



City of Richmond

Report to Committee

To: General Purposes Committee
From: Lani Schultz
Director, Richmond Olympic Business Office
Re: **Richmond Olympic Business Final Review**

Date: April 30, 2010

File:

Staff Recommendation

That this report be received for information.

Lani Schultz
Director, Richmond Olympic Business Office
(604-276-4286)

FOR ORIGINATING DEPARTMENT USE ONLY					
REVIEWED BY TAG	YES	NO	REVIEWED BY CAO	YES	NO
	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<input type="checkbox"/>

Staff Report

Origin

As a Venue City for the 2010 Olympic Winter Games, Richmond has enjoyed unprecedented opportunities to create long-standing legacies for our community. Through its involvement with the Olympics, the City has significantly heightened its international profile as a vibrant, progressive community that is innovative and well managed, with a strong local economy that embraces sports, health, wellness, arts, culture and heritage. The Olympics have left Richmond with many positive legacies and memories. We have been left with the “crown jewel of the Games” – the Richmond Olympic Oval – as an outstanding facility for community sport and wellness programming. Richmond was recognized in the speeches delivered by the President of the IOC at both the opening and closing ceremonies of the Games, which were viewed by literally billions of people. Olympic medals were won and records set in Richmond. A new waterfront neighbourhood is emerging with the Oval and spirit plaza as a focal point for future community and larger events and gatherings. A free, family friendly 17-day celebration site -the O Zone- was embraced by over 500,000 residents and visitors; hotel rooms were full; and over 1,000 community volunteers stepped up to help deliver Richmond’s Olympic experience. Community partners from the business and community sectors came together more closely than ever to leverage the Games experience. In unprecedented times of record escalation in construction costs, followed by one of the worst economic slowdowns in history, the City was able to deliver all of its Olympic initiatives, on time, and under budget. Richmond as an organization can now boast it is a very capable and successful major event City.

The City’s Olympic journey, which began in earnest in 2004 with a bid to secure the long track speed skating oval, involved many different facets including best practices research, development of a long term legacy vision and innovative financial planning and strategies. It also entailed design and construction of the Oval; operating the Oval; developing and implementing new business plans for the pre and post Games periods; creative land development plans; performing as a Venue City and meeting partner and venue City obligations; development of a strategic operational plan; community engagement and capacity building programs; hosting hundreds of local, national and international business and political leaders, as well as, royalty and other dignitaries; planning and delivery of the largest Olympic live site of the Games, and major media, marketing and promotional programs.

The ultimate goal of the City’s involvement with the 2010 Games, as adopted by Council in the 2010 Strategic Operational Plan was “to use the Olympic opportunity as a catalyst to transform our City to international stature, creating new social and economic capital that significantly enriches Richmond’s quality of life.” To accomplish this, the City undertook numerous projects and initiatives. All of these, with the exception of the O Zone and Games Time operations, have been reported on and have been the subjects of many previous reports to Council (the most recent being July, 2009, attached.) Accordingly, this report focuses on the performance of the O Zone project and the City’s performance during Games Time.

Analysis

One of Council's Olympic objectives was to deliver the games through partnership and in keeping with this, throughout Richmond's Olympic experience, the City worked closely with a significant number of partners and stakeholders. Indeed, one of the more remarkable complexities of the Olympic Games experience was understanding, balancing and creating win-win solutions between numerous agencies and external partners with widely varying business objectives, and this was indeed true of both delivering the O Zone and performing our roles and responsibilities during Games time. Notable partners and supporting agencies engaged by the City leading up to and during the Games such as:

VANOC, the IOC, Canadian Olympic Committee and Speed Skating Canada

City of Vancouver

Resort Municipality of Whistler

Four Host Nations

Various Government partners including the Federal and Provincial governments, TransLink, and Coast Mountain Bus Company

Tourism Richmond (who contributed \$2M towards the Richmond O Zone celebration site)

Richmond Chamber of Commerce (who worked as a partner with the City at the VANOC Protocol Centre)

Richmond School Board

Richmond Spirit of BC Committee

Oval/Olympic Advisory Committees,

Various Community Groups, including the Richmond Foundation, the Community Associations , Richmond Public Library, Richmond Olympic Oval Corporation

Richmond Review, Richmond News, News 1130, Fairchild Media Group

Legacies Now

Volunteer Richmond (who recruited and screened over 1200 volunteers)

Olympic Torch Relay Community Task Force

BC Ambulance Service, the Integrated Security Unit, and Richmond RCMP

Vancouver Airport Authority (YVR)

The City also attracted numerous sponsors including Cranberry Growers of BC, Holland Heineken House, BC Lottery Corp, CTV, ASPAC Developments, Scotiabank, Telus and various O Zone sponsors.

While complex and in many instances involving vigorous negotiation, legal and contractual obligations, Richmond's Olympic experience was enriched by the partnership approach embraced by the City. The Olympic Games served as an effective catalyst to develop new and strengthen old partnerships, networks and alliances for the production of future large-scale events, and to help the City to achieve its long term liveability and economic objectives. It is clear that the joint efforts and commitments from all of those listed above were integral to the City's Olympic success.

The O Zone

The City's O Zone was planned as one of the City's key strategies for engaging the community in the Olympic experience. It was planned based on best practices from other Olympic cities and success and learnings from WinterFest, as a safe, lively, free and family oriented celebration site for Richmond and visitors to Richmond alike. The O Zone was a popular and critical success, with an estimated 500,000 visitors participating in a variety of activities including watching live performers on the main stage, Olympic simulcasts on big screens in Minoru Park and City Hall, Holland Heineken House, the BCLC interactive dome, the International Living Room, and the very popular outdoor skating rink. Council approved a budget of \$6.3M for the 2010 Strategic Operational Plan, with \$4.8M of the total allocated to the O Zone and \$1.5M of the balance allocated to Legacy and Infrastructure and to hosting and protocol programs. In addition to the \$6.3M, staff were successful in attracting a \$2M contribution from Tourism Richmond, plus additional sponsorship and other revenue and VIK to a value of \$1.7M related to the O Zone. In addition to the many positive reviews the City received, it should be noted that the O Zone project was delivered at approximately \$973,000 under budget.

As part of the O Zone, and addressing Council's objective of developing and enhancing Arts, Culture and Heritage awareness and opportunities and legacies for the City during the Games, O Zone programming included a full range of arts and entertainment, highlighting Richmond's diversity and creativity. A program consisting of a comprehensive range of music, dance, hands-on interactive activities, exhibitions and sport provided opportunities for residents and visitors to engage in and celebrate the Olympic Games even without event tickets. Programming included several categories such as:

Main Stage

- National, international and local performers
- Olympic sport events broadcast on large screens
- Main stage highlights included the Canadian Tenors, Our Lady Peace, F.I.R. and Dal Richards and his Orchestra, along with many local entertainers including The Jardines and a number of community bands and choirs.

