Enhanced Economic Direction for the Squamish-Lillooet Regional District

A Discussion Paper

October 2001

Squamish-Lillooet Regional District
# Table of Contents

- **Executive Summary** 1
- **Introduction** 2
  - Background 2
  - SLRD Mission and Shared Values 2
  - Geographical and Natural Environment Setting 3
  - Demographics Summary 3

- **Snapshot of the Region’s Economy** 5
  - Provincial Context: BC Current Economic Trends 5
  - Regional Economic Indicators 5
  - Forestry 7
  - Tourism 8
  - Agriculture 9
  - Transportation 9

- **Regional Economic Issues** 10
- **Emerging and Future Regional Economic Opportunities** 11
- **Economic Opportunities and Sustainability** 12
- **Recommendations for Action** 13
  - Statement of Regional Priorities & Resource Requirements 14

- **Appendix "A": References** 19
- **Appendix “B” Workshop Participants** 20
- **Appendix "C" Lillehammer 1994 Olympic Economic Planning** 21
- **Appendix "D" Salt Lake City 2002 Olympic Economic Planning** 26
- **Appendix “E” Fraser Basin Council’s Charter for Sustainability**
Executive Summary

The Squamish-Lillooet Regional District (SLRD) Board of Directors wishes to ensure that investments in the Squamish-Lillooet Region contribute to its long-term economic sustainability. The Fraser Basin Council was asked by the SLRD to work with its Board of Directors to develop this discussion paper in order to convey, to the Provincial 2010 Olympic Bid Secretariat and others, the SLRD Board’s consensus on key investment priorities. The Board believes that there is a strong rationale in any case to address these priorities, given the outstanding assets the Region has to offer and the importance of the Region to the provincial economy. The Olympic bid is viewed by the Board as an excellent opportunity to address the priorities sooner and in a way that augments the prospects for a successful bid.

In terms of setting the stage for a successful Olympics and long-term economic vitality, the Region’s existing assets speak for themselves:

- A "Supernatural" setting
- Proximity to Vancouver, an international centre with a large population base
- Home to entrepreneurial minded residents
- The Resort of Whistler’s international reputation and well established ‘brand’
- Provincial government interest
- A diverse economy based on natural resource industries and tourism
- Partnership with the Region’s First Nations
- Soft infrastructure to support tourism
- Growth-oriented business sector

Based on input from constituents, the SLRD Board identified a number of regional economic issues and opportunities. The Board then carefully considered these issues and opportunities in order to identify the following priorities for investment:

- Improvement in the capacity to move people and goods throughout the Region in an efficient, timely and safe manner;

- Enhancement of national and international awareness of the Squamish-Lillooet Region as a whole and its individual communities as diverse and welcoming environments for business investment; and

- Increased national and international awareness of innovation by the private and public sector in the Region, from state-of-the-art forestry stewardship practices and value-added manufacturing to groundbreaking approaches to achieving social, economic and environmental sustainability.

The specific products and desired outcomes of these investments are further detailed in this paper. The SLRD Board welcomes comments and suggestions on ways in which the desired outcomes can be achieved.

From the perspective of the SLRD Board, timely investments by the federal and provincial governments are needed to ensure the long-term economic growth and vitality of the Squamish-Lillooet Region. With the needed investments in place, the Region and the province of British Columbia will be well positioned for both a world-class Olympics and a more secure economic future.
**Introduction**

**Background**

On July 13, 2001 the announcement of the awarding of the 2008 Summer Olympics to Beijing, China marked a significant milestone in the Vancouver/Whistler bid for the 2010 Winter Olympics. This announcement resulted in renewed enthusiasm for the bid, as evidenced by comments from BC Premier Gordon Campbell, Minister David Anderson, senior federal minister responsible for British Columbia, and numerous local government elected officials.

Experience shows that a successful Olympics bid can contribute significantly to the long-term economic vitality of the nation, the province and the Squamish-Lillooet Region. For example, it has been estimated that the Sydney Olympics will add approximately US $4.3 billion to the Australian Gross Domestic Product and create as many as 100,000 full-time jobs over the period from 1994 to 2006\(^1\).

The Squamish-Lillooet Regional District (SLRD) Board of Directors wishes to ensure that investments in the Region contribute to long-term economic sustainability. Based on input from constituents, the Board has identified specific priorities for investment that will serve to further enhance Region’s economic base. The Board believes that there is a strong rationale in any case to address these priorities, given the outstanding assets the Region has to offer and the importance of the Region to the provincial economy. The Olympic bid is viewed by the Board as an excellent opportunity to address the priorities sooner and in a way that augments the prospects for a successful bid. Accordingly, the Fraser Basin Council was asked by the SLRD to work with its Board of Directors to develop this discussion paper in order to convey, to the Provincial 2010 Olympic Bid Secretariat, the SLRD Board’s consensus on key investment priorities.

This document was prepared through a series of workshops involving members of the SLRD Board of Directors, combined with review and referencing of various relevant economic studies undertaken both within and outside of the Region. A full list of all studies referenced in this document is provided in Appendix “A”; a list of workshop participants is provided in Appendix “B”.

To set the stage for discussion of economic issues, opportunities, and investment priorities, the remainder of this section summarizes the mission and values of the SLRD Board, the geographical and natural setting of the Squamish-Lillooet Region, and key demographic information.

**SLRD Mission and Shared Values**

The SLRD’s mission is to **enhance the quality of life of constituents through the facilitation of regional and community services for the benefit of present and future generations**\(^2\).

---

\(^1\) *Reaching Beyond the Gold: The Impact of the Olympic Games on Real Estate Markets*, Jones Lang LaSalle IP, Inc. 2001.

The SLRD Board is guided by commitment to a number of shared values, including:

- Working cooperatively to create innovative solutions to Region-wide challenges
- Support for safe and healthy communities
- Respecting and protecting the diverse economic bases within the Region
- Integrating social, economic and environmental considerations into decision-making

**Geographical and Natural Environment Setting**

The Squamish-Lillooet Regional District covers over 16,500 square kilometres, or about 1.9% of BC. There are five watersheds: the Squamish River drains into Howe Sound, the Lillooet River drains through Harrison Lake, as well as the Fraser River, the Cayoosh River, and the Bridge River watersheds. There are five biogeoclimatic zones, from the wet Coastal Western Hemlock along Howe Sound, to the drier Interior Douglas Fir zone of the Lillooet River watershed. The land cover is varied and includes steep mountainous terrain, heavily forested areas, glaciers, river valleys, and floodplains.3

There are a number of significant habitat areas and wildlife species in the Squamish-Lillooet Regional District. Wildlife in the area includes black-tailed deer, moose, black and grizzly bears, cougars, mountain goats, and gray wolves. Steelhead, sockeye, coho, chum and chinook salmon, as well as cutthroat trout and Dolly Varden char, live in the lower Squamish River.4

**Demographics Summary**5

The Squamish-Lillooet Regional District is comprised of four electoral areas (A, B, C, D), including Gold Bridge, Bralorne, Pavilion, Texas Creek, Seton Portage D'Arcy, Birken, Pinecrest/Black Tusk Village, Upper Squamish, Ring Creek, Furry Creek, Britannia, and Porteau Cove. The four member municipalities are Squamish, Whistler, Pemberton and Lillooet. Portions of two timber supply areas fall within the Regional District: the Soo Timber Supply Area and the Lillooet Timber Supply Area.

**Population**

There are four member municipalities in the Squamish-Lillooet Regional District. Table 1 shows the SLRD population in 2000. Approximately 8.3% of the SLRD population is Aboriginal. Squamish has a population of over 15,000 while Whistler is nearing 10,000 permanent residents. Whistler also has a seasonal and visitor population that can exceed 50,000 people in peak periods. Lillooet’s population is close to 3000, and Pemberton is home to more than 1,600 people. Another 6,600 people live in the Region, outside of these four communities.

