

Living the Dream

WHISTLER – HOST MOUNTAIN RESORT 2010 OLYMPIC AND PARALYMPIC WINTER GAMES

2010 Winter Games Post-Games Report
The Resort Municipality of Whistler | JUNE 2010





Living the Dream

During February and March 2010 – for 27 magical days of sport, arts and entertainment – Whistler lived the dream... not only as residents, or as British Columbians, or even as Canadians, but as global citizens.

In Whistler, it was the realization of a dream nearly as old as Whistler and the basis for early development. Working alongside the Host City of Vancouver, and together with VANOC and our partners, Whistler had the privilege and responsibility of being Host Mountain Resort for the 2010 Olympic and Paralympic Winter Games – the world's largest winter sporting and cultural event. During those extraordinary two months, together with our partners, we engaged the world, inspired the nation, galvanized the community and affirmed our belief in the power of a dream.

As a small and diverse community of passionate people, Whistler was committed to making Canada proud. We wanted to see Canadian athletes on the podium, but we also wanted to celebrate as a global community. Whistler embraced the 2010 Winter Games as a community, inspired by the excellence of the athletes, the commitment of the volunteers and the amazing spirit in the hearts and minds of Canadians from coast-to-coast-to-coast.

In a community of adventure seekers and sports enthusiasts, co-hosting the 2010 Olympic and Paralympic Winter Games was part of the dream that inspired the creation of Whistler. Hosting the Games was a once in a lifetime opportunity that surpassed every expression of what it might or could be.

While those 27 days were a defining moment in our short history, the 2010 Winter Games themselves were a catalyst for accelerating the vision and goals identified in the community's long-term strategic plan – *Whistler 2020*, creating lasting legacies for generations to come.

Living the Dream is the final report in a series of three reports. *Delivering the Dream* and *Investing in the Dream* were presented to the community in September 2008. This report draws on comprehensive information

collected from our resort partners, as well as from departments within the Resort Municipality of Whistler.

The report reviews the strategic objectives outlined in *Delivering the Dream*, describes Whistler's Games legacies, identifies what worked and reviews the budget information contained in *Investing in the Dream*.

Whistler's Games journey – as outlined in this report – was realized through the power of partnership, the spirit of collaboration and the ability of the Games to rally individuals, organizations and the community to help create a defining moment in Canada's history.

Whistler 2020

The 2010 Olympic and Paralympic Winter Games were not an 'end' in themselves, but a catalyst that has accelerated Whistler's journey toward achieving its vision of becoming the premier mountain resort community – as it moves toward sustainability.

The Games have assisted Whistler in achieving its five priorities:

- Enriching Community Life
- Enhancing the Resort Experience
- Protecting the Environment
- Ensuring Economic Viability
- Partnering for Success

These five priorities were the lens through which the 11 strategic objectives contained in *Delivering the Dream* – the 2010 Winter Games Strategic Framework – were developed.

Living the Dream provides a snapshot of what took place in Whistler during the Games and how those 27 memorable days moved Whistler closer to achieving its long-term vision.

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Strategic Objective Preparing for Extraordinary Games

“The Games were an amazing experience for our guests, our community and our employees. Bringing so much to Whistler – lasting legacies, world-wide exposure and community pride. And in true Whistler style, our community and our employees brought so much to the Games. It was a herculean effort with tremendous leadership by both VANOC and the Resort Municipality of Whistler (RMOW). We set a new standard and had a wonderful experience; something Whistler can forever look back on with fond memories and pride.”

— Dave Brownlie, Whistler Blackcomb, President & Chief Operating Officer

Preparing for extraordinary Games requires extraordinary commitment and partnerships. The Games have provided Whistler with a unique opportunity to realize many of its long term ambitions – increased brand recognition, significant lasting legacies, steps toward becoming a more sustainable and stronger resort community and the community pride that comes along with being the Host Mountain Resort for the 2010 Olympic and Paralympic Winter Games.

In preparing for the Games, Whistler was guided by its long term strategic plan – *Whistler 2020*. From this strong foundation, the Resort Municipality of Whistler created two key documents, *Delivering the Dream*, a strategic framework that was designed to guide, mobilize and leverage the Games and *Investing in the Dream*, which articulated the financial investment required by the municipality to fulfil its responsibilities and to capitalize on this unique opportunity.

Through partnerships, Whistler seized the moment, welcomed the world and created lasting memories for all of Canada. And these were partnerships at all levels – within the resort community, other host communities, different levels of government and the Vancouver 2010 Organizing Committee and sports organizations. Collectively, they were the cornerstone of delivering extraordinary Games.

What Worked

Create Extraordinary Partnerships: Engage and capitalize on partnerships at all levels. A tremendous amount of expertise and ownership will emerge from each partner organization.

Invest in Planning: Be guided by a long-term community plan. Create complementary Games-specific strategic plans, operational plans and contingency plans. Ensure activities are coordinated and aligned through a comprehensive land use Master Plan.

Be at the Table: Be part of the Organizing Committee for the Games. Be a full partner in the planning and staging of the Games. Understand the opportunities and the risks to be able to capitalize on the opportunities and manage the risks.

Don't Under Invest: The Games are a once in a lifetime opportunity that should be capitalized on for the greater benefit of the community. An under investment can jeopardize the community's ability to leverage the Games and put the community's reputation at risk. Invest wisely.



FAST FACTS

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96% of Canadians said they were proud of being Canadian because of hosting the 2010 Winter Games

92% of Canadians said the 2010 Winter Games were excellent/good

74% of Canadians believe the 2010 Games are Canada's Games

Source: Ipsos Reid

“I believe we Canadians tonight are stronger, more united, more in love with our country and more connected with each other than ever before. These Olympic Games have lifted us up. If the Canada that came together on opening night was a little mysterious to some, it no longer is. Now you know us, eh.”

— John Furlong, VANOC, Chief Executive Officer

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Strategic Objective Maximize Business Success

“The partnerships between the lead organizations both inside and outside the Resort leading up to and throughout the Games were critical and is one of the most valuable legacies of the Games. The level of integration between partners meant that the Chamber was truly connected to, and participated in, the various facets of Games preparations, advocated on behalf of business where appropriate and was able to keep its membership informed every step of the way. We all grew, as organizations and as individuals, as a result of the experience.”

— Fiona Famulak, Whistler Chamber of Commerce, President



The 2010 Olympic and Paralympic Winter Games provided Whistler and the Sea to Sky corridor with an unparalleled opportunity to realize new heights in terms of lasting economic development, capacity building and strengthened relationships.

The Whistler Chamber of Commerce assumed a leadership role in maximizing business success to ensure Whistler businesses leveraged the Games-time opportunities before, during and after the Games. The Chamber also played a key role as the liaison with the RMOW, VANOC and the business community, ensuring the interests of the business community were heard and represented throughout the planning process and during the Games. By taking on these responsibilities, the Chamber deepened its relationships with members, developed greater organizational capacity and became a key partner in delivering extraordinary Games in Whistler. The result was a stronger Chamber; a more engaged and connected business community.



The Chamber prepared businesses for Games opportunities through a number of avenues including Games-related workshops, guest speakers and panels. The Chamber was also part of the team that addressed operational challenges including the development of altered delivery schedules to balance Games-time operations with business operations.

Prior to the Games, Whistler experienced significant new opportunities in the building sector because of direct and indirect Games projects. For example, in the construction of the Whistler Athletes Village, more than 300 local tradespeople were employed through a variety of local general and subcontractors. The Sea to Sky Highway Improvement Project, estimated at approximately \$600 million, was an indirect benefit of co-hosting the Games. During the 2010 Winter Games, different business niches experienced unique business patterns. During the 17 nights of the Olympic Winter Games, Whistler achieved an average occupancy of 97%. During the Paralympic Winter Games the average

was closer to 80%. These are both higher than previous non-Games years and significantly higher than what past Host Cities experienced. The food and beverage, and retail sectors mostly experienced increases in business levels that varied depending on location and price point, with some businesses experiencing increases in the triple digits. Many of the post-Games benefits to business are unmeasurable, but provide the Whistler business community with long-term competitive advantages, including increased awareness of Whistler, enhanced business knowledge of how to plan and market to customers coming to Whistler for large-scale events, new and strengthened partnerships within the resort, increased recognition of the Chamber as an advocate for business and improved communications between and amongst Chamber members.



What Worked

Business Taking Care of Business: Leverage the relationship between the local Chamber (or business organization) with businesses to maximize opportunities for business success.

Focus on Long-term Success: Deliver high-quality and good value throughout the Games period so long-term benefits can be realized.

Seek Expert Advice Early: Seek advice from past Host Cities. Insight into how businesses should prepare for the Games and the unique challenges and opportunities presented by the Games can be learned from those with previous experience.

Use Existing Communications Avenues: Use existing events to focus on Games-specific information making it easy for local businesses to gather information.

Know Your Customer: Collect data and compile guest profiles as an important tool to help local business identify new merchandise or services Games-time guests might want.

Plan and Then Plan for Flexibility: Develop business plans and staffing plans early, but monitor trends and sales to be able to adapt quickly to the needs of Games-time customers.

It's About Service, Service and More Service:

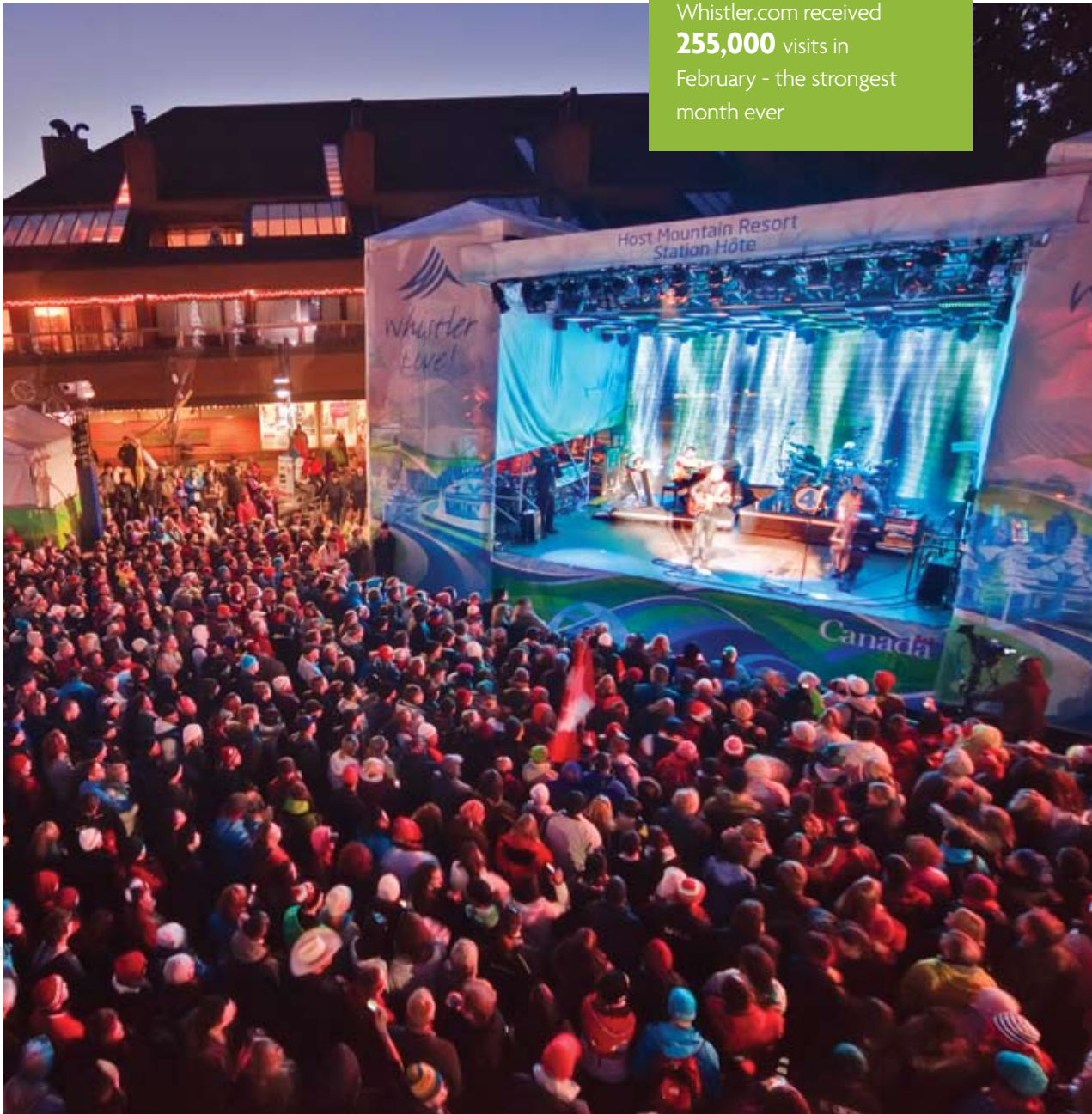
The Games are a catalyst for reviewing and enhancing customer service. Programs might include service training workshops, a mystery shopper program and monthly recognition program.