Roving Entertainment

- Four locations on site daily with a variety of performers

Cultural Centre Exhibits

- *Mask*, artist Arthur Renwick – Richmond Art Gallery
- *From Far & Wide: The Eppich Collection* – Richmond Museum
- History Lounge and Store – Richmond Archives
- International Living Room – Richmond Public Library
- Comfort Zone – Minoru Place Activity Centre
- Youth Mentorship Project with artist Sonny Assu – Richmond Art Gallery and Richmond Public Art Program in conjunction with VANOC Aboriginal Art Program

City Hall Exhibits and Plaza

- Ice Gate created by artist Gordon Halloran
- *Lace Up! Canada's Passion for Skating*; presented by Canadian Museum of Civilization
- *History of Speed Skating*; presented by Speed Skating Canada

- *Uniting the World Through Play*; presented by Culture, Education, Sport and Ethics Program and Global Sports Foundation
- Richmond Revealed exhibits – High Tech and Aerospace (partnered with MDA, Norsat, Ebco and Advanced Cyclotron Systems) and cranberry harvest demonstration by Richmond Cranberry Growers and Ocean Spray
- BC Street – 80 communities, 59 local governments and 22 electoral areas participated in the interactive experience that included storytelling, music, arts, street hockey and other sport demonstrations.
- Media Mixer (CODE: short films from Canadian film makers; talks by Olympic athletes and special guests)
- Lulu Suite (personal stories of elite speed skaters competing at the Richmond Olympic Oval)
- Lunar Fest (lanterns) – City Hall Plaza; in partnership with the Asian Canadian Special Events Association
- Sports broadcasts on large screen in Plaza
- *Sewing Our Traditions: Dolls of the North* - Gateway Theatre; in partnership with the Yukon Arts Centre and the northern territories

City tent activities

- Circus School
- International Olympic Ice Carving Championships
- Visions of the North Artisans market
- Food and beverage, merchandise concessions
- FHFN sales of jewellery and art works

Partner activations

- Tourism Richmond
- Holland Heineken House
- Richmond Olympic Oval pavilion
- BCLC 2010 Games Dome
- Coca-Cola Recycling Display
- CTV Street Team and Broadcasts
- Inniskillin IceWine Gallery
- COLD-FX Warming Tents
- Fall in Love with Richmond
- Story of the Games, Vancouver Sun and The Province

Volunteers:

The City's O Zone celebration site and Olympic programs were a mammoth undertaking that required tens of thousands of workforce hours to stage, and could not have been accomplished without the significant and capable help of volunteers. The 2010 Information and Volunteer Program was established to recruit, screen, assign, train and assist in the management of the hundreds of volunteers that were required to stage the City's various Olympic-related programs. The bulk of the program was delivered through a contracted partnership agreement with Volunteer Richmond who recruited and screened more than 1,300 volunteers. About 900 of these

volunteers were active during the Games period, while they and others also supported many of the city's related pre-Games events. Through this program a public information centre was also created in Richmond Centre Mall to act as a central storefront location for volunteer recruitment and to provide general information about the City's Olympic programs.

In addition to the volunteers supplied by Volunteer Richmond, the City also relied on volunteer support for a variety of other programs, including the various countdown events, oval opening, protocol visits, the HomeStay program, in which numerous local families volunteered to host the families of Canadian and international speed in their homes during the Games; The Friends of the Archives and Richmond Photography Club, who recruited a group of 40 volunteers to archive Games-time activity in Richmond through photos. In addition, many of the city's community partners, including the Minoru Seniors Society and Tourism Richmond marshalled their own volunteers to assist with Games-times programs in the O Zone and around Richmond.

The City's volunteer programs ensured that hundreds of local residents had the opportunity to have direct and rewarding connection to the once-in-a-lifetime experience that is the Olympic Games, while ensuring the City had the workforce resources necessary to stage the Games in a financially viable and effective manner. Other volunteer groups that made substantial contributions to the overall success of the 2010 Games in Richmond included : the Spirit Committee, school volunteers, sport and cultural leaders, community centre associations, family host committee and also the advisory committees that helped prepare the Richmond Olympic Oval to become the landmark building of the games.

The volunteer program was intended to create an ongoing legacy through the development of increased volunteer capacity that could support future City and community programs and events. The vast majority of volunteers indicated that they had a positive experience and would volunteer again for future events. The majority of the volunteers were young adults and teenagers supporting the City's Youth Asset Development objectives. The volunteer workforce also strongly reflected Richmond's ethnic and cultural diversity and, for many, the opportunity to participate in the Olympic Games helped enhance their sense of belonging to Richmond and Canada.

In total, the 2010 volunteer Program generated more than 2,000 volunteer placements and more than 40,000 hours of volunteer service hours from its inception through to the Games. More than 30,000 hours of volunteer service were contributed during the period of the Olympic Games. In addition to the O Zone operations, the program provided volunteer resources needed to stage eight Olympic-related events (including the Oval Opening, Torch Relay and 2008 and 2009 WinterFests)

O Zone Safety and Security:

In addition to safety and security services coordinated through 2010 Integrated Security Unit for the Games, the City assembled a Safety and Security Team with representatives from the relevant agencies/department (including RFR, RCMP, BCAS, City staff, Security Consultants and security volunteers) to manage the overall safety and security for the O Zone and the

immediate, surrounding area. An O Zone Safety and Security Operational Plan was subsequently developed and successfully executed .

A number of valuable legacies have emerged from the City's Olympic safety and security programs. For example, the City will be able to use as a foundation for future events, the O Zone Safety and Security Operational Plan which included Communication and Dispatch protocols, Emergency Public Broadcast scripts, Safety and Security Policies, Evacuation Plan and Emergency Response Plans for explosion, hazardous material spill, lost persons, bomb threats, suspicious packages or unattended items, civil disturbance, criminal activity, medical protocols, fire, severe weather, site lockdown, cross departmental emergency training exercises, security training for volunteers, an EOC GIS application for use by EOC GIS staff during an activation or future EOC exercises, the EOC Concept of Operations which can be used during EOC activations for situational awareness, and a communication matrix with for emergency notifications that can be used as a template.

Tickets:

A total of 1.85 million tickets were made available locally, nationally and internationally for the 2010 Olympic and Paralympic Winter Games competition events. Of this total approximately 70 per cent were sold to the general public and 30 per cent were set aside for the Olympic Family. The City of Richmond, as a Venue City, was extended the opportunity to purchase tickets from the Olympic Family envelope. In total the City purchased 917 Olympic and 72 Paralympic Games tickets of the total 555,000 tickets allocated to the Olympic Family and Partners.

Council decided to take advantage of this program opportunity to ensure that a number of community benefits were realized. In 2009, Council approved the use of the 2008 interest on the City's \$6.3M contribution to the 2010 Strategic Operational Plan for the purchase of Olympic tickets , with a percentage of these tickets to be resold for a net cost to the City of \$80,990. Subsequently, Council approved the purchase of additional tickets in those situations where the tickets were pre-sold so as not to put the City at any financial risk and where there was benefit to the City. The City purchased a total value of tickets of \$315,699. Of this amount, the total value of tickets sold was \$256,279, resulting in a net cost of the ticket allocation program of \$59,420, which was \$21,570 less than Council's original goal of a cost of \$80,990.

