



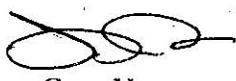
City of Richmond

Report to Committee

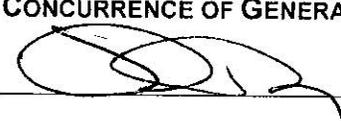
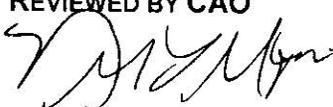
To: General Purposes Committee **Date:** March 19, 2008
From: Gary Young **File:**
 Director, Richmond Olympic Business Office
Re: **City of Richmond 2010 Olympic and Paralympic Winter Games Strategic Operational Plan**

Staff Recommendation

1. That the City of Richmond's 2010 Olympic and Paralympic Winter Games Strategic Operational Plan be approved;
2. That \$4,000,000 from excess accumulated Casino Revenues be approved to plan and implement Olympic-related programs, services and initiatives outlined in the Plan; and
3. That Staff transfer \$4,000,000 from excess accumulated Casino Revenues to the Olympic Opportunity Fund.


 Gary Young
 Director, Richmond Olympic Business Office
 (604-247-4916)

Attachments: 5

FOR ORIGINATING DEPARTMENT USE ONLY			
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER	
Finance	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>		
Recreation and Cultural Services	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>		
REVIEWED BY RICHMOND 2010 SECRETARIAT	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	REVIEWED BY CAO	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
			

Staff Report

Origin

The purpose of this report is to outline the Olympic-related programs, activities and initiatives contained in the 2010 Olympic and Paralympic Winter Games Strategic Operational Plan and seek Council approval of the plan and associated budget.

Analysis

Background – Strategic Operational Plan

In 2003, the City of Richmond demonstrated its support for the 2010 Games through a \$500,000 contribution to the Vancouver 2010 bid. In 2004, the City of Richmond responded to a Request For Proposal and was awarded the Speed Skating Oval, the result being that VANOC would host a sport competition in Richmond. During the course of negotiating a Venue Agreement, the City was presented with an opportunity to be designated as an official 2010 Venue City. Recognizing the potential economic benefits and opportunity to promote and showcase to the world, Council welcomed the Venue City designation.

Based on the experiences of other Olympic Host and Venue Cities, the City must be proactive in making preparations for both the impacts and for planning the scope of events and celebrations beyond the sport competition event. Therefore, it can be anticipated that Richmond will have the opportunity to be the site of numerous celebrations, festivals, programs and other community activities leading up to and during the 2010 Olympic Winter Games. To help the City prepare for and support such activities and based on the strong advice from previous cities involved in the Olympic Games, the Richmond Olympic Business Office presented a report in May 2005 to General Purposes Committee. The report recommended the establishment of an Olympic Opportunity Fund. The following motion was moved and seconded:

“That an Olympic Opportunity Fund be established.”

“That no monies be committed until a plan is in place, with a budget, criteria, process and information on who would be involved, and that staff report to Committee with an amount and source of funding at the end of each fiscal year.”

Staff was directed to produce a Strategic Operational Plan that would provide focus and direction for the City of Richmond and highlight our opportunities as an Olympic Venue City. Over the past two and a half years, staff have been involved in detailed deliberations with the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) and other Games Partners. The Strategic Operational Plan has been prepared based on emerging opportunities and responsibilities as an Olympic Venue City.

The City of Richmond’s 2010 Olympic and Paralympic Winter Games Strategic Operational Plan outlines the framework of Richmond’s guiding principles and strategic planning process. It also highlights important Legacy Olympic Programs and conveys key actions and deliverables needed in order to meet our Olympic responsibilities.

The 2010 Olympic and Paralympic Winter Games Strategic Operational Plan is included as Appendix 1.

Legacy Olympic Programs

The City of Richmond, as an Olympic Venue City, has an unprecedented opportunity to leverage the 2010 Olympic Winter Games through contribution to a number of Legacy Olympic Programs. These programs will significantly benefit the Richmond community in the years leading up to and during the Games. These programs will both enhance the Richmond “Olympic Experience” and impact the community long after the Games are over.

The Legacy Olympic Programs will:

- Increase community capacity for hosting large events (volunteers and infrastructure)
- Enhance sport opportunities
- Enhance and promote arts and cultural opportunities
- Increase tourism and economic growth of the City
- Create a strong, connected community
- Create awareness, excitement and promote the values shared by the City, the Olympic movement and the 2010 Olympic Winter Games event

The Richmond O Zone Beyond Sport Site

The “O Zone” is the name of Richmond’s proposed city-wide Olympic Beyond Sport Site during the 2010 Olympic and Paralympic Winter Games. The activities will provide family-friendly gathering places where British Columbia and the world can experience the 2010 Winter Games together. Within the O Zone, the City will also, in cooperation with VANOC and Olympic Games sponsors, host a 2010 Celebration Site.

The Richmond Olympic Business Office envisions our City as the primary Olympic celebration destination for Richmond residents, the people of the region and visitors from around the world. Easily accessible by rapid and other public transit from Vancouver, our celebration will also be the one most easily accessed by communities south of the Fraser.

While the celebration will embrace and engage the entire city of Richmond, the proposed primary site will be along the dyke and River Road from Cambie Road to the Oval security perimeter. This celebration corridor will link main transit access such as Aberdeen and Lansdowne stations to the Oval. The O Zone festival site will be free to the public, pedestrian-zoned, barrier-free for mobility challenged, access-controlled and environmentally sustainable.

Other potential gathering areas are the Gateway Theatre; City Hall; barges and dyke from No. 2 Road Bridge to Terra Nova (not including environmental habitat); River Rock Casino; Riverport; Steveston and various Community Centres. These additional gathering areas are not factored into the City contribution. Implementation of these zones would depend on partnerships, sponsorships, grant funding or funding from other sources secured by the City.

Proposed programming includes live music, concert and shows, big screen sport event viewing, outdoor public ice rink, street performers, local and international artist showcases, river-staged

entertainment, interactive art, First Nations and cross-cultural programs, marketplaces, trading centres, sport nation houses, corporate hosting sites and nightly special effect shows.

Other potential contributions can be leveraged from other levels of Government, Sponsorship Hosting Sites, Sponsors Event Area, Marketplace, Tent Rentals, Food/Restaurant Vendors, and Nation Houses.

The proposed City contribution for this program is \$6.0 M. There is significant work to do to finalize the scope of the project, the corresponding level of security required and to negotiate with VANOC for financial contributions. As a result of this, Richmond Olympic Business Office staff have identified \$500,000 as the starting point for security costs within the \$6.0 M budget. As the program is clarified and refined the funding for each component of the O Zone will be adjusted within the \$6.0 M budget to reflect actual costs of each component. The Richmond Olympic Business Office will provide a detailed O Zone Business Plan in six months.

A detailed cost estimate for this program is outlined in Appendix 2.

A map of the proposed O Zone site with proposed 2010 Celebration Site is in Appendix 3.

Richmond's Cultural Olympiad and Olympic Arts Festival – 2010 Arts and Culture Plan

The 2010 Cultural Olympiad and Olympic Arts Festival provide an unprecedented opportunity for Richmond to strengthen and showcase our arts, culture and heritage to the world – before, during and after the Games.

Building on the success of existing cultural festivals, activities and exhibits and working in partnership with VANOC and the cultural and business communities in Richmond, a series of programs and events as well as opportunities to support artists, performers and organizations are proposed.

The proposed City contribution for this program is \$500,000 which includes seed funding to leverage grants, potential VANOC funding and sponsorship.

Richmond's Cultural Olympiad and Olympic Arts Festival – 2010 Arts and Culture Plan is included as Appendix D in the 2010 Olympic and Paralympic Winter Games Strategic Operational Plan and listing of the activities proposed can be found on page 15 of this Appendix.

Look of the Games, Look of the City – Gateways and Wayfinding to the Oval

The Look of the Games, Look of the City – Gateways and Wayfinding to the Oval Program will create eye-catching impact for residents and visitors both entering and travelling through the City. The program will incorporate both permanent legacy and Olympic specific features that will create a comprehensive look for the whole city during the Games and beyond. These elements will also enhance the telegenic aspect of the city as it hosts international media.

This program will create dynamic Gateways that incorporate colour, motion and light. Wayfinding will promote and direct people to the Richmond Oval as well as connect Richmond

neighbourhoods. Community partners include YVR, MOT, North Fraser Port Authority, Canada Line Company, Tourism Richmond and various community businesses.

The proposed City contribution for this program is \$1,734,000. The scope of work for this program can be scaled.

A detailed cost estimate for this program is outlined in Appendix 4.

Olympic Branding Strategy

The Olympic Branding Strategy will ensure the City achieves its Olympic Venue City objectives and establish Richmond as a distinct, international city with a reputation for excellence, while also supporting the City's overall objectives for enhanced tourism and economic development. The Richmond Olympic brand will contribute to the creation and design of Olympic staff uniforms, promotional signage and other materials and supplies. Community partners include various community groups and organizations and City Advisory Groups.

The proposed City contribution for this program is \$325,000. There is potential for co-branding with Olympic sponsors and additional funds may be leveraged.

Home Stay Program

The Home Stay Program will locate suitable Richmond homes to host athlete families, coaches and support units of National Speed Skating teams in the years leading up to and during the 2010 Games. This program will directly connect Richmond residents to Games participants and create long-lasting relationships. Community partners include Kwantlen University College, Richmond minor sports organizations, Richmond School District and various community groups and organizations.

The proposed City contribution for this program is \$40,000. Additional funds can be leveraged through community partners such as Kwantlen University College, Speed Skating Canada and other community groups.

