



VANCOUVER 2010 WINTER OLYMPIC AND WINTER PARALYMPIC GAMES

PRELIMINARY SOCIAL IMPACT ASSESSMENT



VOLUME 2 -- Appendices

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PRELIMINARY SOCIAL IMPACT ASSESSMENT Volume 2 -- Appendices

APPENDIX A:	Bibliography and References	2
	Bibliography and References	2
	Social Profile Sources	5
APPENDIX B:	Literature Review	7
APPENDIX C:	Interviews	30
APPENDIX D:	The context of Social Impact surrounding Hallmark Events	51
APPENDIX E:	Results of Focus Groups	53
APPENDIX F:	Consolidated Mitigation	65
APPENDIX G:	Statistical and Tabular Data	76
	Population	76
	Age Structure- % of Population	76
	Household Data	76
	Family Data	78
	Marital Status - % of Population 15+	78
	Population 15+ Involved in the Labour Force	79
	Unemployment Rates by Age and Gender	80
	Income	81
	Education - % Population by Highest Level of Schooling	82
	Location of Work Place	83

APPENDIX A: Bibliography and References

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APPENDIX B: Literature Review

Introduction

A growing amount of knowledge exists in regards to social impacts resulting from hallmark or large-scale events such as Olympic Games and World expositions. Much of this is preliminary research and conjecture arising from studies generated prior to such events. Convincing, qualitative study of the “during” and aftermath is generally not available in research. Anecdotal reports exist but these are scarce compared to the larger collection of reports and studies generated in advance of these hallmark events.

The purpose of this literature review is to:

- Identify potential negative impacts to the host community and/or region that may potentially occur before, during or following an Olympic Games
- Identify actual negative impacts that have been documented in the literature by previous host communities
- Identify potential and actual benefits identified from previous Olympic city experiences
- Identify strategies to mitigate negative effects
- Identify positive impacts
- Identify methods for maximizing potential benefits

There has been little monitoring and evaluation completed in the post-Games period and therefore much of the discussion in the literature is based on pre-Game speculation and experience. In addition, the dominant orientation of the literature is on identifying negative impacts at the expense of documenting positive experiences.

Determining social impacts of Olympic Games on the host city/region is still in its infancy. The development of Olympic bids is slowly evolving to incorporate other components to the bid process. Lillehammer (1994) was one of the first Olympic hosts to place an emphasis on environment and was followed by the Sydney 2000 “green games”. It is only more recently that social impacts have been addressed by Bid and Organizing Committees. Both Sydney and Toronto have undertaken Preliminary Social Impact Assessments.

Canadian initiatives including this preliminary assessment are at the forefront.

The following impacts reflect much of what has been written in the literature on the social impacts of Olympic games. Much of the research in the limited literature to date is focused on *anticipated* social impacts. Most notable is the lack of significant study following Games. The depth with which the following social impacts will be discussed reflects the advancements made in these impacts in the literature.

Housing Impacts

Based on the depth of discussion found in the literature along with community debate, housing issues appear to be the most advanced and therefore the most prominent when considering impacts related to the Olympic Games.

Housing-related impacts are influenced both by visitors attending the Games (direct tourism) and those who are drawn to the city because of its higher profile, generated by hosting the Games (indirect tourism). In some cases, researchers have discussed housing related impacts in the context of urban redevelopment, suggesting that large-scale events (hallmark or mega-events) may be used as a tool for restructuring the urban form of derelict inner-city neighbourhoods (Olds, 1998).

The following discussion reviews those housing related impacts that may occur prior to the Games.

Loss of Rental Accommodation

One of the dominant impacts noted throughout the literature as well as documented by various non-government organizations and advocacy groups is the Games-related effects on the residential rental market in the host city. With the prospect of accommodating visitors attending the Games, there is potential for converting existing rental housing stock into tourist accommodation. Lease-expiry and renovation plans timed to be in conjunction with large-scale events enable landlords to increase housing prices (Toronto Social Planning Council, 2000). Much of the concern is focused on low-income tenants who have little security of tenure. The literature cites the potential for rental conversions of boarding houses and for low-rent hotels and caravan parks in the vicinity of venue sites to be threatened. However, vulnerable housing types anywhere within commuting distance of Games' sites may be affected.

The literature review suggest that the effects of demands on the stock of low-income rental housing is exacerbated by the potential influx of employment seekers to the region, along with backpackers who cannot afford increased hotel costs. However, as identified by Jones, Lang and Lasalle (2001), the "extent of any short-term impact on rents and prices appears to be dependent upon the size and maturity of the housing market in the host city." (pg. 13).

- Prior to the Atlanta Summer Olympic Games, vacancy declined to 4 percent in the summer of 1996 from 17 percent in 1991. The diminishing supply of rental units was further exacerbated by rent increases that increased from 0.4 percent per annum in 1991 to 7.9 percent in 1996.
- In Sydney, average house prices increased by 50 percent during the four years leading up to the 2000 Games, but it has been noted that this trend was almost completely reflective of the general market influence (Jones, Lang and Lasalle, 2001).

- It has been estimated that Sidney rent increases varied from 2-5 times the current inflation rate resulting in increases of 4.3 percent for three-bedroom units to 10.5 percent for one-bedroom units (FERENCE Weicker and Company).

Salt Lake City experienced different circumstances. Vacancy rates actually increased six months prior to the Games from 5.8 percent in June 2001 to 7.1 percent in December 2001 (FERENCE Weicker and Company).

Despite the increase, loss of rental of accommodations did occur. Rents for low rent motels and Single Room Occupancy (SROs) increased from four to sixteen times the regular price for accommodation. Examples are summarized in the table below.

Date	Motel	Rent prior to Olympic period	Rent during Olympics
Jan. 21/02	Zion's Motel	\$180/week	\$105/night
Jan. 24/02	Utah Hostel	\$12/night	\$200/night
Jan. 29/02	All Star	\$38.70/night	\$187/night
N/A	Colonial Village Motel	\$195/week	\$168/day

Source: Personal Communication, Glenn Bailey, Salt Lake Impact 2002 and Beyond

Following the Games, it was assumed that these motels reverted back to being low rent motels since the improvements that were made to them were mainly cosmetic (Personal Communication, Glenn Bailey, Salt Lake Impact 2002 and Beyond).

There are other factors that contribute to the displacement of residents and the pressure on the short-term accommodation market. As identified by Jones, Lang and Lasalle (2001), an important factor in considering visitor impact on the hotel sector, is the “maturity of the local tourist market, the degree of Olympic induced hotel supply and how well the region leveraged the Games for its tourism industry” (pg 12).

Displacement/Evictions

The result of pressures on rental housing is the displacement of low-income tenants – several literature sources cite this effect (Bailey et. al., Toronto Social Planning Council 2000, Olds, 1998, Keys Young 1995). Direct evictions occur as a result of landlords evicting tenants in order to rent their unit to tourists or workers for the Games. Essentially, low-rent motel and boarding-house operators replace long-term residents with higher paying, short-term tourist (Shelter NSW). In some cases, it may also occur through venue development where residents are forced to move because their neighbourhood is being used for a venue site. Indirect evictions may occur as a result of rent increases that are beyond the means of current tenants.

A limited rental market, such as exists for lower rent accommodation within Vancouver, increases the possibility of discrimination in the selection of tenants. This may result in financial stress due to increased rents and subsequent displacement (Keys Young, 1995).

The literature suggests that displacement and evictions due to conversions to tourist accommodation are assisted by an absence of tenant support through legislative provisions (Shelter NSW).

These evictions are referred to as “urban restructuring”. The literature breaks urban restructuring into four types of housing impacts:

1. on-site impacts
2. post-announcement speculative impacts
3. pre-event tourist accommodation supply impacts
4. and post-event impacts.

Vancouver, Expo '86 could be used to demonstrate this effect. It was a much longer event than the proposed games and its venues were highly concentrated within the city. Nonetheless it provides the context against which these impacts can be demonstrated.

On-Site Impacts

- Occur when housing is converted to other event related land use, such as roads or highways.

Post-announcement speculative impacts

- The potential destabilizing effect of speculation on land values and therefore housing supply, results in decreasing supply of low-income rental units
- The Vancouver '86 Expo experience to illustrate this above phase of displacement. Subsequent to the Expo announcement, there was speculation on land and property values around the Downtown Eastside.

Pre-event tourist accommodation supply impacts

- Landlords evict tenants in order to rent the unit to people either working for or visiting the Games at a higher price. This would be associated with the completion of minor renovations to improve the appearance of the suite. Evictees would have to re-locate to other low-income units that may be further away from services.
- Olds (1998) estimates that between 500-900 evictions occurred for Expo '86. It is estimated that about 1000-1,500 lodging houseroms were converted from monthly rental to tourist rental status in the spring of 1986. Tenants experienced both direct evictions (they received receipt of eviction notices) and indirect (rent increases or strict regulations banning cooking in rooms). Most evictees were Downtown East Side hotel dwellers who were considered “licensees” or “guests” rather than residents and their landlords were considered “innkeepers”. This afforded hotel dwellers minimal protection against eviction since they were governed under the provincial “Innkeepers Act” rather than the “Residential Tenancy Act”. Despite the fact that many of these tenants had been

residents for twenty-five years, they were subject to any one of the following constraints under the Innkeepers Act:

- Guests were only permitted between certain hours and charged extra if they stayed overnight
 - Eviction is permitted at any time for any reason
 - Guests' good may be seized at any time
- Six months after Expo had been confirmed eviction concerns were raised within Vancouver. Despite the initiation of a municipal Housing Program forced evictions began to occur six months prior to the start of Expo. As a result of media attention to the plight of evictees, a Provincial Task Force was created to deliver a "clearing house" for assistance in relocating displaced tenants. By the time Expo was underway the registry was closed for evictions.
 - The literature cites other factors that contribute to the displacement of residents and the pressure on the short-term accommodation market. As identified by Jones, Lang and Lasalle (2001), an important factor in considering visitor impact on the hotel sector, is the "maturity of the local tourist market, the degree of Olympic induced hotel supply and how well the region leveraged the Games for its tourism industry" (pg 12).
 - Our literature review suggests that in Salt Lake City, a large factor determining whether there were evictions and rent increases appeared to be Federal Government leasing contracts. In some cases, entire apartment buildings or condominiums were leased out by Federal Government departments prior to the Games to accommodate their staff involved in security measures planning (e.g. CIA, FBI, Alcohol and Tobacco). It is estimated that 3,500 people from public safety sub-committees were brought in to the city prior to the Games (Personal Communication, Linda Hilton, Chair, Humanitarian Services Committee). Federal agencies were able to offer landlords sufficient amounts of money to cover the risk of landlords losing permanent tenants (Personal Communication, Glenn Bailey, Salt Lake Impact 2002 and Beyond).

According to our discussion with Glenn Bailey, member of Salt Lake Impact 2002 and Beyond, an example of a well-publicized case is the Harrison Place condominiums where approximately 20 units were under contract with the Federal Emergency Management Agency (FEMA). Tenants were given eviction notices for January 11, 2002, but were allowed back to the building following the Games, in the first week of March, along with 15 days of free rent and free storage. Due to media pressure, the owner cancelled the contract.

Approximately 50-70 units at the Aspenwood Apartments in West Valley City were originally scheduled to house the Secret Service (Personal Communication, Glenn Bailey, Salt Lake Impact 2002 and Beyond; Deseret News, 9/23/01). Tenants of these units, mostly lower income residents, were given evictions notices as early as July 2001. It was reported that the owner of the apartment building neglected existing tenants when completing upgrades to the units to be used by the Secret Service. Existing residents

believed that the neglect of their suites was intentional, and that this was a way of “making life miserable for current tenants so they will leave” (Deseret News, 9/23/01) and that the owner could improve the property and then rent to higher income people after the Games (Personal Communication, Glenn Bailey, Salt Lake Impact 2002). According to our knowledge, evictions occurred and the upgrades were completed (Glenn Bailey, via email, September 4, 2002).

There were larger than expected evictions in SROs, and these facilities were almost completely cleaned out due to rent increases. Approximately 100-200 people were affected, mainly in low rent motels and SROs (Personal Communication, Glenn Bailey, Salt Lake Impact 2002 and Beyond).

Post-event impacts

- Following a mega-event, effects of displacement may continue to take place and affect other aspects of the community. Following Expo '86, evictees ceased frequenting hotel bars where they were evicted. Since many hotel owners did not experience the financial gains they had anticipated, many of the room rates reverted back to pre-Expo prices and the vacancy rate returned to a similar level recorded over one year before the exposition.
- Looking beyond Expo '86 to a more comparative event, prior to the 1988 Olympic Winter Games in Calgary, tenants in two apartment buildings, and a townhouse complex were forced to relocate after being evicted. A total of 270 units in two apartment buildings and one hundred townhouse units were converted for tourist use during the two-week Games period with displaced tenants given financial incentives to move.
- To a lesser degree, housing impacts were also felt by students at the University of Calgary and SAIT (Southern Alberta Institute of Technology) when their residences were used for visitor housing during the Games period. In this case, student associations were involved with negotiations and students were allowed back after the Games period but the need to relocate this population put pressure on existing campus housing services. For Calgary, the Provincial Landlord-Tenant Act which governed tenant rights offered little recourse for tenants since landlords had the right to evict tenants providing they are given 90 days notice (Personal Communication, Bill Warren, Member of the Organizing Board, August 2002)
- Similarly in Sydney, boarders and lodgers had few legislative rights and were exempted from the Residential Tenancies Act (1987). They had little recourse if evicted and could be displaced with little notice or means of appeal. Reports estimate that the number of homeless people almost tripled in Sydney between 1992-1999 (Lenskij, 2002)

Related Pressures on the Housing System

While the literature review depicts the above impacts at a micro-level, there are also impacts to the community housing stock at a macro-level. An important element in the consideration of impacts to housing is the inter-relationships between various components of the housing system.

As an unintended consequence, a decrease in the availability of affordable private rental housing may lead to increased applications for assistance through public housing ... “pressure identified in one sector of the housing system, unless able to be absorbed by that sector, is likely to be transferred to other sectors (Keys Young, 1995, p.41).

In Sydney, budget hotels and hostels are also widely used to assist people who are experiencing a short-term crisis situation. The literature suggests that a strain to this component of the system may reduce capacity of intervention programs designed to accommodate those in a short-term crisis accommodation (Keys Young, 1995).

There can also be significant increases in inquiries to tenant’s advice services about rent increases and “no cause” evictions, adding to the strain of existing housing support services (Lenskyj, 2002).

Our research cites that in Salt Lake City, the effects of an increased strain on existing service levels was recognized by the Humanitarian Services Committee (HSC). An increase in homeless required that an additional shelter be arranged along with an additional soup kitchen/food bank and medical tent to accommodate the clients of the additional shelter. A “satellite” shelter was organized in an abandoned mattress factory. Approval for the shelter was on a temporary basis and it was closed following the Games. Additionally, funding and labour for the renovation of the warehouse had to be organized by the HSC since it did not receive any financial support from the Salt Lake Organizing Committee.

Moreover, service levels to existing services such as the Homeless Outreach program were extended to operate twenty-four hours a day, seven days a week. A 2-1-1 “hotline” was established and built upon an existing information and referral line. This program required additional phones and a larger room to accommodate staff. Budget for this program came out of the pockets of social service agencies and through volunteers. Brochures and business cards were distributed to visitors and the homeless population about services, and the information and referral line.

These additional programs and expansion of existing ones were funded by the social service agencies either, through their own budgets or through grants. It has been estimated that the cost of implementing these programs and facilities was as low as \$370,000 and as high as \$1.5 million dollars (Personal Communication, Linda Hilton, Chair, Humanitarian Services Committee).

Increased Housing Prices and Land Values

With the prospect of lucrative returns for accommodation during large-scale events such as an Olympic Games, there is potential for widespread market speculation among builders, homeowners and apartment owners (Toronto Social Planning Council). For previous Games, this was reported to have led to rises in rent and an increase in the number of households who pay more than 30% of income to rent. Increases to home prices may delay entry for first-time homebuyers to the housing market and result in placing additional pressure to the rental housing market.

Our research shows that in Barcelona, the Olympics were cited as a major contributor to escalating housing costs with residential house values increasing between 250 percent to 300 percent between 1986 – 1993 (Jones, Lang and Lasalle, 2001).

In Sydney, the literature indicates that excessive rent increases in the lead-up period to the Games, were also observed by Tenancy advice services. However, the Department of Fair Trading's study on the residential tenancy market during the Sydney Games indicated that rent increases in the Olympic Corridor were not different from increases in other inner and middle ring Sydney communities (Shelter NSW, 1999). The major effect observed was the Games having the potential to exacerbate rent increases, especially when combined with speculative behaviour.

In Lillehammer, house prices increased higher than the average for Norway. The literature review indicates that house prices remain high today but it is difficult to determine if this is a result of the Games or the fact that too few houses have been built since the 1990's (Personal communication, Ivar Ole Brun, Project Leader "A Town for All", March 2002). In effect, the municipality is too slow in planning new areas for housing because it was so focused on the '94 Games (ibid) and as a result, has not responded to market interest.

Examples of Mitigation – Housing

The literature and background research indicates that the following strategies have been seen as, or have, potential for mitigating housing impacts:

General

- Develop and implement an Olympic accommodation strategy to ensure sufficient housing, from budget to luxury levels, for Games
- Develop a housing registry to assist evictees with relocation well before evictions might start (9 to 12 months), the concept of registry would be proactive in addressing displacement as a response to market speculation
- Develop "early warning" responses to monitor the rental housing market and vacancy rate in order to anticipate the potential for price increases and housing shortages.

- Review adequacy of tenant protection laws in order to ensure effective tenant protection before, during, and after the Games. In addition, establish financial, legal and social disincentives to tenant displacement.
- Ensure effective tenant advisory, mediation, advocacy and legal.
- Create partnership strategies to ensure effective funding for low cost housing is properly targeted and coordinated.
- Initiate an eviction freeze around the time of the Olympics
- Review adequacy of rental housing conversion, renovation and demolition laws in order to ensure effective tenant protection before, during and after the Games.
- Ensure that landlords are educated as to the realities and risks of past Olympic accommodation speculation schemes.
- Create an Olympic Ombudsperson position to adjudicate cases of loss incurred as a result of Olympic Games.
- Consider supporting the tenancies of vulnerable tenants and reduce the incidence of evictions.
- Create alternative housing opportunities for displaced tenants.
- Allocate emergency funds for displaced tenants.
- Identify neighbourhoods adjacent to Olympic venues and develop “Neighbourhood Olympic Plans” in collaboration with the community
- Ensure that housing and commercial development zoning plans consider the financial means of present residents and businesses
- Enforce neighbourhood and housing by-laws concerning health and safety prior to and during the games
- Ensure that neighbourhood residents can use and can participate in managing the Olympic facilities after the games

Housing Benefits

Although it appears that the negative social impacts on housing are significant, there are also opportunities and benefits to the host city following the Games period.

The “legacies” mentioned in many of the bids (Toronto, Salt Lake City) incorporate an element of affordable housing. The construction of athletes’ villages and media villages opens up new opportunities for provision of affordable housing, in prime downtown areas of the host city. Creation of more “accessible” housing along with mixed income and environmentally progressive housing can leave a lasting, sustainable legacy. Several authors note that there has been a range of development in Olympic Villages from full-scale urban centres such as is Barcelona to smaller scale efforts that include use of existing facilities such as university campuses.

For example, in Sydney, the Olympic Village was comprised of 2,000 residential units that housed approximately 5,000 people. The village was also characterized as the world’s largest solar powered settlement. Some of these units were sold prior to the Games and allowed for

athlete use during the Games period on a “Sale and leaseback” arrangement (Jones, Lang, Lasalle, 2001).

Another example is the media villages constructed for the Calgary Winter Games. Two media villages were built, one for the electronic media and the other for print. Housing units for electronic media were later resold to the public. Print media housing was mainly constructed by a First Nations construction company, and much of it was relocated to surrounding reserves and other communities following the Games (Personal communication, Bill Warren).