FAST FACTS

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\$500-million is the estimated gross retail sales of 2010 Winter Games branded merchandise

Whistler.com received **255,000** visits in February - the strongest month ever





FAST FACTS

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VANOC's budget for building new venues and upgrading existing facilities was **\$580** million and was equally funded by the Province of British Columbia and the Government of Canada.

Over **\$80** million in VANOC contracts were awarded to 180+ Whistler businesses. This does not include all the contract work for the Whistler Athletes Village, sub-contractors or Games-time contracts.

Whistler locals have purchased approximately **\$80** million in resident-restricted housing in Cheakamus Crossing – the former Whistler Athletes Village.

DID YOU KNOW?

Based on a study conducted by Tourism Whistler, in partnership with Tourism British Columbia, awareness of Whistler increased significantly in key overseas markets. The study measured awareness of Whistler before and after the 2010 Winter Games (November 2009, January 2010 and March 2010).

Increases by market:

- United Kingdom - awareness increased from 32% to 45%
- Germany - awareness increased from 19% to 42%
- Australia - awareness increased from 48% to 62%



“Inside all 440 Whistler Cooks team members, an Olympic size spark of inspiration was lit that kept us ladling, chatting, serving, chopping, dishing and smiling to serve up over 500,000 meals in 28 days. It was fantastic!”

— Hilarie and Grant Cousar, Whistler Cooks, owners



BUSINESS SUCCESS

Local businessman Joey Gibbons is no stranger to welcoming guests, he's done it for many years in Whistler. The Gibbons Hospitality Group owns and operates some of Whistler's favourite hangouts, including the Longhorn located at the base of Whistler Mountain and local favourite Tapley's Pub. But when the Olympic and Paralympic Winter Games were awarded to Whistler and Vancouver, Mr. Gibbons took it up a notch and sought out people and businesses that had done it before. Following a trip to Salt Lake City, his ideas around the importance of early planning were confirmed. That's when he made the strategic decision to bring on fellow Canadian, Kurt Burningham, as Vice President of Operations. Kurt had already experienced the Salt Lake City Games, understood the hospitality business and knew how to be creative in difficult economic times.

“We didn't sit back and wait for business and we weren't interested in a quick buck,” says Gibbons. “We went out, built relationships and provided a great experience at a fair price.” Gibbons admits there may have been a few things that surprised him, but overall, he's proud of his team and what they delivered to a variety of clients, including many national teams and nation houses. The approach to early planning and seeking out expertise paid off with significantly higher business in February 2010, compared to the same time last year. “We're pleased with what was accomplished. Our staff are great, Whistler's a place made for the Games and I look forward to leveraging these Games for years to come,” says Gibbons.

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Strategic Objective Capitalizing on Tourism Opportunities

“The Olympic and Paralympic Winter Games delivered on all of our hopes and dreams and more. Whistler was the winter icon of the Games, and Tourism Whistler was proud to tell Whistler’s story through the media, our marketing and our visitor services. The positive word-of-mouth and growth in awareness levels as a result of the Games has clearly positioned the Resort for future success in all of our global target markets.”

— Barrett Fisher, Tourism Whistler, President & CEO

The 2010 Olympic and Paralympic Winter Games provided an unprecedented opportunity to increase awareness of Whistler regionally, nationally and internationally, and to position Whistler as the winter icon of the Games. To fully capitalize on this opportunity, Tourism Whistler led a multi-year strategy beginning in 2003 directed at consumers, media, tour operators and convention planners.

The pre-Games strategy included an “Open for Business” marketing campaign to minimize the Olympic aversion factor that had proven to be an issue for Host Communities in previous Games. This included an expanded tour operator program, hosting media during pre-Games World Cup events and early communication of a Games-time value message. In the areas of media relations, consumer marketing, visitor services, travel trade, meetings and incentive, and sponsorship and research, Tourism Whistler established successful working relationships with key industry partners – the Canadian Tourism Commission, Tourism BC, Tourism Vancouver and Tourism Richmond – securing major marketing and sales opportunities. This included an expanded pre-Games consumer direct marketing program, a tour operator education and loyalty program to secure pre and post-Games bookings, the hosting of media in Beijing and in Whistler during Celebration Countdown and World Cup events, ongoing communications updates outlining timely highway and venue updates, as well as Games-time value messages.

Unquestionably, the most powerful opportunity to increase worldwide awareness of Whistler was to establish strong working relationships with the media from within Canada and from the 86 countries that were in Whistler to cover the Games. During the Games, more than 4,000 media – accredited and unaccredited; from television, radio, print, and social media – lived and worked in Whistler. To take full advantage of this immeasurable opportunity, Tourism Whistler, Whistler Blackcomb and the RMOW collaborated on the development and execution of an extensive program to provide content, technical support and client services, with further support from tourism partners, the Canadian Tourism Commission and Tourism BC.





Whistler Olympic Park will provide recreational users and athletes of all levels and abilities with access to over 70km of cross country trails.

The plan included dedicated on-the-ground support by Tourism Whistler for several key rights-holders including CTV, NBC, BBC, ARD (Germany), and Nine Network/Foxtel (Australia). In addition, services and support were available to accredited non-rights holders including CBC, Global, CBS, CNN as well as to thousands of unaccredited media. Tourism Whistler's Whistler Media House augmented VANOC's Whistler Media Centre and served more than 1,100 media from 175 media outlets in 33 countries.

In addition to providing extensive support to media from around the world, Tourism Whistler worked closely

with the RMOW to develop a comprehensive visitor information services plan to ensure an exceptional guest experience. Tourism Whistler established a Visitor Services Operations Centre, developed a new information website, hired and trained 80 new volunteers to activate eight additional information kiosks and provided extended hours during the Games.

The response from visitors was enthusiastic and positive: during the Games over 100,000 guests were assisted at 10 walk-up service locations, and over 6,000 Games-related calls were received by the Visitor Operations Centre.

All of Whistler's resort partners will be leveraging the intense media presence during the Games to continue to increase global awareness. Specifically, Tourism Whistler's marketing and communications messaging will highlight the major competitive advantage Whistler enjoyed as Host Mountain Resort for the 2010 Winter Games, as well as rekindle the spirit and energy of the Games to attract leisure guests, sports groups, meeting groups and incentive travelers. The messaging will capitalize on Games legacies as new tourism amenities to attract consumers, tour operators and convention planners.

FAST FACTS

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\$140 million+ ad equivalency in editorial coverage in North America generated in February 2010; **\$132 million** in broadcasts + **\$8 million** print/online

3.5 billion television viewers worldwide

82.7% of Canadians watched the Games on February 28 (Closing Day of the Olympic Games and the Canada vs. USA men's gold medal hockey game)

250,000+ visits to whistler2010.com in February 2010

1,000,000+ visits to Whistlerblackcomb.com in February 2010, up 25% over 2009





What Worked

Forge Alliances with External Industry Partners:

Align strategies and plans with Games-related tourism organizations to create efficiencies while ensuring individual brands emerge.

Get Your Name Front and Centre: All Whistler venues had Whistler in the name. Branding is critical for media attention, increased exposure and long-term awareness.

Collaborate with Local Partners: Develop a communication matrix with local partners – government, private sector, key organizations – to assign responsibility across a range of topics where each party takes the lead on various communications projects, from website development to media relations and issues management.

Help the Media do Their Job: The media are VIPs. Understand and implement solutions for content – press conferences, media briefings, local topics; and for technical support – facilitate a productive work environment, as well as transmission equipment and accurate broadcast formats.

Ensure Easy Access to Information: Create an exceptional guest experience. Embrace local, grassroots initiatives as an extension of formal guest services programs. Formal Games-time visitor information services program included additional, strategically located information kiosks. The informal, grassroots initiatives included a multi-lingual “Ask Me I’m A Local” program.

WHISTLER MEDIA HOUSE



Located in Maurice Young Millennium Place (MY Place) on the Village Stroll, the Whistler Media House provided media with a variety of services. As a result, Whistler’s story was told around the world with unprecedented media coverage. Such services included:

Editorial Support Program

1. Online story bank was used to pitch and deliver more than 185 story ideas and personality profiles to more than 35 targeted broadcast and print outlets
2. Pre-scheduled activity options for key media developed with 22 participating members
3. Access to an extensive image library and high-definition B-roll (via website and external hard drives available on demand)

Broadcast Support Program

4. Transmission services for live and taped segments from 14 stand-up positions located throughout the resort
5. Live pool feeds from press conferences
6. Online and regular satellite feeds of a daily highlight videos
7. Broadband Wi-Fi access throughout the facility
8. Internet lounge and media workroom facilities
9. Press theatre for regular media briefings and press conferences involving key athletes including Bode Miller and Mellisa Hollingsworth

4

Strategic Objective Enhancing Arts, Culture and Heritage

“Now, Bedouin is ready to bring its down-home sound to an Olympic-sized stage and Malinowski’s reedy, plaintive vocals and Sinclair’s kicky bass lines are a perfect fit for Whistler’s ultra-relaxed, party-ready atmosphere.”

— The Province



Culture is one of the three pillars of the Olympic movement, along with sport and the environment. Whistler used the Games as a catalyst to unify and build capacity within its arts, culture and heritage communities. The Whistler Arts Council lead Whistler’s cultural initiative and developed its cultural vision for 2010 and beyond, and coordinated programming that celebrated Whistler’s own culture and talent into a seamless overarching experience for residents and visitors alike.

Prior to the Games being awarded to Whistler and Vancouver, the local arts, culture and heritage community was actively engaged in expanding the experiences and opportunities in Whistler. The Games were a catalyst to broaden and accelerate these opportunities. Since the Games being awarded in 2003, the Whistler Arts Council worked closely with VANOC Cultural Olympiad to develop Whistler Celebration 2010 – an annual outdoor

festival designed to build local capacity with performers and event staff, as well as to provide a testing ground for outdoor programming during the winter season. During the Games, the lessons learned during seven years of preparation was fully realized in *Whistler Live!*

In pre-Games planning partners leveraged each organization’s strengths to maximize budgets and develop synergies that would ensure a wide range of genres. Seamless integration became the name of the game.

Thousands took in daily après concerts; enjoyed film and photography; heard legendary tales; listened to DJs light up the nightly Fire & Ice Remix; cheered on the athletes during CTV sport broadcasts; and were moved by medals presentations in Whistler Medals Plaza.





“As an artist, I was involved in many aspects of *Whistler Live!* and each and every experience was an excellent opportunity for exposure to the largest viewing audience ever. All in all, I found the *Whistler Live!* team and program to be a huge asset for all of the artists in Whistler and our scene in general. Go Team! Great JOB!!”

