



## City of Richmond

## Report to Committee

**To:** General Purposes Committee  
**From:** Cathryn Volkering Carlile  
General Manager – Parks, Recreation and  
Cultural Services  
**Re:** 2010 Olympic and Paralympic Games

**Date:** March 31, 2004

**File:**

### Staff Recommendation

1. That Council adopt the guiding principles as outlined in this report;
2. That \$17,000 for the 2010 activities be drawn from Council Contingency 2004 Budget;
3. That Council adopt the Terms of Reference for a Richmond 2010 Community Opportunity Committee; and,
4. That Council advertise and recruit for the Richmond 2010 Community Opportunity Committee.

Cathryn Volkering Carlile  
General Manager Parks Recreation and Cultural Services  
(4068)

Att.

### FOR ORIGINATING DIVISION USE ONLY

**ROUTED TO:**

**CONCURRENCE**

Budgets ..... Y ☒ N ☐

## **Staff Report**

### **Origin**

In September 2003, City Council directed staff to:

1. Develop a strategy for the City, which would outline opportunities and roles for the City and the community leading up to the 2010 Winter Olympic Games;
2. That alternatives be identified for the establishment of a Richmond 2010 Winter Olympic Games Committee;
3. That staff outline the resources which would be needed to support such a strategy;
4. That the strategy be submitted to Council within three months; and
5. That Council and staff consult with the Chamber of Commerce, the Sunbrite Business Association, the Richmond Asia Pacific Business Association, the Taiwan Chamber of Commerce, Tourism Richmond, other organizations as identified in the membership list of the Richmond 2010 Winter Olympic Bid Task Force, and any other public bodies, of the City's intention to develop a strategy.

This report will address this direction.

### **Analysis**

#### **Background**

Since last fall, staff have engaged in a number of activities to better understand the potential opportunities available to municipalities for the years leading up to the 2010 Olympic and Paralympic Games.

Staff completed a best practices review seeking information on the roles of neighbouring cities to Olympic host cities, cultural opportunities, level of involvement, local community involvement, financial support, legacies and advice to us.

In December 2003, staff initiated a discussion forum with a variety of community stakeholders to identify potential community opportunities (Attachment 1).

Also, over the last six months staff has participated in a variety of presentations and meetings with the Provincial Secretariat, LegaciesNow, Regional Administrators and the 2010 transition team.

#### **Benefits and Opportunities**

In his recent throne speech, Premier Campbell outlined a number of initiatives to "bring out the best in BC, in every community and every field of endeavour":

- Spirit of 2010 Business Summit to be held in Vancouver, May 3, 2004 to bring together businesses, investors and community leaders from across the Province.
- The Province will undertake a number of initiatives to build on BC's strengths in the economy, sport, education and the arts by 2010, including:

- Over \$30 million in one-time exceptional funding will be invested to support new initiatives to bring out the best in sport, music, arts, culture, literacy and volunteerism as the Province builds toward the 2010 Olympics and Paralympics;
- A spirit of 2010 Tourism Strategy, to be introduced this year, to ensure every region benefits from international exposure of hosting the Olympics;
- A new Premier's Advisory Council on Literacy and new funding for literacy programs to help make BC the most literate location in North America by 2010;
- 25,000 new student spaces in post-secondary institutions; and,
- A new Spirit of 2010 Human Resource Strategy to ensure BC skills training initiatives are better targeted to personal learning and training needs.

It is anticipated that the Province will announce other initiatives as we move closer to 2010.

To support these initiatives and ensure that the Province is able to capitalize on all of the opportunities available, the BC Olympic Games Secretariat has been established within the Ministry of Small Business and Economic Development.

A new Deputy Minister for the Secretariat, Annette Antoniak, was appointed March 1, 2004. The Sport and Recreation Branch, formerly located within the ministry of Community, Aboriginal, and Women's Services (CAWS), has also been moved to the Ministry of Small Business and Economic Development to ensure strong coordination and collaboration with the Secretariat.

