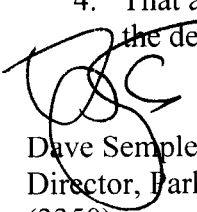




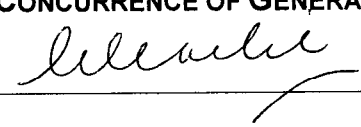
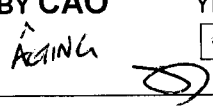
To: General Purposes Committee **Date:** March 27, 2007
From: Dave Semple **File:**
Director – Public Works and Parks
Re: 2007- 2012 Major Events Plan for Richmond “*Catch the Excitement*”

Staff Recommendation:

1. That Council approve the vision and 2007-2012 Major Events Plan as attached in this report;
2. That staff be directed to establish a Civic Events Office and hire a Temporary Civic Events Development Officer in 2007 at a cost of up to \$100,000 with funds from Council Provision or 2006 year end surplus;
3. That ongoing funding for this be considered from either the 2008 additional levels during the budget process or the 2007 year end surplus;
4. That a fund in the amount of \$125,000 be considered from the 2006 year end surplus for the development of a Major Events Implementation Plan.


Dave Semple
Director, Parks & Public Works Operations
(3350)

Att. 5

FOR ORIGINATING DEPARTMENT USE ONLY			
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER 	
Olympic Business Office	Y ☒ N ☐		
Risk Management	Y ☒ N ☐		
Finance	Y ☒ N ☐		
Public Works	Y ☒ N ☐		
Community Safety	Y ☒ N ☐		
Parks Design, Construction & Programs ..	Y ☒ N ☐		
Community Recreation	Y ☒ N ☐		
Culture and Heritage	Y ☒ N ☐		
REVIEWED BY TAG	YES ☒ NO ☐	REVIEWED BY CAO	YES ☒ NO ☐
			

Staff Report

Origin

At the regular meeting of Richmond City Council on Nov 14, 2006, the following resolution was adopted:

- (1) *That staff report to Council on the Vision (program) to position Richmond as a community that celebrates its maritime location and heritage; and*
- (2) *That staff report to Council on the Major Events program for pre, during and post 2010 Vancouver Olympic and Paralympic Games; and*

And at the regular meeting of Richmond City Council on Mar 12, 2007 the following resolution was adopted:

“That staff be authorized to prepare and bring back to Council a Major Events Plan and make recommendations on signature events that are best suited for Richmond”

The purpose of this report is to seek endorsement of the proposed vision and 2007-2012 Major Events Plan that includes recommendations on signature events best suited for the City of Richmond.

Background

The City of Richmond has a long history of hosting a wide variety of events and celebrations. These events support Richmond's vision of becoming *the most appealing, liveable and well-managed community in Canada* and contribute significantly to Richmond's social and economic well being and are also beneficial for enhancing the City's identity and profile regionally, nationally and internationally.

There is a wide range of special events held in Richmond each year and the City's involvement varies considerably. Some events are planned and hosted by City staff, others are hosted in partnership with community associations and societies while others are privately run (Attachment 1). Typically events involve considerable coordination and services from a wide variety of civic departments including Public Works, Parks, Recreation and Cultural Services, Fire, Police, Health, Bylaws, Transportation, Inspections, Mayors Office, Councillors, Law, Communications, Facilities, Finance and Risk Management.

In 2005, Council endorsed the Corporate Events Strategy. This strategy outlined the need for increased coordination throughout the City to develop the event approval process and various strategies to move the City towards being an event friendly city.

This strategy established Richmond as an event friendly city, outlined potential roles for the City in the development and productions of events, established criteria for supporting events and identified four key guiding principles:

1. Ensure events are safe and well organized
2. Ensure events balance public benefit with city cost
3. Ensure events encourage community involvement
4. Ensure events benefit the community

Staff have been working on the implementation of this strategy since 2005.

In Richmond there are dozens of small to large special events and festivals each year. Well over 3000 volunteers annually contribute their time to the planning and operation of special events. Thousands of people participate and the demand for events and festivals continues to grow. Community organizations, City staff and the private sector organize events. They range from block parties to major festivals such as Steveston Salmon Festival.

The Nations in Bloom project in 1998 and Richmond Tall Ships 2002 showed the world that the citizens of Richmond, with their festive spirit and hospitality, could take on the challenge of hosting world-class events. The Richmond Night Market, a privately funded attraction, draws over 900,000 people to Richmond to shop, eat and be a part of this dynamic cultural experience.

The world will turn it's attention to Vancouver, Whistler and Richmond as the hosts of the 2010 Olympic and Paralympic Winter Games. An estimated audience in excess of 3 billion television viewers from around the world will view the biggest sporting and cultural event in the world.

The 2010 Games and major special events have potential to leave considerable legacy to Richmond with respect to facilities, funding partnerships, volunteerism, increased tourism, economic development and an increased capacity for sport hosting.

Staff have done considerable best practices research on how other Olympic Venue cities have been successful in capitalizing on hosting Olympic Games. Staff have also researched the City's event hosting assets, current and past major event successes and what strategic places, infrastructure improvements and human and financial resources are needed to showcase Richmond to the world as a fun, vibrant and event friendly destination.

An upcoming report will be dealing with specific Olympic events and activities through the strategic operations plan and Richmond City Council will decide the level of involvement in Olympic opportunities. For the purposes of this report, staff have identified potential opportunities (Attachment 2) that will come with our involvement as an Olympic Venue City.

Corporate and Departmental Strategies

The value and support for developing Richmond's capacity and reputation as an event-hosting city is expressed in a number of adopted corporate and departmental strategic plans and initiatives. These include:

- Parks, Recreation and Cultural Services Master Plan 2005-2015
- Draft Corporate Events Strategy 2004
- Waterfront Strategy 2003
- Economic Development Strategy 2002
- Arts Strategy 2004
- Field Sport Strategy 2006 - 2011
- Richmond's Olympic Oval Bid

A further contributor to this plan was outlined in the recent March 12, 2007 report Preliminary Report – Major Events Strategy. That report made several observations and recommendations including:

1. The City should establish standard methodology & procedures (utilizing generally accepted practices) for budgeting, measuring and reporting major events and projects costs.
2. Staff should compile learnings and recommendations from the Richmond Tall Ships 2002 event final report and all other City events including the 2010 Countdown event to be included in a Major Events Best Practices Manual that should be utilized as a reference guide for the proposed Major Events Plan.
3. Staff should prepare an implementation plan including a budget and economic impact assessment for inclusion in the Major Events Plan.
4. Staff should prepare a delivery strategy for the role of the City in the planning and management of future major events, examine the cost to establish and operate a civic event and volunteer resource management office and the cost to acquire or lease the necessary infrastructure required to support major events.
5. Staff should identify and provide recommendations on other signature events that would be best suited to the City of Richmond to ensure long lasting legacy well beyond the Games that would assist the City's efforts to continue to attract visitors, enhance local business and build community capacity.
6. Staff should open discussions with Tourism Richmond with the goal of clarifying the role that Tourism Richmond will play in the City's overall strategy and investment in leveraging the 2010 Olympic & Paralympic Winter Games to attract tourism and investment to Richmond prior to, during and beyond 2010.

To capitalize on the enthusiasm generated from being a venue city and to ensure sustained excitement and celebrations beyond the 2010 Games, staff have prepared a 2007 – 2012 Major Events Plan for Council consideration (Attachment 3).

Analysis

The 2007-2012 Major Events Plan is intended to capitalize on Richmond's role as an Olympic Venue City and to position Richmond as a premier events destination.

The City of Richmond is the home of many community events, some attracting local participation and some with regional appeal. The City currently invests over \$500,000 in supporting events through providing fire, police, parks, recreation, insurance and marketing. Community organizations invest more than this amount in the production of events. For the purpose of this report it is important to understand that a wide variety of community oriented events will still occur and thrive in Richmond. This report deals with the development of signature events and major events using the following definitions:

- The term “**Major Event**” is used to describe an organized note-worthy happening, occurrence or contest designed for a definite purpose or occasion that is open to the general public, and which generates 15,000 visitors and over 1,000 room nights booked in local hotels. (i.e. Richmond Tall Ships Festival 2002).
- A “**Signature Event**” is an organized community celebration, generally held on an annual basis, which includes the host community in the name of the event. (i.e. Steveston Salmon Festival).

Taking Events to the Next Level: The 2007-2012 Major Events Plan

The Major Events Plan declared a strong vision for Richmond. “***Richmond, the premier events destination in Canada***”. To be consistent with the draft Corporate Events Strategy, the following four principles were incorporated:

1. Ensure events are safe and well organized.
2. Ensure events balance public benefit and City cost.
3. Ensure events encourage community involvement.
4. Ensure events benefit the community.

Keeping these principles in mind, the Major Events Plan 2007-2012 identifies four goals:

1. Enhance the regional, national & international awareness and profile of Richmond to attract visitors to Richmond.
2. Maximize social and economic benefits to the community by enhancing arts, culture, and heritage, promoting wellness and sports, fostering volunteerism and increasing community pride and sense of belonging.
3. Strengthen the event-hosting infrastructure.
4. Effectively leverage 2010 Olympic & Paralympic Winter Games-related opportunities for long-term legacies.