— Chili Thom, local artist



FAST FACTS

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72 bands performed on the Village Square stage **400+** performances and exhibitions throughout the Village **60** artists featured in the ArtWalk **27** skiers and snowboard riders flew through three rings of fire in the Fire & Ice Remix **3,625** people became Fans of *Whistler Live!* on Facebook **21** headline acts featured in Whistler Medals Plaza **45** Victory Ceremonies at Whistler Medals Plaza

Whistler Live! enriched the 2010 Winter Games experience in Whistler by taking a unique approach to programming. It wasn't any single component – not just sport or arts or culture or entertainment – but a fusion that drew everyone together, from sports enthusiasts to music fans; parents and children alike. It's estimated that a total audience of more than 900,000 people took in the *Whistler Live!* experience during the 27 days of the Games.

Following the Games, knowledge and experience gained through the production of *Whistler Live!* will continue to benefit the community. Strong partnerships have developed across sectors and Whistler is becoming increasingly connected in the broader arts and culture community. Locals and guests appreciate the value of arts and culture and how they support the community, with a particular focus on supporting local artists. Within Whistler, there is even greater event management expertise that will play an important role in being able to deliver future world class events, be it World Cup events or incredible performances in Whistler Olympic Plaza.

What Worked

Test Everything You Can: Prior to the Games, use every opportunity to develop, review, revise and refine programming and infrastructure.

Partner with Experts: The RMOW and the Whistler Arts Council worked with the Government of Canada (Canadian Heritage), VANOC Cultural Olympiad, VANOC Sport Production and Canada's Olympic Broadcast Media Consortium to develop and execute Whistler's Games-time program. Each partner helped the other achieve their goals and the relationships were formalized through agreements.

Produce a Sneak Preview: The 100-day countdown event was a huge success with 2,500 residents coming out to participate and get a sense of the energy and vibe that could be expected during the Games. Moving



forward from that event the community was more excited about the Games and clearly understood that programming in the Village would be exciting, vibrant, family-oriented and free.

Deliver an Integrated Experience: Successful Games-time activation isn't just on a stage or in a venue; in Whistler it was across multiple genres, a mix of live performances and screen-based programming, with minimal and subtle sponsor activation in an outdoor, interactive, engaging environment. The entire Village was alive with the sights and sounds of Nation Houses, street theatre, live music, interviews with athletes and on-air celebrities, DJs and sport broadcasts.

Sport is an Integral Component of Arts, Culture and Entertainment: The many large screens in the Village created a unique festival atmosphere. Whether it was to watch a specific event, cheer on their favourite athlete or to get caught up on the latest results, thousands of local, national and international spectators would gather daily to watch sport broadcasts. A shining example was the 5,000 people glued to the giant screen in Village Square to watch the men's gold medal hockey game. The same was true during the Paralympic Games when expert commentators – including former Paralympic athletes – brought the screens alive and drew large crowds daily.

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Strategic Objective Community Engagement

“It was one of the most incredible moments of my life. Looking up at the flame in my own hand and into the crowd of thousands of people, I reached down to light the cauldron feeling overwhelmed by all of Whistler opening their hearts and so enthusiastically welcoming the Olympic Games. I am so proud to be from Whistler and to have been a part of that amazing day.”

— Tyler Allison, Whistler Community Torch Bearer



The community's active involvement and participation was critical to delivering extraordinary Games. Prior to the Games even being awarded, it was essential to engage the community through frequent and thorough outreach and engagement.

From the bid phase to the Opening Ceremony, a multifaceted approach was undertaken. Through the Ambassador program, the celebration on July 2, 2003 (the day the Games were awarded to Vancouver and Whistler), the Games Info Centre, countdown events, venue tours, test events, Game Plan meetings, the 2010 Resident Guide, Town Hall meetings, whistler 2010.com to the Olympic and Paralympic Torch Relay celebrations, community engagement took various forms and involved many groups.

By Fall 2009 the focus of the community – and of the engagement – centred on the operational impacts of

the Games. Then two events took place: the 100 Day Countdown on November 4 and the Olympic Torch Relay on February 5.

The 100 Day Countdown captured the 'wow' factor, and the excitement and the spirit of the Games. About 2,500 people enjoyed a dynamic, 3-hour event that included athletes, TV celebrities, interactive information booths, live music, dancing and lots of finger food. To add to the excitement, the first 2,000 attendees each received a voucher to be redeemable for a pair of coveted tickets to an Olympic victory ceremony.

On February 5, 2010, day 99 of the world's longest ever Torch Relay within the Host Nation, Whistler crackled with excitement. More than 18,000 people crowded into Skiers Plaza to see the community cauldron being lit. And with its lighting by Whistler's community torch bearer Tyler Allison, the 2010 Winter Games found a home in Whistler. The same energy and excitement was ignited again on March 8. With the Paralympic Torch Relay, Whistler welcomed the Paralympic Winter Games. The flame, ignited at a traditional First Nations ceremony at the Squamish Lil'wat Cultural Centre, travelled up Blackcomb Mountain, across the iconic Peak2Peak gondola linking Blackcomb and Whistler, then down to Whistler Village where it weaved its way through the crowds lining the Village Stroll to Village Square. We saw our friends and neighbours, and community leaders and dozens of inspired Canadians run with the torch. Again, we appreciated that it was truly something special.



What Worked

Engage the Community Early: Work with your partners to provide a variety of services and programs, and start as early as possible. Game Plan meetings brought together the Organizing Committee and partners, and provided comprehensive in-depth information. Games information was also integrated into existing community forums. Celebrate countdown events to build excitement on the journey towards hosting the Games.

Manage Expectations: Planning an Olympic and Paralympic Winter Games is a massive, complex undertaking with only one opportunity to get it right. It takes time to develop meticulous plans for every aspect of the Games, all of which must be merged into one perfectly balanced, coordinated effort to deliver extraordinary Games. As a result, organizers are not able to provide the level of detail that the community wants to hear until fewer than six months prior to the Games. This means it's important to alleviate concerns from within the community by providing frequent updates on the process.

Work with Partners to Communicate the Experience Any Way You Can: Focus on online and social media. Produce daily hotsheets to keep locals and guests up to date with events and changes. One of the most important communication vehicles is the media and their coverage. Engage the media in communicating your community stories.

Develop Communication Tools: Produce a variety of communications tools directed at resident communication, including a website with specific information, a printed guide developed to assist residents before and during the Games with a variety of event and operational information, and daily hotsheets, produced during the Games.

Invest In An Inspired Opening Act: Build on the events organized by the Organizing Committee and, with community partners, support the pre- and post-torch relay community celebrations. The torch relay built excitement for the Games across the country and in Whistler, it reached a crescendo. The Village was alive with excitement because the Games were becoming real.

Take Every Opportunity to Inspire Local Youth: Through municipal and school programming, youth had a variety of opportunities for Games fun. The Youth Centre developed the Initiative 2010 (<http://theinitiative2010.blogspot.com>), which provided youth with a variety of fun, multi-media learning opportunities. The municipality built on its existing relationship with the local elementary schools and Whistler Secondary School to ensure Whistler's younger residents had access to enhanced programming.

Maximize Local Facilities for Hosting and to Showcase Your Community: Hosted at the Whistler Public Library, Whistler Canada Olympic/Paralympic House provided an opportunity to showcase the community and to provide a hub for locals to gather for community open houses, where locals enjoyed pancake breakfasts, meeting athletes and entertainment and activities for the whole family.

Locals Are Ambassadors: Create opportunities for locals to embrace the Games as ambassadors. This means communicating volunteer opportunities and making sure locals have as much information as possible about the Games.

TORCH RELAY



Torchbearers exchange the flame in Whistler

Through the dark Canadian winter of 2009 and 2010, Canadian's saw the flame of the Olympic Torch Relay travel from the most northern point on the route, in Alert, Nunavut, to welcoming the sunrise in Cape Spear, Newfoundland, through to Quebec City, on to Parliament Hill, in streets of Toronto through the Prairies, to the party in Calgary, and ultimately back to British Columbia and all the way home to Vancouver's BC Place. It was a truly Canadian experience.

To feel a part of something bigger, to celebrate individual Canadians and their contributions to their communities, was a rare opportunity to celebrate as Canadians from-coast-to-coast-to-coast.



Local Olympian Julia Murray with the torch on Feb 5, 2010

In Whistler, the Olympic Torch Relay was welcomed on February 5 to a crowd of more than 18,000. As the flame wove its way up Highway 99 it was clear that Whistler was ready to welcome the world. With the lighting of the community cauldron, there was little doubt that these Games would be a defining moment in our community's history. On March 8, Whistler welcomed the Paralympic Torch Relay and the excitement and energy was incredible. We witnessed inspiring Canadians carry the torch and ignite the spirit of the Paralympic Winter Games that would kick off 10 incredible days of sport, arts and culture.

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Strategic Objective Supporting Canadian Athletes

“I’ve heard that the whole village of Whistler gathered in town centre to watch and I should have been able to hear the roar where I was in Cypress where I won. That’s so cool. Thank you everybody.”

— Ashleigh McIvor, Canadian Gold Medallist (Ski-cross)

Defining moments can be personal or they can be shared by a community, or a country. Some of the most defining moments in Whistler during the 2010 Winter Games came from seeing Canadian athletes on the podium – receiving their medals in Whistler Medals Plaza or cheering them on while watching sports on a giant screen in Whistler Village with thousands of other spectators. Jon Montgomery walking through the Village celebrating the first Canadian Olympic gold in Whistler; woman’s Wednesday with gold and silver medals in the women’s bobsleigh; our own Ashleigh McIvor blowing away the field in ski-cross all the way to a gold medal; double hockey gold for Canada;

Lauren Woolstencroft cleaning-up with a record five gold medals; Josh Dueck making it look easy with a silver medal in alpine skiing; and Brian McKeever pushing the limits and winning three gold medals in cross country skiing.

The Olympic motto of ‘Faster, Higher, Stronger’ and the Paralympic motto of ‘Spirit in Motion’ came together at the 2010 Winter Games in a way that has inspired a nation and given Canada its next generation of heroes and legends. Whistler is a town of sport fanatics; people who live for fresh powder and bluebird days. We wanted to support athletes however we could... before, during and after the Games.



“Whistler is just an awesome place. It’s just the nature of the folks who live here. They are excited and passionate about Canada and love to show it.”

— Jon Montgomery, Canadian Gold Medallist (Skeleton)



In the years leading up to the Games, it meant opening municipal facilities for training, creating flexible high-school programs for emerging athletes to devote the necessary time for training and competing, and developing a recognition program to inspire and celebrate local athletes and coaches. Together with Canadian Sports Centre Pacific, the RMOW created a pass system to Meadow Park Sport Centre that supported over 400 elite athletes training in Whistler.

In Whistler, community groups have recognized the importance of supporting local athletes and together with RMOW, have developed the WE (Whistler Elite) Pass and WE Inspire Programs. These programs are designed to recognize non-carded athletes, including local athletes and coaches, and provide them with facility access.

Canadian athletes had unrestricted access to Whistler Canada Olympic/Paralympic House as their home away from home. The Whistler Public Library was transformed into Whistler Canada Olympic/Paralympic House, a hosting facility, for athletes, and their friends and families, as well as sponsors and government partners. Locals also enjoyed the facility during numerous hosted events.

Following the Games, Whistler’s commitment to supporting amateur athletes will continue. As a community, we are so inspired and proud of all Canadian athletes, including those we call our own from the Sea to Sky corridor. With the Whistler 2010 Sport Legacies Society up and running, world class venues, the Athletes Centre and enhanced capacity, Whistler is well positioned as a training centre for future Olympians and Paralympians.

