

LKC
HD
30.28
.T97
2010

Gouvernement
du Canada

IC

2010 BUSINESS OPPORTUNITIES

Vancouver 2010 Olympic and Paralympic Winter Games

Make it your business!



Canada's
Pacific Gateway

Canada

This publication is available upon request in accessible formats. Contact:

Multimedia Services Section
Communications and Marketing Branch
Industry Canada
Room 264D, West Tower
235 Queen Street
Ottawa ON K1A 0H5

Tel.: 613-948-1554
Fax: 613-947-7155
Email: multimedia.production@ic.gc.ca

This publication is also available electronically on the World Wide Web in HTML format at the following address:
www.Canada2010.gc.ca

Permission to Reproduce

Except as otherwise specifically noted, the information in this publication may be reproduced, in part or in whole and by any means, without charge or further permission from Industry Canada, provided that due diligence is exercised in ensuring the accuracy of the information reproduced; that Industry Canada is identified as the source institution; and that the reproduction is not represented as an official version of the information reproduced, nor as having been made in affiliation with, or with the endorsement of, Industry Canada.

© All rights reserved. 2010 Procurement Workshop (2005). Government of British Columbia (2005).

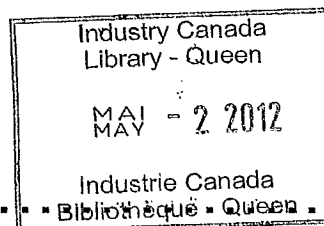
© 2010 Business Opportunities (2006). Industry Canada. Adapted with the permission of the Government of British Columbia (2006)

For permission to reproduce the information in this publication for commercial redistribution, please email:
copyright.droitdauteur@pwgsc.gc.ca

Cat. No. Iu4-98/2006E-PDF
ISBN 0-662-43975-9
60085E

Aussi offert en français sous le titre *2010 : Occasions d'affaires*.

CONTENTS



ACKNOWLEDGEMENTS	v
INTRODUCTION	1
MODULE 1: UNDERSTANDING THE OPPORTUNITIES	2
An Introduction to the Vancouver 2010 Winter Games	3
Vancouver 2010 Olympic and Paralympic Winter Games	3
The Role of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC)	4
Venue Development	4
Games Delivery	5
Business Opportunities with VANOC	6
Government Partners	7
Government of Canada	7
Government of British Columbia	8
Municipal Governments	9
Four Host First Nations	10
Sport Partners	10
The Olympic Movement	10
The Paralympic Movement	11
Corporate Sponsors	11
Worldwide Olympic Partners	11
National Sponsors	12
Broadcasters	12
Other Organizations	13
Related Business Opportunities	13
Regional Infrastructure Projects	13
Sport Events	14
2010 Is Only the Beginning	15
MODULE 2: PURCHASING OBJECTIVES AND PROCESSES	16
Public Sector Purchasing Objectives	17
VANOC Core Purchasing Objectives	17
Value in Kind	18

CONTENTS

VANOC Sustainability Objectives	18
Environmental Performance	19
Aboriginal Participation	19
Social Inclusion and Accessibility	20
VANOC Purchasing Process	21
MODULE 3: UNDERSTANDING THE TYPES OF BID REQUESTS	23
Invitation to Quote	24
Invitation to Tender	24
Expression of Interest / Request for Qualifications	24
Request for Proposal	24
A Word on Non-Advertised Opportunities	25
MODULE 4: BID DOCUMENTS — INTERPRETING A REQUEST FOR PROPOSAL ..	26
Overview of a Request for Proposal	27
Key Components of a Request for Proposal	27
Read it Once — Then Read it Again	28
MODULE 5: DECIDING WHEN TO RESPOND TO A REQUEST FOR PROPOSAL ..	29
Do You Have Enough Time to Respond?	30
Are You Prepared?	30
Can You Afford it?	31
Is the Opportunity in Your Area of Core Strength?	31
Other Factors to Consider	31
Consider a Strategic Alliance	31
Risk Management	32
Deciding Not to Respond	32
Let the Buyer Know That You Don't Intend to Bid	33
Watch and Wait — A Legitimate Strategy	33

CONTENTS

MODULE 6: PREPARING SUCCESSFUL BIDS	34
Managing Your Bid Process	35
First Things First	35
Know Your Client	35
Develop a Plan for Assembling Your Bid	36
Play Fair Within the Competitive Bidding Process	36
What Is Bid-Rigging?	36
Attend a Bidders Meeting	36
Preparing Successful Bids	37
Develop a Fair and Competitive Pricing Strategy	37
Profile Your Demonstrated Experience	37
Draw Upon Previous Bidding Experience	37
Leverage the Sustainability Advantage	37
Prepare Your Bid Exactly as Requested	38
Advice from VANOC Purchasing Managers	39
MODULE 7: LEARNING FROM LOST BIDS — MAKING THE MOST OF THE OPPORTUNITY	40
Is the Cup Half Full or Half Empty?	41
Ask for a Debriefing Interview with the Buyer	41
There May Be a Second Chance: Always Be Gracious and Be Ready	41
Look for Subcontracting Opportunities	41
MODULE 8: WHAT HAPPENS IF I WIN?	42
Celebrate Your Success and Get Ready to Work Hard	43
Your Obligation as a Bidder	43
Your Bid Is a Legally Binding Document	43
Will There Be Some Contract Negotiation?	43
Risk Management	44
Insurance	44
Other Considerations	44

CONTENTS

MODULE 9: FINDING THE RIGHT BIDDING OPPORTUNITIES FOR YOUR COMPANY45
Vancouver 2010 Website46
2010 Commerce Centre47
Canada 2010 Marketplace48
Other Online Sources of Bidding Opportunities49
SourceCAN49
MERX49
Provincial Governments and Agencies49
Municipal Websites50
Summary of Key Online Sources of Bidding Opportunities50
Other Ways to Find Bidding Opportunities50
Use Your Local Economic Development Resources51
MODULE 10: SUMMARY52
Key Points53
What's Next: 10 Tips for Getting Started54
GLOSSARY OF COMMON PURCHASING TERMS55
BIDDING CHECKLIST58
Assessing the Opportunity59
Assembling the Bid59

ACKNOWLEDGEMENTS

This handbook was made possible through an ongoing collaboration between the Government of Canada and the Province of British Columbia to enable Canadian businesses to take full advantage of the opportunities offered by the Vancouver 2010 Olympic and Paralympic Winter Games.

Industry Canada would like to acknowledge the vital contribution of the British Columbia Olympic and Paralympic Winter Games Secretariat (BC Secretariat) and 2010 Commerce Centre. This handbook is adapted from material the BC Secretariat originally developed for a 2010 Business Opportunities Workshop program for British Columbia businesses.

We would also like to acknowledge the important role played by Western Economic Diversification Canada (WD), which collaborated with the BC Secretariat in developing the original British Columbia 2010 Business Opportunities Workshop program and workbook. Along with Industry Canada, WD also led a pilot project to adapt this material for use beyond British Columbia.

Finally, we gratefully acknowledge the assistance of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC), which provided essential information and offered valuable advice and support.

INTRODUCTION

In 2010, Vancouver will host the world for the Olympic and Paralympic Winter Games. The international spotlight will be on Canada, providing an unparalleled opportunity to celebrate and show the world our excellence — in sport, in culture, in our quality of life and environment, and in our business and technology.

This is where you come in. Make the Vancouver 2010 Winter Games *your* business. This handbook will help get you started. It will:

- show you the range of business opportunities related to the 2010 Winter Games and introduce you to the major purchasers
- explain how the purchasing process works
- give you practical tips for preparing a successful bid
- alert you to some of the challenges you will face when your bid is successful
- show you where to find the specific bidding opportunities that best match your company's capabilities
- provide you with real examples of winning strategies from successful companies

You'll find much of the information in this handbook equally helpful in pursuing business opportunities related to other major sporting events, and in successfully winning bids of all kinds with government and other purchasing organizations.

As its mission statement affirms, the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) intends "to touch the soul of the nation and inspire the world by creating and delivering an extraordinary Olympic and Paralympic experience with lasting legacies." You can help VANOC and its partners accomplish this bold mission by meeting their requirements for high-quality products and services, specialized expertise and technologies, and designs that inspire and capture the imagination.

The time was right for Vancouver when it recognized the opportunity, made its preparations, and submitted the winning bid to become the host city for the 2010 Olympic and Paralympic Winter Games. Now the time is right for your company. Explore the opportunities and make your preparations for a winning bid — your own important contribution to an extraordinary Olympic and Paralympic experience. Start with this handbook and make the Vancouver 2010 Winter Games your business.

2010 BUSINESS OPPORTUNITIES

Module 1

Understanding the Opportunities

- **An Introduction to the Vancouver 2010 Winter Games**
- **Vancouver 2010 Olympic and Paralympic Winter Games**
- **The Role of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC)**
- **Government Partners**
- **Sport Partners**
- **Corporate Sponsors**
- **Broadcasters**
- **Other Organizations**
- **Related Business Opportunities**
- **2010 Is Only the Beginning**

MODULE 1:

UNDERSTANDING THE OPPORTUNITIES

This module outlines the scope of business opportunities related to the Vancouver 2010 Olympic and Paralympic Winter Games and introduces the major organizations that will be seeking suppliers.

An Introduction to the Vancouver 2010 Winter Games

On July 2, 2003, Vancouver was named the Host City of the 2010 Winter Games.

The Vancouver 2010 Olympic and Paralympic Winter Games (sometimes referred to in this handbook as the Vancouver 2010 Winter Games or the 2010 Winter Games) consist of 17 days of Olympic Winter Games events and 10 days of Paralympic Winter Games events, staged over a 60-day period of celebration in February and March 2010.

Vancouver 2010 Olympic and Paralympic Winter Games

Olympic Winter Games — February 12–28, 2010

Paralympic Winter Games — March 12–21, 2010

1 Festival, 2 Games, 27 Days of Sport, 60 Days of Celebration

All the sport and ceremonial activities will take place within a 120-kilometre corridor in British Columbia, stretching from Richmond, just south of Vancouver, through downtown Vancouver, to the mountain resort of Whistler.

During the 2010 Winter Games, the Vancouver–Whistler area will host some 6700 athletes and officials, and 10 000 media representatives. About 25 000 volunteers will be recruited. Event tickets will number approximately 1.8 million, and the expected worldwide television audience is 3 billion.

To prepare for all this, a great deal needs to be done. New venues must be built and existing facilities upgraded. Accommodation must be built for athletes and officials. All these facilities, whether newly constructed or upgraded, must be specially furnished and equipped. Provision must be made for transportation and telecommunications, for lighting and signage, and for services ranging from food and beverages to waste management, specialized medical services, and security.

All this translates into an enormous range of contracting and purchasing requirements, and that means outstanding opportunities for Canadian businesses to:

- supply products or services directly to the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC)

MODULE 1 (continued)

- contract with one of VANOC's Vancouver 2010 partners for venue construction projects or related requirements
- supply products or services to one of the "Olympic and Paralympic family" organizations, such as official delegations, official sponsors and broadcasters
- subcontract with a winning bidder on contracts from VANOC, its partners or an Olympic and Paralympic family organization
- win contracts or subcontracts for related infrastructure projects or for other sporting events leading up to the 2010 Winter Games and beyond

Subsequent modules in this handbook describe how the purchasing process works and provide advice on how your company can be successful at winning bids. This module introduces you to the key purchasers. Hosting the Vancouver 2010 Winter Games requires the resources and efforts of many organizations. By understanding the role of each, you will have a better appreciation of their purchasing requirements and constraints.

