



**City of Richmond**

**Report to Council**

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**To:** Richmond City Council **Date:** March 9, 2005  
**From:** Lani Schultz **File:**  
Director, Richmond Olympic Business Office  
**Re:** Olympic Oval Project Update and "Milestones"

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**Staff Recommendation**

That the attached report be received for information.

Lani Schultz  
Director, Richmond Olympic Business Office  
(4286)

<b>FOR ORIGINATING DIVISION USE ONLY</b>		
<b>CONCURRENCE OF GENERAL MANAGER</b>		
<hr/>		
<b>REVIEWED BY TAG</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
<b>REVIEWED BY CAO</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>

## Origin

Much work is underway regarding Richmond's Oval project, and a number of critical decisions will soon start coming to Council. The scope and breadth of work that is being undertaken is broad and intense, and its complexity is very challenging, given the timelines, numbers of parties involved, economics and possibilities in dealing in a new line of business for the City. The purpose of this report is to update Council in detail on the various Oval or Olympic Games project initiatives that are ongoing and to highlight some of the important upcoming actions.

## Analysis

### *Background*

Due to the high volume and complexity of the information, this Staff Report has been structured as follows:

The Analysis Section is divided into five sections –A through E. These include:

A) Progress to Date

B) Ongoing and Emerging Business/Activities – This section will update some information previously discussed by Council and some new information.

C) Ongoing Oval Construction, Programming & Event Delivery Consultations

D) Committee Best Practises Orientation

E) Council Approval Schedule

A) Progress to date:

As part of the process for developing the Speed Skating Oval for the 2010 Olympic and Paralympic Winter Games, staff have been engaged in a critical path exercise to map out the various components of the project for scheduling, management and cash flow purposes. Much progress has already been made on a number of the tasks identified through this exercise. Examples of tasks accomplished to date include:

- Due to the requirement for confidentiality, the City was not able to provide information or seek public input prior to receiving confirmation that our bid was successful. As a result, the City committed to conduct extensive consultations with the community. In this regard, numerous public open houses were held immediately following VANOC's announcement of its decision to award the Oval to Richmond, to inform the public of the City's vision for the Oval and surrounding area.
- A detailed selection process, including EOI and RFP, was conducted resulting in the retention of architects for the Oval, post-Games retrofit, and the plaza area design.

- A high performance sport workshop was conducted, with participation from various high performance sport athletes, coaches, and agencies, to gain input and a better understanding of the high performance sport component identified for the post games use of the oval.
- A Project Management Firm has been retained to coordinate and oversee the design and construction process for the Oval.
- Preliminary discussions have been held with various potential tenants or partners.
- Rezoning of the Oval site has been completed, and the site master plan process is well on its way, with concepts reviewed at well attended public consultation sessions. As well, several business cases are underway to determine the feasibility of different land use options for the site, for Council consideration.
- Council has appointed four community based committees to help guide the City's efforts in the development of the oval project. These committees include the Spirit of BC Richmond Community Committee, the Oval Project Steering Advisory Committee, the Oval Project Building Advisory Committee, and the Oval Project Stakeholder/User Advisory Committee. All of these committees have received an orientation on the Oval project, and are in the very early stages of fulfilling their roles.
- A successful visit from the IOC President, Jacques Rogge, was hosted, providing the President with information on Richmond and on the status of our project.
- The City has provided extensive information to both public and staff through advertising and publicity efforts. Efforts include the development of a significant section on the City's website, and a monthly Oval update report.
- Senior staff had meetings in Ottawa in February with National Sport Bodies to determine national high performance sport needs and interests relative to the Oval and Pre- and Post-Games programming

## **B) Ongoing and Emerging Activities**

At this time, and in addition to the above achievements to date, staff are engaged in a number of initiatives and activities to bring the oval project to fruition. Some of these activities include:

- Negotiations with VANOC on the final venue agreement are progressing, with a completion date required in March. The venue agreement is quite complex, and includes in addition to meeting all of VANOC's technical and functional requirements, negotiations around a variety of matters pertaining to Pre- and Post-Games requirements.