The Secretariat plays a key role in maintaining positive intra- and inter-governmental relations, helping the corporation in its efforts to build community support around the Province, and working closely with the corporation on all matters relating to the expenditure of tax dollars.

### **Business/Economic Activities**

There are many diverse economic opportunities for Richmond leading up to 2010. The City, through our Economic Development office, is mobilizing to better understand the opportunities and develop strategies with community partners to better position Richmond business. The Secretariat have identified five primary areas: Trade and Investment, Tourism, Goods and Services (procurement), Sport and LegaciesNow and Employment Skills. The Richmond Chamber of Commerce has taken initiative to develop some specialized 2010 programs that focus attention on how to better position their members to better take advantage of every 2010 opportunity.

### **Community Opportunity Committees**

The 2010 bid clearly outlined its interest in making these a BC Games where all communities benefit. From this commitment the Premier strongly encouraged all communities to create Community Opportunity Committees to ensure that benefits are felt in every part of the Province. (Attachment 2)

The Province will provide some support to these committees through the Secretariat.

Last year, the Spirit of 2010 Community Opportunities program was initiated. Communities were invited to create Community Opportunity Committees. To date, many communities throughout British Columbia have established these committees.

The Province has encouraged building a plan for community success through:

- understanding the range of opportunities;
- identifying the role the community and business want to play;
- identifying community goals we wish to accelerate (economic, social, sport);
- learning from past successes; and,
- being entrepreneurial.

The community plan will include cultural opportunities, sport opportunities, business, tourism and economic development opportunities; as well as legacies such as community infrastructure and capacity building within the volunteer sector.

In keeping with this provincial direction, staff are recommending the establishment of a Council appointed Richmond 2010 Community Opportunity Committee to target priorities for Richmond. The terms of reference are outlined in Attachment 3.

### **LegaciesNow**

The 2010 LegaciesNow Society will focus on “playground to podium” – a commitment to leaving a lasting legacy of sport development and improving the health of British Columbians through increasing physical activity by 10% by 2010, in keeping with the Pan-Canadian Healthy Living Strategy.

Staff have been in contact with LegaciesNow and while there has been one-time funding announcement as outlined above, there are no specific grants available for municipalities to apply for at this time.

A \$20 million Olympic Arts Fund has been designated to ensure that BC’s arts and cultural organizations have a role to play and are showcased as part of the 2010 Olympic and Paralympic Winter Games. It is expected that about \$400,000 to \$640,000 per year will be made available to arts and culture groups across the Province in the years leading up to 2010. Criteria are being developed and will be made available in the near future.

Staff will closely monitor funding opportunities.

### **Training and Orientation**

Now that VOCOG and the Secretariat have been established, there are a variety of training, networking and orientation events planned for the future. These events are related to preparing BC for the Games and the opportunities to lead up to the Games.

Staff have been attending and participating in these events. Once the staff team is confirmed a strategy for how we participate funding to support our attendance will be required.

## **IBC/Trade and Exhibition Center**

Currently, the relationship with the International Broadcast Centre and Trade and Exhibition Centre resides under the leadership of the CAO. All discussions and negotiations with the project will continue to be led by the CAO and the Corporate Programs and Management Group.

### **Strategy Activities**

#### **1. Guiding Principles**

Guiding principles are key to moving forward in the development of a 2010 strategy. As such, staff recommend the following guiding principles for all 2010 activities supported by the City and its community partners:

- all 2010 activities are within the guidelines as outlined from the Provincial Secretariat and VOCOg;
- builds community capacity;
- creates a unified vision for how Richmond can participate in and benefit from the Games;
- creates financially sustainable outcomes;
- directly benefits and leaves legacies for the community of Richmond;
- encourages effective relationships and partnerships with others;
- promotes active living;
- promotes the arts and our heritage;
- promotes and celebrates our diversity;
- promotes economic development and tourism;
- promotes environmental sustainability; and,
- values and encourages community involvement.