The Role of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC)

VANOC was established on September 30, 2003, to oversee the planning, organizing, financing and staging of the 2010 Winter Games. VANOC is guided by a board of directors nominated by the Government of Canada, the Province of British Columbia, the City of Vancouver, the Resort Municipality of Whistler, the Canadian Olympic Committee, the Canadian Paralympic Committee and local First Nations. VANOC's mission is "to touch the soul of the nation and inspire the world by creating and delivering an extraordinary Olympic and Paralympic experience with lasting legacies."

VANOC has two core areas of activity: venue development and Games delivery. VANOC is also committed to work with its partners to support the development of legacies with benefits lasting well beyond 2010.

VENUE DEVELOPMENT

Wherever possible, existing facilities are being adapted and upgraded for use as Games venues, although construction of several new venues is required. Except for a few temporary structures, each of the venues, whether new or upgraded, is designed for ongoing use after the Games. While VANOC is responsible for insuring that all of the venues meet the specific requirements of the 2010 Winter Games, the ultimate owner of each particular facility may oversee the construction or upgrade of that facility and manage the bidding process. These "venue partners" are the City of Vancouver, the Resort Municipality of Whistler, the City of Richmond and the University of British Columbia.

The competition venues for the 2010 Winter Games are as follows:

- Vancouver
 - General Motors Place (upgrade)

2010 BUSINESS OPPORTUNITIES

MODULE 1 (continued)

- Hillcrest / Nat Bailey Stadium Park (new)
- Pacific Coliseum (upgrade)
- UBC Winter Sports Centre (new)
- Whistler
 - Whistler Creekside (upgrade)
 - Whistler Nordic Venue (new)
 - Whistler Sliding Centre (new)
- Richmond
 - Richmond Oval (new)
- West Vancouver
 - Cypress Mountain Resort (upgrade)

Non-competition venues include all the other sites necessary for staging the Games, from parking lots to storage facilities. The major non-competition venues are as follows:

- Villages for Athletes
 - Vancouver Olympic Village (new)
 - Whistler Olympic and Paralympic Village (new)
- Ceremonies Sites
 - BC Place Stadium (upgrade)
 - Whistler Celebration Site (temporary)
- Main Media Centre
 - Vancouver Convention and Exhibition Centre (currently undergoing a major expansion)

The Vancouver 2010 website (www.vancouver2010.com) provides a description of each of these venues, its location, its use during the Games, the plans for post-Games use and a construction update.

Design and construction are at various stages for each of these venues, but there are substantial contracting and subcontracting opportunities still to come. In addition to the construction work itself (most of which is contracted by the facility owner, not by VANOC), each venue will require an "overlay" to fit out the facility with all the temporary furnishings, equipment, signage, etc. required for it to serve its particular function as a 2010 Winter Games venue. Providing this overlay is the responsibility of VANOC.

GAMES DELIVERY

Venue development is only one of VANOC's responsibilities. VANOC has more than 50 business functions to plan and carry out the various activities necessary to stage the 2010 Winter Games. Here are just a few examples:

- ticketing
- torch relay

2010 BUSINESS OPPORTUNITIES

MODULE 1 (continued)

- accommodation
- catering and food services
- opening and closing ceremonies
- cleaning and waste
- logistics
- transportation
- look and wayfinding
- venue overlay
- medical services
- event services
- anti-doping
- venue management

For many of these functions, VANOC will require an array of products and services from business.

BUSINESS OPPORTUNITIES WITH VANOC

VANOC offers three types of business opportunities: sponsorship, licensing and procurement.

A sponsor contributes a combination of cash, products and/or services in return for the exclusive right to associate with the 2010 Winter Games and to use the Vancouver 2010 emblems and other Games-related marks in its advertising and promotions within Canada. A licensee is granted a licence by VANOC — usually based on a fee-plus-royalty arrangement — to use the Vancouver 2010 brand and trademark on specific products and accessories created for sale in retail outlets or used by official sponsors to promote their association with the Olympic Games. The VANOC website (www.vancouver2010.com) offers further information on sponsorship and licensing opportunities.

Most small and medium-sized Canadian businesses will focus on VANOC's procurement opportunities. VANOC has a procurement process to purchase the products and services it requires that are not otherwise provided through a sponsorship agreement. Module 2 examines this procurement process in detail.

During the early stages, VANOC has focused its purchasing activities in areas where immediate requirements for goods and services exist: office operations, construction activities and Games-specific planning expertise. As VANOC moves from the strategic to the operational stage (roughly 2007 to 2010), both the variety and volume of its purchasing requirements will increase dramatically.

2010 BUSINESS OPPORTUNITIES

MODULE 1 (continued)

Don't forget subcontracting opportunities. As noted in Module 9, VANOC publishes a complete list of bid results. This is a valuable resource for businesses that are looking for subcontracting opportunities with VANOC suppliers.

Do not expect that becoming a supplier to VANOC will give you any special status for marketing purposes. The right to advertise or promote oneself as an "official supplier" belongs to sponsor organizations, as do the rights to use the official marks or symbols associated with the 2010 Winter Games. VANOC does not provide suppliers with the right to advertise or promote themselves as official suppliers, nor does it allow suppliers to claim any official affiliation with VANOC or with the Vancouver 2010 Winter Games. In fact, you must be very careful to ensure that you don't use any Olympic logos or official marks unless this right has been explicitly granted to you through a sponsorship or licensing agreement.

VANOC is not the only purchaser to consider. Following is an overview of some of the key organizations involved in planning, organizing and participating in the Vancouver 2010 Winter Games — the "Olympic and Paralympic family" that includes government partners, sport partners, corporate sponsors and broadcasters.

Government Partners

Government partners at all levels — federal, provincial, municipal and First Nations — have important roles in hosting the 2010 Winter Games.

GOVERNMENT OF CANADA

The Government of Canada has made a major investment in the 2010 Winter Games. Through a Multi-Party Agreement signed in 2002 by all parties involved in the 2010 Winter Games, the Government of Canada and the Government of British Columbia each agreed to provide \$310 million in funding to cover infrastructure and legacy costs. The Government of Canada has since committed an additional \$187 million towards other Games-related costs, and a further \$55 million to cover increased venue construction costs, for a total of \$552 million.

A large portion of this total investment will be used for infrastructure projects related to sport and event venues. In addition, the federal investment will support a Legacy Endowment Fund (to ensure that Games venues will continue to be used for Canadian amateur sport programming well beyond 2010) and a Live Sites Program (a series of Olympic and Paralympic viewing venues). The federal contribution will also help offset the operating costs of the Paralympic Winter Games.

The Government of Canada is responsible for delivering a range of essential services that are imperative for the safe and successful delivery of the Olympic and Paralympic Winter Games. These include:

- Border services — to control the entry of goods and individuals into Canada
- Intellectual property protection — to provide protection against the illegal use of protective marks such as Olympic and Paralympic symbols

2010 BUSINESS OPPORTUNITIES

MODULE 1 (continued)

- Radio spectrum — to ensure reliable telecommunications for visiting delegates, tourists, journalists and broadcasters, and for security and public safety personnel
- Meteorological services — specialized weather forecasting for event organizers, participants and spectators
- Public health and safety — emergency preparedness and response
- Security planning

The Government of Canada is committed to working with its partners to deliver the best possible Games. It recognizes the 2010 Winter Games as an opportunity to showcase Canada as an innovative, inclusive and progressive nation. At the same time, the federal investment in the 2010 Winter Games is intended to promote lasting benefits and positive legacies for Canadian businesses, communities and citizens in such areas as:

- sport development
- social and economic benefits
- environmental sustainability
- Aboriginal participation
- official languages

Since most of the federal investment in the 2010 Winter Games is allocated to particular projects and programs managed by VANOC and other Vancouver 2010 Winter Games partners, direct purchasing opportunities from the Government of Canada for Games-related products and services are limited. However, federal departments and agencies responsible for providing essential services may require some specialized expertise and technologies. Further, there may be opportunities for businesses that can assist the federal departments and agencies that are actively involved in efforts to maximize the positive legacies to Canada from the 2010 Winter Games.

The 2010 Olympic and Paralympic Winter Games Federal Secretariat is the focal point for the Government of Canada's participation in the 2010 Winter Games. For further information, see the Canada 2010 website (www.Canada2010.gc.ca).

GOVERNMENT OF BRITISH COLUMBIA

Including its share of the 2002 Multi-Party Agreement, the Government of British Columbia has committed a total of \$600 million to the 2010 Winter Games' venue construction, endowments and legacies. British Columbia's Olympic vision is to host the most successful Olympic and Paralympic Winter Games, resulting in lasting economic, sport, cultural and social legacies that benefit communities throughout British Columbia and Canada.

The British Columbia Olympic and Paralympic Winter Games Secretariat (BC Secretariat) is the provincial agency responsible for overseeing British Columbia's financial commitments and ensuring

2010 BUSINESS OPPORTUNITIES

MODULE 1 (continued)

that British Columbia's Olympic vision is achieved. The BC Secretariat also has a key role in ensuring that sustainable economic opportunities associated with hosting an Olympic event are realized before, during and after the Vancouver 2010 Winter Games and evolve into enduring legacies for communities and businesses throughout the province.

The BC Secretariat established the 2010 Commerce Centre (www.2010CommerceCentre.gov.bc.ca) to ensure that businesses and communities throughout the province of British Columbia are able to take advantage of the economic opportunities associated with hosting the 2010 Winter Games, and to assist British Columbia companies to leverage the Olympic experience to develop new skills and new business relationships that will lead to increased trade and investment activity prior to, during, and long after 2010. (The 2010 Commerce Centre is discussed in Module 9.)

Much of the provincial investment in the 2010 Winter Games is allocated to particular projects and programs managed by VANOC and other Vancouver 2010 partners. However, some Government of British Columbia ministries and agencies, and the BC Secretariat itself, do have Games-related purchasing requirements. Module 9 provides information about finding specific Government of British Columbia purchasing opportunities.

For further information, visit the BC Secretariat website (www.BCSecretariat.gov.bc.ca).

MUNICIPAL GOVERNMENTS

As the Host City, the City of Vancouver is a full partner in the planning and hosting of the 2010 Winter Games. The Resort Municipality of Whistler (the Host Mountain Resort) and the City of Richmond have significant roles as well. Most of the Games venues will be located within these municipalities' jurisdictions, and they have a direct interest in maximizing the post-Games legacy value of these facilities for their residents. The Vancouver Olympic Village, for example, which is being developed by the City of Vancouver, will be converted into a mixed-use model sustainable community following the Games.

The Richmond Oval, which is being built by the City of Richmond for the Olympic long track speed skating events, is intended to be a showcase multi-use community facility after the 2010 Winter Games.

All participating municipalities view the 2010 Winter Games as an opportunity to stimulate business activity and create social legacies that will benefit all residents. The City of Vancouver has further committed to specific initiatives to benefit inner-city businesses and residents in areas such as employment and affordable housing, and to promote environmental sustainability.

For the participating municipalities, the 2010 Winter Games presents an opportunity to show their best to the world, and they are working with VANOC and the other Vancouver 2010 partners to ensure that the experiences of visitors are overwhelmingly positive.