The City's ticket distribution program included the following components;

- Support for citizens who could not otherwise have the opportunity to experience an Olympic Games event. – Three service providers were asked to distribute a total of 51 tickets on behalf of the City of Richmond. The City's Working Poor Program, Richmond Christmas Fund Program and the Salvation Army distributed tickets and report that the gifts were gratefully received.
- Support for Community Organizations and Schools – Tickets were offered to these organizations to support: volunteer recognition, fund raising, membership development, student achievement etc. A total of 15 schools and 37 community associations took advantage of this opportunity.

- O Zone Richmond Celebration Site – Tickets were offered as prizes to draw people to the site. Tickets were awarded to lucky individuals on site and through media activities geared to bring attention to the O Zone Richmond activities.
- Business Development - The 2010 Winter Olympic Games provided the City of Richmond with the opportunity to support the further growth and development of local businesses by providing tickets that could be used to attract new clients, build relationships etc. The Richmond Chamber of Commerce and Tourism Richmond were key partners in distributing these tickets to Richmond based businesses for this purpose.
- Hosting and Protocol – During the 2010 Olympic Winter Games numerous accredited dignitaries were received. The City of Richmond welcomed a number of these government and business leaders who expressed an interest in information exchange, partnerships, investment in the City, etc. In some cases, where appropriate, these individuals were taken as guests to specific events.
- Recognition – The City used the ticket program as a tool to express thanks to a large number of volunteers who have provided service to the City over the past many years.
- Sales – The City wanted to ensure that no tickets went unused. As a consequence any tickets that were not used in the above programs were sold to staff at full cost on a last moment basis.
- Paralympic Tickets – In addition to the Olympic tickets reported above, the City purchased \$3,210 worth of tickets for these games. In all, \$1,585 worth of tickets were provided free of charge to various community organizations including Richmond Centre for Disability (RCD), Richmond Therapeutic Equestrian Society and the Richmond Society for Community Living

Following is a summary of Olympic and Paralympic ticket distribution:

TICKET DISTRIBUTION SUMMARY				
Group	# of Tickets	Cost	City Cost or Sold	Notes
Financial hardship	51	\$5,355	City cost	
Community (free)	2	\$900	City cost	
Community and Schools	102	\$15,160	Sold	
Hosting (free)	18	\$6,650	City cost	Hosting program targeted tourism, economic development and thank you's to people who significantly supported Richmond's Olympic journey
Hosting (sold)	32	\$6,201	Sold	
Tourism/Chamber (sold)	251	\$99,312	Sold	
Sponsors (sold)	128	\$88,597	Sold	
O Zone (free)	58	\$17,320	City cost	Ticket prizes in O Zone

Mayor and Councillors (sold)	20	\$9,140	Sold	
Councillors (free)	24	\$20,145	City cost	Councillors performing City business
Staff (sold)	210	\$35,494	Sold	Sold on last minute basis
Staff (free)	11	\$6,965	City cost	3 were offered in a draw for staff at no cost; 5 were sold at a discount in a draw, both draws were last minute; One was going to go unused, and 2 were staff recognition
Traded or Sold	6	\$750	Sold	
Unused	4	\$500	City cost	
Olympic Tickets Grand Total	917	\$312,489		Net cost to City \$57,835
Paralympic tickets				
Community Groups	33	\$1,585	City cost	
Staff	39	\$1,625	sold	Last minute sales
Paralympic Totals	72	\$3,210		
Grand total Olympic and Paralympic tickets	989	\$315,699		Net costs to City \$59,420

Hosting and Protocol

As part of the City's overall community and business engagement strategy, the City developed a targeted hosting program that showcased and celebrated Richmond's achievements. The program included the Torch Relay reception, the Oval Legacy Lounge, Fall in Love with Richmond reception, a Community Legacies reception and an Olympic Champions reception. These receptions provided a means for Council and senior staff to thank members of the community, our partners, and others who were instrumental in helping Richmond achieve its community objectives and Olympic success. The City Hosted hundreds of community and business leaders during the Games and received significant media and increased political awareness of Richmond's achievements through exposure to the O Zone, the Richmond Olympic Oval and the Richmond Revealed program.

Showcasing Richmond to the World

As a globally recognized event, the Olympic Games provided the City with unprecedented opportunities to showcase Richmond to the world, and this objective was clearly articulated in the City's 2010 Strategic Operational Plan. Several strategies helped Richmond take advantage of its Olympic opportunities.

Look of the Games: In preparation for hosting the world, an extensive program was undertaken to "ready" the City for the Games. Wayfinding signage was created and erected around the City

Centre to provide clear direction to residents and visitors. New gateway signs were developed to replace existing signs to reflect the City's new logo and relationships. Over 900 street banners reflecting both the 2010 Winter Olympic Games "Look of the Games" and the O Zone's own unique brand ensured visitors and residents knew they were in an Olympic City. Over 1,000 strings of LED festive lights were installed throughout the O Zone. Utilizing a generous donation from the Honourable Dr. David Lam, the new Hollybridge Promenade was developed as a Gateway to the Oval. The Middle Arm waterfront trail was significantly improved. City Hall was decorated in giant maple leaves and significant pieces of public art were installed. The Richmond Revealed program showcased various economic sectors of the community in a unique and memorable way. These and other improvements helped to create an appealing "Olympic" look for the City leading up to and during the Games, and for lasting legacies into the future.

The Oval: One of the most noticeable icons for showcasing Richmond to the world was the Richmond Olympic Oval. Given the spectacular nature of the Oval, the facility was showcased in many sponsor advertisements for the Olympics, and the Richmond name as home to this facility was mentioned repeatedly during Olympic broadcasts. While many visitors, media and dignitaries were initially attracted to Richmond by the Oval these opportunities were maximized to showcase the entire community.

Media and Marketing Programs: Richmond's Olympic marketing programs were designed to raise the City's international profile through visitor exposure and positive media coverage to enhance community pride and vibrancy, increase tourism and economic growth and to drive attendance for the O Zone. The City's marketing program generated an estimated \$25-30 million in media coverage of the O Zone and Richmond Revealed programs, the Richmond Olympic Oval and Richmond in general. As well, a dedicated event website helped promote the O Zone and acted as the primary source for event information. The website generated 500,000 visitors and nearly 1.5 million page views between December 1 and February 28. More than 20,000 users registered on the website to receive ongoing updates. The City also used the O Zone as a pilot program for testing various social media tools, including Facebook, Twitter, YouTube and Flickr, with positive results.

CTV was secured as the presenting sponsor for the O Zone and this agreement generated significant VIK above the City's cash investment in advertising, promotion and news coverage. Similar advertising sponsorship/ partnership agreements were also developed with The Vancouver Sun and The Province, Richmond News, Richmond Review, Fairchild Radio and TV and other media outlets. Creative use of Olympic tickets available for marketing purposes allowed the City to generate additional advertising and editorial support in kind. Other partners, such as Ocean Spray and BC Streets participants, also made significant investments in marketing their Richmond Olympic activations. Through these sponsorships and partnerships, the City's O Zone marketing budget was more than tripled by cash and in kind contributions from partners.

