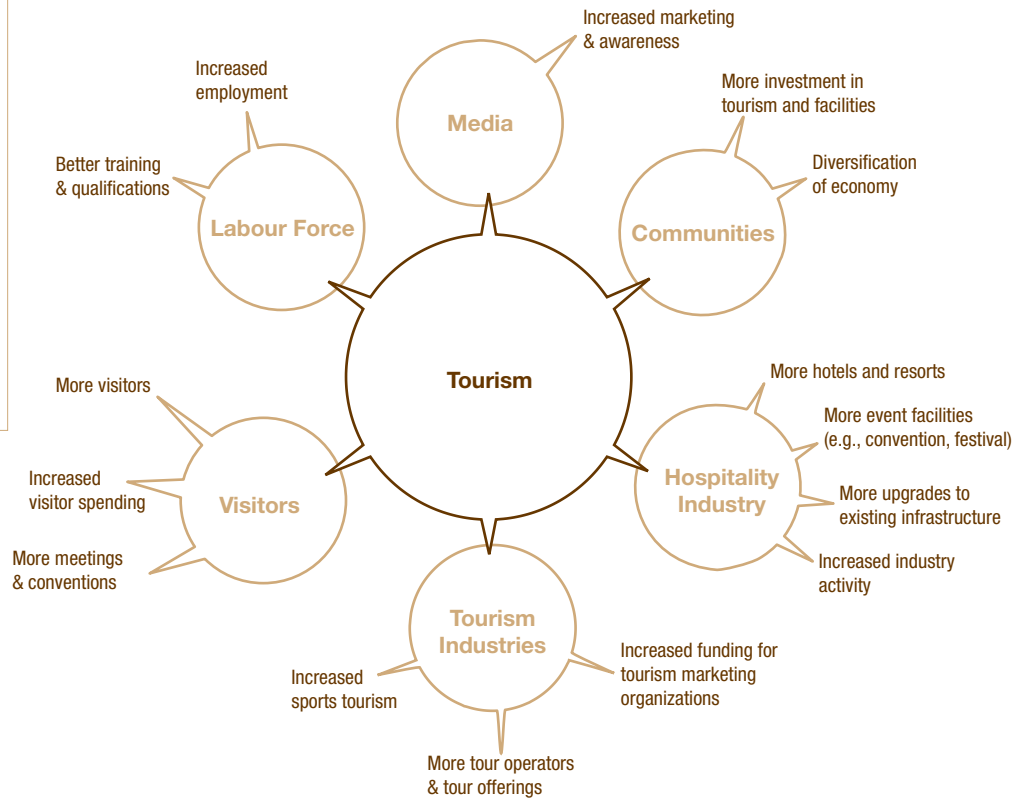
- Provide accessible, high quality, affordable accommodation for volunteers, participants and their families, staff, security
- Provide optimal transit availability and scheduling to get spectators to and from events
- Provide infrastructure upgrades and additions to improve transportation and access capacity to/from/and within Whistler and Vancouver during and after the 2010 Winter Games
- Create world class facilities to host 2010 Winter Games events and commit to funding support facilities and world class events after the 2010 Winter Games
- Provide increased tourism to BC beginning no later than 2007 and extending through 2013

## Introduction

Tourism encompasses a broad range of sectors in Canada. Tourism is defined by the World Tourism Organization (WTO) as “the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes”.<sup>1</sup> Globally, tourism is one of the world’s largest economic sectors. In Canada, tourism generated approximately 633,000 jobs in 2006. Industry expenditures in 2006 reached \$66.8 billion, a 6.5% increase over 2005. This level of expenditure represents an average annual growth of 4.2% since 2001.

## Impact Map

The diagram below shows the tourism constituencies and anticipated impacts of the 2010 Winter Games.



## Expected Timing

The expected tourism constituencies, the anticipated impacts, and the expected timing of the impacts are outlined below.

Constituencies	Anticipated Impacts	Expected Timing of Impacts
<b>Media</b>	Increased marketing and awareness	Impacts on the media are not expected to begin until 2009, and are expected to peak in 2010.
<b>Communities</b>	More investment in tourism facilities and infrastructure Diversification of the economy	Impacts on communities are expected to have begun in 2004, through increased investment in tourism infrastructure.
<b>Hospitality Industry</b>	More hotels and resorts More facilities to host meetings and events More upgrades to existing infrastructure Increased industry capacity and funding for destination marketing	Impacts on the hospitality industry are expected to increase significantly in the fall of 2008, and are expected to build through the 2010 Winter Games. The long-term impact is expected to persist well past 2015.
<b>Tourism Industries</b>	Increased sports tourism More tour operators and tour offerings Increased funding for tourism marketing organizations	Impacts on attractions and tour operations are expected to increase significantly in the fall of 2008, and are expected to build through the 2010 Winter Games. The long-term impact is expected to persist well past 2015.
<b>Visitors</b>	Increased number and type of meetings and conventions Increased visitor spending More visitors from traditional and new visitor markets.	Impacts on visitors were initially thought to begin as early as 2004. However, because of restrictions on marketing efforts prior to the 2008 Beijing Summer Games, tourism marketing efforts have been delayed.  At present, impacts on visitors are expected to increase significantly in the fall of 2008, and are expected to build through the 2010 Winter Games. The long-term impact on visitors is expected to persist well past 2015.
<b>Labour Force</b>	Better training and qualifications Increased employment	Impacts on the labour force are expected to begin in approximately 2007, through the introduction of industry training programs. Significant increases in employment are not expected to begin until 2009, but are expected to continue well past 2010, to at least 2015.

## Data Collection

The data selected to analyze the impacts of the 2010 Winter Games on tourism are presented in the table below.

Data Measures	Uses in Impact Assessment	Sources
Number of convention delegates (BC)	Indicates increased/decreased appeal due to increased awareness from the 2010 Winter Games	Tourism BC Year in Review 2003 to 2006
Number of new tourism related marketing or labour force programs (Canada and BC)	Indicates increased/decreased capacity and employment of the industry from the 2010 Winter Games	BC Statistics media releases Industry Canada media releases <a href="http://www.canada2010.gc.ca">www.canada2010.gc.ca</a> <a href="http://www.tourism2010.com">www.tourism2010.com</a> Tourism Industry Association of Canada media releases
Tourism industry employment (Canada and BC)	Indicates increased/decreased employment of the industry from the 2010 Winter Games	BC Statistics media releases Industry Canada media releases <a href="http://www.canada2010.gc.ca">www.canada2010.gc.ca</a> <a href="http://www.tourism2010.com">www.tourism2010.com</a> Tourism Industry Association of Canada Media releases
Enhanced destination market appeal (BC)	Measures BC's attractiveness as a destination market	Tourism BC visitor exit survey results Media campaigns and promotions, visitor exit survey results
International and domestic visitor volumes (by market origin) (Canada and BC)	Indicates whether the 2010 Winter Games have generated additional tourist demand. When possible, visitor volumes will be broken down by geographic market area	Tourism BC master database of international visitor volumes to Greater Vancouver Tourism BC – Tourism Performance 2003-2005 CTC – International Visitor Arrivals Monthly Snapshot BC Statistics – Tourism Monitor BC Statistics – Travel Survey of Residents of Canada BC Statistics – Travel Survey of Canada
Visitor expenditures (Canada and BC)	Indicates whether the 2010 Winter Games have generated additional tourist spending. When possible, visitor volumes will be broken down by geographic market area	Tourism BC – Tourism Performance 2003-2005 CTC's national tourism indicators Statistics Canada data
Hotel occupancy, ADR and REVPAR (Canada and BC)	Indicates changes in tourist demand in visitor expenditures	PKF Consulting – Trends in the Canadian Hotel Industry monthly reports commencing in July 2003
Hotel tax revenue (BC)	Indicates increased/decreased hotel activity and the level of funding available for destination marketing	Tourism Vancouver and BC Statistics hotel room tax records
Number of hotel properties (BC)	Indicates the investment in the provincial tourism industry	Tourism Vancouver – Hotel/Motel Rooms in Greater Vancouver Tourism Vancouver – Plans for Future Accommodation in Metro Vancouver
Number of conventions/meetings/exhibitions (BC)	Indicates increased/decreased appeal due to increased awareness from the 2010 Winter Games	Tourism BC – Year in Review 2003 to 2006

## Impact Measures

The key measures identified for assessing the impacts of the 2010 Winter Games on tourism, together with the proposed method of analysis/attribution, are presented in the table below.