Major Events Themes

Through the research, best practices and review of existing assets, 5 Richmond oriented major event themes emerged. They are:

1. ***Celebrate the Island City*** - We are a unique island city in the Lower Mainland and in Canada.
2. ***Celebrate our Proud and Diverse Community*** - We are multi-culturally diverse, but we are one community. Collectively, "*We are Canadian*".
3. ***Celebrate being a Gateway and a Destination*** - We are the gateway to the province, the country and the Pacific Rim. We are also a destination city to many world travellers.
4. ***Celebrate our Sport Achievements*** - We are an active sport community with a proud history of hosting high quality sporting events, providing a range of opportunities for Richmond athletes from playground to podium, and promoting a culture that values and celebrates sport.
5. ***Celebrate Arts and Heritage Experiences*** - We are a community where arts and heritage activities and events are celebrated and supported.

City staff created the event plan based on the next five years and identified a series of events that would achieve the vision, adhere to the principles and work with the five theme areas. A program of major events was identified which would move the City from a planning phase in 2007 including the creation of an events office through building our capacity to host major events including the Olympic long track speed skating test events, the 2010 Winter Olympic long track speed skating competition, and finally to position Richmond as a premiere events destination by 2012.

The development of most major events typically takes several years to evolve from local community events to larger regional events, then, as their popularity increases and event hosting infrastructure is built, they become national or international attractions. The proposed program of major events for Richmond follows this same pattern, which is to start small with a detailed, yet ambitious plan and build up.

The Proposed Major Events Plan 2007-2012

2007 Major Events Plan Development Phase

Establish a Civic Events Office by Fall 2007, develop a Major Events Implementation Plan for hosting major events in Richmond, continue to support our existing major events and help grow the Winter Festival and Countdown to 2010.

2008 Building Our Capacity as Major Event Hosts

Initiate strategies and actions that will increase Richmond's capacity for hosting major events, partner with the Province in celebrating BC's 150 years, continue to support our existing major events, help grow the highly successful Winter Festival and Countdown to 2010 event, celebrate the Opening of the Richmond Olympic Oval and a Maritime Festival including Tall Ships.

2009 Rehearsal for Hosting the World

Continue to build our event hosting capacity, help grow the size and scope of our existing festivals, test our readiness for hosting the world with the World Long Track Speed Skating Championships, and initiate a major Richmond Festival of the Arts and a Luminare Festival (festival of light).

2010 Welcome the World to Richmond & Showcase Richmond to the World

Showcase Richmond to the world with an enticing menu of events, and attractions that create positive memories and exciting stories for our Olympic visitors.

2011 Welcome the World Back to Richmond

Build on Richmond's reputation as an Olympic Venue City and invite our 2010 Olympic visitors back to experience more of Richmond's fascinating maritime heritage and rich cultural diversity.

2012 Building on the Event Destination City Legacy

Continue to build on Richmond's reputation as Olympic Venue City and launch initiatives to profile Richmond as the "Premiere Events Destination in Canada".

A schedule outlining the proposed timing of the above major events is attached (Attachment 4). The gross event costs, participation, volunteers and economic impact of the various major events listed above are attached (Attachment 5).

Major Event Delivery Strategy

For the next five years (2007-2012) it is recommended that the focus of the Major Events Plan will be to establish the Civic Events Office, develop a Major Events Implementation Plan and proceed with implementing the goals, objectives and actions outlined in the Implementation Plan.

Staff are recommending the creation of a new business unit for the City. This unit will centralize and better coordinate the support for events. New funding will be needed for this function. The economic benefits will be significant with the adoption and implementation of this new area of focus. Staff anticipates with the establishment of an event program that new sources of revenue will be received to eventually offset some of the costs.

To achieve the plan, the City will continue to support existing events, provide corporate support to the Olympic business office, and build capacity to develop and host events. The following next steps are recommended:

- Hire a Civic Events Development Officer and establish a civic event office in 2007. This individual would ensure implementation of the corporate events systems and work with community organizations to ensure new major event development.
- Prepare an implementation plan including a budget and economic impact assessment for inclusion in the Major Events Plan. Staff do not have the capacity to develop an implementation strategy and are recommending that the City seek a consultant to prepare the Major Events Implementation Plan.

- Prepare a delivery strategy for the role of the City in the planning and management of future major events, and determine the costs to acquire or lease the necessary infrastructure required to support major events.
- Establish standard methodology & procedures (utilizing generally accepted practices) for budgeting, measuring and reporting major events and projects costs.
- Compile learnings and recommendations from the Richmond Tall Ships 2002 event final report and all other City events including the 2010 Countdown event to be included in a Major Events Best Practices Manual
- Open discussions with Tourism Richmond with the goal of clarifying the role that Tourism Richmond will play in the City's overall strategy and investment in leveraging the 2010 Olympic & Paralympic Winter Games to attract tourism and investment to Richmond prior to, during and beyond 2010. Include the proposed events in the development of the Richmond Tourism and Sport Tourism Strategy work, recently approved by Council.
- Continue to support existing community events and continue to assist in promotion and marketing of community events in cooperation with Tourism Richmond and others.
- Develop a fund raising strategy and identify potential funding sources.
- Identify opportunities for major event hosting partnerships.
- Identify major event opportunities in the next 10 years and bid on the most appropriate ones.
- Work on initiatives to improve coordination between event organizers

Financial Impact

Establish and staff a Civic Events Office and recruit a Temporary Civic Events Development Officer at an estimated cost of up to \$100,000. As the budget has been approved for 2007, staff are seeking approval for one time funding from Council Provision or 1 time additional level funding to bridge until the 2008 budget is developed in which staff will recommend ongoing funding in 2008 for this position. If ongoing funding does not occur, staff will be again seeking one time funding in future years.

Depending on the implementation of the events plan, there may be some revenue opportunities from overheads and permit fees.

Hire a consultant for the development of a Major Events Implementation Plan in 2007. Proposed funding of \$125,000 from 2006 year end surplus.

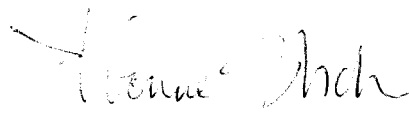
Conclusion

The decision to build the Olympic long track speed skating oval in Richmond and being designated a Venue City provides an unsurpassed opportunity to showcase Richmond to the world before, during and beyond the 2010 Olympic Games.

Endorsing the proposed vision and 2007-2012 Major Events Plan and the funding needed to establish a Civic Events Office (\$100,000) and develop a Major Events Implementation Plan (\$125,000) will provide the support needed to proceed with the development of a detailed 5-year major events implementation plan that will bring exciting events and business opportunities to Richmond residents and capitalize on this unique global showcasing opportunity.



Eric Stepura
Manager Sports and Community Events
(1274)



Yvonne Stich
Park Planner
(3310)

City of Richmond Involvement in Special Events

The City of Richmond has a long history of supporting events and celebrations. The Events Calendar posted on the City's website lists over 150 community events. The City's involvement in these events varies widely. The City plans and hosts some events; others are hosted in partnership with community associations, while others are privately run. Examples of special events held in Richmond include:

City Hosted Events:

- Concerts on the Dock
- Countdown to 2010 / Winter Festival
- Minoru Park Fireworks Display
- Play Day
- Remembrance Day Ceremonies

City/Community Hosted Events:

- Breakfast with Santa
- Bullhead Children's Derby
- Burkeville Daze
- City Centre Celebrations
- Concerts in the Park
- Dragon Boat Festival
- Easter Events
- Fitness Challenge Wellness Fair
- Garden and Home Improvement Fair
- Halloween Fireworks Displays
- Heritage Week Exposition
- Kajaks International Track Meet
- Lantern Festival
- Multi Fest
- Nations Cup Soccer Tournament
- Nature Comes to Light
- Nibbles and Bites
- Richmond Maritime Festival / Wooden Boat Festival
- Richmond Minor Hockey Christmas Tournaments
- Santa Clause Parade
- Slug Fest
- Spirit of BC Week Events
- Steveston Salmon Festival
- Sports Competitions
- Thanksgiving Weekend Youth Soccer Tournament
- Vive Richmond Wine Gala
- Winter Wonderland

Private Funded Events:

- Chinese New Year
- Concerts / Shows at River Rock
- Gemini Awards
- Major Golf Tournaments
- National Fencing Championships
- Night Market (over 900,000 visits)
- Parade of Lights – Rmd Yacht Club
- Sports Town Events
- Twin Oaks Grand Prix Horse Show
- YVR Events

Examples of significant special events held in Richmond in past years

- BC Summer Games
- Cranberry Festival
- Dolphin Park Classic Basketball Tournament
- Forrester Games for the Disabled
- Maccabi Games
- Nippon Maru and Kawai Maru visits
- Richmond Tall Ships 2002
- World Junior Badminton Championships

Capitalizing on Richmond's Olympic Profile and Legacy

Richmond City Council clearly defined that it wanted to be an official venue City where the City of Richmond takes a complimentary role and mitigates impacts on the community while having a major influence on the experience of visitors and the impression they form of the City.

The decision to build the Olympic long track speed skating oval has elevated Richmond's status as a Venue City for Canada's premier international sporting event and increased visibility for Richmond regionally, nationally and internationally. The leverage opportunities created from being an Olympic Partner are significant. The Games not only provide an iconic building for sport for the foreseeable future, but it also is an opportunity to be connected to the leadership in sport and business both nationally and internationally.

The association with the Olympic "family" opens doors for learning, partnering and sharing of expertise throughout the world. With an increased profile, Richmond has opportunities to host many more high profile major events. Visitors will come to events at the Oval to experience an Olympic facility and to visit a City that has established credibility on the world stage.

Almost all Olympic host and venue cities have leveraged increased tourism and event hosting capability due to their Olympic association. Calgary has built an extensive volunteer infrastructure that is successful at bidding and hosting major national and international events.