The City's Olympic marketing and communications activities were closely aligned with Tourism Richmond's Olympic programs to maximize use of available resources. This included a partnership to produce Daily Hot Sheets throughout the Games. The hot sheets included the official daily event guides for the O Zone, as well as articles and other information on Richmond events and activities from Tourism Richmond. More than 400,000 Daily Hot Sheets were

distributed on the O Zone site, all hotel rooms in Richmond, tourist information kiosks and other locations throughout Richmond and Metro Vancouver. They proved so popular, the daily press run was increased by 7,000 copies daily midway through the event.

Over a six year period, the City and Tourism Richmond hosted more than 3,000 media visits directly related to Richmond's activities as an Olympic Venue City. Many of these visits were generated through both media and special public events staged by the City, media tours, media releases, individual and collective media engagement and a proactive, service-oriented media relations. The estimated overall impact was an estimated \$25 to \$30 million in media exposure for Richmond during the pre-Games period.

The City used some innovative approaches to generate media attention for Richmond's Olympic programs, including engaging in a humorous public dialogue with award-winning broadcaster and comedian Stephen Colbert. The City responded to satirical criticism by Colbert of the Richmond Olympic Oval in kind and invited him to become the official Oval Ombudsman. The invitation generated national media coverage for Richmond, went viral online and was featured by Colbert on his highly-rated, internationally-broadcast talk show.

Richmond Revealed: Richmond Revealed was a self-funded economic development program intended to effectively leverage the opportunities created by being an official Venue City of the 2010 Olympic and Paralympic Winter Games. The Richmond Revealed program was comprised of several unique and surprising visual displays combined with informational displays highlighting the accomplishments of key industry sectors in which Richmond businesses excel: technology, agriculture, and transportation. It also celebrates 100 years of powered flight in Richmond, as well as Chinese New Year, which fell on Valentine's Day in 2010.

The program raised \$600,000 (USD) and \$10,000 (CAN) in financial contribution, in addition to donated labour, material, display and exhibit/event locations. The display structures and signage are legacy pieces that can be reused in the future. The program drew significant international, national, and local media attention ranging from CCTV (China), NBC (various regions), USA Today, Globe and Mail, West World, Nippon TV (Japan) to name a few. It was reported that the cranberry display alone generated approximately one billion impressions for media coverage worldwide. In Canada, the display generated about 20 million impressions. (Note: Impressions are the number of stories times the audience (i.e. a story in a newspaper with 10,000 readers counts as 10,000 impressions).

Economic Development: Richmond partnered in a Metro Vancouver Commerce program that invited 97 executives from around the world to participate in an economic development initiative. This program resulted in business development in Richmond and the Lower Mainland. The City invested \$20,000 in this program and the results to date equal \$60,000,000 investment in the regions with 12 deals confirmed. One of the confirmed deals is in Richmond.

Financial Impact

The City's 2010 Strategic Operational Plan Budget underwent a number of significant changes once the project was underway. These changes included a significant reduction in funds as directed by Council from \$10M to \$6.3M, and some stringent risk mitigation measures imposed by the CAO.

In addition, success of the City's O Zone became contingent on how well we could compete and draw attendance in the midst of several other live sites including Vancouver, Whistler, Surrey, and West Vancouver, with both Vancouver and Whistler live sites having received \$10M of funding given to each of them from the federal government for their live sites. Given these factors, and given the significance of the Olympic opportunity, the City decided to take an entrepreneurial approach to financing the O Zone and Games time programs, looking to partnerships, sponsorships and other forms of contributions. In the end, this approach served the City well, and resulted in the delivery of the Richmond O Zone program well below budget. Council approved a City contribution to the implementation of the City's 2010 Strategic Operational Plan not to exceed \$6.3M. This funding was used to fund the following program areas:

- O Zone - \$4.89M
- Legacy programs, (Arts and Culture, Look of the Games, Wayfinding, Branding etc.- \$1.17M
- Enhanced Protocol and Hosting programs aimed at advancing economic, tourism and other City objectives, and for thanking various community groups, leaders, and others who contributed significantly to the City's Olympic successes - \$250,000

In summary, targeted sponsorship levels were fully realized, as were operational revenues from Ice Zone and Food and Beverage. The addition of Cranberry sponsorship funds allowed for relief funding in critical areas such as programming and marketing, and an event-time contingency of approximately \$250,000 was not spent. These factors have resulted in \$973,068 of unspent funds, as shown below:

Name	Budget	Actual **	Variance
REVENUES			
Legacy (City Funded)	\$ 1,169,690	\$ 1,169,690	\$ -
O Zone (City Funded)	\$ 4,892,535	\$ 4,892,535	\$ -
Protocol (City Funded)	\$ 250,000	\$ 250,000	\$ -
Sponsorship/Operational	\$ 3,446,162	\$ 3,746,498	\$ 300,336
TOTAL	\$ 9,758,387	\$ 10,058,723	\$ 300,336
EXPENSES			
Legacy (City Funded)	\$ 1,169,690	\$ 1,169,690	\$ -
O Zone (City Funded)	\$ 4,892,535	\$ 4,532,405	\$ 360,130
Protocol (City Funded)	\$ 250,000	\$ 250,000	\$ -
Operational	\$ 3,446,162	\$ 3,133,560	\$ 312,602
TOTAL	\$ 9,758,387	\$ 9,085,655	\$ 672,732
NET AMOUNT			
Legacy (City Funded)	\$ -	\$ -	\$ -
O Zone (City Funded)	\$ -	\$ 360,130	\$ 360,130
Protocol (City Funded)	\$ -	\$ -	\$ -
Operational	\$ -	\$ 612,938	\$ 612,938
TOTAL	\$ -	\$ 973,068	\$ 973,068

** includes accruals for revenues and expenses.

NB: The above figures have been calculated in compliance with the principles and practices set out in Feb 23 2007 Major Projects and Events Costing Report:

- A 1% overhead administrative fee (\$63,000) has been charged as a cost in the O Zone budget, to cover administrative and management time that may not be inherent in actual labour costs.
- City costs (Labour and Infrastructure) specific to the set up, running and restoration of the O Zone special event site has been accounted and paid for by the O Zone budget

In addition to the 2010 Strategic Operational Plan budget, Council approved the use of the 2008 interest on the City's \$6.3M contribution for the purchase of Olympic tickets, with a percentage of these tickets to be resold for a net cost to the City of \$80,990. Subsequently, Council approved the purchase of additional tickets in those situations where the tickets were pre-sold so as not to put the City at any financial risk and where there was benefit to the City. The City purchased a total value of ticket of \$315,699. Of this amount, the total value of tickets sold was \$256,279, resulting in a net cost of the ticket allocation program of \$59,420, or \$21,570 less than Council's original goal of \$80,990, as indicated in the chart below:

TICKET SUMMARY	
Breakdown of tickets purchased	
2010 Olympic Tickets	\$312,489
Paralympic Tickets	\$3,210
Total	\$315,699
Total ticket costs recovered	
2010 Olympic Tickets	\$254,654
Paralympic Tickets	\$1,625
Total	\$256,279
Net Cost of Olympic and Paralympic tickets	\$59,420

With the help of significant outside funding, the City's Olympic programs were delivered well within Council's approved funding. The O Zone and Olympic programs budget has yielded a net of \$973,068 of unspent funds, and the ticketing program has produced a net cost of \$59,420 \$21,570 less than projected. It should be noted that in February 23 2007, Council adopted a policy of directing surplus funds from special events to help fund future special events, and Council may wish to consider this surplus for the pending Tall Ships event.