FAST FACTS

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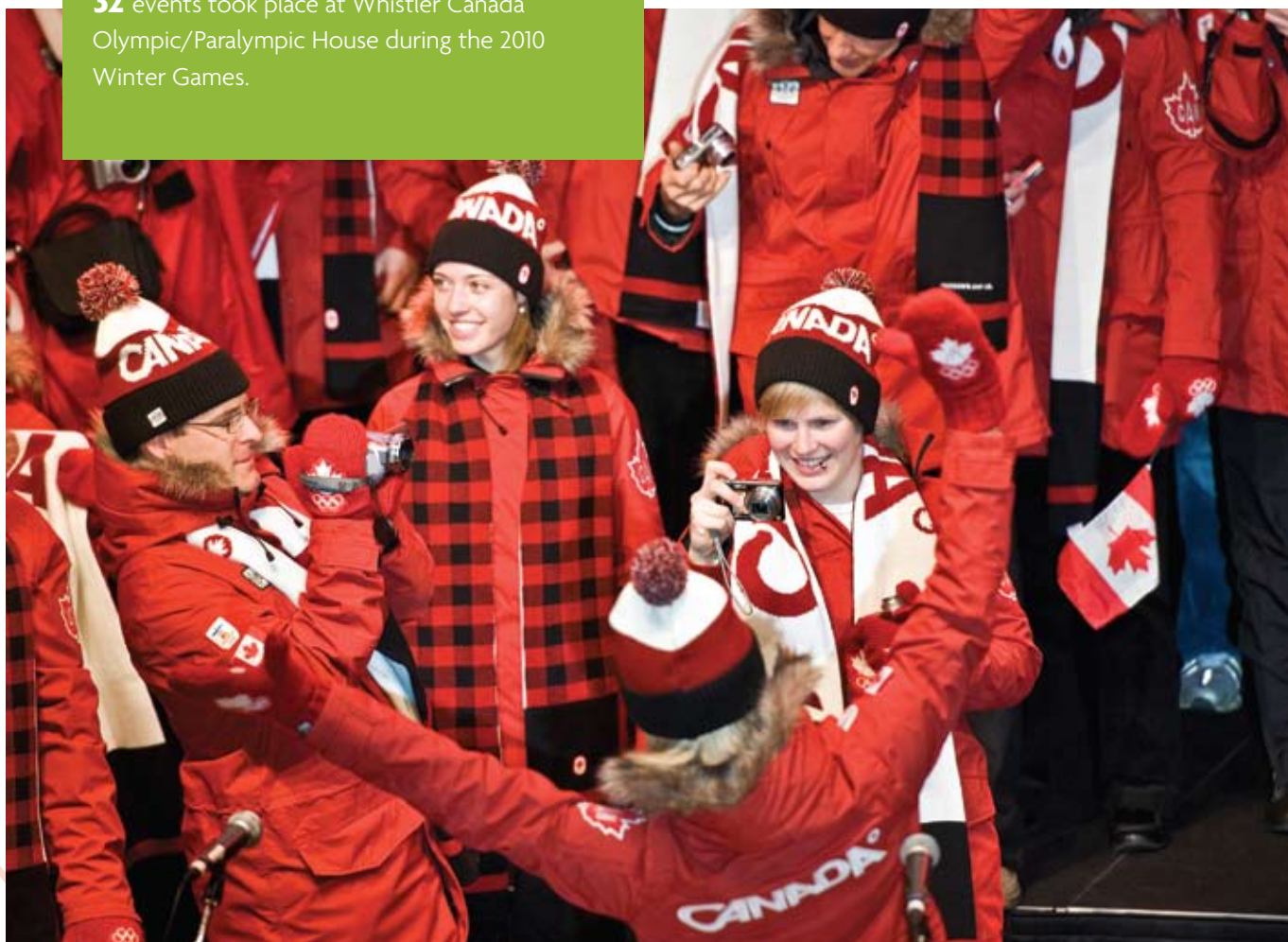
Whistler has been inducted into the Sport BC Community Sports Heroes Program in recognition of its support for amateur athletes and coaches.

52 carded athletes accessed Meadow Park Sports Centre in January 2010 and **142** in February. In total, **423** CAN Passes were given to carded athletes ranging from Podium athletes to BC developmental athletes.

32 events took place at Whistler Canada Olympic/Paralympic House during the 2010 Winter Games.

“Competing in Whistler was amazing. The fans and support I received was incredible. I really enjoyed having Whistler Canada Paralympic House and having a home base in Whistler.”

— Lauren Woolstencroft, five-time Canadian Gold Medallist (Paralympic Alpine)



February 12 – athletes parade in Whistler Village

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What Worked

Partner with the National Olympic/Paralympic Committees:

Partner with your National Olympic/Paralympic Committees to achieve mutual goals that encourage and support Olympic/Paralympic athletes in reaching the podium at the Games and beyond. Collaborate to develop and execute a range of programs that include coach development and support for emerging athletes.

Celebrate and Support Athletes: Partner with the National Olympic/Paralympic Committees to provide athletes, and their friends and family, with a home-away-from-home. This support makes athletes and their families feel truly welcome in your community.

City Sports Facility Access: Leading up to the Games, provide complimentary access to support elite athletes at the local, provincial and national level.

Show your support: Support programs that cheer on your athletes. Encourage your community to demonstrate their passion by dressing in national colours, wave the flag, decorate your stores, paint your face. Make lots of noise! Canadians across the country demonstrated their passion and love of sport like never before, and it gave Canadian athletes the support they needed to win the most gold medals ever won by our Canadian teams.

WHISTLER CANADA OLYMPIC/ PARALYMPIC HOUSE (WCOH/WCPH)



Imagine being able to welcome Canadian Olympians and Paralympians and their families. Making every Canadian athlete feel at home in Whistler. For 27 days during the 2010 Winter Games, Whistler's Public Library was transformed into a hosting facility to welcome Team Canada 2010, their friends and family, and dignitaries from around the world.

Whether it was quiet moments grabbing a light snack, or a jam-packed lively event like celebrating Jon Montgomery's skeleton gold medal – the first gold medal in Whistler – Whistler Canada Olympic/Paralympic House was a versatile hosting facility that showcased the best of Whistler.

Canadian and international dignitaries, athletes and locals had an opportunity to truly experience the spirit and passion Whistler had for every Canadian athlete at Whistler Canada Olympic/Paralympic House. Over 5,000 community members enjoyed Canada House at six different community events with pancakes, athlete ceremonies, arts and crafts, mascots and loads of Canadian pride.

7

Strategic Objective

Creating the Right Environment for Athletes

“The athletes of the world have seen our incredible venues and are keen to return to Whistler to train and compete. We want to see future Olympians and Paralympians train in our venues and realize their potential as we realize ours.”

— Keith Bennett, Whistler 2010 Sport Legacies Society, President and CEO



Over 1,000 athletes and officials in the parade for the Paralympic Closing Ceremony.

Nightly during the 2010 Winter Games, locals and fans from around the world celebrated the medallists of the day at Whistler Medals Plaza. The crowd celebrated the years of commitment it took to get to the podium; the incredible dedication of the athletes and their skill and spirit of sportsmanship and fair play. In Whistler, we wanted the 2010 Winter Games to create legacies and memories, not only for 2010 Olympic and Paralympic athletes, but for future generations of aspiring athletes.

The Whistler 2010 Sport Legacies Society (WSL) is a not-for-profit organization that owns and operates three 2010 Winter Games facilities: The Whistler Sliding Centre, Whistler Olympic/Paralympic Park and the Whistler Athletes Centre.

WSL’s mission is to develop long-term economically, environmentally and socially sustainable venues that support sports excellence in Whistler. Established in 2007, WSL’s founding member organizations include:

- Canadian Olympic Committee
- Canadian Paralympic Committee
- Lil’wat First Nation
- Squamish First Nation
- Province of British Columbia
- Resort Municipality of Whistler
- VANOC

The WSL is assisted by a \$110-million Games Operating Trust. The trust was equally funded by the Government of Canada and the Province of British Columbia. Earnings from the trust will continue to be an important source of revenue to help offset operating costs at The Whistler Sliding Centre, Whistler Olympic Park and the Richmond Oval.

While still in the early stages, WSL is planning for a combination of public and high performance access to The Whistler Sliding Centre. Public tours and rides down the track will be complemented by two World Cup events in 2010 and future World Cup competitions. Whistler Olympic Park, already a very popular recreation area for cross country skiing and snowshoeing, will continue to operate as a recreational hub, as well as the site for World Cup competitions and athlete training.

The Whistler Athletes Centre will continue to be used for elite athlete training. In the coming months, the Whistler Athletes Centre will become home to the Whistler Adaptive Sports Program (WASP), the Whistler Gymnastics Club and Canadian Sports Centre Pacific.

WSL is focussed on attracting high performance and developmental sport groups that want to train in Whistler. The Whistler Athletes Centre can provide all levels of athletes with access to the 4,000 square foot strength and conditioning gym (operated in partnership with Canadian Sport Centre Pacific), meeting space and a testing facility. In addition to training facilities, the Whistler Athletes Centre also

includes a 100-room Athletes Lodge and 20 Athlete Townhouses. These accommodations, which were an integral part Olympic and Paralympic Athlete Village during the Games, will continue to provide athlete accommodation at affordable rates.

“The 2010 Winter Games were an amazing opportunity to showcase the Whistler Adaptive Sports Program to the world. Now, and years from now, these Games will provide incredible benefit to all athletes, including those with a disability”

— Chelsey Walker, WASP, Executive Director



Josh Dueck, Canadian Silver medallist (Paralympic Alpine)





What Worked

Leverage Pre-Games Sport Events: Engage partners and promote sport events to cheer on and support the athletes, and build community engagement. Create a knowledgeable fan base to create enthusiasm for sports, even sports new to the community.

Work with the Sport Federations: Foster relationships with the Sport Federations to create future opportunities to bid on World Cup events.

Establish Legacy Plans Early: Games venues are a significant investment. It's critical that partners are involved in early planning to secure post-Games funding and develop a robust business plan.

Learn from Others: Maximize participation in observer programs. Learn from previous Host Cities and others who deliver the Games before you.

Staff Are A Huge Asset: Recreation staff play a critical role in developing athlete pass programs and facilitating training space for athletes and teams from around the world.

“I cannot express how proud I am to have won gold on our home track. I'm very excited for future Canadian athletes to have the opportunity to train and compete at a world-class facility like the Whistler Sliding Centre.”

—Heather Moyse, Canadian Gold Medallist (bobsleigh)

TEAM CANADA



Both Canada's Olympic and Paralympic Teams had best ever finishes at the 2010 Olympic and Paralympic Winter Games. The Olympic team, set an Olympic record with 14 gold medals, the most ever won by a single country at a single Winter Games. With seven silver and five bronze, the team ranked third overall, with 26 medals. Alexandre Bilodeau won Canada's first-ever gold medal on Canadian soil, paving the way for the rest of the team.

For the Canadian Paralympic Team, their goal was more than accomplished with a third place finish in overall medals, including 10 gold, five silver and four bronze, totalling 19 medals. The 2010 team had its best ever performance and was the largest team to ever compete in a Winter Games. The team dominated Whistler Creekside and at the Vancouver Paralympic Centre, the Canadians defended their reign as curling gold medallist.

Both teams truly owned the podium. They made Canadians proud from coast-to-coast-to-coast. As a community and a nation, we celebrated in the victory of our athletes and in seeing the maple leaf fly so high. Thank you medallists and all Canadian athletes who participated in these Games. You have given Canada its next generation of heroes, mentors and legends.

8

Strategic Objective Volunteerism and Community Pride

“No question the biggest winners of the 2010 Winter Games were the Canadian people who were unfailingly polite, passionately patriotic and self deprecating enough to poke fun at themselves in the closing ceremony.”

— The Miami Herald



As a community and a nation, Whistler welcomed the world to celebrate in the world's largest winter sporting event. Together, we made sure the friendly face, the welcoming smile and the local ambassadors were front and centre. The 2010 Winter Games have been called the friendliest Games, in large part because of the volunteers and local ambassadors that made strangers feel like family. As Host Mountain Resort, Whistler was well experienced in welcoming guests and being a hospitable community, but the 2010 Winter Games created a new opportunity for people to engage. Years of anticipation exploded in 27 days of incredible community pride, when Whistler celebrated as passionate locals and proud Canadians.