Hosting Sites Program

The Hosting Sites Program will present visiting groups with places to host Olympic-related events, promotions and receptions. An inventory of possible hosting locations will be created and marketed to sport nation houses, sponsors, international businesses and future Olympic bid cities. Community partners include the Richmond Chamber of Commerce and various community businesses.

The proposed City contribution for this program is \$50,000. Additional funds can be leveraged through the Richmond Chamber of Commerce and various community businesses.

Main Street Shopping Program

The Main Street Shopping Program will promote a vibrant and decorative shopping theme for businesses in the O Zone, along No. 3 Road and around the Richmond Oval precinct. The program will assist and coordinate Richmond businesses' 2010 Games promotional activities and increase business profiles in welcoming the world in 2010 with Olympic themed entertainment, lighting, decorations, kiosks and pavilions lining the streets. Community partners include the Richmond Chamber of Commerce, Tourism Richmond and various community businesses.

Projected Main Street Shopping Program Cost: \$75,000.

Other potential contributions can be leveraged from the Richmond Chamber of Commerce, Tourism Richmond and various community businesses.

The proposed City contribution for this program is \$25,000.

2010 Information and Volunteer Centre

The 2010 Information and Volunteer Centre will increase community engagement and awareness of Games-related events, programs and initiatives as well as serve as the focal point for the City's volunteer recruitment, training and placement of Games-related volunteers. Community partnerships include Volunteer Richmond Information Services, Legacies Now and various community groups and organizations.

Projected 2010 Information and Volunteer Centre Cost: \$1,280,000.

Other potential contributions can be leveraged from Volunteer Richmond Information Services, a host location sponsor and community sponsors.

The proposed City contribution for this program is \$515,000.

The following Legacy Olympic Programs do not require a City contribution:

Olympic Youth Awareness Program

The Olympic Youth Awareness Program will provide students with the opportunity to learn about the Olympic movement and ideals, engage in 2010 Games-related events and activities, attend events within the Richmond Oval and facilitate links to schools in other Olympic nations. Community partnerships include the Richmond School District and Parent Advisory Groups.

Look of the Games, Look of the City – Olympic Street Banner Program

The Look of the Games, Look of the City – Olympic Street Banner Program will integrate with VANOC's Official 2010 Banner Program and will ensure that Richmond's look is consistent with other Venue Cities, meeting the goal of creating a "seamless Olympic look". Community partners include YVR. This program will use the existing 2010 Street Banner Program budget.

Other Funding

Securing sponsorship money, grant money or other funding will have a significant impact on the Legacy Olympic Programs. The City will actively seek sponsorship from all sources as well as apply for grants and other funding using the City contribution as seed funding.

For some programs, such as the O Zone and 2010 Arts and Culture Plan, if additional funding is secured, the programming will be enhanced in correlation to the additional funding. For other programs, such as the Home Stay Program and 2010 Information and Volunteer Centre, if additional funding is secured, this funding will provide relief to the budget and decrease the proposed City contribution. In all cases, if no additional funding is received, the programming will remain at the base level of the City contribution.

Olympic Legacy Program	Additional Funding Impact
Richmond O Zone Beyond Sport Site	Enhanced programming
2010 Arts and Culture Plan	Enhanced programming
Look of the Games, Look of the City – Gateways and Wayfinding to the Oval	Budget relief
Olympic Branding Strategy	Budget relief
Home Stay Program	Budget relief
Hosting Sites Program	Budget relief
Main Street Shopping Program	Budget relief
2010 Information and Volunteer Centre	Budget relief
Olympic Youth Awareness Program	Enhanced programming
Look of the Games, Look of the City – Olympic Street Banner Program	Enhanced programming

Community Consultation Process

The Richmond Olympic Business Office conducted an extensive public feedback process on the Strategic Operational Plan and Legacy Olympic Programs with a particular focus on the O Zone.

The community consultation process included:

1. Presentation to Community Leaders
2. Roving Walking Survey during Winter Festival
3. Static Open House Display at City Hall
4. Community Open House at South Arm Community Centre
5. Presentation at Richmond Chamber of Commerce Luncheon
6. Presentation to Businesses impacted by O Zone
7. Survey posted on City’s Website

General Public Consultation

The community consultation process resulted in 368 respondents providing feedback. All the respondents were residents of Richmond and the demographics include a combination of gender type and variety of ages.

The overall response from the community is very positive and demonstrates a high level of enthusiasm and anticipation about Olympic-related programs in 2010. In particular, there is overwhelming support for the hosting of celebrations, programs and activities during the Games in 2010 and equal interest in attending the festivities.

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Some of the comments captured include:

"I commend everyone at the City of Richmond for hosting these events. Very proactive in gearing up for the big celebration. Bravo!"

"I think this celebration (Winter Festival) is wonderful for the community. I would love to see it continue after the 2010 Games."

"I think it is a brilliant idea to create this alternate Celebration Site which will make it possible for many people to be involved and feel a part of the Olympics since many people would not be able to afford tickets to events (especially families and seniors). It also instils civic pride."

"Richmond planning staff are always up for the challenge with planning events with innovation in mind. Keep up the good work!"

Business Consultation

The Richmond Olympic Business Office conducted one-on-one meetings with landowners and businesses regarding the impact of 2010 Olympic and Paralympic Winter Games activity with a particular emphasis on O Zone plans.

This phase of consultation primarily focused on the owners and tenants along River Road from Cambie Road to the Dinsmore Bridge as well as those in close proximity to the Oval. Conversations with British Columbia Institute of Technology, YVR, Aberdeen Mall and Lansdowne Mall also took place.

The response from the consulted business community is very positive; there is strong support for Richmond as an Olympic Venue City and for the O Zone vision. The primary landowner and tenant concern is business access and functionality. Most businesses will need to keep a near "business-as-usual" level of activity during the 2010 Winter Games.

All consulted businesses are committed to continuing to work with the Richmond Olympic Business Office towards mutually beneficial solutions. Most owners and property managers are also interested in exploring ways for further involvement, presence and other opportunities that the 2010 Olympic and Paralympic Winter Games will bring.

The Community Consultation Process results are summarized in Appendix 5. This includes the results from the general public consultation and a list of businesses included in this phase of the consultation process.

Financial Impact

The City's financial contribution to the Strategic Operational Plan can be separated into three areas:

1. City Services

In order to fully maximize the City’s opportunities and fulfill its obligations as an Olympic Venue City, additional needs to some city services have been identified. These resources are in addition to the “normal” levels of service the City will provide during Games-time.

2. Legacy Olympic Programs

The Legacy Olympic Programs outlined in this report will have significant community benefit before, during and after the 2010 Games in Richmond.

3. Richmond O Zone Beyond Sport Site

The O Zone will provide the primary access through which the Richmond community can share in the Games experience and Olympic spirit.

The City’s financial commitment for Olympic-related services, programs and initiatives totals \$10,000,000 and are prioritized below:

Program	Total Program Cost	City Contribution	City Cumulative Total
City Services	\$811,000	\$811,000	\$811,000
Olympic Youth Awareness Program	\$0	\$0	\$811,000
Look of the Games, Look of the City – Olympic Street Banner Program	\$0	\$0	\$811,000
O Zone: <ul style="list-style-type: none"> • core programming with site development and infrastructure for 17 days (Appendix 2) 	\$6,000,000	\$6,000,000	\$6,811,000
Richmond’s Cultural Olympiad and Olympic Arts Festival – 2010 Arts and Culture Plan	\$500,000	\$500,000	\$7,311,000
Look of the Games, Look of the City – Gateways and Wayfinding to the Oval	\$1,734,000	\$1,734,000	\$9,045,000
Olympic Branding Strategy	\$325,000	\$325,000	\$9,370,000
Home Stay Program	\$40,000	\$40,000	\$9,410,000
Hosting Sites Program	\$50,000	\$50,000	\$9,460,000
Main Street Shopping Program	\$75,000	\$25,000	\$9,485,000
2010 Information and Volunteer Centre	\$1,280,000	\$515,000	\$10,000,000
Total	\$10,815,000	\$10,000,000	\$10,000,000

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Staff recommend that the following funds be allocated per year:

2008: \$4,000,000 From excess accumulated Casino Revenues
2009: \$6,000,000 Identify additional funding strategies for the 2009 budget

Significant financial contributions will be made by community partners, sponsors, businesses, and various community groups and are in addition to the City contribution. The Legacy Olympic Programs will be developed based on the City contribution initially and will be scaled to the funds available or secured.

Conclusion

With the City of Richmond's designation as a Venue City for the 2010 Olympic and Paralympic Winter Games, comes the tremendous opportunity to:

- Build community capacity through volunteer programs
- Build physical legacies for future major events
- Showcase Richmond's unique heritage and culture to the world
- Enhance exposure for locally based businesses
- Increase international attention as a destination city
- Create spirit and pride within the community

The 2010 Olympic and Paralympic Winter Games Strategic Operational Plan will be the guide used to ensure that the City's Olympic responsibilities are met and that Legacy goals are achieved. With the strong support of Richmond residents, community leaders, advisory committees and local businesses, Richmond will deliver a memorable Games experience in 2010 and will, at the same time, create lasting and positive legacies.



Jason Kita
Manager, 2010 Operations and Programs
(604-276-4091)

JK:jk



City of Richmond

2010 Olympic and Paralympic Winter Games



Strategic Operational Plan

DRAFT

Prepared by the
City of Richmond

Richmond Olympic Business Office
March 2008


RICHMOND
Better in **Every** Way



Can You Imagine...

Can you visualize the City of Richmond, thriving with the spirit of the 2010 Olympic Winter Games? What picture will it create on the landscape? What aura will surround the residents, visitors and City? Will it permeate every corner? Create a new culture? Stimulate business and the economy in unimaginable ways? Open your mind and imagine the possibilities...