---

3 http://www.luco.gov.bc.ca/lrmp/s2s/s2slrmp.htm
4 Soo Timber Supply Review August 1999.
5 The data presented in the Demographics Summary section are from the BC STATS Squamish Lillooet Statistical Profile.
6 Mayor Hugh O’Reilly, personal communication, October 22, 2001.
Table 1. SLRD Population (2000)

<table>
<thead>
<tr>
<th>Area</th>
<th>Number</th>
<th>% of Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Squamish</td>
<td>15,357</td>
<td>42.3</td>
</tr>
<tr>
<td>Whistler</td>
<td>9,683</td>
<td>26.7</td>
</tr>
<tr>
<td>Lillooet</td>
<td>2,987</td>
<td>8.2</td>
</tr>
<tr>
<td>Pemberton</td>
<td>1,657</td>
<td>4.6</td>
</tr>
<tr>
<td>Rest of Region</td>
<td>6,628</td>
<td>18.3</td>
</tr>
<tr>
<td>Total Region</td>
<td>36,312</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 2 below shows the age structure of the SLRD population. Almost 60% of the SLRD’s population is between 25 and 64 years of age. Another 35% is 24 years old and younger, and 6% of the population is senior citizens (65 years and older).

Table 2. SLRD Age Structure (2000)

<table>
<thead>
<tr>
<th>Age</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-17 years</td>
<td>8,197</td>
<td>22.6</td>
</tr>
<tr>
<td>18-24 years</td>
<td>4,510</td>
<td>12.4</td>
</tr>
<tr>
<td>25-64 years</td>
<td>21,421</td>
<td>59.0</td>
</tr>
<tr>
<td>65+ years</td>
<td>2,184</td>
<td>6.0</td>
</tr>
<tr>
<td>Total</td>
<td>36,312</td>
<td>100</td>
</tr>
</tbody>
</table>

Population Growth

The Squamish-Lillooet Regional District is the fastest growing regional district in BC. Some of the factors that are driving growth include:

- Increasing number of people moving from large urban centres to smaller coastal and mountain communities for lifestyle reasons
- More affordable housing in the SLRD as compared to the Greater Vancouver Regional District
- Increasing demand for recreational services is driving new business growth
- The presence and growing international awareness of Whistler as a destination resort
- Increasing number of retirees moving to the Whistler area

The rate of growth in the SLRD has consistently been higher than the provincial average, although there has been a province-wide slowing trend over time. The percent change in population is 4.7% per annum over the past 10 years (compared to 2.6% for the Province), 3.6% over the past 5 years (more than double the 1.5% provincial growth rate) and 1.1% in 2000, still higher than the provincial population change of 0.9%. BC STATS predicts strong, sustained growth for the Region with the projected population doubling in size over the next 25 years.

---

7 SLRD Regional Growth Strategy Workshop, June 15, 2000
8 Howe Sound 20/20. February 1996.
9 BC STATS. SLRD Quarterly Regional Statistics, Second Quarter 2001
Table 3. Annual Average Population Percent Changes to 2000

<table>
<thead>
<tr>
<th></th>
<th>SRLD</th>
<th>BC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last Year</td>
<td>1.1</td>
<td>0.9</td>
</tr>
<tr>
<td>Last 5 Years</td>
<td>3.6</td>
<td>1.5</td>
</tr>
<tr>
<td>Last 10 Years</td>
<td>4.7</td>
<td>2.3</td>
</tr>
</tbody>
</table>

Snapshot of the Region’s Economy

Provincial Context: BC Current Economic Trends

A July 2001 study predicted that between 1999 and 2008, BC’s economy would grow by 25%\(^\text{10}\). Growth in the service sector is forecast to be 26% while growth in the goods sector will likely not be as strong. However, employment growth is not expected to keep pace with the increases in GDP, suggesting that most of the growth will be due to productivity gains.

Total employment in the goods sector is forecast to reach 475,500 by the year 2008, an increase of 11% relative to 1999. Job growth in the service sector is expected to be stronger (+16%), but will still lag behind GDP growth. Total employment in service industries is forecast to increase to 1,708,400 by 2008.

Although economic uncertainty resulting from the recent terrorist attacks in the United States has introduced questions regarding the accuracy of forecasts made prior to these events, air travel appears to be recovering slowly since the attacks.

Regional Economic Indicators

Income Levels\(^\text{11}\)

The average family income in 1995 (the most recent census information available) in the SLRD is $58,075, slightly higher than the BC average. The income for a family with two adult earners is $62,489, again slightly above the provincial average, while female lone parents are below the provincial average income, earning $27,073.

Table 4. SLRD Average Family Income in Dollars (1995)

<table>
<thead>
<tr>
<th></th>
<th>SLRD</th>
<th>BC</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Census Families</td>
<td>58,075</td>
<td>56,527</td>
</tr>
<tr>
<td>Husband/Wife</td>
<td>62,489</td>
<td>60,612</td>
</tr>
<tr>
<td>Female Lone Parent</td>
<td>27,073</td>
<td>28,448</td>
</tr>
</tbody>
</table>

The majority of families, almost 66%, are earning between $20,000 and $80,000.

\(^{10}\) Hallin, Lillian. Guide to the BC Economy http://www.guidetobceconomy.org/ BC STATS

\(^{11}\) Employment, education, and socio-economic data from the 2001 census will not be available until early 2003 (see http://www.statscan.ca/english/census96/2001/dates.htm)
Table 5. SLRD Income Distribution Among Families (1995)

<table>
<thead>
<tr>
<th>Income Range</th>
<th>SLRD</th>
<th>BC</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $20,000</td>
<td>12.7</td>
<td>15.2</td>
</tr>
<tr>
<td>$20,000-$79,999</td>
<td>65.9</td>
<td>64.5</td>
</tr>
<tr>
<td>$80,000+</td>
<td>21.4</td>
<td>20.3</td>
</tr>
</tbody>
</table>

Income Dependency

Many of British Columbia’s rural communities have a long history of direct economic dependence on natural resources. Indeed, many communities came into being because of their involvement in resource extraction and processing. Over time, local economies have expanded to include secondary manufacturing and new commercial development. Measurement of income dependency is one indicator of what is driving the economies of rural communities. Table 6 shows that almost 85% of the total income in the Region comes through employment; almost 10% more than the provincial average.

Table 6. SLRD Composition of Total Income (1995)

<table>
<thead>
<tr>
<th>Source</th>
<th>SLRD</th>
<th>BC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment</td>
<td>84.3</td>
<td>75.5</td>
</tr>
<tr>
<td>Government Transfers</td>
<td>9.0</td>
<td>12.7</td>
</tr>
<tr>
<td>Other</td>
<td>6.8</td>
<td>11.8</td>
</tr>
</tbody>
</table>

Table 7 below shows the income dependency of the Squamish-Lillooet Regional District and the BC average for rural communities. Tourism is the largest component of the regional economy at 23% of the income dependency, followed closely by the public sector (22%) and forestry (16%).

Table 7. SLRD Income Dependency (1996)

<table>
<thead>
<tr>
<th>Sector</th>
<th>SLRD</th>
<th>BC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forestry</td>
<td>16%</td>
<td>20%</td>
</tr>
<tr>
<td>Mining</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>Fishing &amp; Trapping</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>Agriculture</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>Tourism</td>
<td>23%</td>
<td>7%</td>
</tr>
<tr>
<td>Public Sector</td>
<td>22%</td>
<td>24%</td>
</tr>
</tbody>
</table>

Housing costs are an indicator of the affordability and cost of living in the Region. Table 8 illustrates that more than 25% of the population in the Region is renting accommodation, with almost 42% of renters and 21.5% of owners spending 30% or more of their income on housing costs.

Table 8. SLRD Housing Costs (1996)

<table>
<thead>
<tr>
<th>Source</th>
<th>SLRD</th>
<th>BC</th>
</tr>
</thead>
<tbody>
<tr>
<td>One Family Households- 1996</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent Renting</td>
<td>25.2</td>
<td>25.4</td>
</tr>
<tr>
<td>Gross Rent or Major Monthly Payment ($)</td>
<td>767</td>
<td>772</td>
</tr>
</tbody>
</table>
Owners | 947 | 840  
---|---|---
Percent Paying 30% or more of their Income on Housing Costs | 41.8 | 42.4  
Owners | 21.5 | 17.9  
Total | 26.6 | 24.1  

The SLRD percentage of population receiving basic BC benefits is 2.8%, but this is less than half of what the average BC population receives (5.7%). The SLRD population also tends to be receiving benefits for a shorter period of time than the average BC recipient.

