



**To:** General Purposes Committee **Date:** October 27th, 2004  
**From:** George Duncan **File:**  
Chief Administrative Officer  
**Re:** **Public Process for Olympic Speed Skating Oval**

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**Staff Recommendation**

1. That the Richmond 2010 Olympic Oval Project Steering Committee be established as per the attached Terms of Reference for this committee.
2. That the Richmond 2010 Olympic Oval Project Building Committee be established as per the attached Terms of Reference for this committee.
3. That the Richmond 2010 Olympic Oval Project Stakeholder/User Committee be established as per the attached Terms of Reference for this committee.
4. That staff begin a recruitment process immediately for the above committees, and submit names of appropriate candidates to Council at the earliest possible time.
5. That Council designate two Council members to liaise with each of the following committees: the Richmond 2010 Olympic Oval Project Steering Committee, the Richmond 2010 Olympic Oval Project Building Committee, and one member to liaise with the Richmond 2010 Olympic Oval Project Stakeholder/User Committee.

George Duncan  
Chief Administrative Officer  
(4338)

**FOR ORIGINATING DIVISION USE ONLY**

**CONCURRENCE OF DIRECTOR**

*Lani Schuel*

<b>REVIEWED BY TAG</b>	YES	NO
	<input type="checkbox"/>	<input type="checkbox"/>

<b>REVIEWED BY CAO</b>	YES	NO
	<input type="checkbox"/>	<input type="checkbox"/>

## **Staff Report**

### **Origin**

The Richmond 2010 Olympic Speed Skating Oval was awarded to the City of Richmond on Tuesday August 17<sup>th</sup>, 2004. In anticipation of the 2010 Olympic and Paralympics Winter Games, the building must be operational by October 31<sup>st</sup>, 2007.

The facility will accommodate local, national and international competition and provide the most appropriate community and post games use. This report recommends a process and committee structure that draws upon the considerable expertise that is available in our community to help determine the general direction, design and construction, and post-games operation/use of the Oval.

The proposed committee structure is in keeping with Richmond's traditional community input practices associated with major capital projects.

### **Analysis**

There are a variety of opportunities for the community to apply their considerable experience and expertise in the design, construction and operation of the Richmond Olympic Oval project.

### **Recommended Olympic Oval Project Governance Structure**

Staff are recommending a process and committee structure that will utilize the considerable knowledge and expertise within our community to help support the successful design, construction, operation and business aspects of the Richmond Olympic Oval. Staff are recommending that three committees be established to support the Oval project, including:

- The Richmond 2010 Olympic Oval Project Steering Committee
- The Richmond 2010 Olympic Oval Project Building Committee
- The Richmond 2010 Olympic Oval Project Stakeholder/User Committee

More detailed descriptions of these committees follow, and Terms of Reference for each committee are contained in the attachments of this report.

City staff will be assigned to the committees and provide technical support. All three committees may be operational until the opening of the Olympic Oval in October 2007. The need for public involvement and a committee structure after the building is operational will be addressed prior to the opening.

The committees will need to be coordinated to ensure information is shared and the input process and timelines are consistent and appropriate.

### **Richmond 2010 Olympic Oval Project Steering Committee**

This committee will provide advice to Richmond City Council and senior staff regarding business aspects of the overall direction of the Oval project. Topics relevant to this committee, include but are not limited to such things as:

- long term planning
- policy decisions
- business operation
- governance structure
- relationships with municipal, provincial and federal governments, as well as provincial and federal health, educational, and sport organizations
- negotiations
- tenant leasing advice

Representation will include members of Richmond City Council, the CAO, prominent business and community sector members, key economic organizations and stakeholders, representatives from prominent multicultural organizations, education and health organizations, the chairs and possibly vice chairs of the Building Committee, Stakeholder/User Committee, and Richmond 2010 Community Opportunities Task Force.

The Terms of Reference are attached to this report.

### **Richmond 2010 Olympic Oval Project Building Committee**

This will be a technical committee to support and provide advice on the design and construction of the 2010 Olympic Speed Skating Oval structure. This group will advise the Project Manager, senior staff and Richmond City Council regarding all aspects of design and construction from pre-loading the site to facility completion. The Richmond 2010 Olympic Oval Project Building Committee will be informed of, and given opportunity for, input into all recommendations to Council related to the Oval.

Representation will include the General Manager of Engineering and Public Works, VANOC, and prominent community leaders and business sector leaders from local and regional origins.