The websites of the City of Vancouver and the City of Richmond provide information on the status of their respective Games venue construction and upgrade projects. Prime contractors have already been selected for most of the large construction projects, but you may be successful in finding subcontracting

2010 BUSINESS OPPORTUNITIES

MODULE 1 (continued)

opportunities. Participating municipalities will have other purchasing requirements to support their commitments and objectives for the 2010 Winter Games. Here are some relevant websites:

City of Vancouver

www.city.vancouver.bc.ca/olympics

Resort Municipality of Whistler

www.whistler.ca

City of Richmond

www.richmond.ca/discover/events/oval

FOUR HOST FIRST NATIONS

The Vancouver 2010 Winter Games will be held on the traditional and shared traditional territories of the Lil'wat, Musqueam, Squamish and Tsleil-Waututh First Nations. On November 24, 2004, the Chiefs and Councils of these four host First Nations entered into a Protocol Agreement in which they agreed to coordinate their collective efforts to host and support the 2010 Winter Games. The Four Host First Nations are active partners in the planning and hosting of the Vancouver 2010 Winter Games.

The Four Host First Nations Society (FHFNS) works with VANOC and the other Vancouver 2010 partners to ensure that the Games are successful and that the First Nations' languages, traditions, protocols and cultures are meaningfully acknowledged, respected and represented in the planning, staging and hosting of the Games. The objectives of the FHFNS include:

- welcoming the world to their shared traditional territories
- achieving unprecedented Aboriginal participation
- taking advantage of the social, sport, cultural and economic opportunities and legacies that will arise as a result of the Games
- showcasing First Nations' cultures to Canadians and the world as a vibrant and integral part of Canada's rich and diverse heritage

For further information, visit the FHFNS website (www.fourhostfirstnations.com).

Sport Partners

THE OLYMPIC MOVEMENT

The International Olympic Committee (IOC) is an international non-profit organization and the creator of the Olympic Movement. The IOC serves as the Olympic Movement's umbrella organization, and it owns all rights to the Olympic symbols, flag, motto and anthem, as well as the Olympic Games. Its primary responsibility is to supervise the organization of the summer and winter Olympic Games. The IOC website is www.olympic.org.

National Olympic Committees (NOCs) promote the fundamental principles of the Olympic Games at a national level. NOCs select and send the teams and competitors from their respective nations to

2010 BUSINESS OPPORTUNITIES

MODULE 1 (continued)

participate in the Olympic Games. There are currently 203 NOCs in five continents, and about 80 of them will participate in the Vancouver 2010 Olympic Winter Games. For further information, visit the IOC website.

Canada's NOC is the Canadian Olympic Committee (COC), a not-for-profit organization and the largest private sector funder of high-performance sport in Canada. The COC has evolved into a multi-faceted sport organization that provides financial support, services and leadership to the Canadian amateur high-performance sport community. The COC website is www.olympic.ca.

THE PARALYMPIC MOVEMENT

The International Paralympic Committee (IPC) is the international governing body of sports for athletes with disabilities. The IPC develops sporting opportunities around the world for athletes of all levels, from grassroots to elite levels. The IPC website is www.paralympic.org.

The IPC is formed and run by 162 National Paralympic Committees (NPCs) that promote the Paralympic Movement at the national level. About 40 of these NPCs will participate in the Vancouver 2010 Paralympic Winter Games. For more information, see the IPC website.

The NPC in Canada is the Canadian Paralympic Committee (CPC). Its mission is to develop and expand the Paralympic Movement in Canada. The CPC website is www.paralympic.ca.

National Olympic and Paralympic teams, athletes and coaches will require everything from basic accommodation and transportation to specialized sports medicine and therapeutic services. Some national teams send their athletes to the host country to acclimatize and train months or even years prior to the Games. This presents an opportunity for sport facilities and their communities well beyond the Vancouver–Whistler area.

Corporate Sponsors

WORLDWIDE OLYMPIC PARTNERS

The Olympic Partner (TOP) program is managed and negotiated directly by the International Olympic Committee. TOP program partner companies are multinational organizations that are able to provide direct support, sponsor services or expertise for the staging of the Olympic Games. TOP program partners also support National Olympic Committees. TOP sponsors that are recognized as Vancouver 2010 Olympic Winter Games Partners are:

- Coca-Cola
- Atos Origin
- GE
- McDonald's

2010 BUSINESS OPPORTUNITIES

MODULE 1 (continued)

- Omega
- Visa International

For more information on The Olympic Partner program, visit the IOC website at www.olympic.org.

NATIONAL SPONSORS

National sponsors are companies that negotiate sponsorship rights directly with VANOC. There are several sponsorship levels: National Partner, Official Supporter and Official Supplier.

Several Tier 1 National Partners have negotiated eight-year agreements with VANOC:

- Bell Canada (Premier National Partner)
- RBC (Premier National Partner)
- Hbc (Premier National Partner)
- RONA
- Petro-Canada
- General Motors of Canada

In addition to sponsorship rights for the Vancouver 2010 Olympic and Paralympic Games, these National Partners also have sponsorship rights for the Canadian teams for the Beijing 2008 and London 2012 Olympic Games.

VANOC expects to negotiate sponsorship agreements with approximately 50 Canadian companies in total. Most of these will be designated Official Supporters or Official Suppliers. Check the VANOC website regularly for new sponsorship announcements.

Beyond basic services such as accommodation and transportation, corporate sponsors will require many products and services to make the most of their marketing opportunity and support their presence at the 2010 Winter Games — everything from gift articles to catering and event management. The sponsors' strong focus on hospitality means significant business opportunities for companies that can provide high-end services and specialty products.

Broadcasters

There will be approximately 80 official host broadcasters providing coverage of the Vancouver 2010 Winter Games to an estimated audience of 3 billion around the world. Each country planning to broadcast the 2010 Winter Games has one official host broadcaster. The media and broadcasters play a major role in staging the 2010 Winter Games, and each broadcaster will have teams of people (some as large as 200 to 300 people) on-site.

2010 BUSINESS OPPORTUNITIES

MODULE 1 (continued)

CTV has won the rights to be the Canadian host broadcaster (www.ctv.ca). NBC is the host broadcaster for the United States (www.nbc.com).

Media organizations will require a range of specialized technical and translation services, as well as basic accommodation and office support.

Other Organizations

There are a few special organizations that have been created to support the broader opportunities (volunteerism, arts and culture) of the Vancouver 2010 Winter Games.

2010 Legacies Now works in partnership with community organizations throughout British Columbia to develop and support participants and athletes from playground to podium, and to develop vibrant volunteer sectors, healthy and active communities, and diverse arts and cultural activities. 2010 Legacies Now is a not-for-profit organization and has its head office in Vancouver (www.2010legaciesnow.com).

More than 90 Spirit of BC Community Committees around the province work with 2010 Legacies Now to leverage Olympic and non-Olympic community opportunities in the areas of sport and recreation, arts and culture, human resources, literacy and volunteerism. The 2010 Commerce Centre works with Spirit of BC Community Committees to engage the local business community in the opportunities of the 2010 Winter Games (www.spiritofbc.com).

These organizations have some purchasing requirements to support their programs and initiatives. Check the 2010 Commerce Centre for more information about these opportunities (see Module 9).

Related Business Opportunities

REGIONAL INFRASTRUCTURE PROJECTS

Several major infrastructure projects that were already under way or in the planning stage have been scheduled to ensure completion in time for the 2010 Winter Games.

The Vancouver Convention and Exhibition Centre Expansion will more than triple the existing Centre's available space. The expanded facility will serve as the Main Media Centre for the 2010 Winter Games. The project is jointly funded by the Province of British Columbia, the Government of Canada and Tourism Vancouver. The Vancouver Convention and Exhibition Centre Expansion Project, a company owned by the Province of British Columbia, is managing the expansion. The project website (www.vccep.bc.ca) has a procurement section that has notices of current bidding opportunities and a complete list of contractors and consultants on the project.

The Canada Line — previously known as the Richmond-Airport-Vancouver Rapid Transit line — will provide a new rapid transit link in the region's transportation network, providing fast and convenient service between downtown Vancouver, Richmond and the Vancouver International Airport. The

2010 BUSINESS OPPORTUNITIES

MODULE 1 (continued)

Government of Canada and the Government of British Columbia, the Greater Vancouver Transportation Authority (Translink) and the Vancouver International Airport Authority are funding the Canada Line project. Canada Line Rapid Transit Inc., a division of Translink, manages the project. The Canada Line is being designed, built and operated under a 35-year contract with InTransitBC. The Canada Line project website is www.canadaline.ca.

The Sea-to-Sky Highway Improvement Project will improve the safety, reliability and capacity of Highway 99 between West Vancouver and Whistler. This is a project of British Columbia's Ministry of Transportation. Project completion is scheduled for 2009. The project website (www.seatoskyimprovements.ca) provides further information and construction updates.

The Vancouver International Airport Expansion is a \$1.4-billion capital program over 2005–2013 to accommodate the expected increase in passengers and the larger aircraft of the future. The program includes an expansion of the International Terminal and construction of the airport portion of the Canada Line. The expansion project, funded primarily through Airport Improvement Fees, is being conducted by the Vancouver International Airport Authority (www.yvr.ca).

Each of these projects represents potential opportunities for your business. Remember, you don't necessarily have to be a major construction firm to participate in infrastructure projects like these. Consider the potential subcontracting opportunities with a major contractor.

SPORT EVENTS

Leading up to 2010, a number of Olympic and Paralympic test events will be held to prepare venues, volunteers and officials for the Vancouver 2010 Winter Games. All of the Olympic Winter Games sports will hold a major championship in Canada prior to 2010. These events will be national and world championship-level events that draw large numbers of spectators. The organizers of all of these events will need a wide range of goods and services during the planning and staging phases. Check the VANOC website for information as these events are scheduled.

In addition to the Olympic and Paralympic test events, groups all across Canada are actively bidding to bring major sport events to their community. Here are a few of the confirmed events:

- 2007 World Indoor Lacrosse Championship, Halifax, Nova Scotia (www.worldindoorlacrosse.com)
- 2007 World Freestyle Kayak Championships, Ottawa, Ontario (www.wcfkc.com)
- 2007 Canada Winter Games, Whitehorse, Yukon (www.2007canadagames.ca)
- BMX Worlds 2007, Victoria, British Columbia (www.bmxcanada.ca)
- 2008 North American Indigenous Games, Cowichan Valley, British Columbia (www.asra.ca)
- 2009 World Police & Fire Games, Vancouver, British Columbia (www.2009wpfg.ca)

MODULE 1 (continued)

All of these events entail significant procurement opportunities for Canadian businesses. Contracting or subcontracting for one of these events is an excellent way to build your track record and improve your chances of winning business with the 2010 Winter Games.

2010 Is Only the Beginning

The Vancouver 2010 Olympic and Paralympic Winter Games provide an outstanding opportunity for Canadian businesses, whether as a supplier to VANOC or to a member of the Olympic and Paralympic family organizations, as a subcontractor to a winning bidder on a Games-related contract, or as a contractor or subcontractor on a related infrastructure project or sport event. Now is the time to begin exploring these opportunities and preparing your company to bid successfully on the opportunities that are right for you. This handbook will help you get started.