- Staff are working diligently to establish a solid position for the high performance sport component of the Oval. As a core service, this component of the Oval program is vital in terms of achieving the Oval vision, for meeting VANOC's requirements for the Games event delivery, and to qualifying for significant legacy funding to help operate the facility. Meetings and negotiations are ongoing with many agencies and bodies, including VANOC, Speed Skating BC, Speed Skating Canada, Pacific Sport, various provincial and national sport organizations (PSO's and NSO's), UBC, and CODA. On February 23, 2005, staff met in Ottawa with senior representatives from a number of NSOs.
- Expressions of interest from interested user groups are being sought in preparation for determining the final program for the building. In the City's best practices research, staff were advised on many occasions that one of the greatest challenges we would face would be managing expectations. Indeed, this is emerging, with many groups and agencies looking for space, home bases, add-ons, and enhancements to the Oval. Staff are making every effort to develop a process which allows everyone to be treated fairly, with a chance to put ideas and needs forward before the final building program is brought to Council. Managing this, however is a difficult task. Staff expect that as this process progresses, Council may well be lobbied by various groups outside of the established process, and it will be imperative for Council to direct these groups to participate within the process, in order not to jeopardize our ongoing negotiations with the high performance sport groups (Pacific Sport, Provincial Sport Organizations, and National Sport Organizations) as outlined above, and ultimately, our legacy funding potential.
- Staff are investigating potential naming rights and sponsorship strategies and candidates, as part of the financial plan for the Oval. The process being undertaken is to determine how to package the various elements of the Oval in a way that maximizes naming rights and sponsorship returns, while complying with VANOC and IOC requirements, and City objectives. There will be a need to revisit current procurement and sponsorship policy within the City, in order to complete this task. As well, a value study will be done to determine what range the City can expect its revenues from this source to be within, to help with negotiations, marketing and sales efforts for this item.
- As part of the building process, staff are required to complete an environmental assessment under the Canadian Environmental Assessment Act (CEAA). In making its determination regarding the project, Canadian Heritage which is the responsible federal authority, must consider the effects of the proposed project on the current use of lands and resources for traditional purposes by aboriginal persons. As a result, a First Nations Consultation Plan has been developed to seek input from First Nations as to how they use the land area in question for traditional pursuits, and to report on and address to the extent possible any First Nations' concerns.
- Staff are consciously networking and forging new relationships within the Olympic and sporting worlds, to ensure we are in the loop and aware of opportunities and issues as they arise. While this is a time consuming process, it is proving absolutely vital to ensuring the City's success in maximizing the Olympic and legacy opportunities.

- Several business cases for the development of the Oval site are underway. These business cases are being done to determine the best business cases for the Oval, the best return on the City's prime property, and the most liveable neighbourhood and precinct plan. All of these business cases will be factored into the programming of the Oval and the site master plan, for Council consideration.
- Staff have been advised on a number of occasions that to ensure Richmond's interests are fully represented, it is very important to be at the table when key players are meeting. As such, staff have secured or are pursuing membership on a number of important and influential boards, including VANOC, the 2010 Legacies Now Society, and Vancouver Sport Tourism Task Force. VANOC has confirmed that the CAO will join their Board as a full participant, but will have observer status and, therefore, will not vote. As this has proven to be an effective model on the RAVCO Board, we plan to accept the invitation. The CAO or his delegate will also have a seat on all relevant Board committees.

### **C) Ongoing Oval Construction, Programming, and Event Delivery Consultations**

Staff have continued to investigate Speed Skating Oval Projects and Olympic Business best practices, and are quickly learning that as the City's involvement in both the design and construction, and Post-Games programming continues to evolve, there is increased need to study best and worst practices to augment staff resources with people that have previous Olympic Games venue construction, financing, operating, and event and Post-Games facility programming experience. It seems the more we learn, the more we realize how much more we need to know.

In January 2005, VANOC requested that Olympic Business Office staff teams accompany them to Calgary and Salt Lake City as technical and event observers at a World Cup and the World Championship Speed Skating events respectively. Another team of staff, our architects, and Project Managers have just recently completed a tour of facilities in various US cities to study flooring materials.

The Project Architects have also requested (see attached correspondence) that a staff team accompany them to Turin to study the construction challenges they have and continue to encounter building the Oval for the 2006 Olympic and Paralympic Winter Games. Turin Games officials have offered to hold a site inspection and construction workshop for the Richmond group. The Turin inspection and workshop is tentatively scheduled for a period to fall between the end of May and beginning of July, depending on construction progress leading up to that period. This inspection/workshop is thought to represent a crucial opportunity for our team to be directly exposed to the most current Oval construction and associated technologies in the world. There may also be an opportunity for the team to participate in a facility inspection and meet with the designers and builders of the just recently completed Moscow Speed Skating Oval while travelling to Turin. Inspections of both facilities were highly recommended by Oval management and plant operations officials in Salt Lake City who had encountered significant construction challenges while building the Oval. It is recommended that a sub-committee of the Building Committee also participate in the inspection(s).