From the incredible success of the “Ask Me I’m A Local” program, a community initiative, to the more than 80 newly recruited Village Hosts, Whistler provided homegrown hospitality. Hundreds of locals opened their homes to VANOC volunteers through the HomeStay Program. And the Whistler Weasel workers brought

their world-class expertise and enthusiasm to Whistler Creekside in preparing the course for the Alpine events. Hundreds more locals throughout the Sea to Sky corridor volunteered with VANOC. Affectionately known as “the blue jackets,” they were the backbone of the Games. Dozens of specialized volunteers trained for years in the lead up to the Games to become officials at The Whistler Sliding Centre, Whistler Olympic/ Paralympic Park and Whistler Creekside.

Literally thousands of Whistler and Sea to Sky locals volunteered in the lead up to, and during, the 2010 Winter Games. In total, more than 9,000 volunteers were engaged to support the Games in Whistler. And for those who couldn't volunteer, they played a role by simply being a friendly face, providing a visitor with directions or by showing their pride in Whistler and in Canada.

The legacies of these Games are both tangible and intangible. An in-depth database of volunteers has been established. This will mean increased capacity for future





event hosting. Intangible legacies include community pride and recognition of Whistler as a welcoming resort community. For many locals, the memories and friends they made during the 2010 Winter Games are the true legacy. Whether it was lining the route of the torch relay, cheering on Canadian athletes in the athletes parade, eating pancakes at a community breakfast, watching with anticipation the gold medal hockey Games or celebrating the Paralympic athletes parade and Closing Ceremony, memories that will last a lifetime were made in Whistler; many of them shared as a community.

MAINTENANCE LEAD MOONLIGHTS AS SLIDING OFFICIAL

Moving to Whistler in 1990, Curtis Smith has worked at the municipality for 20 years. When VANOC came looking for potential track officials in 2007, Smith decided to seize the opportunity. The lead hand for Village maintenance, Smith is now a veteran Whistler Sliding Centre official. “The experience before the Games was amazing, but having now been an official at the Olympics – it was beyond anything I could have imaged,” says Curtis. “The athletes were incredible, the fans and the energy were addictive and I’m more than a little sad to see the Games over.”



FAST FACTS

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More than **7,500** hours were worked during the Games period at Tourism Whistler's 10 visitor information locations and the operations centre.

Visitor Services served more than **100,000** customers at a total of **10** walk-up service locations.

Visitor information services was made up of **80** volunteers, **20** re-deployed Tourism Whistler staff and **20** Visitor Services staff.

More than **5,000** community members came out to events at the Whistler Canada Olympic/Paralympic House. More than **4,000** pancakes were eaten, along with pounds of bacon and sausages.

“For Canada, I’d call it a ‘coming of age’ moment. The country, all 35 million of us, were able to bare our patriotic soul in an outburst of unbridled patriotism not seen before.”

– Toronto Star

What Worked

Create Early Volunteer Opportunities: Use test events to develop a volunteer base as early as possible and keep them engaged in the years leading up to the Games.

Celebrate Community Pride: Work in partnership to create opportunities to gather the community to share in local, regional and national accomplishments.

Support and Encourage Grass Roots Volunteerism: Programs initiated by community members create community pride. Grass roots programs are a low cost, high-impact approach to engaging residents to be the best ambassadors.

Build on Existing Volunteer Programs: Enhance capacity by training existing volunteers to take new leadership roles.

Work to Make Volunteering Work: Be flexible with staff schedules so that staff, who are local experts, are able to balance their volunteer and work schedules.

Uniform, Food and Fun: Volunteers are keen to be involved and want to give back to their community. Provide good uniforms and food, make it fun and they’ll keep coming back.

Coordinate with the Organizing Committee: Work closely with the Organizing Committee to coordinate the outreach and recruitment of local volunteers, so potential recruits are clear on what opportunities are available.



9 Strategic Objective Delivery of Municipal Services

“What an amazing journey for Whistler and the entire Sea to Sky region. The 2010 Winter Games showcased our stunning region to the world and provided us with lasting legacies. Years of preparation culminated into weeks of incredible sport, arts and culture and will forever be remembered as a special time in our shared history.”

— Joan McIntyre, Member of Legislative Assembly, West Vancouver – Sea to Sky



To deliver extraordinary Games and showcase Whistler to an unprecedented number of guests, municipal services were enhanced, coordinated and integrated with Games-time functions. This meant the day-to-day business of operating a resort community had to be seamless and meet the needs of residents, as well as guests and Games-time partners.

All municipal departments were involved in planning and delivering enhanced municipal services. Guided by the strategic framework, *Delivering the Dream*, the municipality developed enhanced operational plans for:

- Snow clearing
- Village maintenance
- Resort experience (banners, look and feel)
- Communications
- Waste management
- Fire services
- Police services
- Bylaw services
- Human resources
- Technology

Additionally, certain departments provided new Games-specific services related to transportation management, protocol, hosting and a Games-time operations centre.

Each municipal department developed Games-time operational and contingency plans that were integrated with the VANOC/Whistler-led Master Planning Program. As well, an important part of plan development was integration and collaboration with VANOC and VISU, and other operational leaders within the community, including BC Transit, Whistler Blackcomb, Tourism Whistler and the Whistler Chamber of Commerce. Critical to the municipality's capacity to deliver

municipal services effectively was the ability of RMOW departments and external partners to share information and service expectations as early as possible. One of the single most important approaches Whistler took when planning, was to recognize that it was business as “unusual,” but that well established protocols and systems should be expanded upon for Games-time operations. This included empowering staff in the field to make decisions, while working within a well established system.



TRANSPORTATION

Whistler is located 120 kilometres north of Vancouver along the Sea to Sky Highway. This highway is the transportation link for all communities in the broader region and the only highway connecting Vancouver and Whistler. What was a critical piece of infrastructure for locals became a critical piece of the transportation puzzle for the 2010 Winter Games.

It was apparent that background traffic would need to be significantly reduced by as much as 35%. Local expertise was critical in developing an integrated transportation plan that would support Games-time operations by reducing background traffic. This included:

- Working with VANOC and the Ministry of Transportation to develop a permitted checkpoint on the highway to manage non-local traffic at peak times;
- Working with the Whistler Chamber of Commerce, VANOC and local businesses to develop an off-hours delivery schedule and routing strategy that would ensure effective traffic flow and the delivery of goods;
- Leading a local vehicle permit process to ensure residents and businesses could easily access their homes and businesses (close to venues) while supporting venue operations;
- Engaging with VANOC and BC Transit to ensure adequate transit service that would provide locals and guests with a high level of service required to support day-to-day routines;
- Developing a parking strategy with VANOC and Whistler Blackcomb that would support Games-time transportation needs and as quickly as possible, return parking inventory to the public.

One of the legacies of the Games is Whistler's deepened experience and familiarity with public transit. Service was incredible; everyone took the bus and during the Games locals and guests alike had the chance to experience just how reliable and accessible public transit can be.

Why Transportation Worked?

- Community buy-in and local business support
- In-depth operational and contingency planning
- Comprehensive and coordinated planning by multiple transportation partners
- Extensive communications campaign leading up to and during the Games
- Enhanced transit service



What Worked

Don't Change What Works: Empower staff in the field to make decisions, while working within a well established system. Maintain staff involvement from pre-Games through to Games time.

Local Knowledge Is Priceless: Ensure local knowledge is incorporated into operations plans, especially when plans intersect between the venue domain and the urban domain.

Communicate, Communicate, Communicate: Communication and information sharing is critical at every level and throughout the planning process. Organize regular meetings with key stakeholders, senior management and staff to review updates and review risk management issues.

Games-time Coordination is Critical: Establish an Operations Centre to coordinate information sharing between key stakeholders and establish protocols and systems to resolve problems in a timely and effective way.

Understand Each Other's Needs: Agree to guiding principles with the Organizing Committee as a basis for operations early. Formulate a shared understanding of areas of responsibility with the Organizing Committee to develop service agreements and allocate financial responsibility.

Priorities and Values Don't Change: Ensure partners know your priorities and values and that operational plans align.

Understand Your Games-time Population: Conduct surveys to determine day and night population projections to assist with operational planning.

Public Safety is Critical: Ensure local police are integrated into the overall Games-time planning. Strike the right balance to avoid the presence of too many police.

Showcase Your Community: The world is coming. Make sure your community looks the best it can with festive lighting, banners and the look of the Games. Work with the Organizing Committee to coordinate your local brand with the look of the Games.

Create Lasting Memories: The Games are a unique opportunity to create memorable public art and lasting memories of the Games.

Staff are Your Strongest Asset: Ensure you engage all your staff. Their expertise and passion contributes to the success of the Games. Allow staff the opportunity to grow personally and professionally.

FAST FACTS

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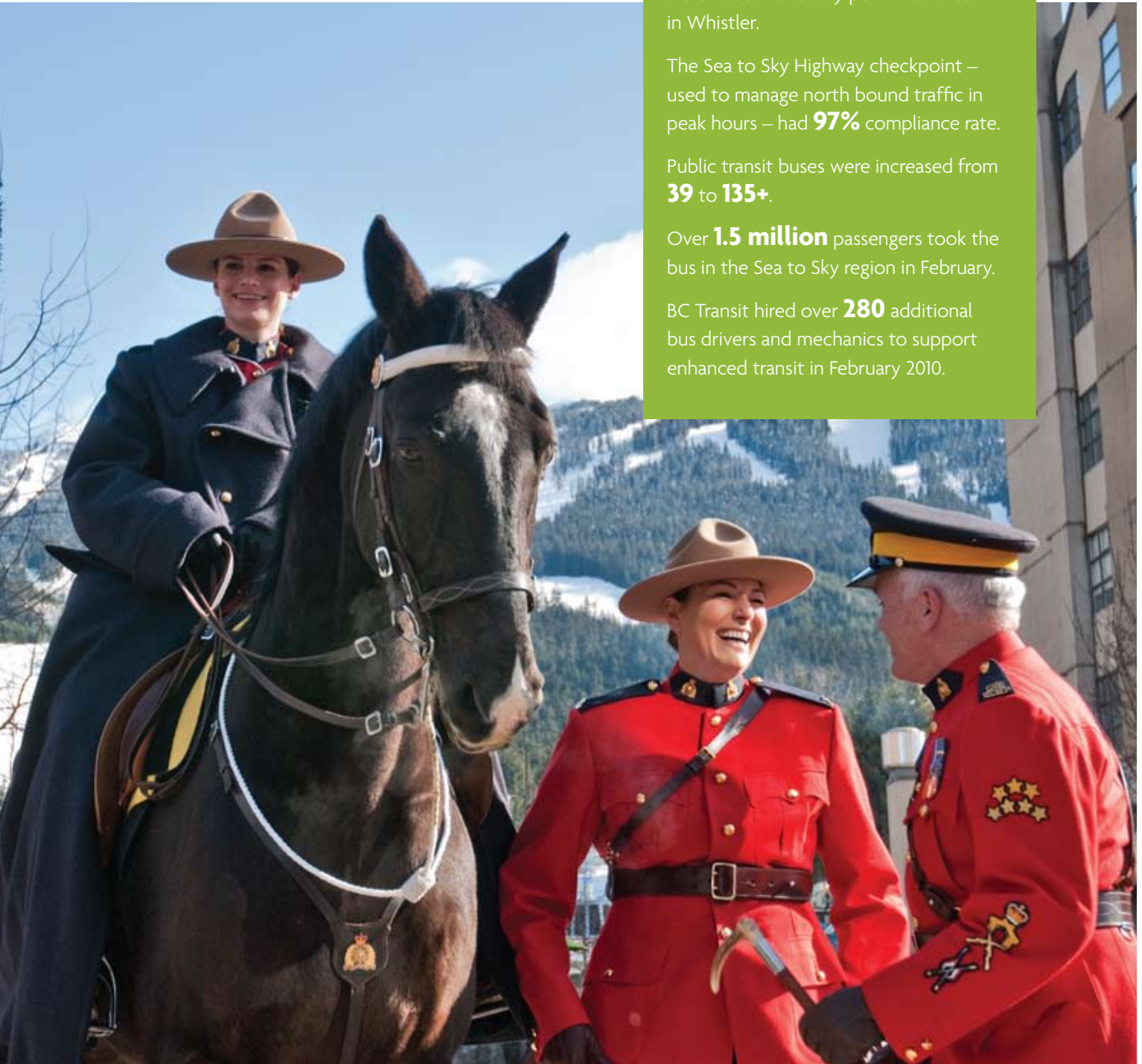
In total **5,589** localized vehicle permits were issued to locally permitted areas in Whistler.