Winning a 2010 Winter Games contract is only the beginning. The experience you gain, the exposure you receive, the alliances you form, and the confidence you gain all will help your company win more and larger contracts in the future, with major sport events, and other projects large and small. Use the Vancouver 2010 Winter Games as a strategic opportunity to grow and diversify. It's just one step, but an important one, in your long-term business plan.

2010 BUSINESS OPPORTUNITIES

Module 2

Purchasing Objectives and Processes

- **Public Sector Purchasing Objectives**
- **VANOC Core Purchasing Objectives**
- **Value in Kind**
- **VANOC Sustainability Objectives**
- **VANOC Purchasing Process**

MODULE 2:

PURCHASING OBJECTIVES AND PROCESSES

This module outlines the basic purchasing objectives and processes of VANOC (many of which apply to public sector purchasers as well), including provisions for meeting sustainability commitments of the Vancouver 2010 Olympic and Paralympic Winter Games.

Public Sector Purchasing Objectives

Public sector agencies have various objectives when they are seeking bids for products and services, and it's not always about getting the lowest price. Most governments have a variety of objectives that seek to achieve the best overall value by looking at factors such as price, delivery capabilities, after-service care, warranties and the ability to supply one or more geographic locations. They also must ensure that the process by which they purchase goods and services is open, fair, transparent and meets any legal requirements around unrestricted trade between provinces or countries. However, each purchasing agency has somewhat different specific objectives and processes; you should review the specific policies of each organization and find out what is particularly important for each buyer.

VANOC is an incorporated not-for-profit organization. As outlined in the following, VANOC's purchasing objectives and processes are quite similar to those of many public sector purchasing agencies, but they have some unique elements as well.

VANOC Core Purchasing Objectives

VANOC has two sets of purchasing objectives: core objectives and complementary objectives. The two purchasing objectives make the organization unique, and it is important to understand what is expected for each objective — particularly VANOC's complementary objectives. VANOC has the following set of standard core purchasing objectives:

- 1) **Product Effectiveness, Efficiency and Affordability** — Goods and services must meet the specified performance standards for their particular function and be delivered on time and within budget.
- 2) **Transparency and Accountability** — The purchasing process needs to be transparent, fair and respectful of vendors through open bidding and equitable opportunities. The integrity of the process should be supported by clear accountabilities and authorities that are regularly monitored.
- 3) **Legal Compliance** — Meeting all applicable regulatory and trade requirements is mandatory, as is adhering with the host city agreement, agreements for utilizing the COC licensees, and other applicable IOC or member partner requirements.
- 4) **Socially Responsible Sourcing** — VANOC believes that products and services delivered through the supply chain should be manufactured and distributed ethically and with regard for international standards of human and labour rights. In addition, VANOC has specific sustainability objectives in the areas of environmental performance, Aboriginal participation, social inclusion and accessibility.

MODULE 2 (continued)

When responding to bid requests, it is critical to think about how your product or service solution will help VANOC achieve its purchasing objectives — especially with issues such as on-time delivery and risk minimization.

In addition to these core purchasing objectives, which are quite similar to the purchasing objectives of many public sector agencies, VANOC has important complementary objectives relating to value in kind and sustainability.

Value in Kind

The high profile of the Vancouver 2010 Winter Games (and the high value of the Olympic and Paralympic “brand”) provides the opportunity for VANOC to acquire many goods and services from the business sector in exchange for marketing and licensee rights. Wherever possible, VANOC will seek to obtain goods and services without the expenditure of cash, through value-in-kind (VIK) provisions of corporate sponsorship agreements. Most or all requirements will be evaluated for potential VIK acquisition. Bid requests are typically issued after it is determined that a sponsorship opportunity is not available for that particular product or service. You can learn more about VIK on the VANOC website (www.vancouver2010.com).

Remember that VANOC does not provide suppliers with the right to advertise or promote themselves as official suppliers, nor does it allow suppliers to claim any official affiliation with VANOC or with the Vancouver 2010 Winter Games. The right to advertise or promote oneself as an “official supplier” belongs to sponsor organizations, as do the rights to use the official marks or symbols associated with the 2010 Winter Games.

VANOC Sustainability Objectives

Sustainability is a vital element of the Vancouver 2010 Winter Games. VANOC identifies sustainability as one of its core values and makes explicit reference to sustainability in its vision statement.

Sustainability at VANOC means managing the economic, environmental and social impacts and opportunities created by the 2010 Winter Games in ways that will produce lasting benefits — locally and globally. VANOC intends to demonstrate how sustainability, in all its aspects, can be incorporated throughout an Olympic and Paralympic Games to bring about lasting environmental, economic and social improvement.

VANOC’s plan for the 2010 Winter Games contains specific initiatives to ensure that the Games leave a positive legacy, not just for sport, but also for Canada’s environment, economy and local communities. These initiatives are based on the principle of maximizing opportunities and minimizing or eliminating negative impact on people and the environment.

MODULE 2 (continued)

In collaboration with its partners and sponsors, VANOC is implementing a comprehensive sustainability plan to achieve specific objectives in three primary areas:

- environmental performance
- Aboriginal participation
- social inclusion and accessibility

For each of these areas, purchasing is a fundamental mechanism by which VANOC plans to achieve its objectives.

ENVIRONMENTAL PERFORMANCE

VANOC plans to ensure that Games construction and events leave the lightest possible environmental "footprint." Wherever possible, the 2010 Winter Games will conserve resources such as energy and water, prevent pollution, and protect and enhance natural marine and forest ecosystems. VANOC is working with its partners and sponsors to reach ambitious environmental performance targets and to showcase leading environmental innovation in such key areas as:

- green buildings and clean energy
- clean transportation
- zero waste

From a purchasing perspective, this means that VANOC (and to varying degrees its partners and sponsors) will be particularly interested in doing business with companies that can:

- provide leading environmental products, services, technologies and expertise that VANOC (or its partners or sponsors) requires specifically to achieve its environmental performance targets (e.g., environmental assessment or green building design expertise, clean energy technology, recycling technology)
- provide required products or services with demonstrated environmental advantages over competing products/services (e.g., lower energy use, less packaging, less polluting)
- demonstrate that their own operations are managed in an environmentally responsible manner (e.g., environmental management systems, eco-efficiency initiatives, sustainable purchasing practices)

ABORIGINAL PARTICIPATION

VANOC is committed to unprecedented Aboriginal participation in the 2010 Winter Games. This includes economic participation as employees and entrepreneurs. VANOC is seeking to create opportunities for Aboriginal people to find jobs and for Aboriginal businesses to expand, diversify and reach new markets across the country and around the world.

MODULE 2 (continued)

VANOC is actively encouraging Canadian Aboriginal-owned businesses to bid on contracts and pursue purchasing opportunities. VANOC is also interested in purchasing from non-Aboriginal businesses that:

- form joint ventures or strategic alliances with Aboriginal businesses
- create training and employment opportunities for Aboriginal people (First Nations, Inuit and Métis)

The Vancouver 2010 Winter Games will recognize and celebrate the rich history, arts and culture of Aboriginal people in Canada. VANOC and its partners and sponsors will have a particular interest in Canadian Aboriginal businesses that can provide authentic Aboriginal cultural products and designs.

SOCIAL INCLUSION AND ACCESSIBILITY

The Vancouver 2010 Winter Games will be “barrier free,” i.e., as accessible as possible to people who have a disability. Venues and transportation systems are being designed according to universal design standards to provide physical accessibility. For athletes, employees, volunteers or visitors, the goal is to reduce physical barriers for people that have mobility limitations and to improve access to information for people that have a visual or hearing impairment.

VANOC is committed to social inclusion, with a particular focus on Vancouver’s inner city. Efforts focus on providing volunteer positions, jobs and business opportunities for people and enterprises in the inner city, regardless of cultural background or physical ability.

This means that VANOC will be interested in purchasing from businesses that:

- can provide the specialized facilities, products, technologies and expertise required by VANOC and its partners to achieve barrier-free access
- provide training and employment for target social groups (such as the chronically underemployed, persons with disabilities, inner-city residents or youth at risk)
- source from, or joint venture with, social enterprises that hire target groups
- participate in inner-city economic development programs
- have formal programs that improve conditions for target groups through charitable contributions or employee volunteering

As noted in the preceding section on VANOC core purchasing objectives, VANOC (and many of its partners and sponsors) also practises environmentally and socially responsible sourcing to ensure that products and services it purchases are manufactured and distributed ethically, with regard for international standards of human and labour rights and for local environmental regulations and best management practices.

You can expect that almost every VANOC bid request will have a requirement for suppliers to provide information about sustainability. Consult the “Sustainability” section of the VANOC website

MODULE 2 (continued)

(www.vancouver2010.com) for more information and to stay informed about specific sustainable purchasing guidelines and practices as they are introduced and modified. Sustainability is an area of potential competitive advantage for you. Think carefully about how your business can contribute to VANOC sustainability goals, and use this to your advantage as you prepare your bid. (This will be discussed further in "Module 6: Preparing Successful Bids.")

VANOC Purchasing Process

The following is an overview of all the steps in the VANOC purchasing process. This will provide you with a general picture of bid solicitation, evaluation, negotiation and contract management as it is conducted by VANOC.

- 1) **Functional Plans** — Development and approval of a functional plan activates a project or program by identifying the need for goods and services.
- 2) **Specifications and Criteria** — Functional plans will identify milestones and deliverables that in turn indicate goods and services required for project or program implementation. Product and service criteria are developed to specifically define VANOC requirements and performance expectations, and to set out expectations regarding supplier relationships. These criteria include core objectives and complementary objectives that are appropriate to the particular opportunity.
- 3) **Value in Kind (VIK)** — Before initiating the formal purchasing process, the requirements will be assessed to determine if the good or service required could be obtained from a sponsor as part of a sponsorship or VIK opportunity.
- 4) **Bid Solicitation** — Procurement solicits bids and prices from vendors and suppliers.
- 5) **Evaluation and Award Process** — A VANOC evaluation and selection committee evaluates prices and bids against specified criteria using the predetermined evaluation criteria and weighting scheme specified in the bid document. The evaluation committee approves bids and prices that best meet specifications and provides guidelines for negotiation (in consultation with key organizational stakeholders, as required).
- 6) **Negotiation** — Procurement negotiates a final agreement for goods and services.
- 7) **Contracts** — Purchasers and suppliers execute contracts that document the terms and conditions for the provision of goods and services.
- 8) **Receipt of Goods** — VANOC receives goods and services, and documents that they meet specifications and contractual terms and conditions.
- 9) **Contract Management** — Business units and procurement staff monitor to ensure that terms, conditions and milestones identified in contracts are actively applied and met.

MODULE 2 (continued)

- 10) Payment — Upon satisfactory performance or delivery of goods, payments are released to vendors according to terms outlined in contracts.
- 11) Evaluation — Ongoing evaluation of product and vendor performance is conducted to provide guidance on future purchasing decisions.
- 12) Records Management — Contracts and other process documentation are maintained according to financial policies and procedures that ensure transparency and to ensure ease of overall contract administration.

If you want to do business with VANOC, familiarize yourself with this purchasing process beforehand. Other purchasing organizations will have a somewhat similar process.



2010 BUSINESS OPPORTUNITIES

Module 3

Understanding the Types of Bid Requests

- Invitation to Quote
- Invitation to Tender
- Expression of Interest
- Request for Proposal
- A Word on Non-Advertised Opportunities

MODULE 3:

UNDERSTANDING THE TYPES OF BID REQUESTS

This module provides an overview of the main types of bid requests that are issued by government agencies, VANOC and other organizations.