#### **D) Committee Best Practices Orientation**

In considering the City's expectations regarding the significant extent and influence on all crucial facets of the Pre-Games, Games, and Post-Games Olympic Oval Project, and related Olympic business, staff, with benefit of advice from our consultants including previous Olympic Games officials, strongly recommend that the Oval Project Advisory Committees be exposed to an intense best practices program at the earliest feasible date (late Spring/early Summer).

The City has recruited a diverse group of experienced resourceful people having a wide range of expertise from the business, sport, and recreation communities to advise Council and staff on the Oval Project and related business. However, the rarity of these facilities around the world, the unique nature of their design and operations, the frequency for which previous Ovals have encountered design flaws and construction challenges, and the lack of success worldwide on Post-Games use and programming makes a strong case for ensuring our closest advisers have benefit of an in-depth exposure to both the facilities and the experiences and expertise of people who designed, built, financed, and/or operated them. We observed the benefit of the minimal exposure that some Council members received through touring sites such as The Talisman Centre in Calgary and the Viking Ship Oval in Hamar, Norway. Staff feel that if the City is to reap optimum benefit of the advice of the advisory committees, they need to gain as much knowledge as possible about all of the various aspects of the Olympic Oval and related Post-Games business models.

In order to make this exercise as effective and efficient as possible, and assuming that all members of the advisory committees would not be available, nor would it be affordable to have full participation, it is proposed that a sub-committee(s) of each committee participate in a best practices program that is specifically designed to expose participants to critical areas of concern.

Attached is a copy of the Convention of Cooperation between the City of Vancouver and the City of Torino, Italy, which further highlights the value of best practices workshops and facility tours.

All proposed trips would be brought forward to Council for final approval once an itinerary and budget estimates are developed.

#### **E) Council Approval Schedule (with approximate dates)**

The Oval project schedule that is being developed and tracked includes a number of large, key components required for the completion of the Oval. Examples of key components include the site master plan, land acquisition, Pre and Post-Games facility programming decisions, Building Design, Construction, Governance model, Financial Planning, and development of operational plans, and hosting of Major Events. For each of these components, schedules of events and milestones are being developed to guide our efforts in ensuring a timely, coordinated and effective delivery of the Oval.

Within these schedules, a number of important items that will require Council approval or involvement have been identified. While this list will continue to be developed, staff felt it would be helpful for Council to have a preliminary list of the events in order to give them a sense of the overall project schedule and timing. Approvals and events identified so far include:

A. Approvals (with approximate dates):

1. Advisory Committee Best Practices/orientation as outlined
2. Final Post-Games program functions for the Oval –March, 2005
3. Site Master Plan – March, 2005
4. Signing of the VANOC agreement – March, 2005
5. Revised Procurement and Expense Policies and Administrative practices – March, 2005
6. Acquisition of additional road right-of-way – April, 2005
7. Site tour and workshop in Turin on Design, Construction Challenges and Programming for Turin Oval. – May 2005
8. Final Schematic Design Approval – June, 2005
9. PDR report – August, 2005
10. Business Plan Approval – September, 2005
11. Approval of Area Plan – November, 2005
12. Naming Rights – December 2005

B. Community Events and Celebrations

1. Site Preparation – September, 2005
2. Building Construction Kick-off – May, 2006
3. Grand Opening – March, 2008

It is anticipated that this list of events and approvals will be added to once other initiatives and the work of the various oval committees a little more developed.

**Financial Impact**

Specific costs for various initiatives will be brought forward as plans and proposals are developed and confirmed.

**Conclusion**

The Richmond Olympic Oval project is a very large and complex project. The timelines of the project are very tight, and the breadth and scope of work are very significant. Staff are engaged in many different processes and activities simultaneously to ensure the timely and effective delivery of the oval project. The timing and complexity of this project make it imperative that

City systems and process are efficient, and adhered to, in order to successfully deliver the oval on time. Sensitivities to relationships, sporting world "protocol", and networks are proving to be very important and challenging requirements to this work, and staff are working diligently to forge the necessary relationships to ensure Richmond is well represented. As well, as a late comer to the process, staff are working hard to ensure Richmond is recognized as a key player in the 2010 Olympics. The learning curve for the project has been steep as the City embarks upon this new business venture, and the challenges of this learning curve are multiplied by the learning curve currently being experienced by VANOC itself. On a very positive note, the spirit of the relationship between VANOC and Richmond continues to be healthy, and Richmond's place in the games is becoming recognized by both Vancouver, Whistler, the ISU, COC and the IOC.