The Sea to Sky Highway checkpoint – used to manage north bound traffic in peak hours – had **97%** compliance rate.

Public transit buses were increased from **39** to **135+**.

Over **1.5 million** passengers took the bus in the Sea to Sky region in February.

BC Transit hired over **280** additional bus drivers and mechanics to support enhanced transit in February 2010.





Staff Engagement

The RMOW's staff engagement program was essential in providing staff with the information and training they needed to be successful. Approximately 90 staff were re-deployed to new Games-time roles. The staff engagement program focussed on providing information, coordinating new Games-time schedules with the goal of informing, exciting and engaging staff as they prepared for their Games-time roles. Their commitment and dedication before, during and after the Games has shown what a small, but engaged team can accomplish.

Hosting Distinguished Guests

The municipality's legislative services team working closely with VANOC, the City of Vancouver and staff at WCOH/WCPH, to lead hosting and protocol events. Literally hundreds of distinguished guests and VIPs came to Whistler during the 2010 Winter Games. Some of the distinguished guests included: His Royal Highness, The Prince Edward, Earl of Wessex during the Paralympic Games, Prince Frederik of Denmark and Princess Mary of Denmark, Her Excellency the Right Honourable Michaëlle Jean, the Right Honourable Prime Minister Stephen Harper, Minister Gary Lunn, Senator Nancy Greene Raine, Premier Gordon Campbell, Lieutenant Governor of British Columbia, Steven Point, MP John Weston and MLA Joan McIntyre.

Bylaw and Regulatory Approval Review

During the Games, the municipality had the ongoing responsibility as regulator to ensure compliance with its bylaws. At the same time, it was important to undertake an extensive review of relevant municipal bylaws to determine what bylaw and regulatory modifications were required to support Games-time operations. An alternate approval process was developed to reduce lengthy approvals to allow for the installation of overlay – temporary structures needed for the Games. A Temporary Commercial Use Permit (TCUP) was created to allow Games-time uses not ordinarily allowed during day-to-day operations such as building banners and temporary land uses not otherwise permitted by zoning.

The RMOW also assessed how its signage bylaw had to be revised to reflect the nature of Games-time sponsorship and ambush marketing to fulfil its obligations to support commercial rights management.



ENVIRONMENTAL SERVICES

The day-to-day activities we often take for granted needed to work seamlessly for the Games. Whether it was flushing the toilet or taking the compost to the waste facility; getting clean water from the tap or driving down a well-plowed road – it just had to work. During the Games, Whistler's overnight population grew to more than 50,000, becoming a major hub for spectators, Games workforce, media, sponsors and of course athletes and officials. The municipality needed to ensure facilities could manage the increased demands without fail.

Why Environmental Services Worked?

- Staff in the field are the experts and they led operational decisions.
- Potential issues were flagged early and information was shared through the Resort Operations Centre.
- Responsibilities between the municipality and VANOC were clear.

10

Strategic Objective Partnerships

“The 2010 Winter Games were a defining moment for Canada and for communities in the Sea to Sky corridor. Our community came together, embraced the Games and showed the world what a wonderful place Whistler is. Thank you to all our athletes, security personnel and volunteers who contributed to making these extraordinary Games.”

— John Weston, Member of Parliament, West Vancouver – Sunshine Coast – Sea-to-Sky Country

Nothing truly great is accomplished alone. It takes partners and planning, but it also requires a small leap of faith that the dream of what ‘could be’ can be. In Whistler, this meant the community had to partner in delivering the Games. As the local government, the Resort Municipality of Whistler was responsible for Whistler’s participation in the Games, which provided an opportunity to strengthen working relations both in and outside the Resort. These partnerships were, of course, set within the municipality’s strong and deep relationship with VANOC.

Some of those partnerships came from within the community and were strengthened; other partnerships were external, with other levels of government. Some were First Nations, while others were with international organizations such as the International Olympic Committee, International Paralympic Committee and Sport Federations; and nationally, with the Canadian Olympic Committee and the Canadian Paralympic Committee. The municipality and other Whistler partners also developed relationships with some of the largest private corporations in the world. At the same time, partnerships were built locally with small, independent, local artists.



Whistler was truly a magical place during the 2010 Winter Games. And that magic was made possible through the power of partnership. Whistler's success is shared by all partners as we worked together to realize the dream of extraordinary Games and to set the stage for future successes. Partnership was the cornerstone of all that was achieved; it brought the dream alive for 27 incredible days in our community and country's history.

The Government of Canada and the Province of British Columbia were primary funders with a shared vision of making these Canada's Games. Whistler had a special relationship with the federal and provincial government by working through their respective Games Secretariats. By working together, we ensured Whistler helped showcase the best of Canada from coast-to-coast-to-coast.

In 2007, Whistler and the City of Vancouver signed a partnership agreement that outlined areas of collaboration and guiding principles to further our collective interests. The holistic approach to planning with the City of Vancouver ensured a high degree of continuity amongst municipal service levels. The RMOW also had the benefit of working closely with the City of Richmond in operational planning.

The RMOW enjoyed a strong partnership with VANOC - quite simply, the partnership with VANOC occurred at every level. The RMOW and VANOC were highly collaborative and integrated with each other's planning processes and delivery of the Games, from *Whistler Live!*, to service agreements, look and feel, protocol and communication to Master Planning.

The RMOW also established a deeply rewarding and mutually beneficial partnership with Canada's Olympic Media Broadcast Consortium – a uniquely Canadian relationship between two media giants – CTV and Rogers Communications.



Whistler entered into a co-operation and licensing agreement with the Consortium; whereby, Whistler was granted the right to distribute Consortium broadcast signals in closed circuit delivery throughout Whistler Village. This entitled *Whistler Live!* to integrate live sports coverage in both official languages (and, occasionally, other languages) into the overall *Whistler Live!* program. The RMOW and the Consortium worked together to locate the Olympic broadcast studio on the Village Stroll in CTV Mountain Square – a high traffic, centrally located gathering place.

Within the resort, the municipality worked extremely closely with Tourism Whistler, the Whistler Chamber of Commerce, the Whistler Arts Council and Whistler Blackcomb. Through the Strategic Framework Lead Agency Team (SFLAT) partners were regularly engaged in Games planning and implementation strategies. Tourism Whistler led in maximizing tourism opportunities; the Whistler Chamber of Commerce took on a leadership



FAST FACTS

81% say Games will have positive impact on Vancouver, **76%** say impact will be good on British Columbia.

71% of respondents praised municipal government in promoting the 2010 Olympic Winter Games, while **69%** praised the provincial government, and **56%** of respondents praised the federal government.

Source: Angus Reid survey

Right Honourable Prime Minister Stephen Harper at Whistler Canada Olympic House.

“A successful Games requires architects, planners, and facilitators...as well as dreamers and magicians”.

— John Furlong, VANOC, Chief Executive Officer

role in engaging, preparing and informing local businesses before and during the Games; the Whistler Arts Council was the lead agency responsible for integrating local artists into *Whistler Live!*; Whistler Blackcomb was a key partner in transportation planning and worked closely with VANOC's Creekside and Whistler Sliding Centre teams to prepare incredible competition venues.

The municipality has deepened its relationships with numerous organizations and individuals. What the 2010 Winter Games did was galvanize and inspire an entire community and its partners around the power of a dream.

What Worked

Partner for Success: Often organizations want the same outcome. Work together to generate win-win opportunities. Make partnership part of your organizational culture.

Formalize Partnerships in Agreements: Formalized agreements with partners to ensure guiding principles, responsibilities and expectations are clearly defined and shared.

Be Strategic with Nation Houses: Nation Houses are a large draw, but can be difficult to plan as partners have a variety of objectives. Work to develop a plan that maximizes shared strengths.

Be Part of the Solutions Team: There are numerous challenges that cannot always be addressed through formal agreements. The Games are complex and require partners that are guided by shared values and principles, and driven to find solutions.

PARTNERSHIP

As Host Mountain Resort for the 2010 Olympic and Paralympic Winter Games, Whistler fully embraced the spirit of the Games, including the spirit of partnership. It is only through partnership that the best ideas come to life; that communities and organizations can rally around a history-making event; and that shared visions are realized.

Whistler worked closely with all Games partners including: VANOC, the City of Vancouver, City of Richmond, District of West Vancouver, Province of British Columbia, Government of Canada, Four Host First Nations, sport federations, the Canadian Olympic Committee, the Canadian Paralympic Committee, BC Transit, the RCMP and Vancouver Integrated Security Unit, Tourism Whistler, Whistler Chamber of Commerce, Whistler Arts Council and Whistler Blackcomb.

In working collaboratively, Whistler established unique partnerships that have been deepened and enriched by the Games. These partnerships have been instrumental in delivering extraordinary Games and will play an on-going role for years to come.



11

Strategic Objective

Accelerating Our Journey Toward Sustainability

“These Games have been a powerful way for Whistler to accelerate and showcase its journey towards sustainability.”

— Bill Barratt, Resort Municipality of Whistler, Chief Administrative Officer



From the Bid Phase on, the Games were seen as being a powerful vehicle to effect positive change, even beyond Whistler’s boundaries. We recognized the community’s vision and journey towards sustainability could be accelerated by using *Whistler 2020* as the foundation for Games planning. At the same time, the Games provided Whistler with an opportunity to showcase itself as a global leader in advancing sustainable initiatives. As a partner, Whistler brought its commitment to sustainability to the Games and collaborated on initiatives and projects that contributed to making the 2010 Olympic and Paralympic Winter

Games the most sustainable in Games history. Economic, social and environmental sustainability strategies were integrated throughout the planning and staging of the Games. Some of the most successful and meaningful legacies of the Games are those stemming from a sustainable foundation.

One of the most tangible legacies of the 2010 Winter Games is the Whistler Athletes Village, which has since become Cheakamus Crossing. This new neighbourhood will provide 800 residents with resident-restricted housing, and is a model for sustainable design and construction. This vibrant, compact, pedestrian-oriented neighbourhood is one of only 20 Canadian developments designated as a pilot for the Leadership in Energy and Environmental Design – Neighbourhood Development (LEED-ND). Contained within Cheakamus Crossing is a unique mix of amenities including the Whistler Athletes Centre. Contained within the Athletes Centre is the Whistler High Performance Centre, which includes multi-use space for the Whistler Gymnastics Club and the Whistler Adaptive Sports Program.

From offsetting carbon emissions to launching the biodiversity challenge, the Games provided a platform for increased awareness and exposure for sustainability initiatives that are important, not just to the host communities, but also to the planet. For example, Countdown 2010, the United Nations International Year of Biodiversity Challenge, aims to reduce the current rate of biodiversity loss globally.

Whistler has also benefitted from BC Transit’s demonstration project showcasing hydrogen and fuel cell technology development funded by the Government of Canada and Province of British Columbia. This initiative includes 20 zero emission buses, making this the world’s



Whistler Athletes Village to become new neighbourhood, Cheakamus Crossing.

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largest hydrogen fuel cell-powered bus fleet operating in a single location. Whistler is now the most northerly stop on the Hydrogen Highway, which runs all the way south to San Diego, California.

VANOC celebrated examples of innovation in sustainability with the launch of its *Sustainability Star program*. The program recognized initiatives by Games partners, sponsors and VANOC that demonstrated positive and measurable social, economic and environmental impacts. VANOC awarded Whistler “Stars” for two separate initiatives:

- The Whistler Athletes Village for being built under the new Leadership in Energy and Environmental Design (LEED) system for neighbourhoods and its other many attributes, including affordable housing, an innovative energy system and storm-water management.
- VANOC’s planning and construction at Whistler Olympic Park was paired with Whistler’s legacy use of Whistler Olympic Park. This created numerous benefits, including: reducing the site’s environmental



footprint, reusing wood waste, issuing contracts to First Nation companies, protecting local surface water through high-quality wastewater treatment, creating a sport and recreation legacy, and targeting LEED Silver green building certification.