The terms of reference are attached to this report.

## **Richmond Olympic Oval Project Stakeholder/User Committee**

This will be an ad hoc committee whose purpose is to provide feedback and input to senior staff and the Richmond 2010 Olympic Oval Project Steering Committee on the project. It will ensure that there are opportunities for the public, stakeholders, organizations and agencies to be involved.

This small committee will be comprised of individuals charged with the responsibility to seek input and feedback from a variety of sectors including but not limited to athletes, sport, wellness and active living, health, business, culture, local community and trade and exhibition, Vancouver 2010 at various times throughout the project.

The Terms of Reference are attached to this report.

## **Other Considerations**

The composition of the committees will reflect the diverse interests which need to be represented in the pre and post game phases of this initiative. The primary concern of committee members should be to support the City's efforts and to ensure the City is successful in fulfilling its obligation of delivery of a first class facility that is:

- on time
- on budget, and
- that maximizes the post games legacy potential

The role of these committees is sufficiently important that we must ensure we recruit the best possible candidates available.

With regard to the part time use of the Oval for tourism and trade and exhibition space, City staff will be responsible for addressing this issue through the Richmond 2010 Olympic Oval Project Steering Committee, and will forward recommendations to City Council for consideration.

Finally, it will be important for the Richmond 2010 Community Opportunities Task Force to liaise with the Richmond 2010 Olympic Oval Project Steering Committee to ensure a coordinated strategy that fully capitalizes on the benefits of the 2010 Olympic and Paralympics Winter Games.

## **Financial Impact**

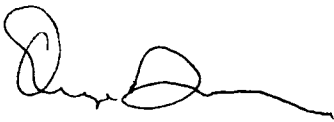
All direct or additional costs resulting from the operation of the three Oval related committees will be part of the cost of the Richmond 2010 Olympic Speed Skating Oval project.

A report will be forwarded to Council that will recommend changes to existing City policies to facilitate the need to fast track the design and construction of the Richmond 2010 Olympic Oval project, and in order to ensure the City's performance on the project is in compliance with the Venue Agreement between VANOC and Richmond.

### **Conclusion**

The committee structure outlined in this report will provide an opportunity for public involvement in the design and construction, long-term vision, and post-games use of the Richmond Olympic Speed Skating Oval, along with capitalizing on the many community opportunities associated with the Olympics. It will provide expertise and insight from the community to enhance the 2010 Olympic Speed Skating Oval, set the groundwork for an outstanding facility and legacy for Richmond, and ensure community engagement in the many community opportunities associated with the Olympics.

The next steps would include: advertising and recruiting of candidates for the three Oval related committees, ensuring an appropriate balance of community, business, education, health and wellness and sport representatives to create an environment where the project will not only be successful, but exceptional.



George Duncan  
Chief Administrative Officer  
(4338)

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Richmond 2010 Olympic Oval Project Steering Committee  
TERMS OF REFERENCE

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**Purpose**

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The purpose of the Richmond 2010 Olympic Oval Project Steering Committee will be to provide input, feedback, advice and recommendations on the business and financial decisions for the construction and operation of the Speed Skating Oval project.

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**Principles**

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The following guiding principles will apply to the community-involved process:

- The project must meet the objectives and timelines of the City of Richmond and VANOC;
- The project must be completed within budget;
- The project will follow a business model approach;
- The financial implications of decisions must be balanced with the legacy this facility will provide to Richmond and its residents and the 2010 Olympics;
- The process will encourage effective relationships, partnerships with others and community involvement;

The Richmond 2010 Olympic Oval Project Steering Committee will 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 Olympic Oval Project Steering Committee and its Chair. There are up to 8 members, plus 2 liaison members from City Council.

Candidates will be chosen to reflect a broad spectrum of community sectors with diversified experience and expertise

The Richmond 2010 Olympic Oval Project Steering Committee will have a three-year term, effective from its appointment.

The Richmond 2010 Olympic Oval Project Steering Committee will report to Council as required.

At the beginning of each year, a member of the Task Force 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 General Manager of Finance will be the senior staff resource for this committee. Other City staff will attend meetings as technical support as required.