Conclusion

Throughout its Olympic journey, the City of Richmond was careful to position itself strategically to best leverage the opportunities and benefits associated with the Games. As this and the July 27th 2009 report (see Appendix One) outline, the City successfully achieved all of the Olympic objectives as adopted by Council well within budget, and with many significant and noteworthy achievements. The City would be remiss if it did not recognize that these success and achievements were greatly influenced by the substantial contributions made by the many community and Olympic partners, volunteers and supporting agencies that helped us throughout this process.

The City's 2010 Strategic Operational Plan provided a solid framework to guide the City's efforts and action related to our Olympic journey. The following summarizes the Olympic

legacies for the Richmond community through its participation in the 2010 Winter Olympic Games.

- The iconic Richmond Olympic Oval
- International recognition and respect
- Media exposure valued in excess of \$25-30 million
- Significant enhancement to the City's sport and wellness amenities and programs
- Significant GOT funding for the ongoing operations of the Richmond Olympic Oval
- The new Olympic Precinct waterfront community and an enhanced urban waterfront trail
- The Olympic rings in perpetuity
- Improved relationships with community partners and new partnerships created
- Community volunteer growth and capacity building
- Strong track record in delivering on commitments to event sponsors
- City staff and Human Resources Growth and Capacity building
- Civic pride
- Event equipment and infrastructure
- Civic beautification infrastructure and supplies
- Special Event contracts, project management systems, and Emergency and Operations Centre systems
- New local, national and international business and government contacts and networks

In addition to the City's Olympic goals, the success of the City's Olympic program positions us well to further advance Council's term goals related to economic development, tourism and sport tourism, and to the establishment of the City as a destination, and vibrant cultural city with well established festivals and the arts. The Torch Relay, the Olympics, and the City's O Zone live site were clearly embraced by our community, reinforcing that Council is on track with their term goal #5 regarding special events. Our Olympic journey and achievements respond favourably to a number of objectives laid out in this goal including:

- increased major events on a regular basis
- family events
- creation of a City that is both healthy and fun
- enhanced public art, animation and character defining elements in the City Centre
- effectively involving partners in creating Richmond as a destination (i.e. Tourism)

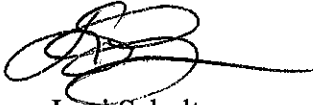
Going forward, it will be incumbent upon staff and Council to continue the work that has been started by the hosting of the Olympics, and on the momentum that the Games have created, to most effectively realize the true potential of these Games to the Richmond community. Further reinforcement of the City's potential and capabilities on the national and global stages will help to establish us a true international destination and will help to ensure that all the gains we have made through the Olympics are built upon, rather than lost or forgotten.

In closing, Richmond's success is being internationally recognized. The IOC has asked the City to participate in a Case Study, as a basis for helping future Olympic Cities successfully plan their live sites and program. The organizers of London's upcoming Olympic Games have also requested input and guidance from Richmond. "In many ways, Richmond is a textbook example of how you take advantage of the Olympics when they are coming to your area. And by the time

April 30, 2010

- 15 -

the Games are over, tens of thousands of people - many of whom had never heard of the place before - will have come to visit, spend money and even explore business prospects." **Gary Mason**, The Globe and Mail article, **Richmond finds its Olympic Groove**, Tuesday, February 23, 2010. (Full article attached in Appendix Two.)

A handwritten signature in black ink, appearing to read 'Lani Schultz', with a long horizontal flourish extending to the right.

Lani Schultz
Director, Richmond Olympic Business Office
(604-276-4286)

Appendix One:

2010 Olympic Games Related Business and Major Project Achievements Report to Council July 27, 2009

Staff Report

Background

The City became involved in the Canada Line project at the design concept and procurement phase in late 2003. Shortly after, in the Spring of 2004, Council approved the City taking the responsibility to design and build the long track speed skating Oval for the 2010 Olympic and Paralympic Winter Games. In 2005, the City received the designation of official 2010 Olympic and Paralympic Winter Games Venue City. The full scope of responsibilities and the extent of the challenges associated with the above noted milestones have been fully documented in numerous previous reports. This report focuses on identifying some of the significant achievements made in managing the Oval project, the 2010 Games operations and celebration site planning, and the Canada Line.

Analysis

Government involvement in major projects of any type – bridges, sport complexes, public buildings, etc. – has traditionally been a source of controversy. Generally, public projects receive greater scrutiny than private projects and naturally are held to a higher standard of accountability. Public projects also have greater exposure to the naysayer element – due in part to the many divergent and often competing views and wants for the expenditure of public funds, but also from those people who are naturally inclined to adopt a critical position on public projects and government spending. The Richmond Oval Project did not escape this phenomenon, although in the end the warm public reception afforded the finished product may, to some degree, have helped to offset the overall impact of this dynamic.

In addition to delivering the Oval, the second component of Richmond's involvement in the 2010 Games is our 2010 Olympic Games event program – the creation of an official 2010 Celebration Site – the Richmond O Zone. As was the case with the Oval Project, the O Zone has been a source of controversy and has encountered a similar fluctuating type of popularity to that experienced by the Oval. However, community participation and reaction to the Oval, Winterfest, and other Olympic activities that have taken place leading up to the games continue to provide optimism that the final product or outcome on the delivery of the O Zone will be well received by our general community, and with similar enthusiasm to that which was afforded the Oval.

The size and overall complexity of the subject projects have required City staff to manage major tasks that to a great extent fall outside the City's core area of business, with the need to provide intensive oversight that often involved "business partners" from outside the local area. In order to meet the extraordinary time demands and diverse challenges associated with the Olympic Games and Canada Line Projects, staff needed to establish a reliable network of experienced technical and Olympic Games-related "go-to" resources, partners and sponsor business experts with whom to consult throughout the duration of the projects.

The travel and associated costs incurred to conduct the technical consultations, sponsor and partner negotiations, etc., however, attracted significant media attention and eventually became a

source of considerable controversy. As a result, only the cost, as opposed to the value or benefit of this important aspect of how we have managed the Olympic Games and major projects-related responsibilities has received attention.

Further exacerbating this situation is a general lack of understanding or awareness of the full scope and details of Richmond's 2010 Operational Plan and celebration site. There is a perception of excessive spending that remains unanswered mostly because we have not promoted either the full cost/benefit or the value equation when controversy about the costs arises. The 2010 Expo is an example of the potentially valuable project for which staff presented costs without providing pertinent information on the potential benefits and projected related cost offsets. These requests for additional funding and Council's response to them also provided the impetus for the CAO to initiate a full review of ROBO and the 2010 Strategic Operational Plan with the intent being to ensure 2010 Games projects and planning are being managed responsibly and within the approvals provided by Council. The review proved worth the effort in that it identified opportunities to make operational improvements and to offset the need for some of the additional funding that Council recently approved. However, it also highlights a significant number of impressive achievements that should be recognized and celebrated.