Employment Impacts

Hosting an Olympic Games has potential to provide significant employment, volunteer and training opportunities. Based on the literature, these opportunities appear to be mainly focused on the period prior to the Games and during the Games. Prior to the Games period, employment growth is mainly focused on tradespersons who are skilled in the construction industry and in facilities operation. During the Games, employment growth shifts to the service sector. Added demand for retail sales, hospitality, security, tourist and related services are prevalent during the Games period. Employment growth for business professionals and related sectors for management tasks is also prevalent.

Research indicates that the potential for an increase in employment activity also raises the possibility for skills development and training for those people not currently employed, under-employed Aboriginal groups and disadvantaged groups. However, it should be noted that jobs secured in tourism are generally of lower quality (insecure, low-paid and part-time) and of finite duration (Bailey et. al., undated).

The acquisition and development of skills in specific areas such as communications and information technology and in the service industry has potential to be a benefit for the host city. Concerns have been raised in the literature that much of the skills and experience will Games-specific and will be of little practical use following the event. Volunteers may displace the opportunity for paid workers. Community groups who rely on a strong volunteer base to administer their programs may be compromised during the Games if their volunteers are involved with Olympic-related activities (Toronto Social Planning Council, 2000).

For example, our research indicates that the Salt Lake Crossroads Urban Centre, an emergency shelter and non-profit renters advocacy group, experienced a loss of an estimated 25 percent of its volunteer group to the Salt Lake City Games. This was a significant impact since these agencies required additional volunteers to supplement their original volunteer base, to operate the additional shelter, food bank, medical tent and to extend existing service hours. For example, the Homeless Outreach program and soup kitchen extended their hours to operate twenty fours a day, seven days a week during the Games. Agencies note that it was difficult to compete with the Olympic volunteer draw since Games volunteers were given gifts such as clothing and watches.

To sustain the increase in service levels and support the additional programs and facilities, the HSC along with the city, organized for AmeriCorp volunteers (American domestic peace corp) to assist in these positions. In total, 363 AmeriCorp volunteers arrived in Salt Lake City, mainly from the middle of February to the first week of March. They assisted in the shelters, food banks, soup kitchens, phone centre and homeless outreach program. Most of these volunteers slept and ate at the homeless shelters and some were accommodated in the basement of churches. Without these volunteers, the social service agencies would not have been able to keep afloat of the increased need (Personal Communication, Linda Hilton, Chair, Humanitarian Services Committee).

Additionally, our literature reviews indicates that the employment opportunities during the Games period were not seen to be beneficial for people with low skills and educational levels. The HSC did receive a job list of employment opportunities for the Games from the Organizing Committee but the majority of these positions required high education levels. Moreover, the jobs such as shoveling snow for \$5 per hour were located out of the city at Park City, and therefore required transportation. There were no opportunities for maintenance/janitorial positions at facilities, since these facilities relied on their own staff, and extended their hours. Ticket-taker positions at the Games sites were staffed by volunteers rather than paid workers (Personal Communication, Linda Hilton, Chair, Humanitarian Services Committee).

Little evidence is available or has been generated to support employment projections that were stated prior to events. This makes it very difficult to quantify employment opportunities. Our research has identified the following employment projections:

- Sydney projected an increase in jobs within NSW -- employment by 5,300 jobs in an average year of the 12-year Games period with the majority of it occurring in the Games year.

There was a lot of work conducted through the labour union movement to negotiate with employer groups to ensure opportunities for the disadvantaged unemployed population. The State Chamber of Commerce and Council of Social Services tried to ensure that opportunities were directed to communities outside of Sydney prior to the Games. This translated into good connections with local Chambers of Commerce as athletes visited these communities to access their facilities for training purposes.

- Calgary projected that employment would increase by 4,400 to 4,900 jobs in the City of Calgary.
- The Toronto 2008 Olympic bid Master Plan estimated that 80,000 person-years of new direct employment and 111,000 person-years of total new employment would be created in the Province of Ontario due to the Games. Employment occurring as estimated to occur in the 4 years leading up to the games from 2004 onward, particularly concentrated in 2008 period.

- The Municipality of Lillehammer was also experiencing some economic setback when it decided to bid for the Games. Part of the motivation in bringing the Olympics to Lillehammer was to increase employment opportunities since unemployment in the municipality was higher than the average for the country (Personal communication, Ivar Ole Brun, Project Leader “A Town for All”, March 2002). Prior to the 1994 Games, many of the municipality’s younger generation were moving to Oslo for educational and employment opportunities. Following the Games, a recent trend has seen some of the population return, which might be attributed to an increase in the creation of 3,000 new jobs in Lillehammer since 1992 (ibid).

In terms of the implications for the social analysis, the Vancouver Olympics will be focused on a number of different communities, thus the analysis must consider that the Employment Impacts will vary.

An OCOG Human Resource Plan will be generated prior to the Games. The initial information will be based on an OCOG department basis. Currently, there is no clear split for Vancouver and Whistler. Estimates are slightly different than the Salt Lake City model.

Salt Lake City forecast the following:

- 19,423 Winter Games volunteers
- 11,882 contractor staff
- 6,271 paid staff (including 1,044 regular staff employed for more than six months)
- 3,600 Paralympics volunteers
- 2,200 venue preparation volunteers

These functions were projected to be filled:

- 5,000 catering staff, including 400 volunteers and 23 food managers
- 1,400 Event Services staff mostly temporary positions at peak
- 1,100 Transportation positions at peak
- 1,000 full-time positions with the Olympic Organizing Committee
- 500 logistics and warehouse - positions at peak
- 300 people working in Information Technology for three years to integrate all of the systems and applications, increasing to 1,350 during the 17 days of competition.
- 350 Health employees at 35 temporary medical clinics

For the purposes of this analysis it is assumed that the permanent staff will be in Vancouver at the head office, up to 10 percent of the permanent employment opportunities will be in Whistler. Likewise a larger share of the temporary and volunteer staff will be in Vancouver – we have assumed that two-thirds in Vancouver, one-third in Whistler.

In drawing parallels to Salt Lake City increased employment represent tremendous opportunity for the region. The opportunities stated in the background research appear to be sound.

Unfortunately it is difficult to find any quantitative post-mortem comparisons to support the anecdotal data on Olympic game employment. This data group points out the very clear need to monitor and measure -- pre- and post.

The Olympic Game Cycle

Socio-economic benefits to the host city and region appear to reflect periods of significant gain followed by downturn, generally following the Olympics.

In Sydney, the over the twelve-year period (pre-games phase 1994-1999, Games year 2000-01 and post Games phase 2001-2005) the Sydney Olympics is anticipated to contribute an additional \$6.5 billion to Australia's GDP. However, despite the *aggregated* growth in regional economy of New South Wales over the 12-year Games period, the economy *following* the Games for the region is projected to be lower than if Sydney did not host the Games. Specifically, it was projected to be about "...\$77 million lower in each year than it would have been had the Olympics not been held in Sydney" (Arthur Andersen, 1999, p. 3). The Arthur Andersen report (1999) indicates that decrease in the economy was a result of the effects of regional government budgets. New South Whales government policy indicated that the

...staging of the Olympics is not to result in higher taxes, or in a debt being left for future taxpayers. Instead, the additional Olympics-related government expenditure will result in smaller Budget surpluses in a number of years, with the NSW government's net financial position being the same by the end of the Olympic period as it would have been if Sydney had not hosted the Games" (ibid)

Government budget cycles have a far larger impact on job creation/elimination numbers. This suggests a delicate interrelationship between public fiscal policy and the events themselves.

Our literature review indicates that in Lillehammer, Teigland (2002) indicated that 40% of the full service hotels in the host town of Lillehammer have failed economically or gone bankrupt afterwards. Two new large alpine facilities have been sold for less than US\$1 each to prevent bankruptcies because of uncovered large debt. Based on inaccurate impact assessments which predicted a tourist boom, subsequent investments were too high based on this predicted tourism boom – there is lower demand and over capacity than predicted (Teigland, 2002). There is also evidence of an "influence zone" for tourism effects. There was a lack of tourism growth in host region, outside of destinations with Olympic facilities and was contrary to predictions. Hotels in the region surrounding Lillehammer experienced disappointing tourism demand because of the willingness of visitors to commute long distances between accommodation and sports venues. Hotels that were 20-25 minutes away from centre of Lillehammer had much lower traffic than expected.

Holiday tourism peaked the summer before the Olympics and is partly due to sightseeing of domestic tourist. Essentially, Norwegians who wanted to see the new facilities before the start of the Olympics. A strong decline in tourism occurred shortly after the Games with a total number

of guest nights reaching a low in the six months following the Games, although tourism flow may now be at a new plateau of 55-60% above earlier post-election yrs (ibid, pg. 88). The downturn in tourism from 1995-97 may be due to the fact that the tourism industry was doing too little to attract new tourists (Personal communication, Ivar Ole Brun). Currently, tourism numbers have increased to 820,000 visitors annually, from 350,000 in 1992 and 700,000 during the Olympic year (ibid).

Our research also indicates that in Nagano, one-third of the hotels and restaurants went out of business following the Olympics (Personal communication, Soichiro Yoshida). Moreover, local businesses, especially in the core, have suffered which may be due in part to the accessibility of Tokyo to Nagano residents. The extension of the bullet train from Tokyo to Nagano has allowed residents to travel to a larger centre for shopping. Additionally, the construction of roadways throughout the region have increased accessibility to shopping malls in the outlying areas and therefore people tend to shop outside the core (ibid).

Examples of Mitigation – Employment and Training

In the literature and background research, the following strategies were seen to, or have, potential for mitigating and /or enhancing Employment and Training impacts.

The literature does not generally include critical and / or retrospective analyses of various governmental strategies related to hallmark events. However, it is the authors' view that there are some consistent limitations in many of the previous events, which suggest the adoption alternative strategies or approaches for Vancouver/ Whistler. Some of the shortcomings of employment strategies, from a Social Impact perspective include:

- Employment targets people who are trained and often already employed – the opportunity for community capacity building is generally overlooked due to the sponsoring bodies' needs to meet timelines and budgetary constraints. The net result is that the event is completed effectively and efficiently, but the opportunities to provide employment to under-employed groups in the immediate communities are overlooked. For this reason, social benefits can be enhanced by considering training and as an opportunity to add jobs and decrease unemployment in community groups that face structural barriers to employment (skills, handicaps, ethnicity, experience).
- For other games, labour market planning is typically focused at a macro scale (nationally or internationally) as opposed to regionally or on the host community. Labour skills data is easily aggregated at the national level, but harder to come by on a community-by-community basis. At the same time, the labour market has evolved to a global market. It is possible for organizations to cast their nets as far as they need in order to attract the individual with the right skills for the jobs that they have. This approach will almost always guarantee the least cost approach to acquiring the competencies required to complete the series of projects associated with hosting a hallmark event.
- At the same time the literature indicates that strategies for Olympic employment enhancement it overlooks the social (and long-term) costs of supporting under employed – or unemployed – groups of people in the host communities. Therefore, we are

operating under the assumption that employment and labour market planning could be focused on the Host Communities and surrounding metropolitan regions. At an early stage Employment Plans could identify opportunities for training and developing the skills and knowledge of residents of the host communities so that they can participate in all the Games related employment.

- The successes of past Games and other hallmark events with regard to employment are typically in the advent of sustained new employment. Typically, the event has introduced a new facility or new industry to the region / community. People originally employed to work in that facility or service are happily surprised when their jobs extend and develop (into careers) for years after the hallmark event. Similarly, the literature indicates that the flops in regards to employment, involve the creation of facilities or businesses that are unsustainable immediately after the event. The resort hotels constructed at Lillehammer seem to illustrate this. Therefore, previous experience seems to suggest that employment and investment justified by the potential of employment should be supported by a cost – benefit analysis. The analysis for the Vancouver Games could critically identify long-term viability of facilities as profitable businesses, or as social equity programs with significant savings over current approaches. Skills development programs would be tied to the opportunities where it could be shown that the facility or business will meet long-term profit or social equity benchmarks. This means that the basis for skills development within the Host Community(ies) would be focused on skills that could be both employed in jobs developed for the event / Games and industry and programs that are demonstrated to have long term viability following the Games;
- Most of the research regarding hallmark events indicates that there are large amounts of transient workers that typically make up the Games workforce. This is certainly typical of construction and related industries. However, it does have the unintended consequences of either taking job opportunities from local residents and/or reducing the wages paid for those jobs (due to oversupply of employees in the local market). This suggests that organizers of the Hallmark events could consider methods for protecting local employees such as affirmative employment approaches (target quotas of local residents as well as affirmative employment programs targeting specific marginalized groups -- i.e., First Nations people).
- Our background research indicates that event organizers generally do not undertake monitoring. As a result, very little information exists from previous Games about the social benefits and challenges of employment initiatives. It also suggests that the social infrastructure cannot be monitored during the timeframe of an event. For these reasons an event-organizing group could be created to conduct independent method of measuring and monitoring of employment with respect to both short and long term employment objectives. This would provide value to both the event organizers short-term in identifying where short falls and surpluses exist in labour supply for Games related projects, as well as long term in identifying the opportunity to develop new skills and competencies in residents of the host communities that support long term (post event) economic growth and employment.

Security and Civil Rights

The literature suggests that hallmark events have potential to affect personal freedom and security in several ways. Impacts range from deterrence of public protest to limits on civil rights to specific groups, especially the homeless. Disruptions of resident's everyday lives will most likely occur and can be observed in restricted access to facilities used for venue sites and hotels used by officials.

Awareness of public safety will also be affected by the events of September 11th, 2001 and the presence of heightened security may be a large factor to the Games. As indicated in the Keys Young report (2000) for Sydney, types of security focuses may be include

- Traffic and crowd control and general life and property protection
- Supervision within and at entries to Games venues
- VIP security
- Anti-terrorist measures

Increased threats of terrorism are a probability as significant international media events attract a large public and can (and have) been marred by violent acts. Increased crowd-control risks are also a factor. Large crowd gathering in both new and untested venues could lead to unexpected crowding and inadequate emergency escape avenues. This is exacerbated by potential significant increased overall crime rates particularly marked increase in theft, vandalism, public disturbance, public drinking, prostitution and petty crime (from Hall, 1992).

These threats may result in a heavy-handed response to protest gatherings and vagrancy – past Olympics have seen the removal of homeless people and protestors from public view. Additionally, a diversion of police resources from community protection to Olympic events may also be an issue.

Evidence from previous Olympic experiences include the following:

- In Atlanta, a progressively tougher approach to homeless people in the downtown was developed. Prior to the Games, 'street sweeps' (clearing the streets of homeless people) were conducted and were common occurrence before conventions. These were mostly driven by the downtown business elite to promote the downtown. The literature indicates that after the city was announced as the 1996 Games city, an intensive movement toward criminalizing homelessness by enacting three city ordinances – the Aggressive Panhandling Ordinance, the Vacant Buildings Ordinance and the Parked Vehicle Ordinance - took place. The homeless population was effectively barred from "... soliciting alms, entering vacant buildings, and entering a parking lot without owning a vehicle parked there" (Shelter NSW, p.28), thereby institutionalizing harassment of homeless people.
- In Sydney, it was predicted that approximately 3,000 police would be required on the Olympic site during Opening and Closing ceremonies. It has been remarked that police and

security guards broke up protests, removed homeless people and prevented ambush marketing and policed “illegal” messages on T-shirts worn by spectators despite the media attention given to Sydney’s friendly police/security forces (Lenskyj, 2002). Police crackdowns on homeless people during the Games has also been noted in the literature (ibid) despite implementing Sydney’s “Homeless Protocol” which instructed actions for addressing homeless people. Generally, the Homeless Protocol stated that if an individual encounters a homeless person they should leave that person alone unless they request help, they appear to be distressed or in need of assistance or the person’s behaviour threatens their safety or the safety or security of people around them. Lenskyj has argued that this was only a code of practice for Sydney police and security, not a Parliamentary regulation, and not applicable to the region where most Olympic events were held (ibid).

- The fact that the protocol was not in effect outside of Sydney and there were reports of inappropriate behaviour by police in these areas, demonstrated to the organizing committee that the homelessness problem was not just prevalent in the Sydney CBD but also in outlying areas (Personal communication, Gary Moore). Despite the lapses in the protocol, it was helpful in assisting the homeless in Sydney. The protocol increased the awareness of the homeless situation and was a caveat for police and contract security guards not to over-zealous in directing the homeless on Sydney streets.
- Additionally, the impacts on the social structures in Brisbane after hosting the America’s Cup and a World Exposition Day emphasized that the impacts on important to note that perceptions of decreased security may be just as significant as actual increase in crime rates (Bailey et. al. undated).
- In Los Angeles all demonstrations were banned until, under American Civil Liberties Union pressure, the LA Olympic Organizing Committee designated restricted demonstration areas (CAWS report, 2002).
- In Salt Lake City, the American Civil Liberties Union was actively involved with the non-profit group Salt Lake City Impact 2002 and Beyond. Main issues for the Games in Salt Lake City included the freedom of speech, assembly and the right to protest. The groups worked with the City to set up “protest zones” in various parts of the city. Protestors had to sign up for time slots to protest in these zones. Overall, it is reported that the zones went well, and there was no evidence of “heavy handed” police activity on protestors, despite several examples of protests outside the zones. Most protest groups were satisfied with the zones except for the Disabled Rights Action Committee who criticized the height of the concrete barriers surrounding the zones – most were too high for their demonstrators in wheel chairs to be seen. Close attention was paid to street sweeps by the SLC Impact 2002 and Beyond, and no evidence could be found that street sweeps occurred.

Examples of Mitigation – Security and Civil Rights

The following strategies have been seen as, or have, potential for mitigating security and civil rights impacts:

- Implement security measures that effectively protect Olympic participants and general public
- Ensure that the design of facilities and crowd-control measures protects Olympic participants and spectators
- Develop security guidelines and law enforcement protocols that are sensitive to needs of homeless, preventing practice of street sweeps and harassment; ensure proper respect for the right to gather in protest
- Ensure that extra security officers hired for Games meet same qualification standards as regular law-enforcement staff

Health and Social Services

Hosting a major event such as the Olympics has potential to impact existing service levels for emergency services, community social services and programs (e.g. in-home care, food services) and overall community health. Issues surrounding this impact include increased demand for basic needs (food, clothing, shelter) as transients arrived looking for Olympic-related employment.

An example from our literature review indicates that in Salt Lake City, an additional emergency medical tent was set up in a downtown park to accommodate the estimated 30,000 Games visitors that would be accessing the adjacent Park and Ride station. The medical tent was staffed by an out-of-town Red Cross agency since the local Red Cross was already committed. The responsibility for the organization of the tent fell solely on the Humanitarian Services Committee and their member agencies since the Organizing Committee stated that their responsibility for emergency medical attention was only inside venues and not outside these sites (Personal Communication, Linda Hilton, Chair, Humanitarian Services Committee). These plans and efforts are well directed as medical calls can increase considerably during a 16-day Winter Olympic period. The best documentation of this has come from the Salt Lake Games experience where Park City noted a 62% increase in medical calls. (Olympic Security Review Conference; A Conceptual Guide).

Our research indicates that additional demand on the transportation network may also affect response times for emergency medical teams. The potential for higher demands on health and related services by visitors, workers, media and members of the Olympic family may require host-city residents to adapt to changing hospital and public health services schedules and service levels.

An associated impact is the potential for a decreased supply of social services volunteers, as citizens may be diverted to Olympic projects.

Our literature review indicates that in Sydney, residents expressed concern that hospital bed reservation for Olympic patients would reduce the availability of health services to local population. Games organizers requested that people take holidays over the Games without full regard for how families and child service providers would negotiate children's needs over an unscheduled holiday.

In Salt Lake City, access to a 15-storey apartment building that housed mainly elderly, disabled residents was reduced when streets surrounding the building were scheduled to be closed since the convention centre adjacent to this site was undergoing upgrades to house the media centre. Many of these residents relied on meals on wheels, health care aids and therapists for support. Additionally, many residents would not be able to access taxis or shuttles at the front of their building. After negotiations with the Organizing Committee, the HSC was able to obtain a one-lane allowance as access to this building (Personal Communication, Linda Hilton, Chair, Humanitarian Services Committee).

Vancouver is experienced with conventions and events that bring groups of more than 15,000 to the city. This can result in hotel occupancy rates near capacity. These events appear to have no significant impact on the provision of health or social services.