The following are the four main types of bid requests that you're likely to see when reviewing opportunities with government, VANOC and many other organizations.

Invitation to Quote

An Invitation to Quote (ITQ) is an opportunity to bid to supply a particular product or service. Typically, purchasers have a very clear understanding of their requirements. In an ITQ, price is usually the key determining factor in the final decision. Suggesting alternative products or services is not usually a successful strategy, though sometimes they may be considered.

Invitation to Tender

An Invitation to Tender (ITT) is very similar to an ITQ, with the main difference being that an ITT is usually a construction-related bid. An ITT usually has a very detailed set of construction specifications that accompany the bid (sometimes it may be necessary to pay a fee to access all of the tender documents). Like an ITQ, the purchasing decision for an ITT is largely based on price; however, for construction projects, previous experience can play a significant factor.

Expression of Interest / Request for Qualifications

The Expression of Interest (EOI), which is sometimes called the Request for Qualifications (RFQ), is really the first of a two-stage bid process. The intent of the EOI/RFQ is to shortlist vendors who will then be asked to submit full proposals. An EOI/RFQ is used when there are many potential suppliers in the marketplace and the purchasing organization wishes to shortlist those suppliers that it believes can best meet its needs. Usually, the EOI/RFQ will request standard marketing information that you may already have on file, such as a description of your company, its services and products, experience and references.

Request for Proposal

The Request for Proposal (RFP) is one of the most frequently used forms of bidding and is used for complex requirements where there is some flexibility in the provision of goods and services. It can be an extensive process to assemble a proposal in response to an RFP, and businesses must be prepared to devote resources to do this effectively. (See "Module 6: Preparing Successful Bids" for

MODULE 3 (continued)

how to assemble a successful bid.) The RFP describes the existing situation and asks suppliers to offer their ideas for a solution. Examples of such situations are:

- the requirement is complex
- the buyer would like to see what the experts suggest
- the buyer wishes to consider factors other than price
- the buyer would like ideas on how to deliver a new program
- the buyer would like to see if there is an alternative to the way it usually acquires the product or service

In an RFP, pricing is usually not the absolute determining factor in the final decision. Supplier qualifications, experience, proposed approach, capacity to deliver, etc., are often more important than price. An RFP will typically detail a set of mandatory criteria and desirable criteria for bidding companies.

You must meet or respond to all mandatory criteria in order for your bid to be accepted. Desirable criteria provide you with an opportunity to showcase the particular strengths of your company or approach. In the case of VANOC, sustainability objectives will often be considered aspects of desirable criteria.

A Word on Non-Advertised Opportunities

Some small-value contracts may not be posted or advertised. These are typically one-time requirements that have a relatively low dollar value. In such cases, governmental and other large organizations tend to sole-source a product or service from a vendor in their database (someone with whom they have an existing business relationship).

The key point is that it never hurts to make purchasers (and your business network) aware of your products and services. VANOC maintains a procurement database of company information. (Check the VANOC website at www.vancouver2010.com for current information and instructions on how to register.) VANOC will not accept unsolicited proposals or requests for personal presentations on your company's goods or services, but if your basic company information is in its database, VANOC will attempt to notify you when an opportunity to bid arises in your field. (Module 9 outlines other options for promoting your company's capabilities to key purchasers.)

2010 BUSINESS OPPORTUNITIES

Module 4

Bid Documents — Interpreting a Request for Proposal

- **Overview of a Request for Proposal**
- **Key Components of a Request for Proposal**

MODULE 4:

BID DOCUMENTS — INTERPRETING A REQUEST FOR PROPOSAL

This module provides a brief overview of an RFP document and highlights some of its key components.

Overview of a Request for Proposal

A Request for Proposal (RFP) is probably the most common form of bid request that is used by government, and VANOC uses RFPs extensively. An RFP will usually explain:

- the role of the buying agency
- the background of the project
- some of the issues the buyer faces
- the scope of the project
- the parameters for submission of solutions

An RFP outlines how proposals will be evaluated and states some of the terms and conditions for proposal acceptance and contract awarding. It also contains contact information, should you have questions.

Key Components of a Request for Proposal

Cover Page — Typically, a cover page lists the name of the buying organization (who is issuing the RFP), the closing date and time, and the name of a contact person.

Introduction — The introduction provides some brief background on the organization making the purchase and some context for the products or services it is seeking.

Project Details and Scope of Work — This component provides a detailed explanation of the project and any specific information on product or service specifications. It also includes design and pricing guidelines, along with any key dates related to the project schedule.

RFP Process — This section provides very specific information about the overall process for the RFP, including any requirements concerning your bid, to whom and how to make enquiries, the closing date, where the proposal should be sent, how late proposals will be handled, information meetings for bidding companies (if any), legal issues (e.g., conflict of interest), the evaluation and selection process, and any information related to negotiation.

2010 BUSINESS OPPORTUNITIES

MODULE 4 (continued)

Proposal Preparation — A set of very specific instructions is provided for proposal preparation, including guidance on issues such as joint proposals (two companies bidding together), expenses for proposal preparation, liability and completeness of proposal.

Additional Terms — Often there is a legal section that deals specifically with any additional terms related to the proposal, such as acceptance or rejection of proposals, contract issues, issues regarding solicitation, etc.

Evaluation Criteria — Usually there is a specific section that details the evaluation criteria that will be used to select a winning bid. Sometimes there are mandatory criteria that must be met in order to move through the next step. Additional or desirable criteria will then be evaluated and factored into the final decision.

Proposal Contents and Format — This is a very detailed and specific set of instructions on exactly how the proposal should be formatted and may include a list of required sections and their sequencing, how many pages can be used to provide a response, and a preformatted letter to be signed and returned as a cover letter for the proposal.

Appendices — Any other additional information, specifications, background reports or related documentation may be included in one or more appendices.

An example of an actual RFP document from VANOC is available in the “Tools & Resources” section of the 2010 Commerce Centre website at www.2010CommerceCentre.gov.bc.ca.

READ IT ONCE — THEN READ IT AGAIN

You can expect even a simple RFP from a government agency or from VANOC to easily run up to 20 pages in total length. Be sure to devote sufficient time to understanding it thoroughly. Buyers will sometimes be very specific about their requirements and how you should respond. Re-read the RFP a few times to ensure you've noted all the critical content. It's a good idea to have more than one person read the document to ensure that nothing has been missed. You'd be surprised how frequently one person will catch something another person hadn't thought was important.

Module 5 provides an overview of the factors you should consider in deciding whether to respond to an RFP.



2010 BUSINESS OPPORTUNITIES

Module 5

Deciding When to Respond to a Request for Proposal

- **Do You Have Enough Time to Respond?**
- **Are You Prepared?**
- **Can You Afford it?**
- **Is the Opportunity in Your Area of Core Strength?**
- **Other Factors to Consider**
- **Consider a Strategic Alliance**
- **Risk Management**
- **Deciding Not to Respond**

MODULE 5:

DECIDING WHEN TO RESPOND TO A REQUEST FOR PROPOSAL

This module outlines how to assess which opportunities to bid on.

Submitting a bid is a big commitment of time and resources. You can't bid on everything — you need to be selective. The questions and considerations in this section should help you with your decision.

Do You Have Enough Time to Respond?

It's going to take a considerable amount of time to read, interpret and then effectively respond to an RFP. You need to make absolutely sure that you have adequate time to do a good job. It takes more than a day or two to assemble a strong response to an RFP, and often the process can last a few weeks or more, depending on the complexity of the project, the requirements of the project, and the overall dollar value. Typically, the higher the value, the more time and effort it will take to assemble your bid.

Before you start spending time and resources on the bid, make sure that you know when the bid is due and confirm that you have enough time to prepare your response. If you're just starting to review the RFP a day or two before the closing date, you probably don't have enough time to prepare a winning bid.

You need to give yourself adequate time to review the RFP, assign tasks if necessary, develop your approach, engage with strategic partners, consider pricing strategies, and assemble the bid document into an attractive package that is delivered on time to the designated location. Late bids are usually rejected and returned unopened!

If the deadline is looming and you don't have time to put together a "wow" bid, then you should seriously consider whether you want to submit at all. Submitting a poor proposal may be worse than not submitting: it can create a negative impression about your company and its capabilities.

Are You Prepared?

One of the secrets of putting together a successful bid is being prepared for opportunities as early as possible — ideally before they even become publicized. Don't wait until the last minute to prepare marketing materials for your business and CVs for your staff and team members. These are common elements of a bid and should be "canned" materials that are up to date and ready to insert into your proposal at a moment's notice. In some instances, you'll only have a week or two to prepare your response, so you'll want to make the best use of your time. Your bid must reflect the very best that you can offer.

MODULE 5 (continued)

Can You Afford it?

It costs time, resources and money to assemble a strong proposal. As a business, you need to be aware of these costs and make an assessment of whether the cost is worth it. Some of the hard and soft costs you can expect include:

- a considerable amount of time for at least one person to assemble the bid
- the opportunity cost of not having that person working on other projects or bids
- the actual costs of producing the proposal, having it printed and bound, and shipping it to the buyer

Estimates range considerably in terms of the total cost of assembling a proposal for a governmental or other large organization like VANOC. Assembling the bid can range from several hundred dollars to thousands of dollars. The value of the contract will give you an indication of the effort required. The key point is to not underestimate the cost involved in assembling a high-quality proposal.

Is the Opportunity in Your Area of Core Strength?

Avoid the temptation to reinvent yourself to try to win an RFP. You should respond only when you feel certain that your company has the capability to deliver the requested products, services or solutions. Think about how this contract (especially if it is significant) will affect your growth plans. If devoting significant resources to fulfilling the contract means not moving forward in an already planned direction, then ask yourself if submitting a bid is the right thing to do.

Other Factors to Consider

To help decide whether you should submit a bid, you may need to gather more information. Usually the RFP package will include a receipt confirmation form. By filling in and returning this form, you will receive all subsequent information regarding the RFP, including any changes made by the purchaser. Many competitions include a bidders meeting. The bidders meeting provides detailed information about the project. If you cannot attend, you may request a copy of the minutes (which you may receive automatically if you have returned the receipt confirmation form).

Knowing who the competition is may also help in your decision. You can get some insight by attending the bidders meeting (although attendance is not a prerequisite for submitting a bid). Sometimes the buyer's contact person may be able to tell you who has returned a copy of the receipt confirmation form.

Consider a Strategic Alliance

In today's world of specialization and niche services, it's more important than ever to consider the value of strategic alliances and business partnerships as a means to growing your business and responding effectively to opportunities.

2010 BUSINESS OPPORTUNITIES

MODULE 5 (continued)

You may decide that you want to pursue the opportunity but don't have the time, internal capacity or range of products and services to completely fulfill the request. You may wish to consider forming a strategic alliance or even a formal partnership to submit a bid. This could increase your collective capacity to deliver products or services, or help meet complementary purchasing objectives such as sustainability.

There are many factors to consider when making this decision, and you may wish to seek some professional advice on the merits of this approach.