Imagine the people...

Imagine a sea of smiling faces – all the residents of Richmond, participating in and contributing to the Games through their enthusiasm and spirit.

And imagine the community feeling as a result – the infectious spirit of cooperation to make great things happen.

Imagine a fully engaged community. One that represents a joint community dream of placing Richmond on the global map. Where community spirit and pride prevail. And where every effort is directed towards portraying an image of a city worthy of international standing with dynamic peoples, a beautiful setting and so much to offer.

Can you also imagine the power of thousands of volunteers and their lasting effect on the City? Friendly volunteers represent Richmond and reflect the welcoming nature of our hospitality. Volunteers effectively help generate excitement throughout the City. Their well-informed assistance and professional demeanour support the outstanding image Richmond wishes to portray to the world.

Imagine the places...

Now imagine the landmark venue. The structure that adds a permanent new dimension to the City. The Richmond Oval. Whether glistening in the early morning sun, reflecting images from the river in its glass façade, or casting a stunning silhouette at dusk, this iconic gathering place draws visitors, residents and passers-by based on its aesthetic appeal.

Imagine a centre of excellence that blends sport, fitness and wellness, arts and culture, it dramatically enhances the calibre of professional health and wellness in the City.

Imagine the Oval from before the games to beyond... initially, a skating oval where the citizens of Richmond glide gleefully on the very ice where gold medals will be won in 2010. Then imagine a Canadian speed skater winning Olympic gold with the deafening roar of the local crowd, the pride of the team and the whole world watching. Post-games, imagine a multi-sport legacy building used by high performance sports and by the community. And, a recreation and wellness centre that appeals to all ages, abilities, cultures, and interests.

Imagine then, how the City looks. It incorporates a seamless experience stretching from Richmond to Vancouver to Whistler, delivering an attractive experience for the visitor, reflective of the "Look of the Games". Olympic banners dress the City, and flags of different nations wave everywhere. Vibrant Olympic signage directs people; and gateways into Richmond are stunningly adorned, welcoming visitors enthusiastically. All City facilities have an Olympic look and feel and local businesses have storefront displays with Olympic themes, sharing their investment in the Games.

Imagine in every corner of the City, there is no mistaking the enthusiasm and spirit of the 2010 Olympic Winter Games.

Imagine the streets...

Now imagine yourself out on the streets.

Picture yourself strolling through Richmond's Olympic Zone. You pause to appreciate the artistic light displays illuminating the street. Buildings, trees and stores are all aglow.

Music drifts to your ears. Bands are playing upbeat music, and you hum as you walk past vendor displays and businesses with their wares on the sidewalk, while buskers and entertainers compete for your attention. Every spare space is filled with dynamic public art and reflects Richmond's cultural history. You look up to the big outdoor live feed screen and watch a tearfully joyous medal ceremony take place. Then imagine walking along a little further to come across smaller gathering places.

*Nooks and crannies, cafés and open-air plazas are bustling with citizens
and international visitors all mingling and chatting.*

Imagine too, an outdoor ice rink with happy children whizzing around, and a main stage featuring live local entertainment.

Imagine the impact...

Now imagine the impact on the economy. More businesses and corporations opt to invest and locate in Richmond, gaining easy access to air, land and sea transportation, while leveraging the boom in the city's economy. More and more visitors want to experience the beauty of Richmond and all it has to offer. Imagine hotels and restaurants at full capacity, and an abundance of international visitors spending money in and around the City. Imagine tourism at its peak in 2010.

Imagine the benefits...

And can you imagine the support and impact on the athletes? Canadian athletes feel the home advantage, and inspired by the local spirit to reach the podium in 2010. Long-term, both local and international athletes recognize the benefits of training in Richmond and make Richmond their home.

*Imagine inspired youth, realizing their lifelong dreams through sport and utilizing the
developmental opportunities available to them, taking them from playground to podium.
A culture of sport in Richmond flourishes.*

New participants flock to pursue opportunities and the City gains a much broader awareness of the health and personal benefits of sport.

At the school level, imagine schools understanding the importance and value of integrating the ideals of the Olympic movement into their learning curriculum...where children enthusiastically embrace the three pillars of the Olympic movement – Sport, Culture and Environment. Picture universities, high schools and elementary schools all instilling knowledge and higher learning into their students. And imagine accomplishing the ideal of every school aged child in Richmond skating on the Oval ice before the 2010 Games. In the classroom, Olympic athletes come into the classrooms to speak about the Olympic Games and their sport; and an educational program “One World, One School” is instituted in classrooms and promotes Olympic ideals and the Olympic movement.

Imagine the exposure...

Lastly, imagine the opportunity to showcase Richmond to the world.

*The City is viewed by billions of television viewers. Major television networks highlight and showcase
Richmond, while thousands of international press write stories about Richmond and its beauty.*

And through Internet technology, billions of Internet viewers see and hear Richmond's story as many times as they want. They see the City through web cams. Exchange in dialogue with Richmond residents. View pictures and videos and research everything they want to see, know and hear about this City and its involvement in the 2010 Games. And they think to themselves: “I want to go.”

Can you imagine the possibilities?



Executive Summary

As a Venue City for the 2010 Olympic and Paralympic Winter Games, Richmond has an unprecedented opportunity to showcase the City to the world and to attract investment and revenue from international business and tourism sectors. The following Strategic Operational Plan, prepared by the Richmond Olympic Business Office, outlines the principles, planning and positioning necessary to maximize the Olympic opportunity. It presents the key actions, core deliverables and communication needed to meet our Olympic responsibilities and goals.

The Strategic Operational Plan outlines the municipal services and functions integral to hosting the Games and presents timelines and procedures for effective and efficient delivery. Upon winning the Games, Richmond initiated a period of unprecedented development. A state-of-the-art speed skating oval, new rapid transit lines, hotel and airport upgrades, and services are now being put into place to support locals and visitors in 2010 and beyond. The Strategic Operational Plan identifies the components and phases of Olympic development and analyzes its social and economic impact.

The Pre and Post-Games utilization of Olympic infrastructure and services is of paramount importance to the residents of Richmond. The Richmond Oval will be the site of the Long Track Speed Skating in February 2010. Before and after the Games, however, the Oval will serve as a world-class community sports and recreation facility as well as host a full spectrum of high performance sport and culture events and performances. The Oval will be the most highly visible, but not the only, legacy of the City's Olympic involvement.

A comprehensive Olympic legacy plan is outlined in the following pages. The goal of the legacy strategy is two-fold. The first goal is to ensure that public special events, sports and related local economies thrive in the decades ahead. The second – that Richmond be established as a city committed to its arts, culture and heritage as well as its residents' health and well-being. The realization of legacy goals will involve the cooperation of the City of Richmond, its Olympic partners and affiliates, and the community of Richmond itself.

As February 2010 approaches, the Richmond Olympic Business Office will provide quarterly reports on the City and its partners' progress in realizing the goals and objectives outlined in this Plan. The Strategic Operational Plan is not static and will evolve over the course of the next two years, but this Plan will be the guiding document for all of the City's Olympic Games-related planning and activity as well as associated legacy implementation.

This Plan invites all levels of City government and management to commit to the execution of a memorable 2010 Olympic and Paralympic Winter Games. And to endorse the Strategic Operational Plan's vision of the 2010 Olympic and Paralympic Winter Games as the gateway to an era of exceptional growth, prosperity and civic pride in the City of Richmond.



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1. Richmond – An Olympic Venue City

1.1 Introduction

Goal: The Olympic Games and the Oval

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. We will do this by blending the spirit of Olympism with inspired leadership, and seamlessly combining a world class site, a sport and wellness agenda, and innovative community planning to create the premiere legacy of the 2010 Olympic Winter Games.

Richmond is proud to be an integral part of the biggest winter sporting and cultural event in the world. As an Olympic Venue City of the 2010 Olympic Winter Games and host of the Long Track Speed Skating event for two weeks in February 2010, Richmond is preparing for an exciting and enriching experience. The anticipation is already mounting, and planning is well underway.

Richmond's involvement is an unprecedented opportunity to invite the world into our community and foster community spirit and pride. Post-Games, our community will have a world-class facility for sporting, health and cultural opportunities, and leave lasting memories and legacies.

The City of Richmond has prepared this Strategic Operational Plan in order to identify, understand and assess the opportunities and risks for the City, and coordinate operational planning leading up to, during, and after the Games.

1.2 About the Strategic Operational Plan

The Strategic Operational Plan is a high level document, providing the over-arching framework and scale of work required to allow Richmond to maximize the opportunities presented as an Olympic Venue City. The key objective of this document is to outline the cooperation, creativity and communication involved, and to ensure well-executed planning and preparation for the Games in Richmond.

It is a compilation of the City's deliverables and actions in relation to the Games, and will successfully guide the City in achieving these opportunities. Additionally, it outlines the relationships with key stakeholders and organizations in the execution of these plans. And, it serves to maximize Richmond's leverage of the opportunities the Games present.

The document contains no associated financial details or detailed operational plans. Far from a finished document - it serves as a starting point, reflecting the work anticipated ahead. As 2010 approaches, the City will continually evaluate and re-prioritize the strategic objectives accordingly as new information comes forward from the community, VANOC, Olympic partners and stakeholders. The document will be updated regularly and reported to Council on a quarterly basis.

1.3 The Strategic Planning Process

The strategic planning process is a critical component of Richmond's effective preparation for the Games. It entails planning for all the efforts and initiatives throughout the City in anticipation of hosting the Games in 2010. The planning must also incorporate coordination with VANOC and other Olympic partners.

Reaching far beyond the two weeks in February 2010, planning must encompass pre-Games, Games-time, post-Games decommissioning, retrofitting the Oval facility and long-term management of our community's legacies.