Tourism Vancouver acknowledges that this event would be an unusual one for Vancouver. The city will experience other times when hotels are booked to 100 percent occupancy. What would separate this from most others is the number of visitors likely to be "billeted" (staying in the homes of family, friends).

While there appears to have been no significant adverse impact from large events such as the World AIDS Conference, the Health authorities need to plan resource availability to assure standard levels of service. Canadians (including those from British Columbia) currently rate their satisfaction level in regard to healthcare experience high with the exception of waiting times for some diagnostic services and elective surgeries.

Recommendations for Mitigation – Health and Social Services

The following strategies have been seen as, or have, potential for mitigating health and social service impacts:

Other than Salt Lake City/Park City data compiled in the fall of 2002, there has been little evidence of actually monitoring and measuring demand on social service system before and during the Games. Given Park City's experience effective advanced planning is warranted. The following suggested recommendations are taken from the Toronto Social Planning Council:

- Develop plans to deal with potential increased demand for services related to health, mental health, people with disabilities, emergency services, child care, counselling services and other social services
- Monitor increased demand and implement appropriate response strategies as required

- Olympic health services planning consider impacts on wider community not just Olympic family
- Ensure that anticipated demand for basic needs and daycare can be met by social service agencies during the Olympic Games
- Encourage volunteerism in **all social service sectors** to ensure continuity of quality care during the Olympics
- Create a Social Services Effects committee composed of key personal in the health, mental health, disabled, emergency, professional and “grass-roots” social service sectors to inform the event sponsor on potential health and social service issues, and to develop strategies to address any projected negatively systematic effects
- Create strategies to address the physical health related needs of the Olympic participants and clearly define the impacts this may have on health services to City residents
- Delineate the role that volunteers (health professionals and others) could play in alleviating the potential increased demand
- Identifying sources and methods for funding the solutions

Community Sport

The Olympic Games have the potential to be a vehicle to advance the culture of sport in host cities, both through raised awareness and in the construction of state-of-the-art facilities. Increased awareness could enhance physical activities in schools and development of youth leadership through coaching recruitment, coaching education and community participation (Toronto Social Planning Council, 2000). As a result of improved facilities and availability of training, there are improved opportunities for local, amateur athletes.

These ‘legacies’ are also sustained through funding and associated organizations to promote future sporting events. However, legacy funds are created with remaining profits from the Games after they are over and therefore are reliant on the financial success of the Games.

Issues surrounding this impact include accessibility, funding for facilities operation and use of facilities following the Games. Due to facilities upgrading or new construction, an increase in user fees to supplement operational and maintenance costs may be cost prohibitive for previous facilities users. Moreover, the construction of “white elephants”, or facilities that are underutilized, is a public concern. Facilities may be poorly suited to broader based recreational sport. This may be particularly relevant to those smaller centres that host the Games.

During the Toronto bid process, public consultations indicate that people did not want to see the financial burden of maintaining new or upgraded facilities to become the responsibility on the local communities.

Our literature review indicates that in Nagano, some facilities have low occupancy and in terms of cost and investment, it is uncertain if these facilities would be able to continue if they were maintained privately (Personal communication, Soichiro Yoshida, Acting Chairman of the Executive Board of the Nagano Bid Committee, March 2002). It was assumed that the facilities would attract tourists but to date, this has not entirely been the case. Many of the facilities are

now used for tradeshows and concerts during part of the year. Access to international competitions such as skating are also cost prohibitive to the average person in Nagano, although smaller competitions are accessible.

To some extent, this has also been the case for Lillehammer. The literature indicates that since there is no tradition for bobsleigh in the country, bobsleigh facilities are mainly used for tourism purposes rather than athlete training (Personal communication, Ivar Ole Brun). Alternatively, the ski jumping facility has been used on a regular basis for training. A high school was established at its base in 1995 so that students have access to the jump on a daily basis. Other purpose-built arenas in Lillehammer and the surrounding municipalities are experiencing varying degrees of use. A fund established for the Games to maintain these complexes has been used to re-design facilities so that they are accessible by the general public. For example, because the view from the top of the ski-jump tower is a popular tourist destination, it is has now been made accessible by stairs and a car rather than only a lift (ibid).

The literature review also revealed that in Sydney, there have been varying degrees of success with its ongoing operation of its Olympic-constructed facilities, especially purpose-built ones. Stadium Australia has been downsized from a 120,000-seat arena to 80,000 seats. The Sydney Superdome is just “hanging on” and no one is sure that they will work (Personal communication, Gary Moore). Generally, the facilities in Sydney are not used by the general public with the exception of Homebush Bay. Sydney facilities are mainly used for major events. Some satellite facilities are accessible by the public (ibid).

The Calgary Winter Games have often recognized for the success with which they have sustained their Olympic facility legacy. Review of the literature indicates that many athletes from previous Olympic-host cities travel to Calgary for training since facilities are open all year around. To maintain operation of these facilities year-round, many of which would be cost-prohibitive such as speed skating, financial support through a legacy fund is essential (Personal communication, Bill Warren). In the case of Calgary, the fund was established at the outset of Games planning and was further supported by establishing the Calgary Olympic Development Authority (CODA) following the Games. During organizing stages, \$5 million was set aside for the legacy fund. Through investments, this fund as reached as high as \$200 million and a recent addition to the existing bobsleigh facility has been completed (ibid).

Recommendations for Mitigation – Community Sport

The following strategies have been seen as, or have, potential for mitigating community sport impacts:

From Toronto Social Planning Council

- Ensure legacy facilities can be used by wider sports community, and not just by elite athletes
- Ensure that adequate funds are raised/set aside to maintain legacy facilities and program at a quality level after the games

- Considerations for any Legacy or Community Enhancement Committee:
 - The sport legacy will not result in increased costs to City's taxpayers or an increase in user facility fees
 - That the design of Olympic venues include the proposed use to be of the facilities after the Olympics are over
 - Sports legacy fund be accumulated as part of preparing for the Olympic Games and not just out of the Game's surplus or profit
 - Sports legacy fund be administered in such a way that facility enhancements, and sport, recreation and leadership opportunities are expanded and available in facilities that have no official connection to Games
 - Sports legacy fund also provide enhanced sport and recreation opportunities for ALL of the City's residents-especially the City's children and youth, equity-seeking and marginalized
- In order to truly guarantee a financial legacy to sport, a fund could be created and accumulated during the process of preparing and building for Olympics –without having to wait until they are over; suggestion – move a percentage of every dollar invested in the Games into the Sport Legacy Fund
- Use such a fund for other facility and program improvements at grass-roots level in City, not just in new or upgraded facilities with the target of City's youth, equity-seeking and marginalized.

Other Impacts

Further impacts include the following:

Increase in commodity prices. The Sydney experience indicates that there was a minimal impact on the community as a result of the Games. The Consumer Price Index increased an average of 0.1% for Australia as a whole over the 12-year Games period.

Accessibility of the Games. Ticket prices were an issue during the Sydney Games. The Social Impact Committee for the Sydney Games spent 18-24 months attempting to secure tickets to higher profile sporting events (rather than just the lower profile events for which ticket prices were relatively low), to be made available for lower income and disadvantaged groups. Ticket prices were approximately \$1,500 (Australian dollars) for the opening ceremonies to \$400 a seat for swim finals. Less popular sports and the early rounds of events had lower ticket prices (Personal communication, Gary Moore, Member of the NSW Social Impact Committee).

Cultural Activity and Community Spirit and Participation. The staging of an event of the magnitude of an Olympic Games has great potential to raise civic awareness and increase pride in the community. The experience of working together through volunteering could this strength community bonds, networks of volunteer associations (Ritchie and Aitken, 1984).

Hosting an Olympic Games has benefits for increasing community spirit along with volunteerism. In a study by Ritchie and Lyons (1999), Calgary residents were asked what aspects of hosting the Games they enjoyed the most. Results indicate that 25% of residents

enjoyed the “atmosphere” and 7% the “different cultures”. For the Calgary Winter Games, a good deal of funding went into training volunteers. During the recent World Orienteering Championships, held in Calgary, it was observed that 300 of the 500 volunteers were also ’88 Winter Olympic volunteers (Personal communication, Bill Warren).

Our research also shows that some of the smaller villages outside Lillehammer were fearful that hosting the Olympics would destroy the city and impact local traditions. Some concerns were raised as to the potential for the Games to increase criminality. Results following the Games indicated that there was less criminal behaviour during the Games than in a typical week for Lillehammer. A survey completed by the municipality following the Games indicated that 90% of respondents viewed the Games positively and were pleased with having hosted the event (Personal communication, Ivar Ole Brun).

Moreover, the potential to fuse the sporting and arts and culture communities during the Olympics would assist in demonstrating local talent and expose visitors to a cultural component that they may have not otherwise investigated.

Advancement of Social Advocacy Objectives. A benefit identified by the consultative process for the Toronto bid was that the Olympics could provide a catalyst for change for advocacy groups attempting to reach their funding requirements.

In Sydney, aboriginal leaders were able to speak with international leaders on a regular basis. The Olympics heightened the reconciliation debate between aboriginals and the NSW and increased understanding and some support for reconciliation in the general public (Personal communication, Gary Moore).

Increased Awareness of Host City. From an economic development perspective, it is an opportunity to expand the image of the host city and increase opportunity for foreign investment.

In a study completed during and following the Calgary 1988 Winter Games, there was an increase in the awareness of Calgary after the Olympics as compared to before. The study surveyed people in American and European cities in years prior to Olympics and in 1989 and asked them to identify Canadian cities. An unaided recall of Calgary prior to Games identified that Americans showed an increase in awareness of Calgary by 23% between 1986 and 1988. In Europe, respondents indicated an increase in the Olympic city by 30% between the same years. Despite the increased awareness prior to and during the Games, recognition for Calgary diminished in the years following the Games. As Ritchie and Smith (1991) indicate, “... it appears that this impact on levels of top-of-mind awareness decreases measurably after a short period of time and awareness decay...therefore is not immediately obvious that this will translate into increased visitation levels, tourism receipts or other forms of economic development” (p.8).

Organizing an international mega-event such as an Olympic Games has potential to increase opportunities for hosting subsequent events. The selection of Calgary to host the 2000 World

Petroleum Conference was to some degree, influenced by the fact that the city had hosted an Olympics (Personal communication, Bill Warren).

Recommendations for Enhancement – Community Participation

The following strategies have been seen as, or have, potential for mitigating community participation impacts:

- Implement a series of events that continually and increasingly enhances the development of civic pride as the event approaches
- Foster debate and discussions over the impacts, both good and bad, of the Olympics
- Foster anticipation in school children by educating them about sport, the countries attending, tours of Olympic venues, etc
- Create a “countdown” effect, such as the Olympic Torch
- Ensure the development of an open and central public space as a focal point of artistic expression and social life not only during but also after the Games
- Ensure that a designated number of tickets are available and affordable to all residents
- Encourage Olympic National Delegations to set-up their hospitality suites in community halls
- Advertise in a variety of languages and in local community newspapers to ensure
- Support equal participation by diverse ethnic, cultural and racial population
- Consider oversight to verify that all “official” cultural representations at the Games are deemed appropriate by members of the community concerned

APPENDIX C: Interviews

Sydney 2000 Olympic Summer Games

Gary Moore, Member of the Social Impact Committee for Sydney Games

Interview Date: July 30, 2002

1. What impacts/benefits did you anticipate during planning stages?

Expected Positive:

Employment opportunities- expected that spin off benefits in New South Wales (NSW) region. Type of employment opportunities expected in direct Games-related areas such as construction. Sydney was already going through a building boom and housing was increasing because of economic growth. One year prior to the Games and during the Games, they expected growth in hospitality jobs, operations of facilities, jobs outside of Sydney in local manufacturing areas. Athletes were also using outlying cities as training bases, one year prior to the Games.

Public Infrastructure- expected creation of new public infrastructure. About 15 km west of the CBD it as a Greenfield. Also expected upgrades to part of the public transport system such as heavy rail to get people in and out of Homebush Bay.

Broad economic spin offs – increase in tourism after the Games due to the perception that Australia is a destination. Additional anticipated benefits included improved national pride and promotion of indigenous issues.

Expected Negative:

Transportation – general transportation within the city might be a nightmare. Impacts on citizens and services such as community care services and home nursing. Expected strained capacity, bottlenecks during peak hour travels. Expected that people use public transportation to and from the site, although people would still use their cars for other recreational activities. Allowed minimal private car parking at Homebush Bay.

Loss of low cost housing – sites themselves didn't involve demolition. In Sydney in 1993, there was a housing boom and growing income apartheid. There was gentrification of inner city and inner sub areas. Expected that the Olympics would exacerbate this situation. Fear was that low-income housing would be severely compromised and there would be an increase in homelessness.

Huge bill left over – concerns that costs for the actual running of the Games would result in overruns to the city after the Games. Concerns that construction costs of facilities would take away from other areas such as health and social services.

Facilities – post-Games fear that facilities would become white elephants and not usable.

Employment – long term unemployed people wouldn't get benefits

Civil Rights – policing of people and community

Aboriginals – there were both positives and negatives for this group - there was opportunity for more attention to indigenous issues since they would be in the spotlight. As a result, existing government policies might improve.

On the negative, everything might be done to wash away problems within Sydney.

2. What strategies did you put in place to mitigate the negative impacts?

Flex work hours – some businesses supported different starting and finishing times for workers, while many people took holidays.

Transportation – SOGOC, roads and transportation authority pulled together all of the transport officials in NSW. SOGOC convinced officials to run consultations with non-profit agencies, health departments at local Sydney and other stakeholders level to discuss transport planning.

This is part of the reason why they had minimal problems in transport – there was sensible transportation planning.

Homeless Protocol – aimed at law enforcement and private security guards to advise them not to be over zealous. On the whole this program was successful in Sydney proper. The protocol didn't apply outside of Sydney, so areas such as Parramatta (20km west of Sydney CBD) did experience some infringement on civil liberties and there were examples of inappropriate behaviour by police in these areas. This showed the committee that the homeless problem in the Sydney CBD was becoming more prevalent in outlying areas and there should have been consideration for the protocol in these areas as well.

Employment Strategies – Mr. Moore did not feel that they fully maximized their opportunities. A lot of work was done through the labour union movement to negotiate with employer groups to ensure there were positive benefits to the unemployed. The State Chamber of Commerce and Council of Social Services tried to ensure there were opportunities directed outside of Sydney. For example, athletes visiting areas outside Sydney for training purposes prior to the Games. This translated into good connections with local Chambers of Commerce in surrounding communities and team management. There were also semi-formal links between non-profit agencies with labour-for-hire for special vocational courses.

The Social Impacts Committee got many of these issues in front of the media approximately two years prior to the Games to get the NSW government to address the issues.

3. What impacts actually occurred?

The Social Impact Committee was formed in 1996 and was in an advisory capacity and served a strong public advocacy role. There was a degree of desire “to do something”.

Accessibility of seeing the Games – low income and disadvantaged groups could not afford ticket prices, especially to some of the higher profile events. The Committee spent 18-24 months trying to secure tickets to sporting events (and not just the events that no one goes to). Many people in the public felt that the Olympics were for the elite. Ticket prices were incredibly expensive – for example, it was \$1,500 for the opening ceremonies, swimming finals (in a 7,000-8,000 capacity facility) were \$400 per seat with a few cheaper seats priced at \$95. From the quarterfinals to the semi-finals was where the big money occurred. At the other end, archery was only \$20 for the primaries. Less popular sports and early rounds of sports were things that were more accessible if you didn't have a lot of money. There is a straight equity question here – Why shouldn't low-income people go to the better/higher profile sporting events? They ended up getting more tickets for lower income individuals than they expected.

Ticketing fiascos – tickets were being double and triple sold by third parties and therefore the conventional ticket distribution system wasn't too successful, especially noticeable in swimming and basketball. In the end, many corporate sponsors coughed up tickets.

Housing – evidence shows that the Games did exacerbate existing trends. It added to a trend of increasing house prices that was well underway prior to Sydney winning the bid. Also added pressure to the boarding (rental) market. House prices escalated and there was quite a lot of speculation.

Homelessness – there were increases to homelessness that hasn't abated since the Games. There was quite a bit of funding given to this issue. There was a lot of emphasis placed on housing the homeless and therefore they got funding for programs such as the homeless protocol.

Transportation – The focus of flex hours and using public transit to access Games did result in a positive result. The system held together and people did use public transit. Following the Games, people returned to typical car use within 3-4 weeks. There was a modest increase in trains. Therefore, there was no permanent change in car use. There were some instances of difficulties such as meals on wheels, transport for elderly, getting children to daycare since there was no school during the Games (summer holidays).

Some impacts didn't come to pass. This was a result of the fact that they weren't going to happen not because of great management strategies. Also, a left of centre government came into power in 1995 so perhaps it was more sensitive to social issues. Also, domestic media supported social and environmental groups, not in every paper but there was support in major metro paper and the media.

Examples of issues that didn't come to pass are potential impacts to health services. There was stress placed on hospital/health services in 2000 due to the increase in visitors. But, the "big" demand on the health system didn't occur and the demands of visitors to Sydney didn't impact as much as anticipated. Also, from the court system to security, continued to operate quite effectively throughout the Games.

4. What were the results of legacies following the Games?

Two years after the Olympics Mr. Moore believes that they were successful on focusing on the Olympic budget. There was a lot of public attention aimed at SOGOC blowing its budget. There were three budgets: running the event, facility construction and the NSW government cost of services to operate at a heightened demand level leading up to the Games. The construction budget was quite successful. The third budget area is a difficult call. The question is, what other things were put on the back burner such as schools, hospitals. Between 1997-2000 there was a huge growth in demand for child protection in NSW. There were also long emergency waiting lists, and many schools needed maintenance. Since Olympic related costs were the focus, a question of what would have been the effects in these areas, if Sydney had not hosted the Games. This is difficult to quantify and the Social Impact Committee didn't do a lot of work in this area.

Facilities:

Homebush Bay – is an example of an urban consolidation. It had largely been an industrial site. They did a lot of work to avoid it becoming a white elephant following the Games. Recently, the government released the Master Plan for Homebush Bay. The focus is on middle to high-end housing to generate revenue.

There have been varying degrees of success with maintaining the facilities. Stadium Australia was modified from 120,000 to 80,000 seat facility but it is still having problems hanging on. The Sydney Superdome is just hanging on, and at this point, no one knows if they will work. There was little prior planning for use following the Games. Many of the facilities in Homebush Bay are not used by the general public, except the aquatic centre. Facilities are used for other sport events such as rugby at Sydney Stadium.

Penwith Stadium west of Sydney is used for canoeing and rowing and parts are used by the public. The local council now runs it.

The cycling centre is now managed by a joint venture by a private club. There is little public access and he is not sure how well it is doing. Other satellite facilities are useful to sports association and the public. Mr. Moore is unsure if the legacy was met (judge is still out on this).

Affordable Housing

They didn't do well with affordable housing. The committee made a strong push for the athletes' village to transformed into affordable housing but it didn't work. Newington which is now the suburb that was previously the athletes village, is currently a middle income and above

community where a one bedroom sells for about \$300,000 which is typical for the Sydney housing market.

In Albin, close to Homebush Bay, 45% of the population consists of people with non-English speaking backgrounds. This area also has one of the highest unemployment rates in NSW. Mr. Moore raises concerns that this community will become isolated once the Homebush Bay Master Plan is implemented. The population of this poorer community will most likely never get to use the facilities at Homebush Bay.

In NSW, the government has just introduced a measure to increase affordable housing but it is dependent on local government and is therefore not mandatory and is implemented through developer contributions.

To achieve success in the area of affordable housing, Mr. Moore suggests that there needs to be a broader approach – that social mix is implemented everywhere. You need to win this in the broader policy approach to make it easier for committees to push for affordable housing in bid organizing.

Aboriginals (referring to urban Aboriginals)

Again, opportunities were not maximized. Integration of Aboriginals into employment strategies needed to happen a lot more. However, the Olympics heightened the reconciliation debate. There was more understanding, attention and support for reconciliation during the Olympics. There are now notions of a treaty in Australia. There were benefits – Aboriginal leaders got the opportunity to speak with national and international leaders almost on a daily basis. Currently, they have a conservative government so they are holding a line about going down the path of reconciliation.