#### **2. Establish the Richmond 2010 Community Opportunity Committee**

Staff are recommending that Richmond City Council recruit and establish a Community Opportunity Committee to enable the City of Richmond to fully capitalize on the benefits of the 2010 Games. The proposed terms of reference are attached. (Attachment 3)

It is recommended that the committee initially be established for a two-year period. This would allow for the Committee to establish priorities and develop a comprehensive strategy. It will also enable Council to be flexible in the City's approach to the Games.

Over the next 6 years, the needs and desires of Richmond may change and Council may wish to adjust the terms of reference and the objectives of their 2010 strategy as time draws closer to the Games and as new opportunities are presented.

As an appointed Committee of Council, the committee would be responsible to take direction from City Council and be accountable to Council for their plans and activities.

The role of the committee would be to build a unified community vision and plan for the 2010 Games and to ensure Richmond capitalizes on and receives the maximum benefits and legacies from the 2010 Olympic and Paralympic Games.

### 3. Establish a Corporate Staff Team

Staff also recommend that the City position itself to take advantage of and prepare for the 2010 Olympic and Paralympic Games.

As such, staff recommends the appointment of a Corporate Staff Team to shepherd the various projects, opportunities and activities. TAG would assign the staff team. The Corporate Planning and Management Group will direct the projects.

The Corporate Staff Team's role would include:

- Coordinate City resources committed to 2010
- Develop a communications strategy and coordinate communication both internally and externally within the community
- Ensure City corporate interests are adhered to
- Initiate projects and programs which may be appropriate
- Liaise with 2010 organizations such as LegaciesNow
- Liaise with and support the Richmond 2010 Community Opportunity Committee
- Liaise with VOCOG
- Monitor and research funding opportunities
- Represent the City and participate in 2010 related events and activities
- Research and monitor best practices in order to maximize the benefits

The Corporate Team will work on activities as they relate to the City's interests in 2010, the Community Opportunity Committee will develop a strategy and plan with staff support for the Community.

#### Financial Impact

Staff have estimated the support required for elements of the 2010 strategy. The annual financial impact is estimated to be \$32,500 annually. For 2004 this amount will be reduced (\$17,000), as the committee will not be in place until May or June.

Committee Support	15,000 plus staff overtime	Support to the Committee similar to any advisory committee of Council
Programs	15,000	Collateral materials, host receptions, develop programs or events, leverage/matching funding
Participation in summits, training, conferences	2,500	Cost for staff and committee members to participate in a variety of events sponsored by the Secretariat or other agencies.
2010 Provisional	Refer to 2005 budget	City to initiate a special project, facilitate, or to take optimum advantage of, a 2010 opportunity in the future. Staff will further develop this idea and advance it to the 2005 budget process.

Funding for this committee and its activities is not feasible within the current approved budget and there is no anticipated reduction in advisory committees from which to resource this request.

A handwritten signature in black ink, appearing to read "Cathryn Carlile", with a horizontal line underneath.

Cathryn Volkering Carlile  
General Manager Parks Recreation and Cultural Services  
(4068)

**Richmond 2010 Community Opportunities**  
**Brainstorming Results**  
**December 3, 2003**  
**Richmond City Hall**

**Attendance:**

Greg Buss	Richmond Library
Cathy Volkering Carlile	City of Richmond
Ian Cheung	Richmond Asia Pacific Business Assoc.
Francis Clark	Richmond Committee on Disability
Jane Fernyhough	City of Richmond
Marcia Freeman	City of Richmond
Mary Gazetas	Artist/Writer/Langara College Instructor
Lenor Ghilchrist	Kwantlen College
Florence Gorden	Richmond Chamber of Commerce
Dean Hsieh	Taiwan Chamber of Commerce
Kari Huhtala	City of Richmond
Simon Johnstone	Gateway Theatre
Alexander Kostjuk	Eclipse Communication
Gary Ponsart	Richmond School Board
Mike Redpath	City of Richmond
Balwant Sanghera	Richmond Intercultural Advisory Committee
David Schefsiek	Vancouver Opera
Kate Sparrow	City of Richmond
Cheryl Tauton	Richmond Sports Council
Rob Tivy	Tourism Richmond
Ted Townsend	City of Richmond
Hans Wong	Chinese Federation of Commerce of Canada