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## **Objectives and Expectations**

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The primary objectives for the Richmond 2010 Olympic Oval Project Steering Committee are to provide input, feedback, and advice on:

1. The financial sustainability of the project and the soundness of business decisions.
2. The vision and plan for the Richmond Olympic Oval considering the work of the Building, Stakeholder/User and Community Opportunities Task Force as well as other stakeholders including the Province of British Columbia's 2010 Secretariat.
3. The most suitable and sustainable post-game uses and tenants that aligns with the philosophical direction of the post-games use of the Olympic Speed Skating Oval.
4. The projects adherence to the three Olympics components of sustainability (environmental, social and economic).
5. Opportunities that will add value to the project including sponsorship, business relationships and community opportunities.
6. Other matters that will contribute to the success of the development, construction and operation of the Speed Skating Oval facility.

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## **Procedures**

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The Richmond 2010 Olympic Oval Project Steering Committee will make recommendations and provide advice to Council and staff. Communications will be through the General Manager of Finance.

The decision process is to be consensus based. If some members disagree with the Task Force's recommendations or activities, minority opinions will be recorded in the meeting records.

The Richmond 2010 Olympic Oval Project Steering Committee will receive administrative staff support services from the City for the preparation of agendas and the recording of meetings.

The Richmond 2010 Olympic Oval Project Steering Committee will liaise with the 2010 Provincial Secretariat in coordination with the City of Richmond.

Liaison with the Vancouver Organizing Task Force of the Olympic Games (VANOC) will be only through the City of Richmond staff.

The Chair would be elected on the first meeting of the Task Force from among the members appointed. A new Chair would be elected annually.

Council may amend these terms of reference at its discretion.

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## **Meetings**

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The Richmond 2010 Olympic Oval Project Steering Committee meetings are open to the public; however, the public will not be able to participate in the meetings except through a delegation process.

The Task Force will establish the meeting schedule annually.

Copies of the agenda and record of the meetings will be circulated to Richmond 2010 Olympic Oval Steering Committee members in advance.



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## Code of Conduct

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Richmond 2010 Olympic Oval Project Steering Committee members are expected to be respectful towards each other and work cooperatively.

Richmond 2010 Olympic Oval Project Steering 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 Olympic Oval Project Steering Committee members serve at the pleasure of Council.*

Richmond 2010 Olympic Oval Project Building Committee  
TERMS OF REFERENCE

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**Purpose**

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The purpose of the Richmond 2010 Olympic Oval Project Building Committee is to advise on the design and structure of the Richmond Olympic Speed Skating Oval to accommodate international competition, as well as a multi-use post-games facility.

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**Principles**

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The following guiding principles will apply to the community-involved process:

- The project must meet the objectives and timelines of the City of Richmond and VANOC
- The project must be completed within budget
- The project will follow a business model approach
- The financial implications of decisions must be balanced with the legacy this facility will provide to Richmond and its residents and the 2010 Olympics
- The process will encourage effective relationships, partnerships with others and community involvement

The Richmond 2010 Olympic Oval Project Building Committee will 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 Olympic Oval Project Building Committee and its Chair. There are up to 8 members, and 2 liaison members from City Council.

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.

The Richmond 2010 Olympic Oval Project Building Committee will have a three-year term, effective from its appointment.

The Richmond 2010 Olympic Oval Project Building Committee will report to Council as required.

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

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

The General Manager of Engineering and Public Works will be the senior staff resource for this committee. Other City staff will attend meetings as technical support as required.

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### **Objectives and Expectations**

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The primary objectives for the Richmond 2010 Olympic Oval Project Building Committee are to provide input, feedback and advice on:

1. The design and construction of the 2010 Speed Skating Oval and park plaza. To make recommendations on change orders
2. To ensure the best use of City resources
3. The financial sustainability of the project and the soundness of business decisions
4. The most efficient and effective use of space for a multi-use post games facility
5. The project's adherence to the three Olympic components of sustainability (environmental, social and economic)
6. Other matters that will contribute to the success of the development, construction and operation of the Speed Skating Oval facility

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### **Procedures**

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The Richmond 2010 Olympic Oval Project Building Committee will make recommendations and advise Council. Communications will be through the General Manager of Engineering and Public Works.

The Richmond 2010 Olympic Oval Project Steering Committee will be advised of all recommendations and progress of the Building Committee.

The committee will make recommendations on change orders to the project. Where change orders exceed the authority of the project manager, a separate report will be forwarded to Council.

The 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 Olympic Oval Project Building Committee will receive administrative staff support services from the City for the preparation of agendas and the recording of meetings.

The Richmond 2010 Olympic Oval Project Building Committee will liaise with other stakeholders where appropriate.