By focussing on *Whistler 2020* and using sustainability as a foundation for Games planning and implementation, Whistler played an important role in contributing to the most sustainable Winter Games ever hosted.

What Worked

Effect Change: The Games have the potential to make positive transformative change. Collaborate with the Organizing Committee to capitalize on the Games to further your long-term values and goals.

Integrate Sustainability: Define and develop sustainability goals with the Organizing Committee and integrate sustainability considerations throughout the planning and staging of the Games.

Raise Awareness of Sustainability: Integrate sustainability stories into the media relations strategy, web strategy and in all Games communications.

Develop Innovative Venues: Include sustainability and accessibility principles and practices in the design, development and operation of venues. Leverage the opportunity to support community needs.

Build Sustainability Capacity: Play a key role in sharing best practices, policies and tools with partners and the Organizing Committee to develop sustainability programs. Wherever possible, share best practices and aim to set a new standard.

The Whistler Centre for Sustainability

The Whistler Centre for Sustainability (WCS) played a role in providing the Organizing Committee with information on how to improve Games practices from a sustainability perspective. Pre-Games, the WCS participated in VANOC's Sport and Sustainability Conference by providing information on the Whistler Athletes Village District Energy System and promoting itself as a key resource to conference participants.

During the Games, the WCS launched a public awareness campaign aimed at raising awareness about how guests can make sustainable choices. A Games

highlight for the WCS was hosting TEDxWhistler. The theme, *Tourism's Place in a Sustainable World*, was hosted at Whistler Canada Olympic House in partnership with the municipality. TEDx was well attended and garnered a significant online following.

Biodiversity Challenge Launched

The United Nations Environment Programme (UNEP) and VANOC signed a Memorandum of Understanding in October 2007. The purpose of the agreement was to enhance environmental performance at the 2010 Winter Games and increase public awareness of the importance of environmental protection and sustainable development. UNEP will publish an environmental assessment report on the Games.

DID YOU KNOW?

- The RMOW participated on VANOC's Board Advisory Committee on Sustainability Performance for four years.
- 100% of municipal Games planning, management and preparation greenhouse gases were offset (~390 tCo2e). The commitment period was from 2003-2010 and included everything from travel to snow and road services and *Whistler Live!* electricity.
- Total greenhouse gas emissions from the 2010 Winter Games are estimated to be 15% below a "business as usual" approach.



Whistler's Lasting Legacies

So much planning, energy, commitment and investment has gone into making the 27 days of the 2010 Olympic and Paralympic Winter Games successful. Throughout the time leading up to the Games, the municipality forged alliances, deepened partnerships and worked to identify and bring to life long-term, lasting community legacies. While the Games themselves were 27 days, the goal was to create legacies that would support a vibrant Whistler community for years to come.



By partnering for extraordinary Games, Whistler has been able to leverage the Games to advance its community vision of a sustainable Whistler, and at the same time, play an important role in delivering Canada's Games.

In the planning stages, the municipality identified more than 30 community legacies, some as a direct result of the Games, while others are in-direct, but have been advanced more quickly because of the Games.

- **Global awareness and brand recognition** resulting from being on the world stage, with 3.5 billion TV viewers and many thousands of international visitors.
- **Community Land Bank** provided 300 acres of gifted Crown land for resident housing development, if required by the community in the future. The Cheakamus Crossing neighbourhood is included within this 300 acres.

- **Cheakamus Crossing** Whistler's newest green neighbourhood resulting from the Athletes Village. Among its many attributes, Cheakamus Crossing includes affordable housing for approximately 800 local residents, an innovative energy system and storm-water management.
- **The Athletes Centre** operated by Whistler 2010 Sport Legacies Society and includes the High Performance Centre, Athletes townhomes and Lodge. These facilities will provide training facilities and accommodations for athletes training in Whistler.
- **Whistler Medals Plaza** hosted performances and celebrations during the Games, including the Paralympic Closing Ceremony. Post-Games, the venue will become Whistler Olympic Plaza and will be a hub for arts, culture and recreation in Whistler. It's anticipated the project will be completed in summer 2011 and will include public art and memorabilia celebrating the 2010 Winter Games.
- **The Whistler Conference Centre** received \$3 million toward renovations and updates to provide improved meetings and events services, that will help Whistler build this important business sector.
- **Financial tools** included incremental revenue from the hotel tax from the provincial government (previously 2% of the provincial hotel tax came to resort communities – this increased to 6%) that contributed approximately \$7 million annually to help grow Whistler's tourism economy.
- **Boundary expansion**, approved in 2007, gave the municipality jurisdiction and better capability to manage its watersheds and growth management policies along its boundaries. The total area of Whistler increased to 24,300 hectares from 16,500.
- Representation on the **Whistler 2010 Sport Legacies Society**, the not-for-profit agency that owns, manages and operates Whistler Olympic Park, The Whistler Sliding Centre and the Whistler Athletes Centre and provides the community the opportunity to affect future use of these venues.
- Representation on the board for the **2010 Games Operating Trust** that provides funding to help maintain and operate Whistler 2010 Sport Legacies venues and will play an important role in assisting Whistler with the development of high-performance amateur sport.
- **Whistler Olympic/Paralympic Park**, the competition venue for biathlon, ski jumping, Nordic combined and cross-country ski events during the Games is now a legacy for the enjoyment of local residents, visitors and athletes in a variety of uses, ranging from recreational to high-performance.
- **The Whistler Sliding Centre** hosted the bobsleigh, luge and skeleton events during the Olympic Winter Games and provides visitors, athletes and event managers with a unique four-season venue for recreational rides, training and event space.
- **Enhanced snow-making** is available on Whistler Mountain as a result of Games investment.
- **Sea to Sky Highway** safety upgrades and capacity improvements that were accelerated for the games has left a lasting legacy for visitors, residents and businesses alike.
- **A new CT scanner**, located in the Whistler Health Care Centre, is the result of a \$1.4-million Olympic legacy from a General Electric donation made to the Sea to Sky corridor.
- **Hydrogen buses**, resulting from the Province of British Columbia and the Government of Canada investing in the largest single hydrogen bus fleet, and fuelling stations for Whistler and Victoria, have made Whistler part of the Hydrogen Highway, running from Whistler to San Diego.

- **A new natural gas pipeline** constructed by Terasen Gas enables the community to experience an immediate 15% reduction of greenhouse gas emissions with the conversion from propane to natural gas.
- BC Hydro's installation of a **new substation** in 2006 in Function Junction has increased the overall capacity and reliability of service to the community.
- Environment Canada set up three **state-of-the-art weather stations** to help improve mountain weather forecasts: at the 1,650-metre mark of Whistler Mountain; at the top of the Garbanzo Chair; and on Mount Waddington on the southern British Columbia coast – upstream in the weather flow to the Whistler area.
- Enhanced **telecommunication services** as a result of Bell installing 286 kilometres of fibre-optic cable from Vancouver to Whistler, ensuring a legacy of improved telephone, TV and digital services for Whistler residents. Additional fibre-optic cable was installed in the village to add permanent capacity for broadcast and event services.
- **Local business success** was achieved with many local contracts secured to build competition and non-competition venues; scores of retailers carrying VANOC merchandise; and others involved in Games-time contracts for catering, commercial space rentals and accommodations.
- **Increased public art** will celebrate and commemorate the 2010 Winter Games in Whistler Olympic Plaza and throughout the resort.
- **Cultural opportunities** have been supported through Games sponsor funding toward the Squamish Lil'wat Cultural Centre, and the Cultural Capitals designation and funding Whistler secured in 2009.
- Whistler has provided **enhanced accessibility** for people with disabilities, making it one of the most accessible resort communities in the world.
- **Whistler residents have increased skills and capacity** due to their involvement in the Games, either through work or volunteering, which will be transferable to other elements of community-building and economic opportunities.
- **Lasting partnerships** with Canada, the Province, Vancouver, First Nations and others will help Whistler continue to build a stronger resort community.
- Working together to execute the 2010 Winter Games Strategic Framework, Whistler's key stakeholders have continued to build **stronger relationships** as we move closer to the concept of "Whistler Incorporated".
- **Community-wide knowledge and pride** that Whistler residents' entrepreneurial spirit, diverse skill-set and "can-do" attitude will help enable the community to achieve anything it sets out to accomplish.
- Games-time use of the driving range as a parking facility will result in significant **driving range upgrades** post-Games. Changes will include: reconstructed teeing surfaces, new netting system, target greens, range field, putting green, chipping green and practice bunker. The putting green, chipping green and practice bunker will double in size.
- **Road improvements from Function Junction to the Village** provide additional room for cyclists and vehicles using this busy section of highway.
- **The Accessible Playground** provides children of all ages and abilities with easy access to play. The playground was constructed in partnership with 2010 Legacies Now Society, Ronald McDonald House Charities and the Rick Hansen Foundation.
- **The Austria Passive House** will become the Lost Lake Passive House and is a model for sustainable passive design. It will be a community resource and event facility.

WHISTLER ATHLETES VILLAGE

Whistler Athletes Village Becomes New Green Neighbourhood

Located six kilometres south of Whistler Village, and within Whistler municipal boundaries, the Whistler Athletes Village was home to more than 3,500 Olympic and Paralympic athletes during the 2010 Olympic and Paralympic Winter Games. Following the Games, more than 800 locals will call the village home in the new neighbourhood called Cheakamus Crossing. This new, green neighbourhood is one of the most tangible and exciting legacies of the 2010 Winter Games, and will continue to support a strong and vibrant Whistler community for years to come.

Decades ago, Whistler residents and businesses recognized that Whistler's long-term success as a vibrant resort community was dependant on a stable, resident workforce: people and families that lived, worked and played in Whistler. That's why, through *Whistler 2020*, the community recognized affordable housing as a key priority. Cheakamus Crossing goes a long way to realizing that priority and maintaining Whistler's goal of having more than 75% of the workforce living in Whistler.

In 2003, Whistler residents were asked: "Where do you think the Village and new Whistler neighbourhood should be located?" Following extensive engagement and community dialogue, locals chose the Cheakamus site. It was selected because it was within Whistler, close to existing trails and other facilities, accessible by transit and because of its beautiful views.

Cheakamus Crossing is adjacent to an established network of walking, hiking and mountain biking trails. It also backs on to the Cheakamus River and is close to



both Cheakamus and Logger's Lakes. With million-dollar views of Black Tusk, Whistler peak, Mount Fee and surrounding ranges, approximately 90% of the homes in Cheakamus Crossing will be restricted to, and occupied by, Whistler's workforce.

Contained within Cheakamus Crossing is the Whistler Athletes Centre. With its lodge and townhome accommodation, and High Performance Centre it will become the epicentre of athlete training and development in Whistler.

The development of Whistler's newest neighbourhood has been managed by the municipality's wholly-owned subsidiary, *Whistler 2020* Development Corporation, and made possible by the support of the Province of British Columbia, the Government of Canada and VANOC.

Investing in the Dream

The 2010 Olympic and Paralympic Winter Games provided a moment in the short history of Whistler that will not be repeated. The Games provided an opportunity to create lasting legacies, to showcase Whistler and to welcome the world.

Whistler made an investment in the Games through both direct costs and indirect costs. *Investing in the Dream*, the 2008 – 2010 Games Budget outlined the direct costs that would be incurred in planning and staging the Games during the more than two years leading up to and including the Games period.

Investing in the Dream provided \$8,072,824¹ in funding for direct Games-time costs, plus a provision for Games-time Operations, which was yet to be determined. A subsequent allocation of \$1,500,000 for Games-time Operations was included in the Five Year Financial Plan, for a total 2010 Winter Games Budget of \$9,572,824. These funds were supplemented with external funding from the Government of Canada, the Province of British Columbia and VANOC.