The chart below outlines individual phases and tasks in the planning process and the associated timelines.

Table 1 - Overview of City of Richmond 2010 Olympic Winter Games Strategic Planning Process

PHASE	PHASE DESCRIPTION	TASK	TIME (START - END)					
			2006	2007	2008	2009	2010	
1	Foundation Planning	Establish strategic objectives and principles of engagement	January - June					
2	Strategic Operational Plan	Define key deliverables and actions	June - December					
3	Operational Delivery Plans	Design detailed operational delivery plans			January		February	
4	Testing of Operational Delivery Plans	Deliver Richmond Oval and test operational delivery plans during test events			October		January	
5	Games Delivery	Deliver Richmond Oval and services for the Games					February 12-28	
6	Wind-up and Dissolution	Decommissioning and legacy management					April - November	
7	Ongoing Monitoring	Progress tracking and performance measurement		January			February	

1.4 City of Richmond's Vision, Mission and Values

The City of Richmond has as its vision to be the most appealing, liveable, and well-managed community in Canada. This vision captures the spirit of the organization and inspires the City and its partners to work towards a vibrant future.

The Mission statement further defines the City's purpose and identifies priorities for service delivery. Our Mission is to protect and enhance the City's liveability and economic well-being for current and future generations through:

- Visionary leadership and responsible decision making
- Accountable and sustainable fiscal practice
- The development of a unique and beautiful city
- Product and service excellence and efficiency
- Community consultation



The Core Values for the City of Richmond are the collective conscience of the organization. They define the basic principles by which the City operates. They govern the way the City makes decisions, how we interact with others and how we conduct ourselves. Through our Core Values we are committed to:

- Belief in People
- Pursuit of Excellence
- Quality Leadership
- The Power of Team
- Innovation

The City's strong commitment to its vision, mission and core values forms the basis for the City's Olympic related work and more broadly - for all the services provided by the City.

1.5 2010 Olympic Winter Games and Richmond Oval Project – Why Richmond?

The City of Richmond is a leader amongst Canadian cities. It is rich with offerings, is abundant in natural beauty and because of its locale, serves as a gateway to the rest of British Columbia. The City's vision, mission and values create a strong foundation for everything we do.

In being a Venue City to the 2010 Olympic Winter Games, Richmond is embracing the opportunity to host the world while:

- showcasing the natural beauty of Richmond;
- increasing tourism;
- generating economic opportunities;
- fostering community spirit and pride; and
- creating lasting legacies for the community through increased sports and fitness, arts, culture, heritage and the environment.

Richmond is excited to be undertaking the Richmond Oval Project. Not only for the opportunities it will create surrounding the games, but for the long-lasting post-Games enhancements to the community. As a world-class, multi-sport, multi-use facility, it will promote and support high-performance sports, community recreation, arts and culture, environment and business all under one roof, and year-round.

The unique structure will be in a prominent and permanent waterfront location, providing an extremely visible and accessible opportunity to showcase Olympism, long after the 2010 Olympic Winter Games conclude. It will be a hallmark community-based venue for sustainability in a superb natural, yet urban setting; and will benefit a broad spectrum of users locally, provincially, nationally and internationally, from playground to podium.

The Oval will have an ongoing capacity for speed skating, but will also be a premier facility and community for athletes of all calibre and sports to train, live, work and pursue education.

1.6 Richmond's Olympic Opportunities

The Olympic Winter Games attract billions of television viewers and more through the internet and other media. That signifies an unprecedented opportunity to showcase Richmond to the world. Never before has Richmond been in a position to receive so much worldwide exposure. Having a full two weeks of televised exposure spotlighting the beauty of the city, the diverse population, richness of cultures and Canadian values is an exceptional prospect.

Additionally, the City can leverage the Games and ever-powerful Olympic brand to achieve further long-term objectives. As a result, the City will gain a world-class facility, a world-class reputation and limitless tourism and economic opportunities.

1.7 Richmond's Olympic Responsibilities

As an Olympic Venue City, Richmond must be committed to ensuring the Games and events in the City are executed to the highest possible standard. The City also has a commitment to provide a positive experience for the greatest number of people, to work closely with our Olympic partners, to meet the expectations of our citizens, British Columbians, and Canadians, and to conduct ourselves in ways which reflect our values, culture and goals.

The City must undertake the Games in a fiscally responsible manner while limiting exposure and ensuring the City's health before, during and after the Games. The City must also bear in mind that how we perform will be monitored worldwide, and the effects – positive or negative – will be far-reaching and long-standing.

1.8 City of Richmond as a Service Provider

In Richmond's provision of municipal services such as police, fire, traffic management and engineering, the City is responsible for providing appropriate levels – not only for the 2010 Olympic Winter Games, but for pre-Games test events and the Cultural Olympiad.

While VANOC is responsible for providing services inside the Olympic venue zone ("Olympic Domain"), the City is responsible for providing municipal services outside the Olympic Domain ("Urban Domain"). The two groups, along with other service providers, will work closely to ensure integrated services.

1.9 Olympic Domain and Urban Domain

VANOC's responsibility for all activities within the Olympic Domain includes the Speed Skating Oval, celebration sites and surrounding area. The City of Richmond is responsible for areas that fall outside Olympic Domain. These are considered Urban Domain.

The City will deliver normal levels of municipal services in both domains. Service agreements will be negotiated with VANOC who will be responsible for any higher-than-normal levels of service required within the domains.

1.10 Guiding Principles for the Games

The following guiding principles will be used by City Council, staff and community members in their planning and staging of the 2010 Olympic Winter Games in Richmond. The principles are designed to reflect the City's mission statement, core values and objectives, while ensuring the Games' objectives are met with long-term success and sustainability.

a) Develop lasting legacies

These legacies include physical legacies, such as the Oval facility or those owned by public entities, such as public transit infrastructure. There will also be an increased organizational and community skill set and capabilities as well as stronger inter-agency relationships.

b) Work with partners and stakeholders

In order to take full advantage of the opportunities presented, the City will collaborate with Olympic partners, sport agencies and community stakeholders to learn from one another and leverage one another's strengths.

c) Consult with, and engage the community

To ensure all needs and opinions are considered, and to maximize participation in the Games experience, the City is committed to engaging and communicating with the community as much as possible on various Games-related decisions.

d) Optimize citizens' Games experience

The City will endeavour to ensure participation from as wide a range of citizens as possible to the 2010 Olympic Winter Games in Richmond. This will be accomplished by:

- easing access to Games events and celebrations;
- maintaining regular municipal services before, during and after the Games; and
- minimizing any negative impacts on the citizens, businesses and neighbouring communities.

e) Maximize City employee participation

For most City employees, the 2010 Olympics will provide a once-in-a-lifetime opportunity to be involved and participate in the greatest sporting event in the world. As a result, Richmond is committed to involving as many City employees as possible. The existing departmental structure works well for most functions.

f) Be accountable

The City will endeavour to maintain a transparent process and accountability. Therefore, every Games-related decision or action taken by City Council and staff will be guided by a principle. There will also be continuous information-sharing between entities monitoring the Games.

g) Be creative and innovative

Because the Olympic Games are a huge and unique event encompassing so many different facets, City Council and staff are committed to taking a creative and innovative approach in:

- developing operational delivery plans;
- developing Oval delivery plans; and
- maintaining the City's core municipal services.

h) Create a positive experience for athletes

To ensure a positive and enhancing experience for all participating athletes in the 2010 Olympic Winter Games within Richmond, the City will take due care in designing and developing the Oval facility, sport programs and other roles the City plays in the Games.

i) Optimize visitors' and viewers' Games experience

Through working with VANOC, Olympic partners and community stakeholders, the City will create positive experiences for visitors and promote Richmond as an international destination. There will be a focus on showcasing what Richmond has to offer – abundant natural beauty, cultural diversity, a clean city, amenities and facilities of world-class appeal and other key attributes.

j) Minimize budget impacts

Although the City is a partner with VANOC, Richmond is not responsible for funding the operating budget of the Games. However, the City is committed to meeting its Olympic obligations as an Olympic Venue City and to leverage opportunities the Games present, while minimizing impacts on existing departmental budgets.

The City will reallocate resources where necessary and source funding from other agencies if needed. If VANOC determines municipal service levels are required over and above the City's normal level of service in accordance to Olympic Winter Games standards, a service agreement will be negotiated between the City and VANOC.

k) Limit the City's exposure

While embarking on planning and implementing Richmond's involvement in the 2010 Olympic Winter Games, the City will ensure risk and financial exposure are limited, through detailed budgeting and risk management planning.

2. Strategic Objectives

In planning for participating in the 2010 Olympic Winter Games, the City of Richmond has identified and established key objectives. All initiatives, deliverables, and actions are developed to achieve one or more of these objectives:

2.1 Work Closely with Partners

The City will work closely with VANOC, Olympic partners, sport agencies, and community stakeholders in planning and staging the event. This will ensure Olympic Winter Games standards are met and in particular, that the Long Track Speed Skating Event is a success. In effect, we will be bringing together organizations with different missions, objectives and culture, but who all share the same goal of delivering outstanding Games.

The City must strive to enhance existing relationships and partnerships, and form new relationships where mutually beneficial, while ensuring Olympic Standards are met.

Some of the City's partners and stakeholders are as follows:

VANOC – This not-for-profit organization has a mandate to support and promote the development of sport in Canada by planning, organizing, financing and staging the 2010 Olympic and Paralympic Winter Games.

The City of Richmond has committed to supporting VANOC in staging the Games by providing the long track speed skating facility. This will be done so in cooperation and coordination with VANOC.

Games Partners – Some include the City of Vancouver, Resort Municipality of Whistler, Province of BC, Four Host nations, Government of Canada, International Olympic Committee and Olympic sponsors.

