



The 2010 Olympic and  
Paralympic Winter Games  
Federal Secretariat

# 2006-2007 Annual Progress Report

Reporting on our Commitments

Together in 2010



Government  
of Canada

Gouvernement  
du Canada

Canada



# Table of Contents

<b>Executive Summary</b> .....	<b>1</b>
<b>Introduction</b> .....	<b>2</b>
<b>Multi-Party Agreement</b> .....	<b>2</b>
<b>Funding Commitments</b> .....	<b>2</b>
<b>Horizontal Initiative</b> .....	<b>2</b>
<b>Shared Results</b> .....	<b>2</b>
<b>2010 Olympic and Paralympic Winter Games Federal Secretariat Update</b> .....	<b>3</b>
<b>Towards Strengthened Accountability</b> .....	<b>3</b>
Horizontal Results-based Management and Accountability Framework (RMAF) and Risk-based Audit Framework (RBAF) .....	<b>3</b>
<b>Monitoring Capital Investments</b> .....	<b>4</b>
Recipient Audit .....	<b>4</b>
Environmental Assessments .....	<b>4</b>
Planning Oversight .....	<b>4</b>
<b>Contributing to Canada's Games</b> .....	<b>5</b>
Official Languages .....	<b>5</b>
Aboriginal Participation .....	<b>5</b>
Live Sites Program .....	<b>6</b>
<b>Games Planning and Delivery</b> .....	<b>7</b>
<b>Essential Federal Service Provision</b> .....	<b>7</b>
Torino Observer Programs .....	<b>7</b>
Government Operations Steering Team .....	<b>7</b>
Emergency Management Cluster .....	<b>7</b>
2010 Olympic and Paralympic Winter Games Security Committee .....	<b>8</b>
<b>Department and Agency Updates</b> .....	<b>8</b>



# Executive Summary

On July 2, 2003, the International Olympic Committee (IOC) awarded the 2010 Olympic and Paralympic Winter Games to Canada. The XXI Olympic Winter Games will be held in Vancouver and Whistler, BC, from February 12 to 28, 2010 and the X Paralympic Games from March 12 to 21, 2010.

The Government of Canada is a key supporter of and financial contributor to the 2010 Olympic and Paralympic Winter Games. The federal participation takes the form of a pan-departmental multi-year initiative led by the Department of Canadian Heritage, beginning in fiscal year 2003-2004 and ending in 2011-2012.

The 2010 Olympic and Paralympic Winter Games Federal Secretariat (2010 Federal Secretariat) was created by the Department to oversee the federal participation in the Games.

This 2006-2007 Annual Progress Report (the first prepared by the 2010 Federal Secretariat) summarizes the Government of Canada's progress to date in fulfilling its commitments with respect to the 2010 Winter Games. The 2006-2007 annual report refers to the Government of Canada fiscal year starting April 1<sup>st</sup> and ending March 31<sup>st</sup>.

The report covers two main areas:

## **2010 Olympic and Paralympic Winter Games Federal Secretariat Update**

Updates on the Secretariat's operations and activities in support of the Games.

## **Games Planning and Delivery**

Status report on essential federal service provision by participating departments and agencies.

# Introduction

## Multi-Party Agreement

In November 2002, the Government of Canada signed a comprehensive Multi-Party Agreement (MPA) setting out the roles and responsibilities (including financial contributions, legal responsibilities, and sport legacies) of the parties involved in the 2010 Winter Games. Under the terms of the MPA, the Government of Canada has agreed to contribute financial support for capital and legacy initiatives, and to provide essential federal services (a series of logistical considerations) to the Vancouver Organizing Committee (VANOC) for the 2010 Olympic and Paralympic Winter Games.

## Funding Commitments

The Government of Canada's total investment in the Games is \$552 million which includes \$310 million to cover capital and legacy construction costs for sport and event venues.

## Horizontal Initiative

The Secretariat is the federal body responsible for horizontal management of this initiative. This involves coordinating the activities of over 14 security and non-security federal departments and agencies. Inter-departmental collaboration is supported by a tri-level governance structure—the 2010 Framework for Federal Coordination (FFC)—consisting of a Deputy Ministers and Heads of Agency Coordination Committee, a Representative Working Group of senior officials, and working-level Issue Clusters.