<table>
<thead>
<tr>
<th>SLRD</th>
<th>BC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of Population Receiving Basic BC Benefits</td>
<td></td>
</tr>
<tr>
<td>Total (0-64)</td>
<td>2.8</td>
</tr>
<tr>
<td>Children (0-18)</td>
<td>4.5</td>
</tr>
<tr>
<td>Youth (19-24)</td>
<td>2.4</td>
</tr>
<tr>
<td>Duration</td>
<td></td>
</tr>
<tr>
<td>&gt;1 Year</td>
<td>1.5</td>
</tr>
<tr>
<td>&lt;1 Year</td>
<td>1.2</td>
</tr>
</tbody>
</table>

Unemployment

The SLRD percentage of population receiving employment insurance benefits is 2.3, almost equivalent to the BC average of 2.2 (see Table 10), while the female and youth population age 19 to 24 is slightly higher than the provincial average.

<table>
<thead>
<tr>
<th>SLRD</th>
<th>BC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Beneficiaries as a Percent of Population 19-64</td>
<td>2.3</td>
</tr>
<tr>
<td>Percent Female</td>
<td>57.6</td>
</tr>
<tr>
<td>Percent 19-24</td>
<td>12.7</td>
</tr>
</tbody>
</table>

Forestry

Historically forestry has been a very important part of the regional economy, with logging activity beginning in the 1890s. Forestry continues to be an important sector. In the Squamish-Lillooet Region, forestry employment is through harvesting and silviculture activity, processing of solid wood, and pulp and paper manufacturing. The local forest industry has recently been impacted by major international issues such as economic slowdown in Asian countries, and the softwood lumber dispute with the United States.

\[12\] Soo Timber Supply Review August 1999
Within the Region, the forest industry is particularly important to Squamish, Pemberton, and Lillooet. In the Squamish area there are two large mills, the Western Pulp Limited Partnership Pulp mill at Woodfibre and International Forest Product's Empire Sawmill at Squamish, plus eleven smaller mills in the Region. These smaller specialty sawmills contribute to the value-added sector by using high quality wood and produce high end products, often customized for the client. Carpentry and cabinet making are also part of the value-added sector, as are pre-manufactured log-home building businesses.

In the Lillooet area, the Ainsworth Lumber Company Limited veneer plant is a major processing facility. In the Soo Timber Supply Area, the annual allowable cut since 1999 has been approximately 503,000 cubic metres.

In the Squamish-Lillooet Region there is also commercial harvesting of non-timber forest products, including pine mushrooms, salal and other floral greenery. The harvesting of these products is unregulated.

**Tourism and Recreation**

Tourism contributes significantly to provincial revenues. In 1999, the industry generated $9.2 billion, an increase from 1998 of 4.9%\(^\text{17}\). It is estimated that tourism based in and around Whistler contributes significantly to the provincial economy\(^\text{18}\).

The Resort Municipality of Whistler is a major draw for tourism and recreation. Whistler/Blackcomb has been ranked the number one ski resort in North America for a number of years. There are approximately 200 companies that provide outdoor recreation opportunities in Whistler\(^\text{21}\). In the 2000-2001 season, there were over 903,500 visitors to Whistler Resort in the winter (November to April), and 1.2 million visitors in the summer (May to October)\(^\text{22}\). Many of the visitors come from outside B.C., significant international markets have developed in Japan, the United Kingdom and the United States.

Recreation and tourism use is increasing in both winter and summer. The SLRD is home to a number of provincial parks. Ten parks and a number of protected areas are located between D’Arcy and Lions Bay. Summer recreation opportunities include river rafting, backcountry activities, biking, golf, and glacier skiing. Squamish is a popular destination


\(^{15}\) The Lillooet Timber Supply covers approximately 1.1 million hectares, and includes the communities of Lillooet, Lytton, X’axlip, Shalalth, Spences Bridge, Bralorne and Gold Bridge.

\(^{16}\) *Lillooet Timber Supply Area Information Report*.

\(^{17}\) Tourism BC.

\(^{18}\) *One Whistler*, June 2000.

\(^{19}\) BC STATS. SLRD Quarterly Regional Statistics, Second Quarter 2001.


for both windsurfing and mountain biking. The Duffy Lake corridor between Pemberton and Lillooet, and the Hurley River Forest Service Road, between Pemberton and Gold Bridge, offer access to some of the best mountain adventuring in all of Southwestern BC. The Southern Chilcotin Region, some of which lies within Electoral Areas A and B, is also becoming increasingly popular as a destination for recreational users.

**Agriculture**

Agriculture makes up a small percentage of the overall regional economy but is very important to some of the Region’s communities. For example, there are 6,800 hectares of arable land in the Pemberton Valley and Lillooet area. Beef cattle are the major cash crop in Pemberton, while hay and oats are also farmed. Potato farmers in the area have established a reputation for Pemberton as the ‘Seed potato capital of North America”.

The fruit growing industry is also increasing in importance.

**Transportation**

Transportation is also important regionally. The Port of Squamish has three deep-sea terminals and two shallow draft berths. Between 150 and 200 deep sea ships arrive annually. BC Rail and Squamish Terminals facilitate the transportation of products and materials from B.C.’s interior for export to world markets. Currently there is considerable rail capacity available in Squamish, enabling new businesses that depend on rail transportation to become established quickly and cost effectively.

**Regional Economic Issues**

The SLRD Board has identified the following issues that affect the vitality of the Region’s economy (points annotated with a “+” sign indicate that this issue was mentioned more than once by workshop participants):

**Lack of Respect**

A lack of respect for each other’s economic base has affected the ability of varied interests to work together (+) toward common economic goals. This influences current and future economic certainty. Key industries such as forestry and tourism need to be both protected and respected by various interests.

**Single Industry Reliance**

Some of the communities in the Region rely heavily on a single industry. If the one industry declines, the community can be profoundly affected.

---

23 Sea to Sky Facts and Figures- 1996.
24 Sea to Sky Facts and Figures- 1996.
26 BC Rail, Squamish Mechanics Department, October 9, 2001.
Insufficient Local Employment
Not enough local jobs are available within the Region’s communities; many residents commute to workplaces outside the Region.

Britannia Mine
The acid rock drainage (ARD) from Britannia mine is described by Environment Canada as one of the worst point sources of metals pollution in North America. The mine operated from 1905 to 1974. Remediation of the site is needed to protect Howe Sound, set the stage for the development of sustainable communities in the area, and enhance the reputation of the Region, province and nation as responsible stewards of the environment.

Managing Growth
An assumption that “all growth is good” may lead to economic growth that is not socially or environmentally sustainable.

Limited Tax Base
The preponderance of residential development limits tax revenue (+). More industrial/commercial development is needed to meet high resident expectations for services. Local control over grants in lieu of taxes is insufficient.

Insufficient Affordable Housing
There is not enough affordable housing for many people living in the region.

Insufficient Infrastructure
Insufficient support infrastructure (highways, recreational) is in place or planned to meet anticipated growth rates and patterns (+). While transportation needs are different in various parts of the Region (+), there is broad agreement that effective action is needed to improve the movement of people and goods throughout the Region.

Ensuring Community Autonomy
There is a need for enhanced respect for community autonomy within a regional context.

Rural Resource Use without Local Benefit
Communities are not benefiting sufficiently when people from outside the Region utilize their resources.

First Nations Considerations
Court decisions such as Marshall and Delgamuukw, ongoing negotiations through the BC Treaty Process, and related interim measures have not satisfactorily resolved the question of aboriginal rights and title and the need for economic certainty in the Region.