Constituencies	Anticipated Impact	Impact Measure	Planned Method of Analysis/Attribution
<b>Media</b>	Increased marketing and awareness	Amount of media exposure and attention	Trend analysis, information gathering
<b>Communities</b>	More investment in tourism facilities and infrastructure	Number of hotel properties (BC)	Trend analysis
	Diversification of the economy	Industry share of GDP	Trend analysis
<b>Hospitality Industry</b>	More hotels and resorts	Hotel occupancy (BC and Canada)	Econometric or trend analysis
	More facilities to host meetings and events	Number of hotel properties (BC)	Trend analysis
	More upgrades to existing infrastructure	New hotel construction and development	Information gathering
	Increased industry capacity and funding for destination marketing	Hotel tax revenue (BC)	Trend analysis
<b>Tourism Industries</b>	Increased sports tourism	Number of sport tourists Attendance at sport tourism events	Trend analysis
	More tour operators and tour offerings	Number of room nights sold to tour segment. Number of tour operators	Econometric or trend analysis
	Increased funding for tourism marketing associations	Dollar amount of funding for CTC, Tourism BC, Tourism Vancouver	Trend analysis
<b>Visitors</b>	Increased the number and type of meetings and conventions	Number of conventions, meetings, exhibitions (BC)	Econometric or trend analysis
	Increased in visitor spending	Visitor expenditures (BC and Canada)	Econometric or trend analysis
	More visitors from traditional and new visitor markets	International and domestic visitor volumes by market origin (BC and Canada)	Econometric or trend analysis
<b>Labour Force</b>	Better training and qualifications	Number of new tourism-related marketing or labour force programs (BC and Canada)	Trend analysis
	Increased employment	Level and percent change in tourism industry employment	Econometric or trend analysis

# Environmental Sustainability

## What was envisioned in the bid phase?

Environmental stewardship has been part of the VANOC and government planning since the inception of Vancouver's bid. With reference to VANOC's Olympic bid, organizers have committed to:

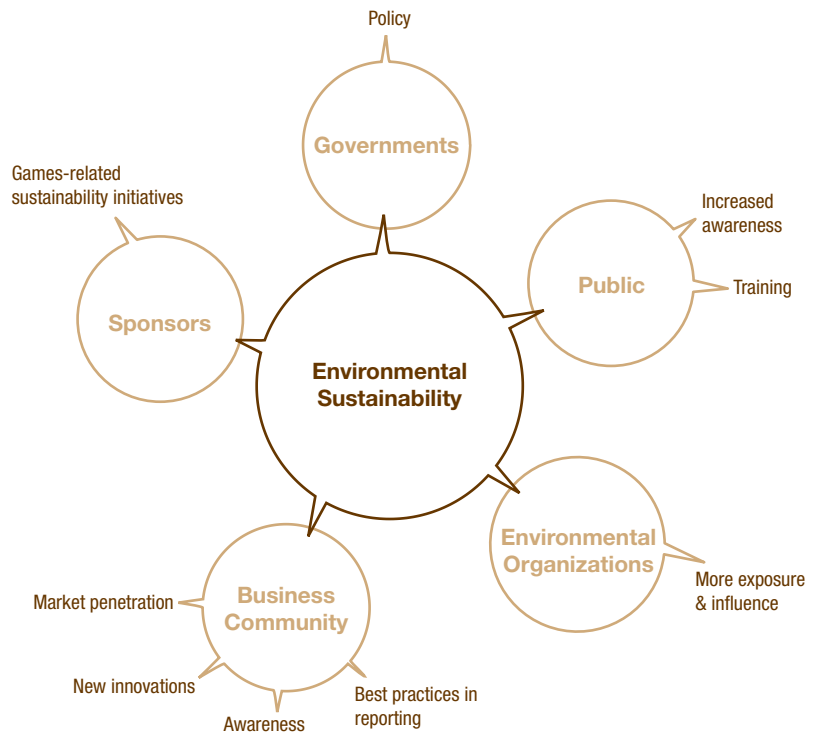
- Showcase the best in building design and construction techniques
- Pursue a zero waste management strategy for the 2010 Winter Games
- Move towards a zero net emissions 2010 Winter Games that are carbon neutral
- Ensure that significant local features and sensitive environments are protected through landscape buffers and careful land development practices
- Consult with all levels of government, environmental non-governmental organizations (including the Association of Whistler Area Residents for the Environment and the Canadian Parks and Wilderness Society), academia and industry environmental specialists
- Weigh environmental sustainability attributes and commitments when selecting sponsors and suppliers
- Leave a legacy program that advances the understanding and practice of sustainable business operations of official sponsors and suppliers

## Introduction

Environmental sustainability refers to the responsible and efficient use of natural resources and systems in generating wealth and well-being for society. The 2010 Winter Games partners have been committed to making the event as environmentally sustainable as possible since the development of Vancouver's bid. However, the larger environmental impact of the 2010 Winter Games may be derived from the use of the Games as a catalyst for change and environmental action throughout society, which will in turn lead to improvements in environmental quality and performance. The 2010 Winter Games are expected to impact the environmental sustainability of BC and Canada by influencing the decisions of governments, businesses and individuals.

## Impact Map

The diagram below shows the environmental sustainability constituencies and anticipated impacts of the 2010 Winter Games.



## Expected Timing

The expected environmental sustainability constituencies, the anticipated impacts, and the expected timing of the impacts are outlined below.

Constituencies	Anticipated Impacts	Expected Timing of Impacts
<b>Governments</b>	<ul style="list-style-type: none"> <li>New policy</li> </ul>	Governments have been influenced by the hosting of the 2010 Winter Games since the development of the bid. The 2010 Winter Games have given the BC government a firm time target of 2010 to work towards in order to showcase its environmental policies during the Games. The impacts of the policies themselves will flow as initiatives and programs are implemented and enforced, largely beyond the timeline of the 2010 Winter Games themselves.
<b>Public</b>	<ul style="list-style-type: none"> <li>Increased awareness</li> <li>Increased training</li> </ul>	<p>Media coverage is expected to escalate near and during the 2010 Winter Games.</p> <p>Public awareness will be related to media coverage, with behavioural change following in subsequent years.</p> <p>Sustainability training for the VANOC workforce will ramp up as the full-time and volunteer force expands prior to the 2010 Winter Games.</p>
<b>Environmental Organizations</b>	<ul style="list-style-type: none"> <li>More exposure and influence</li> </ul>	<p>Impacts on Environmental Non-governmental Organizations (ENGOS) are expected to have begun in 2003, when the 2010 Winter Games were awarded and commitments were made to engage with the ENGO community.</p> <p>Media coverage during the 2010 Winter Games will give ENGOS greater exposure, which will likely lead to greater influence in subsequent years.</p>
<b>Business Community</b>	<ul style="list-style-type: none"> <li>New innovations</li> <li>Market penetration</li> <li>Increased awareness</li> <li>Best practices in reporting</li> </ul>	Impacts on the business sector are expected to have begun in 2003, when the 2010 Winter Games were awarded and environmental sustainability commitments were made relating to operations, facilities and procurement.
<b>Sponsors</b>	<ul style="list-style-type: none"> <li>Games – related sustainability initiatives</li> </ul>	Impacts on sponsors and suppliers are expected to have begun in 2003, when the 2010 Winter Games were awarded and environmental sustainability commitments were made relating to operations, facilities and procurement.

## Data Collection

The data selected to analyze the impacts of the 2010 Winter Games on environmental sustainability are presented in the table below.