## Shared Results

Participating departments and agencies are working together towards the collective goal of:

- Enhancing Canada's domestic and international profile and supporting federal visibility as a key partner of the 2010 Winter Games.
- Leveraging the 2010 Winter Games to advance existing federal priorities and promote sustainable sport, social, cultural and economic benefits for all Canadians.
- Facilitating seamless planning and delivery of essential federal services resulting in high-quality Games.

### Multi-Party Agreement Signatories

- Government of Canada
- Government of British Columbia
- City of Vancouver
- Resort Municipality of Whistler
- Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC)
- Canadian Olympic Committee (COC)
- Canadian Paralympic Committee (CPC)

# 2010 Olympic and Paralympic Winter Games Federal Secretariat Update

The 2010 Federal Secretariat works horizontally, under formal and informal partnership frameworks and agreements, with its partners and stakeholders to provide leadership, advice and coordinating functions on behalf of the Government of Canada. Together with its partners and stakeholders the 2010 Federal Secretariat supports and promotes Canada's engagement in the 2010 Winter Games while working to ensure that the values and interests of all Canadians are protected. Through its coordination of the Government of Canada's commitments to deliver essential services, the 2010 Federal Secretariat seeks to ensure that the federal government's capital and legacy initiatives are reflected in the planning, delivery and international profile of the 2010 Winter Games.

## Towards Strengthened Accountability

### **The Horizontal Results-based Management and Accountability Framework and Risk-based Audit Framework**

As the central coordination point for the Government of Canada's involvement in the Games, the 2010 Federal Secretariat oversees the federal government's investment and participation by applying formal performance and risk management practices aligned with established control frameworks such as the Results-based Management and Accountability Framework (RMAF) and Risk-based Audit Framework (RBAF). These practices set out guidelines for governance, accountability, coordination and results-based management.

The Secretariat engaged 14 departments and agencies in developing the Horizontal 2010 Winter Olympic and Paralympic Games RMAF/RBAF, establishing performance measurement and risk mitigation strategies to help those departments and agencies fulfil their commitments in support of the Games. These strategies are being implemented by an inter-departmental RMAF/RBAF Implementation Team. During 2006-2007, the team met quarterly to review, assess and make adjustments on operational and strategic fronts in order to maximize efficiency and effectiveness in all program areas.

### Quick Facts

- The Federal Secretariat was originally established to assist with organizing Vancouver's bid for the 2010 Winter Games.
- The Secretariat carries out seven core functions in support of the Games:
  - Federal Co ordination
  - Policy and Priorities
  - Outreach and Partnerships
  - Communications
  - Official Languages
  - Federal Funding
  - Strategic Planning and Management

In accordance with the RMAF/RBAF Evaluation and Auditing Strategies, the Secretariat will undergo an evaluation and audit in 2007-2008. The evaluation will focus on issues related to program design and delivery, continuous improvement mechanisms and performance management systems, while the audit will focus on issues related to controls, risk management and governance.

The Secretariat's monitoring and evaluation activities signal its strong commitment to producing better results for all Canadians.

## Monitoring Capital Investments

The Government of Canada is a major contributor to the Vancouver Organizing Committee (VANOC) Capital Plan. The Secretariat took concrete steps to protect Canada's investment, carrying out due diligence of the VANOC contribution agreement through the following activities.

### Recipient Audit

The Secretariat conducted a routine recipient audit on VANOC to ensure sound management of, control over and accountability for the Government of Canada's investment in venue construction, and (in accordance with the Treasury Board Secretariat's *Policy on Transfer Payments*) to ensure full compliance with the terms and conditions set out in the 2006-2007 Contribution Agreement between the Government of Canada and VANOC. The audit findings and recommendations will be published on the Canadian Heritage website ([http://www.pch.gc.ca/progs/em-cr/index\\_e.cfm](http://www.pch.gc.ca/progs/em-cr/index_e.cfm)).