Emerging and Future Economic Opportunities
In terms of setting the stage for a successful Olympics and long-term economic vitality, the Region’s existing assets speak for themselves:

- A “Supernatural” setting
• Proximity to Vancouver, an international centre and large population base
• Home to entrepreneurial minded residents
• The Resort of Whistler’s international reputation and well established ‘Brand’
• Provincial Government interest
• Diverse economy based on natural resource industries and tourism
• Partnership with the Region’s First Nations
• Soft infrastructure to support tourism
• Growth oriented business sector

The SLRD Board has identified the following regional economic opportunities that could be realized through the leveraging of investments associated with the Olympics bid (points mentioned more than once by participants are annotated by a “+” sign):

Economic Diversification
The Squamish-Lillooet Region, by virtue of its outstanding natural setting, educated workforce and safe, livable communities, offers tremendous opportunities for economic diversification and development of new sources of local employment. For example, deep water port development (+) in the District of Squamish offers considerable potential. Growth in new technology industries (+) the film industry, and capitalization on research and development spin-offs are all possible. Small-scale run-of-river hydroelectric generation plants offer good potential, especially in view of the energy demands within and outside of British Columbia, and the Region’s abundant water resources.

Strengthening Existing Economy
A number of opportunities exist to enhance the vitality of the existing economy, including recreation and tourism (+), arts and culture and forestry.

Joint Marketing
There is an excellent opportunity to raise the profile of communities and industries in the Region and the assets of the Region as a whole (+). The forest sector, for example, has an opportunity to demonstrate best practices in forest management and value-added manufacturing to the rest of the world.

Transportation Infrastructure Development
It is widely acknowledged that improvement in transportation infrastructure is needed (+). Growth in the Region, combined with the improvements needed associated with the Olympics, provides an excellent opportunity to address this issue. Some opportunities for improvements include rail, water and improvement in the Highway 99-97 link to Northern BC (+), and an improved highway link to Squamish.

Economic Opportunities and Sustainability
The SLRD Board recognizes the need for an economic direction that is consistent with principles of sustainability. The Board is represented on the Fraser Basin Council Board of Directors as one of the eight Regional Districts in the Basin. The Fraser Basin Council has developed a Charter for Sustainability, a good-faith agreement among residents and organizations to work together toward a socially, economically and environmentally
sustainable Basin. The Charter has been endorsed by a broad range of interests and provides a vision, principles, directions and goals to help achieve sustainable solutions. It provides a useful reference point for consideration of the implications of various alternatives for investment in the Region. Charter principles are as follows (a complete copy of the Charter is provided in Appendix “E”):

**Mutual Dependence.** Land, water, air and all living organisms including humans are integral parts of the ecosystem. Biodiversity must be conserved.

**Accountability.** Each of us is responsible for the social, economic and environmental consequences of our decisions and accountable for our actions.

**Equity.** All communities and regions must have equal opportunities to provide for the social, economic and environmental needs of residents.

**Integration.** Consideration of social, economic and environmental costs and benefits must be an integral part of all decision making.

**Adaptive Approaches.** Plans and activities must be adaptable and able to respond to external pressures and changing social values.

**Coordinated and Cooperative Efforts.** Coordinated and cooperative efforts are needed among all government and non-governmental interests.

**Open and Informed Decision Making.** Open decision-making depends on the best available information.

**Exercising Caution.** Caution must be excised when shaping decisions to avoid making irreversible mistakes.

**Managing Uncertainty.** A lack of uncertainty should not prevent decisive actions for sustainability.

**Recognition.** There must be recognition of existing rights, agreements and obligations in all decision-making.

**Aboriginal Rights and Title.** We recognize that aboriginal nations within the Fraser Basin assert aboriginal rights and title. These rights and title now being defined must be acknowledged and reconciled in a just and fair manner.

**Transition Takes Time.** Sustainability is a journey that requires constant feedback, learning, and adjustment. In the short-term, the elements of sustainability may not always be in balance.
Recommendations for Action

From the perspective of the SLRD Board, timely investments by the federal and provincial governments are needed to ensure long-term economic growth and vitality. The Olympic bid, in the Board’s view provides an opportunity to make the investments sooner rather than later. The SLRD Board encourages the provincial government to seek and secure the necessary funding and in-kind resources to address the regional economic development priorities presented in this paper. Other regions in Canada have benefited from such investments. It is now the British Columbia’s “turn”.

The provincial government’s interest in promoting a strong provincial economy would be well served by considering the priorities in this discussion paper and taking steps to secure the necessary support. Given the importance of the Region to the provincial economy, all British Columbians will benefit if investments associated with the Olympics bid are made in a way that supports future economic growth. The proximity of the SLRD to the Lower Mainland, the ‘supernatural’ qualities of the Region and projected population growth will help to ensure a high return on the investments that are made.

Statement of Regional Priorities and Resource Requirements

As outlined by the descriptions of economic issues and opportunities in the preceding sections, effective action is needed now to overcome obstacles and realize the true potential of the Region.

At a minimum, the SLRD wishes to ensure that investments in the Region:

- Greatly improve Region-wide capacity to move people and goods throughout the Region in an efficient, timely and safe manner;

- Enhance national and international awareness of the Squamish-Lillooet Region as a whole and its individual communities as diverse and welcoming environments for business investment; and

- Increase national and international awareness of innovation by the private and public sector in the Region, from state-of-the-art forestry stewardship practices and value-added manufacturing to groundbreaking approaches to achieving social, economic and environmental sustainability.

Transportation Infrastructure

The SLRD Board has identified the limitations of the current transportation infrastructure as a key issue that must be satisfactorily resolved in order to support long-term economic vitality in the Squamish-Lillooet Region. A recent study by Reid Crowther commissioned by the BC Ministry of Transportation and Highways identified the

---

following deficiencies in the major transportation corridor running from Horseshoe Bay to Highway 97:

- Poor average travel speeds in many of the 2-lane rural sections;
- Congestion and lower speeds through urban sections with traffic signals;
- Limited capacity during peak periods of travel;
- High accident rates and severities; and
- Significant reliability problems.

The SLRD Board recognizes that there are numerous options for addressing these deficiencies and that further study is needed to finalize solutions. The Board further agrees that the following principles be used to consider long-term transportation needs:

- Individual communities in the Region have unique transportation needs, and that a flexible approach is needed to meet these needs; in other words, a “one size fits all” approach is unlikely to adequately address the challenges and growth aspirations of all communities in the Region.

- Wherever possible, existing Official Community Plans (OCPs) and other planning documents should be used to guide exploration of transportation options associated with the Olympics.

- In addition to planning documents, awareness of specific initiatives within the Region needs to be raised. For example, there is an emerging possibility in Squamish for the development of a second deep water port facility in the context of Squamish becoming a major multi-modal transportation hub. Clearly the long-term transportation vision for Squamish and for other communities in the Region should be factored into any decisions concerning selection of transportation infrastructure solutions.

- A more complete understanding of the economic, social and environmental viability, benefits and costs of various transportation options must be developed. The assumption that “build it and they will come” must first be thoroughly tested through objective review of factors that will affect option feasibility. Impacts of various options on communities and regions adjacent to the SLRD must also be ascertained before final decisions are made.

The SLRD Board has identified the following investment priorities to enhance transportation within and to the Region:

1. **Improved safety and Highway capacity from Vancouver to Squamish**
   
   Highway 99 from Vancouver to Squamish poses safety concerns, given that accident rates are higher than provincial averages in many sections of the highway. Growth rates are expected to be highest in the southern part of the Sea to Sky corridor, particularly in Squamish and along Howe Sound, making increased highway capacity a priority.

2. **Improved safety and multi-modal capacity from Squamish to Whistler**

---

Safety concerns about the highway from Squamish to Whistler also need to be addressed. Multi-modal capacity needs to be increased, which could be addressed in a number of ways. Options may include increased bus service, improved rail capacity, and highway improvements.

3. Improved transportation linkages to the North
The transportation corridor North of Pemberton needs to be improved in order to develop into a safe, reliable, and efficient transportation option to and from the Interior of BC. Reliability problems have been identified in the Duffey Lake Road section of the highway\(^\text{29}\).

4. Sustained and expanded passenger rail service to Lillooet
There is a strong interest in ensuring that passenger rail service to Lillooet continues and is expanded to encourage more year-round tourism visits to the area and to provide reliable public transportation for the area’s residents.