Some advantages to consider include:

- increasing your capacity to deliver a range of products or services
- strengthening your "sustainability advantage" (see Module 6)
- forming new partnerships that can take advantage of other opportunities in the future
- developing easier mechanisms for growth (less capital investment)

Some challenges to consider include:

- harmonizing business systems to work efficiently together and ensuring adequate time and money to do this well
- assigning someone to be the lead organization and provide a single window of communication and contracting accountability to the client
- providing accountability for delivery of services, such as who will take responsibility for problems or concerns that may be raised by the buyer

Risk Management

Module 8 outlines some of the risks you will need to manage if you are successful in winning the bid, such as financing and credit, supply chain stability, and service to existing customers. Now is the time — before you are locked into a legally binding obligation — to assess whether your company can deal with these risks.

Deciding Not to Respond

Only you can decide whether to submit a proposal. Should you choose not to, your eligibility to compete on future projects will normally be unaffected. Any exceptions to this will be explained in the RFP. For example, the RFP may be for the first stage of a project for which competitive offers on subsequent stages will be requested only from respondents to the first stage.

MODULE 5 (continued)

LET THE BUYER KNOW THAT YOU DON'T INTEND TO BID

It's a good idea to let the buying agency know that you will "pass" on an opportunity to bid, especially if you were approached or invited to submit a proposal. This is just good business sense and demonstrates thoughtful communication on your part. If you haven't been directly invited to bid but your company is known in the marketplace, it can be an especially good idea to reply with a letter or phone call. This strategy gives you an opportunity to have some contact with the buying organization and can help position you for future opportunities.

WATCH AND WAIT — A LEGITIMATE STRATEGY

You may decide not to bid for a whole host of valid reasons. You might decide to "watch and wait," whereby you closely monitor the bidding opportunity in hopes of getting subcontracting opportunities with winning bidders. Keep close tabs on bids that are of interest to you. When winning bidders are announced, have your marketing materials ready to provide to them. In Module 8, companies that have been successful in the bidding process are advised to mitigate risks by having backup suppliers. Your company could be one of those backups. Think about how you can help the winning bidders.

For a quick reference to the key points raised in this module, see the "Bidding Checklist" at the end of this handbook.

2010 BUSINESS OPPORTUNITIES

Module 6

Preparing Successful Bids

- **Managing Your Bid Process**
- **Preparing Successful Bids**
- **Advice from VANOC Purchasing Managers**

MODULE 6:

PREPARING SUCCESSFUL BIDS

This module provides advice on how to improve your chances of being successful within the competitive bidding process and offers some tips from professional purchasing managers who have evaluated thousands of bids.

Entire books, courses and workshops are devoted to the topic of "how to win the RFP game." The focus here is on the basics. These suggestions have been developed with input from key purchasing decision makers, including senior VANOC procurement managers.

Managing Your Bid Process

FIRST THINGS FIRST

Let's start with first principles. As discussed in Module 5, it is critical that you have adequate time and resources available to prepare a successful bid. If you don't, you might be wasting your time. Here are a few simple questions to ask yourself before you get started.

Do you:

- have adequate time to prepare a successful bid?
- have any required partnerships in place?
- know the clients and have an understanding of their needs?
- understand the key criteria upon which the award will be made?
- have the capacity to meet the scheduled delivery dates?
- have the necessary experience to meet the buyer's needs?

If you answered yes to these questions, you are ready to get started on preparing your bid. The following is a list of ideas suggested by experienced purchasing managers on what they believe will result in winning bids. Follow these tips and you'll be better positioned to secure business for the Vancouver 2010 Olympic and Paralympic Winter Games and beyond.

KNOW YOUR CLIENT

Get to know your prospective clients by learning about their organizations, their needs and their values. All of this information can be helpful as you prepare your proposal, especially as you try to differentiate yourself from your competition.

If you want to be a supplier to VANOC, spend some time getting to know the organization. The VANOC website (www.vancouver2010.com) is a good place to start.

MODULE 6 (continued)

Talk to similar organizations, if appropriate. One of VANOC's current suppliers talked to organizers of the Greater Vancouver Golf Open to learn about the particular needs of a sporting event client. This information was invaluable as they prepared their bid. They were able to position their business as one that understood sporting events and games.

DEVELOP A PLAN FOR ASSEMBLING YOUR BID

You will need to develop a plan for assembling your bid. Your bid project plan should set out who is going to assemble which sections of the proposal. This could be one person, a team from one business, or a team from different businesses. It should also include when these individual sections will be completed. Your plan should include provisions for interruptions and have enough time at the end to complete a thorough quality assurance check on the entire proposal — both before it goes to print (or assembly) and after it comes back. Don't forget to ensure that your courier company can deliver to the required location within the required time frame.

PLAY FAIR WITHIN THE COMPETITIVE BIDDING PROCESS

Know the rules and understand the process of competitive bidding. If the RFP states that you should contact only one person with questions or enquiries, then contact only that particular person. Avoid the temptation to try to get inside information from other stakeholders within an organization. Absolutely do not engage in anything that would undermine the openness and transparency of the bidding process, such as bid-rigging.

WHAT IS BID-RIGGING?

Bid-rigging is an agreement where, in response to a call or request for bids or tenders:

- two or more bidders, usually competitors, agree not to submit a bid, or
- two or more bidders agree to submit bids that have been pre-arranged among themselves

Bid-rigging is a serious crime that eliminates competition among suppliers, increasing your costs and harming your ability to compete. Bid-rigging is a surefire way to get your bid (and possibly future bids) disqualified. For more information on bid-rigging, visit the Competition Bureau Canada website (www.competitionbureau.gc.ca).

VANOC requires all proponents to file a certificate of independent bid determination.

ATTEND A BIDDERS MEETING

Sometimes the buyer will schedule a bidders meeting to make a presentation on the project and to provide more detailed information than what is included in the RFP documents. The meeting might also be used to communicate changes to the project that may be planned and that could affect the RFP process. Attend the bidders meeting if you can. At the very least, request that the minutes of the meeting be sent to you.

MODULE 6 (continued)

Preparing Successful Bids

DEVELOP A FAIR AND COMPETITIVE PRICING STRATEGY

Your pricing must be reasonable and fair within the overall marketplace. Avoid the temptation to inflate pricing because of the scale and high profile of the 2010 Winter Games. You must be competitive. By the same token, be aware of hidden costs associated with providing services to events of this magnitude. For example, your product or service may require delivery during the Games, and access for delivery may be restricted due to security concerns, roads may be closed during the day, or drivers may need to wait in a lineup to access various venues. All of these factors could significantly affect pricing strategies if you typically make many small deliveries.

You need to know your own value proposition so that you can determine a fair pricing strategy. Think carefully before dropping prices in order to be associated with the Vancouver 2010 Winter Games or the Olympic Movement. Remember that successful contractors, consultants and service providers will not have any right to advertise, promote or publicly discuss their relationship with VANOC or the 2010 Olympic and Paralympic Winter Games, and must agree as part of their bid not to create any unauthorized association with the Olympic brand at any time. These rights are reserved exclusively for VANOC's official sponsors and suppliers.

The budget may actually be set and revealed within the RFP. In these cases, buyers are seeking to determine which of their requirements you can deliver within the budget that they have allocated for the project. Just as before, it is important to be fair and competitive in terms of what you can deliver for the price specified.

PROFILE YOUR DEMONSTRATED EXPERIENCE

All buyers want to feel confident that their suppliers have a demonstrated track record in delivering the services and supplies that they require. This is even more important during a critical high-profile event such as the 2010 Winter Games. You must be able to demonstrate that you have the experience and capability to meet the needs of a buyer.

DRAW UPON PREVIOUS BIDDING EXPERIENCE

If you've submitted a bid previously, review your notes from that experience, whether you were successful or not (see "Module 7: Learning from Lost Bids — Making the Most of the Opportunity"). Use the lessons learned from previous experiences (good or bad) to improve upon your current response.

LEVERAGE THE SUSTAINABILITY ADVANTAGE

As discussed in Module 2, VANOC takes sustainability seriously. It is implementing a comprehensive sustainability plan for the 2010 Winter Games to achieve key objectives in the areas of environmental performance, Aboriginal participation, accessibility and social inclusion. Purchasing is an important mechanism for achieving these objectives.

2010 BUSINESS OPPORTUNITIES

MODULE 6 (continued)

When price, service and quality are comparable, the supplier who can best help VANOC meet one or more of these sustainability objectives is more likely to be the successful bidder. One current VANOC supplier strongly believes its commitment to environmental performance and social inclusion was a deciding factor in its winning bid.

Take some time to review the “Sustainability” section of VANOC’s website (www.vancouver2010.com) to understand its key objectives and stay up to date on its sustainable purchasing guidelines and practices. Then look for ways to:

- highlight, if applicable, the direct contribution your particular product or service can make to help VANOC achieve its sustainability objectives
- highlight the sustainability advantages your particular product or service has over competing products or services
- profile the policies and practices of your own business operations as they relate to VANOC sustainability principles and objectives
- engage in joint ventures or strategic alliances with other suppliers who have recognized strengths in environmental performance, Aboriginal participation, accessibility or social inclusion

Remember that VANOC’s sustainability objectives are concerned not just with environmental performance, but also with Aboriginal participation, social inclusion and accessibility. Remember, too, that socially responsible sourcing — the practice of ensuring that all products and services purchased are manufactured and distributed ethically, with regard for international standards of human and labour rights — is a core purchasing objective of VANOC.

Many of the companies and government organizations involved with the Vancouver 2010 Winter Games have their own sustainability policies and related purchasing guidelines. In some cases, buyers will set minimum sustainability standards that you must meet in order to be considered as a supplier. If you are submitting a bid, make a point to become familiar with the organization’s sustainability policies and requirements, and use this knowledge to your advantage. Don’t forget accessibility, which some companies and government bodies may consider as an entirely separate purchasing issue (see, for example, the Government of Canada’s Accessible Procurement Toolkit at www.apr.gc.ca).

Don’t wait until the last minute to consider the sustainability advantage that your company can offer — be proactive about implementing your own programs and partnering with those who can bring added sustainability value to your business and to your bid.

PREPARE YOUR BID EXACTLY AS REQUESTED

One of the common complaints from purchasing managers is that suppliers don’t read the directions provided in RFPs and that their bids don’t conform to the requested requirements. As mentioned earlier, it’s absolutely critical to fully understand the requirements of the RFP and respond exactly as requested. Read it once to get a sense of the information, and then read it again to ensure that you

MODULE 6 (continued)

understand everything. The format may seem odd, but it has been requested for a reason. You should also be aware of the submission method: you may be requested to submit your bid in electronic form in addition to, or instead of, a printed copy. Don't give the reviewer any opportunity to feel negative about your bid — respond exactly as requested.

Advice from VANOC Purchasing Managers

Senior procurement managers at VANOC have this advice for businesses seeking to be successful within the competitive bidding process:

Deliver a proposal that:

- demonstrates unassailable quality
- demonstrates outstanding value for money
- ensures minimal delivery risk
- ensures minimal performance risk
- shows that your solution is tried and true, and proven in the marketplace
- meets one or more of VANOC's complementary purchasing objectives
- provides something extra

Remember this advice as you prepare your bid, and you'll significantly enhance your chances of success. Good luck!

(For a convenient checklist of the key steps in assembling a successful bid, see the Bidding Checklist at the end of this handbook.)

2010 BUSINESS OPPORTUNITIES

Module 7

Learning from Lost Bids — Making the Most of the Opportunity

- **Is the Cup Half Full or Half Empty?**
- **Ask for a Debriefing Interview with the Buyer**
- **There May Be a Second Chance: Always Be Gracious and Be Ready**
- **Look for Subcontracting Opportunities**

MODULE 7:

LEARNING FROM LOST BIDS — MAKING THE MOST OF THE OPPORTUNITY

This module provides some tips on how to make the most from a lost bid.