Legacies Now – This independent not-for-profit agency assists BC communities in creating meaningful social and economic legacies associated with the Games, in the areas of sport, culture, volunteerism and literacy.

National Sport Organizations (NSO's), Provincial Sport Organizations (PSO's) and Sport Agencies – These organizations will potentially use the Richmond Oval for training and events, so the City must engage these groups in identifying their sporting needs and areas of concentration. Some examples include Sport BC, Speed Skating Canada and Basketball BC.

Richmond School District – Staff, teachers and parents in Richmond will take a vital role in delivering the Games in 2010, with their children and students acting as future advocates and Olympians. An educational program called "One World, One School" will be instituted, promoting Olympic ideals during the years leading up to the Games.

Richmond Community Stakeholders – Stakeholders range from organizations involved in staging the Games, to businesses supplying goods and services or hosting the Games, to volunteers and many others. Essentially anyone involved directly or indirectly in the community with the Games – whether an individual or a business – are considered stakeholders and will be consulted for coordination.

2.2 Create Sports and Fitness Legacies

By designing and developing the Speed Skating Oval facility, the City of Richmond will be creating sports and fitness legacies and programs. The City will focus on anchoring tenants for sport sciences and sport medicine. These will be enjoyed by the citizens of Richmond and beyond, long after the 2010 Olympic Winter Games.

2.3 Enhance Arts, Culture and Heritage

The City, through the Olympic planning process, will foster alliances with local arts, culture and heritage organizations to ensure Games-related activities reflect Richmond's cultural diversity. Specific actions that will facilitate this objective include:

- incorporating art into the Oval facility and surrounding precinct; and
- creating awareness, celebrating and promoting arts, cultural and heritage opportunities in Richmond.

As a result, the City will be creating lasting arts, cultural and heritage legacies to be enjoyed by the citizens of Richmond for generations to come.

2.4 Ensure Community Participation

The City will work to engage all corners of the community in the 2010 Olympic Winter Games experience... citizens, local business and community groups... maximizing opportunities for involvement in a variety of ways. Richmond will also encourage community involvement in decision-making processes throughout the City's participation in the Games.

2.5 Increase Volunteerism and Community Pride

The City will work to enhance community pride throughout the city, leading up to, and during the Games. Efforts will focus on showcasing Richmond to the world as a city with community spirit and pride. Direct and indirect volunteering opportunities will be provided to the citizens of Richmond, and the City will work with businesses and organizations to further foster community pride.

2.6 Support Canadian Athletes

The City will play a key role in assisting Canadian athletes to reach the podium and reach their sporting goals before, during and after the Games. Richmond will need to create an atmosphere conducive for elite athletes to train in Richmond and foster relationships with National, Provincial and local sports organizations to establish a strong sporting community.

2.7 Learn from Previous Games and Transfer of Knowledge

The City of Richmond is operating with the benefit of a substantial amount of Olympic knowledge amassed from previous Games. Using best practices and research, Richmond will continue the learning process and further enhance its strategies. The City will also continue relationships and build new relationships with other cities.

2.8 Maximize Economic Opportunities

The City of Richmond will use the experience of the Games to maximize economic opportunities. Richmond's involvement in the Games is the ideal platform from which to promote Richmond as a dynamic and growing urban centre for business and investment. It will allow us to showcase businesses and products to the world, leading to expanded investment opportunities and increases in job development, innovation and technology. In turn, this will increase Richmond's profile as an important growth area in one of Western Canada's most vibrant regions.

2.9 Capitalize on Tourism Opportunities

The City will use the Games to leverage tourism opportunities. The Games provide an exceptional avenue for Richmond to promote itself as an international city that's "Better in Every Way". By working with the City's tourism partners, Richmond can maximize its exposure and provide an unprecedented experience for all visitors.



2.10 Ensure an Environmental Sustainable Games and Legacy

Throughout the City's role in the 2010 Winter Olympic Games, a focus will prevail on incorporating environmental sustainability. Long after the games are over, environmental practices and initiatives will continue, and help to position Richmond as a "City of Choice" in which it demonstrates:

- Leadership in innovation and environmental sustainability
- Care for the global community
- A cared-for natural environment

2.11 Delivery of Municipal Services

The City will work with VANOC and Olympic partners to ensure seamless delivery of adequate municipal services within the Olympic Domain and Urban Domain before, during, and after the Games.



3. An Iconic Landmark Venue - The Richmond Olympic Oval

3.1 Richmond's Proposal to Host the Games

In July of 2004, Richmond City Council signed a proclamation to take a lead role in the development of the Long Track Speed Skating Venue for the 2010 Olympic and Paralympic Winter Games. The proclamation was centred around an innovative facility and iconic landmark that will allow Richmond to host the world in 2010 and beyond: the Richmond Olympic Oval.

More than a venue for the Games, the Oval is a venue for Richmond residents. Through this valuable community and sport and wellness facility, the City's residents will gain an integral tool to facilitate and promote the city's growing health, sport and wellness needs. Not only will the Olympic Oval play a key role in making the 2010 Games the "Best Games Ever", but it will enable Richmond to become a Centre for Excellence in Sport and Wellness.

3.2 Overall Facility Description

The Richmond Olympic Oval is the premier Venue for Long Track Speed Skating for the 2010 Olympic and Paralympic Winter Games. Located along the banks of the Fraser River in Richmond, it will punctuate the landscape and serve as an iconic landmark with high visibility and exceptional aesthetic appeal. Approximately 33,000 square metres (355,000 square feet) in size and capable of hosting events for thousands of people, it will be a spectacular waterfront venue.

The Oval will serve as the centrepiece of a major new waterfront neighbourhood that evolves over several key development phases as follows:

- Pre-Games (Fall 2008 – December 2009)
- Games Time (December 2009 – March 2010)
- Legacy Phase (Summer 2010 and beyond)

The development will include a park and plaza, accommodating residential, commercial and public amenities, providing a neighbourhood and facility for all generations, all abilities and all cultures.

The Federal and Provincial Governments established a "Games Olympic Trust" fund to support operations of three new venues (Speed Skating Oval – Richmond, Nordic Centre – Whistler, Sliding Centre – Whistler) used during the period of the Games. The City of Richmond will receive significant annual contributions from this fund for operations of the Richmond Olympic Oval during the Pre-Games Phase, Games Time Phase and Legacy Phase.

3.2.1 Pre-Games Phase

The Pre-Games Phase entails the completion of construction of the Oval facility and an official opening of the facility for fall, 2008. During this phase, it will be necessary to test the Venue's readiness for the Long Track Speed Skating Competition for the 2010 Games, in particular – the state of the ice. The Oval will also act as a Training Venue for Canada's Long Track Speed Skating Team, and host National and International Test Events. Confirmed events are as follows: the 2008 and 2009 Canadian Single Distance Championships, and the 2009 World Single Distance Championships - the premier (non-Olympic) Long Track Speed Skating Competition. To prepare for the 2010 Olympic Winter Games, the Richmond Olympic Oval will also be used to train and test staff, volunteers and municipal operations.

The Pre-Games Phase is also the time where the community will be able to access the Oval for the first time. Though the pre-Games primary function will be a speed skating oval, every effort will be made to provide the community with an exciting and comprehensive offering of sport and wellness opportunities.

In addition to public skating, skate lessons, special events, fitness and wellness programming, the Oval could also offer a variety of “dry-floor” activities and programs.

3.2.2 Games Time

The Olympic Winter Games competition period runs 17 days, from February 12 – 28, 2010. The “Overlay Period”, during which the City and VANOC co-run the facility is December 2009 – March 2010. During Games time, the venue will be officially “turned over” to VANOC for this “Exclusive Use Period” Though not confirmed, some community access may be granted in the exclusive use period, particularly in December and January. In the 8,000-seat venue, the 400-metre speed skating track will host all the Long Track Speed Skating events during the Games. The facility will also provide first-class support areas for athletes, coaches, trainers, officials & volunteers. For the media, ample resources will be available to facilitate the hundreds of broadcasts going out to billions of worldwide television viewers, including:

- Media stations for approximately 250 accredited media
- Space for thousands of non-accredited media
- Capacity for hundreds of worldwide broadcasts
- VIP lounges

3.2.3 Legacy Phase

The Legacy Phase will begin post-Games. Immediately following the completion of the Games (March 2010), there will be an Olympic Decommissioning and post-Games retrofit of the facility. The Richmond Olympic Oval will be transformed into a premier sports and wellness centre, capable of accommodating multiple sports and multiple functions. The main activity area will allow different configurations to allow for a variety of activities, including hosting summer and winter sports simultaneously.

The facility will encompass a blend of sports, recreation, arts, culture, business and the environment, but will first and foremost be known as a community sport and wellness centre that appeals to all ages, abilities, cultures and interests.

In the capacity of a Centre for High Performance Sport, the Oval will address all athlete needs: competitions, training, testing, rehabilitation and administration.