Achievements:

There are a number of important and complex factors that greatly influence the City's ability to leverage the full potential of the Games for the benefit of the Richmond community, which was our primary reason for pursuing the Olympic opportunity. To this end, the development and nurturing of relationships within the global world of the Olympics has been a necessary, ongoing and productive strategy for the City. On many occasions it has been the dynamics and direct interactions between the City and the IOC (and broader Olympic family), or national and international sporting groups, etc. that have allowed Richmond to leverage important opportunities or secure important benefits, that we otherwise would not have realized. Face to face meetings and interactions with experienced Oval operators, Oval construction project managers, past Olympic cities etc., National Sport Organizations, Olympic Organizing Committees, have also been very fruitful in helping the City to meet its Olympic objectives.

Analysis shows the benefits of this strategy greatly outweigh the costs. Since Richmond was awarded the Oval in August 2004, staff's combined travel expenses related to the Olympics and the construction of the Oval have averaged approximately \$93,000 a year, over the 5 year period. A number of significant accomplishments and benefits can be attributed to these trips. Highlights of some of these benefits, which the City would not otherwise likely have realized include:

1. **Finishing the Oval construction, on time and on budget:** There are very few Olympic Ovals in the world, and the tolerance levels and technical specifications for Olympic venues are stringent. Ice quality, slab levels and spans, internal temperature and humidity systems, lighting, engineering required for the massive span of the roof, media requirements, etc. are very unique to Oval structures particular of Olympic calibre. Further complicating this aspect is the fact that the design had to also allow for diverse community uses that are not necessarily compatible with the physical requirements of a long track Oval. As the City took on the construction of the Oval, it was common knowledge that it was by far the most difficult and technical structure to be constructed for the Games, or in Richmond's history. With the

invaluable benefit of touring other facilities and speaking with other contractors and operators, Richmond was able to deliver what is now recognized as the icon of the Games, on time, and on budget, during a time of escalating building costs and much attention about cost overruns for other Olympic facilities.

2. **Construction Cost Savings:** Through several technical meetings, venue tours, onsite meetings with contractors and the project manager of the Turin Oval, and seeing the Turin Oval in action during Games time, City staff were able to identify a creative solution to VANOC's and the International Skating Union's (ISU's) demands that the Oval specifications be increased by 4.5 metres in width. This trip to Turin resulted in a minimum direct net savings estimated to be approximately \$1.9M in construction costs, plus significant additional associated costs that would have been incurred to fit and equip the additional internal space.
3. **Revenues from Land Sales.** When Council approved the use of the City's River Road Site for the Oval, it was with a vision for a new vibrant, animated mixed use area that would successfully achieve a balance of live, work and play elements to create an international destination. As well, the City targeted \$43M in proceeds from the land sales, to offset the costs of building the Oval. Staff undertook the development and implementation of a land use plan for the area that would maximize value by addressing developer risks. Staff utilized design charrettes, explored concepts from various other destination cities, and sought input from various sectors of the community. Several bids were received from the development community for the lands, all for significantly less money than the final achieved value of the sale, and one proposal (highest bid) offering similar terms to Vancouver's Olympic Village agreement (which the City declined). In the end, with the draw of the iconic Oval, and Council's well defined vision for the area, the City was able to attract a well respected quality development company to develop the Oval lands in keeping with the City's vision. The City was also able to negotiate a \$15M increase in the final value of the bid to realize \$141M from the sale in upfront funding. This land deal exceeded the City's original target by \$98M, plus interest accrual from having the money provided up front.
4. **Contributions to Capital:** As part of the original bid to VANOC, \$60M was committed to the City from Federal and Provincial Funds for the construction of the Oval. Through various negotiations, and meetings with VANOC, and senior government officials, sponsors and private individuals, staff were able to increase capital contributions from the original \$60M to \$66.6M. This represents a \$6.6M increase over the amount of funding that was committed to the City and on which Richmond's bid to secure the Oval was approved by Council. A breakdown of these increased funds is as follows:

Chart 1
Summary of Increased Capital Contributions from Senior Governments and VANOC

VANOC	Aboriginal Art	\$ 200,000
VANOC	Grant for Sustainability	\$ 1,000,000
Province of BC	Spirit Square (Plaza)	\$500,000
VANOC	Rona	\$ 1,000,000
VANOC	Accessibility funding	\$ 128,000
VANOC	Advancement of Team Canada Room	\$ 150,000
VANOC	Contribution to Legacy Lounge	\$ 500,000
VANOC	Improvements to tenant space as a result of the Doping Lab Agreement	\$ 1,000,000
VANOC	Miscellaneous contributions	\$488,000
FII Grant	Wood Roof	\$ 1,500,000
Donation	Rowing Tank	\$100,000
BC Hydro	Grant	\$ 36,000
Total		\$6,602,000

5. **Contributions to Operating Costs:** A \$110M Legacy Endowment Fund was created by the Federal and Provincial Governments to support the post Games operations of venues that have generally struggled financially in former host cities. Funding from the Legacy Endowment Fund was one of the primary external funding sources upon which the Richmond Oval proposal was built, setting a minimum target from the fund of \$35M. The Legacy Endowment Fund was to be shared amongst 3 qualifying venues, including the Whistler Nordic Centre, Whistler Sliding Centre and Richmond Oval. City staff took a very proactive approach to securing funding from the Legacy Endowment Fund. Through numerous discussions and negotiations with VANOC, Whistler, the Federal Government, and Provincial Secretariat's Office, City staff were intensely involved in the development of Operating and Disbursement Principles, Sports Access Guidelines, Pre-Games Operating Budgets and Trust Agreement Definitions, to ensure Richmond's needs were addressed. As a result, the GOT Board's decision on distribution resulted in the City exceeding the minimum expectations for Legacy funding as presented in the 2004 Bid proposal of \$35M, by securing an estimated \$62.9M in total allocation of Legacy Trust funds to the Richmond Oval, plus access to a further share of the \$25M post games Contingency Fund. We have also exceeded expectations on the timing, accessing funds three years earlier than planned. This outcome represents an estimated additional benefit of \$27.9M beyond the minimum amount called for in the financial plan of \$35M.
6. **Securing use of the Olympic rings:** Use of the Olympic rings is a highly coveted honour that brings with it significant economic benefit to the City, and helps to increase sponsorship sales in the interior of the Oval. When the City began negotiations with VANOC and the IOC, use of the rings was a contentious issue, with the IOC taking a strong stance to tightly control their use not only during the Games, but more particularly for anyone's use after the Games. In addition, the IOC was firm on limiting the naming rights to the Oval to only official Olympic Sponsors, (none of whom were able or interested in paying anything close to market value, given previous Olympic commitments that they had already made.) Early in the construction process, the City received a naming rights offer that was valued at an estimated \$10M over 10 years, of which

\$6.5 million was cash, prorated at \$430,000 over 15 years. While researching the benefits of this proposal, the City was advised by at least 2 independent marketing consultants that the rights to use the Olympic "rings" and the Olympic name would be more valuable than naming rights alone. Staff, in choosing not to retain a consultant, took a direct role in the negotiation process. Through a series of meetings, contentious negotiations and exchanges directly with IOC representatives, the City was successful in obtaining the rights to use the Rings and the name "Olympic" for the Oval. As well, Richmond is the only 2010 Olympic venue that has the rights to use the rings beyond the Games period, and is one of only 2 venues that retains the "Olympic" name, post games. Independent marketing consultants have assessed the value of this to be in excess of \$10M, and far greater than any revenues the City would receive from sponsor naming rights for the building.