Although a limited number of costs and offsetting revenues are still being finalized, projected net Games-time costs total \$6,026,966 resulting in a favourable balance of \$3,545,858 (including a \$150,000 contingency) when compared to the 2010 Winter Games Budget. The savings will be returned to the Hotel Tax Reserve fund and will be used to support tourism-related programs and projects.

Two program areas that received significant external funding require special mention. The first is the Celebrations Sites program, *Whistler Live!*. *Whistler Live!* incurred expenses totaling almost \$6,600,000, which were significantly offset by contributions from Canadian Heritage (in excess of \$5,000,000), VANOC and a number of other contributors/sponsors. The municipal investment for *Whistler Live!* remained within its budget allocation of \$1,000,000.



The second program is Games-time Operations. Games-time Operations provided for a number of enhanced services during the Games including snow clearing, village maintenance, bylaw enforcement and traffic management. The incremental costs associated with these programs are being primarily funded through a significant contribution from the Province of British Columbia.

Investing in the Dream, the Games Budget, provided sufficient resources to enable the municipality to fulfil its obligations as a partner in delivering extraordinary Games.

Investing in the Dream can be viewed at whistler2010.com and whistler.ca and contains information about Whistler's investment in the Games including program areas, lasting legacies, return on investment and also identifies Games-related costs incurred prior to 2008.

¹ Page 15 of *Investing in the Dream* includes a table setting out the Winter Games Budget. A mathematical miscalculation shows the total equaling \$7,572,824. In fact, the total should be \$8,072,824.

2010 Winter Games Budget 2008 – 2010

Program	Total Expenditures (Total costs)	External Funding (Outside funding)	Net Cost (Total expenditures – external funding)	Games Budget (RMOW Budget)	Variance* (Amount +/- from Games Budget)
Games Office	\$1,994,697	\$4,220	\$1,990,477	\$2,882,824	+ \$892,347
Lead Agency Support	250,000	0	250,000	300,000	+ 50,000
Look and Feel	505,757	0	505,757	500,000	- 5,757
Celebration Sites	6,599,300	5,601,164	998,136	1,000,000	+ 1,864
Hosting	247,134	103,452	143,682	500,000	+ 356,318
Showcasing Whistler	651,091	177,255	473,836	500,000	+ 26,164
Communication and Community Engagement	446,734	71,994	374,740	500,000	+ 125,260
Volunteers and Staff Engagement	244,972	331	244,641	650,000	+ 405,359
Torch Relay	122,829	83,500	39,329	80,000	+ 40,671
Games-Time Operations	2,776,044	2,549,929	226,115	1,500,000	+ 1,273,885
Carbon Management Program	9,365	0	9,365	60,000	+ 50,635
Athlete Recognition	49,655	0	49,655	50,000	+ 345
Public Art Program	200,000	0	200,000	200,000	0
Post-Games Celebration	96,600	0	96,600	150,000	+ 53,400
Neighbourhood of Nations	114,398	0	114,398	200,000	+ 85,602
Contingency	310,236	0	310,236	500,000	+ 189,764
Total	\$14,618,811	\$8,591,845	\$6,026,966	\$9,572,824	+ \$3,545,858

* (+) A positive variance indicates a savings (under budget)

(-) A negative variance indicates a deficit (over budget)

Looking Forward

The 2010 Winter Games have been a defining moment in our history. We have successfully partnered in the delivery of extraordinary Games on behalf of British Columbia, Canada and the athletes of the world. As we look forward, we recognize that what we do in the years ahead will play an even larger role in how we leverage our role as Host Mountain Resort for the 2010 Winter Games and garner the benefits of the long-term Games legacies.

Looking forward, there are 10 recommended best practices Whistler wishes to share. These are significant 'wins' that could be applied to future Host Cities or communities hosting large events.

- 1. Be Guided By Your Vision** - Hosting the Games was an opportunity to advance the community's vision. In Whistler, this meant using *Whistler 2020*, our community's vision for a sustainable future, as the basis for Games planning. The Games are not an end in themselves, but a powerful catalyst for achieving positive social, environmental or economic change.
- 2. Plan and Then Plan to Adapt** – It's critical to establish guiding principles as early as possible so all subsequent plans, be they strategic, operational or contingency, are guided by consistent principles. At the same time, it's necessary to allow for flexibility and accept that during Games-time, changes may be necessary.
- 3. Create Lasting Legacies** – The Whistler Athletes Village is one of Whistler's most tangible and long-lasting legacies. Wherever possible, identify opportunities that will advance your community beyond the Games. In addition to being a benefit to Whistler, the Whistler Athletes Village supported other communities with the temporary housing being re-located to communities throughout British Columbia, and is a model for sustainable design and construction.
- 4. Engage Local Partners** – Work with local organizations so they can bring their expertise to Games planning and share in the responsibility and success of delivering the Games. The Games present a major opportunity for individuals and organizations to grow and realize their full potential.
- 5. Invest in Creating Atmosphere** – Create a dynamic and exciting atmosphere by dressing up your community. In Whistler, this included producing *Whistler Live!*, installing the Olympic Rings and Paralympic Agitos, Games banners, festive lighting, way-finding and the Host Mountain Resort cauldron. Create a complete and exciting experience.
- 6. Community Members and Staff are Ambassadors** – It takes an army of volunteers and staff to host the world. Engage local people and organizations wherever possible. This will result in increased capacity and integration of local expertise with the Organizing Committee.
- 7. Share the Community Story Far and Wide** – Garnering world-wide media attention is a once in a lifetime opportunity. Leverage that opportunity to tell your community's story. Prepare ahead of time by developing digital resources (photography/video), preparing spokespeople and engaging local story tellers.
- 8. Engage and Share Information with the Community** – Communities need information before they can fully engage. This means providing information consistently and through a variety of forums.

9. Celebrate Athletes When and Wherever Possible –

Athletes are the stars of the Games. Celebrate and support athletes when and wherever you can. This means collaborating on training facilities, hosting facilities, events and recognition ceremonies and more.

10. Don't Get Sidetracked – There are so many demands on a Host City, so many partners want to engage and be engaged. It's easy to get sidetracked. Don't. Focus on what's important to the community and outlined in your guiding principles.

There have been numerous experiences and memories that have enriched us as individuals and as a community. The world has experienced and fallen in love with Whistler. They have seen what Whistler

can do as a community and have helped Whistler's dream come alive. They have witnessed the spirit and commitment that has gone into making these Games and this community something very special.

Looking Beyond 2010

The 2010 Olympic and Paralympic Winter Games have provided significant opportunities for Whistler. The resort partners will continue to play an important role in leveraging the success of the global awareness achieved through hosting the Games. Now as we look beyond the Games, the real work starts as Whistler seeks to capitalize on new opportunities. Whistler may choose to focus on:



“*Whistler Live!* was undoubtedly the most important event for capacity building for Whistler’s local arts community in the 28-year history of the Whistler Arts Council.”

– Doti Niedermyer, Whistler Arts Council Board, Executive Director

Arts & Culture

The Games were a great vehicle for developing and showcasing the arts and culture sector. The partnerships and capacity building that occurred within the arts community should continue to be developed to provide the value-added programming that complement the existing Whistler experience. With the right level of support, arts and culture has the potential to not only build a stronger community, but to contribute in a significant way to the economic viability of the resort community.

Sports Tourism

Whistler has benefited from new sporting venues (Sliding, Nordic) and the Athletes Centre, which includes the High Performance Centre and associated housing. This provides the opportunity to enhance and expand sport tourism; a means to further diversify our tourism economy in a manner that is consistent with our community vision.

This will require a strategic approach working with new and existing partners and has the potential of delivering positive dividends.

Community Pride

One of the intangibles Whistler will benefit from in the future is a sense of accomplishment in having helped successfully delivered one of the world’s largest events. The volunteerism associated with the Games and the service provided by residents to visitors provide a foundation on which we can build, as we look to host future events.

Partnerships

There was an unprecedented level of cooperation within Whistler by the partners in the delivery of extraordinary Games. This was in place leading up to the Games, but was more focused and purposeful in ensuring the resort and the community rallied to shine before the world. Building on these strong partnerships is key to our long-term economic, social and environmental success.

Leveraging Global Exposure

All of Whistler’s resort partners should leverage the intense media presence during the Games to continue to increase global awareness. This awareness can and should be harnessed to deliver increased visitations, an ever stronger tourism economy and a stronger Whistler brand.

As Whistler moves forward on its journey towards sustainability, it is clear that the 2010 Olympic and Paralympic Winter Games have accelerated that journey and are the culmination of the dream. With unique tools, resources and experiences, Whistler is well positioned to accomplish the community goals it sets out for itself. For 27 days, locals, Canadians, international spectators and guests were inspired by the athletes, the spirit of sportsmanship and the power of the human spirit. For years to come, Whistler will be forever changed by these Games and should seek to harness the inspiration to create a stronger, more sustainable community.

2010 Winter Games by Numbers

Records were shattered. History was made. Whistler welcomed the world as the first ever Host Mountain Resort.

The Athletes

3,500 Olympic and Paralympic athletes and officials call the Whistler Athletes Village home

26 Canadian Olympic medals – 14 Gold, 7 Silver and 5 Bronze

19 Canadian Paralympic medals – 10 Gold, 5 Silver and 4 Bronze

258 Olympic medals awarded

192 Paralympic medals awarded

34 of **86** Olympic competition events hosted in Whistler

62 of **64** Paralympic competition events hosted in Whistler

The People

51,000 average daily overnight in-resort population (Feb) 26,645 average daily overnight in-resort population (March)

97% occupancy rate during the Olympic Winter Games (Feb)

12,000 Olympic Family members in Whistler

4,000 Paralympic Family members in Whistler

5,000 spectators watched Canada win hockey gold on *Whistler Live!* screens in Village Square

The Vibe

72 *Whistler Live!* bands performed on the Village Square stage

400+ *Whistler Live!* Performances and exhibitions throughout the Village

60 artists featured in the *Whistler Live!* ArtWalk

27 skiers and snowboard riders flew through three rings of fire in the Fire & Ice Remix

80 centimetres or **41** inches of snow fell on the mountains the first few days of the 2010 Olympic Winter Games

The Media

3.5 billion worldwide television viewers estimated to have tuned into Olympic Games rights holding broadcasters

47% more global television coverage of the 2010 Winter Games than for the previous winter games

4,000 members of the media in Whistler (Feb) 800 members of the media in Whistler (March) capitalizing on world-wide recognition for Whistler

220,000 articles and media stories in which Whistler was mentioned in the first 12 weeks of 2010

source: Tourism Whistler

In Memoriam

Jack Poole

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Jack Poole was more than the Chairman of the Board at VANOC. He was a man devoted to Canada, giving back and bringing dreams to life. Born in Mortlach, Saskatchewan Jack

never forgot his Prairie roots, even when he became a successful real estate developer.

Together with his good friend John Furlong, Jack led the Olympic bid team and became the Chairman of VANOC's board. He was an inspired leader to the entire VANOC team through his commitment to community and country. The day after the Olympic flame was lit in Greece and safely on its way home to Canada, Jack passed away. And with the lighting of the flame a dream was brought to life.

He is survived by his wife Darlene, four daughters, a stepson and an extended family.

Thank you, Jack.

Nodar Kumaritashvili

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We think John Furlong, VANOC CEO, said it best: "I don't think you can talk about the Games without talking about Nodar. He affected the Games, he is part of the story of Vancouver 2010. I can't forget him."

On February 12, the day of the Opening Ceremony, a day of much anticipation, Whistler, VANOC, luge officials and hardest of all, the Georgian athletes and the Republic of Georgia, suffered a major tragedy with the death of Nodar Kumaritashvili.

Nodar came to Whistler with Olympic dreams; a luger that would follow in his father's footsteps and inspire a nation. When he arrived in Whistler he was unknown to us, but was well respected as an athlete. Following his tragic accident, his memory is alive in Whistler and his spirit is now known to us.

A memorial to honour Nodar's life will always remain in Whistler.



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THE RESORT MUNICIPALITY OF WHISTLER

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