Raising awareness on reconciliation was not a specific focus in the planning of the Games but people thought it an opportunity for Aboriginal leaders to converse with other international leaders.

1998 Nagano Olympic Winter Games

Soichiro Yoshida, Acting Chairman, Executive Board of Bidding Committee

Interview Date: July 30, 2002

Background to the Bid

Nagano started bidding in 1988 and the decision came in 1991 – the Olympics were a result of 10 years work. Hosting the Olympics had been a dream of the Nagano people for over half a century.

1. What impacts/benefits did you anticipate during planning stages?

Expected Positive

- That people of Nagano would be more open to international opportunities e.g. learning English, going abroad.
- A better understanding of environmental issues – the theme of the Nagano bid was “harmony with nature”
- Japan had been in a recession for 20 years and the main businesses in Nagano was like a ghost town – therefore opportunity for employment and tourism

Expected Negative

- Some people living in the mountains viewed hosting the Olympics negatively and thought traditions would be damaged.

2. What strategies did you put in place to mitigate the negative impacts?

Environmental – the starting point for the downhill race site is in a national park. Environmental groups were concerned that this would impact wildlife habitat (specifically, hawks and eagles) so they tried to get the start moved. However, the FIS (Federation of International Ski) insisted they have this starting point so the Organizing Committee agreed to have it for the Games only.

Additionally, visitors were bussed between venue sites.

3. What impacts actually occurred?

There were some demonstrations by environmentalists and those that advocated social objectives (i.e. that the funding should be used toward social objectives). The Organizing Committee tried to get these people to come to the table but they refused.

Negative Impact

Bureaucratic structure - Too many bureaucrats came in from all levels of government after they won the bid. The central government gave positions to their people because it was a high profile event, and the organizing committee had to deal with this because it received funding from the central government. The committee, as a result, was very bureaucratic and therefore the local people were reluctant to join the committee after the bid was won.

Bullet Train - Nagano got the bullet train from Tokyo to carry visitors to the Games. While this form of transportation now decreases the time it take to reach Tokyo, Mr. Yoshida says that residents are now going to Tokyo to spend their money. Also the two main highways that were upgraded because of the Games contribute to accessing the larger market. There are also many shopping malls in outlying areas which is where the majority of people spend their money therefore few people now spend their money in the core.

Hotels – The hotel and service industry are now suffering in Nagano - there were too many hotels built or renovated for the Games. They thought they could attract tourist after the Games, but the number of visitors didn't come. About one-third of the hotels went out of business.

There were expectations that business people would use these suites after the Games but because Tokyo is now so accessible (a shorter train ride), most business people from Tokyo don't stay overnight.

Also, the construction industry is suffering in Nagano.

4. What were the results of legacies following the Games?

Facilities

From October to March they have ice in the arenas, the remaining time the facilities are used for tradeshows but they have hosted an international skating championship. Since Nagano started with very few facilities gaining these new facilities was good. However, in terms of cost and investment, Mr. Yoshida wonders if all of the facility building was worth it. The municipality currently operates them, but if they were operated privately, he doesn't know if they could survive since the facilities have low occupancy.

The arena used for opening and closing ceremonies are now used as a baseball stadium and the ski jump is used throughout the year since they have summer jump facilities (the jump supports athlete training from high school to elite).

On a positive note, hosting the Games was a good memory. There was an impact on education – young people learning more English and there is a better attitude toward the environmental protection. An example of this is that Nagano has hosted an environmental conference.

The middle class now uses the media and athlete villages. The renovated apartments that were used as part of the media village is now used by lower income people.

There is a new attitude about business specifically in information and communication technology and the environment. Legacies are an important thing, and the vision for Nagano was the environment. There have been many environmental ventures realized here in the form of new business ventures.

1994 Lillehammer Olympic Winter Games

Ivar Ole Brun, Project Leader for the program “A Town for All” during the Games period, currently working for the municipality of Lillehammer

Interview Date: August 2, 2002

Background to the Bid

In the '80s, their part of Norway was in an economic setback. Many young people were moving to Oslo and the western part of Norway. There was a decline in the timber industry. Therefore, part of the reason for Lillehammer's bid for the 1994 Games was to attract new business.

1. What impacts/benefits did you anticipate during planning stages?

Expected Positive

Increase in employment – unemployment in Lillehammer district was higher than in Norway. Also the level of education of people in Lillehammer was lower than the Norwegian average and therefore there was potential to increase skills.

Expected Negative

Some people in Lillehammer, which is a traditional; smaller centre, were afraid of the potential change that might result from hosting the Olympics. They were mainly concerned about increases in criminal behaviour.

2. What impacts actually occurred?

Housing – prices in Lillehammer housing market have increased more than the average in Norway, although they were lower than the average prior to the Games. House prices remain higher today. Part of the reason is due to the fact that too few houses have been built in Lillehammer since the 1990s. The district has been too slow at planning new areas for housing because they were so focused on the 1994 Games – they were hoping that people would move back to the district, but were a bit surprised when they actually did.

Employment – there has been an increase in companies locating to Lillehammer following the Games. There has been a decrease in unemployment as 3,000 new jobs were created in Lillehammer district from 1992 to today, some of them are related to the Olympics. Many of the new companies in Lillehammer are based in tourism, education, media, information and technology and the district is very actively seeking hi-tech companies to relocate in Lillehammer.

Tourism – beds before the Games doubled and tourism experienced good years between 1992 to 94. Tourism did not do as well between 1995-97, perhaps because the industry did little to attract new tourist, although the industry is doing better now. Tourist companies are now planning together.

Visitors – The number of visitors to Lillehammer district has double since the Olympics. In 1992 the number of visitors was at 350,000, in 1994 (Games year) it increased to 700,000 and in 2002 it is projected to reach 820,000, so the district has been able to maintain high visitor numbers.

A survey completed after the Games of Lillehammer residents indicated that 90% of respondents viewed the Games positively. It was also noted that there was less criminality (e.g. prostitution, and other criminal behaviour) during the Games period than in a typical week in Lillehammer.

Transportation –visitors accessed venue sites by either trains or buses and almost 90% of visitors came to Lillehammer by bus or train. There were parking lots designated 60-70 km outside of Lillehammer.

3. What were the results of the legacies following the Games?

Since 1992, the population of Lillehammer district has increased from 22,000 to 25,000 and therefore there is pressure on the housing market. People are starting to move back to Lillehammer and the surrounding areas, which is reflective of a trend seen throughout Norway (young families moving to smaller communities). Mr. Brun believes that if Lillehammer had not hosted the Olympics, there would be fewer people moving back to Lillehammer. There are now increased opportunities since the Games.

Facilities

Lillehammer has a tradition of being a tourist destination. Currently, the ski jump site is a popular tourist site because of the view. A high school has been built in 1995 at the base of the ski jump and as a result, the jump is used almost everyday.

Few young people are participating in the bobsleigh since there is no tradition for this sport and it was an expensive arena to build. Despite this, it is used for tourists and companies hosting conferences in the area. There were about 100,000 tourists riding the bobsleigh.

There are varying uses for other facilities. The ice hockey arena is used for training (by locals) and has hosted international championships as well as for exhibitions, and tradeshow.

There are two Olympic arenas in surrounding communities. The speed skating oval was purpose-built – there is currently a conflict between the speed skating association in Norway and facility management on public uses of the building.

The arenas are owned by local government-owned companies in each municipality. Overall, costs are not too high for public use of these facilities and there was a fund established for the Olympic arenas (did not know amount of fund). This fund has allowed for redesign of some of the purpose built facilities to change them for more of a tourist use. For example, the ski jumping area is now accessible by car and by stairs. Previously, during the Games it was only accessible by a lift.

Rail – A rail line from Oslo to Lillehammer has helped tourism since it only takes two hours for people in Oslo to travel to Lillehammer.

Cultural – the Sami people living in northern Norway were involved in the opening ceremonies.

Calgary 1988 Olympic Winter Games

Bill Warren, member of the Bid Committee, Executive member of the Board Organizing Committee, he also provided legal services to the Committee

Interview Date: August 6, 2002

Background to the Bid

Calgary bid launched in 1980 both locally and nationally. Calgary was in an economic boom during this period. City Council wanted comments on potential impacts due to their concern on the overheated economy – perhaps there would be a negative impact socially and economically on the booming economy.

The Federal government's National Energy policy severely damaged Calgary's economy and there was an economic downturn. Naysayers were then more enthusiastic about the potential for employment that the Olympics could bring.

1. What impacts/benefits did you anticipate during planning stages?

The Games created optimism rather than pessimism. Winter is different than Summer Games. Facilities are usually built in a mountainous region therefore there aren't as many effects in the city. There were environmental concerns for constructing the venues.

They (the organizing committee) engaged stakeholders at the beginning and did not simply pay lip service. They wanted to engage the stakeholders in the process.

Employment impacts-Olympics had potential to bring employment to the workforce when it needed it.

Environmental Impacts – there were no negative environmental impacts because of establishing a collaborative process and it was well managed.

There were no impacts to housing. The University of Calgary student residences were used but they didn't impact on citizen housing. They gave funds to the university to deal with housing demand for students. There was organization between the university and committee on the displacement of academic programs during the Games. Students who enrolled in 1987 for the 1988 session knew that there would be anomalies to the schedule in early 1988 due to the Games. Many of the students who lived in the residences went home during the Games period. The Games fell on student Block Week (where students have a break from classes) plus another week of regular class time. Many of the classes had made arrangements to make up missed time after the typical end of school year. There were modifications made for students.

2. What strategies did you put in place to mitigate the negative impacts?

No strategies were put in place. There was good communication with Mayor and Council. If issues arose, they would be directed by the City. He has little memory of social impact issues. Organizing Committee paid \$15M to City for LRT expansions. Also gave funds for development of Olympic Park downtown. There was no impact to the taxpayer – taxes not raised. Residents were generally supportive.

3. What impacts actually occurred?

Impacts did occur. They were more of an economic impact. Frank King – identified that we (the city) could compete in a national and international community. We could do things of an international scope. This had implications for other things, for example, The World Petroleum Congress in 2000. Organizers of the congress said that if Calgary hadn't hosted the '88 Games, that they wouldn't have been as likely to choose the city to host the conference. There was a "building up" of momentum from the Games and it was noticed that Calgarians have a "can do" attitude.

He was not aware of housing displacement.

The Stampede and Saddledome was enhanced because of the hockey franchise not because of the Olympics.

SAIT (Southern Alberta Institute of Technology) student residences were also used to house athletes/media etc.

There were 2 media villages. One for print and one for broadcast. A media village was constructed on 'Broadcast Hill' for the electronic media and it was a commercial enterprise. Media Village at Mount Royal College was constructed for print media. Houses were built for this area and then sold off after the Olympics, many to First Nations and other communities in the surrounding area. He does not know if they were sold at market price or at a lower price. KANI construction was responsible for much of this construction and it was formed by the Blood Indian reserve. They built the houses and then moved some of them to their land.

4. What legacies were anticipated?

There were no real plans to involve First Nations; they were not involved to a great degree. They were involved in the Bid (had a representative on Board of Directors) and during opening and closing ceremonies but it was more “showing off our Aboriginal community” than anything in a meaningful way. There were no goals set for job creation/programs for Aboriginals.

Ongoing Facilities operations following the Games – in the planning stages you must assign funding so there is a fund to maintain the legacy facility at a nominal cost rather than on a cost recovery basis. The Calgary Organizing committee initially set aside \$5 million. By the end of the Games, it had grown to \$90 million because of prudent investment. Over the years, at one point it had reached \$200 million but more likely has declined from there as a result of the economy.

The Calgary bid was based on using the Olympic opportunity to create a lasting legacy. The \$5 million fund resulted from the amount of cost deducted from revenues, and this fund was budgeted in.

Advice: must have someone/group to guard the legacy because there will be demands made by the IOC, various components of sub-committees (e.g. signage, arts festival etc) that will want a portion of it. The fund must be established in the beginning and the goal must be maintained. For the Calgary Games, the Executive Committee of the Board of Directors was the keeper of the legacy fund. Following the Games, CODA (Calgary Olympic Development Association) was established to be the corporate organization of the legacy and ensure that the funds are used to further winter sports development.

5. What were the results of the legacies following the Games?

Volunteers – Olympic volunteers keep showing up in other activities. For example, the recent World Orienteering Championships were held in Calgary. Out of the 500 volunteers for this competition, 300 had been Olympic volunteers. The Calgary Games had an educated volunteer group. A lot of time and money went into training them. Volunteer training project started two years prior. Volunteers were at the higher end of the educational and socio-economic spectrum. Many benefited from a post-secondary education. A lot of the volunteers were teachers since school was out for a break during this point.

Specific comments have been made at the success of the volunteers.

Additionally, it has been said by an IOC member following the Games, that Canada has been the only one to achieve its legacy. For example, the Calgary oval is the only one open all year round. The cost of operating a speed skating oval is so cost prohibitive that you must have funds to operate them.

There have been recent additions to the bobsleigh facility (also a year round facility). The facility allows for the imitation of the start of events such as bobsleigh, luge and skeleton.

Other evidence that they have successfully delivered the legacy is that other athletes from countries who were previous Olympic hosts now train at Calgary facilities. There is a sense that people in Calgary have a “can do” attitude and are capable of hosting international events.

Salt Lake City 2002 Olympic Winter Games
Linda Hilton, Chair, Humanitarian Services Committee
Interview Date: August 30, 2002

Background information

A number of non-profit social service agencies in the downtown got together to form the Humanitarian Services Committee (HSC) when Salt Lake City was announced as the host for the 2002 Winter Games. The HSC was formed to make the Salt Lake Organizing Committee (SLOC) aware of the social service agencies that were located in the downtown (i.e. that there were more than just retail businesses in the downtown area). The HSC wanted to educate the SLOC on the impacts of the Games to their services and organizations. The HSC did not receive funding from the SLOC and their funding came from their organizations’ own pockets or from fundraising. The only support from SLOC was that they appointed a liaison person for the HSC.

1. What impacts/benefits did you anticipate during planning stages?

Street Closures. At the beginning, the SLOC wanted to put the medal plaza in the park that is used by many homeless people. This would have impact on the surrounding service agencies such as the homeless health centre (which provides health care services to the homeless), day care centre, women and children’s shelter and a men’s shelter. The HSC was concerned about the impacts of closing down the streets surrounding the park that would affect these services agencies and the population that relied on them. SLOC suggested that these agencies move for a month (during the Games) so that they could use the park for medal presentations but the agencies had to point out that their clients couldn’t afford buses to and from the agencies if the agencies were moved – the population that relied on these organizations would not be able to access them if they were in a different location.

Need for Increased Shelter. From their talks with Atlanta organizers, they were aware that people from other areas may come into Salt Lake City because they think there are jobs during the Games period, not realizing most of the jobs (e.g. in construction, trades) had actually been filled and the work was completed months before the Games. These people will arrive, having spent most of their money on transportation to get to Salt Lake City, and will have no place to live and no employment.

Need for Increased Food Services. Because there would be an increase in homeless, there is an increased need for other services such as soup kitchens that prepared hot meals and emergency food pantries that gave out groceries.

Need for Expanded Transit Access. Since many service workers such as hotel staff (janitors, food preparation, housecleaning etc.) would be required to work longer hours to accommodate the increase in visitors, there would be a need to expand transit service past the usual service times (e.g. to have service available in the early morning) so that these people could get home.

Schools. There was discussion of whether schools should be kept open or not. The argument for closing them was that children would be attending the events or activities surrounding the Games so they would not be coming to class. The HSC had to point out that many lower income families would not be able to access or afford the extra daycare if schools were closed. This would put a strain on existing daycare facilities. Also, many of these children received free hot lunches at school – where would they get fed if school was closed?

Information and Referral. Because of the increased population to the city, there would be an increase in the number of calls for information and referral; the existing services would require extra staff to accommodate the increased workload.

Emergency Health Services. Since the transportation strategy included a “park and ride” with a drop off point located in the downtown (across from the homeless medical clinic) there was a need for a medical clinic/tent because of the volume of people (projecting about 30,000 people a day through this area) walking through this area to access the transit. When the HSC pointed this out to the SLOC, SLOC’s response was that if there was a need for medical attention from a visitor accessing the park and ride, they could be taken to the homeless clinic. There is a problem with this because the charter of the clinic is that it only treats homeless people. If Games visitors were to start accessing this centre, it would put increased pressure on it and go against its mandate. The SLOC only coordinated medical services for Games visitors inside venue sites, not outside in the park and ride area.

Volunteers. The social services agencies would need additional volunteers to operate the additional satellite shelter, food bank/soup kitchen and medical tent. There was also a need for additional volunteers to answer man the phone lines for the information and referral line; they would also need additional phones for this and a new location for the phone staff since there was not enough space in the existing room. Additionally, some of their existing volunteers were planning to volunteer at the Games so would not be available to assist in the above needs.

2. What strategies did you put in place to mitigate the negative impacts?

Opened an additional, “satellite” shelter, soup kitchen/food bank and medical clinic. These added facilities were located away from the downtown in a mattress warehouse. The HSC had to do a lot of negotiating with the City to get an interim use approved for the new shelter. It only got approved because it was a temporary use and would not be a permanent fixture in the

community (it would be closed following the Games). The City worked with the HSC to get the temporary DP approved.

Downtown social service agencies extended their hours for existing services during the Games.

An emergency medical tent staffed by a Red Cross agency from another area since the local Red Cross were already committed for the Games. The HSC had to bring in the Red Cross so that a medical tent could be located near the drop-off/park and ride area. No support for this initiative was provided from the SLOC.

Established a 2-1-1 information and referral line. This is the one major legacy of the HSC and the 2-1-1 line continues to exist today. This referral line was planned 2-3 years in advance and went operational about two months before the Games started. The HSC also put together and distributed a brochure to their existing homeless clientele that informed them of the services available and any changes to existing services during the Games. They gave out business cards to volunteers at the visitor's bureaus to be handed out to people who were new to the city and were looking for a job/social service agency. They also distributed a booklet to the various social service agencies that discussed changes that might occur during the Games.

The HSC coordinated with a City staff person to have AmeriCorp volunteers come to the city. AmeriCorp is a volunteer domestic peace keeping force in the U.S. The City staff person liaised with the AmeriCorp headquarters in Washington to coordinate the transport of the volunteers to Salt Lake City. The HSC coordinated with various social service agencies and churches to provide shelter and food for the volunteers.

The HSC also attempted to get a rent freeze for the city. They approached the mayor and council to put an ordinance in place to freeze rents so that low-income renters would not be evicted or forced out of their homes. The mayor and council refused. The HSC then went to the state legislature in an attempt to have a bill passed that would provide a larger freeze that would take into account Park City as well (the main skiing venue). In the end, all they got was a resolution that "strongly recommended that landlords not raise the rent" – this did not carry any enforceable weight.

3. What impacts actually occurred?

AmeriCorp Volunteers. The majority of AmeriCorp volunteers arrived in the city around the middle of February and left the first week of March. In total, there were 363 AmeriCorp volunteers brought into the city. They were used in the shelters, food banks, soup kitchens, phone centre and homeless outreach centres. Many of them slept and ate at the homeless shelters while some were accommodated in the basement of churches. Without these volunteers, they would have not have been able to keep afloat.

Street Closures. The convention centre was the site of the media centre so the SLOC wanted to close down streets surrounding this area. HSC pointed a potential problem with this. There was a 15-storey apartment building located behind the convention centre and it mainly housed low-income elderly, half of whom are disabled. The original street closure map had some streets closed on both sides of the apartment, 4 months prior to the Games. As a result of these proposed closures tenants would not have been able to access taxis or shuttles outside their apartment. Also, services such as Meals on Wheels, health care aids, respiratory therapists etc would not be able to access the building. When HSC brought this to the attention of the SLOC, the SLOC suggested that the services people could park down the block and walk to the apartment with their equipment. This would not work since much of the equipment is heavy and/or difficult to carry, and as it would be winter, there would be a lot of ice and snow. The HSC pushed the issue and as a result, one lane was kept open to access the apartment. Traffic accessing the apartment would have to go through a security check to get to the building.