7. **Permission to use non Olympic sponsors on the inside of the building:** In addition to being able to use the rings and the Olympic name, the City was able to successfully negotiate the right to use non-Olympic sponsors on the inside of the building. To date, the City has secured a \$875,000 commitment, plus another \$500,000 in VIK. Another \$750,000 offer is pending. (Sponsor names have not been included in this report, as per contractual obligations; however, Council has approved these commitments in previous reports.) Discussions are also underway that will potentially generate numerous other similar sponsorship deals.
8. **Securing Holland/Heineken House:** Through the development and ongoing nurturing of a relationship with various parties in the Netherlands, the City was able to secure Heineken House, the most popular and successful of the Olympic Nation Houses, for the City's O Zone. Heineken House is a major feature and arguably the most popular non-competition venue destination for Olympic visitors. It represents an estimated \$5M program activation value in the City's 2010 Strategic Operational Plan budget, not including the economic spin off benefit to the local business community from the 10,000 visitors per day that are drawn to it. Securing Heineken House involved a number of meetings and negotiations not only with Heineken, but as well with the Netherlands Olympic Committee, the Dutch Skating Association, and their respective Dutch sport and Leisure Marketing firms.
9. **Funding for Getting to Know Richmond Program:** In efforts to pursue alternate revenue sources for the City's Olympic Expo and other 2010 activities and opportunities, staff secured a commitment from a local industry group and its US parent company for a \$1M USD contribution to the 2010 Get to Know Richmond Program.
10. **Securing of alternate sources of funding:** Through ongoing negotiations and meetings with various governmental and private representatives, the City has, in addition to the above noted capital and sponsor funding, secured \$7.6M in alternate funding from various sources as follows: A \$2M contribution to the Ozone from Tourism Richmond; an additional \$2.290M of cash and value in kind (VIK) confirmed from other sources for the Ozone including BCLC, Panasonic Cold FX, Canwest Publishing, and CTV; \$1.3M confirmed for various other Olympic programs (the Arts and Culture program, Look of the Games, Volunteer Centre, Spirit of BC Committee), \$1.1M for additional policing, \$900,000 from the Provincial Government & Legacies Now – Rick Hansen Foundation for the Middle Arm Greenway, \$200,000 for the Hollybridge promenade from a private donor.

11. **Sport Hosting and Media Coverage:** Ongoing meetings with the ISU, Speedskating Canada, the Canadian Olympic Committee, and various other sport bodies have resulted in the City successfully hosting several international, national, and provincial test events, which have earned a significant value of media coverage for the City to date, with a projection of another estimated \$10M during games time. As well, meetings with these sport bodies and sport congress events, have allowed the City to secure or significantly advance discussions on the hosting of post-Olympic elite sport events with considerable economic value for the City's local economy.
12. **Financial Plan Targets and Results:** Throughout the course of developing the Oval, the Oval precinct, and the Oval business plan, the City vigilantly pursued cost and revenue targets as laid out in the various detailed project financial plans prepared for these projects. In the end, the City greatly exceeded the minimum targets identified in these plans by an estimated total of \$132.5M, as follows.

Base Oval Project Financial Plan Revenue Targets & Results
(excluding Sponsorship, for which the City has also exceeded approved Revenue Targets)

Source	Target	Outcome	-Under Targets/ +Exceed Targets (Added Benefit to City)
Oval Land Sales	\$ 43 M	\$141 M	+ \$98 M
Senior Government Commitments to Capital Cost	\$60 M	\$66.6 M	+ \$6.6 M
GOT Legacy Fund – allocation/contributions to offset operating costs	\$35 M (min.)	\$62.9 M	+\$27.9 M
Additional Benefit (+) or unplanned cost (-)		TOTAL	+\$132.5 M

Staff 2010 Olympic Games Oval Project Travel Cost/Direct Benefit Analysis
(excluding O Zone Sponsors)

Direct Benefits derived from Travel	Received or Confirmed Cash	Economic Impact	Cost Reduction/ Avoidance	Total Value
Heineken House		\$5,000,000		
Getting to Know Richmond Sponsor Funds	\$1,000,000			
Olympic Rings		\$10,000,000		
Non Olympic Sponsors in interior of Oval -value to date	\$1,625,000	\$500,000		
Construction Cost Savings -Reduction of Oval Foot Print			\$1,900,000	
Totals	\$2,625,000	\$15,500,000	\$1,900,000	\$20,025,000

While the City has made a significant investment in travel related to the Oval and the Olympics, it is important to evaluate this in the context of the benefits associated with it. Notwithstanding the invaluable intangible benefits associated with the Oval and Olympic related travel investment by the City, the estimated value of cost savings and new revenues directly associated with the Olympic travel (i.e. construction cost savings and increased capital contributions, securing the use of the Olympic rings and non Olympic sponsors for inside the Oval, securing of Heineken House, etc.) total a minimum of approximately \$20M, representing \$43 of benefit realized for every Olympic travel dollar spent. A summary of Direct and Indirect Benefits related to the Olympic Business Travel are shown in the above chart.

Financial Impact

The financial impact imposed as a result of acting on the recommendations of this Staff Report are limited to the additional costs beyond the free space provided to the City to publish the refined version of the 2010 Achievements Report in the local Richmond newspapers. This cost is estimated at \$1,000, and falls within the City's approved existing advertising budgets and contracts.

Conclusion

In summary, the City's efforts have resulted in substantial financial and economic returns for this travel investment. It is recognized and appreciated that without the confidence and support of Council, we would not have had the opportunity to achieve these results.

In the final analysis – great cities don't start out being great, people make them great, and great cities offer great amenities which essentially are the reward for the risk. These types of accomplishments can only be realized if someone takes a leadership role, notwithstanding the risks and controversy involved. Council demonstrated this leadership when they agreed to take on the Oval and the official status of an Olympic Venue City, and unquestionably, a great product has been delivered. The Oval is a tremendous asset for the Richmond community.

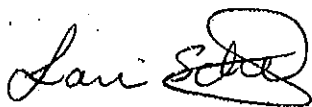
While we have successfully delivered on the vision of the Oval and a world class Olympic venue, we have been remiss in communicating to the community all sides of our Olympic story as it unfolded. As a result there remains much negativity when there is much to celebrate. The following key parts to Richmond's Olympic story have failed to properly emerge or be celebrated:

- The City entered into a contract that would have VANOC, through the Federal and Provincial Governments, contribute \$60 million to the capital cost of the Oval. Through various negotiations, the total amount of this contribution plus some funding attracted from other external sources such as RONA has now reached \$66.6 million.
- The City custom-designed a project management risk/cost containment plan that delivered an on time and on budget major public project in the most challenging construction market ever experienced in BC.
- While we were criticized for the level of staff's combined travel expenses over the five years at approximately \$465,000, the community received significant benefits of much

greater value estimated at approximately \$20M, or \$43 return for each dollar spent on travel..