Cultural Olympiad

The 2010 Cultural Olympiad runs from the time the Olympic Flame was extinguished in Torino to five weeks before the 2010 Games when the Vancouver 2010 Cultural Festival will begin. The Cultural Olympiad is the opportunity to highlight our local cultures and creative artists and build awareness and capacity in the culture, arts and heritage community to capture the eyes of the world. It is a time to create excitement in the local community and around the world. Richmond, through a series of actions and events can build a legacy in the community and garner international attention leading up to the Games in order to leverage and maximize the opportunity of 2010. This program and funding for this program is currently under development.

Countdown to 2010

The 2010 Games also provides a new opportunity to create a winter celebration to showcase sport and culture in Richmond. The recent Countdown to the Games celebration provided an opportunity to recruit volunteers and create synergy for sport, community and cultural organizations to work together. The event also facilitates the private and public sector to form partnerships and to assist with the implementation of the Games. Our success at the first two events set the standard for increased expectations and participation in the future.

Test Events

An expectation of the City of Richmond is to host a variety of long track speed skating events that test the facility and our ability to host the Long Track Speed Skating events during the Games. These events include national and international events in 2009. The World Championships and the National Championships are tentatively planned. These events are expected to draw a full house to the Richmond Oval that will require considerable planning and preparation.

Volunteer Legacy

The volunteer legacy, surrounding the Olympic Games will build the capacity to be able to host future major events. The need for volunteer recruitment, training and coordination is essential to successful community run events.

Sponsorship

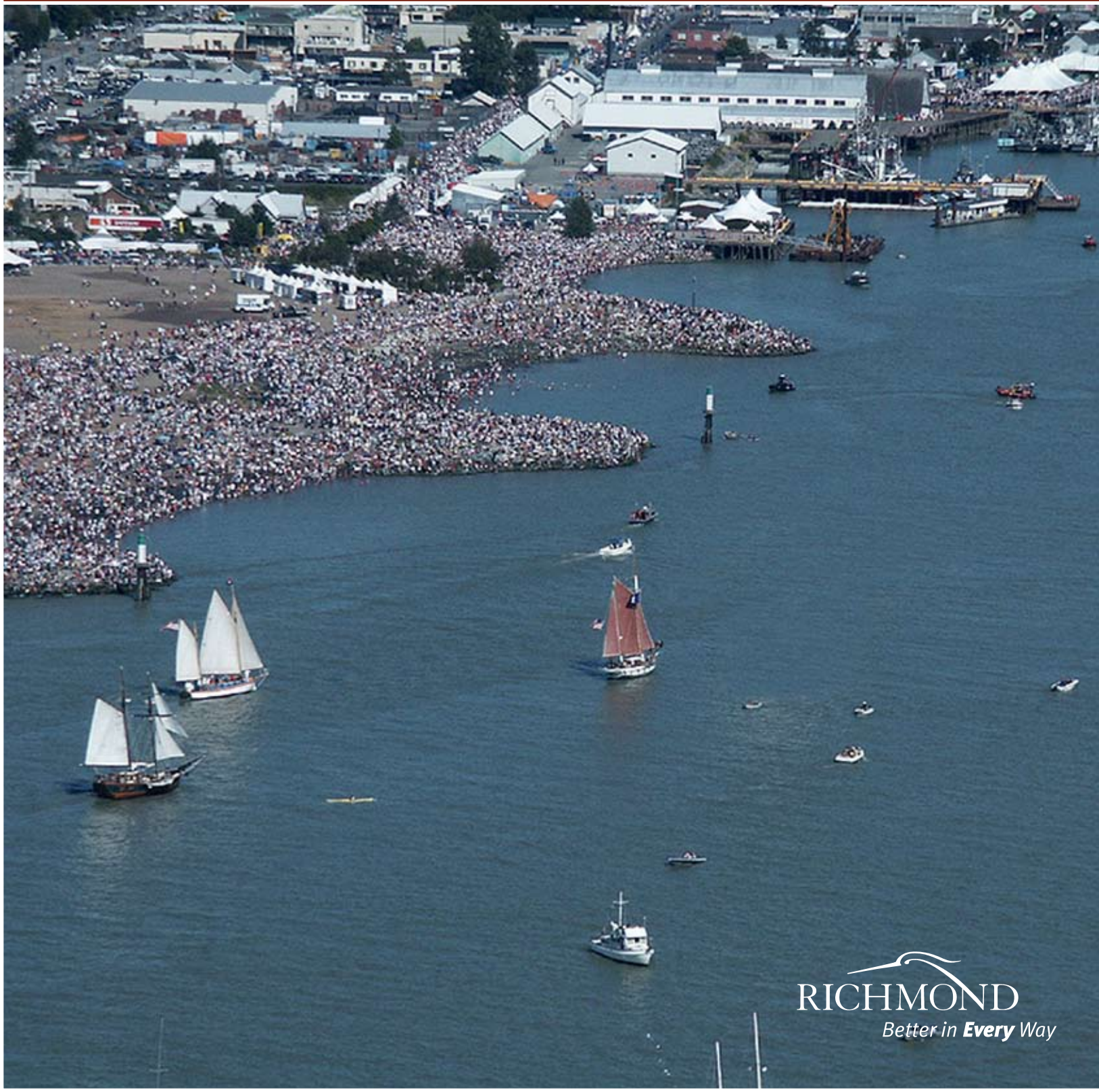
The Games also provides leverage to form partnerships with both Olympic and non-Olympic sponsors to further the City's community objectives and create legacy in many areas. The partnerships serve to create capacity within the City and other organizations to raise funds and promote business, the City of Richmond and the community. Other cities have had sponsors build public gathering areas, enhance sport facilities for hosting, support live sites, create Homestay infrastructures and develop and enhance volunteer capacity.

Live Sites

Many Olympic Cities have experienced considerable success with the implementation of Olympic live sites. Live sites are televised live Olympic events to community viewers through a large LCD screen. Live sites also allow the community to experience or "touch" the Olympic Games even if they do not have a ticket for the event. A variety of funding opportunities to create a live site(s) in Richmond are currently being investigated.

2007-2012 Major Events Plan

Catch the Excitement!



RICHMOND
Better in **Every** Way

ACKNOWLEDGEMENTS

The 2007-2012 Major Events Plan would not have been completed without the valuable contributions from a variety of individuals. A special thank you goes to the following:

For guiding the 2007-2012 Major Events Plan Process:

Cathy Volkering Carlile, and Dave Semple

For contributing to the Major Events Plan development:

Dave Semple, Eric Stepura, Yvonne Stich, David A. Hughes & Associates Ltd.

For contributions to the Dec. 14 2006 Major Events Planning Workshop:

Facilitators: Jennifer Wilson and Eric Stepura

Cathy Volkering Carlile	Dave Semple	Kate Sparrow
Jane Fernyhough	Anne Stevens	Mike Redpath
Gary Young	Yvonne Stich	Daryll Zoerb
Suzanne Carter	Gerry De Cicco	Judi Hutchison
Margo Daykin	Suzanne Greening	Alan Hill
Wayne Yee	Jason Kita	Marty Tanaka
Eva Susich-Veloso	Simon Johnston	Suzanne Haines
Brian Klassen	David Hughes	

For contributing towards the development of the 2004 Draft Corporate Events Strategy which formed a foundation for the 2007-2012 Major Events Plan:

Kate Sparrow	Shawn Issel	Sandy Pearson
Dave Semple	Ted Townsend	Glenn McLaughlin
Jane Fernyhough	Graham Willis	Scott Schroeder
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Marlene Parsons	Rick Thomas	Richard Toda

For document layout and design:

Christina Lazar-Schuler

EXECUTIVE SUMMARY

Major Events Plan 2007-2012 “Catch the Excitement”

Richmond is a scenic and vibrant city that is evolving and growing. Major events support Richmond’s vision of becoming the *most appealing, liveable and well-managed community in Canada*. Events contribute significantly to Richmond’s social and economic well-being and are also beneficial for enhancing the City’s identity and profile regionally, nationally and internationally.

The 2002 Tall Ships event showed the world, that the citizens of Richmond with their festive spirit and hospitality, can take on the challenge of hosting world-class events. Winning the international award of the 2002 Port City of the Year for the event shows that Richmond does live up to its goal of being *Better in Every Way*.

While the City can be proud of its past accomplishments as a major event host, more can be done to promote and showcase Richmond on an international stage as an exciting place to visit to experience the fun and “catch the excitement” of major events and festivals.

For two months in 2010, an estimated audience in excess of 3 billion television viewers from around the world will focus their attention on Richmond, Whistler and Vancouver as hosts to the biggest sporting and cultural event in the world, the 2010 Winter Olympic and Paralympic Games. This is a once in a lifetime opportunity to showcase Richmond to the world, as an appealing, livable and exciting place to live, have fun and visit.

To capitalize on the international attention Richmond will receive as an Olympic Venue City, staff have done considerable research on what the City’s event hosting assets are, what events the community is currently hosting, what successful major events the City has hosted in the past and what strategic plans, infrastructure improvements and human and financial, resources are needed to showcase Richmond to the world as a fun and vibrant event friendly destination.