Evictions. Evictions did occur. In some cases, entire apartment buildings were leased out by Federal Government departments prior to the Games to accommodate their staff involved mainly in security measures planning – e.g.: CIA, FBI, Secret Service, Alcohol and Tobacco, Firearms security force, Federal Aviation to name a few. There were about 3,500 people from public safety sub-committees brought into the city (from above agencies). An example is a landlord who evicted 32 families from an apartment building to accommodate the Federal Disaster Coordinating Team – this group had a 8-month lease with the landlord.

Although student dorms were used as accommodation, Ms. Hilton could not comment on the effects on students since her committee did not keep track of students.

Jobs. Many of the facilities were already completed before Salt Lake City won the bid. A lot of the work that was done in the city was done in road improvements – new overpasses, upgraded lanes. There was next to nothing for job opportunities for low income, low skilled people. The HSC did receive a job list from the SLOC but it contained jobs for high-skilled people (university degrees required). There were few jobs shovelling snow for \$5 an hour, but these jobs were located at the ski hill and there was no transportation available to transport low income/low skilled people to the ski hill and back. There was no opportunity to expand staff for maintenance/janitorial services or concession stand workers, since the facilities and concession stands utilized their own staff and just extended their hours. Other jobs such as ticket taking were volunteer positions – she estimates that the SLOC had about 30,000 volunteers for the Games.

Budget. The estimated amount of money to fund the additional services provided was between a low of \$370,000 to a high of \$1.5 million dollars. Again, the SLOC did not provide funding to the HSC.

Volunteers. Many of the service agencies had to increase their staff on the street to treat frostbite as well as to assist in the soup kitchens, shelters etc. The Homeless Outreach and soup kitchen extended its normal service (8-5pm) to run 24/7. Volunteers homeless outreach also had to be trained 2 months prior to the games to educate them on the population and also to get to know the population and build trust.

Additionally, the additional satellite shelter had to be retrofitted from a mattress warehouse to a shelter. This required volunteer hours as well as materials. Skilled labour was needed for re-wiring, constructing bathrooms etc. Some materials were purchased and others were donated. The HSC had to write away for grants to cover the costs. Besides the grant money, a lot of the success of building these additional facilities was due to the experience of HSC committed members who had contacts in the community.

Ms. Hilton estimates that she lost about 25% of existing volunteers to the Games. It's difficult to compete since Olympic volunteers are given many gifts such as clothing and watches. This was a huge impact to existing services. If it wasn't for the AmeriCorp volunteers, they would not have been able to keep their head above water, especially in areas such as the shelter, food bank and clinic.

Information and Referral Line. Normally, this line had around 5 staff operating it. During the Games this increased so much that they had to rent a new room and add more phones – this also impacts their already stretched budget.

Salt Lake City 2002 Olympic Winter Games
Glenn Bailey, Salt Lake Impact 2002 and Beyond; Crossroads Urban Centre
Interview Date: August 30, 2002

Background information

In 1995, Crossroads initiated the coalition of Salt Lake Impact 2002 and Beyond. Consisted of 15-20 non-profits and community groups. Their role was to look at the negative impact of the Games and opportunities for their population to benefit from the Games. They never took a position against the Games but were sceptical of them. They pushed for benefits to minorities, people of colour, women, low income etc.

1. What impacts/benefits did you anticipate during planning stages?

Housing. There was potential to develop low income housing from housing developed for the media and for security.

Jobs. There was potential to offer a living wage to low-income people through various employment opportunities. Also, they wanted the contracting to be done locally and that measures would be put in place to support the hiring of women, minorities and low income to apply

Diversify Organizing Committee. The Coalition tried to get representatives from minorities, different ethnicities, and lower income individuals on the Organizing Committee since these groups had to live with the impacts from the Games as well.

Negative impacts anticipated included a tighter housing market, evictions, increase in homelessness, contracts would go to out-of-state firms and that Native American involvement would only be window dressing and this group would not benefit economically.

4. What impacts actually occurred?

Housing. They had big commitments from the SLOC but then learned that the SLOC had no idea of how to implement affordable housing. For example, it sent out RFPs to build housing to private investors rather than builders of affordable housing. In the end, they ended up with 43 units of relocatable “social housing” units (pre-manufactured homes) down from 400-500 units. Were also 156 multi-family units in the Gateway at Northgate (used for media housing) as well as value in kind such as refrigerators, beds, appliances – this was most likely due to the fact that many of these household items were donated and the SLOC could not re-sell these items because they are a non-profit agency. During the period of the Games (and lead up), there were 4-5 other projects for affordable housing that were undertaken outside of the SLOC.

Diversifying SLOC. The coalition met with a lot of resistance to getting one of their people onto the SLOC – the SLOC deemed them a special interest group and SLOC did not allow any special interest group on the committee (despite the fact that all members of SLOC represent a special interest group of sorts). After the bid scandal, things changed a bit. In the end they got one representative on the SLOC – Maria Garcia who is a local Latino activist and Executive Director of a housing services organization. The coalition had to do a lot of work to get her appointed – they researched when vacancies were coming up on the organizing committee and lobbied to get her appointed. There was public pressure to get her appointed.

Evictions. Some evictions did occur in permanent housing, but not as much as expected. A significant problem was the larger federal contracts. Federal agencies that needed entire apartment buildings were able to offer landlords large amounts of money to cover the risk of the landlords losing their permanent tenants.

There were larger than expected evictions in SROs, these places were almost completely cleaned out due to rent increases, about 100-200 people were affected mainly in low rent motels and SROs. Renters in approximately 50-70 two-bedroom units (of the total 175 units) at the Aspenwood Apartments in West Valley City were evicted to house Secret Service agents. The renters that were evicted were mainly low income and were paying about \$560-600 per month. In this case, the owner of the building wanted to use the opportunity to evict low income tenants, improve the property since it was reportedly sub-standard, and rent to higher income people after the Games. Tenants accused the manager of letting the place fall apart to make it easier to justify the evictions (City Weekly, 10/4/01 & Salt Lake Tribune, 9/26/01 & Deseret News, 9/23/01). Additional examples are summarized in the following table.

Date	Motel	Rent prior to Olympic period	Rent during Olympics
Jan. 21/02	Zion's Motel	\$180/week	\$105/night
Jan. 24/02	Utah Hostel	\$12/night	\$200/night
Jan. 29/02	All Star	\$38.70/night	\$187/night
	Colonial Village Motel	\$195/week	\$168/day

Additionally, Connaught Place townhouses had a contract with the Federal Government and issued a notice to tenants that they would not be renewing leases after January 10, 2002. This landlord backed down to public pressure and withdrew its notice of eviction (cited in the Salt Lake Tribune, 12/7/01).

At Harris Place condominiums, approximately 20 units were under contract with the Federal Emergency Management Agency (FEMA). Tenants were given eviction notices for January 11, 2002, but were allowed back to the building following the Games, in the first week of March, along with 15 days of free rent and free storage. Due to media pressure, the owner cancelled the contract.

Overall, permanent housing loss was not the issue. The effects to low-income hotel tenants – what happened to them - was worse than expected.

Additional Satellite Shelter, jobs – see comments from Linda Hilton.

The organizing committee denied that they had a role to play in the social impacts and denied responsibility for negative social impacts.

Ethnic Village. An Ethnic Village was set up adjacent to a venue site to provide cultural entertainment. This was not supported by the SLOC and this group was constantly worried about financially being able to continue their display.

Civil Liberties. The American Civil Liberties Union (ACLU) was actively involved in the Coalition. The main issues were freedom of speech, freedom of assembly and the right to protest. The City worked on this, slowly. The City set up “protest zones” in various parts of the

city and protestors had to sign up for a time slot to protest. Overall, this went well and police did not overreact. There was one group that protested outside the zones but was not arrested. There was a march staged during the opening ceremonies where five people were arrested but this was deliberate on the part of the protestors since they walked into the police line up (Mr. Bailey witnessed this occurring and commented that their intention was deliberate to get arrested). Most protest groups supported the zones and only one group had major complaints. The Disabled Rights Action Committee complained of the “concrete park” since the concrete barriers was too high for their protestors to be seen. There was one incident where the police used rubber bullets on a crowd but this was aimed at partygoers on the last night of the Games who were trying to get into the Bud Tent (beer drinking tent) after it was closed.

There was close attention paid for street sweeps and there was no evidence/verification that any street sweeps occurred. This was most likely due to the vigilance of the committee.

There was one legal action from the Animal Rights Coalition on the Olympic Rodeo for a ‘search without cause’ and is in the court system.

Advice for Organizing Committee – in Salt Lake, nothing was done until the games were awarded. You must build social issues into the Bid and there must be strong commitment e.g. for affordable housing. In Salt Lake, social issues were not discussed during bid stages.

APPENDIX D: The context of Social Impact surrounding Hallmark Events

The Vancouver – Whistler 2010 Bid Corporation has undertaken a significant and bold step in identifying and attempting to quantify Social Impacts that will potentially arise as a result of hosting the Winter and Paralympic Games. This initiative puts the organization in the vanguard of Hallmark Event organizers. However, leadership of this nature does come with a price.

Hallmark Events, including the Olympic Games, historically have not forecast and monitored social impacts of the events. The reasons for this are outlined in detail below. Consequently there is little history, beyond anecdotal evidence of the nature and extent of social impacts flowing from other Games or Hallmark Events. While this is not surprising, it does create a context of the unknown for any agency examining the potential positive and negative impacts of the event. The price of venturing into the unknown is the price of having to create the entire context for planning and managing impacts.

Traditionally, the idea of social impact measurement is intuitively linked with a general understanding that once the impacts have been identified, agencies, organizations, governments and volunteers can be tasked to bring resources and energy to help mitigate and or enhance the forecast impacts. This works very well in most social planning contexts, particularly where there is a tradition of managed attempts to improve the social infrastructure. One need only look at the Cities, within the study area, especially the City of Vancouver, to see examples of this. Stakeholders, advocates, resource providers and agencies with jurisdiction are well documented and experienced. In addition, the various players and stakeholders also have significant experience with various processes for implementing and delivering mitigation strategies.

The Vancouver – Whistler 2010 Bid Corp. faces this situation. Because of the limited experience with social impacts surrounding hallmark events, one can only posit what methods, process and governance structure would or should be to deliver social impact mitigation programs and strategies that are directly related to the Games. In undertaking a social impact assessment of the proposed Games, the Bid Corp., has unfortunately also created the following questions:

1. What impacts can be directly attributed to the Games themselves?
2. Who should be responsible for managing or mitigating the impacts?
3. Who should be responsible for marshalling resources for managing or mitigating the impacts?
4. What role should traditional social planning and service agencies undertake in managing or mitigating impacts?
5. What role should the Organizing Committee undertake in managing or mitigating impacts?
6. Is there another form of governance (structure) that would be more appropriate to manage the social impacts associated with the proposed Games that would exist outside of the organizing committee?

It can be argued largely that there is a well developed and well established organization at the public, private and volunteer levels throughout British Columbia that is dedicated to improving the social infrastructure of communities within the Province. Following that logic, there should be ample resources and agencies to assist in the mitigation and management of social impacts associated with the Games. The Research Team would concur with this view.

However, all evidence from past Games, other Hallmark events and stakeholders from within the study area indicates that when a specific impact; i.e., homelessness, is broken out, one can identify the infrastructure and programming currently in place or accessible. At the same time, there is also evidence to suggest that the hosting of a Games, or a hallmark event, creates an environment where a collusion of events can overwhelm traditional infrastructure, resources and efforts. A specific example of how this might come to be involves the use of volunteers. It is well recognized that social services currently rely to a great extent on the support of volunteers at all levels. Voluntarism, by definition, relies on people with some discretionary time. There are a defined number of people who will provide their time for volunteer activities. Hosting of the Games will also rely to a great degree on volunteers providing time and support for a wide variety of activities. Many of these people will come from the pool of volunteers within the Greater Vancouver area. This could result in fewer volunteers for Food banks or homeless shelters at the precise time that there are more people requiring those social services. One could project this analysis to most areas of social service and planning in each of the host communities. The ultimate consequence is that without some additional coordination and leadership to focus social services during the games, there will be a decrease in the social well being of some residents of host communities, as a result of the activities surrounding the Games.

The research team has identified the topic of Social Impact Mitigation process as critical to the design of an appropriate mitigation strategy. It is the observation of the research team that a non-traditional planning and management approach could be designed that would assist the Organizing Committee discharge their adopted responsibility for creating a “sustainable” Games, by clearly addressing identified Social Impacts. The research team would point to some of the groundbreaking community based socio-tech organizational models that have been implemented throughout the world as an example of a stakeholder based, consensual decision making and resource allocation model. These examples show that by creating a specific governance process, the Organizing Committee could empower existing stakeholders (governments, agencies, volunteers, foundations) to focus on and manage the unexpected social consequences of hosting a Winter and Paralympic Games.

This type of organization would also be a cost and resource effective approach for the Organizing Committee, as it would involve the currently funded and established organizations, without significant participation on behalf of the Committee members or staff.

For this reason, the Bid Corp may want to steward a process of “action research”, designed to identify alternative methods of managing and monitoring the social impacts of the proposed Games. The process of “action research”, would involve key stakeholders in the design and delivery of social services to identify and plan strategies and governance structures for mitigating and managing the impacts of the Games.

APPENDIX E: Results of Focus Groups

Housing – Consolidated Sea to Sky Communities Resident Perceptions

	Identified Positive Impacts	Identified Negative Impacts	Resident Mitigation and Enhancement Measures
<i>Community Planning and Development</i>	Bid process could be a catalyst for planning for future development that would enable the Whistler community to deal with the existing social issue of affordable housing for employees (transient and permanent)	There is a fear that the Olympic housing initiatives will not offset the loss of private sector housing	The community has to endorse the concept fundamentally that Whistler needs a community that lives and works at Whistler – not commutes to work at Whistler – requires the creation of a communication and planning process that begins now
<i>Real Estate Market Cycles</i>	Whistler Land Bank legacy could actually work to counter the policy supported market trends, by creating a space and providing actual housing units (ex athlete’s housing) for employee, and lower income housing. Could also be a neighbourhood that provided smaller lots that could be used for the construction of lower cost housing that would be attractive to the working, permanent resident of Whistler	Accelerates the real estate cycle - Prior to the Games the Olympics would exacerbate the trend of escalating real estate costs – Speculation driven boom During Games – displacement of renters After – possible mini price crash	Use the Olympics Bid as a catalyst to acquire solutions to affordable housing and employee-housing issues - land bank, athletes’ accommodation are solutions that will not be on the table otherwise. Critical to communicate to the community and get a clear understanding at the community level of the degree to which this will sustain more affordable housing at Whistler.
	Nothing will happen due to the short duration of the event – no real estate speculation	Costs will rise before and during the games – make it more difficult for locals to purchase housing before games – happening in Pemberton and Squamish already, may not be as pronounced in other sea to sky communities Potential of a housing price drop off, after the Olympics	Manage growth in the corridor to keep house prices in check
	Sea to Sky Communities could benefit if the government takes money from other areas and invests it in the region to support the Olympic Games – Communities should try and take advantage of this	The net effect of the Olympics could be to depress housing prices for Sea to Sky Communities (except Whistler) – delays and dust and noise from highway construction – widened highway or toll highway will make cost of living higher, value of housing lower	
<i>Loss of seasonal employee accommodation</i>		A trend of real estate speculation and development to support the Whistler housing market is already occurring – the Olympics will exacerbate it Accelerates the trend towards loss of affordable / rental suites	Encourage new house construction to include suites for the provision of affordable (seasonal employee) accommodation at Whistler, Pemberton, and Squamish

Identified Positive Impacts		Identified Negative Impacts	Resident Mitigation and Enhancement Measures
		in existing SFD's (There are currently a lot of empty suites that have been taken out of the housing market, in the community)	
	May decrease housing costs post games due to an oversupply of housing	Whistler companies will start looking to Pemberton (and possibly Squamish) to create employee housing	
<i>Affordable housing for working resident</i>		The real estate market cycle fuels the unaffordability of housing to a middle class (permanent working residents) – accelerates the trend toward Whistler becoming an exclusive ghetto	Create affordable / sustainable housing opportunities for the Whistler, Pemberton and Squamish communities
		Cost of low cost housing rental or purchase will continue to become unaffordable to lower income people in all communities	Create affordable / sustainable housing opportunities for the Whistler, Pemberton and Squamish communities
<i>Whistler land market putting development pressure on adjacent communities</i>		Demand will increase in Pemberton and Squamish as Whistler residents search for cheaper housing, near Whistler	Build stronger community infrastructure – sewage, water, snow removal, emergency services – required to support the increase in population in Pemberton and Squamish
<i>Commercial Real Estate Market at Whistler</i>		Commercial Real Estate market at Whistler creates similar issues at Whistler as the limited affordable housing does – currently barely affordable for small resident business owners – requires larger supply to keep costs down, as well as policy framework that enforces opportunities for smaller, independent business owners Olympics will raise the rents and drive the small business owners out.	
<i>Crown Land supply used to balance residential land market</i>	There is a large amount of crown land available in the Pemberton areas (on Bench Lands) that could be used for housing – particularly for a mix of housing types (market and non-market)	The last time that Crown Land was released for housing it went to the highest bidder, resulting in more higher cost housing – this would have to be avoided through some arrangement between the various levels of government	Opening up the Crown Lands for residential development – earmark some of the lands for lower cost housing – enable people to live and stay in the community Any opening of the Crown lands should occur in consultation with First Nations Peoples
<i>Housing and residential development pressures changing the nature of the</i>		The pressure for development is putting pressure on the ALR lands in Pemberton – Concern is that the pressure of the Olympics will increase the desire to remove large amounts of land from the ALR – this would change the nature of the community – lead to a loss of identity	Help locals to retain their identity – Focus on heritage and history of the community and housing (preserve, use design themes) - Heritage society/ museum society to preserve and inform local community

	Identified Positive Impacts	Identified Negative Impacts	Resident Mitigation and Enhancement Measures
<i>community</i>			
<i>Affordable housing for low income residents</i>	More housing starts due to increased demands will result in better and more choices of homes in some communities over the long term	Pressure for housing pre and during games may result in evictions of tenants of low cost housing and removal of low cost housing from the markets (Mobile home parks, downtown resident hotels)	Work with the Olympics Organizing Committee to secure additional funds to create or support the creation of low income housing
<i>Non-market (social) housing</i>	Communities could use the advent of the Bid to undertake the development of lower cost (social) housing Smaller housing units built for low income housing (Athlete's housing)	Squamish apartment hotels that are currently used for low cost housing will likely evict their tenants and try and capitalize on the potential for Olympics guests. Nowhere for the tenants to go.	Build athlete housing that becomes affordable low income housing owned by the community
<i>Facilities and access for the Handicapped</i>			Improvements of facilities for the handicapped in the community – improve awareness

Housing – Consolidated G.V.R.D. Communities Resident Perceptions

	Identified Positive Impacts	Identified Negative Impacts	Resident Mitigation and Enhancement Measures
<i>Housing / Real Estate Market</i>	Existing facilities will be able to accommodate many visitors to the games during the event - shouldn't create big dislocations	Housing market will be affected by the influx of people coming and leaving the area, before and after the games	
<i>Displacement of tenants in low rent accommodation</i>		There will be displacement of tenants in low rent accommodation, such as SRO's prior to the event, as there will be people traveling to Vancouver searching for employment, or checking out the Olympics preparations, leading to pressure on existing rental accommodations	
<i>Homeless</i>		There will be real problems with homelessness - transients looking for work will put pressure on the existing, overcrowded shelters prior to Games, There will be a party time atmosphere during the Games, which will result in more people on the streets looking for shelter, and people will be displaced from low cost accommodation during the games. Overcrowding in hostels leads to displacement of people from hostels	Government commitments to expand homeless shelters in all of the communities affected by the Games (GVRD and Squamish Lilloet RD) (and attendant life skills support) prior to the Games, to assist with the anticipated increase of homeless caused by the games. This increase should be a legacy, to provide ongoing support and resources to homeless after the games
<i>Affordable Housing</i>	Opportunities to provide low-interest mortgages prior to Olympics/displacement Use of (Athletes housing) facilities for long-term benefits to the community	The amount of affordable housing to be provided as a legacy seems to be disproportionately low (1200 units of housing, 300 of which will be non-market) Olympics could Lead to diminishing affordable housing	Designate more of the athlete's housing to become non-market Lock in governments' commitment to providing housing in a written contract, prior to the games
	An opportunity to showcase to market: affordable non-market housing; accessible; diversity of housing types/income levels	Non-market housing legacies not financially sustainable due to ongoing costs	Hold a referendum on housing legacy (ies)
<i>Housing as a focal point in Social and Community Development</i>	Catalyst for community development in a broad spectrum Interactive development of social infrastructure	Focus on housing leads to cannibalizing of other social infrastructure services based on existing cutbacks by province Housing is a good way to provide "Social Window Dressing"	Housing legacy should be one component of a balanced approach to reducing social impacts Need to look at housing issues and integrate into other issues (needs of transportation, needs of different age groups, etc)