- It is acknowledged that the City's costs which were budgeted for the original O Zone plan at \$10M, represents a significant expenditure for an ambitious plan. However, the plan was developed in the context of the City's overall 2010 Olympic Games related business and revenue targets that were set as part of the initial Oval bid and Games plans, which have already been exceeded by a minimum of \$132.5M.
- The City was offered \$175 million to accept a land deal offering similar terms and structure as Vancouver's Athletes Village. We rejected that offer in favour of accepting \$141 million in cash which has been earning the City interest the whole time that we would have been making payments if we had made the other choice.
- Richmond's bid for the Oval and our part in the Games was based not on the Olympics per say, but on what the Olympics could bring to our community. In addition to the benefits to our local economy, the community has ended up with a first class state of the art sport and wellness facility that responds to needs that this community has identified for over 20 years. Costs for the construction and operation of this facility are significantly offset from funds outside of the City's tax base, and the facility exceeds all expectations for a community facility.

The Olympic Games are recognized as one of the most valuable mega-events to exist, largely due to their uniqueness, protected brand and scarcity. Studies have shown the symbol of the Olympics - the five rings - is the most readily identifiable image in the world, and is recognized by over 90% of the world's population (higher than the logo of MacDonal'd's), and they will reside in Richmond in perpetuity. With today's emerging economy, the global nature of the Olympics plays provides an important advantage for us within the global environment in which we must compete. While incurring related travel expenses, the City has been able to capitalize significantly on the 2010 Winter Olympics for the benefit of the Richmond community. The work that has been done will help boost Richmond's local economy, community amenities and lifestyle, attract positive media attention, and attract residents, tourists and investors to our City in an increasingly global and competitive environment in which we live.



Lani Schultz
Director, Corporate Planning
(604-276-4286)

SLS:acs

Appendix Two:

“Richmond finds its Olympic groove”

The Globe and Mail

By **Gary Mason**, The Globe and Mail Posted Tuesday, February 23, 2010 12:46 AM ET

Appendix Two:

Mason: Richmond finds its Olympic groove

The Globe and Mail

By **Gary Mason**, The Globe and Mail Posted Tuesday, February 23, 2010 12:46 AM ET

|
The 2010 Winter Games were supposed to be all about Vancouver and Whistler. But this small city, a collection of islands in the Fraser River delta, has done a medal-worthy job of becoming a big part of the Olympic conversation.

In many ways, Richmond is a textbook example of how you take advantage of the Olympics when they are coming to your area. And by the time the Games are over, tens of thousands of people - many of whom had never heard of the place before - will have come to visit, spend money and even explore business prospects.

"The Olympics gave us a chance to capitalize on many things," Richmond Mayor Malcolm Brodie was saying the other day. "To get international exposure was an unparalleled chance which we seized. This was our one big chance to tell the world about what we had to offer."

As someone who once lived in Richmond, I can say that it wasn't that long ago that the city wouldn't have had much to show off. It was known, primarily, for being the home of the Vancouver International Airport. Richmond isn't an especially pretty place. The terrain is flat and dull. There is no downtown to speak of. The main artery is bordered by malls and retail outlets.

But down by the water it is beautiful. The old fishing community of Steveston is wonderful. You can still find farm land, although less of it every year. There is a long list of restaurants that are world class, especially if you enjoy Asian cuisine. Some of the new architecture is inspiring.

Anyway, when Vancouver won the bid to play host to the Olympics, Richmond city council decided right away it wanted in - somehow.

Originally, the city was supposed to be the site of the International Broadcast Centre. But NBC didn't want to be headquartered here. It insisted on being in downtown Vancouver in the new convention centre. NBC got what it wanted. Richmond turned that setback into opportunity.

It stuck up its hand to build a new long-track speed-skating track.

Many in the community were skeptical. Especially, when cost estimates continued to escalate. When it was completed, Richmond taxpayers were on the hook for \$115-million of the final \$178-million bill. (VANOC contributed \$63-million). But today few in the city are complaining about the costs.

The city paid for it by selling roughly 20 acres of land it had around the site of the Oval. It sold at the top of the market and got \$141-million. Some went to pay for the Oval and the rest was put in a legacy fund.

The Richmond Oval has become that iconic piece of architecture that is the centrepiece of every Olympics. Sitting on the banks of the Fraser River, the Oval was made, in part, with wood from trees in B.C.'s Interior that were killed by the pine beetle. The roof takes the shape of a heron's wing, a tribute to the bird and the Salish First Nation that inhabited the river bank a couple of hundred years ago.

The design continues to rack up international architecture awards.

After the Games, the facility will become a multiuse recreational complex, that will include two international-sized ice rinks, eight basketball courts and an indoor track area. It will be the most high-end rec centre in the country.

In the runup to the Games, Richmond began organizing a winter sports festival as a sort of dry run for the real thing. It was the foundation of what has become, for these Games, O Zone, or the biggest Olympic party you will find.

It includes an outdoor skating oval. In the vicinity is Heineken House, the most popular bar-under-a-tent at these Games. People line up for hours every night to get in.

Mr. Brodie, the mayor, is hoping some of the Olympic visitors to his city will also be interested in learning more about the business opportunities that exist within its borders.

There are more cranberries produced in Richmond than anywhere else in the world. To draw attention to this fact, the city laid out 13 million of them on the grounds of a city park to replicate the Olympic rings. You can see it when you fly into the airport.

"We also built a six-storey-high Inukshuk out of shipping containers to emphasize we're a shipping hub because of our location near the airport but also to a major port, a river and all the rest," said Mr. Brodie.

"The opportunities are endless." Without doubt, the greatest Olympic-related publicity the city has received came from the most unexpected of sources: American satirist Stephen Colbert.

When Mr. Colbert called Canadians "iceholes" and "syrup suckers" for allegedly restricting the amount of access the U.S. speed-skating team had to train at the Oval, the city chose to respond. Specifically, the city's public-relations director, Ted Townsend.

In a tongue-in-cheek letter to Mr. Colbert, Mr. Townsend offered the comedian the job of official ombudsman at the Oval. He would be given a pink tuque to wear. It was signed, "Chief Syrup Sucker, city of Richmond." There aren't many PR types who would have chosen to fire off such a cheeky response. What was Mr. Townsend thinking? "Quite honestly," he said the other day, "we wanted to take advantage of his celebrity and get some publicity and promotion for ourselves. Also, I had read somewhere that an incredibly huge proportion of young adults rely on Stephen Colbert and Jon Stewart as their major news source. That's where they find out about current affairs.

"So I saw this as an untapped audience that we could reach outside of our normal, traditional media channels." The exchange between the city and Mr. Colbert went viral as they say. Mr. Colbert talked about it on his show and it sewed the seeds of an Olympic visit to the area by the comedian.

The mayor was stunned by the North American-wide attention the exchange with Mr. Colbert generated.

"You work for years on a project and something that is relatively small becomes the focus," said Mr. Brodie. "So much of our exposure came from the Stephen Colbert

thing. You send out 100 press releases and you get nothing. Stephen Colbert calls you iceholes, we reply and there's all this exposure.

"It's a phenomenon. Small opportunities come in obvious ways and others just happen to come upon you." The trick, as they say, is making the most of those opportunities when they do arrive. Something Richmond has done marvellously.