**Joint Marketing Strategy**

**BOX 1: JOINT MARKETING CASE STUDY  
THE SILICON VINEYARD, OKANAGAN VALLEY**

Since 1997, more than 300 high-tech companies have been established in the Okanagan Valley, and the area has become known nationally and internationally as the 'Silicon Vineyard'. In terms of community economic development, project leaders with the Okanagan High Tech Council feel the regional focus and partnership development have been key to the success of the initiative. Rather than focusing on a single community, the geographic scope of the project was broadened to the entire Okanagan Valley. This regional focus helps facilitate buy-in from industry partners who may not have familiarity with individual communities but who are sold on the Silicon Vineyard as an entity. The Silicon Vineyard 'brand' has developed through a joint marketing campaign.

Prior to this project, there were often conflicts between communities. The establishment of the Silicon Vineyard concept has been a catalyst for Valley cooperation. Regional cooperation is key for integrating high tech development into policy considerations. Connectivity in terms of technology and infrastructure needs also require a regional focus. Increased opportunities to partner have meant that companies are working together in a number of areas including recruiting, training, and promotion.

To enable similar initiatives to develop in other communities, the Okanagan High Tech Council believes the importance of communities working together at a regional level is key, particularly as it is difficult for communities to develop projects such as this on their own. They stress that political or municipal boundaries should not restrict economic development to the local level.

Source: Sustainable Community Economic Diversification Roundtable, June 25-6, 2001 Silicon Vineyard Case Study,
The SLRD Board recognizes the opportunity to further develop the Region's national and international markets through a joint marketing strategy.

Development and execution of a joint marketing strategy will facilitate:

- The development of a regional 'brand' to increase the Region's visibility in national and international markets;
- Increased awareness of the positive investment environment in the Region, in terms of government support, infrastructure investments and natural/built amenities that make the Region an excellent place for employees to work and play;
- Increased understanding of the good works by the Region's industrial players vis à vis technological innovation, environmental stewardship and social responsibility;
- Increased awareness of the Region's recreation opportunities within the BC market;
- An opportunity to build on Whistler's existing reputation of as a world class resort;
- The strengthening of relationships between communities within the SLRD

The SLRD Board has identified the following investment priorities in the area of joint marketing:

1. **Joint Marketing Strategy**
The SLRD requires support from the federal and provincial governments to design and implement a Joint Marketing Strategy for the Squamish-Lillooet Region. The value of such a Strategy is exemplified in other jurisdictions. For example, the “Silicon Vineyard” joint marketing effort in the Okanagan Valley (see Box 1) illustrates the value of a regional approach to raising awareness and attracting investment.

2. **Centre for Innovation**
The SLRD requests provincial commitment to establish an “innovation centre” in the Region that showcases regional resources, products, services and partnerships. The centre would provide visitors to the Region both during and after the Olympics an opportunity to experience first-hand the many outstanding examples of innovation in the Region and the province. Areas of focus could include value-added forest products technologies and forest management practices, communications technologies, consulting services, environmental remediation approaches and technologies, and innovative models of governance.

3. **Britannia Mine Clean-Up**
Contamination at the former Britannia Mine has already been identified as a significant regional issue. The success of a joint marketing strategy would be severely compromised if visitors encouraged to come to the Region witnessed this pollution problem continuing unabated. The Board encourages continued actions by the federal and provincial governments, in concert with past and current owners of the mine, to address this long-standing issue.
With the needed investments in place, the Squamish-Lillooet Region will be well positioned for both a world-class Olympics and a more secure economic future.
Appendix "A": References

BC STATS: Regional District 31- Squamish-Lillooet Statistical Profile


Jones Lang LaSalle IP, Inc. 2001. Reaching Beyond the Gold: The Impact of the Olympic Games on Real Estate Markets,


SLRD Website. September 29, 2001 www.slrd.bc.ca


Sustainable Community Economic Diversification Roundtable, June 25-6, 2001 Silicon Vineyard Case Study,


## Appendix “B” SLRD Board Workshop Participants

<table>
<thead>
<tr>
<th>SLRD Board Director</th>
<th>Workshop</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sept. 10</td>
</tr>
<tr>
<td>Director Susan Gimse</td>
<td>✔</td>
</tr>
<tr>
<td>Electoral Area C</td>
<td></td>
</tr>
<tr>
<td>Rick King, Alternate Director</td>
<td>✔</td>
</tr>
<tr>
<td>District of Squamish</td>
<td></td>
</tr>
<tr>
<td>Director Sheila McLean</td>
<td>✔</td>
</tr>
<tr>
<td>Electoral Area B</td>
<td></td>
</tr>
<tr>
<td>Director Paul Lalli</td>
<td>✔</td>
</tr>
<tr>
<td>District of Squamish</td>
<td></td>
</tr>
<tr>
<td>Marg Lampman, Alternate Director</td>
<td>✔</td>
</tr>
<tr>
<td>District of Lillooet</td>
<td></td>
</tr>
<tr>
<td>Norm Leblanc, Alternate Director</td>
<td>✔</td>
</tr>
<tr>
<td>Electoral Area C</td>
<td></td>
</tr>
<tr>
<td>Director Corinne Lonsdale</td>
<td>✔</td>
</tr>
<tr>
<td>District of Squamish</td>
<td></td>
</tr>
<tr>
<td>Mickey Macri, Alternate Director</td>
<td>✔</td>
</tr>
<tr>
<td>Electoral Area B</td>
<td></td>
</tr>
<tr>
<td>Director Hugh O'Reilly</td>
<td>✔</td>
</tr>
<tr>
<td>Resort Municipality of Whistler</td>
<td></td>
</tr>
<tr>
<td>Director Russ Oakley</td>
<td>✔</td>
</tr>
<tr>
<td>Electoral Area A</td>
<td></td>
</tr>
<tr>
<td>Director Pam Tattersfield</td>
<td>✔</td>
</tr>
<tr>
<td>Electoral Area D</td>
<td></td>
</tr>
<tr>
<td>Director Kevin Taylor</td>
<td>✔</td>
</tr>
<tr>
<td>District of Lillooet</td>
<td></td>
</tr>
<tr>
<td>Director Elinor Warner</td>
<td>✔</td>
</tr>
<tr>
<td>Village of Pemberton</td>
<td></td>
</tr>
</tbody>
</table>
Appendix C: Lillehammer 1994 Olympic Economic Planning

2. Olympic Winter Games in Norway- Summary of Experiences


“When Lillehammer Municipality decided to apply for the Olympic Winter Games, the primary reason was as a means to achieve important social, goals for the municipality, the region and the entire country.” This statement was included in Lillehammer Municipality’s renewed application for financial guarantee from the Government for the Winter Games in 1990. The purpose was to revitalize eastern Norway and provide a stimulus for growth in the entire country.

The central authorities have also emphasized post-Olympic use and the benefit for businesses in their decision concerning the public sector’s involvement in the Olympics. Parliamentary Resolution no. 29- 1988-89 concerning regional development expresses high expectations about the social benefits of such an event: “The Winter Games will be the most important factor contributing to growth and development in eastern Norway up until the turn-of-the-century.”

In many ways, one can say that post-Olympic use has been the real goal of the Games. But there has also been agreement that a good event was a precondition for post-Olympic success.

It took five years from the time Lillehammer was awarded the XVII Olympic Winter Games and until the Closing Ceremony of the Lillehammer Games. It will also be relevant to see the results from the post-Olympic work in an equally long time perspective. It is therefore much too early to sum up the results of the work now, just six months after the Lillehammer Games. This presentation will therefore primarily focus on the range and order of priority of tasks involved in the work based on financing from the post-Olympic fund. This however, is just a small part of the total scope of post-Olympic activities involving public employees, private companies and organizations.

Here are a few examples:

- The selection of wooden structures at Hamar Olympic Hall (the Viking ship and Hamar Olympic Amphitheatre) led to the use of similar wooden materials in other larger projects, for example, in the airport terminal at Oslo’s new main airport (Gardermoen)
- Norwegian Constructing Group is working on exporting the building concept used at Gjovik Olympic Cavern Hall. The group already has a potential customer in Canada.
- The United Nation’s environmental programme (UNEP) would like to use Lillehammer’s environmental expertise in their global work with sports and the environment.
- The IOC’s inclusion of environmental criteria as a requirement for future Olympic organizers takes advantage of the expertise developed in Lillehammer.
• The Olympic radio and television centre will provide the basis for an increase in the number of students in Lillehammer from about 600 to about 1700 or more in the not-so-distant future.