A PRCS staff team guided the process for responding to the following Council resolutions:

At the regular meeting of Richmond City Council on Nov 14, 2006, the following resolution was adopted:

- (1) That staff report to Council on the Vision (program) to position Richmond as a community that celebrates its maritime location and heritage; and*
- (2) That staff report to Council on the Major Events program for pre, during and post 2010 Vancouver Olympic and Paralympic Games; and*

And at the regular meeting of Richmond City Council on Mar 12, 2007 the following resolution was adopted: *“That staff be authorized to prepare and bring back to Council a Major Events Plan and make recommendations on signature events that are best suited for Richmond”*

The value and support for developing Richmond’s capacity and reputation as an event hosting city is expressed in a number of corporate and departmental strategic plans and initiatives including the Parks, Recreation and Cultural Services Master Plan 2005-2015, Draft Corporate Events Strategy 2004, Waterfront Strategy, Economic Development Strategy, Arts Strategy 2004-2005 and the Field Sport Strategy 2006-2011.

On December 14, 2006, an interdepartmental City staff workshop was held to generate ideas around a vision, themes, community assets and major events that could be hosted in Richmond. The results of this workshop combined with the City’s vision and other corporate strategies formed the foundation for the following events vision:

Richmond, the premier events destination in Canada.

To develop a program of major events for pre, during and post 2010 Vancouver Olympic and Paralympic Games, staff **chose to adopt the following Council approved Guiding Principles for Events from the Draft Corporate Events Strategy 2004:**

Guiding Principles

1. Ensure events are safe and well-organized.
2. Balance public benefit and City cost.
3. Encourage community involvement.
4. Benefit the community.

The Goals of the Major Events Plan 2007-2012 are to:

- Enhance the international awareness and profile of Richmond
- Attract visitors to Richmond
- Maximize social and economic benefits to the community by:
 - enhancing arts, culture, and heritage
 - promoting wellness and sports
 - fostering volunteerism
 - increasing community pride and sense of belonging
- Strengthen the existing and planned for event hosting infrastructure
- Complement the 2010 Olympic and Paralympics Games and VANOC program of events
- Effectively leverage Games-related opportunities for long-term legacies.

Suggested Themes for Major Events in Richmond are:

Celebrate the Island City - We are a unique island city in the Lower Mainland and in Canada.

Celebrate our Proud and Diverse Community - We are multi-culturally diverse but we are one community. Collectively, **"We are Canadian"**.

Celebrate being a Gateway and a Destination – We are the gateway to the province, the country and the Pacific Ocean. We are also a destination city to many world travellers.

Celebrate our Sport Achievements - We are an active sport community with a proud history of hosting high quality sporting events, providing a wide range of opportunities for Richmond athletes "from playground to podium" and promoting a culture that values and celebrates sport.

Celebrate Arts and Cultural Experiences - We are a community where culture and heritage activities and events are celebrated and supported.



Suggested Program of Events 2007-2012:

Once major event themes were selected, a program of major events was identified which will move the City from a planning phase in 2007, through building our capacity to host major events including the World Cup single distance long track speed skating test events, the 2010 Winter Olympic long track speed skating competition, and finally to position Richmond as a premier events destination by 2012.

The 2007-2012 Major Events Plan is intended to capitalize on Richmond's role as an Olympic Venue City and to position Richmond as a premier events destination.

Next Steps:

Further work is required to establish a Civic Events office and develop a detailed Major Events Implementation Plan including a budget and economic impact assessment methodology and operational delivery plans that include: scope of work, delivery strategies, key assumptions, key deliverables, task timelines, impact on current operations, risk analysis, progress tracking, financial and human resources implications, community engagement and consultation plan and coordination of roles and resources with other stakeholders.

Upon approval of the Major Events Plan 2007-2012, staff will hire a consultant to begin work on a Major Events Implementation Plan for Council's consideration.

Upon approval of the Major Events Implementation Plan, the City will embark upon a series of initiatives to support existing community events, develop a program of new major events, build its capacity in event hosting infrastructure, event coordination services, event marketing and bid preparation for major events and multi-sport games. This increased event hosting capacity will position Richmond to achieve its vision as:

“Richmond, the premier events destination in Canada.”

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1.0 INTRODUCTION

The City of Richmond has a long history of hosting a wide variety of events and celebrations. These events enrich the quality of life in the community and support Richmond's vision of becoming ***the most appealing, liveable and well-managed community in Canada.***

Events and festivals contribute significantly to our City's social and economic well-being. They are also beneficial for enhancing a community's identity and profile regionally, nationally and internationally.

The 2002 Tall Ships event showed the world that the citizens of Richmond, with their festive spirit and hospitality, can take on the challenge of hosting world-class events. Winning the international award of the 2002 Port City of the Year for the event shows that Richmond does live up to its goal of being ***Better in Every Way.***

While the City can be proud of its accomplishments, more can be done to promote and showcase Richmond on an international stage as an events friendly city.

For two months in 2010, the world will turn its attention to Richmond, Whistler and Vancouver as hosts to the biggest sporting and cultural event in the world, the Olympic and Paralympic Games. This is a once in a lifetime opportunity to maximize the City's exposure to the world, move towards achieving our corporate vision and to create beneficial legacies for the community.

The 2007-2012 Major Events Plan is intended to help position Richmond as a premier events destination and to identify a program of potential major events that will complement the activities distinctly associated with the 2010 Olympic and Paralympic Winter Games.



2.0 BACKGROUND

Building Towards a Vision

2.1 Context

Major events give a community a sense of identity, pride, and a way to communicate through shared experiences. The intrinsic value of developing Richmond's capacity and reputation as event friendly is expressed in a number of corporate and departmental strategic plans and initiatives. Key statements from these strategies are outlined below.

Draft Corporate Events Strategy 2004

As a result of the increasing number of events being held by many groups in the City and future opportunities such as the 2010 Olympics and Paralympic Games, it was recognized that there was a need for a comprehensive Corporate Events Strategy.

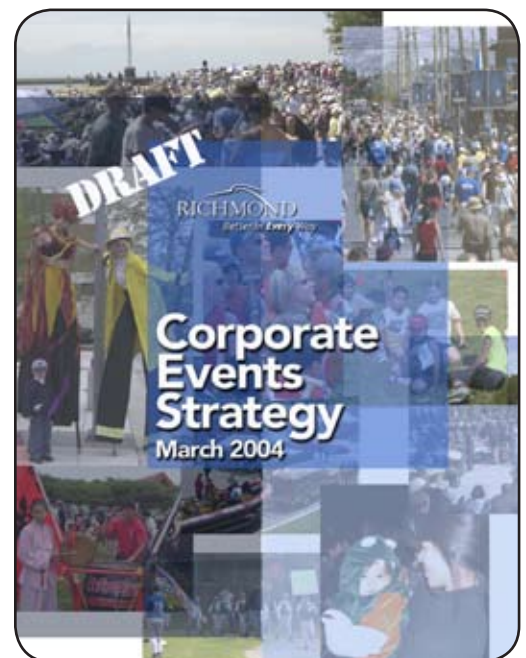
In 2004 a Draft Corporate Events Strategy was developed, presented and adopted in principle by Council. Since then, considerable best practices research has been done on festival and event hosting.

It is anticipated that a Final Corporate Events Strategy and implementation plan will be presented to Council in the spring of 2007.

The 2007-2012 Major Events Program builds on the following recommendations from the Draft Corporate Events Strategy:

- “encourage a signature community event that will increase the City's profile regionally, provincially, nationally and internationally”;
- “Richmond can be promoted as an event friendly community”;
- “actively support large national and international events”;
- “encourage the establishment of new events”;
- “create a balance between festivals, sporting events, cultural and multicultural events”;
- “host events throughout the year”;
- “host a number of small, medium and large annual events”.

In addition, the Draft Corporate Events Strategy addressed a number of topics including positioning Richmond as an events friendly city, benefits of events, criteria for supporting events, guiding principles, and goals for success. These topics are reflected in this new 2007-2012 Major Events Plan.



Parks Recreation and Cultural Services Master Plan 2005-2015

The Parks Recreation and Cultural Services Master Plan 2005-2015 includes the following actions regarding event hosting in the community:

“...identify that there is a desire to celebrate and share between different cultures, foster a sense of community and increase volunteer opportunities. Special event and festival are ideal mechanisms in which to do this.”

“Imagine Richmond in 2015...

The City is vibrant in its variety of festivals, arts and cultural pursuits, historic and contemporary attractions and support for creativity.”

Richmond Arts Strategy July 2004

The Richmond Arts Strategy identifies the need for major events in the community. One of its actions to increase the variety and diversity of arts experiences in the community is to:

- “Host an annual signature arts festival in Richmond.”

Field Sport Strategy

The Richmond Field Sport Strategy 2006-2011 supports the need for facilities for hosting field sport tournaments in Richmond. Goal #6 of the strategy reads:

- “To encourage and facilitate field sport tourism in Richmond.” and “to increase Richmond’s capacity for hosting field sport tournaments”.
- “to increase Richmond’s capacity for hosting field sport tournaments”

Richmond Waterfront Strategy

One of the elements of the Waterfront Strategy is to undertake:

- “a programming and special events master plan for the City’s waterfront for the next 5 years”.

Community Needs Assessment 2001

Events were recognized as an issue in the Community Needs Assessment 2001 for Parks, Recreation, and Cultural Services. The Events Needs Assessment confirmed:

- “a need to change with opportunities identified for the City to improve its performance in hosting events.”



Richmond's Olympic Bid

In the bid for the 2010 Olympic Games, Richmond's vision for the Oval is to be:

- “a significant international and community gathering place, a vibrant focal point for activity”;
- “an active venue that harmoniously brings together sport, culture, environment and business in one location.”
- “Richmond's plan envisions supporting the Oval with outdoor festival space on its waterfront surroundings.”