Liaison with the Vancouver Organizing Task Force of the Olympic Games (VANOC) will be only through the City of Richmond staff.

The Chair would be elected on the first meeting of the Task Force from among the members appointed. A new Chair would be elected annually.

Council may amend these Terms of Reference at its discretion.

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### **Meetings**

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The Richmond 2010 Olympic Oval Project Building Committee meetings are open to the public; however, the public will not be able to participate in the meetings except through a delegation process.

The committee will establish the meeting schedule annually.

Copies of the agenda and record of the meetings will be circulated to Richmond 2010 Olympic Oval Project Building Committee members in advance.

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### **Code of Conduct**

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Richmond 2010 Olympic Oval Project Building Committee members are expected to be respectful towards each other and work cooperatively.

Richmond 2010 Olympic Oval Project Building 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 Olympic Oval Project Building Committee members serve at the pleasure of Council.***

## Richmond 2010 Olympic Oval Project Stakeholder/User Committee

## TERMS OF REFERENCE

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**Purpose**


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The purpose of the Richmond 2010 Olympic Oval Project Stakeholder/User Committee will be to seek input and provide information from interested groups, potential users and stakeholders for post-games use of the Richmond Olympic Oval.

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**Principles**


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The following guiding principles will apply to the community-involved process:

- The project must meet the objectives and timelines of the City of Richmond and VANOC;
- The project must be completed within budget;
- The project will follow a business model approach;
- The financial implications of decisions must be balanced with the legacy this facility will provide to Richmond and its residents and the 2010 Olympics;
- The process will encourage effective relationships, partnerships with others and community involvement;
- All efforts of this committee will positively contribute to the on time, on budget delivery of the Oval and will contribute positively to the full legacy potential of the project.

The Richmond 2010 Olympic Oval Project Stakeholder/User Committee will 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 Olympic Oval Project Stakeholder/User Committee and its Chair. There are up to 8 members and 1 liaison member from City Council.

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

The Richmond 2010 Olympic Oval Project Stakeholder/User Committee will have a three-year term, effective from its appointment.

The Richmond 2010 Olympic Oval Project Stakeholder/User Committee will report to senior staff and to the Business Committee as required.

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

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

Senior staff from the Parks, Recreation and Cultural Services Division will be the resource for this committee. Other City staff, appointed by the Corporate Program and Management Group, will attend meetings as technical support as required.

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### **Objectives and Expectations**

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The primary objectives for the Richmond 2010 Olympic Oval Project Stakeholder/User Committee are:

1. To seek input, feedback and information from interested groups and stakeholders to determine the most suitable, sustainable post-games use of the Olympic Oval.
2. To organize input and feedback from potential users, the public and other stakeholders and ensure an open dialogue directly with those the facility may serve to share information, build consensus, reduce conflicts and plan together for the future.
3. To provide input on future uses to senior staff and to the Business Committee.
4. To suggest the most efficient and effective use of space for a multi-use post games facility.
5. To ensure the three Olympics components of sustainability (environmental, social and economic) are promoted and adhered to.
6. To identify possible areas of negative impact and recommend actions to mitigate.

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### **Procedures**

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The Richmond 2010 Olympic Oval Project Stakeholder/User Committee will provide advice to senior staff and to the Business Committee through the General Manager of Parks, Recreation and Cultural Services, or designate.

The process is to be consensus based. If some members disagree with the Committee's recommendations or activities, those disagreements will be recorded in the meeting records.

The Richmond 2010 Olympic Oval Project Stakeholder/User Committee will receive administrative staff support services from the City for the preparation of agendas and the recording of meetings.

The Richmond 2010 Olympic Oval Project Stakeholder/User Committee will liaise with other stakeholders/users where appropriate.

Council may amend these Terms of Reference at its discretion.

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### **Meetings**

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The Richmond 2010 Olympic Oval Project Stakeholder/User Committee meetings are open to the public.

The Richmond 2010 Olympic Oval Project Stakeholder/User Committee will establish the meeting schedule annually or on an as required basis.

Copies of the agenda and record of the meetings will be circulated to Richmond 2010 Olympic Oval Project Building Committee, the Business Committee, senior staff, and Council.

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**Code of Conduct**

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Richmond 2010 Olympic Oval Project Stakeholder/User Committee members are expected to be respectful towards each other and work cooperatively.

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 Olympic Oval Project Stakeholder/User Committee members serve at the pleasure of Council.*