In addition to a number of concrete and measurable results, employees in organizations, companies and the public sector have gained valuable skills by participating in the Olympic project.

Regional post-Olympic Activities

• The goals for the Olympic project specify two types of regional challenges:
• Post-Olympic use connected with the opportunities and needs as a direct or indirect consequence of the Games.
• The desire that the Lillehammer Games would result in growth and development in eastern Norway.

As a consequence of this, the post-Olympic regional activities will be focused in four areas:
4. Promoting the region and its businesses with particular emphasis on the travel industry. It will be particularly important to contribute to a growth of the travel industry to meet the additional accommodation capacity in the region.
5. Cooperation among the arena companies concerning the marketing and use of arenas for major events, with an emphasis on cultural and international sports events.
6. Programmes for business development as a result of product and market opportunities created by the Games.
7. Commercial development projects.

The Travel Industry

The marketing of the Winter Games combined with the press coverage Norway and the region experienced contributed to giving our travel industry unique publicity. This has resulted in a considerable increase in the number of visitors the last few years. In the Lillehammer area, the number of bed-nights in accommodation companies increased by 65% from 1990 to 1993. In the first half of 1994, the number of visitors increased by 13.5% in relation to the preceding year.

In connection with the Winter Games, about 6,200 new beds have been established in hotels/motels in the Lillehammer area. In relation to the 1989 level, this translates into a need to double the number of visitors to the area. Even with the new sports and cultural arenas now in the region, nobody is sure if the area can attract enough visitors to fill the capacity.

In the marketing plan for the Olympic Utvikling-Troll Park AS, the goal is to increase the number of visitors by 7% per year and the duration of stay by 10% for the entire region (Hedmark and Oppland Counties). The company’s investments include:
• New approaches and forms of distribution. The company participates, for example, in a European Union project to establish an electronic distribution network for the travel industry (TIM).
• Development of infrastructure. In order to strengthen the information to both residents in and visitors to the region- and thereby contribute to increasing the duration of stay for visitors- the company is building up a regional IT-based information system
• New product niches are being developed, for example, tourism linked to major events, as well as agriculturally based travel concepts.
• The Nordic countries and Germany are the region’s most important markets.

Commercial Development

This work can be grouped into two categories: activities and business development programmes. The former is primarily based on property and expertise from LOOC and includes:
• Post-Olympic use of LOOC’s computer systems
• The Lillehammer Olympic Experience AS presents the Lillehammer Games and the region.
• The company is working on making LOOC’s database a common resource for post-Olympic companies.
• Olympic Design Lillehammer AS has been established to work with design development and licensing based on LOOC’s Design Programme.

Together with Team Birkebeiner’s nine member companies, Olympic Utvikling—Troll Park AS has established the Team Birkebeiner Company Development Foundation for the purpose of increasing sales from Norwegian industry to members of the Team and their affiliates in Norway and abroad.

2. Olympic Winter Games in Norway- Summary of Experiences

The Olympic Region for the 1994 Olympic Winter Games consisted of the city of Lillehammer in Norway, along with Hamar and Gjokvik and their surrounding area. The communities have a population of about 150-200,000 people, in a country of 4 million.

The application to host the Olympic Games was seen as an important opportunity to achieve many municipal objectives for the city of Lillehammer. The Lillehammer economy was part of the “oil shadow”, tied to the oil industry of Western Norway. The number of jobs available locally had also been reduced by the national restructuring of the timber processing industry.

Nationally and regionally, Norway was looking for a catalyst to create new economic opportunities. As the Norwegian Government wrote in a parliamentary white paper: “The Winter Games will be one measure which, more than any other known measure, can contribute to the growth and development of the Eastern Region to the end of the century”.

The government established the following goals for the Olympics:
• Development of technology and communications
• Development of the media
• Development of the travel industry
Development of expertise

These were used as guiding principles in the regional and local development strategies. The Olympics organizing responsibility was taken on by five municipalities, three urban centres with populations of 25,000-30,000 and two rural municipalities each with a population of about 5,000 people.

The planning goals were as follows:
- A town plan giving priority to the environment and to the reduction of pollution
- Olympic arenas which would be both tourist attractions and would contribute to the development of trade and industry
- Conservation of the town’s setting in the landscape
- Requirements for buildings and arena. Strong controls on signing and advertising.
- Good local communities. Planning for decentralized development of housing, industry and commerce.

In terms of post-Olympic legacy, one of the most important impacts identified were the infrastructure investments made in the area. It is estimated that Lillehammer gained 20 years worth of infrastructure development in 5 years. Infrastructure investments in the Region included a new sewage disposal plant in Lillehammer; new water supply and sewerage systems; a new road network to and within the Olympic Region; and the upgrading of the railway system and stations.

Organizers feel that the Olympics had a positive affect on the area “Lillehammer is on the world map, and the Lillehammer area has, through the Olympic Games, become even better recognized as an attractive place to visit, as a venue for public events, and as a dynamic environment for the establishment of new businesses and activities”.

Information Technology, Computing, and Media

The Olympic technology needs required investment in computer and telecommunications facilities. This infrastructure investment has resulted in the establishment of new technology companies locally. This investment links to Lillehammer’s business strategy, which has included information technology, computing and the media as growth areas. Several media education programs in radio, film and TV have also located to the region.

Showcase for Norwegian Technology

One of the goals of the Lillehammer Olympics was to showcase Norwegian technology. Timber structures used in several of the large halls (‘laminated beams’) were a new innovation for Norwegian timber technology. It has since been applied in other projects such as a terminal building at Norway’s new airport. New technology and products developed for the Games have also developed an export market. Much of the expertise in this timber project came from within the region.

New technology was used to construct the world’s largest public underground hall built of rock at Gjovik. It was used as a hockey arena during the Olympic Games and the technology has been used in several other projects including one in Canada.
A number of collaborative business relationships developed through construction projects and service delivery associated with the Olympic Games. Many of these relationships between companies that were once competitors have been maintained after the Games. Collaborators have bid on other post-Olympic large construction projects. 47% of the total expenditures on sports facilities, buildings and infrastructure went to firms in the Olympic Region.

Tourism

Tourism and the travel industry were identified as an important economic priority for regional investment in connection with the Games. 6,200 new permanent beds were created for visitors to Lillehammer. Research indicates that 200 permanent jobs were created in the local travel industry. A post-Olympic regional fund was created for business development projects associated with the travel industry and major events. The regional fund was about US$18 million. This was intended to build upon the opportunities for growth created through the Olympics, to meet the challenge of continued flow of tourists and travelers to the area.

Environmental Considerations

The Lillehammer Olympics was one of the first to recognize the importance of integrating environment considerations into the planning of the Games. The need for a common understanding of environmental goals was vital. The Olympics are also an opportunity to showcase innovation in environmental planning and technology.

Environmental standards must be clearly defined and include the following:
A planning framework
An informed approach to the aesthetic aspects of landscaping and architecture
Energy policy
Anti-pollution measures
A bias towards public transport
Provisions for environmental auditing

Special Needs

Lillehammer hosted the Olympic Games, which were followed ten days later by the Paralympic Games. In 1990 Lillehammer was not well designed for people with disabilities. The Municipality of Lillehammer initiated a project called “A Town for All” in 1991. The municipality partnered with other government authorities, the regional council, the Olympic Games’ organizations, local industry, and organizations for the disabled.

The objectives of the project were to:
- Gain experience to share with other towns and local authorities
- Improve understanding of how surroundings can create obstacles for disabled people
- Establish strong, long-lasting relationships between organizations for disabled and private and public industry in order to improve conditions for disabled people
- Help insure the Paralympics are properly organized
Appendix D: Salt Lake City 2002 Olympic Economic Planning

1. Five Point Olympic Legacy Plan Summary
   State of Utah: Division of Travel Development

The Division of Travel Development's Five Point Olympic Legacy Plan is part of the Department of Community Development's Olympic Legacy Strategic Plan. The objective of the Five Point Olympic Legacy Plan is to help the Division and its partners:

*Take advantage of the state's unique opportunity to leverage the 2002 Olympic Winter Games, creating an economic legacy that remains long after the games are over and benefits all areas of the state.*

**Action Items**

1. Contribute to, and to the extent possible, manage the Utah! Brand image through paid and earned media.
   - Seek strategic alliances which allow the telling of stories and photographs that represent Utah's colorscape, geologic diversity, statewide culture and unique heritage;
   - Prepare and edit a producer's list of vignettes and story ideas, as well as photo CDs and "B-roll" footage;
   - Facilitate and support print and broadcast professionals in a media center environment.