Richmond Economic Development Strategy

The City's Economic Strategy states:

- “Develop programs, policies and special events that enhance community vibrancy”
- “Identify and develop additional attractions and events in Richmond, including arts and culture, heritage and recreational, that can be marketed to both tourists and Greater Vancouver residents.”

Richmond Foundation

“You can count on the Richmond Foundation to support this kind of initiative. I can see the Foundation coordinating efforts to raise money for these major events and help them become self-sustaining.”

~ Mike Brow, Chair - Richmond Foundation, January 2007

Tourism Richmond

“Tourism Richmond recognizes the importance of events for tourism and continues to be committed to marketing all major special events to attract visitors to Richmond. Depending upon the event or the size of the event(s) Tourism Richmond has the ability to attract travel trade media to the event, forward press releases to publications that would be interested in promoting the event(s), and assuming enough notice, the event(s) would be included in all promotional collateral given to visitors and at appropriate tourism trade shows. Special advertising campaigns can also be developed. An excellent example of a successful special event is the Night Market which continues to attract visitors and media attention to Richmond.”

Richmond Chamber of Commerce

“The Richmond Chamber of Commerce supports the City of Richmond's development of a Major Events Plan that will showcase Richmond to the world before, during and after 2010.

The vision should be to take advantage of this once in a lifetime opportunity to profile Richmond to the world, and for Richmond to be known as a “premier events destination” by 2012. The Richmond Chamber of Commerce encourages this positive type of economic development.



The Richmond Chamber of Commerce would be pleased to provide input into the plan and to promote the showcase events to our membership.”

2.2 Benefits of a Major Events Program

Events contribute significantly to our City's social and economic well-being. They are also a very effective method of increasing the City's identity and profile.

Events can take many forms such as: fairs, festivals, sport events and tournaments. Some examples of the benefits of hosting major events are as follows:

Increased Community Profile

Events provide opportunities for communities to increase their identity and profile in a number of ways:

- Major events provide opportunities for the community to showcase itself as a great place to live, work, play and do business.
- Events that get national or international media attention can attract large numbers of out-of town visitors to a community, some of which may chose to move to the community and establish businesses.
- Events provide a venue for local government representatives to positively demonstrate the City's infrastructure and event support, and to recognize community volunteers, event organizers and supporters.

Social Benefits

Events enrich the quality of life of residents and contribute to the social-well being of a community in a number of ways that include:

- Participation as an event volunteer, thereby giving back to the community and enhancing an individual's job skills and self-worth.
- Participation in the event provides enjoyment, increases their sense of community pride, identity and community spirit and promotes unity and a comon understanding through a shared experience.
- Working as part of an event organizing team to achieve a common goal provides feelings of good will and fosters interaction with people from different geographical, social, economic, and ethnic backgrounds.

Economic Benefits

There are significant economic benefits to a community from hosting events. The benefits can be seen in the following business sectors:

- Direct economic benefit in accommodation, retail, food and beverage, event hosting services, recreation, entertainment, attractions and transportation (public and private).



Community Events



Economic benefit through food services in hotels and local businesses

- Indirect economic benefit is created in industries that supply goods and services to event tourist serving businesses. For example a food supplier that supplies Richmond hotels that receive out-of town event visitors.
- Induced economic impact is created when individuals employed by local tourist serving businesses spend their earnings in Richmond. For example, a Richmond waiter spends money on a dinner out or shops in Richmond.

2.3 Capitalizing on Richmond's Olympic Profile and Legacy

Richmond City Council clearly defined that it wanted to be an official Venue City where the City of Richmond takes a complementary role and mitigates impacts on the community while having a major influence on the experience of visitors and the impression they form of the City.

The decision to build the Olympic long track speed skating oval in Richmond has elevated Richmond's status as a Venue City for Canada's premier international sporting event of the first half of the 21st century. This new role significantly raises the City's profile regionally, nationally and internationally. The eyes of the world will be on Richmond in 2010. Hosting the Olympics provides an unsurpassed opportunity to showcase Richmond to the world before, during and after the 2010 Olympic Games.

The leverage opportunities created from being an Olympic Partner are significant. Hosting the 2010 Olympic Winter Games provided the catalyst to build an iconic community sport and wellness facility and also an opportunity to be connected to the leadership in sport and business, provincially, nationally and internationally.



The association with the Olympic “family” opens doors for learning, partnering and sharing of expertise throughout the world. With an increased profile, Richmond will have opportunities to host many more high profile major events in the future. Visitors will come to events at the Oval to experience the intrigue and majesty of an Olympic venue and to visit a City that has established credibility on the world stage.

Most Olympic host and venue cities have leveraged increased tourism and event hosting capability due to their Olympic association. For example, Calgary has built an extensive volunteer infrastructure that is successful at bidding on and hosting major national and international events.

Countdown to 2010

The 2010 Olympic Winter Games has provided the opportunity to create a Winter Festival celebration to showcase sport, arts and culture in Richmond. The recent Countdown to the Games celebration provided an opportunity to recruit volunteers and create synergy for sport, community and cultural organizations to work together. The event also facilitated relationships between the City and various private businesses, public sector agencies and non-profit groups which may assist the City with hosting the 2010 Olympic Winter Games. The success of the 2007 event has set the standard for increased expectations and participation in the future.

Cultural Olympiad

The Olympic program also includes a Cultural Olympiad. This program and funding for this program is currently under discussion. Richmond will be positioned to take advantage of these opportunities.

Test Events

An expectation of the City of Richmond is to host long track speed skating events that test the facility and the City's ability to host the long track speed skating events during the Games. These events include national and international events in 2009. The World Championships, and the National Championships are tentatively planned. These events are expected to draw large crowds and significant media attention to the Richmond Oval.

Volunteer Legacy

The volunteer legacy, surrounding the Olympic Games will build the capacity of skilled volunteers in the community to be able to host future major events. The need for volunteer recruitment, training and coordination is essential to successful community run events.

Sponsorship

The Games also provides leverage to form partnerships with both Olympic and non-Olympic sponsors to further the City's community objectives and create legacy in many areas. The partnerships serve to create capacity within the City and other organizations to raise funds and promote business. Other cities have had sponsors build public gathering areas, enhance sport facilities for hosting, support Live sites, create Homestay programs and develop and enhance volunteer capacity.

Live Sites

Many Olympic Cities have experienced considerable success with the implementation of Olympic Live sites. Live sites are Olympic events televised live to community viewers through a large LCD screen. Live sites also allow the community to experience or “touch” the Olympic Games even if they do not have a ticket for the event. A variety of funding opportunities to create a Live site(s) in Richmond are currently being investigated.

The social and economic benefits of a Major Events Plan are strengthened by the 2010 Olympic Winter Games hosting opportunity. The timing is right to create a program that will position Richmond internationally as an events friendly city and create a legacy of Richmond as a Great Place to live, work and play.

2.4 Categories of Events

Events that occur in Richmond can be classified into one of the following categories depending upon the type of event (its mandate or purpose) and the size of event.

Type

- Civic events – events that are typically managed by City staff and/or community volunteers with a purpose of celebrating national holidays, historical occasions or honouring people. Example is Richmond’s Remembrance Day Ceremony.
- Community events – events that are typically managed by volunteer community associations with support provided by various levels of government. The purpose of these events are to showcase community identity, and build a sense of belonging, spirit and pride. Examples are Steveston Salmon Festival and Nibbles and Bites.
- Commercial events – events that are managed by paid professional event organizers with a purpose of attracting customers to generate a profit. Example is a performance by Bill Cosby at the River Rock Resort and Casino and Richmond Night Market.

Size

For the purposes of this report, events in Richmond have been classified into four size categories and can be further categorized based upon the potential impact on City property and resources:

- Small (under 500 people/day). Examples are block parties, civic receptions and some sports competitions.
- Medium (500 - 5000 people/day). Examples are Nibbles and Bites, Halloween fireworks displays and larger sports competitions.
- Large (5,000 - 15,000 people/day). Example is Play Day.
- Major (15,000+ people/day). Example are the Steveston Salmon Festival and Richmond Tall Ships Festival 2002.



Civic event: Remembrance Day



Community event: Halloween Fireworks



Commercial event: Richmond Night Market

For the purposes of this report, the term “major event” is used to describe an organized note-worthy happening, occurrence or contest designed for a definite purpose or occasion that is open to the general public, and which generates 15,000 + visitors.

A “*signature event*” is an organized event generally held on an annual basis which becomes identified with the city or country that is hosting it. Often the name of the city/nation is included in the name of the event. Consider the internationally recognized Boston Marathon, Vancouver Folk Festival, Montreal Jazz Festival, and Wimbledon. These events over time have become part of the culture and attraction of a place. Other signature events, such as the FIFA World Cup or the Olympic Games, occur in different cities around the world, but through their expansive international exposure, they give the host city world recognition for many years following the event.

Signature Events from Around the World



Running of the Bulls in Pamplona



Tour de France



Venetian Festival



Edinburgh Fringe Festival



Wimbledon: Goran Ivanisevic



F.I.F.A. World Cup Soccer



Boston Marathon

3.0 THE PLAN

3.1. Overall Vision

Cities around the world are competing for the opportunity to host events, especially international signature events. World-class events showcase the host city as a dynamic, future oriented, and sophisticated city capable of delivering on a world stage. Often these cities will host a series of events that appeal to a wide audience and a range of interests.

For Richmond to truly become known as an event friendly city, it is necessary to look at a portfolio of events that range in size, diversity, ownership, and occur throughout the year. By definition, not all of these events will be considered major events but they are equally important to creating a sense of community. Ultimately, any major events program should appeal to the community as well as attract visitors from around the world.