<b>Data Measures</b>	<b>Uses in Impact Assessment</b>	<b>Sources</b>
Government initiatives (qualitative information)	Indicates how the 2010 Winter Games influence government policy	BC Ministry of the Environment, Environment Canada
Number of media articles on environmental sustainability in general	Measures the marginal influence of the 2010 Winter Games in raising environmental awareness	Factiva
Number of media articles on 2010 Winter Games-related environmental sustainability		
Participation in VANOC workforce training sessions	Estimates the direct sustainability training provided by VANOC	VANOC
ENGO consultations with VANOC and government partners	Assesses how the 2010 Winter Games are impacting ENGOs through their direct involvement	VANOC and government partners
Number of new environmental innovations used and showcased at the 2010 Winter Games	Demonstrates the impact of the 2010 Winter Games in bringing new products and innovations to market	VANOC
Value of 2010 Winter Games-related green procurement	Assesses how 2010 Winter Games partners are using their purchasing power to influence the environmental products and services sector	VANOC and government partners
Number of workshops and attendees at business opportunities workshops hosted by the 2010 Commerce Centre	Measures the increase in awareness in the business community regarding green procurement	2010 Commerce Centre
New 2010 Winter Games-related or Games-influenced environmental sustainability initiatives undertaken by sponsors	Indicates how the 2010 Winter Games are influencing sponsors to be more environmentally sustainable and conscious	VANOC and members of the sponsor sustainability initiative

## Impact Measures

The key measures identified for assessing the impacts of the 2010 Winter Games on environmental sustainability, together with the proposed method of analysis/attribution, are presented in the table below.

Constituencies	Anticipated Impact	Impact Measure	Planned Method of Analysis/Attribution
<b>Governments</b>	New policy	Government 2010 Winter Games-related or Games-influenced sustainability Initiatives	Information gathering
<b>Public</b>	Increased awareness	Number of media articles on environmental sustainability at the 2010 Winter Games (absolute and as percentage of all sustainability-related media articles)	Trend analysis
	Increased training	Number and attendance of VANOC workforce sustainability training	Statistical reporting
<b>Environmental Organizations</b>	More exposure and influence	Number of VANOC and government consultations with ENGOs	Statistical reporting, information gathering
<b>Business Community</b>	New innovations	Adoption of environmental innovations in 2010 Winter Games-related activities	Information gathering
	Market penetration	Value of 2010 Winter Games-related contracts	Statistical reporting, information gathering
	Increased awareness	Attendance at business opportunities workshops held by the 2010 Commerce Centre	Statistical reporting
	Best practices in reporting	VANOC environmental sustainability reporting	Information gathering
<b>Sponsors</b>	Games-related sustainability initiatives/causes	New 2010 Winter Games-related or Games-influenced environmental sustainability initiatives	Information gathering

# Social Development

## What was envisioned in the bid phase?

Several references to opportunities for social development in the VANOC business plan and bid book include:

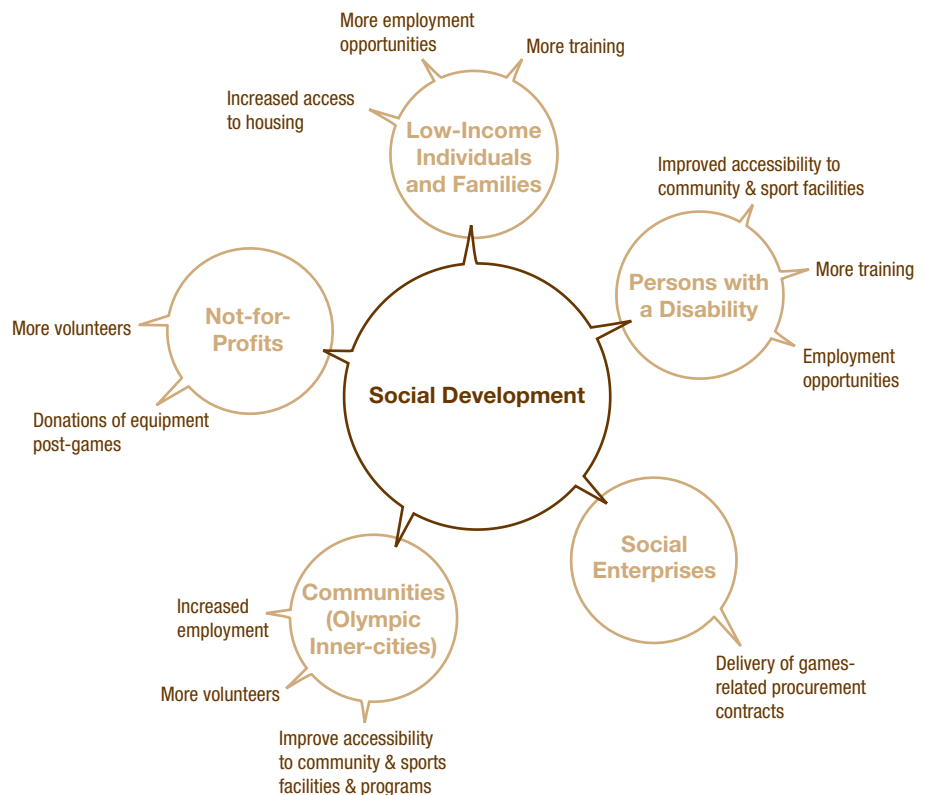
- Create of barrier free access to sport and community facilities
- Develop accommodations that will become post-games non-market housing
- Enhance the talent pool for inner-city communities and Aboriginal people for the post-games market
- Promote equality and inclusivity in procurement and hiring practices
- Develop a new model for governments and community to work together to address social issues with community engagement
- Create sports endowment programs
- Leave sustainable legacies for sport medicine and sport science, locally and nationally, following the 2010 Winter Games

## Introduction

The term “social development” has many definitions. It can be broadly defined as making a commitment to individual well-being and inclusion and empowerment to increase equity and access to markets and services for all. Social development is also sometimes more narrowly defined as the growth and expansion of opportunities for the low-income portion of the population. Our impact analysis seeks to capture the broad impacts of the 2010 Winter Games on key constituency groups across a range of communities, groups and individuals.

## Impact Map

The diagram below shows the social development constituencies and anticipated impacts of the 2010 Winter Games.



## Expected Timing

The expected social development constituencies, the anticipated impacts, and the expected timing of the impacts are outlined below.

Constituencies	Anticipated Impacts	Expected Timing of Impacts
<b>Low-Income Individuals and Families</b>	<ul style="list-style-type: none"> <li>Increased number of housing units available</li> <li>More employment opportunities</li> <li>More training</li> </ul>	<p>Partially tied to freeing up of post-games housing in the athletes' village. Timing will be March 2010.</p> <p>Review of changes in market conditions for low-income families and contributors from the 2010 Winter Games. Timing late 2003 onwards.</p> <p>Employment and training tied to the start-up date of VANOC employment. Impact start date early 2004.</p>
<b>Persons with a Disability</b>	<ul style="list-style-type: none"> <li>Improved accessibility to community and sports facilities</li> <li>More training</li> <li>Employment opportunities</li> </ul>	<p>Tied to freeing up of post-games facility capacity. Timing will be March 2010.</p> <p>Employment and training tied to the start-up date of VANOC employment. Impact start date early 2004.</p>
<b>Social Enterprises</b>	<ul style="list-style-type: none"> <li>Delivery of games-related procurement contracts</li> </ul>	<p>Tied directly to the start-up date of VANOC procurement. Impact start date early 2004.</p>
<b>Communities (Olympic Inner-Cities)</b>	<ul style="list-style-type: none"> <li>More volunteers</li> <li>Increased employment</li> <li>Improve accessibility to community and sports facilities and programs</li> </ul>	<p>Tied to volunteers completing their work with the 2010 Winter Games. Timing will be mid-2010.</p> <p>Employment and facilities tied to the start-up date of VANOC employment. Impact start date early 2004.</p>
<b>Not-for-Profits</b>	<ul style="list-style-type: none"> <li>More volunteers</li> <li>Donations of equipment post-games</li> </ul>	<p>Tied to volunteers completing their work with the 2010 Winter Games. Timing will be mid-2010.</p> <p>Tied to freeing up of post-games equipment. Timing will be March 2010.</p>

## Data Collection

The data selected to analyze the impacts of the 2010 Winter Games on social development are presented in the table below.