2. Promote hospitality values training into everyday usage for citizens, service sector employees, and operations volunteers.
   - Have the Governor and other recognized leaders demonstrate key points of good customer service via media outlets in the state.

3. Collaborate with other entities to increase the level of visitor information services.
   - Facilitate the activities of Visitor Information Services Coalition (VIS).

4. Conduct Olympics-related research.
   - Scan for information from sources charged with measuring the effect of the games on economic factors in the state;
   - And measuring overseas awareness of the state.

5. Leverage the ability of the 2002 Olympic Winter Games to attract capital to needed destination development

Source: www.utah.org/travel/olympic_plan.html
2. Turning 16 Days into 16 Years: A Calgary Perspective on Strategies for Enhancing the Success, the Long-Term Impacts and the Legacies of the 2002 Olympic Winter Games on Salt Lake City, Utah

State of Utah Division of Travel Development

Summary Report

In 1999, the Utah Division of Travel Development commissioned J.R. Brent Ritchie, a notable tourism researcher and Chair of the World Tourism Education & Research Centre at the University of Calgary, to conduct a study regarding the possible applications of Calgary’s 1988 Olympic experience to Salt Lake City’s 2002 Olympic preparations. The following is a summary of Mr. Ritchie’s observations.

- A successful event and successful marketing of the host city are distinctly different concepts.

- There seems to be no such think as a “typical Games.” There is no “fixed formula.” Each host city/region has its own unique physical, social and political characteristics that combine to create unique advantages and challenges.

- Ensure the Games themselves are a major success. In the end, the major image of the host city relates to the message of the competence and perceived desirability of the destination.

- Ensure there is no “financial hangover.” Nothing will turn host city residents against tourism development faster than the prospect of a long-term taxpayer liability.

- Extensive and detailed planning is essential. But flexibility and adaptability must be an integral part of the organization. In 1988, the Chinook Winds that blew for much of the 16 days of the Games almost turned the “Winter Games” into the “Summer Games.” A high degree of adaptability proved essential to success.

- Getting there is definitely not half the fun. Ease of access and an efficient transportation system are critical. In Calgary, the use of very large, easily accessible parking lots reduced severe congestion and avoided a common criticism.

- Visible local support sends an important message to the media – and the world.

- The focus of Olympic attention can create new resort communities in very short time frames. The small town of Canmore, the site for cross-country skiing, has grown from a few thousand to nearly ten thousand since 1988. It is now larger than Banff (Canada’s mountain icon), and is rapidly starting to rival Banff in terms of facilities and visitation.

- Be a true international host – be prepared for disappointments and controversies regarding the performance of national. Resist the temptation to overlook the successes of visiting athletes.

- Be prepared for the post-Games letdown. Although Calgary residents were close to exhaustion when the Olympic Flame was doused, there was an almost universal
feeling of sadness that, after so much planning and effort, the once-in-a-lifetime experience was over.

- Start getting ready immediately to fill the void that is created in the post-Olympic environment. Since it is unlikely the Games will ever return; it is advisable to start right away to identify other “visions” for community and destination development.


3. Economic Development: State Promotion
Utah State Olympic Officer


Service Impacts

The Olympics offers a unique opportunity for Utah to promote business development and tourism in the state. Although these programs are not required for Utah to host the Games, they offer the state a unique opportunity to promote its culture, business activities, and way of life. The Department of Community and Economic Development (DCED) has identified the following opportunities:

- Business Development
- Film Development
- Travel Development
- Cultural and Community Events

Business and Film Development

The Division of Business and Economic Development seeks to capitalize on the positive business opportunities created by the Olympics and to perpetuate the economic vibrancy of the Olympics by converting one-time Olympic economic activity into successful ongoing economic development activities. Key components of this Olympic economic legacy include:

Targeted industry business recruitment focusing on a defined set of industry targets through both national and international recruitment activities and through the coordination of business activities by Utah industry associations and companies.

Business development strategies promote the expansion and retention of existing Utah businesses including the revitalization of rural Utah

Business and national development activities define and achieve product development goals to stimulate the creation of viable business venues throughout the state.

Film development optimizes opportunities for new visual projects within the state, which enhance Utah’s image nationally and globally.

International development seeks to expand foreign market share for Utah products, to increase foreign capital investment in Utah firms, and the creation of a positive business
image in the global marketplace. An important component of this strategy is the loaned executive program, which seeks to utilize loaned executives from key foreign countries as part of Utah’s international development team.

A hospitality and information center will be provided, which will also serve as a media information center and technology showcase. The hospitality component will be used as a hosting center for invited foreign visitors, corporate executives and site consultants. The information component will be used for visitors and Utah residents seeking Olympic information.

**Travel Development**

Travel Development will continue to pursue Olympic opportunities by creating and expanding Utah! brand awareness in the national and international tourism industries. Travel Development has aligned its advertising platform with SLOC to maximize Utah Travel Development sponsorship opportunities and position Utah. Advertising efforts will focus on co-branding opportunities with Olympic sponsors to maximize the scope and reach of Utah’s brand awareness and to optimize limited advertising dollars.

Another major Olympic focus for Travel Development will be its participation in the non-SLOC media center to be operated during 2002. The center will seek to focus non-accredited media elements towards positive Utah events, venues, and storylines that will be distributed by local and national media outlets worldwide.

**Cultural and Community Events**

Staff from the Utah Arts Council have participated directly with cultural staff from SLOC and with SLOC’s contract consultants preparing master plans for Olympic cultural activities derived from Utah themes. The demand for Utah Art Council staff participation and technical assistance has increased significantly since FY 1999 and is projected to escalate during FY 2002 creating an acute need for additional staff resources with special expertise on current and indigenous artistic values.

**Preliminary Cost Estimates**

DCED estimates $5.6 million in additional state investment is needed to promote these activities that will benefit the Utah economy. To date, DCED has absorbed $0.7 million to and the legislature has appropriated $3.5 million in total funds. DCED is requesting an additional $1.4 million General Fund to invest in Games related economic activity. It should be noted that this is an investment opportunity for the state, and not a service requirement for the Games.

**4. International Business Centre and Century Club Hospitality Center**

*Salt Lake City Chamber of Commerce*

During the 2002 Winter Games, the Salt Lake City Chamber of Commerce offices will be transformed into the International Business Centre. Member companies will use the offices to network with business leaders from other countries. Each day of the 2002 Olympic Winter Games the Chamber will host a country and invite its business leaders
to come to the Chamber’s center. The Chamber of Commerce is also sponsoring a 10,000 square foot venue for entertaining. The Century Club Hospitality Center will have a 300-person capacity and will allow opportunities to showcase Utah business.

Source: www.saltlakechamber.org/olympics

5. Winning More Than Medals: Using the 2002 Olympics to Showcase Utah’s High Technology Industry
By Ben Whisenant Digital iQ February 2001 Pages 25-27

Between now and the conclusion of the 2002 Winter Olympic Games, the world expects to see Utah showcased as a winter sports paradise. Many may not realize that Utah is poised to sell the world on the state's dynamic high-technology economy. As Utah hosts the greatest winter sport athletes in the world--together with thousands of broadcasters, journalists, sponsors and tourists--leaders in the state's public and private sectors will also strive to present Utah as an ideal place to locate and develop a high technology business.