On December 14, 2006, an interdepartmental City staff workshop was held to generate ideas about a vision, themes, community assets and major events that could potentially be hosted in Richmond. The results of this workshop combined with the City's vision and other corporate strategies formed the foundation for the following events vision:

Richmond, the premier events destination in Canada.

Guiding Principles

Council adopted the following four guiding principles in the Draft Corporate Events Strategy. These principles have been used to develop the goals, objectives, and success indicators outlined in the 2007-2012 Major Events Plan.

1. Ensure events are safe and well-organized.

This would support the corporate goal of community safety and signal to the community the City's support for their well-being and its support for enjoyable and well-organized events. This would support the desire to reduce both financial liability and limit the City's risk against possible legal action.

2. Balance public benefit and City cost.

This will allow the City to balance the overall public benefit and City costs in order to provide efficient and effective use of limited City resources.

3. Encourage community involvement.

This includes the desire to promote and encourage community involvement through volunteer opportunities; development of future event leaders; and will encourage support by other community leaders.



Lantern Festival



Sporting Events



Music Festival

4. *Benefit the community.*

Supporting the socially changing demographics of a growing, aging, culturally diverse, and active population by encouraging diversity in size, type, and location; and providing economic benefits to the City's businesses and supporting the City's commercial tax base.

Goals

It is recommended that Richmond pursue a comprehensive 2007-2012 Major Events Plan with the following goals in mind:

- Enhance the international awareness and profile of Richmond
- Attract visitors to Richmond
- Maximize social and economic benefits to the community by:
 - enhancing arts, culture, and heritage
 - promoting wellness and sports
 - fostering volunteerism
 - increasing community pride and sense of belonging
- Strengthen the existing and planned for event hosting infrastructure, amenities, financial and human resources
- Complement the 2010 Olympic and Paralympics Games and VANOC program of events
- Effectively leverage Games-related opportunities for long-term legacies

Outcomes

A successful Major Events Program will result in the following outcomes:

- Richmond will be seen at the local, national and international level as a fun and vibrant city which has the ability to host exciting events.
- Richmond will present excellent programs of activities for citizens of all ages, participants-exhibitors, visitors-attendees and sponsors.
- Richmond will build the capacity in infrastructure, amenities, staff and volunteer resources to host major events pre, during and post 2010.
- Events will be financially successful in that the benefits from hosting or supporting an event will be greater than the direct costs and the cost of the resources utilized.
- There will be increased event visitor tourism.
- Richmond will benefit from the legacy of direct venue facilities investment and other infrastructure additions and upgrading.
- Community members will be involved in the planning and implementation of the major events.
- Richmond will benefit from the legacy of a network of highly skilled community volunteers that possess the knowledge and expertise to host major events in the future.



Newspaper article regarding
2002 Richmond Tall Ships event

3.2 Recommended Themes

What events should be included in a Major Event Program? To successfully promote and market ourselves as an event destination, Richmond should:

Be Authentic: Celebrate the spirit of Richmond. Richmond should build upon and market its story, assets and uniqueness.

Our Assets

The following are some of the many incredible assets that could be used to showcase Richmond as the premier events destination in Canada:

- Experience in hosting three highly successful major events: the Steveston Salmon Festival, the 2002 Tall Ships Festival and the 2007 Winter Carnival and Countdown to 2010 Celebrations.
- Diverse and rich environment – river delta, bogs, sloughs, dykes, fish and wild life, marine life, migratory birds, ditches.
- A rich history of our transition from First Nations occupation, early settlement to modern urbanization.
- Easily accessible location close to Vancouver, other GVRD municipalities, the USA border, the Pacific Ocean and BC Ferry routes.
- Excellent transportation services by car, bus, water, air (YVR international airport) and rapid transit on the future Canada Line.
- Excellent accommodation services (over 4,500 hotel rooms).
- Diverse population of people, languages and cultural assets.
- Wide variety of unique neighbourhoods, rural areas and urban settings.
- Several high quality facilities for hosting major events including Britannia Shipyards, Garry Point Park, Terra Nova Park, Riverport sport and entertainment facilities, Hugh Boyd Park sports fields, Minoru Park, UBC Paddling Centre and the future Richmond Olympic Oval.
- Extensive mix of agricultural tourism attractions and event venues.
- River Rock Resort and Casino performance facilities.
- Some highly skilled community volunteers that are experienced in hosting a wide variety of events
- Richmond businesses and agencies that are supportive of more events taking place in Richmond such as Tourism Richmond, Richmond Chamber of Commerce, private sector businesses (accommodation, attractions and retail) and Volunteer Richmond.



River



Airport



Canada Line



Commercial: Aberdeen Centre



Cultural diversity

Themes

From the December 14th, 2006 staff workshop, three dominant themes for potential events emerged. These include:

Celebrate the Island City: We are unique in the Lower Mainland and in Canada yet many people do not understand that Richmond is a series of islands. Being an island(s) has formed who we are as a community. Under the Island City banner a number of sub-themes emerged:

Maritime:	Rivers/Tides/Ports/Recreation/ Transportation/Fishing
Agriculture:	Seasons/Harvest/Food/Culinary Arts/ Heritage
Environment:	Water/ Wind/ Sloughs/Ditches/ Wildlife/ Flat Terrain/Seasons/Light
Bridges:	Connections/ Transportation/First Impressions
Dykes:	Transportation/Environment/ Circumnavigation

Celebrate our Proud and Diverse Community: We are diverse but we are one community. Collectively, "We are Canadian". Events that celebrate our uniqueness are important but equally important are those events that celebrate coming together. Sub-themes include:

Multi-culturism:	Religion/Cultural Activities/ Ethnic food First Nations
Gatherings:	Community building/Shared Experiences
Neighbourhoods:	Steveston/ City Centre/ East Richmond

Celebrate being a Gateway and a Destination: We are the gateway to the country and the Pacific. We are also a destination. People want to live, work and play in Richmond. Sub-themes include:

Innovative Growth:	Industry/ Technology/ Education/ Culture
Transportation:	YVR/Airports/ Canada Line/ Interurban Tram/Boats
Ports:	Steveston/ Fraser Port/ Transportation/ River
Gateways:	Bridges/ First Impressions



Celebrate our Sport Achievements: We are an active sport community with a proud history of hosting high quality sporting events, providing a range of opportunities for Richmond athletes from playground to podium and promoting a culture that values and celebrates sport. Sub-themes include:

Multi-Sport Games :	2010 Olympics/Canada Games/ Commonwealth Games
Sport Events:	Hockey Tournaments/ Elite Calibre Events/Nations Cup/Swim Meets
Healthy Community:	Wellness/Active Richmond/Fun Runs/ Trails and Cycle Paths/Active Schools BC



Celebrate Arts and Cultural Experiences : We are a community where arts and heritage activities and events are celebrated and supported.

Arts and Culture:	Arts and Cultural Festivals/Performing and Visual Arts/ Public Art
Entertainment:	Arts/ Culture/Education
Heritage:	Agriculture,/Fishing, Terra Nova/ Steveston/ Airport



3.3 A Portfolio of Potential Events

To make Richmond an event friendly city, it is important that there are year round events to look forward to.

Best practices research has shown that there are two main approaches that most communities follow in using events to increase their national and international profile. They are (a) by supporting and hosting one or more annual signature events or (b) by offering and marketing a series of events clustered together under one or more festival themes. A description of these two options is as follows:

(a) Major Signature Events Approach

This approach is for the City to focus all its resources on only a few major events that are of international caliber. These events should still support the major Island City themes with the goal of providing an authentic and world-class Richmond experience.

The following are some major events (15,000+ visitors) that could be hosted in Richmond (subject to some event hosting facility enhancements being done) and could potentially evolve into Richmond's signature event(s).

- Tall Ships Festival
- Winter Festival –Countdown to 2010 Celebrations
- Multi Sport Games such as the 2010 Olympic Winter Games, Canada Games
- World Indoor Equestrian Championships
- Festival of the Arts
- Intercultural Festival
- Cherry Blossom Festival
- Luminare Festival (Festival of Light)

(b) Series of Events Approach

This approach focuses on clustering and marketing both existing and new events under broad themes, seasons, and by location. This is similar to the approach taken in Scotland where Edinburgh markets itself as the event capital in Europe for the month of August. A wide variety of events of different sizes occur that are predominately arts and culture related (eg. Fringe Festival, Jazz Festival, Tattoo, Writers Festival) which appeal to a large audience from around the world. It should be noted that these events started off small and over time have become the signature events of the city and the country.

Any combination of cultural, sports and environmental events could occur. The key to the success of this approach is to coordinate and market all the events under a strong and easily recognized theme thereby creating a signature series of events for Richmond. Listed on the following pages are examples of how Richmond could coordinate a variety of activities under the previously identified themes.