Is the Cup Half Full or Half Empty?

Don't look at a lost bid as a lost opportunity — look at it as a chance to learn, improve and position yourself for future success. Winning competitive bids isn't easy and it takes practice. Don't be too hard on yourself, especially if this is new territory for you.

Ask for a Debriefing Interview with the Buyer

Some buyers are willing to discuss your bid with you if it was not successful. (This is standard operating practice, for example, for the Government of Canada.) This is a valuable opportunity, so take advantage of it if you can. You may get critical information about whether your pricing was competitive, if your recommended approach was well received, or other key factors that you can use in preparing your next bid. Take the information to heart and share it with your proposal team. Discuss it to get common perspectives on what could be done differently next time.

There May Be a Second Chance: Always Be Gracious and Be Ready

It is not uncommon for winning bidders to have difficulties meeting their supply obligations (see the section on risk management in Module 8). You never know — you may get a callback. This means you must always be gracious during your debriefing interview; otherwise you could jeopardize future opportunities for working with an organization.

Look for Subcontracting Opportunities

Just because you didn't get the primary contract doesn't mean you can't be a subcontractor. Many organizations will publish the results of their bids, so you can find out who was successful (and maybe even how much they bid to get the job). You may find subcontracting to be an effective business strategy for your company.

2010 BUSINESS OPPORTUNITIES

Module 8

What Happens if I Win?

- **Celebrate Your Success and Get Ready to Work Hard**
- **Your Obligation as a Bidder**
- **Risk Management**
- **Insurance**
- **Other Considerations**

MODULE 8:

WHAT HAPPENS IF I WIN?

This module discusses some of the factors you need to consider once you've won a bid.

Celebrate Your Success and Get Ready to Work Hard

Congratulations! You have won the bid. Take a moment to celebrate your success — and congratulate the members of your team who helped to assemble the proposal.

Now it's time to get down to work and consider some next steps.

Your Obligation as a Bidder

YOUR BID IS A LEGALLY BINDING DOCUMENT

Be aware that your proposal is considered a legally binding contract. You must be prepared to fulfill the terms of your bid exactly as specified in your proposal or quotation. You have limited opportunities to change specifications or to make product substitutions. What you have proposed is what is expected.

WILL THERE BE SOME CONTRACT NEGOTIATION?

With ITQs and price-sensitive bids there is usually very little negotiation. Your bid has been accepted on the basis of a stated price for a stated product or service, and what you've quoted is what is expected, and nothing else. The only exception to this is when there is a significant change in the volume of the original order.

With an RFP there frequently is some negotiation that takes place to refine the scope of services, particularly if there are value-added components that are provided within the proposal. There may be some discussion about the specific tasks in executing the project, the project timeline may be adjusted due to unexpected circumstances, and buyers may even seek slight modifications to the products or services recommended within a proposal if new information arises. However, the proposal has been accepted on its core elements around product, service, delivery and price, so don't expect this to vary too much with any negotiations. If your strategy was to lowball in the proposal with a view to "upselling" in a negotiation phase, don't expect to succeed.

MODULE 8 (continued)

Risk Management

Risk management is often overlooked. We tend to focus all our energy on winning a bid, but there are often real risks involved in winning the bid. It is best to consider these risks upfront. Here are a few things that you should consider before you submit your bid — and reassess when you've won the contract:

- Do you have the necessary financing and credit available to carry you through periods of low cash flow? Some clients can be slow to pay, or you may be expected to carry inventory.
- Is your supply chain solid? Do you have backup plans in place regarding suppliers, import issues, etc.?
- Is your team stable? Can you still provide seamless service if a key player leaves?
- Have you worked through these considerations with your strategic partners? A new partnership or strategic alliance takes time to mature. Make sure it can withstand the stress of delivering on an important contract.
- Don't forget about your existing customers. A new major contract can easily divert your attention from existing clients and customers. Don't lose core business for a short-term contract.

Insurance

A government contract usually requires suppliers to indemnify the government against any losses it incurs as a result of the contractor's activities in performing the contract. This may also be the case with other buyers. To ensure that contractors fulfill this indemnity, buyers require evidence of adequate liability insurance. Arrangement and payment of this insurance are generally the contractor's responsibility. However, government can sometimes arrange for the contractor (if it will be delivering services directly to the public on behalf of the government) to obtain the insurance through the government.

Other Considerations

Are you prepared for the consequences of success? Here are a couple of other issues to keep in mind if you've been selected to be a supplier to the Vancouver 2010 Olympic and Paralympic Winter Games or an event of similar scale:

- Business volume can increase quickly — you may need to ramp up your infrastructure or operations in order to deliver your products and services.
- Once your foot is in the door, be prepared for more opportunities to come your way.



2010 BUSINESS OPPORTUNITIES

Module 9

Finding the Right Bidding Opportunities for Your Company

- **Vancouver 2010 Website**
- **2010 Commerce Centre**
- **Canada 2010 Marketplace**
- **Other Online Sources of Bidding Opportunities**
- **Other Ways to Find Bidding Opportunities**

MODULE 9:

FINDING THE RIGHT BIDDING OPPORTUNITIES FOR YOUR COMPANY

This module describes where to find current bidding and contracting opportunities for the Vancouver 2010 Olympic and Paralympic Winter Games (and beyond) that match your company's capabilities.

You know the main players in the 2010 Winter Games and the kinds of products and services they are looking for. You understand how the purchasing process works, how to evaluate and respond to Requests for Proposals, and how to make the best of lost bids and deal with the challenges of winning. Now it's time to get specific:

1. How do you find the current bidding opportunities that best match your company's capabilities?
2. How do you promote your company's specific capabilities to key purchasers?

Increasingly, governments and other organizations are using the Internet as a tool for advertising bidding opportunities. You may still find some opportunities advertised in the newspaper, and word of mouth is helpful, but the Internet is probably your main channel for finding contracting opportunities with governments, large businesses and, certainly, the Vancouver 2010 Winter Games.

The good news is that almost all of the business opportunities associated with the 2010 Winter Games will be available to businesses via websites that have been established by VANOC, the Province of British Columbia and the Government of Canada. This means that it's easier than ever for businesses to find opportunities related to the 2010 Winter Games. Through these same websites, you can register your company to receive notification of upcoming bidding opportunities that match your company's profile.

If you're looking for direct and related business opportunities with the Vancouver 2010 Winter Games, you've got three key resources:

- Vancouver 2010 website
- 2010 Commerce Centre website
- Canada 2010 Marketplace website

Vancouver 2010 Website

The official website of the Vancouver 2010 Winter Games (www.vancouver2010.com) is maintained by VANOC. It provides news and information about the 2010 Winter Games and the many ways to participate. The latest procurement opportunities are posted on the home page.

2010 BUSINESS OPPORTUNITIES

MODULE 9 (continued)

The Vancouver 2010 website provides a specific “Business Opportunities” section (under “Organizing Committee”) that explains opportunities for sponsorship, licensing and procurement. The procurement information pages provide a valuable description of VANOC’s procurement process and objectives, including a list of VANOC’s core purchasing practices and an explanation of the restrictions on the use of the Olympic brand. All current VANOC procurement opportunities are listed, along with instructions for obtaining detailed bid information about these opportunities. The way in which VANOC procurement opportunities are issued may change over time, so businesses that are interested in supplying goods or services to VANOC should continue to monitor this website regularly.

The procurement information pages also provide a complete list of VANOC bid results to date, with the name of the successful bidder and the date awarded. This is a valuable resource for businesses that are looking for subcontracting opportunities.

As noted in Module 1, the Vancouver 2010 website also provides information about the current construction status of all Games venues. This information will be important, not only for businesses looking for construction contracting and subcontracting opportunities, but also for potential suppliers of any of the numerous elements of the “overlay” required for the venue to serve its Games function.

The Vancouver 2010 website has an extensive section on sustainability. As mentioned in Module 2, VANOC’s sustainability objectives, which include provisions for Aboriginal participation, social inclusion and accessibility as well as environmental performance, are reflected directly in their purchasing policies and practices. The specific purchasing guidelines and processes related to sustainability may change over time, so businesses should review this website from time to time.

Finally, the Vancouver 2010 website tells you how to be included in VANOC’s procurement database or licensing database. Once you are registered, VANOC will attempt to notify you when an opportunity to bid arises in your field or product category. Take advantage of this feature to make sure VANOC purchasing staff know about your company’s specific capabilities and interests.

2010 Commerce Centre

The 2010 Commerce Centre website (www.2010CommerceCentre.gov.bc.ca) was established by the BC Olympic and Paralympic Winter Games Secretariat. Its goal is to ensure that businesses and communities throughout the province of British Columbia are able to maximize the economic opportunities associated with hosting the 2010 Winter Games, and to assist British Columbia companies in leveraging the Olympic experience to develop new skills and new business relationships that will lead to increased trade and investment activity prior to, during, and long after 2010. The 2010 Commerce Centre’s website is a comprehensive tool that provides access to Games-related business opportunities and information to help you make the most of these opportunities.

The 2010 Commerce Centre lets you find bidding opportunities not only from VANOC, but also from all 2010 Winter Games—buying organizations, related infrastructure projects (such as the Vancouver Convention and Exhibition Centre expansion and the Richmond Airport Vancouver Rapid Transit — the Canada Line), other national and international sporting events, and others. You can register online

2010 BUSINESS OPPORTUNITIES

MODULE 9 (continued)

at no cost with the 2010 Commerce Centre to receive email notification of future bidding opportunities that match your company's capabilities. The site also posts the winning bidders for these opportunities so you can identify potential subcontracting opportunities.

The 2010 Commerce Centre website provides a range of useful tools and resources to help businesses understand the business environment of the 2010 Winter Games and the procurement process being used in order to improve their chances of success. These include:

- a 2010 business guide prepared by the Province of British Columbia and the RBC Financial Group
- a sample VANOC RFP
- a contractor's guide for responding to RFPs issued by the Government of British Columbia
- an e-Bid guide for submitting a bid through the BC Bid® system.
- a series of success stories with best practice advice
- notices of upcoming workshops and seminars on Games-related business opportunities

The website tracks the latest news related to the 2010 Winter Games, and you can register online to receive a copy of the 2010 Commerce Centre Newsletter.

If your business is based in British Columbia, you'll find the 2010 Commerce Centre to be an invaluable resource. Even if your business is based elsewhere in Canada, you may find the information to be of interest. The 2010 Commerce Centre could be a particularly useful resource for exploring partnership opportunities with businesses in British Columbia.

Canada 2010 Marketplace

The Canada 2010 Marketplace website (www.Canada2010.gc.ca) was established by the Government of Canada to provide businesses all across Canada with information on the business opportunities related to the 2010 Winter Games. Accessible in both official languages, it is operated as a special service of SourceCAN.

Through collaboration with VANOC and the 2010 Commerce Centre, SourceCAN offers convenient access to business opportunities related to the Vancouver 2010 Olympic and Paralympic Winter Games. In the Canada 2010 Marketplace you can browse or search current opportunities (and view previous opportunities and bid results) from VANOC and other Games-related sources.