- Strong link with schools re: volunteerism, work experience, capacity building
- Work on Sense of Richmond as Place Start to develop strategy re: Arrival, Departure – “The Games Begin Here”
- Inventory of accessible restaurants and venues (Tourism Richmond to lead). We are the most accessible city in Canada
- Game Plan BC not jut limited to winter sports
- Awareness – how do we want to present ourselves
- Pre-event test, events, what are our ‘best’ bets to go after
- City to fund sports groups to start events (ie. wheelchair, curling)
- Need to build athletes to Gold medals (only host country not to win a ‘gold’ at Canadian Olympic events)
- Facility inventory – what do we have now and what would we need to host test events
- All money announced not just for winter sports
- Richmond as a home base for teams
  - Pro-active approach
  - May be a group or pair not only a whole team (ie. Russian pairs skaters)



- Best practices – establish connections with kids in Turin or other countries that are coming
- Hosting teams or groups of athletes
- Olympic “sister City” concepts (ie. Salt Lake)
- BC Tourism looking at expanding Super Host Program (still in draft stages)
- Look at related organizations (Pre, post and after) (ie. Sport Sciences)
- Focus on Procurement (thousands of opportunities)
- Host sessions at City Hall on procurement guide
  - Create “Matching Program” / Procurement Guide for Richmond businesses
  - Load on Website
- Opportunity to position Richmond for ‘visitors to return’ (BIG Legacy) (arts, business, tourism, etc.)
- Richmond emphasize to get citizens involved (set higher targets) (10% increase in physical activity)
- Develop international community partnership and multi cultural community plan
- Build on strengths – diversity
- Use arts to reach out to community
- Emphasize the ‘Super Host’ program again – revive – everyone is a host
  - How do we welcome people
  - Expand to sporting events
  - Look at what legacies we would like to come out with
- Looking at closing Kwantlen during games so students and facility can volunteer
- Arrival – need to make welcome – 24 hours in all circumstances (lots of trouble shooting)
- Promote programs through schools that increase physical activity “a la participation
- First Nations involvement
- Provide “Super Host” training on “How we Welcome” people
  - campaign to encourage people, businesses, etc.
  - Welcoming and returning strategy
- Asian Community welcoming and hosting opportunities
- Economic Development – we are a Gateway – look at international ties
- Small businesses or business to sponsor athletes
- City provide a forum for the arts sector to come together, knowledge and banding (small and large) together to be involved as a larger group (Simon – Canadian Conference of the Arts)
- Richmond – promote athletes in the community
- Make sure there is accessible equipment available locally – business to sponsor
- Look at merchandising opportunities
- Need to facilitate communication to all – businesses, sport arts groups
- There will be a Vancouver/Whistler 2010 logo – early spring that communities can use
- Regular updates to the citizens of Richmond about what is happening
- Business Plan
- Need First Nations rep on committee
- Need to look at environment
- Potential business development opportunities for people with disabilities
- Businesses interested in Merchandising may want to contact sport governing bodies
- How do we sustain the excitement we felt in July 2
- Use Richmond 125 as Gateway for 2010
- Make sure we get on the map

- Remember the kids
- Lots of opportunities before and after
- School district to be strategic re: student experience now – 2010
- Share best practices info
- Look at key targeted businesses
- Venues for Cultural events
- Varying age groups
- How can school board support events within the City
- Olympic live site
- Connect with other chambers
- Invite children from the North to build connections and to make feel welcome
- Richmond run airport



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**What can 2010 Mean for Prince George?**  
Prince George has opportunities and expectations for ensuring it capitalizes on the Games.

[www.2010north.com](http://www.2010north.com)

## *What can your community do?*

The Olympic spirit inspires athletes to achieve their dreams. It can inspire communities, too, acting as a catalyst for positive, sustainable change cities and towns across BC. All it takes is enthusiasm and leadership to make it happen - to use the 2010 Winter Games as a springboard for developing your resources, infrastructure, business environment or tourism offerings.