### Environmental Assessments

In compliance with Government of Canada environmental legislation (the Canadian Environmental Protection Act, the Fisheries Act and the Canadian Environmental Assessment Act), the Secretariat worked with other federal departments to conduct environmental assessments on venue construction. The Secretariat also reviewed the findings and monitored VANOC's implementation of the recommendations made in the Environmental Assessment reports. (Positive assessment results are a condition of continued Capital Plan funding.)

### Planning Oversight

The Secretariat also conducted its second annual review of VANOC's Business Plan and Games Budget to assess proposed planning, organizing, financing and staging activities. As stipulated in the 2002 Multi-Party Agreement (MPA), the plan must demonstrate compliance with the federal requirements outlined in the MPA and receive formal Government of Canada approval. The third and final version of the plan will be submitted for review in 2008.

In addition, the Secretariat continued its observer presence on the VANOC Board of Directors and on key advisory committees, including the Finance and Audit Committees.

## Contributing to Canada's Games

In a continued effort to make these Canada's games, and to help advance federal policy priorities that reflect Canadian values, the Secretariat worked closely with all Games partners on several key initiatives.

### Official Languages

The Secretariat is committed to the full incorporation of Canada's official languages in the planning and hosting of the 2010 Winter Games, and is working closely with the Vancouver Organizing Committee (VANOC) and other partners to ensure that these Games reflect Canada's linguistic duality and rich Francophone heritage.

The Secretariat and VANOC co-facilitated two discussion sessions with representatives from Francophone communities in British Columbia (BC) and across Canada to address the involvement of Canada's Francophone and Acadian communities in planning and delivering the Games. As a direct result, an historic Francophone collaboration protocol was signed in June 2006 between VANOC and two lead organizations—the Fondation canadienne pour le dialogue des cultures and the Fédération des francophones de la Colombie-Britannique—enhancing the use of Canada's official languages and the visibility and participation of Francophone and Acadian communities in the preparation and delivery of the Games.

The protocol signatories established a National Coordinating Committee to develop pan-Canadian action for Francophone participation in the Games.

The Secretariat maintained its support through on-going dialogue with VANOC and the two lead organizations.

### Aboriginal Participation

The Secretariat continued to support Aboriginal participation in the Games by working closely with the Four Host First Nations Society (4HFNS), whose primary purpose is to help ensure that the First Nations' cultures and traditions are reflected in the planning, staging and hosting of the Games. 4HFNS members are the Lil'wat, Musqueam, Squamish and Tsleil-Waututh communities.

The Secretariat participated in 2010 Partner bi-annual community update events in all Four Host First Nations communities, and worked with the Society to maximize the effectiveness of outreach activities by identifying opportunities for collaboration in support of the Society's mandate. For example, the Secretariat brought together the 4HFNS and the Chinese Central Television (CCTV), a major broadcaster in Mainland China, to explore coverage of the Society's projects planned for the 2008 Olympic Games in Beijing.

## **Live Sites Program**

The Secretariat worked with the municipalities of Vancouver and Whistler to secure funding for the Live Sites Program. This program will establish public gathering spaces in Vancouver and Whistler, offering free live coverage of sporting events, nightly medal ceremonies and cultural performances and give residents and visitors the opportunity to experience the excitement of the Games and celebrate our culture. As well, the Live Sites Program will leave a lasting legacy for future events.

# Games Planning and Delivery

## Essential Federal Service Providers

The Government of Canada moved forward with several key initiatives to ensure seamless planning and delivery of essential federal services.

### Torino Observer Programs

Canadian Heritage sent a Mission Team to the 2006 Winter Games in Torino, Italy to support the Canadian sport community and advance Canadian sport issues internationally. The Federal Secretariat also supported federal participation in the 2006 Torino Observer Programs (OP) on invitation by the International Olympic Committee (IOC) and VANOC. Federal departments and agencies took the opportunity to acquire practical insights from the host country's perspective about the provision of essential services during the Olympic and Paralympic Games. The Federal Secretariat reported on the outcomes, knowledge and best practices in its 2006 *Torino Winter Games Observer Program Report*.