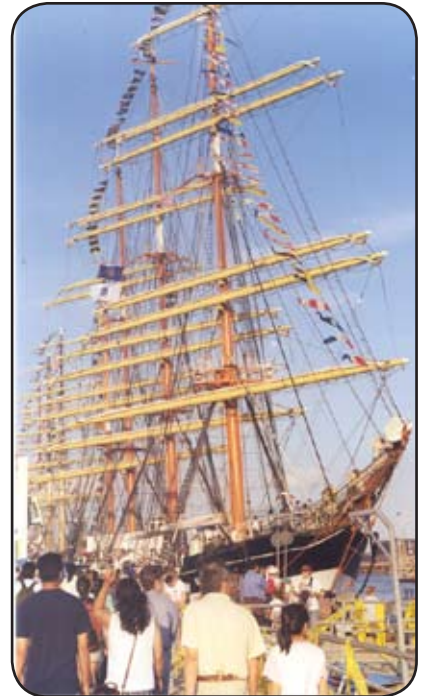
Maritime and River Festivals - Summer: Steveston , City Centre Middle Arm, Dyke Trails

A two month long celebration of our island heritage with a focus on Richmond's waterfront. This could evolve into Richmond's signature series of events and would include existing and new activities such as:

- Salmon Festival
- Tall Ships Festival
- Wooden Boat Festival
- UBC Rowing Competitions
- Dragon Boat Races
- Maritime Fiddling on the Pier Competition
- Seaplane Show
- Lulu Island Boat Race circumnavigating the main island
- Symphony on a Barge
- Amphibian Kinetic Sculpture Race
- 'Edge' Art outdoor installments along the dykes
- Stories of the Sea Writers Festival
- Maritime film festival on an outdoor screen
- Island Bike and Paddle Race – circumnavigating the island



Island City - Maritime and River Events



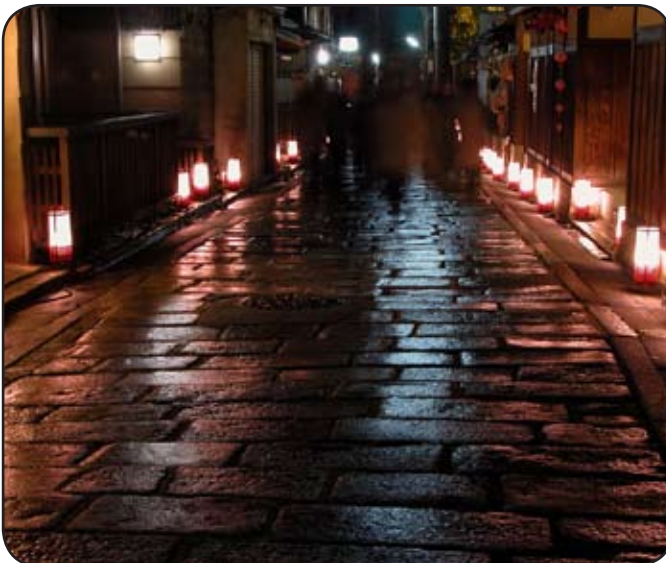
Harvest, Culinary Arts and Light Festivals – Fall : Community wide

A celebration of our agricultural and fishing heritage, rich diversity of food, and excellent restaurants and ethnic groups. This would include existing and new activities such as :

- Nibbles and Bites
- Night Market
- Field to Table Chef Competitions
- International Harvest of the Sea Culinary Competition
- Food related film festival
- Equestrian Shows
- Farmers Market
- Luminare Art Sculptures in the Park
- Lantern festival / Diwali
- 'Parade of Lost Souls'
- Cranberry Festival
- Lighting of the Bridges
- At My Mother's Table -cultural food stories



Harvest, Culinary Arts and Luminaire Events





Winter and New Year Festivals – Winter: Urban City Centre

A celebration of winter, the coming of the new year, and the Countdown to the 2010 Olympics. This could include a blend of traditional Canadian winter activities and other cultural celebrations such as:

- Winter Festival
- Countdown to 2010 celebrations
- Winterfest at Minoru Arena
- Traditional cultural celebrations held during the winter season such as Christmas, Hanukkah and Chinese New Year.
- Hot chocolate by the Fireside – winter storytelling
- City Centre Carnival
- Solstice lantern festival

Active Richmond – All seasons: Community-wide

Activities and events that promote health and wellness and participation in fitness and sports. Promote and support existing and new fitness and sports events including:

- World Speed Skating competitions
- Field sport tournaments (Nations Cup and Richmond Youth Soccer Tournaments)
- Court sport tournaments (Dolphin Park Classic, tennis, badminton)
- Ice sport tournaments (hockey, speed skating, figure skating, ringette)
- Tournaments and major sporting events at the Olympic Oval
- Golf tournaments
- Multi-Sport Games (BC Games, Seniors Games, Canada Games)
- Swim meets and track meets
- Runs, triathlons, walk-a-thons

Arts and Cultural Festivals – All seasons : Community wide

Activities and events that promote the arts or cultural traditions/heritage including:

- Music festivals
- Drama festivals
- Film festivals
- Dance recitals, performances and competitions
- Arts festivals
- Heritage anniversary celebrations

Winter and New Year Events



Active Richmond



Arts and Cultural Events



3.4 City's Role in Hosting Major Events

For each of the above events, the City can choose what role it wishes to play. These roles might change over time as new events get established and become self-sustaining.

The City's Role regarding Major Events could include:

1. Promoter

The City promotes community events through the use of promotional tools such as the leisure guide and the Community Events Calendar.

2. Owner/Sponsor

The City owns specific events for which it is responsible for the event planning and decision making. Examples of current City owned events are: Remembrance Day Parade, Minoru Fireworks Display and Play Day at South Arm Park.

3. Facilitator

The City facilitates events in a number of ways including assisting event owner/sponsors with coordinating and/or providing City services. Examples of current City facilitated events are Nibbles and Bites and the Steveston Salmon Festival.

4. Contributor/Sponsor

The City contributes to events whenever it provides services at no cost. Contributions may include cash funding, letters of support, goods and services, equipment, or use of City property and/or facilities. The Nations Cup soccer tournament is an example of this role.

3.5 Community Engagement

A Major Events Program should belong to the community. It is important that citizens including individuals, corporations, and non-profit organizations are involved in the planning, organizing, funding and hosting of a portfolio of events for the community.

Community consultation on selecting which events the community should host is critical to the success of any City run major event.

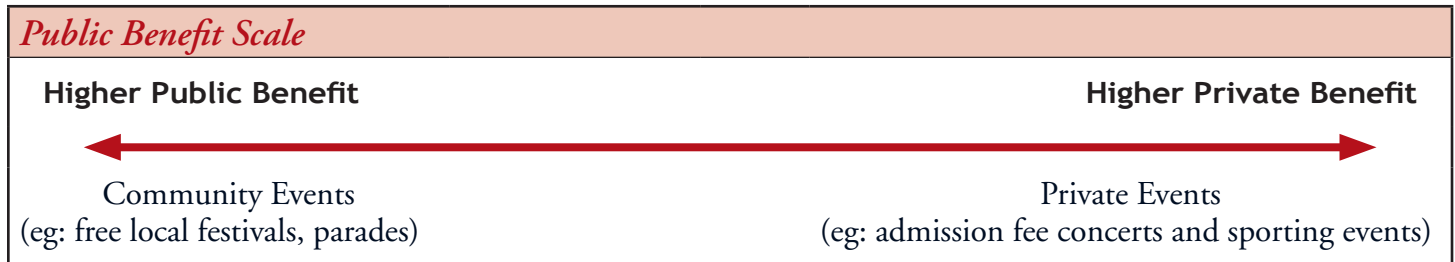
Through being involved with major events over the next five years including activities and events that support the 2010 Olympic Winter Games, Richmond will benefit from a legacy of highly skilled and experienced volunteers. This network of volunteers will continue to serve the community in hosting events for many years to come.



3.6 Criteria for Event Sponsorship

The 2004 Corporate Events Strategy outlines a series of criteria for determining which events the City should sponsor. Events can take many forms along a scale based on the public/private good. All may have direct or indirect benefits to the taxpayer.

There should also be a direct correlation between the degree of public benefit and the City's level of support or contribution.



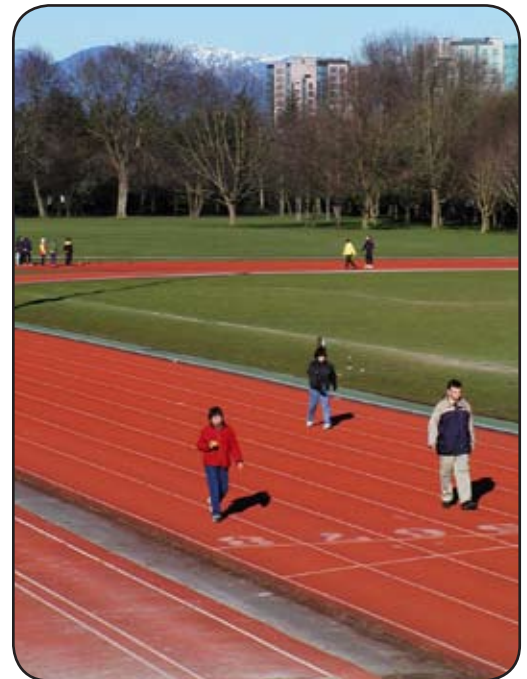
In essence, the higher the benefit to the community the higher contribution would be made by the City. This would be based on a set of event criteria used to determine the benefits to the community and the corresponding City contribution.

3.7 Criteria for 2007-2012 Major Event Program Selection and Sponsorship

The following criteria should be considered in formulating and prioritizing events for the 2007-2012 Major Event Program.

Richmond will give priority for support to those events that:

- Comply with the City's event budget and costing principles and procedures as outlined in the Major Projects & Events Cost Reporting report as adopted at their regular meeting of Richmond City Council on March, 12 2007.
- Support the major themes of Island City, Proud and Diverse Community, Gateway and Destination, Sport Achievements and/or Arts and Culture.
- Enhance Richmond's profile regionally, nationally and internationally.
- Contribute to the City's corporate priorities, e.g. PRCS Master Plan, Waterfront Strategy, Economic Development, Mobility and Safety, Arts Strategy, Field Sport Strategy and Draft Corporate Events Strategy 2004.
- Are within the City's financial capacity to support.
- Are able to utilize existing or planned event hosting facilities (require little or no infrastructure upgrades).
- Appeal to a wide cross section of residents and visitors (minimum 15,000+ visitors).
- Reflects the City's social, economic and cultural diversity encouraging cross cultural exposure.
- Encourage community involvement of businesses, community groups, participants and volunteers.