### ***Form a 2010 team and develop your strategy***

How do you want your community to be remembered? What 2010 legacy do you want your community to leave behind? How is your community distinct from others and how can you translate this uniqueness into new opportunities for sustainable economic growth?

The first step to answering these questions is forming a 2010 Community Benefits Team. Made up of local government officials, business professionals, industry organization representatives, sports and culture experts and community leaders, your 2010 Team will play a crucial role in developing your community's 2010 strategy. This strategy will identify how your community can benefit now and in the future from direct, indirect and related opportunities offered by the 2010 Winter Games.

**Although the strategy will be unique to your community, it will likely include:**

- An analysis of key opportunities
- A framework for establishing relationships and networks
- Ways to link your long-term goals with the opportunities offered by 2010
- Action plans for building capacity within your community.

### ***Analyze opportunities - and act on them***

The opportunities are there - it's simply a matter of identifying and pursuing them. Here are a few ideas to get you started:

- Identify local product or business opportunities, and create local events or celebrations to profile them
- Develop media packages, respond to Calls for Content for BC promotional videos and create ways to be discovered at the Games
- Participate in trade shows, missions and tours to promote your community and its offerings.

### ***Establish relationships and networks***

Working closely with various levels of government, other communities and business organizations can help you meet your goals. Your community can:

- Invite Tourism BC executives to help you with detailed tourism planning
- Develop partnerships with other communities in your area - for example, communities located along Highway 22 could create an "Olympic 22 Corridor"
- Work with local or regional economic development officers
- Form alliances with product and service providers

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- Develop relationships with Olympic partners, sponsors and licencees
- Use government entrepreneurial and training programs to develop the skill sets your citizens need to benefit from Olympic-related opportunities.

### ***Link your community's goals with 2010***

What can you do to maximize the potential areas of overlap between your community's goals and the 2010 Winter Games? Here are just a few ideas:

- Capitalize on pre-training visits by national teams to BC and Canada
- Analyze your community's potential for hosting Olympic pre-training camps
- Match what your community can offer to the needs of various Olympic countries
- Create new facilities - or improve existing ones - to meet winter sport training needs
- Pursue relationships with Olympic "sister countries"
- Get sports, youth and educational leaders involved in planning.

### ***Build on your greatest strength - your people***

Does your community have the labour skills to make the most of the opportunities offered by the 2010 Games? Now is the time to:

- Identify the labour skills your community will need and assess any gaps in skill requirements
- Train local residents and employees to build capacity
- Take advantage of entrepreneurial and training programs
- Develop a volunteer training program and create events to expand the skill sets and experience of volunteers in your community.
- Use community educational facilities to train local residents



Western Economic  
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de l'Ouest Canada



Business Services in Langford



## RICHMOND 2010 COMMUNITY OPPORTUNITY COMMITTEE TERMS OF REFERENCE

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### Purpose

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The purpose of the Richmond 2010 Community Opportunity Committee is to ensure the community of Richmond fully capitalizes on the benefits of British Columbia's hosting of the 2010 Winter Olympics and Paralympics.

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### Principles

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City Council has established these following guiding principles for activities supported by the City and its community partners. They are:

1. Within the guidelines as outlined from the Provincial Secretariat;
2. Build community capacity;
3. Create a unified vision for the Games;
4. Create financially sustainable outcomes;
5. Directly benefit and leave legacies for the community of Richmond;
6. Promote active living;
7. Promote diversity;
8. Promote environmental sustainability
9. Value and encourage community involvement;
10. Value effective relationships and partnerships; and

The Richmond 2010 Community Opportunity Committee must reflect the adopted principles in all its activities.

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### Membership

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Richmond City Council appoints members of the Richmond 2010 Community Opportunity Committee and its chair. There are up to 14 members, plus a liaison member from City Council.