### Government Operations Steering Team (GOST)

The Secretariat led the establishment of the Government Operations Steering Team (GOST), consisting of representatives of the 2010 Games Government Partners (the Government of Canada, the Province of British Columbia, the City of Vancouver, the Resort Municipality of Whistler and the City of Richmond) and VANOC. GOST will coordinate the team members' activities in terms of operations, planning and provision of services, both before and during the Games.

### Emergency Management Cluster

In January 2007, the Government of Canada established the Emergency Management Cluster. Chaired by Public Safety and Emergency Preparedness Canada (PSEPC), the cluster will coordinate federal management activities, consultations and preparations in support of the Games and will complement the functions of the existing Policing and Security and Public Health and Safety clusters.

### Essential Federal Service Providers

The following Departments and Agencies are involved in providing essential federal services:

- Canada Border Service Agency
- Canadian Security Intelligence Agency
- Citizenship and Immigration Canada
- Department of National Defence
- Environment Canada
- Fisheries and Oceans
- Health Canada
- Human Resources and Social Development Canada
- Public Health Agency of Canada
- Public Safety & Emergency Preparedness Canada
- Royal Canadian Mounted Police

## 2010 Olympic and Paralympic Winter Games Security Committee

On December 8, 2006, the Government of Canada and the Government of British Columbia ratified the 2010 Olympic Games and Paralympic Games Security Cost Sharing Memorandum of Agreement (MoA), formalizing their commitment to share security costs as well as the responsibility for administering the Games security budget. The MoA led to the establishment of the Security Committee to provide federal and provincial financial management oversight.

## Department and Agency Updates

Essential federal service provision falls into seven areas:

- Entry of Goods and Individuals Into Canada
- Intellectual Property Protection and Radio Spectrum Management
- Meteorological Services
- Public Health and Safety
- Security Planning
- Sustainability
- Tax Issues

The following section summarizes the pre-event activities carried out by various federal departments and agencies in fulfilling their essential federal service obligations. The start date of those activities varies depending on the type and level of service provided. Future releases of the Annual Progress Report will include event and post-event activity reports. Note: No activities were planned or required for 2006-2007 under the area of tax issues.

## Entry of Goods and Individuals Into Canada

### Canada Border Service Agency

The Canada Border Service Agency (CBSA) has taken steps to ensure that sufficient Border Service Officers are in place at all crossings (land, air, rail and marine) to deal effectively and efficiently with the increased demands of the 2010 Winter Games. Specifically, the CBSA has:

- Created Intergovernmental working groups—in collaboration with Canadian Security Intelligence Service (CSIS), the Royal Canadian Mounted Police (RCMP), and Citizenship and Immigration Canada (CIC)—to design, develop, implement and distribute the Olympic Identity and Accreditation Card (OIAC).
- Participated on Olympic Federal Coordination Issue Clusters (Policing and Security, Infrastructure and Transportation, Public Health and Safety, and Federal Communications Network).
- Initiated an Operational Planning Team to coordinate and plan for increased demands related to port-of-entry resource requirements, commercial importation operations and enhanced intelligence and enforcement activities.

### Citizenship and Immigration Canada

Citizenship and Immigration Canada (CIC) participated in discussions with CBSA, RCMP and VANOC regarding the security and temporary resident visa (TRV) process, including recognition of the OIAC in lieu of a TRV for Olympic Family members. Discussions focused on:

- Deciding what information should be collected in the OIAC application form.
- Agreeing on a process model.
- Ensuring privacy issues are addressed regarding client information.
- Determining IT requirements.

CIC is also exploring the possibility of using the RCMP system SAMS as the central repository for all government-required client data.

The next step involves determining OIAC security and design requirements. Once these have been finalized, CIC will initiate regulatory amendments. The current plan estimates completion of regulatory changes by fall 2008.

## Intellectual Property Protection and Radio Spectrum Management

### Industry Canada

Industry Canada spectrum management services met with VANOC several times during the reporting period to discuss a spectrum management strategy for the 2010 Winter Games. As a result, VANOC created a spectrum management strategy document that is in agreement with IC spectrum management program principles.

Industry Canada sent two officers to Italy to review spectrum management issues that occurred during the 2006 Torino Olympic Winter Games. Interviews were held with the Italian Ministry of Communications, Telecom Italia and major radio equipment suppliers.