Identified Positive Impacts		Identified Negative Impacts	Resident Mitigation and Enhancement Measures
			<p>Take a holistic and comprehensive approach, grounded in a strong community process.</p> <p>Start with the finish in mind - identify the long term needs of the broader community (not just Whistler and Vancouver) - Identify how we get the most out of the opportunity</p> <p>In all long term planning, identify the needs and objectives of the broader community for specific items first (i.e., transportation, then integrate into the comprehensive social plan</p> <p>Make the planning process transparent - identify needs, solutions, methods to achieve objectives, ground all decision making in a strong community process</p>
<i>Demographics cause increased social costs by 2010</i>		Baby boomers will be retiring or substantially retired in 8 years - will have an impact on the needs of those folks and the complexion of the games, particularly in housing and related social infrastructure	
<i>Capacity Building</i>	Capacity building opportunities for skills training in construction and related fields to develop people to build housing	Projecting deterioration of low income/below the poverty level groups in 2010	

Youth– Consolidated Sea to Sky Communities Resident Perceptions

	Identified Positive Impacts	Identified Negative Impacts	Resident Mitigation and Enhancement Measures
<i>Greater exposure to sports and related lifestyles</i>	<p>Exposure to sports gives incentive to get involved in commercial side of sports as well as the sport itself</p> <p>New access to world class winter sport programs and facilities</p>	<p>Whistler kids already live in a dream world – hosting the Olympics fosters that</p> <p>Olympics will bring a lot of new people and a party lifestyle – especially. Recreational drugs – need to be aware that this will result in more access to drugs in the community for youth</p>	<p>Utilize Olympics to create a program for healthy lifestyles in the educational curriculum (balanced lifestyle including academics, sports, arts, spirit of community) – Create liaison between the school district and the Olympic Committee</p> <p>Work experience for high school kids – develop a program so that local High School Students can work in various parts of the Games bids (they get experience and high school credits (Pemberton, Squamish, Whistler)</p> <p>Create partnerships with the First Nations communities to ensure that their youth are included in the work experience and volunteer activities</p>
<i>Broader exposure to the World</i>	<p>Exposure to world culture for youth of the Sea to Sky Communities</p> <p>Create pride in self, community and country – through showcasing the region / community to the world</p> <p>Role modeling through sports</p> <p>Opportunity for multi-cultural and intergenerational exchange</p>	<p>Olympics may be inaccessible and unaffordable for youth in the area to attend</p>	<p>Ensure economic access to facilities post the game for all youth – set up a fund now so that youth use and participation in those sports and uses of the facilities can be subsidized in the future</p>
<i>Opportunities for youth skills development through training, volunteering, and employment</i>	<p>Opportunities for new skills training, employment, volunteer opportunities</p> <p>Opportunities for volunteering in community service</p> <p>Opportunities for Youth entrepreneurship</p>	<p>Post Olympics crash in Olympics related employment – need to have a plan and resources for sustaining employment and facilities</p>	<p>Create a Youth Forum – task force where they have a voice to showcase their ideas, meaningful input, involvement planning (16 – 25 yr olds)</p> <p>Ensure that youth participate in the development of the games – from the very beginning - Access youth by going to the youth centres and setting up workshops for their participation and involvement (Pemberton, Mt. Currie, New Site, etc.) – Go where the youth are, bring food</p> <p>Keep youth informed of the progress of the games and relevant issues - Put Updates on community boards</p> <p>Set up training and employment notices on notice boards where youth can see it</p> <p>Have a Post Olympics employment plan for sustaining employment and facilities that employ youth as a Legacy</p> <p>Enhance volunteer opportunities to emphasize the involvement of local Youths who have little or no previous work experience</p>
<i>Economic impacts</i>	<p>Increased revenues (and employment) to family businesses will trickle down to youth</p>	<p>Cost of living may push youth and young families out of the area</p> <p>Cost of living will increase throughout the corridor and will in all likelihood hit youth hardest (while they are the most critical and largest component of the labour force – seems to support more transient youth over the local youth)</p>	<p>Create a program to emphasize retention of Canadian transient employees - Work with major employers, as well as municipal, provincial and federal governments to ensure that Canadian youths can count on working more continuously at Whistler (for a period of several years leading up to the Games) so that it creates more stability within and a greater sense of community</p>

	Identified Positive Impacts	Identified Negative Impacts	Resident Mitigation and Enhancement Measures
<i>Accessibility to Sports and Facilities</i>	Increased revenues to mountain could reduce costs of winter sports for youth		Create opportunities for youth to volunteer to allow them affordable access to the Olympic
	Potential for legacy programs and projects for youth		Create a legacy project for youth in Squamish

Other Consolidated G.V.R.D. Communities Resident Perceptions

	Identified Positive Impacts	Identified Negative Impacts	Resident Mitigation and Enhancement Measures
<i>Healthy Lifestyles Promotions and Education</i>	<p>Opportunity to inspire youth towards healthy lifestyle through participation and exposure to role models</p> <p>Build healthy/safe communities as a lasting legacy</p> <p>Paralympics -- Showcase involvement, acceptance, participation of disabled youth</p> <p>Learning from others (Athletes touring and presenting to youth)</p> <p>Socio and-cultural exchange opportunities (celebrate/share)</p> <p>Develop awareness of Cultural diversity through information education and exposure to the participants</p>		<p>Focus on healthy lifestyles through education for youth and children (programs and activities to be integrated into school and training curricula)</p> <p>Create a focus on diversity through education for youth and children (programs and activities to be integrated into school and training curricula, including highlights of Olympic and Paralympic athletes from different backgrounds)</p>
<i>Employment</i>	Employment and training opportunities		Needs to be defined youth training employment and volunteer opportunities that provide youth with lasting career opportunities
<i>Volunteer</i>	Volunteer opportunities -- inspirational; skills last; enhancement skills	Polarization of youth groups regarding participation (some will have \$ to have fun, many won't) equity of outcomes	<p>Use the youth forum to integrate First Nations Youth with the broader community</p> <p>Should be a post Olympic involvement for youth - follow through for youth that have come for the opportunities - help them market their skills for the post Olympics economy</p> <p>Need to have an ombudsman to oversee the idea of Youth integration - can't rely on Bid Corp or Organizing Committee, because they do not exist to cover the time frame of the social issues - too narrowly focused on getting and hosting the games - wound-up before the longer term social issues are even experienced.</p> <p>Determine whether there needs to be new agencies created, or if additional funding needs to be allocated to existing organizations</p>
<i>Transient and Transient Lifestyles</i>		<p>Increase in population due to transients</p> <p>Increases in drugs and alcohols amongst youth</p> <p>Increased drug/alcohol problems -- leading to increased crime</p>	
<i>Youth Participation in Planning and Decision Making</i>	<p>Planning for youth with youth for involvement</p> <p>Skills development and volunteer opportunities will assist in building individual and community pride</p> <p>Inclusion - Insure opportunity for all youth to participate equally - Participation should be an active vs. passive (e.g. you event on TV)</p>	Increasing population and rising costs of housing will displace some lower income residents. Youth and Children dislocated from low cost housing will lead to a loss of broader social services – e.g., Schools closing,	<p>Create an environment of inclusion - all youth to participate actively and equally (include youths from marginalized groups as well as athletes)</p> <p>Needs to be a fundamental principle - Involvement of youth, by youth and for youth in the planning and preparation of the games - to ensure that youth programs are inclusive (all youth groups - particularly marginalized and disadvantaged youths)</p> <p>Needs to be a deliberate stewarded process such as a youth task force or - someone</p>

Identified Positive Impacts	Identified Negative Impacts	Resident Mitigation and Enhancement Measures
		<p>needs to be accountable for youth involvement in the organizing committee</p> <p>Local grassroots involvement of youths - through the whole time frame of the Olympics (pre, during and post)</p> <p>Provide an opportunity for local youth to identify and create their own outcomes for participation in the Olympics</p> <p>Create legacy opportunities for employment of local youth, in local activities - Based on skills training and development that will lead to sustainable careers post Olympics (e.g., trades training)</p> <p>Encourage active youth participation in games through the volunteer programs</p> <p>Encourage social exchanges using the athletes as positive examples from different cultures, to assist youth to explore the development of positive respectful relationships in local communities</p> <p>Explore the use of more participatory models for planning and decision making (Paralympics model, v. the Olympics model)</p>
<i>Governmental Priorities</i>	<p>\$ allotted to sports facilities/recreational amenities will reduce support to social programs -- shifting priorities. Need to build on existing resources not reallocate and reduce</p> <p>Concerned that funds will be redirected from youth to both the bid in games</p>	<p>Need to build on existing programs and resources - not re-allocate due to shifting government priorities</p>
<i>Transportation and Access</i>	<p>Transportation for youth needs to be addressed</p> <p>Restrictions to access (due to increased security)</p>	<p>Provide safe and affordable access for youth to participate in employment, volunteer activities, training and observing of the Games and related activities</p>
<i>Economic Impacts</i>	<p>Olympics will put a huge pressure on lower income families, as children will want to participate at some level, even if it means purchasing t-shirts or other memorabilia. Generally, the costs of that participation will exceed the low-income family budgets. Is there anything that could be done to assist these people, similar to the outreach programs run by professional basketball teams?</p> <p>Marketing of event may raise expectations that will be difficult to deliver on - will put extra demands on low income families</p>	

First Nations– Consolidated Resident Perceptions (GVRD and Sea to Sky Communities)

	Identified Positive Impacts	Identified Negative Impacts	Resident Mitigation and Enhancement Measures
<i>First Nations Training and Employment</i>	<p>Opportunities for training and employment for first nations companies and people</p> <p>Employ natives directly as a specific group of employees in the games</p> <p>Not a lot of first nations people employed at Whistler - Games process could assist in creating more specific jobs for First Nations People</p> <p>Opportunity to demonstrate entrepreneurial skills and highlight existing businesses</p> <p>Opportunity for joint ventures/partnerships; create a requirement for native employment</p> <p>Education and training opportunities related to employment</p>		<p>First Nations must benefit economically from the games including - training of Native youth so that they can participate in the employment, creation of affirmative action approaches that requires a certain proportion of jobs to go to qualified First Nations peoples, Partnering programs where First Nations companies partner with other companies on specific projects, so that they can develop the experience of completing work that they may not have been able to access in the past</p> <p>Increase partnership capabilities of existing and new First nations small businesses so that these businesses have an opportunity to undertake some of the work on the Olympics (partnerships with Local Communities, other first nations, other businesses) Support the formation of business partnerships between First Nations companies and other companies wishing to do business related to the development and hosting of the games</p> <p>Need to focus on specific business and employment opportunities for First Nations businesses and First Nations youth, on specific community basis.</p> <p>Provide management skills training to First Nations peoples so that they will have an opportunity to learn and practice management roles before and during the games, then move to management roles in First Nations businesses after the games</p> <p>Marketing and business opportunities - have product venues on site for sale of First Nations art and products; creation and development of cultural tourism businesses / opportunities - Create the opportunities to capitalize on the Olympics, but focus on those providing sustained economic development well after the games</p> <p>Create affirmative employment opportunities including capacity building through education and training</p>
<i>Showcase First Nations Art and Culture</i>	<p>Big opportunity to showcase Northwest art and culture</p> <p>Showcase the greater community (Squamish and Lil' watt bands)</p> <p>Opportunity to showcase the First Nations Culture and arts to the world</p> <p>Opportunities to educate others about the First Nations culture - this process should emphasize and be largely directed through the involvement of First Nations Elders</p> <p>Marketing First Nation's products and venue to sell their products</p>		<p>Showcase arts / culture / herbology at a building in Whistler – Should be a sustained legacy post games</p> <p>Showcase the native cultures in the forefront - not hidden away but in the downtown / high profile areas</p>
<i>First Nations Athletes</i>	<p>Showcase Native athletes to create role models for First Nations peoples</p> <p>Opportunity to create more sport involvement in amateur and professional levels</p>		<p>Identify a First Nations demonstration sport for the games (e.g., lacrosse)</p> <p>Create opportunities for amateur and professional First Nations athletes - the objective would be to get more First Nations people participating on the National Sports teams</p>

	Identified Positive Impacts	Identified Negative Impacts	Resident Mitigation and Enhancement Measures
<i>Communication of First Nations Goals to broader community</i>	<p>Games and bid process allows the first nations a neutral opportunity to present and communicate their agendas with regards to culture, lifestyle and politics so that the greater community can learn about it</p> <p>Community is not generally aware of what First Nations aspirations are - Opportunity to learn more through both the planning process, as well as through communication as part of the theme(s) of the Games</p> <p>Increase awareness of the First Nations in the region</p> <p>Increase pride and recognition of first nations peoples</p>		<p>Create an understanding amongst all First Nations in terms of the position and role of First Nations in the Games (Start with Squamish and Lil'watt, broaden to other Canadian First Nations so that there is one voice)</p>
<i>Exposure to the larger world</i>	<p>A chance for First Nations peoples in the region to get exposure and to travel outside of the Reserve – become more aware of the Global opportunities – help people to understand and appreciate the value of leaving the comfort zone (on the reserve) – help people to understand the opportunity for cultural and employment broadening outside of the reserve</p>		
<i>Cultural Tourism</i>	<p>Create cultural tourism to enhance existing adventure tourism at whistler – economic opportunity for First Nations communities</p>		<p>Focus on creating a sustainable cultural tourism industry that would largely benefit First Nations people and companies</p>
<i>First Nations Design of Games logs, medals and insignias</i>	<p>Use first nations inspired design in medals, images, etc</p> <p>Opportunity to incorporate first nations art and symbols into Games logos, medals, etc</p>		
<i>First Nations participation in Planning and Decision Making</i>	<p>Exposure of the First nations to the world stage as an active, supportive, participating partner in the games</p> <p>First Nations should be offered substantial involvement opportunities – Planning, creation of legacies for first nations</p> <p>Opportunity for a meaningful way for First Nations to participate in and contribute to hosting and running the games</p>		<p>Create a process – welcome First Nations into planning process in a meaningful way as participants</p> <p>First Nations be active partners in the process of planning, implementing, monitoring and evaluating the Games</p> <p>The involvement of First Nations must be stewarded and deliberate - someone or group must be accountable to ensure that their participation is real and active</p> <p>Empower First Nations people to plan specific components of the Games – direct how it will be designed and implemented, as opposed to asking for their comments after the initial design has been undertaken - Finished product reflects what First Nations really intended – not a Hollywood version</p> <p>Create and support an atmosphere of inclusion towards First Nations peoples in the Games Bid and Planning process</p> <p>Begin the communication process as soon as possible to ensure that there is a clear understanding between Aboriginal and other communities with regard to land claims and other aspirations of the First Nations</p> <p>Create a forum pre, during and post Olympics for the meaningful involvement of first nations</p> <p>Have First Nations peoples travel to learn from other first nations about their</p>

Identified Positive Impacts		Identified Negative Impacts	Resident Mitigation and Enhancement Measures
			<p>involvement in the games pros and cons (Sidney, SLC) – build on the positives for anew role for First Nations peoples at the Vancouver Games</p> <p>Involve First Nations in the Organizing Committee at all levels of planning, preparing and managing the games, especially the Elders - There must be prominence and significance to First Nations participation</p>
<i>Aboriginal Cultural Centres</i>	Proposed Aboriginal Cultural Center at Whistler is not an Olympic inspired development, but it could really benefit from the Games		<p>Not a 2 week affair – ongoing cultural centre so that the world can always see and learn about their culture – run by First Nations</p> <p>Create a First Nations village in the downtown core to highlight first nations culture</p>
<i>First Nations Youth</i>	<p>Connect first nations youths with management and planning of the environment</p> <p>Youth -- broad-based community involvement and participation; can overcome adults prejudices</p>		
	Opportunity to show respect honour and acknowledge the fact that the world is coming to a traditional territories		Avoid tokenism and commercialism in the way that the Games respect honours and acknowledges the fact that the world is coming to a traditional territories
<i>Treaty Issues</i>	<p>Opportunity to address Treaty Issues</p> <p>Create consensus on environmental concerns/land claims and stewardship questions/issues</p>		Undertake consultation between first nations, Resort Municipality of Whistler and other governments regarding the expansion of Whistler into the Callaghan Valley
<i>First Nations Network</i>	Opportunity for First Nation's to network and create a stronger voice together		<p>Foster a first nations network - First Nations to first nations, as well as first nations to other cultural groups</p> <p>Invite First Nations people from around the world to attend the Olympic games</p>

APPENDIX F: Consolidated Mitigation

All Sources – suggested by community representatives, literature review and interview subjects.

The following extensive list details mitigation opportunities. This is a composite a review of previous Hallmark events and especially recent Olympic and Paralympic Games; Host Community input from focus workshops; and, the consulting firms' professional observation.

Youth:

Youth Programming Leadership at the Organizing Committee level:

1. Create a role within the Organizing Committee that stewards youth involvement and Games related youth programs
 - a. Coordinate youth participation with actual volunteer and employment opportunities
 - i. Set up training and employment notices on notice boards where youth can see it
 - b. Oversee related youth programs such as youth transportation, youth employment, youth volunteers, school based programs that expose students to various competitors
 - c. Ensure regular communication with youth
 - d. Support and facilitate youth task force activities

2. Create a role within the Organizing Committee that stewards youth involvement and Games related youth programs
 - e. Coordinate youth participation with actual volunteer and employment opportunities
 - i. Set up training and employment notices on notice boards where youth can see it
 - f. Oversee related youth programs such as youth transportation, youth employment, youth volunteers, school based programs that expose students to various competitors
 - g. Ensure regular communication with youth
 - h. Support and facilitate youth task force activities

Youth Work and Volunteer Experience:

3. Create youth work experience programs for high school students (they get experience and high school credits)
 - i. Create partnerships between all School Districts in the GVRD, the Squamish School District, and First Nations communities to ensure that all youth are provided with opportunities for work experience and volunteer activities
 - i. Set up training and employment notices on notice boards where youth can see it

4. Target youth in the host communities as part of the sustainable training and employment plan
 - j. Plan will identify accountabilities within the Organizing Committee for coordinating youth employment
 - i. To include communicating volunteer and employment opportunities to youth in host communities
 - ii. To facilitate funding from senior government for either training or employment subsidies where available for local employers to hire youth
 - iii. To oversee and confirm affirmative hiring practises where they apply to youth
 - iv. Identify quotas of youth volunteer and employment positions for each venue or major project
 - v. Create a protocol for youth employment and volunteer activities, to ensure that local youth are hired, that volunteer activities do not displace local employment, and that volunteer programs are created with short term requirements to ensure that there is opportunity for all potential volunteers to acquire some tasks

- vi. Develop a post games employment transition process so that youth hired for Games related employment are provided with resources that enable them to become employed in other businesses after the Games
- k. Employment plan to identify:
 - i. potential skills and youth availability within each host community
 - ii. potential employment and volunteer activities
 - iii. an assessment of the skills and competencies of youth in each of the host communities
 - iv. a gap analysis identifying the skill development requirements in each host community, in order to undertake Games related projects using local work forces
 - v. a skills development program to ensure that local youth have the skills required to work on Games related projects in their community
 - vi. Opportunities for local youth to employ the skills that they learn for games related employment in the Post-Games regional economy
- 5. Work with Federal, Provincial governments and major employers in the Host Communities to
 - l. Create special Visas for key (transient) employees, to ensure lower turnover at Whistler, leading up to the Games
 - m. Create a program to emphasize retention of Canadian transient employees that ensures that Canadian youths can count on working more continuously at Whistler (for a period of several years leading up to the Games) so that it creates more stability within and a greater sense of community
- 6. Create legacy opportunities for employment of local youth, in local activities - Based on skills training and development that will lead to sustainable careers post Olympics (e.g., trades training)
 - n. Ensure that legacy facilities mandates local youth employment and participation in the use and operation of the facilities

Youth participation in the Games:

1. Create a program in designated winter sport athletic events for youth to gain exposure leading up to the Games, to provide opportunities to work with Canada's (and other countries') and gain exposure to elite athletes in training at any of the venues.
2. Work with School Boards to develop a youth program and school schedule to ensure that local youth (particularly high school students) have the greatest opportunity for participation in the Games, as volunteers, and / or spectators, which at the same time minimises (social) disruptions or distractions.
3. Ensure economic access to facilities post the game for all youth:
 - a. set up a fund now so that youth use and participation in those sports and uses of the facilities can be subsidized in the future
 - b. Provide safe and affordable access for youth to participate in employment, volunteer activities, training and observing of the Games and related activities. Investigate the opportunity for creation of a (subsidized) public transit pass for youth who are volunteering or employed in Games related projects
4. Keep youth informed of the progress of the games and relevant issues – Communicate updates on community and youth centres, community bulletin boards, schools, and all media.