The main activity area will be divided into three distinct zones:

1. **Ice** – Two Olympic-sized ice rinks, and the capability of freezing the entire zone for skating events, winter carnivals and major ice competitions
2. **Court** – Hardwood and court surface capable of hosting a wide variety of sports such as badminton, basketball, volleyball, and wheelchair sports
3. **Track** – Rubberized turf surface home to a five-lane, 200-metre indoor running track and a six-lane, 60-metre sprint track with infield to host indoor soccer (futsal), gymnastics, combative sports and special events

Additional Amenities within the Oval will include:

- A 9,700 square foot Athlete Development Centre – high performance and personalized training services for local and elite athletes
- 16,000 square feet for a sport sciences research and testing area (for athletes and the community)

- A sport medicine and rehab services area – for athletes and the community
- Provision for an indoor paddling centre – located in the Athlete Development Centre
- Fitness and wellness studios for yoga, pilates and other group fitness programs
- Fitness Studio specializing in injury rehabilitation and deconditioned patrons
- Exercise Studio for indoor cycling and rowing
- Catering facility for nutritional programs
- State-of-the-art community fitness facility for all age groups and ability levels
- Multi-purpose spaces for community programming, meetings and symposiums
- Food and Beverage Services to for patrons and visitors of the Oval
- Retail and Commercial Leasing Space

** Refer to Appendix B – Richmond Oval Conceptual Illustrations for Legacy Phase Activity Levels*

3.2.4 Waterfront Park, Amenities and Public Art

The spectacular waterfront park surrounding the facility will extend towards the Fraser River, incorporating over three acres of pristine park and plaza space. It will include: an elaborate water feature promoting conservation of the environment; an extensive trail system to accommodate all modes of pedestrian traffic; a waterfront plaza to accommodate festivals, concerts and social gatherings; and a promenade with restaurant, retail stores and public art.

The Oval and Surrounding Neighbourhood Art Plan is a guide for incorporating public art opportunities in the Oval site and Olympic Gateway Neighbourhood. The first component of the Art Plan is the concrete buttresses on the north side of the Oval building. Musqueam artist, Susan Point, was commissioned to design and carve the molds from which the concrete formliners were fabricated. The pieces channel the stormwater from the building's roof into the landscape, making the natural process of water movement visible and a work of art within the site.

A major component of the Art Plan, "Water Sky Garden", is the creation of internationally renowned, Boston-based public artist, Janet Echelman, who will deliver a piece fully integrated with the Oval site landscape. It will include water animation features in the site pond, a series of meandering bridges over marsh plants, and huge, translucent overhead net sculptures that move with the elements. Water Sky Garden evokes the varied natural and cultural heritage of Richmond, and will be an attraction worthy of the Oval building.

Other public art pieces will be added in both the Oval facility and surrounding landscape area once they are identified.

3.3 Community Benefits

The City of Richmond officially recognized the opportunity to advance its community vision and liveability objectives by bidding for the rights to the Oval. Besides hosting the 2010 Games and showcasing Richmond to the world, the Richmond Olympic Oval brings the following far-reaching benefits to the community:

- Accelerates delivery of the City's goal to upgrade and expand its sporting facilities
- Becomes a focal point for community recreation and wellness and a major new centre for sports training and competition

- Achieves objectives within the Parks, Recreation and Cultural Services Master Plan in a much shorter time frame than otherwise possible
- Gains an internal funding source that helps offset the cost of replacing or upgrading City recreational facilities and other community amenities
- Allows the City to advance capital work required to replace or upgrade any existing facilities that are nearing the end of their life cycle
- Provides millions of dollars in economic spin-off for the community, beginning with the construction phase, through the Olympic Winter Games and Post-Games uses
- Generates new tourism and economic gains for the City through increased sport hosting and tourist visits, spending and additional international exposure
- Accesses ongoing Olympic legacy funding to help offset facility operating costs
- Extends the City Centre to the waterfront, in support of Richmond's Official Community Plan
- Supports development of a new City centre waterfront park that will enhance public access and use of the Fraser River



4. Creating Legacies – Engaging the Community to Achieve the Vision

4.1 Building Legacies

Richmond's overall goal, through the Richmond Olympic Oval, is to build legacy within the community. This will be accomplished by consulting with, and engaging the participation of the community to assess needs.

To support the City's efforts on the planning of the Games, hosting of the Games and promoting ongoing use of the Oval facility, the City has engaged the resources of the Council-appointed Oval Advisory Committees:

- Richmond Olympic Business Advisory Committee;
- Richmond Oval Community Stakeholder Advisory Committee;
- Richmond Oval Building Advisory Committee; and
- Richmond Spirit of BC Community Committee.

Richmond is also engaging:

- local organizations (ie. Chamber of Commerce, Tourism Richmond, Volunteer Richmond)
- local sport organizations
- sports agencies
- local media
- local businesses (ie. malls, commercial, retail)
- corporations in Richmond
- Richmond School District
- sports agencies
- community organizations
- Fraternal Groups (ie. Rotary, Lions Club)
- umbrella groups (ie. Richmond Chinese Community Society, Richmond Council on Disability, SUCCESS, Arts Coalition)

In order to adequately finance the City's involvement with the Games, and ensure positive, memorable experiences for athletes, visitors, viewers and citizens, Richmond will require the support of the community. To gain the required support, the City will need to:

- create and maintain effective relationships and partnerships in the community
- use the Games and Olympic brand to leverage support
- show how a partnership with the City will have great benefits to the partnering organization
- make it a win-win for all involved
- seek sponsorship resources or cost sharing practices with community partners
- investigate other sources of revenue to finance our endeavours

- invite some organizations and parts of the community to take a lead role while the City supports their efforts

4.2 Legacy Olympic Programs

The City of Richmond, as an Olympic Venue City, has a once-in-a-lifetime opportunity to leverage the 2010 Olympic Winter Games being held in Richmond by taking part in a number of Legacy Olympic Programs. These programs will have a significant benefit to the community in the years leading up to the Games, during the Games enhancing the “Richmond Experience”, and long after the Games are over. Some of these endeavours will require significant community support.

Events and Celebrations

Events are a catalyst for building community excitement. Leading up to the Games, during the Games, and after the Games, Richmond will leverage the City’s involvement in the 2010 Olympic Winter Games by organizing and holding community events and celebrations. They will highlight our cultural diversity and community spirit, while allowing the community to be part of the “Olympic experience”.

Community events and celebrations may include:

- Richmond River Celebration – August 2008
- Richmond Oval Grand Opening – November 2008
- Winter Festival/Countdown to 2010 – February 2009
- ISU World Single Distance Long Track Speed Skating Championship – March 2009
- Richmond River Celebration – August 2009
- Olympic Torch Relay – January 2010

The City of Richmond will actively create partnerships and seek sponsorship in our community for the above-mentioned Games-related events and celebrations. However, the scope and size of each will naturally depend on the level of community support and engagement. It will be the City’s mandate to ensure that all events and celebrations build community capacity towards hosting events in Richmond as well as remain as community legacy events long after the Games are over.

4.2.1 2010 Arts and Culture Plan

Scope and Planning Process

The Olympic Charter now requires host cities to produce a range of cultural programs which focus on the culture and traditions of the host nation, involve international participation and are of the highest calibre.

The mission of the Cultural Olympiad is to give a voice to our nation's soul through creativity, animate the host communities, and broaden engagement in the Olympic and Paralympic experience to embrace the entire community.

For 2010, VANOC is focusing their resources in two areas:

- Arts Partners in Creative Development: a commissioning and creative development program for new works; and
- Pre-Games Celebrations: February 1 – March 21 in 2008 and 2009. VANOC will partner with local and national creators and cultural organizations to create, develop, produce and present a full spectrum of arts and cultural events and activities. This Olympic cultural showcase will feature the best of Canada's diverse contemporary, classical and aboriginal arts together with the finest works of international counterparts from other IOC nations.

The Cultural Olympiad will culminate in the 2010 Olympic and Paralympic Arts Festivals. It will provide an unprecedented opportunity to strengthen and showcase Richmond's arts, culture and heritage to the world before, during and after the 2010 Olympic and Paralympic Winter Games.

According to a VANOC Report, "Legacies of North American Winter Games," the City of Richmond can anticipate many benefits from a successful Cultural Olympiad and Olympic Arts Festival (See Community Legacy Section below).

Active participation in cultural programming and regional initiatives with the cities of Vancouver and Whistler will reiterate Richmond's role as an Olympic Partner.

Richmond has identified its vision and direction relating to arts and culture through many plans and strategies (as outlined in the Public Consultation section below). As a Venue City, the 2010 Winter Games are a once-in-a-lifetime opportunity to capture the attention of the world, accelerate the City of Richmond's visionary planning initiatives and provide an opportunity to take advantage of the International Olympic spotlight.

A successful Richmond Cultural Olympiad depends on the following factors:

- Effective coordination and marketing of Richmond's diverse arts, cultural and heritage festivals and activities
- Facilitating opportunities for Richmond artists both professional and community to contribute to events during the 2010 Games including Opening & Closing Ceremonies
- Capitalizing on and enhancing the variety of existing opportunities in the community
- Creating new cultural festivals and activities
- Using City resources to leverage increased funding through partnerships, grants and sponsorships in order to expand existing and create new cultural festivals and activities
- Hiring a Cultural Development Manager to work with partners to coordinate programming and marketing initiatives and build a vibrant cultural sector

- Creating excitement and support for the arts in Richmond
- Developing programs and strategies to strengthen and build the capacity of arts, culture and heritage groups

To accomplish this, over the next two years, a variety of activities are proposed:

Programs & Events

- Winter Festival of the Arts
- Children’s Arts Festival
- Olympic Themed Exhibit working with IOC Olympic Museum & showcasing Richmond’s rich sporting history
- Doors Open Richmond
- Exhibit at Richmond Art Gallery
- Cultural Component of the Richmond Oval Opening
- 2010 Richmond Winter Arts Festival & O Zone
- Cultural Capitals 2011 Submission

Campaign to Raise the profile and support for Arts & Culture in Richmond

- Arts Awards
- Olympic Gifts
- Public Art Brochure
- Marketing Strategy to develop audiences and raise awareness of opportunities available in the community

Opportunities for strengthening artists, performers and organizations

- Workshops / Conference for organizations to build capacity and prepare artists and organizations to participate during 2010
- Opportunities for local artists to perform (including VANOC programs)
- Establishment of Endowment Fund for the Arts

Details of these activities can be found in the 2010 Arts & Culture Plan (Appendix D).