Radio monitoring capabilities in the Whistler area are being upgraded to include, among other improvements, a higher speed communication link. Additional improvements (including better-performing receiving equipment, direction-finding equipment, and site upgrades) may be required.

## Meteorological Services

### Environment Canada

Environment Canada reported the following achievements:

- Olympic surface weather observing network 80% complete (20 out of 25 stations). Completion fall 2007.
- Wind profiler installed and operational (Squamish).
- Sea-to-Sky Doppler weather radar assembly underway; installation by fall 2007.

## Public Health and Safety

### Health Canada

Health Canada is at a very early stage of involvement in the 2010 Olympic and Paralympic Winter Games. Strategic planning is underway, and the Department has undertaken the following activities in relation to its commitments within the Workplace Health and Public Safety Programme of Health Canada:

- Met with key Health Canada stakeholders including VANOC, provincial health representatives, ambulances services and Health Canada staff in the BC region.
- Participated in two Issue Clusters (Public Safety and Emergency Management and Policing and Security).
- Consolidated Health Canada commitments with VANOC.

## Security Planning

### Royal Canadian Mounted Police

The Royal Canadian Mounted Police (RCMP) have been tasked as the lead federal agency responsible for developing an Integrated Security plan for the 2010 Winter Olympic and Paralympic Games. The nucleus of the Integrated Security Unit (ISU) was established in 2004: it comprised members of the RCMP, the Vancouver Police Department, the West Vancouver Police Department, and the Canadian Armed Forces. The ISU is expanding, and now consists of more than 50 persons.

This interagency unit is responsible for developing a holistic security plan incorporating the capabilities and requirements of Olympic Security partners at the federal, provincial and municipal levels, as well as corporations with Olympic Security interests.

Physical planning is well underway, and final designs for the various venues and the two Athletes' Villages (Whistler and Vancouver) are taking shape. Members are identifying security needs in Whistler, West Vancouver, Vancouver and Richmond, at all locations where sporting events and celebrations will be held. Discussions are ongoing, and progress is being made on accreditation and transportation issues. Plans for the Olympic Torch Run are being formulated, and member training is being developed in anticipation of the new tasks they will take on come 2010.

## Sustainability

### Environment Canada

Environment Canada (EC) undertook the following activities to advance the sustainability investments and agenda of the 2010 Winter Games:

- Developed a strategic framework for a national public sustainability awareness and action campaign (ongoing - expected completion September 2007);
- Conducted a business case study examining opportunities for improving the Leadership in Energy and Environmental Design (LEED) certification level of the Hillcrest Curling Facility (completed November 2006).
- Held a series of workshops to promote information sharing and collaboration between BC/Canadian environmental non-governmental organizations, VANOC, and EC (completed Feb/Mar 2007).
- Identified local sustainability indicators relevant to the 2010 Games context (ongoing).
- Conducted a feasibility study of a demonstration project (2007-2010) that will establish biodiesel corridors or distribution areas in at least 3 of the 5 regions of Canada (completed March 2007).
- Developed a document providing information, simple steps, tips, and resources for groups/organizations to green their operations (completed March 2007).

The following Environmental Assessments of the sport and event venues have been completed:

- Whistler Creekside
- Whistler Olympic and Paralympic Village
- Athletes' Centre (Whistler)
- Cypress Mountain
- Vancouver Olympic and Paralympic Village
- Hillcrest / Nat Bailey Stadium Park
- Whistler Olympic Park
- Whistler Sliding Centre
- Richmond Speed Skating Oval

### Department of Fisheries and Oceans

The Department of Fisheries and Oceans (DFO) completed two Environment Assessments (EA), on the Nordic Competition Venue and the Whistler Sliding Centre. DFO also provided expert Federal Authority advice on four projects, namely the Whistler Downhill Venue, the Whistler Athletes' Village, the Cypress Snowboarding Venue, and the Legacy trails associated with the Nordic Competition Venue.

DFO also has a significant on-going workload (authorizations and monitoring) as per the habitat protection provisions of the *Fisheries Act*.