Use of existing facilities

- Benefit the community economically.
- Leverage opportunities for local businesses or community groups.
- Encourage future repeat events (builds an event legacy for the community).
- Secure favourable broadcast and print media coverage in key tourism/investment markets.
- Balance public benefit with the City's costs and use of resources.
- Highlight and capitalize on the unique visual appeal and landscape of Richmond.
- Show evidence of financial need, has demonstrated financial responsibility and has community support, including funding from other sources.
- Show evidence of a demonstrated ability by the organizer to successfully conduct an event.
- Acknowledge the value of the City's contribution in a formal way, including use of appropriate political protocols and sponsorship recognition.
- Comply with City bylaws and other legislative requirements.

3.8 Event Evaluation Criteria - How Do We Measure Success?

It is extremely important that a Major Events Program sets out in advance how success will be measured. Further, it is important that direct event costs are distinguished from indirect civic costs. Success indicators will usually follow the selection criteria and could include the following:

- Visitor and participant spending
- Visitor and participant degree of satisfaction
- Estimates of relevant business transactions before, during and after the event
- Sponsors financial support and their degree of satisfaction and repeat sponsorship
- Media coverage – amount and how wide spread
- Analysis of how well event goals and objectives were met
- Financial success against the event budget forecast
- Visitor overnight stays in local hotels
- Economic impact including estimates of visitor spending, jobs created and taxes collected



4.0 Delivery Strategy

Our past major event hosting achievements have been impressive, but a more coordinated and comprehensive plan will help Richmond achieve the vision of becoming the *premier event destination in Canada*. Ultimately, over time the City will establish a portfolio of events that will promote all the identified themes and position the City as events friendly year round.

For the next five years, 2007-2012, it is recommended that the Major Events Plan focus resources on those activities that:

1. Support and market our unique heritage and strength as an Island City with Maritime and River related festivals and activities that will become the signature series of events by Richmond will be recognized. Example: Maritime Festival including Steveston Salmon Festival, Tall Ships, Dragonboat Races.
2. Support and promote one or two new events a year as part of this signature series of events. Examples: Luminare Festival, Festival of the Arts or Harvest Festival.
3. Support and promote the Olympic Venue City events to maximize the opportunities provided by the 2010 Olympics and the new Oval. Examples: World Speed Skating Championships, Winter Carnival, Torch Relay, Cultural Olympiad, Live Sites and Countdown to 2010 Celebrations.
4. Identify and develop one major internationally recognized signature event that is repeated on an ongoing annual or semi-annual basis and that Richmond is strongly identified with. Example: Richmond Maritime Festival (including Tall Ships).

In order to achieve this, the City will:

1. *Continue to support existing community events*
 - The intent is to continue to support the diversity of existing community events and to seek opportunities to enhance those events that promote the Island City Maritime/River festival themes and the Winter / Olympic Games theme.
 - The City will create event hosting grants to encourage growth of existing events and foster the creation of new events.
2. *Build capacity to host*
 - Establish an Events Office including an Event Development Coordinator and an Events Marketing/Sponsorship Coordinator. A PRCS Volunteer Coordinator will also support the successful implementation.
 - Develop a detailed Major Events Implementation Plan which would include a budget and economic impact assessment methodology and operational delivery plans that include: scope of work, delivery strategies, key assumptions, key deliverables, task timelines, impact on current operations, risk analysis, progress tracking, financial and human resources implications, community engagement and consultation plan and coordination with other stakeholders.



Establish major events brand for Richmond

- Work to build capacity in community organizations to host events. To successfully plan, organize and implement successful events, it is critical to identify volunteers who are prepared to take on key leadership roles with expertise in a variety of areas.
- Strengthen the capacity of the existing physical infrastructure and identify which new venues and what support infrastructure is needed (such as festival plazas, docks, parade floats, tents, stages, spectator seating, washrooms, concessions).

3. Promote and market events

- Align activities and events that the City, community, and private groups are planning on hosting to be marketed under established themes when possible.
- Conduct a marketing strategy for branding Richmond as an event destination for exciting and unique major signature events.
- Assign event marketing tasks to Events Marketing/Sponsorship Coordinator.

4. Major Event Hosting Partnerships

- Seek out private businesses and non-profit groups who may be willing to partner with the City in hosting major events.

5. Bid for new Major Events

- Seek out and bid for new major events that will increase the city's national and international exposure such as multi-sport games, concerts, and festivals.

6. Improve Coordination Between Event Organizers

- Create a single register of events in the City for easy access to information for all events occurring throughout the year.

7. Acquisition of Financial Resources

- Secure funding in 2007 to develop a detailed Major Events Implementation Plan.
- Secure ongoing funding for establishing and operating an events hosting office (hire an Event Development Coordinator and Event Marketing/Sponsorship Coordinator)
- Secure ongoing funding for a small grants program to assist non-profit groups with event hosting expenses.
- Secure ongoing funding for matching funds for initiatives that would assist community groups with bids or major event hosting expenses
- Secure ongoing funding for improving event hosting infrastructure to increase the City's capacity to host major events.
- Seek out sources of funding for offsetting the costs of hosting major events including senior government grants (such as the Access 2010 Legacies Now/Hosting BC programme), corporate sponsorship, event partnerships, fund raising events and event revenue generating services such as concessions.

4.1 Recommended Major Events Program

2007 Major Events Plan Development Phase

Develop an implementation plan for hosting major events in Richmond, create an Events Development Coordinator position, continue to support our existing major events and help grow the Winter Festival and Countdown to 2010. Events could include:

- Countdown to 2010 and Winter Festival
- Spirit of BC Week
- Lunar New Year's Festival
- Maritime Festival
- Cars, Stars and Guitars Event at River Rock
- Steveston Salmon Festival
- Night Market



2008 Building Our Capacity as Major Event Hosts

Initiate strategies and actions that will increase Richmond's capacity for hosting major events, partner with the Province of BC in celebrating BC's 150 years, continue to support our existing events and launch a major Luminaire Festival (festival of light). Events could include:

- Countdown to 2010 and Winter Festival
- Spirit of BC Week
- Lunar New Year's Festival
- Celebration of BC's 150 years (Maritime Festival)
- Maritime Festival with Tall Ships
- Steveston Salmon Festival
- Beijing Event
- Opening of Richmond Oval
- Canadian Single Distance Long Track Speed Skating Championship
- Night Market





2009 Rehearsal for Hosting the World

Continue to build our event hosting capacity, the size and scope of our existing festivals and test our readiness for hosting the world with events such as the World Long Track Speed Skating Championships, and a major Richmond Festival of the Arts. Events could include:

- Countdown to 2010 and “We are Canadian” Winter Festival
- Spirit of BC Week
- Lunar New Year’s Festival
- World Single Distance Long Track Speed Skating Championship
- National Volleyball Championships
- Maritime Festival
- Steveston Salmon Festival
- Richmond Festival of the Arts
- Speed Skating Test Event
- Luminare Festival
- Night Market

2010 Welcome the World to Richmond & Showcase Richmond to the World

Showcase Richmond to the world with an enticing menu of events, and attractions that create positive memories and exciting stories for our Olympic visitors. Events will and/or could include:

- Torch Relay 2010
- 2010 WINTER OLYMPIC GAMES
- Olympic Live Sites
- “We are Richmond” Winter Festival/Lunar New Year
- Cherry Blossom Festival
- Maritime Festival
- Steveston Salmon Festival
- Richmond Festival of the Arts
- Sports Events in the Oval
- Luminare Festival
- Oval Opening – Post Games
- Wheel Chair Rugby Championship (bid phase)
- Night Market



2011 Welcome the World Back to Richmond

Build on Richmond's reputation as an Olympic host city and invite our 2010 Olympic visitors back to experience more of Richmond's fascinating maritime heritage and rich cultural diversity. Events could include:

- Winter Festival/ Lunar New Year
- Cherry Blossom Festival
- Maritime/River Festival with Tall Ships
- Steveston Salmon Festival
- Richmond Festival of the Arts
- Sports Events at the Oval
- Fall Harvest Festival
- Luminare Festival
- Night Market



2012 Building on the Event Destination City Legacy

Continue to build on Richmond's reputation as Olympic host city and launch initiatives to profile Richmond as the "Premier Events Destination in Canada". Events could include:

- Winter Festival/Lunar New Year
- Cherry Blossom Festival
- Maritime/River Festival
- Steveston Salmon Festival
- Richmond Festival of the Arts Festival
- Sports Events in the Oval
- Fall Harvest Festival
- Luminare Festival
- Multi-Sports Games (TBA)
- Night Market



5.0 NEXT STEPS

A subsequent staff report, reflecting a detailed Major Events Implementation Plan would be developed and submitted to Council for consideration.

Upon approval of the Major Events Implementation Plan, the City would embark upon a series of initiatives to support existing community events, develop a program of new major events, build its capacity in event hosting infrastructure, event coordination services, event marketing and bid preparation for major events and multi-sport games. This implementation plan, along with increased event hosting capacity, will position Richmond to achieve its vision as:

“Richmond, the premier events destination in Canada.”



Catch the Excitement!