As the Oval project progresses, staff anticipate many new initiatives, actions and challenges ahead that will need to be addressed. As with any large project, there will also be a number of important decisions required from Council and a number of opportunities for community celebrations to mark project milestones. This report has been prepared to give Council some sense of when these events can be expected to occur.



Lani Schultz  
Director, Richmond Olympic Business Office  
(4286)

SLS:sls



January 14, 2005

City of Richmond  
City Hall  
6911 No.3 Road  
Richmond BC  
V6Y 2C1

**Attention: Mr. George Duncan**  
**Chief Administrative Officer**

Dear Sir:

**Re: Olympic Oval and City Centre Water Front Park**

I am taking the liberty of writing with respect to the need and benefit of visiting the Turin Olympic Oval facility, both prior to and during the 2006 Olympic Winter Games.

These trips will be extremely beneficial to the owners, operators and designers of the Richmond Olympic Oval. The benefits of the visits include:

- Increased understanding of Olympic operational requirements
- Increased understanding of venue requirements including site demands, security issues, venue zoning, access issues and transportation
- Increased understanding of facility design issues, constraints and requirements
- Increased understanding of Olympic Family needs and demands
- Increased understanding of international sport requirements.

During the Olympic Winter Games in Calgary, we received and assisted visiting delegations from both Albertville (1992 Olympic Winter Games) and Lillehammer (1994 Olympic Winter Games), which demonstrates that this type of activity is not frivolous but is an essential part of the facility and Games planning function.

We would suggest that representatives of Richmond Council, Richmond staff and members of the Design Team participate in the Turin visits. Further we believe that two trips would be beneficial and appropriate, namely one prior to the Games and one during the Games.

If this proposal is deemed acceptable, we would be pleased to forward budget estimates for the trips, as presented. We look forward to your response.

Sincerely,

**Cannon Design**



Robert J. Johnston, MAIBC, AIA  
Principal

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CITTA' DI TORINO



CONVENTION OF COOPERATION  
BETWEEN  
THE CITY OF VANCOUVER- CANADA  
AND  
THE CITY OF TORINO- ITALY

In the city of Vancouver, on the 30<sup>th</sup> of March 2004,  
the Honourable Larry. W. Campbell, as Mayor of the city of Vancouver, acting on its  
behalf, and the Honourable Sergio Chiamparino, as Mayor of the City of Torino, acting on  
its behalf, both acknowledge the other's capacity to sign this Convention,

DECLARE

1. That cities play an essential role in social, cultural and economic development,
2. That Vancouver and Torino have an important challenge in common represented by  
the Winter Olympic Games and their goal is to project an enduring legacy of the  
event for citizens, for future generations and for the overall community,
3. That the ultimate objective of both cities is the improvement of their citizens'  
quality of life, by means of a sustainable development,
4. That the two cities express the desire to develop links between their municipalities  
for the benefit of their citizens, promoting a relationship within the framework of  
this CONVENTION OF COOPERATION,

AGREE

- To foster mutual acquaintance and plan experiences exchange concerning the Winter  
Olympic Games,
- To co-operate and, for each city, to learn from the other party by means of exchange  
of experiences in different fields, starting from the sustainable development policies,

AND

- To keep each other informed with the economic, social and cultural affairs, projects and events of importance and great impact,
- To co-operate and, for each city, to learn from the other party by means of exchange of experiences in different fields such as economic and business development, education, science and technology, culture and leisure, tourism, urban planning,
- To provide information and support to companies, professionals and institutions interested in business or investments opportunities, in order to improve the access or the establishment in their respective markets,
- To select strategic economic sectors in which the city of Vancouver and the City of Torino have a comparative advantage if compared to other regions and in which business co-operation could be mutually more beneficial, such as the film industry, information and communication technology sector, culture and entertainment,
- To promote the exchange of students and academic researchers between universities and institutes of technology in Vancouver and in Torino, and study-related journeys.

This agreement is open to other areas of co-operation which are not specified in this Convention. It will be valid until completion of the Vancouver Winter Olympics and Paralympics in 2010 and it comes into force on the day it is signed by both Mayors.

This agreement is drawn up in two original copies: a copy in English and one in Italian, all with the same validity.

On behalf of the City of Torino  
Sergio Chiamparino

On behalf of the City of Vancouver  
Larry W. Campbell