Data Measures	Uses in Impact Assessment	Sources
Change in social/non-market housing units available	Measures increase in housing based on the development of accommodations that will become post-games non-market housing (as included in the business plan of VANOC)	<p>VANOC regarding housing units in Olympic and Paralympic Village Vancouver</p> <p>ICI data collected</p> <p>BC Housing data, including information from the following programs:</p> <ul style="list-style-type: none"> <li>• Housing Matters BC (Provincial Housing Strategy)</li> <li>• Rental Assistance Program</li> <li>• Shelter Aid for Elderly Renters</li> <li>• Homeless Outreach Program</li> <li>• Aboriginal Homeless Outreach Program</li> <li>• Homeless Rent Supplement Program</li> <li>• Provincial Housing Program</li> <li>• Provincial Homelessness Initiative</li> <li>• Aboriginal Housing Initiative</li> <li>• Independent Living BC</li> <li>• Seniors Supportive Housing Program</li> <li>• Housing Endowment Fund</li> <li>• Community Partnership Initiatives</li> <li>• Emergency Shelter Program</li> </ul> <p>Social Development Issue Cluster data collected</p>
Number of facilities upgraded for wheelchair access at other community facilities such as hotels and theatres	Measures how effective the 2010 Winter Games have been at reducing the barriers to accessing sport and community facilities	<p>VANOC regarding baseline for new facilities and upgrades to existing community facilities directly tied to the 2010 Winter Games</p> <p>Interviews with each facility's management and how they track the measurable impact of the upgrades on relevant programs</p> <p>Review Legacies Now "Measuring Up" program</p>
Social enterprise and not-for-profit 2010 Winter Games revenue	<p>Indicates whether the 2010 Winter Games have helped promote equality and inclusivity in procurement and hiring practices</p> <p>Indicates how VANOC and other partner procurement has contributed to the growth and sustainability of social enterprises involved with VANOC</p>	<p>Primary data from 2010 Winter Games-related organizations such as the IOC, IPC, and VANOC</p> <p>Interviews with each social enterprise and how they track the measurable impact of VANOC on their sustainability and employment</p>
Number of people employed and trained, in relevant demographic groups, by the 2010 Winter Games.	Indicates how the 2010 Winter Games affect the talent pool for inner-city communities (marginalized communities including the Vancouver Downtown Eastside, Downtown South, and Mount Pleasant) and Aboriginal people.	Primary data from Olympic and Paralympic and other 2010 Winter Games partners related organizations.
Value of 2010 Winter Games equipment (e.g., office, computer, medical and sports equipment) donated to organizations post-games.	<p>Measures additional donations to social development resulting from delivery of the 2010 Winter Games</p> <p>Indicates how VANOC equipment has contributed to the growth and sustainability of organizations in receipt of the equipment</p>	<p>VANOC regarding equipment donated and to whom</p> <p>Interviews with the receiving organizations and how they track the measurable impact of the VANOC donation</p>

## Impact Measures

The key measures identified for assessing the impacts of the 2010 Winter Games on social development, together with the proposed method of analysis/attribution, are presented in the table below.

Constituencies	Anticipated Impact	Impact Measure	Planned Method of Analysis/ Attribution
Low-income Individuals and Families	Increased number of housing units available	Change in social/non-market housing units available	Trend analysis
	More employment opportunities	Number of people employed in relevant demographic groups by the 2010 Winter Games	Interviews and other information gathering
	More training	Number of people trained in relevant demographic groups by the 2010 Winter Games	Interviews and other information gathering
Persons with a Disability	Improved accessibility to community and sports facilities	Number of facilities upgraded for wheelchair access	Interviews and other information gathering
	More training	Number of people trained in relevant demographic groups by the 2010 Winter Games	Interviews and other information gathering
	Employment opportunities	Number of people employed in relevant demographic groups by the 2010 Winter Games	Interviews and other information gathering
Social Enterprises	Delivery of games-related procurement contracts	Social enterprises and not-for-profit 2010 Winter Games procurement revenue	Interviews and other information gathering
Communities (Olympic Inner-Cities)	More volunteers	Incremental increase in the number of volunteers	Interviews and other information gathering
	Increased employment	Number of people employed in relevant demographic groups by the 2010 Winter Games	Interviews and other information gathering
	Improved accessibility to community and sports facilities and programs (sport, health)	Incremental increase in the number of sport and health facilities built for the 2010 Winter Games	Interviews and other information gathering
Not-for-Profits	More volunteers	Incremental increase in the number of volunteers	Interviews and other information gathering
	Donations of equipment post-games	Value of 2010 Winter Games equipment donated to organizations	Interviews and other information gathering

## What was envisioned in the bid phase?

References to opportunities for developing arts and culture in the VANOC business plan and bid book include:

- Produce a series of cultural programs including the Cultural Olympiad and Olympic and Paralympic Arts Festivals
- Enhance the experience of the Winter Games through a celebration of arts, culture and creativity
- Broaden and extend the scope of the Winter Games by maximizing the participation of the local, national and global community in an outstanding display of artistic and cultural endeavour
- Highlight fundamental aspects of our unique culture, such as Canada's multicultural makeup, Anglophone, Francophone, and Aboriginal people
- Reflect Canadians' character as creators, innovators, and contributors to world progress

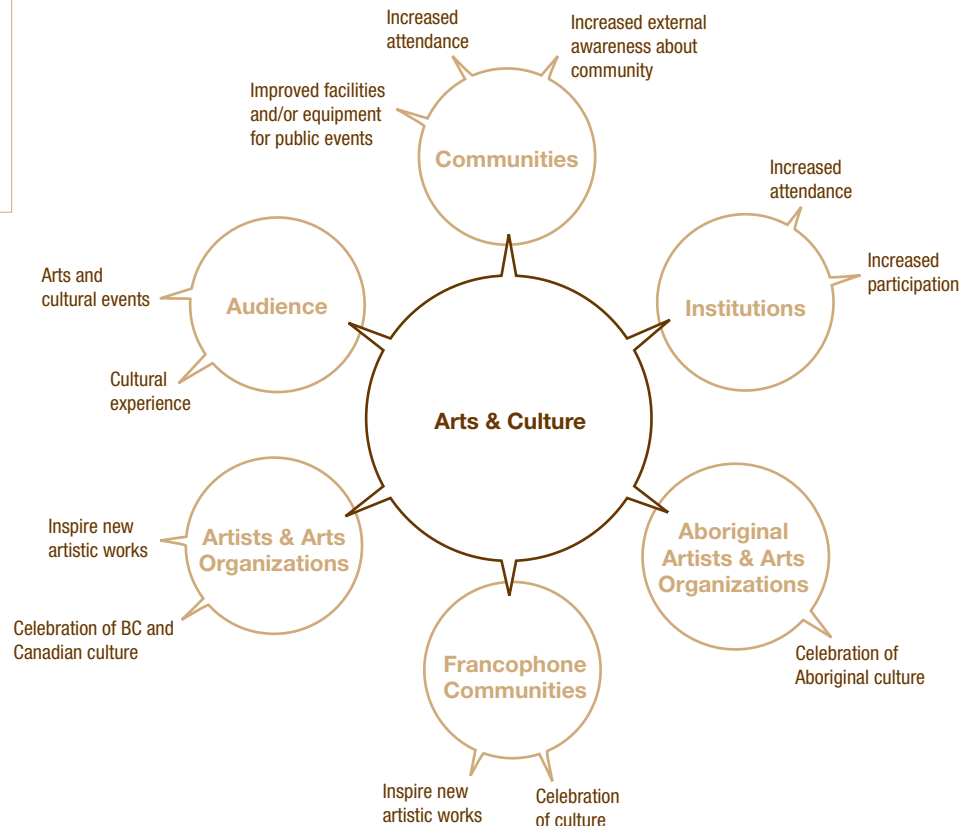
## Introduction

Hosting the Winter Games provides the host community with an opportunity to express its culture in a way that the world can experience. For British Columbians and Canadians, the 2010 Winter Games is an opportunity to celebrate the diversity of our culture and share it with others. The expression of culture throughout the build-up to the 2010 Winter Games and during the Games will include participation of artists that reflect this diversity. The 2010 Winter Games are expected to heighten international awareness of BC and Canada as a creative and cultural destination. Afterwards, more artists and performers could increase their opportunities for product sales, touring and other commercially related activities thereby increasing the capacity of the arts and culture sector.