All of the above opportunities are aimed at contributing to Richmond’s success during the 2010 Olympic and Paralympic Winter Games and creating a long-lasting Legacy for Richmond.

Once the City’s commitment has been confirmed, various stakeholders and partners will be engaged in determining the best way to move forward and which opportunities to pursue.



Sponsorship and Other Revenue Sources

In addition to seeking sponsorships and corporate partners to support Richmond’s Cultural Olympiad, a number of grants have been identified in support of the Arts, Culture and Heritage in British Columbia and Canada:

- Community Festivals – on September 13, 2007, the Canadian Heritage announced \$30 million in new money to fund community festivals across the country
- Legacies Now (ArtsNow)
 - Catalyst Program
 - Innovations Program
 - Creative Ventures Program
 - Engaging Communities Program
- Explore Arts – 2010 Legacies Now
- Creative Communities
 - Cultural Mapping (funding has already been received for this and an Arts and Culture Community Scan and Economic Impact Study are currently underway)
- Arts Partners in Creative Development
 - Arts Build Communities
- BC150 Years (2008) (funding has already been approved for two 2008 Events)

Many of these grants require matching funding and/or the ability to bring the community together to work collaboratively to access funding. Some investment from the City of Richmond will significantly assist with this.

Community Legacy

According to a VANOC Report, “Legacies of North American Winter Games,” the City of Richmond can anticipate many benefits from a successful Cultural Olympiad and Olympic Arts Festival such as:

- providing a way for locals to take part in the Games, even if they cannot afford or are not interested in tickets to sporting events
- Increasing general interest in the arts and awareness of local arts groups, boosting the level of sophistication of residents
- Enhancing opportunities and adding prestige for local arts groups, heightening the City’s cultural reputation across the country and around the world
- Encouraging collaboration between local artists, arts organizations and the corporate sector

A vibrant Cultural Olympiad will produce many benefits unique to Richmond’s situation.

Community Partnerships

To achieve a successful Cultural Olympiad in Richmond, it will be essential for the City of Richmond to work with, and support, the many arts, cultural and heritage organizations in the community. It will also be beneficial to engage individual artists, the business community (e.g. Richmond Chamber of Commerce and Tourism Richmond) and the Richmond School District.

The Richmond Arts Coalition, Richmond Chamber of Commerce Arts and Culture Committee, BC Children's Arts and Literacy Society, Gateway Theatre Society and Tourism Richmond are currently partnering with the City on the Cultural Scan and Economic Impact Study.

Public Consultation

Richmond has identified its vision and direction relating to Arts, Culture and Heritage through the following plans and strategies:

- PRCS Master Plan 2005-2015
- Richmond Museum and Heritage Strategy
- Waterfront Strategy
- Richmond Chamber of Commerce Arts and Culture Task Force Report
- City of Richmond Tourism and Sport Tourism Strategy (under development)
- Richmond Arts Strategy
- Major Events Plan 2007-2012
- Economic Development Strategy
- The Oval Public Art Plan
- City of Richmond Sustainability Initiative
- City Centre Area Plan – Arts, Culture and Heritage

Investing in Richmond's Cultural Olympiad will demonstrate the City's commitment to moving forward and advancing the vision and goals that have been adopted.

The arts, culture and heritage community will be actively engaged in developing and enhancing opportunities to achieve these goals.

Activation Plan

Richmond's role as a Venue City provides an unprecedented opportunity. Working with VANOC, Vancouver, Whistler and the local community gives Richmond the opportunity to present an exciting range of programs, events and support to local organizations. This will significantly advance the Arts, Cultural and Heritage sector in Richmond and position local artists and organizations to play a key role in the 2010 Olympic and Paralympic Arts Festivals.

Park, Recreation and Cultural Services (PRCS) will work in partnership with the Richmond Olympic Business Office (ROBO) and local organizations to plan, develop and deliver an exciting range of programs that will captivate and engage the citizens of Richmond. It will showcase Richmond's unique cultural community on the world stage, significantly advancing the vision as outlined in the City's many strategies mentioned above.



4.2.2 Look of the Games, Look of the City – Gateways and Wayfinding to the Oval

Scope and Planning Process

In planning for the execution of the 2010 Olympic and Paralympic Winter Games, Richmond will be divided into the Olympic Domain (The Oval) and the Urban Domain (the rest of the City).

VANOC will have responsibility for all activities within the Olympic Domain, which will include all Olympic venues. Richmond will have the responsibility for all areas outside of the Oval area.

As part of the Operational Delivery Plan, the goal of the Look of the City and Gateways Plan is to create an impact for visitors and enhance the image of the city in the “Urban Domain.” The Plan incorporates both permanent legacy features and Olympic specific elements that will build the comprehensive look for the whole city for the Games and beyond.

The intent is to promote Richmond as an international destination but at the same time elicit a sense of community spirit and pride. The specific themes and messages will require further investigation and collaboration with the City’s partners. In particular, through the City’s partnership with VANOC, Olympic themes and visual elements will be developed and shared.

“Every VANOC partner represents the Vancouver 2010 Winter Games. A unified Look of the Games will help bring each of the Games regions to life – faster, more compellingly, and with greater impact.” (VANOC)

Gateways with impact are big, dynamic and exuberant, using colour, motion and light. They act as the City’s front doors to welcome people as they arrive in Richmond, and project a unique identity and sense of place. Similarly, elements within Richmond can convey a particular image of the city, but also provide wayfinding and animate streets and public spaces.

Primary Objectives:

- City identification
- Welcoming visitors
- Communicating Richmond’s unique character

Secondary Objectives:

- Marking city boundaries and entries
- Olympic Venue City Celebration
- Enhancing City identification

Wayfinding Objectives:

- Directing visitors’ attention to major city destinations
- Directing attention to the Oval
- Connecting Richmond neighbourhoods

Sponsorship and Other Revenue Sources

Community sponsorship opportunities exist for the Look of the Games (LOTG) program. For example, commercial businesses may wish to sponsor the cost of building wraps in the City Centre. Sponsorship opportunities would be further investigated with approval of the LOTG plan.

Community Legacy

There are many opportunities for legacies, including permanently enhanced community gateways and the incorporation and influence of Olympic elements into current civic capital infrastructure works (e.g. Middle Arm Trail). The program will instil a sense of community pride and engage residents and visitors to the Olympic experience.

Community Partnerships

Many locations identified for the LOTG program are on property not owned by the City of Richmond and will require the permission and cooperation of other landowners. Vancouver International Airport (YVR), Ministry of Transportation (MOT), and North Fraser Port Authority are some of the agencies that will have to be consulted for the major gateway locations. The City's interests will have to be reconciled with the interests and regulatory requirements of those agencies.

Other partnerships that will influence the location of gateways, their content and the message delivered are Canada Line Co., Tourism Richmond and local businesses. Building partnerships may assist the City and its partners to create gateways and identifiers collaboratively. Therefore, opportunities to share resources will be investigated.

Community partnerships are a means to further community spirit and pride. Both community organizations and individual community members can be engaged in developing content through community art projects, school programs or community centre programs.

Public Consultation

No public consultation is required.

Activation Plan

Activation of the plan will require dedicated funding and a logistical project management support team. The timing of material installation for the 2010 Look of the Games City Centre wayfinding will be during the weeks prior to, and even days before the Games begin in February 2010.

4.2.3 Olympic Branding Strategy

Scope and Planning Process

Richmond will have the opportunity to brand itself as an Olympic City, further enhancing its international profile and reputation. This will include creation of Olympic staff uniforms, promotional signage and other materials and supplies. In addition, there will be an increased number of visits by Olympic, governmental and other dignitaries, and the City will require additional Olympic-branded information and promotional materials to meet protocol expectations. As well, as a member of the Olympic family, the City will be expected to produce many of its information and promotional materials in multiple languages.

Branding is the art of defining and communicating an organization's identity. It encompasses who we are, our corporate vision and values, how we see ourselves and how others see us expressed in a simple, consistent and truthful manner. A true brand is reflected in all aspects of corporate communication, from corporate logo(s) and slogan(s) to all communication materials, websites, signage and livery and representation in the community and elsewhere.

The City currently has a variety of brand elements in place, but there is a lack of consistency in the way the City is identified and marketed. A corporate branding strategy is currently being completed in concert with the work being done on developing the City's Tourism Strategy. This work will also include a branding strategy for the Richmond Oval and will be concluded by December, 2007.

The Olympic Branding Strategy will supplement the new Corporate Branding Strategy by integrating the new City and Oval brands with the Olympic marks, as permitted under the City's non-commercial licensing agreement with VANOC. The licensing agreement is currently being negotiated and is expected to be in place by the end of 2008.

The Olympic Branding Strategy will ensure the City achieves its objectives of leveraging its Olympic Venue City status to help establish Richmond as a distinct, international city with a reputation for excellence, while supporting the City's overall objectives for enhanced tourism and economic development. It will include plans for the implementation of the integrated Richmond Olympic brand, beginning in 2008, and provide strategies for maintaining the Olympic Games as part of Richmond's overall brand identity beyond 2010.

Sponsorship and Other Revenue Sources

The new corporate Branding Strategy is being developed in close consultation with key community partners such as Tourism Richmond and the Richmond Chamber of Commerce with the goal of establishing a global "Richmond" brand that will be used by all groups interested in promoting Richmond. This will allow groups to more easily work together to achieve synergies and enhanced cost effectiveness in marketing and communications efforts using common branding.

Similarly, the City will be working with other Olympic partners to develop sponsorship agreements that include joint brand implementation activities. This will allow the City to maximize its access to the Olympic marks, while sharing costs with other partners through co-branding initiatives.