Exposure of Utah’s economic strengths was a primary goal behind the efforts to bring the 2002 Winter Games to the state. When the bid was awarded to Utah in 1995, the state's businesses and government leaders were ecstatic because the Olympic Games promised exposure for growing communities and industries in Utah trying to establish themselves as economic players in the national and global marketplace. The support behind the Utah Olympic movement grew in part from the desire to brand Utah as a place with the ingenuity and technical sophistication to play a prominent role in the global New Economy. "The (1998) Nagano, Japan, games were essentially a one-shot deal," said Dan Mabey, the International Director for the state's Department of Community and Economic Development (DCED). "They were the games and that's it. We're saying the whole reason of bringing the games here was to highlight Utah."

The DCED, which is playing a prominent role in the state's high-tech branding effort, has established programs to capitalize on Olympic notoriety to market Utah's economic strengths--high-tech industries in particular. "If people around the world are going to see our state," said Mabey, "they might as well see our high tech. Everybody in the world wants to establish themselves in the New Economy."

If the state wanted to highlight a vibrant segment of its economy, it could do no better than focusing attention on the technology industries located here. According to the Utah Information Technologies Association, there are now over 2500 IT companies statewide. Economic development leaders are convinced that the Olympics are the ideal vehicle for promoting the state in the coming months. Mabey likened the current scenario to a scene in the film Butch Cassidy and the Sundance Kid, in which a town sheriff unsuccessfully tries to recruit a posse to go after the duo. "At the time the sheriff was sitting getting disgusted with the townspeople, this salesman gets up with a bicycle and puts it on the stage and says, 'hey, here's the modern transportation of the future.' That's what we're doing here. We're saying, the world is looking at the games in Utah, so we'd like to make sure that the media have a chance to really showcase what the state has to offer."
The economic development department is not being shy about using Olympic exposure to leverage the state's technology economy. "We are out there preaching the gospel of Olympic awareness," said Chuck Spence, the department's director of foreign investment. Spence is encouraging Utah companies to use the Olympics as a catalyst for attracting prospective business partners to visit the state. The DCED would like to act as a joint host, taking visitors to dinner and on Olympic venue tours to promote Utah as a place to do business.

In December 2000, the department took approximately 150 information technology association members on an excursion to some of the Olympic venues to encourage those technology companies to take advantage of the program by inviting their contacts to Utah. The Salt Lake Organizing Committee has reported that the second-highest number of ticket orders for the 2002 Winter Games came from the Bay Area, which would suggest high interest among Silicon Valley "techies" in Utah and the Winter Olympics. According to Spence, feedback for the activity was positive. "Many member companies, such as Keystone Learning Systems and ViaWest, expressed interest in participating in the DCED tour program," he said. This program has already fostered success, Mabey said. Recently, Evans & Sutherland Computer Corp. struck a deal that originated from a recent Olympic venues tour. A company from Shin-zen, one of the leading technology areas in China, bought Digistar, an E&S simulation system. "No one knows the potential of each of these visits," said Mabey. "It is very real." The DCED hopes that the pre-Olympics venue tours will lead to corporate visits to pre-Olympic events and to the actual Olympic competitions. According to Rick Mayfield, director of the department, there are pre-Olympic events that the public can attend for an admission charge of $3 to $10. "I don't know how many companies can afford those payments. I would guess all of them can afford to entertain clients at that level," said Mayfield.

Ultimately, the DCED believes that its Olympic marketing efforts have the potential to help bring many technology companies to Utah. "We know that the three top reasons why businesses expand or relocate are first, critical mass; second, CEO preference--the CEO has got to like the place; and third, partnerships with other businesses, research institutions, and other organizations," said Mabey. "We want people to know we're a high-technology state. And part of the way we do that is we use and showcase local high-technology products and services. We have industry for the future here, and everybody wants to be connected to an economy that's going someplace."

In addition to branding a positive economic image, the state is also seeking to directly capitalize on Olympic opportunities to sell technology. For example, the state will showcase its Centers of Excellence, a network of university research centers engaged in technology transfer activities, which is funded and coordinated through the DCED.

One of these Centers is Brigham Young University's Research of Interactive Visual and Imaging Technologies, under the direction of BYU computer science professor Bill Barrett. Barrett, whose organization has done significant work for Adobe Photoshop, has a team of four faculty members and up to 10 students at a time working on a virtual reality program for use on personal computers.

"What used to run only on a very specialized graphics platform now runs very zippy on a garden variety PC," said Barrett, who also claims that his "pie in the sky" idea is to market a "Virtual Olympics Product" that would be available through the state's Olympic Website. His center's technology would allow people to take virtual tours of
accommodations, visit venue sites and surrounding areas, and even participate in virtual gaming like the bobsled or luge. "Much of the technology is something you might expect to see from an Evans & Sutherland standpoint, except we give it to you on a PC," Barrett said.

Discussions are ongoing with the Salt Lake Organizing Committee about creating an alliance to use the center's technology in conjunction with the Olympics. "The organizing committee is here primarily to support the athletes participating in the Olympics," said Perkins Miller, Director of Internet Productions at SLOC, "but we will took to work with all aspects of the Utah business community to help provide good information to the visitors and spectators for the games."

Barrett is convinced that the RIVIT technology fits the organizing committee's activities well. "We think that SLOC is a good place to start," he said. "We see them as a way of giving us some exposure. We don't see them as a funder, but as a facilitator." Barrett is excited about what this technology could offer the Olympics, but he is also interested in expanding the technology's reach. "We would really like to get into the NBC group, for graphical support, graphical segues, and some of the things that they do," he said. "Of course, that's not a substitute for the photography, and they already have a number of ways that they like to do that. But I think there is some room for a little high-tech graphics. They show off the mountains and that makes it fun for everyone. You know, this is not Nebraska."

In addition to those already mentioned, there are also high-technology companies using the Olympics as a direct means of building their business and infrastructure in Utah. One example is Qwest, a Denver-based communications company with an enormous presence in Utah. Qwest has signed on as an official sponsor for the 2002 Winter Olympics, and through that sponsorship hopes to extend their presence in Utah.

Qwest plans to lay a network of six synchronized optical network (SONET) rings to bind together venue sites and other important Olympic locations, in order to alleviate concerns of a communications breakdown during the games. The SONET rings provide redundancy so that if there's damage along one stretch, communications can be immediately rerouted to eliminate the possibility of a communications interruption.

"This will connect all the Olympic venue sites including Soldier Hollow, the sites in the area of Park City, Snow Basin and other areas," said Michael Frandsen, spokesperson for Qwest Communications in Salt Lake City. "Those venues include 10 competition sites and 17 non-competition sites, the Olympic Village, where athletes stay, the Medals stand, Little America Hotel, transportation centers and ticketing centers."

In response to concerns that infrastructure additions would be removed after the Olympics, Frandsen insists that all of the fiber, excluding the equipment connecting each of the venue sites, will remain in place. "This will be of tremendous benefit to the folks in Heber City, and Park City, and the rest of the Wasatch Back," he said. Following the games, he added, some simple additions would provide redundancy to the entire Wasatch Back and increase capacities along the Wasatch Front, where redundancy is already in place. Qwest's addition is just one of several by sponsors and partners who are supporting the games and highlighting technology in Utah. The Salt Lake Organizing Committee has already deployed a Utah based service to host a Website, and AT&T plans to add to its current infrastructure in the area to better facilitate communication.
during and after the games. The committee also has programs in place to act as an advocate for Utah industry. Mitt Romney, the committee's CEO, has spoken to several business groups to address how the games can benefit their companies, and one quote from the committee’s Web site reads, "Qwest plans to equip the Games with state-of-the-art systems that showcase the Salt Lake region's leadership in technology."

Utah's technology industries hope to reap a huge benefit from publicity, marketing, and investment opportunities associated with the 2002 Winter Olympic games. As Dan Mabey of the DCED suggested, "Everyone will be watching Utah saying, 'you've got a great audience and you've got a great stage. What are you putting on the stage and what kind of show are you putting on?' We want them thinking, 'what is there in Utah that I can invest in? What kinds of jobs are there? Can I relocate a business here? Can I expand there, and how can we use technology to do that?""

"You didn't see much written on Nagano or on Lillehammer as places to do business. You saw a bit written on Australia and Sydney. In Utah we'd like to make sure that journalists have a chance to really showcase Utah, so business understands that we’re more than a winter sports location." If government and industry are successful in their efforts, companies within Utah's technology economy will bring home more than the usual "Olympic Gold."