Representatives must apply to participate on the Richmond 2010 Community Opportunity Committee. The City will seek new members for the Richmond 2010 Community Opportunity Committee through a public call for applications.

Candidates will be chosen to reflect a broad spectrum of community sectors, which may include, Arts, Athletes, Business, Persons with Disabilities, Education, Environment, First Nations, Health, Heritage, Multicultural, Recreation, Seniors, Social Services, Sports, Tourism, Transportation, Volunteers and Youth.

The Richmond 2010 Community Opportunity Committee will have a two-year term, effective from its appointment.

The Richmond 2010 Community Opportunity Committee will seek staff and public input and feedback throughout the process.

March 31, 2004

The Richmond 2010 Community Opportunity Committee will report annually to Council on the activities of the past year and outline the work plan for the upcoming year.

At the beginning of each year, a member of the Committee will be appointed as chair. This individual will facilitate and chair the meetings.

Members are expected to attend all meetings. If unable to attend meeting, an alternate is not required.

The Richmond 2010 Community Opportunity Committee has the authority to create sub-committees to work on a variety of initiatives. Sub-committees may include members from outside the committee.

City staff appointed by the Corporate Program and Management Group will attend meetings as technical support and will administer the Richmond 2010 Community Opportunity Committee budget.

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### **Objectives and Expectations**

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The primary objectives for the Richmond 2010 Community Opportunity Committee are:

1. To build a unified vision and plan for the 2010 Olympic and Paralympic Games for the community of Richmond.
2. To ensure the community of Richmond capitalizes on and receives the maximum benefits and legacies from the 2010 Olympic and Paralympic Games.
3. To determine, propose and act upon opportunities that add value, dimension and benefit to the Games by supporting the three pillars (culture, sport and environment) of the Olympic movement.
4. To ensure the three Olympics components of sustainability (environmental, social and economic) are promoted and adhered to.
5. To ensure that the community is aware of the benefits and legacies of hosting the Games.
6. To seek sponsorship for the programs and activities that are developed.
7. To promote community involvement.
8. To identify possible areas of negative impact and recommend actions to mitigate.
9. To coordinate the community of Richmond's activities in support of the Olympic and Paralympic Games with the Province of BC's 2010 Secretariat and other community opportunities committees.

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### **Procedures**

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The Richmond 2010 Community Opportunity Committee will report to Council through the General Manager of Parks, Recreation and Cultural Services.

March 31, 2004

The Richmond 2010 Community Opportunity Committee decision process is to be consensus based. If some members disagree with the Committee's recommendations or activities, decisions will be recorded in the meeting records.

The Richmond 2010 Community Opportunity Committee will receive administrative staff support services from the City for the preparation of agendas and the recording of meetings.

The Richmond 2010 Community Opportunity Committee will liaise with the 2010 Provincial Secretariat in coordination with the City of Richmond. The Committee's liaison with the Vancouver Organizing Committee of the Olympic Games (VOCOG) will be through the City of Richmond. Communications to Council from the Richmond 2010 Community Opportunity Committee will be coordinated through City staff.

Council may amend these terms of reference at its discretion.

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### **Meetings**

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The Richmond 2010 Community Opportunity Committee meetings are open to the public, however, the public will not be able to participate in the meetings except through a delegation process.

Meetings will be at the call of the chair and will be scheduled at least once a month on the third Thursday of each month from 5:30 – 8:30 pm.

Copies of the agenda and record of the meetings will be circulated to Richmond 2010 Community Opportunity Committee members in advance.

The meetings will allow for a delegation or consultation as appropriate.

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### **Code of Conduct**

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Richmond 2010 Community Opportunity Committee members are expected to be respectful towards each other and work cooperatively.

The Richmond 2010 Community Opportunity Committee members are drawn from a broad spectrum of community interests. The expectation is that each member will conduct themselves in the best interest of all of Richmond residents.

If there is a conflict of interest, it will be up to the member to remove himself or herself from the decision.

Richmond 2010 Community Opportunity Committee members serve at the pleasure of Council.