Youth Participation in Planning and Decision Making:

1. Create a Youth Forum for the purposes of seek input of local youths for inclusion in Games venue, employment and training planning - to identify and create their own outcomes for participation in the Olympics:
 - a. Organizing Committee adopts the fundamental principle of “Involvement of youth, by youth and for youth in the planning and preparation of the games” - to ensure that youth programs are inclusive (all youth groups -
 - b. task force comprised of 16 – 25 yr olds currently living in the host communities, particularly marginalized and disadvantaged youths
 - c. Access youth by going to the youth centres and setting up workshops for their participation and involvement (Pemberton, Mt. Currie, New Site, etc.) – Go where the youth are, bring food
 - d. Active for the entire time frame of the Games (pre, during and post)
2. Identify an ombudsman to oversee the idea of Youth integration - can't rely on Bid Corp or Organizing Committee, because they do not exist to cover the time frame of the social issues and will be wound-up before the longer term social issues are even experienced.

Healthy Lifestyles:

1. Work with school districts in all host communities to develop a program for healthy lifestyles in the educational curriculum (balanced lifestyle including academics, sports, arts, spirit of community)
 - a. Use the Games as the focal point
 - b. Create liaison between the school district and the Olympic Committee
 - c. Focus on healthy lifestyles through education for youth and children (programs and activities to be integrated into school and training curricula)
 - d. Create a focus on diversity through education for youth and children (programs and activities to be integrated into school and training curricula, including highlights of Olympic and Paralympic athletes from different backgrounds)
 - e. Organizing Committee facilitate and encourage social exchanges using the athletes as positive examples from different cultures, to assist youth to explore the development of positive respectful relationships in local communities

Employment:

Employment Development Strategies:

1. Organizing Committee to steward the process of development of a “sustainable” employment plan through policy development at Federal / Provincial / Municipal / Regional level
 - a. Assign the accountability for stewardship of employment related programs and activities to one individual on the Organizing Committee
 - b. create or establish a fund for the purpose of planning host community, especially in the Sea to Sky communities, employment adjustment, including local training, “adjustment funding” for expanding businesses and businesses that lose valued employees to work on the Games, as well as planning for long term (sustainable) employment opportunities that are established by legacies.
2. Organizing Committee to steward the development of a sustainable training and employment plan, identifying
 - a. potential skills and labour force availability within each host community
 - b. potential employment and volunteer activities that could occur in each host community
 - c. assessment of the skills and competencies of residents in each of the host communities
 - d. a gap analysis identifying the skill development requirements in each host community, in order to undertake Games related projects using local workforces
 - e. a skills development program to ensure that local residents have the skills required to work on Games related projects in their community
 - f. Forecast of Post Games Economic Development opportunities, that will result in employment (or entrepreneurial) opportunities for residents of host communities
 - g. Analysis of potential opportunities for local residents to employ the skills that they learn for games related employment in the Post-Games regional economy
 - h. Identification of resources or organizations that will be able to assist residents who are employed on Games related activities to find new employment or occupations that use their new (Games based) skills and experience
 - i. Create specific strategies for maximizing the employment of marginalized groups, including the identification of affirmative employment targets or quotas for:
 - i. Seniors
 - ii. Youth
 - iii. First Nations people
 - iv. Disabled People
 - v. Low income or unemployed in host communities
 - vi. Residents of host communities that are unemployed as a result of structural changes in their traditional employment (e.g., Forestry, Fishing, Agriculture, Transportation)
 - j. Create a self completed (web-based) assessment for local businesses interested in undertaking Games related projects to identify their management and technical competencies relative to the nature and scope of the work:
 - i. Identify if management skills training or support required, such as:
 1. Project Management
 2. Human Resources Management

3. other

Support for Local Businesses:

1. Employment steward to:
 - a. Establish a support process for local employers that are interested in Games related work:
 - i. Develop a resource list of Management Skills Training and Development Resources that could work with local employers
 - ii. Create a reasonable fee schedule that applies to all skills training and development resources providing services to local companies that are attempting to get or are undertaking Games related projects
 - iii. Identify sources of funding that could be made available to local companies or individuals who are investing in skills development for the purposes of Games related projects
 - b. Work with Federal, Provincial, Regional and Local governments to create and implement tax incentives for local businesses to encourage them to train and retain local employees – avoid replacing them with cheap transient employees
 - c. Create a protocol that requires corporate sponsors to hire and train locally to support long-term community capacity building
 - d. Work with Federal, Provincial and local government agencies to establish a posting or job counselling program to assist transient employees to get work in other roles / jobs
2. Organizing Committee to establish a protocol for all jobs that:
 - a. Requires either partnership with existing First Nations small businesses – so that these businesses have an opportunity to undertake some of the work on the Olympics (partnerships with Local Communities, other first nations, other businesses); or
 - b. Requires a specific component of the workforce employed on the project be First Nations people
3. Organizing Committee to facilitate the creation of a partnership between major employers, Municipal, Provincial, and Federal Government that will build
 - a. specific employee housing to offset the trend of losses of market suites,
 - b. build additional capacity to house additional employees forecast as the result of the bid and spin-off growth in the Sea to Sky host communities

Training

1. Organizing Committee Employment Steward to facilitate the creation of a training partnership between Federal / Provincial governments, targeting First Nations and other community youths / members, in the Sea to Sky communities
2. Organizing Committee Employment Steward to facilitate the creation of a working group composed of reps from Federal Government, Provincial Government, City of Vancouver and Organized labour, organizations representing youth, equity-seeking and ethnic communities and marginalized residents, and First Nations groups - to ensure employment equity for disadvantaged groups and maximize opportunities for training for the City's youth

Volunteers:

1. Organizing Committee Employment Steward to proactively publicize opportunities for volunteer and employment in each community on an ongoing basis.
2. Organizing Committee Employment Steward ensures the participation of seniors and elders in the Games as both volunteers and leaders
 - a. Involved early in the process of designing and developing the games through the formation of a task force and a process of meeting with seniors and elders in each host community on a regular ongoing basis
 - b. To provide a visible role for seniors in the Games
 - c. Create a strategy for involvement of elders and seniors
 - d. Define roles for elders and seniors in planning and paid / unpaid participation
 - e. Create a quota for the required number of seniors to participate in any Olympics related event / project

Security and Civil Rights:

1. The Organizing Committee publicize a policy and position statement endorsing and enforcing that the Canadian Charter of Rights and Freedoms will be adhered to during the Olympics, including –
 - a. A community driven Games Code of Conduct
 - b. A Community Policing Board created especially for the Olympics
 - a. Research street activities and create guidelines to avoid the street sweeps
 - b. Develop security guidelines and law enforcement protocols that are sensitive to needs of homeless, preventing practice of street sweeps and harassment; ensure proper respect for the right to gather in protest
 - c. Ensure that extra security officers hired for Games meet same qualification standards as regular law-enforcement staff
 - d. Plan to allow for and identify areas for protest and assembly
 - e. Should be a ban on street sweeps, and there should be a policy that results in no pressure on street activity
 - f. Create a Homeless Protocol that enables a homeless person to go about their business unless they request help, they appear to be distressed or in need of assistance or the person's behavior threatens their safety or the safety or security of people around them
 - g. Implement security measures that effectively protect Olympic participants and general public
 - h. Ensure that the design of facilities and crowd-control measures protects Olympic participants and spectators
 - c. Make the policing process transparent (avoid decisions that are not inclusive, ensure that policies regarding assembly, protest and street people are known prior to the Games)
2. Organizing Committee strike a task force of Police and Security agencies in the GVRD and the Squamish Lilloet Regional District to create a plan to address the anticipated displacement of anti-social and criminal activities from Vancouver to the outlying communities

Housing:

Community Planning and Development:

The community has to endorse the concept fundamentally that Whistler needs a community that lives and works at Whistler – not commutes to work at Whistler – requires the creation of a communication and planning process that begins now

Policy and program development between major employers and the various levels of government to create programs (tax or other incentives) that require the active construction of market or non-market housing to house employees and small independent businesses at Whistler, Pemberton and Squamish

Identify neighbourhoods adjacent to Olympic venues and develop “Neighbourhood Olympic Plans” in collaboration with the community

Enforce neighbourhood and housing by-laws concerning health and safety prior to and during the games

Housing legacy should be one component of a balanced approach to reducing social impacts

Need to look at housing issues and integrate into other issues (needs of transportation, needs of different age groups, etc) take a holistic and comprehensive approach, grounded in a strong community process.

Start with the finish in mind - identify the long-term needs of the broader community (not just Whistler and Vancouver) - Identify how we get the most out of the opportunity

In all long term planning, identify the needs and objectives of the broader community for specific items first (i.e., transportation, then integrate into the comprehensive social plan

Make the planning process transparent - identify needs, solutions, methods to achieve objectives, ground all decision making in a strong community process

Affordable Housing:

Acquire solutions to affordable housing and employee housing issues in Whistler, Pemberton and Squamish - land bank, athlete's accommodation

Communicate with the community and get a clear understanding at the community level of the degree to which this will sustain more affordable housing at Whistler.

Ensure that housing and commercial development zoning plans consider the financial means of present residents and businesses

Develop and implement an “Olympics decade” accommodation strategy to ensure sufficient housing, from budget to luxury levels, for period of time leading up to and immediately following the actual Games - Manage growth in the Sea to Sky corridor to keep house prices in check

Build stronger community infrastructure – sewage, water, snow removal, emergency services – required to support the increase in population in Pemberton and Squamish

Create a Regional Economic and Land Use Development Task Force, with participation of First Nations, Federal, Provincial, Regional and Municipal governments to address, the need to protect critical heritage and lifestyle resources for the existing communities; create a housing and land development plan that supports market, affordable and non-market housing, in all Sea to Sky communities

Encourage new house construction to include suites for the provision of affordable (seasonal employee) accommodation at Whistler, Pemberton, and Squamish

Policy development at the Provincial / Regional and Municipal level to create multi - tiered property taxes that incents the active creation and renting of lower rent housing, commercial space and manufacturing / industrial spaces

Opening up the (Pemberton) Crown Lands for residential development – earmark some of the lands for lower cost housing – enable people to live and stay in the community - Any opening of the Crown lands should occur in consultation with First Nations Peoples

Help locals to retain their identity – Focus on heritage and history of the community and housing (preserve, use design themes) - Heritage society/ museum society to preserve and inform local community

Create a Regional Economic and Land Use Development Task Force, with participation of First Nations, Federal, Provincial, Regional and Municipal governments to address, the need to protect critical heritage and lifestyle resources for the existing communities; create a housing and land development plan that supports market, affordable and non-market housing, in all Sea to Sky communities

Create a social housing plan for the Sea to Sky communities that clearly identifies the need for affordable, market and non - market housing, a strategy for private and public development of affordable housing units, and a land use plan that identifies the mix and location for those types of housing

Build affordable / sustainable housing opportunities for the Whistler, Pemberton and Squamish communities

Create partnership(s) strategies between funding agencies in senior government, planning / development decision makers in local government and community based social housing advocates that ensures effective funding for low cost housing is properly targeted and coordinated

Work with the Olympics Organizing Committee to secure additional funds to create or support the creation of low income housing in the Sea to Sky Communities

Housing Legacies:

Hold a referendum on housing legacy(ies)

Designate more of the athlete's housing to become non-market

Lock in governments' commitment to providing housing in a written contract, prior to the games

Displaced Tenants / Residents:

Communities need to develop a housing registry to assist evictees with relocation well before evictions might start (9 to 12 months), the concept of registry needs to be proactive in addressing displacement as a response to market speculation

Create alternative housing opportunities for displaced tenants

Develop “early warning” responses to monitor the rental housing market and vacancy rate in order to anticipate the potential for price increases and housing shortages.

Allocate emergency funds for displaced tenants.

Consider supporting the tenancies of vulnerable tenants and reduce the incidence of evictions

Create an Olympic Ombudsperson position to adjudicate cases of loss incurred as a result of Olympic Games.

Review adequacy of tenant protection laws in order to ensure effective tenant protection before, during, and after the Games. In addition, establish financial, legal and social disincentives to tenant displacement

Ensure effective tenant advisory, mediation, advocacy and legal

Initiate an eviction freeze around the time of the Olympic -- jurisdictional issues need to be sorted out with regard to the City of Vancouver and the province of B.C.

Review adequacy of rental housing conversion, renovation and demolition laws in order to ensure effective tenant protection before, during and after the Games.

Ensure that landlords are educated as to the realities and risks of past Olympic accommodation speculation schemes.

Homeless:

Governments commit resources to expand homeless shelters in all of the communities affected by the Games (GVRD and Squamish - Lilloet Regional District) prior to the Games, to assist with the anticipated increase of homeless caused by the games. This increase should be a legacy, to provide ongoing support and resources to homeless after the games

Government commitments to expand homeless shelters in all of the communities affected by the Games (GVRD and Squamish Lilloet RD) (and attendant life skills support) prior to the Games, to assist with the anticipated increase of homeless caused by the games. This increase should be a legacy, to provide ongoing support and resources to homeless after the games

Health and Social Safety:

Meeting the needs of Games Related Community Growth:

Need to increase the amount of social safety net services prior to and during the games to offset the potential loss of resources and support (that may be siphoned off to the Olympics) - the focus is to maintain existing level of services

Olympic health services planning consider impacts on wider community not just Olympic family and create appropriate plans / strategies

Ensure that anticipated demand for basic needs and daycare can be met by social service agencies during the Olympic Games

Develop plans to deal with potential increased demand for services related to health, mental health, people with disabilities, emergency services, child care, counselling services and other social services

Delineate the role that volunteers (health professionals and others) could play in alleviating the potential increased demand

Move decision making from the community to a higher political level, in order to create the basis for comprehensive social infrastructure development.

Involve local people, stakeholders in any decision making about the games and the methods to mitigate impacts

Create a process by which hallmark event gets organized

Focus the planning of the event to avoid potential problems not to plan to mitigate problems when they occur

Maintaining Baseline Services:

Make a policy / program to scrutinize and avoid cannibalizing social service programs - don't lose the money to Olympic events and or additional social impacts caused by the Olympics

Create a focus on maintaining the momentum in existing social programs. Don't let the resources be siphoned off by Olympics and plan for the additional demands caused by the pre, Games and post Olympics events / activities. This should include the involvement of Provincial funding and social resources agencies

Develop and implement a program that encourages volunteerism in **all social service sectors** to ensure continuity of quality care during the Olympics

Establish a role / responsibility for monitoring increased demand and implementing appropriate response strategies as required

Create a social responsibility fund to provide resources for programming and operations of social service agencies to deal with the anticipated social impacts of the Games - Games sponsors to contribute to the fund

Provide increased funding to community services in communities throughout the GVRD, to meet the increased demand for services, as well as to offset the (potential) loss of funds to other Olympics related projects - Needs to look at the impact on the entire GVRD, as the activities in Whistler and Vancouver will increase pressures on social programs in the outlying communities

Create a group that identifies sources and methods for funding the solutions, to act as an information resource to existing agencies and social programs that may be impacted by the Games

Services for New (Transient) Residents

Organizing Committee should create a Central Resources Center to assist transients new to town, as well as people that are looking for assistance due to Games related social disruption

Create and publicize “a place to go” - a storefront type of agency, for people that find themselves in trouble to go for referral to agencies or resources that will help out.

Dealing with Games Related Dislocation(s):

Create an advocate or ombudsman role (possibly a Blue Ribbon committee of highly connected people), with authority to deal with root cause issues - reallocate resources, acquire additional resources to ensure that the social impacts are dealt with

Create a Social Services Effects committee composed of key personal in the health, mental health, disabled, emergency, professional and “grass-roots” social service sectors to monitor and inform the event sponsor on potential health and social service issues, and to develop strategies to address any projected negatively systematic effects

Establish a facility or resource to assist people who are forced out of their support system by the Olympics, Pre and during the games. This facility should then be transitioned to a post Olympics legacy in the Social Services area - homeless shelter, medical equipment, computers, office equipment donated to charities / social services

First Nations:

Protect Culture and Heritage:

Avoid tokenism and commercialism in the way that the Games respects/honours and acknowledges the fact that the world is coming to a traditional territories

Develop a strategic plan that creates a long term vision of the cultural, lifestyle and heritage evolution of Sea to Sky communities that includes strategies to protect critical environmental, landscape, cultural resources, as well as supports the diversification of the community through growth and development

Showcase arts / culture / herbology at a building in Whistler – Should be a sustained legacy post games

Showcase the native cultures in the forefront - not hidden away but in the downtown / high profile areas of all host communities

Economic Involvement in Games:

First Nations must benefit economically from the games including - training of Native youth so that they can participate in the employment, creation of affirmative action approaches that requires a certain proportion of jobs to go to qualified First Nations peoples, Partnering programs where First Nations companies partner with other companies on specific projects, so that they can develop the experience of completing work that they may not have been able to access in the past

Increase partnership capabilities of existing and new First nations small businesses so that these businesses have an opportunity to undertake some of the work on the Olympics (partnerships with Local Communities, other first nations, other businesses) Support the formation of business partnerships between First Nations companies and other companies wishing to do business related to the development and hosting of the games

Need to identify specific business and employment opportunities for First Nations businesses and First Nations youth, on specific community basis.

Provide management skills training to First Nations peoples so that they will have an opportunity to learn and practice management roles before and during the games, then move to management roles in First Nations businesses after the games

Marketing and business opportunities - have product venues on site for sale of First Nations art and products; creation and development of cultural tourism businesses / opportunities - Create the opportunities to capitalize on the Olympics, but focus on those providing sustained economic development well after the games

Create affirmative employment opportunities including capacity building through education and training

Focus on creating a sustainable cultural tourism industry that would largely benefit First Nations people and companies

Not a 2-week affair – ongoing cultural centre so that the world can always see and learn about their culture – run by First Nations

Create a First Nations village in the downtown core to highlight first nations culture

Athletic Involvement:

Identify a First Nations demonstration sport for the games (e.g., lacrosse)

Create opportunities for amateur and professional First Nations athletes - the objective would be to get more First Nations people participating on the National Sports teams

Participation in Decision Making:

Create an understanding amongst all First Nations in terms of the position and role of First Nations in the Games (Start with Squamish and Lil'watt, broaden to other Canadian First Nations so that there is one voice)

Create a process – welcome First Nations into planning process in a meaningful way as participants

First Nations be active partners in the process of planning, implementing, monitoring and evaluating the Games

The involvement of First Nations must be stewarded and deliberate - someone or group must be accountable to ensure that their participation is real and active

Empower First Nations people to plan specific components of the Games – direct how it will be designed and implemented, as opposed to asking for their comments after the initial design has been undertaken - Finished product reflects what First Nations really intended – not a Hollywood version

Create and support an atmosphere of inclusion towards First Nations peoples in the Games Bid and Planning process

Begin the communication process as soon as possible to ensure that there is a clear understanding between Aboriginal and other communities with regard to land claims and other aspirations of the First Nations

Create a forum pre, during and post Olympics for the meaningful involvement of first nations

Foster a first nations network - First Nations to first nations, as well as first nations to other cultural groups

Invite First Nations people from around the world to attend the Olympic games

Have First Nations peoples travel to learn from other first nations about their involvement in the games pros and cons (Sidney, SLC) – build on the positives for anew role for First Nations peoples at the Vancouver Games

Involve First Nations in the Organizing Committee at all levels of planning, preparing and managing the games, especially the Elders - There must be prominence and significance to First Nations participation

Undertake consultation between first nations, Resort Municipality of Whistler and other governments regarding the expansion of Whistler into the Callaghan Valley

Environment, Culture and Lifestyle:

Lifestyle:

Develop a strategic plan that creates a long term vision of the cultural, lifestyle and heritage evolution of Sea - to - Sky communities that includes strategies to protect critical environmental, landscape, cultural resources, as well as supports the diversification of the community through growth and development

Create an active communication process that involves educating residents in the process of developing of the games, as well as continuously updating the residents of the area on progress.