Presentation of art forms will be diverse and cover a wide spectrum of creative expression including: circus, culinary arts, dance, opera, film & video, literary arts, media arts, music, street arts, theatre and visual arts.

## Impact Map

The diagram below shows the arts and culture constituencies and anticipated impacts of the 2010 Winter Games.



## Expected Timing

The expected arts and culture constituencies, the anticipated impacts, and the expected timing of the impacts are outlined below:

Constituencies	Anticipated Impacts	Expected Timing of Impacts
<b>Communities</b>	<p>Improved facilities and/or equipment for public events</p> <p>Increased attendance of arts and culture events</p> <p>Increased external awareness about the community</p>	<p>As the host city, Vancouver will experience the greatest impacts, which are believed to begin in 2008 with the introduction of the Cultural Olympiad series. Impacts on Vancouver are expected to increase in 2009, peaking in 2010 with the Olympic and Paralympic Arts Festivals.</p> <p>As the host mountain resort, impacts on Whistler are expected to begin in 2006 with the introduction of the annual Celebration 2010 series.</p> <p>As venue cities, Richmond, Surrey and West Vancouver may also experience impacts from holding events for the Cultural Olympiads and the Olympic and Paralympic Arts Festivals.</p> <p>Other communities involved with the torch relay, celebration sites and other festivals will experience impacts closer to 2010 when the Games are held.</p>
<b>Institutions (museums, galleries, other exhibition venues)</b>	<p>Increased attendance</p> <p>Increased participation</p>	<p>Impacts on institutions are believed to have begun in 2006 with the first Celebration 2010™ festival held in Whistler. Further impacts on museums and galleries are expected to occur during the Cultural Olympiads 2008 and 2009 and the Olympic and Paralympic Arts Festival in 2010.</p>
<b>Aboriginal Artists &amp; Arts Organizations</b>	<p>Celebration of Aboriginal culture</p>	<p>Impacts on Aboriginal artists and arts organizations are believed to have begun in 2007 with the introduction of programs for developing and showcasing original work including the Arts Partners in Creative Development (APCD), licensing program, Venues and the Cultural Olympiads being held in 2008 and 2009.</p> <p>Impacts on Aboriginal artists and arts organizations will peak in 2010 with the Olympic and Paralympic Arts Festivals.</p> <p>However, through global exposure during the 2010 Winter Games, Aboriginal communities could benefit from increased national and international partnerships resulting in opportunities to provide Aboriginal products and services.</p>
<b>Francophone Communities</b>	<p>Inspire new artistic works</p> <p>Celebration of Francophone culture</p>	<p>Occur at times similar to the timing for artists and art organizations</p> <p>Impacts on Francophone communities are expected to begin closer to 2010 when the Games are held</p>
<b>Artists &amp; Arts Organizations</b>	<p>Inspire new artistic works</p> <p>Celebration of BC and Canadian culture</p>	<p>Impacts on artists and arts organizations which deliver arts and culture products and services are believed to have begun in 2007 as funding became available through Arts Partners in Creative Development program (APCD) to support the creation and development of original works. Impacts increased with the 2008 Cultural Olympiad. Impacts will continue to build through 2009 and are expected to peak in 2010 with the presentation of the Olympic and Paralympic Arts Festivals.</p> <p>After 2010, there may be a downturn in the creation of original artistic works if public funding shifts to other societal activities. However, global exposure during the Olympic and Paralympic Winter Games could result in artists and arts organizations benefiting from opportunities to tour nationally and internationally.</p>
<b>Audience</b>	<p>Participate in cultural experience</p> <p>Increased attendance at arts and cultural events</p>	<p>Impacts on visitors are believed to begin in 2006 with the introduction of Whistler's annual Celebration 2010™ followed by the first Cultural Olympiad in 2008. (Celebration 2010™ runs concurrently with the Cultural Olympiads.) Impacts on audience are expected to increase in 2009 with the second Cultural Olympiad and then peak in 2010 with the Olympic and Paralympic Arts Festivals.</p> <p>A slight downturn in audience participation may occur after 2010 caused by audience fatigue. This effect was experienced after Expo 86 and it is anticipated it may occur again. However, previous experience indicates that overall, the arts and culture sector will continue to experience incremental increases after 2010 as more audience, made up of local residents and visitors, become aware of arts and culture opportunities in British Columbia.</p>

## Data Collection

The data selected to analyze the impacts of the 2010 Winter Games on arts and culture are presented in the table below.

<b>Data Measures</b>	<b>Uses in Impact Assessment</b>	<b>Sources</b>
Public spending (federal, provincial, and municipal) on arts and culture related to the Cultural Olympiads and closing and opening ceremonies and other activities	Measures public investment in the development of arts and culture motivated by the 2010 Winter Games	Program spending as reported in annual reports, press releases and other sources
VANOC spending on arts and culture related to the Cultural Olympiad exclusive of public spending	Measures public investment in the development of the industry	Primary data collected from VANOC including sustainability reports and press releases
Sponsorship spending on arts and culture activities related to the Winter Games	Measures private investment in the development of the industry	Primary data collected from annual reports
Number of new artistic works created by genre and cultural category (Aboriginal, Multi-ethnic, and Francophone)	Measures increased artistic and creative activity	Primary data collected from VANOC, Arts Partners in Creative Development, and funded programs
Number attending Cultural Olympiad and Olympic and Paralympic Arts Festival performances	Measures audience participation and appreciation of arts and culture	Primary data collected from VANOC
Number attending institutions (museums, galleries and other exhibition venues)	Measures public and visitor participation and appreciation of arts and culture	Primary data collected from VANOC as part of the Cultural Olympiads and Olympic and Paralympic Arts Festival performances

## Impact Measures

The key measures identified for assessing the impacts of the 2010 Winter Games on arts and culture, together with the proposed method of analysis/attribution, are presented in the table below.

Constituencies	Anticipated Impact	Impact Measure	Planned Method of Analysis/Attribution
Communities	Improved facilities and/or equipment for public events	Funding received for Games-related events	Information gathering, trend analysis
	Increased attendance at arts and culture events	Attendance records at venues	Information gathering, trend analysis
	Increased external awareness about the community	Number of communities involved with the 2010 Winter Games events such as celebration sites and the torch relay	Information gathering, trend analysis
Institutions	Increased attendance	Attendance records at institutions	Information gathering, trend analysis
	Increased participation	Number of venues participating and location	Information gathering, trend analysis
Aboriginal Artists and Arts Organizations	Celebration of Aboriginal culture	Number of new artistic works created for the Cultural Olympiads by genre and geography Number touring as part of Games delivery Program spending on arts and culture related to the Cultural Olympiads and Opening and Closing Ceremonies	Information gathering
Francophone Communities	Inspiration of new artistic works	Program spending on arts and culture related to the Cultural Olympiads and opening and closing ceremonies	Information gathering
	Celebration of Francophone culture	Number of new artistic works created for the cultural Olympiad	Information gathering
Artists & Arts Organizations	Inspire new artistic works	Program spending on arts and culture related to the Cultural Olympiads and opening and closing ceremonies	Information gathering
	Celebration of BC and Canadian culture	Number of new artistic works created for the Cultural Olympiads by genre, geography and cultural category (Aboriginal, multi-ethnic, Francophone, etc.) Number touring as part of Games delivery	Information gathering
Audience	Participate in cultural experience	Attendance records at Cultural Olympiad performances	Information gathering, trend analysis
	Increased attendance at arts and cultural events	Attendance records at institutions exhibiting as part of Cultural Olympiad performances	Information gathering, trend analysis

# Economic Development

## What was envisioned in the bid phase?

Opportunities for economic development in the VANOC business plan and bid book noted that the 2010 Winter Games would:

- Provide procurement opportunities for British Columbian and Canadian suppliers of goods and services that can be conducted sustainably, helping to generate jobs and access to training for Aboriginal communities, persons with a disability, at-risk women and youth, and visible minorities
- Create jobs in the construction, hospitality, tourism, transportation, retail and related sectors
- Provide business development opportunities to increase international awareness of British Columbia and Canada as a place to invest and do business
- Improve infrastructure such as the construction of sport venues and housing that will enhance the quality and availability of community resources

## Introduction

Economic development is the means through which communities improve the quality of life for their residents by generating new economic wealth. Economic development is achieved through the implementation of public policy, and delivery of public and private investment.