To help you make the most of these opportunities, the Canada 2010 Marketplace also provides information on how to bid for 2010 Winter Games opportunities, and offers a library of related resources (including an electronic version of this handbook). For Aboriginal-owned businesses and Canadian companies interested in partnering with Aboriginal businesses, there is a special section on Aboriginal business opportunities.

2010 BUSINESS OPPORTUNITIES

MODULE 9 (continued)

With the Canada 2010 Marketplace you have the option of registering online for the full range of SourceCAN services, including email notification of bidding opportunities — from the entire range of SourceCAN international procurement partners — that fit your particular profile. (See the SourceCAN description below.)

Wherever in Canada your business is, you'll find the Canada 2010 Marketplace to be a key resource for finding and capitalizing on 2010 Winter Games opportunities, and 2010 opportunities are just the beginning.

Other Online Sources of Bidding Opportunities

SOURCECAN

SourceCAN (www.sourcecan.com), a free e-marketplace operated by Industry Canada in partnership with other federal departments and agencies, matches Canadian products and services with thousands of business opportunities posted by domestic and foreign corporations and governments. International partners include the U.S. Department of Commerce, the European Union's Tenders Electronic Daily, and numerous international financial institutions (such as the African Development Bank, the Asian Development Bank, the Inter-American Development Bank, the European Investment Bank, the European Commission, the World Bank and the United Nations Development Programme). Through an international tender system, small and medium-sized Canadian companies can source bids, post opportunities and pursue strategic partnerships, all within a secure online trading environment. The Canada 2010 Marketplace is a special service of SourceCAN.

MERX

MERX (www.merx.com) is described as the most complete source of public tenders and private construction available in Canada. It strives to level the playing field so that businesses of any size can have easy and affordable access to billions of dollars in contracting opportunities with the Government of Canada, participating provincial and municipal governments, and the private sector. MERX is operated by a private company, and there are fees to use some of the advanced features of the system.

PROVINCIAL GOVERNMENTS AND AGENCIES

Provincial governments, agencies and Crown corporations also use the Internet to solicit bids for supplying goods and services. For example, BC Bid (www.bcbid.gov.bc.ca) is an electronic network that gives you "one-window" access to information about selling to government. It offers information on Government of British Columbia bidding opportunities, as well as providing links to other purchasing departments, such as the Government of Canada, most other Canadian provinces, and many U.S. Pacific Northwest states. BC Bid also offers electronic notification of bidding opportunities.

Other public agencies such as federal Crown corporations, municipalities, universities and schools may keep source lists, so it is worthwhile to contact each agency individually to find out how it buys and whether it maintains its own source lists. Many organizations publish supplier brochures for companies that want to sell to them. All of this is available free of charge. However, for additional fees, you can sign up for more sophisticated features such as electronic notification of particular bidding opportunities.

2010 BUSINESS OPPORTUNITIES

MODULE 9 (continued)

MUNICIPAL WEBSITES

For Games-related opportunities at the municipal level, you may want to visit the individual municipal websites. While you are on their sites, you can check for similar or related opportunities of interest for your business. Some websites for municipalities that are directly involved in the 2010 Winter Games include:

- City of Vancouver (www.city.vancouver.bc.ca)
- City of Richmond (www.richmond.ca)
- Resort Municipality of Whistler (www.whistler.ca)

SUMMARY OF KEY ONLINE SOURCES OF BIDDING OPPORTUNITIES

Here again are some of the main Internet-based resources for finding contracting opportunities:

Opportunity Area	Source	Website
Vancouver 2010 Winter Games	VANOC	www.vancouver2010.com
Vancouver 2010 Winter Games	2010 Commerce Centre	www.2010CommerceCentre.gov.bc.ca
Vancouver 2010 Winter Games	Canada 2010 Marketplace	www.Canada2010.gc.ca
Government of British Columbia	BC Bid	www.bcbid.gov.bc.ca
National Public Sector	MERX	www.merx.com
National/International	SourceCAN	www.sourcecan.com

Other Ways to Find Bidding Opportunities

Although websites have become the primary means by which government and businesses advertise their bidding opportunities, they are not the only way. Consider some of the other options as well.

Newspaper advertising is still a popular (and in some cases required) form of notification for bidding opportunities. Often, large bidding opportunities (those valued in excess of \$500 000) are advertised in major national and French-language newspapers. Check out local, provincial or national newspapers and read the business section to see what is available.

MODULE 9 (continued)

Word of mouth is still sometimes the only way you will find out about an opportunity. Some small-value contracts may not be posted or advertised. You might come to know about the bid only by keeping in touch with purchasing managers and your business network, and by making your products and services known to organizations that you wish to do business with. Networking is priceless!

USE YOUR LOCAL ECONOMIC DEVELOPMENT RESOURCES

Start locally by tapping into the tools and services available from local or regional economic development groups. Their role as economic development agencies is to help you make your business successful. They can help with identifying opportunities for business, providing advice on potential strategic alliances and acting as channels for receiving new information on 2010 Winter Games–related opportunities. It can't hurt to let other business people know of your interest to supply the Games — get them working for you!

Some of the key groups to include in your network are:

- Canada Business Services for Entrepreneurs (www.canadabusiness.ca)
- Community Futures Development Corporations (www.communityfutures.ca)
- Réseau de développement économique et d'employabilité (rdee.ca; in French only)
- local or regional economic development offices
- chambers of commerce

2010 BUSINESS OPPORTUNITIES

Module 10

Summary

- **Key Points**
- **What's Next: 10 Tips for Getting Started**

MODULE 10:

SUMMARY

This module highlights the key points covered in this handbook and offers a 10-step checklist to get your business into action.

Key Points

- There are many kinds of opportunities associated with the Vancouver 2010 Olympic and Paralympic Winter Games and related projects and events.
- VANOC is just one source of potential 2010 Winter Games business.
- Subcontracting is a hidden opportunity that offers great potential for Canadian businesses.
- Get ready now — the bidding has started!
- Get to know RFPs. The RFP is the primary mechanism for soliciting bids.
- Be prepared before bids are even announced — you may not have much time to respond.
- Do your homework to be successful in the bidding process.
- Use the sustainability advantage to address complementary purchasing objectives such as environmental performance, Aboriginal participation, social inclusion and accessibility.
- Consider the pros and cons of strategic alliances to build capacity.
- Lost bids can be opportunities. Make the most of the effort and consider subcontracting to the winning bidders.
- Know your obligations as a bidder. Be ready to be successful and follow through on your commitments.
- You have three key resources for finding bidding opportunities that are right for your company: the Vancouver 2010 website (VANOC), the 2010 Commerce Centre, and the Canada 2010 Marketplace.
- Not every opportunity is advertised. You must promote yourself and make your business known to potential customers.
- Use your local agencies to help promote your unique products and services — network, network, network!

What's Next: 10 Tips for Getting Started

1. Identify opportunities for your company early.
2. Learn from the experiences of previous Games.
3. Register your company with VANOC and with the 2010 Commerce Centre or the Canada 2010 Marketplace.
4. Attend a seminar or workshop on 2010 Winter Games business opportunities.
5. Consider partnerships and strategic alliances.
6. Build a network to stay informed of opportunities.
7. Incorporate the 2010 Winter Games in your business plan as a step along the way — not as the final destination.
8. Manage risks and plan for financing and other contingencies.
9. Do not forget your core business and traditional customers.
10. Explore your business ideas with professional advisors — don't be afraid to ask for help!



2010 BUSINESS OPPORTUNITIES

**Glossary of Common
Purchasing Terms**

GLOSSARY OF COMMON PURCHASING TERMS

The following is a list of definitions for many of the common terms used in government or VANOC purchasing processes.

Bidder

A bidder is a supplier who responds to an Invitation to Quote (ITQ) by submitting a bid. The supplier who is awarded the contract is referred to as the successful bidder.

Contractor

A contractor is a supplier who is providing goods or services subject to the terms and conditions of a contract with a purchaser. Most often, the term "contractor" is used to refer to a supplier of services.

Expressions of Interest

A request for Expressions of Interest (EOI) refers to a process and a document used to obtain information on the level of interest in a planned solicitation opportunity and may be used to pre-qualify suppliers for an opportunity. It is often used when an organization knows that a good or service is available but is not sure if the supplier community is interested or available to compete on the opportunity.

Invitation to Quote

An Invitation to Quote (ITQ) refers to the process and the document used to solicit bids or quotes from suppliers for the provision of clearly specified goods or services. The bids received in response to an ITQ are evaluated on price only.

Pre-Qualification List

A pre-qualification list is a list of potential suppliers who have been pre-qualified for a specific or future opportunity.

Proponent

The term "proponent" refers to a supplier who responds to an RFP by submitting a proposal. The successful proponent is the supplier who is selected from the competitive process to supply an organization with the goods or services required.

Request for Proposal

A Request for Proposal (RFP) refers to the process and the document used to solicit proposals from suppliers that will be evaluated on price as well as other criteria, including supplier qualifications and the proposed solution.

Request for Qualifications

A Request for Qualifications (RFQ) refers to the process used to pre-qualify suppliers who are interested in a current opportunity or for pre-qualifying suppliers who are interested in supplying goods or services in the future on an if-, as- and when-requested basis.

GLOSSARY OF COMMON PURCHASING TERMS (continued)

Solicitation

The act of obtaining bids, quotes, offers or proposals.

Supplier

The term "supplier" is often used interchangeably with the term "vendor." However, in the context of government purchasing, a supplier is a vendor who has been selected through a purchasing process to supply government with goods or services.

2010 BUSINESS OPPORTUNITIES

Bidding Checklist

- **Assessing the Opportunity**
- **Assembling the Bid**

BIDDING CHECKLIST

Use these checklists to help you:

- assess whether you should respond to a particular bid request
- prepare and assemble the bid.

Refer to Modules 5 and 6 for more detail.

Assessing the Opportunity

- Is there enough time to respond with a strong bid?
- Are you prepared with marketing materials and other company profile information?
- Can you afford the potential costs (real and opportunity) associated with submitting a bid?
- Does the opportunity play to one of your core strength areas?
- Have you assessed the competition?
- Have you considered forming a strategic alliance to strengthen your bid? Is there a good candidate to approach?
- Can you manage the risks and obligations if you are successful?
- Would it be better to seek a subcontracting opportunity with a successful bidder?

Assembling the Bid

- Check the closing date to confirm when the proposal is due.
- Read the RFP once from cover to cover.
- Read it again and highlight or flag all critical information and special requirements.
- Submit a receipt confirmation form if one is requested.
- Make note of any bidders meetings or notification procedures.
- Confirm the exact format required for the response.
- Develop a plan to prepare your response by identifying tasks and deadlines.
- Conduct thorough research on the issuing organization.
- Draft or assemble all of the required sections of the proposal.
- Ensure pricing is an "apples-to-apples" comparison.
- Read and edit all aspects of your proposal.
- Double-check all pricing/scheduling calculations.
- Insert any "value-added" information in the appropriate sections.
- Prepare the proposal cover, table of contents, executive summary and letter of transmittal.
- Re-read the entire proposal and make edits as required.
- Ensure that all signatures have been obtained and appropriate documents are signed-off.
- Package and submit your proposal to ensure delivery at least one day prior to the deadline.

LKC
HD30.28 .T97 2010
2010 business opportunities
: make it your business!

DATE DUE
DATE DE RETOUR

DATE DUE DATE DE RETOUR	

CARR MCLEAN

38-296

INDUSTRY CANADA / INDUSTRIE CANADA



202836