Showcase local industry and businesses through the Olympics

Maximize the opportunity for local businesses to participate in the Olympics

Develop a showcase for sustainable practices as best practices for business and community - not just related to the hallmark event, but actually a truly sustainable practices that can include a hallmark event

Plan to maximize local community recreation events and facilities - don't let them lose support, funding, access due to the Olympics activities

Develop Best practices - through education workshops, as well as community workshops, cultural exchanges

Create a management plan to avoid pushing the local residents out of Whistler, Pemberton and Squamish

Create a resource plan for the provision of additional policing, emergency services and community social resources to deal with the influx of transients related to the employment increase, pre and during the Olympics, as well as the unemployment increase immediately following the Olympics

Culture and Sport in Local Communities:

Create a focus on building the complimentary (artistic and cultural) programs and facilities at Whistler, through partnerships between community groups, Governments, Legacy funding, and local corporations

Focus on maintaining a way of life – keep the ALR lands (Pemberton) the way they are there will be pressure to remove lands from the ALR for housing – this will irreparably change the lifestyle and nature of Pemberton

Create a showcase of Pemberton lifestyle – forestry, ranching, salmon enhancement programs – show the world that it is sustainable

Identify and communicate the opportunities that will result from the games (businesses, cultural and lifestyle) – plan so that individuals, groups or communities can expand on those

Put in a management plan for employment and handling additional crime other transient lifestyle issues

Create social safety net networks of volunteers that could assist with shelter or other immediate problems that people experience

Natural Environment:

Planting program to mitigate loss of green space – Similar to set aside lands that were created to offset the development of second runway – create more new trails and open space (developers to purchase designated lands to be set aside as urban recreation, open space and wilderness lands)

Create a municipal / regional open space plan that is supported by development cost charges - development fees are used to purchase and develop access for designated private and crown land for the use as permanent public open space and wilderness park lands

Develop transportation alternatives to automobiles (rail, bus)

Legacy projects such as recreational facilities should not exceed the carrying capacity of the watershed / environment – undertake carrying capacity studies prior to constructing any legacy

Employ technology like Ballard fuel cells to showcase the technology, but also to employ environmentally friendly technology

Develop a program of special prices for residents who participate in “hosting activities” to attend Olympic events

Community Sports:

Legacy Funding:

- Bid Corp and Organizing Committee to establish a fund that accumulates during the process of preparing and building for Olympics for the purpose of funding legacy community based sport facilities and programs:
- Move a percentage of every dollar invested in the Games into the Sport Legacy Fund:
- Organizing Committee to create a separate program of donations and sponsorship so that tickets can be made to lower income and youth at significant discounts
- Organizing Committee ensure legacy facilities can be used by wider sports community, and not just by elite athletes, through the deed of gift that the facility is turned over to sponsoring organizations. In addition the Organizing Committee should make specific provision in Deeds of Gifts for providing access to legacy sports and recreation legacy facility to low income people.

Transportation:

Designate the road as a mountain highway – all cars have to have snow tires

Consult communities on any construction delays that will result from construction to the highway, to identify the lowest impact times for construction to take place.

Post and broadcast information about construction delays to all communities along the highway so that people’ can plan their lives to avoid impact of construction delays

Maintain access for existing businesses as a result of new highway development – keep local businesses viable

Tolls – nominal toll might be acceptable - find a toll for non-residents only

Be creative to increase the number of visitors, without increasing the number of cars – think outside the box (tolls, planes to Pemberton, Snow Bus, Trains, improve the efficiency of the Highway, without expanding it)

Develop an enhanced integrated regional transportation system, employing several modes of transportation and improve safety through design and engineering

Guarantee at least one mode of public transportation that is free – Sea – to sky communities (Horseshoe Bay to Mt Currie)

Improve schedules of regional transportation system so that supports workers commuting to and from Pemberton for jobs in other communities (Whistler)

Employ the greenest transportation technology that is available, affordable and sustainable for new regional transportation system

Design and Build highways to enhance /protect the wildlife and wildlife habitat

APPENDIX G: Statistical and Tabular Data

*Statistics for these tables were mainly derived from 1996 BC Stats Data. BC Stats derives its data from Census Canada and bases its information on one-family occupied private non-farm, non-reserve households without additional persons.

Population

	<i>City Vancouver</i>	<i>Whistler, RM</i>	<i>Squamish, DM</i>	<i>City Burnaby</i>	<i>City Richmond</i>	<i>Pemberton Village</i>	<i>Province B.C.</i>
2001	545 671	8896	14247	193954	164345	1637	3907738
1996	514 008	7172	13994	179209	148867	857	3724500
% change from 96-01	6.2%	24.0%	1.8%	8.2%	10.4%	91.0%	490.0%
% change from 91-96	8.90%	60.80%	19.50%	12.80%	17.60%	70.30%	13.50%

Source: 2001 Stats Can, 1996 BC stats

Age Structure- % of Population

	<i>City Vancouver</i>	<i>Whistler, RM</i>	<i>Squamish, DM</i>	<i>City Burnaby</i>	<i>City Richmond</i>	<i>Pemberton Village</i>	<i>Province B.C.</i>
0-19	18.6	17.4	30	22.2	24.5	24.5	25
20-44	45.1	63.4	37.9	40.7	37.2	60.2	36.3
45-64	23.5	16.8	23.5	23.7	26.5	13.1	24.1
65+	12.9	2.5	8.7	13.4	11.8	2.4	13.6

Source: 1996 BC Stats

Household Data

	<i>City Vancouver</i>	<i>Whistler, RM</i>	<i>Squamish, DM</i>	<i>City Burnaby</i>	<i>City Richmond</i>	<i>Pemberton Village</i>	<i>Province B.C.</i>
Occupied private dwellings (2001)	248,981	8,410	5,411	76,212	58,272	686	1,643,969
Occupied private dwellings (1996)	218,540	2,875	4,910	68,750.0	50,925	320	1,424,635
One family	48%	50%	75%	62%	72%	72%	67%
Multi-family	3%	0%	2%	3%	4%	0%	2%
Non-family	49%	50%	22%	36%	24%	28%	31%
1996 Average household size (# persons/hhold)	2.3	2.4	2.8	2.6	2.9	2.6	2.6

Source: 1996 Stats Can, 1996 BC Stats

Dwellings

	City Vancouver	Whistler, RM	Squamish, DM	City Burnaby	City Richmond	Pemberton Village	Province B.C.
Occupied private dwellings	218,540	2,875	4,910	68,750.0	50,925	320	1,424,635
Owned	42%	42%	73%	55%	69%	73%	65%
Rented	58%	57%	27%	45%	31%	28%	35%

Source: 1996 BC Stats

Housing Affordability

	City Vancouver	Whistler, RM	Squamish, DM	City Burnaby	City Richmond	Pemberton Village	Province B.C.
Average value of dwellings	\$405,946	\$393,610	\$212,063	\$327,562	\$317,004	\$187,668	\$239,745
Average gross rent	\$820	\$912	\$726	\$808	\$940	\$ 778	\$772
Owner spending more than 30% of hhold income on shelter*	11,730	275	510	4,980	6,245	55	111,685
Above as a % of owners	23%	38%	19%	21%	26%	34%	18%
Gross rent spending more than 30% of hhold income on shelter*	16,130	195	310	5,430	3,400	20	89,820
Above as a % of tenants	40%	40%	44%	40%	40%	50%	42%

*This relates to one-family households only.

Source: BC Stats, 1996

Family Data

	City Vancouver	Whistler, RM	Squamish, DM	City Burnaby	City Richmond	Pemberton Village	Province B.C.
Number of families	119,110	1,445	3,940	46,225	40,570	230	1,008,440
Husband-wife families	99,515	1,305	3,390	39,435	35,605	200	869,430
Above as a % of H/W families	83.60%	90.30%	86.0%	85.3%	87.8%	87.0%	86.2%
Single parent families	19,590	140	550	6,780	4,965	30	139,010
Above as a % of single parent families	16.4%	9.7%	14.0%	14.7%	12.2%	13.0%	13.8%
Male headed households	16%	25%	18%	17%	18%	33%	17%
Female headed households	84%	75%	81%	83%	82%	83%	83%

Source: 1996 BC Stats

Marital Status - % of Population 15+

	City Vancouver	Whistler, RM	Squamish, DM	City Burnaby	City Richmond	Pemberton Village	Province B.C.
Single, never married	42	59	29	35	30	41	31
Legally married	40	31	55	49	56	45	52
Separated	3	3	4	3	2	5	3
Divorced	8	7	8	7	6	6	8
Widowed	6	1	4	7	5	2	6

Source: 1996 BC Stats

Visible Minorities

	City Vancouver	Whistler, RM	Squamish, DM	City Burnaby	City Richmond	Pemberton Village	Province B.C.
Total Population	507,930	7,175	13,935	176,825	148,150	850	3,689,760
Visible minority (number)	227,430	280	1,535	69,590	73,100	60	660,545
Visible minority (share)	45%	4%	11%	39%	49%	7%	18%

Source: 1996 BC Stats

Ethnicity – Combined Singles and Multiples

	City Vancouver	Whistler, RM	Squamish, DM	City Burnaby	City Richmond	Pemberton Village	Province B.C.
Total population	507,930	7,170	13,935	176,825	148,150	850	3,689,755
Chinese	143,115	90		40,165	50,215	40	312,335
English	106,400	3,085	5,040	38,760	30,715	290	1,211,510
Canadian	55,015	1,850	3,760	23,655	20,045	340	817,485
East Indian	22,500		1,075	9,650	8,635		141,375
Filipino	16,935			3,690		10	49,180
Scottish	69,825	2,095	3,270	24,820	20,015	230	753,225
Vietnamese	12,060						21,095
Italian	17,310	200	495	11,610			117,895
German	37,625	1,030	2,140	14,655	11,440	130	498,380
Japanese	8,990	105		2,975	3,665		33,245
Irish	53,365	1,395	2,210	17,330	13,140	160	535,055
French	30,740	775	1,675		7,345	95	339,015
Jewish	11,335				3,465		30,700
N.American Indian	12,185		380			75	157,805
Hungarian		85					40,535
British n.i.e.		140					30,225
Ukrainian		215	565	6,275	4,770	75	168,765
Dutch		335	560		4,175		176,230
Welsh		220					82,815
Punjabi			140				18,945
Polish			350	4,765	3,395	25	102,390
Danish			205				47,485
Korean				3,745			19,610
Croatian				2,275		20	13,310
Icelandic						50	18,135

Source: 1996 BC Stats

Population 15+ Involved in the Labour Force

	City Vancouver	Whistler, RM	Squamish, DM	City Burnaby	City Richmond	Pemberton Village	Province B.C.
Population (15+ years) in labour force	285,930	5,755	7,690	93,970	76,765	570	1,960,660
Employed	258,010	5,435	7,040	85,480	70,750	515	1,773,285
%	90.2%	94.4%	91.5%	91.0%	92.2%	90.4%	90.4%
Unemployed	27,915	315	650	8,485	6,015	55	187,375
%	9.8%	5.5%	8.5%	9.0%	7.8%	9.6%	9.6%
Participation Rate	65.5	92.0	73.2	63.6	63.9	88.4	66.4
Unemployment Rate	9.8	5.5	8.5	9	7.8	9.6	9.6

Source: 1996 BC Stats

Unemployment Rates by Age and Gender

Unemployment Rates by Age and Gender	City Vancouver		Whistler, RM		Squamish, DM		City Burnaby		City Richmond		Pemberton Village		Province B.C.	
	Gender		Gender		Gender		Gender		Gender		Gender		Gender	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
15+ years	10.5	9.0	5.9	4.9	7.7	9.5	9.0	9.0	8.0	7.6	0.0	17.6	9.8	9.2
15-24	18.0	13.5	8.6	6.5	10.9	13.3	14.4	14.2	15.0	11.6	0.0	57.1	16.8	14.9
25+	9.4	8.1	4.9	4.2	7.1	8.7	8.1	8.0	6.9	6.9	0.0	14.0	8.6	8.1

Source: 1996 BC Stats

% of Population by Occupation (Top 8)

	City Vancouver		Whistler, RM		Squamish, DM		City Burnaby		City Richmond		Pemberton Village		Province B.C.	
Experienced labour force	285,925		5,755		7,690		93,970		76,765		565		1,960,665	
Clerical	11.0%		7.1%		6.4%		14.1%		13.3%		8.0%		10.5%	
Sales & service n.e.c.	8.8%		6.9%		12.0%		7.9%		7.5%				8.8%	
Teachers & professors	4.4%						3.4%		3.1%				3.7%	
Retail sales & clerks	3.9%		4.6%		3.4%		4.2%		5.1%		6.2%		4.2%	
Professional, in science	3.5%						3.5%		3.0%				2.3%	
Wholesale, tech., insur., etc.	3.3%						3.6%		4.2%				2.9%	
Other managers n.e.c.	3.1%		3.7%				3.4%		4.1%		5.3%		3.3%	
Mgrs. in retail, food, etc.	3.1%		6.9%		4.4%		3.2%		3.6%		8.0%		3.3%	
Food & beverage service	3.0%		8.3%								3.5%		2.3%	
Judges, lawyers, psych., etc.	3.0%												2.0%	
Travel & accom., incl. sport			7.4%								6.2%			
Tech. In art, culture, recn. & sport			4.9%										1.6%	
Construction trades			4.9%		3.5%		2.6%						3.0%	
Chefs & cooks			4.6%								4.4%		1.7%	
Trades, help & labourers					3.9%								2.3%	
Transportation equipment operators, etc.					3.8%						6.2%		3.2%	
Mechanics					3.5%						6.2%		2.3%	
Childcare & home support					3.5%								3.0%	
Machine ops in manufacturing					3.4%								0.5%	
Technical, sciences related							2.7%						2.5%	
Specialist managers									3.3%				1.9%	
Secretaries									3.0%				2.3%	
Finance & insur. admin											3.5%		1.6%	

Source: 1996 BC Stats

% of Population by Industry (Top 8)

	City Vancouver	Whistler, RM	Squamish, DM	City Burnaby	City Richmond	Pemberton Village	Province B.C.
Experienced labour force	285,925	5,755	7,690	93,970	76,765	565	1960660
Agricultural & related services	--	--	--	--	--		1,904,510
Fishing & trapping	--	--	--	--	--		2.4
Logging & forestry	--	1.1	5.2	--	--	7.1	0.5
Mining & related services	--	--	--	--	--		2.1
Manufacturing	9.0	2.9	8.7	9.9	9.7	1.8	0.8
Construction	4.9	10.9	9.0	7.1	5.2	11.5	10.4
Transportation & storage	3.3	3.2	9.8	4.2	7.2	6.2	7.5
Communication & other utilities	3.0	--	1.8	4.3	3.0	2.7	4.7
Wholesale trade	5.0	1.5	3.1	6.9	7.7		2.8
Retail trade	10.0	11.0	11.0	12.1	12.1	15.9	4.8
Finance & insurance	10.4	1.4	1.9	4.4	5.6	3.5	12.5
Real estate & insurance	3.1	5.0	2.1	3.1	2.9	2.7	3.4
Business services	10.6	3.4	4.4	9.0	8.9	1.8	2.4
Government service	3.6	2.4	5.3	4.3	3.3	3.5	6.8
Educational Services	7.7	2.6	4.9	6.4	6.2	5.3	5.9
Health & social services	9.4	4.3	8.8	8.3	8.2	2.7	6.9
Accommodation, food & beverage	10.4	29.0	13.3	7.6	8.0	15.9	9.5
Other services	10.3	19.7	8.2	8.1	7.8	15.9	8.4
							8.4

Source: 1996 BC Stats

Income

	City Vancouver	Whistler, RM	Squamish, DM	City Burnaby	City Richmond	Pemberton Village	Province B.C.
Average household income	\$48,087	\$59,957	\$56,012	\$48,791	\$53,899	\$54,467	\$50,667
All census families	\$57,620	\$68,196	\$59,279	\$53,842	\$55,743	\$55,141	\$56,527
Average family income- husband-wife families	\$62,463	\$71,392	\$63,532	\$57,259	\$58,622	\$61,032	\$60,612
Average family income - male lone parents	\$43,058	\$44,536	\$54,900	\$46,730	\$41,326	NA	\$43,138
Average family income - female lone parents	\$31,158	\$35,968	\$27,947	\$31,370	\$33,717	\$16,016	\$28,448
Incidence of low income (population in private hholds)	31.0%	17.5%	11.9%	27.8%	26.0%	18.2%	19.6%

Source: 1996 BC Stats

% Composition of Income

	City Vancouver	Whistler, RM	Squamish, DM	City Burnaby	City Richmond	Pemberton Village	Province B.C.
Employment income	75.1%	87.8%	83.8%	76.3%	78.2%	87.0%	75.5%
Government transfers	11.6%	4.1%	10.2%	12.4%	9.6%	7.0%	12.7%
Other	13.3%	8.1%	6.0%	11.3%	12.2%	6.0%	11.8%

Source: 1996 BC Stats

Education - % Population by Highest Level of Schooling

	City Vancouver	Whistler, RM	Squamish, DM	City Burnaby	City Richmond	Pemberton Village	Province B.C.
Total population 15 yrs + by highest level of schooling	436,725	6,255	10,505	147,855	120,200	645	2,954,700
		less than					
Less than grade 9	10.4%	1%	6.4%	7.7%	6.7%	3.9%	7.4%
9-13 without graduation	17.4%	9.7%	25.4%	20.8%	20.6%	20.0%	23.7%
Secondary school graduation	10.5%	13.3%	14.1%	12.9%	13.8%	19.4%	12.9%
Trades certificate or diploma	1.9%	2.2%	3.9%	2.8%	2.6%	5.4%	3.5%
Other non-university educ. only	22.3%	28.0%	32.1%	26.2%	25.0%	32.6%	27.0%
University without degree	13.9%	20.4%	9.3%	13.2%	13.2%	12.5%	11.9%
Bachelor's degree or higher	23.6%	25.6%	8.8%	16.3%	18.0%	6.2%	13.6%

Source: 1996 BC Stats

% Population by Mobility Status

	City Vancouver	Whistler, RM	Squamish, DM	City Burnaby	City Richmond	Pemberton Village	Province B.C.
% non-movers – 1 year	78%	58%	81%	80%	82%	71%	80%
% movers-moved in last year	22%	42%	19%	20%	18%	29%	20%
% non-movers - over past 5 yrs.	42%	18%	47%	43%	42%	37%	
% movers-over past 5 yrs.	58%	82%	53%	57%	58%	64%	

Source: 1996 BC Stats

Location of Work Place

	<i>City Vancouver</i>	<i>Whistler, RM</i>	<i>Squamish, DM</i>	<i>City Burnaby</i>	<i>City Richmond</i>	<i>Pemberton Village</i>	<i>Province B.C.</i>
In CSD of residence	146,690	3,855	3880	23,475	30,480	150	694,310
In another CSD	67,540	410	1,860	48,050	27,810	270	
In CD of residence	65,040	125	780	47,235	27,185	260	
At home	18,620	475	360	4,905	5,515	20	155,455

Source: 1996 BC Stats