According to the International Economic Development Council, increased prosperity in the community and for business occurs when the following objectives are realized:

- Private enterprise is advanced.
- Production use of local resources is made.
- High-quality jobs are created.
- New personal income is generated.
- The tax base is increased.

In a complex system like the provincial or national economy, it is challenging to isolate the economic effects of the 2010 Winter Games investment and activity from regular business cycle impacts. While we are aware of this situation, we propose to utilize various modeling techniques to isolate, to the extent possible, impacts specifically attributable to the 2010 Winter Games.

One of the primary economic impacts of the 2010 Winter Games is the increase in economic activity due to the construction of Olympic and Paralympic venues and related Games delivery expenditures. This new construction spending creates jobs and stimulates additional economic activity across the BC economy. Moreover, the 2010 Winter Games are expected to have broad impacts for Canadian businesses in all regions of BC and the rest of Canada by enhancing economic opportunities and allowing businesses to leverage the Games to create long-run benefits through the expansion of markets and creation of business relationships abroad.

## Impact Map

The diagram below shows the economic development constituencies and anticipated impacts of the 2010 Winter Games.



## Expected Timing

The expected business development constituencies, the anticipated impacts, and the expected timing of the impacts are outlined below.

Constituencies	Anticipated Impact	Expected Timing of Impacts
<b>Communities</b>	<ul style="list-style-type: none"> <li>Increased employment</li> <li>Housing impacts (prices and availability)</li> <li>Enhanced economic opportunities</li> </ul>	<p>The increase in economic activity generated by construction of venues and other 2010 Winter Games delivery activities began after the award of the 2010 Winter Games in 2003 and should continue until the conclusion of the Games.</p> <p>Supplementary initiatives designed to leverage the 2010 Winter Games are expected to impact economic development in the post-games years.</p>
<b>Canadian Businesses</b>	<ul style="list-style-type: none"> <li>2010 Winter Games specific procurement</li> <li>Expanded business capacity</li> <li>Increased demand</li> <li>Increased employment</li> </ul>	<p>Economic development impacts for Canadian businesses began with 2010 Winter Games delivery activities and construction of venues.</p> <p>Further long-term impacts should be realized as initiatives are put in place to leverage the 2010 Winter Games.</p>
<b>Global Markets</b>	<ul style="list-style-type: none"> <li>Increased foreign investment in BC and Canada</li> <li>Increased demand for Canadian goods and services (exports)</li> </ul>	<p>The impact on global markets, such as trade and investment, should primarily take place in the post-games years.</p>
<b>Provincial Government</b>	<ul style="list-style-type: none"> <li>Diversification of the economy</li> <li>New tax revenue</li> </ul>	<p>The provincial government has benefited from the increase in economic activity around delivery of the 2010 Winter Games since 2003, including new tax revenue and enhanced delivery of services due to infrastructure upgrades.</p> <p>Further long-term impacts should be realized as businesses leverage new relationships, expand capacity, and benefit from an expanded pool of skilled labour.</p>
<b>Federal Government</b>	<ul style="list-style-type: none"> <li>New tax revenue</li> </ul>	<p>The federal government has benefited from the increase in economic activity around the 2010 Winter Games since 2003.</p> <p>Further long-term impacts should be realized as initiatives are put in place to leverage the 2010 Winter Games.</p>

## Data Collection

The data selected to analyze the impacts of the 2010 Winter Games on economic development are presented in the table below.

<b>Data Measures</b>	<b>Uses in Impact Assessment</b>	<b>Sources</b>
Real GDP growth (BC and Canada)	Measures economic performance. Impact will be attributed using econometric and input-output modeling	National accounts data from Statistics Canada (CANSIM Database) and BC Stats
Employment Measures (BC and Canada)	Measures economic performance including unemployment rate and employment rate, participation rate, and employment growth	Employment measures by industry and province from Statistics Canada (CANSIM Database). Employment and population data from BC Stats
Tax revenue	Reflects fiscal gains to the government from increased economic activity	Data from Provincial government annual budget and Statistics Canada
Housing Prices	Measures the impact of the 2010 Winter Games on local house prices	House price data from MLS/CMHC, BC Stats, and RBC Affordability Index
Value and geographic composition of Foreign Direct Investment (FDI) flows to Canada	May capture long-run impact of Pacific Gateway strategy on the geographic composition of investment in Canada	Data and information collected by 2010 Commerce Centre relating to trade and investment missions; Inward FDI data from Statistics Canada
Value and geographic composition of exports	Measures expansion and enhancement of exports	Export data from BC Stats and Industry Canada Statistics Canada International trade statistics
New residential and non-residential investment	Measures the impact of the 2010 Winter Games on the capital stock in BC – measure of the long-run impact on the BC economy	Housing starts and residential and non-residential investment data from CMHC, BC Stats, Statistics Canada (CANSIM Database)

In addition to these data measures, we will also be tracking exogenous policy and economic variables such as interest rates, tax rates, exchange rates and inflation. The actual or probable effects of these variables will be factored to isolate the changes in impact measures and ensure our results are limited to only those that can be reasonably attributed to the 2010 Winter Games.

## Impact Measures

The key measures identified for assessing the impacts of the 2010 Winter Games on economic development, together with the proposed method of analysis/attribution, are presented in the table below.

Constituencies	Anticipated Impact	Impact Measure	Planned Method of Analysis/Attribution
Communities	Increased employment	Employment measures (unemployment, participation, employment growth)	Econometric and input-output modeling Trend analysis
	Housing impacts (prices and availability)	Housing prices and residential construction	Trend analysis
	Enhanced economic opportunities	Real GDP Growth	Econometric and input-output modeling
Canadian Businesses	2010 Winter Games specific procurement	2010 Winter Games specific procurement opportunities	Program data
	Expanded business capacity	Non-residential investment	Trend and econometric analysis
	Increased demand	Real GDP growth	Econometric and input-output modeling
	Increased employment	Employment	Econometric and input-output modeling
Global Markets	Increased foreign investment in Canada	FDI by volume and geographic composition	Econometric and trend analysis
	Increased demand for Canadian goods and services (exports)	BC and Canadian exports by country	Trend and econometric analysis
Provincial Government	Diversification of the economy	GDP by sector	Trend analysis
	New tax revenue	Provincial tax revenue	Input-output modeling
Federal Government	New tax revenue	Federal tax revenue	Input-output modeling

# Employment

## What was envisioned in the bid phase?

References to opportunities for employment in the VANOC business plan and bid book include:

- Leave a skills development legacy and a diverse talent pool that includes individuals from various groups of interest such as Vancouver's Downtown Eastside, Aboriginal and Francophone populations and persons with a disability in the post-2010 market
- Leave a legacy of experienced BC and Canadian expertise as a result of the scale of the event and, in particular, the opening and closing ceremonies,
- Generate employment in the construction of venues
- Generate employment related to hospitality, tourism, transportation and retail

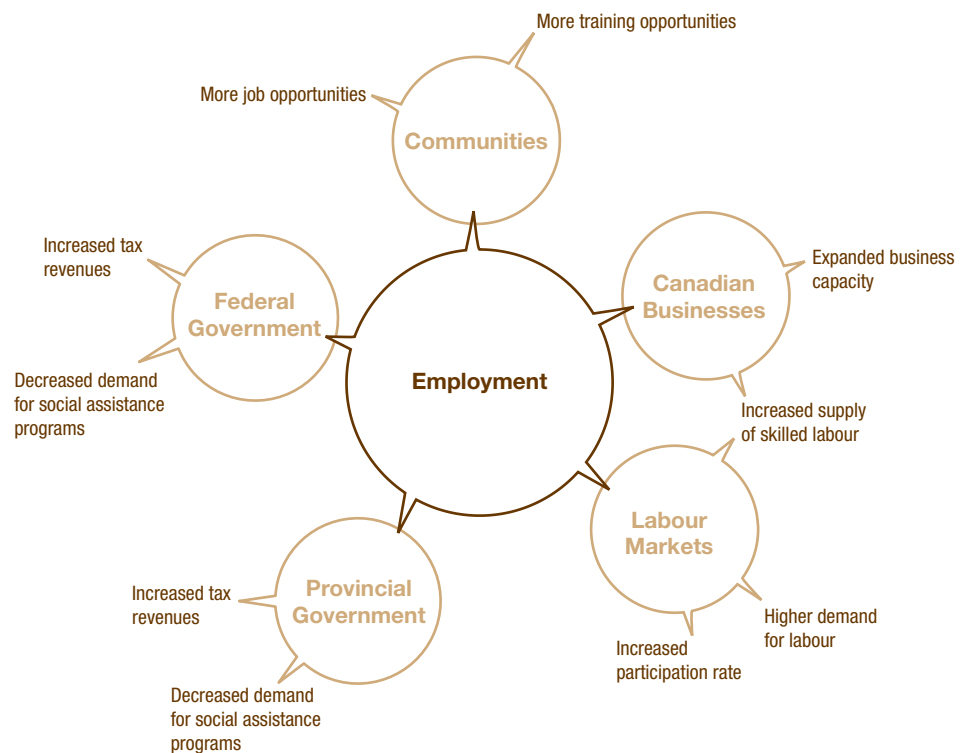
## Introduction

The 2010 Winter Games will provide employment opportunities across several industry sectors. Most prominent are opportunities in construction during the build-up to the Games. Other key sectors to benefit from the 2010 Winter Games include hospitality, tourism, transportation and retail. In addition to job creation, the capacity of the labour force in these sectors will likely increase because of the expanded skill sets needed to deliver the Games. Access to employment opportunities is intended to be inclusive; as such, it is expected there will be employment opportunities for Aboriginal people, individuals living in the inner-city, and persons with a disability.

Some of the employment impacts of the 2010 Winter Games are immediately observable such as increased employment in the construction, and tourism and hospitality industries. Others, such as enhanced training programs and opportunities for Aboriginal communities, persons with a disability, and low-income individuals, may take time to fully realize.

## Impact Map

The diagram below shows the business constituencies and anticipated impacts of the 2010 Winter Games.



## Expected Timing

The expected employment constituencies, the anticipated impacts, and the expected timing of the impacts are outlined below.

Constituencies	Anticipated Impacts	Expected Timing of Impacts
<b>Communities</b>	<ul style="list-style-type: none"> <li>More job opportunities</li> <li>More training opportunities</li> </ul>	<p>The increase in economic activity generated by construction of venues and other 2010 Winter Games delivery activities began after the award of the Games in 2003 and should continue until the conclusion of the Games.</p> <p>The employment impacts of increased participation, training and wages should extend beyond 2010.</p>
<b>Canadian Businesses</b>	<ul style="list-style-type: none"> <li>Increased supply of skilled labour</li> <li>Expanded business capacity</li> </ul>	<p>Canadian businesses have already felt the impact in BC of labour shortages arising from increased demand for labour. This labour tightness should continue until the 2010 Winter Games conclude.</p> <p>In the long run, Canadian businesses may benefit from the skills and experience gained by the BC labour force.</p>
<b>Labour Markets</b>	<ul style="list-style-type: none"> <li>Increased supply of skilled labour</li> <li>Higher demand for labour</li> </ul>	<p>The impact of the 2010 Winter Games on the BC labour market has been felt since the award of the Games and should continue until their conclusion.</p> <p>The skills and experience gained by participants in the BC labour market should help in leveraging long-run impacts of the 2010 Winter Games.</p>
<b>Provincial Government</b>	<ul style="list-style-type: none"> <li>Increased tax revenues</li> <li>Decreased demand for social assistance programs</li> </ul>	<p>The increase in employment from construction of venues and other 2010 Winter Games delivery activities began after the award of the Games in 2003 and should continue until the conclusion of the Games. This increase should broaden the tax base as more people are employed.</p> <p>These employment impacts extend beyond 2010 and may include less dependency on social assistance and a broadening of the tax base.</p>
<b>Federal Government</b>	<ul style="list-style-type: none"> <li>Increased tax revenues</li> <li>Decreased demand for social assistance programs</li> </ul>	<p>The increase in employment from construction of venues and other 2010 Winter Games delivery activities began after the award of the Games in 2003 and should continue until the conclusion of the Games. This increase should broaden the tax base as more people are employed.</p> <p>These employment impacts extend beyond 2010 and may include less dependency on social assistance and a broadening of the tax base.</p>

## Data Collection

The key measures identified for assessing the impacts of the 2010 Winter Games on employment, together with the proposed method of analysis/attribution, are presented in the table below.

<b>Data Measures</b>	<b>Uses in Impact Assessment</b>	<b>Sources</b>
New apprenticeships and training program enrolment	Measures the increase in skilled labour due to the 2010 Winter Games	Technical schools; BC Industry Training Authority
Aboriginal employment	Measures participation of BC's Aboriginal population in the labour force	Statistics Canada - Aboriginal census data Human Resources and Skills Development (HRSDC)
Employment rate for persons with a disability	Measures impact on employment for persons with disabilities	Ministry of Employment and Income Assistance; HRSDC
Employment at VANOC and related organizations	Measures direct games-related employment	Primary data from VANOC
Employment measures (BC and Canada)	Measures economic performance including unemployment rate and employment rate, participation rate, and employment growth	Employment measures by industry and province from Statistics Canada (CANSIM Database). Employment and population data from BC Stats
Distribution of employment gains	Reflects the overall distribution of employment in BC and Canada	Secondary data from Statistics Canada and BC Stats and results of economic analysis
Social assistance rates	Measures the proportion of people drawing social assistance	Social assistance data and research from Statistics Canada and HRSDC; Income assistance data from the Ministry of Housing and Social Development

## Impact Measures

The key impact measures selected to analyze the impact of the 2010 Winter Games on employment are presented in the table below.

### Employment Impact Measures

Constituencies	Anticipated Impacts	Impact Measure	Planned Method of Analysis/Attribution
Communities	More job opportunities	Employment	Econometric and input-output modeling
	More training opportunities	Availability of job training programs Enrolment in job training programs	Trend analysis
Canadian Businesses	Increased supply of skilled labour	Enrolment in training programs	Trend analysis
	Expanded business capacity	Unemployment rate (capacity measure)	Econometric modeling
		Distribution of employment gains (employment by sector) Migration to BC	Trend analysis
Labour Markets	Increased supply of skilled labour	Availability and enrolment in training programs	Trend analysis
	Higher demand for labour	Unemployment rate	Econometric modeling
		Migration to BC	Trend analysis
Provincial Government	Increased tax revenues	Provincial government tax revenues	Input-output modeling
	Decreased demand for social assistance programs	Number of people on social assistance	Trend analysis
Federal Government	Increased tax revenues	Federal government tax revenue	Input-output modeling
	Decreased demand for social assistance programs	Number of people on social assistance	Trend analysis

# Business Development

## What was envisioned in the bid phase?

The international exposure from the 2010 Winter Games has the potential to create a unique opportunity to profile British Columbian and Canadian products and services on the Olympic world stage, attract new investment, expand export/import markets, and build new business partnerships from around the world.

Some of the broader economic development objectives of hosting the 2010 Winter Games include:

- Showcase goods and services including those from sustainable and knowledge-based industries and value-added sectors
- Increase trade readiness of BC/Canadian companies
- Promote sector-based trade and investment with target countries
- Enhance the world class tourism image of British Columbia while building a strong business image
- Provide benefits to small and medium enterprises (SMEs) and the communities

## Introduction

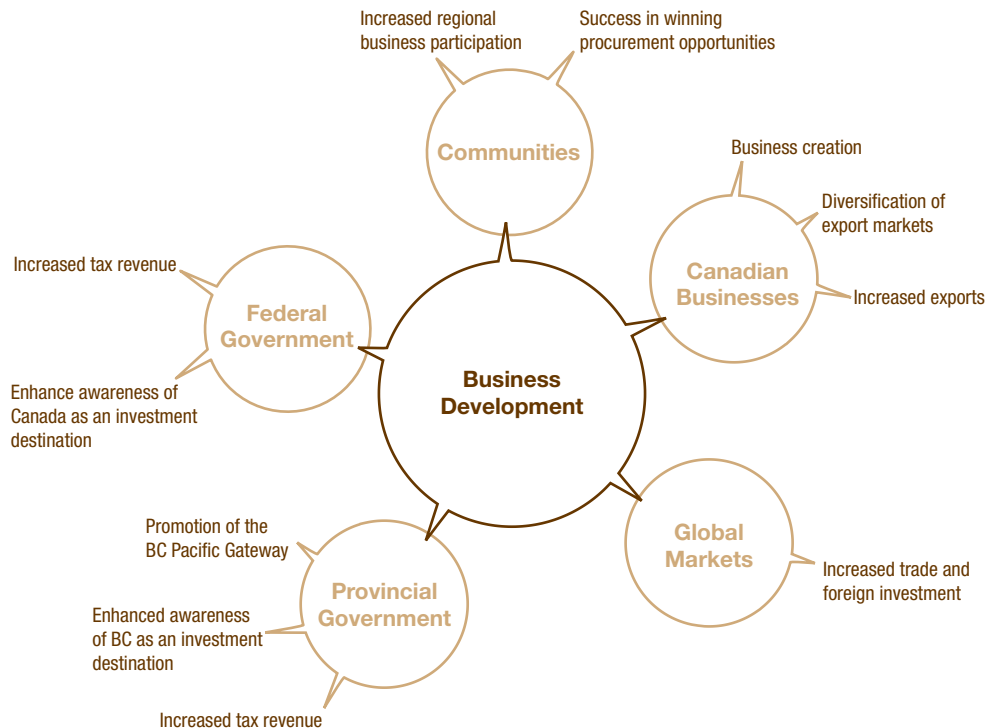
Business development covers a wide spectrum of activities across numerous sectors. Export development and investment are key features of our open, trade-oriented economy and are essential to ensure future economic growth and prosperity. For these reasons, government support programs for business development typically have a focus on:

- Business creation and expansion
- Foreign investment attraction and retention
- Export trade capabilities

The business development impacts of the 2010 Winter Games will concentrate on attracting new trade and investment in BC from abroad as well as promoting and creating businesses domestically. The impacts arising from initiatives around business development focus on leveraging the 2010 Winter Games to spotlight BC and Canadian businesses. Opportunities arising from these initiatives may take some time to incubate but have the potential to significantly extend the benefits of hosting the Games well beyond the closing ceremonies.

## Impact Map

The diagram below shows the business development constituencies and anticipated impacts of the 2010 Winter Games.



## Expected Timing

The expected business development constituencies, the anticipated impacts, and the expected timing of the impacts are outlined below.

Constituencies	Anticipated Impacts	Expected Timing of Impacts
<b>Communities</b>	<ul style="list-style-type: none"> <li>Increased regional participation in federal and provincial marketing programs</li> <li>Success of BC firms in winning procurement opportunities</li> </ul>	<p>Business development is expected to benefit from the procurement and marketing activities leading up to the 2010 Winter Games. These activities are designed to be inclusive and regionally diverse, with seminars and programs designed for small-business and businesses outside of Greater Vancouver.</p> <p>If successful, all communities should realized long-term benefits from relationship and skills gained from business development initiatives.</p>
<b>Canadian Businesses</b>	<ul style="list-style-type: none"> <li>Increased exports</li> <li>Diversification of export markets</li> <li>Business creation</li> </ul>	<p>Business development is expected to benefit immediately from the procurement and marketing activities leading up to the 2010 Winter Games.</p> <p>Businesses will also benefit in the long-run from enhanced export opportunities and the creation of new relationships with foreign firms and investors.</p>
<b>Global Markets</b>	<ul style="list-style-type: none"> <li>Increased trade and foreign investment</li> </ul>	<p>These impacts will likely occur in the long-run as new business relationships are created between Canadian and foreign firms and investors.</p>
<b>Provincial Government</b>	<ul style="list-style-type: none"> <li>Increased tax revenue from enhanced economic activity</li> <li>Enhanced awareness of BC as an investment destination</li> <li>Promotion of Pacific Gateway strategy for enhanced trade with Asia</li> </ul>	<p>Impacts from the promotion of BC as a Pacific Gateway to Asian markets have the potential to leverage the business development impact of the Games beyond 2010. However, these impacts may take years to be realized.</p>
<b>Federal Government</b>	<ul style="list-style-type: none"> <li>Increased tax revenue from enhanced economic activity</li> <li>Enhanced awareness of Canada as an investment destination</li> </ul>	<p>Impacts from the promotion of BC as a Pacific Gateway to Asian markets have the potential to leverage the business development impact of the Games beyond 2010. However, these impacts may take years to be realized.</p>

## Data Collection

The data selected to analyze the impacts of the 2010 Winter Games on business development are presented in the table below.

<b>Data Measures</b>	<b>Uses in Impact Assessment</b>	<b>Sources</b>
Regional participation in federal and provincial marketing programs	Measures the diversity of participation by BC and Canadian Businesses in the opportunities generated by the 2010 Winter Games	Program data from 2010 Commerce Centre; VANOC and its partners
Number of bids won by BC and Canadian firms	Measures local and national success	2010 Commerce Centre
Number of companies benefiting from 2010 Winter Games procurement of goods and services	Measures the number of Canadian enterprises benefiting from the direct impact of hosting the 2010 Winter Games	Program data from 2010 Commerce Centre; VANOC and its partners
Investment by Games sponsors	Measures investment made by large sponsor firms	VANOC and its partners
Value and geographic composition of Foreign Direct Investment (FDI) flows to Canada	May capture long-run impact of Pacific Gateway strategy on the geographic composition of investment in Canada	Data and information collected by 2010 Commerce Centre relating to trade and investment missions. Inward FDI data from Statistics Canada
Value and geographic composition of BC exports	Measures changes in export markets	Export data from BC Stats and Industry Canada
New business creation	Measures changes in business start-ups	Business creation data from BC Stats
Non-residential and machinery & equipment investment	Measures capital investments made by BC businesses to leverage impact of 2010 Winter Games	Capital investment data from BC Stats and Statistics Canada

## Impact Measures

The key measures identified for assessing the impacts of the 2010 Winter Games on business development, together with the proposed method of analysis/attribution, are presented in the table below.

Constituencies	Anticipated Impacts	Impact Measure	Planned Method of Analysis/Attribution
Communities	Increased regional participation in federal and provincial marketing programs	Regional participation in federal and provincial marketing programs and 2010 Winter Games procurement	Information gathering
	Success of BC and Canadian firms in winning procurement opportunities	Number of bids won by BC and Canadian firms	Information gathering
Canadian Businesses	Increased exports	Volume of exports Number of exporters	Trend analysis Information gathering
	Diversification of export markets	Geographic composition of BC exports	Trend and econometric analysis
	Business creation	New business creation	Trend analysis
Global Markets	Increased trade and foreign investment	Volume/value of exports and foreign investment	Trend and econometric analysis
Provincial Governments	Increased tax revenue from enhanced economic activity	Provincial government tax revenue	Input-output modeling
	Enhanced awareness of BC as an investment destination	Success of international trade missions	Information gathering, trend analysis
	Promotion of Pacific Gateway strategy for enhanced trade with Asia	Volume of trade with Asia-Pacific Region	Trend analysis, information gathering
Federal Government	Increased tax revenue from enhanced economic activity	Inward FDI volume by country	Input-output modeling
	Enhanced awareness of Canada as an investment destination	Inward FDI volume by country	Trend analysis, information gathering