Community Legacy

The Olympic branding program will ensure that Richmond is recognized for its significant contribution to the success of the Games and its creation of lasting legacies for the community and sport.

It will also increase Richmond's international profile as a highly livable and well managed city and leverage the City's Olympic participation in support of its economic development and tourism objectives, which includes establishing the oval neighbourhood as an international destination point and establishing Richmond as an international centre of excellence for sports and wellness and a major sports hosting community.

Community Partnerships

The City has engaged a number of community partners in the development of its corporate branding strategies, as well as drawing on the expertise of select members of various City advisory groups, and select individuals from the community with relevant expertise/perspective.

The goal is to develop a "Richmond" brand that will not only serve the City but may also be used by other community partners in joint branding initiatives that provide a unified approach to the branding and marketing of our community. This will reinforce the credibility of the brand and extend its impact while maximizing the cost effectiveness of marketing initiatives.

Public Consultation

Community consultation will be conducted in conjunction with other Olympic community engagement activities.

Activation Plan

The development of the Olympic Brand Strategy will primarily be completed as part of the overall Corporate Branding Strategy development now under way. However, some additional developmental and planning work will need to be completed concurrently. In addition, an implementation/rollout plan for the new Richmond Olympic Brand will need to be developed and executed beginning in 2008 and continuing through early 2010.



4.2.4 Home Stay Program

Scope and Planning Process

This project is to support Canadian athletes and their families by finding appropriate Richmond homes to host parents and coaches for the National Speed Skating teams during the 2010 Games. As a lead up to the Games and with sport tourism events beginning in 2008, a developed Home Stay Program will be integral to the support of major events in Richmond. There are also opportunities to assist VANOC in expanding the program to other competing countries.

The intention is for the City to work as a facilitator of this process and create capacity in the community to develop a Home Stay Program, with the community and a number of organizations, for athletes and coaches and their families.

Sponsorship and Other Revenue Sources

This program will be run in cooperation with VANOC's Athlete Family Program. VANOC is securing a sponsor for the program and the City of Richmond will facilitate the connection to homes in Richmond's community. Kwantlen University College has offered to be a partner on this project as they already have the infrastructure in place with their own Home Stay Program.

Community Legacy

The legacy for this program will be:

- Furthering infrastructure development to support hosting large events
- More sport hosting bids awarded to Richmond
- Increasing the quality of stay for those visiting Richmond for the first time
- Increasing repeat visits to Richmond, therefore increasing tourism
- Developing networks of businesses supporting the Home Stay Program that understand the value of sponsorship
- Increasing the quality of local competition

Community Partnerships

Several key partnerships have been developed as follows:

- Kwantlen University College has indicated an interest in playing a lead role
- Richmond minor sports have indicated an interest in promoting the Home Stay Program to participants of their programs
- Richmond Spirit of BC Community Committee
- Richmond School District parents and families
- Network of parents of elite Olympic athletes

Public Consultation

Program consultation began prior and during Winter Festival 2007 and will be a focus again in 2008 and 2009. Kwantlen University College coordinated the promotion of the program.

Activation Plan

The implementation strategy includes:

1. Determining the targeted guests of Home Stay
2. Working with VANOC to integrate Richmond's program with VANOC's sponsored program
3. Developing a budget
4. Marketing to National Olympic Committee contacts for distribution to each country
5. Establishing a website and support team for this process
6. Marketing to Richmond residents to request interested participants to host visitors
7. Categorizing the types of homes available (by size, beds available, baths available, distance to various VANOC venues, amenities, etc.)
8. Distributing hosting forms to interested hosts
9. Home visitations, inspections and certifications
10. Communicating to hosts and hosted parties
11. Evaluating the program

Note: VANOC test events and large championships can use the same Home Stay database and the process can be tested prior to the Games.



4.2.5 Hosting Sites Program

Scope and Planning Process

This project will create an inventory of hosting sites in Richmond, both within the O Zone and throughout the City. The target for hosting will be in the O Zone, to create an international village concept, but will also expand beyond the gates.

The City will work with the Richmond Chamber of Commerce and other partners to market opportunities for special groups to establish a presence in Richmond for the 2010 Games. These groups include Nation Houses (focusing on speed skating nations), Sponsors, international businesses and Olympic bid cities.

The majority of sites will be set up in Richmond for the 17 days of the Games, with several weeks for set up and take down.

The planning process includes:

- Developing the plan: This includes a community and staff resource team comprised of the Richmond School District, Richmond Chamber of Commerce, Tourism Richmond, YVR, Parks and Recreation Services, Facility Management, Planning, Legal, Sponsorship and others to ensure an integrated and effective direction. Individual interviews with YVR, Kwantlen University College and others also assisted in the overall direction
- Establishing strategic partnerships
- Implementing the plan
- Screening for maximum legacy to the City

Sponsorship and Other Revenue Sources

The intention of this project is to work with speed skating nation representatives who, in turn, have their own sponsors. Other than City services and expertise in creating the Olympic experience required, the City will incur minimal costs for set up and construction. These costs will be covered by each nation or their sponsors wanting to establish a base in Richmond. A similar process will be in place for other sponsors and businesses wanting to establish a presence in Richmond. Much of the hosting inventory will be private ownership and the City will act as facilitator, with the intention of creating legacy through all negotiations.

Community Legacy

Each Nation or sponsor will be asked to leave a legacy to commemorate this milestone in Richmond's history. Legacies include:

- The infrastructure created by each client, including city beautification
- A profile of local Richmond businesses working on their project
- Increasing economic development through companies wanting to establish a base in Richmond, which then increases demand for Richmond services
- Increasing tourism through an improved visitor experience
- Floating structures to be used at different locations around the island city
- The memories and experiences of those who volunteered with a Nation House or in the Ozone during the Games

Community Partnerships

The project will only be successful with effective internal and external partnerships. The City will rely on the advice of the Olympic Corporate sector and business and sport leaders such as the Canadian Olympic Committee and Speed Skating Canada. Community leaders that can also assist with construction and private land use.

Other partners include: The Richmond Chamber of Commerce, Tourism Richmond, YVR, River Road business owners, local downtown business owners, developers and community associations.

Staff Support

Community Business Liaison: 1 position

Community Relations Assistant and Sponsor/ Nation House support: 1 position

Engineering support: 1 position

Environmental support (floating structures): ½ position

Landscape and design support: 1 position

Administrative Assistant: 1 position

Nation House and Sponsor Activation support: 3 positions

Public Consultation

Public consultation has begun in the following areas:

- Promotion of the program among local businesses, land owners and tenants in the O Zone and other innovative hosting sites, such as the Nature Park and Golf Courses
- Engagement of cultural groups to sponsor or assist with hosting a country
- Volunteer opportunities to assist with hosting or other set up opportunities
- Other opportunities as they arise

Activation Plan

Program implementation includes:

1. Planning and researching to develop the concept
2. Developing and marketing the concept
3. Identifying a resource team and strategic partnerships to ensure success (eg. the Canadian Olympic Committee)
4. Developing relationships with country consuls, international Skating Federations and sponsors
5. Establishing demand and negotiating a commitment for 2010
6. Developing and matching resources available with needs
7. Implementing an integrated plan with the overall project steering team and the event team
8. Mobilizing resources



4.2.6 Main Street Shopping Program

Scope and Planning Process

There is a consensus among Economic Development, the Richmond Chamber of Commerce and Tourism Richmond that the partners work together to supersede Torino's and other Olympic Venues' Main Street successes. It is practical and realistic that the primary effort be focused on three areas:

- the O Zone
- No. 3 Road from Granville north
- within one kilometre of the Oval

The secondary focus can be on the remainder of Richmond. By taking this route, the Main Street Shopping Program can be easily blended with, and become part of, the overall activities that Richmond residents and other Olympic visitors will want to participate in.

Businesses will be encouraged to enliven their interiors and the area immediately in front of their storefronts with Olympic themed entertainment, lighting and decorations, as well as having appropriate goods and/or services available for purchase. In addition, businesses should look at appropriate mall events and/or element-proof booths or pavilions that further complement the overall activities and atmosphere.

Key themes for these entities could revolve around food/ethnic diversity, including a full-blown night market. Consideration could be given to closing down portions of No. 3 road to allow easy and safe access at all times.

Sponsorship and Other Revenue Sources

There will be a requirement for sponsorship or funding to develop, market and deliver this program.

Community Legacy

This program will engage the business community and allow for maximum participation during 2010.

Community Partnerships

Economic Development, the Richmond Chamber of Commerce and Tourism Richmond are prepared to deliver this program. At the same time, it must be recognized the sum of their resources are limited and already committed or engaged in aspects of other Olympic efforts.

Public Consultation

There has been some consultation with key parties including the Richmond Chamber of Commerce and Tourism Richmond, and there is willingness to become engaged when these specific program details and the overall Games opportunities are better known.

Activation Plan

No activation plans have been developed at this time.

4.2.7 2010 Information and Volunteer Centre

Scope and Planning Process

This project will be located in a prominent, high traffic City Centre location and will create a central point for community engagement as Richmond prepares to be an Olympic Venue City for 2010. The Information and Volunteer Centre will heighten awareness in the community regarding Richmond's 2010 involvement, the Richmond Oval and the related community legacies, benefits and opportunities. It will also promote other City and community events, activities and programs as well.

The Public Information and Volunteer Centre will allow residents and visitors to easily access displays and information materials. They could also liaise with staff/volunteers to find out more about the Richmond Oval project, including plans for Pre and Post-Games programming, and surrounding developments and their connection with other major City planning initiatives, such as the City Centre Area Plan, Middle Arm Strategy and Waterfront Strategy.

The Centre will also allow residents, tourists and media to gain more information about Richmond's involvement in the 2010 Olympic Winter Games and learn more about related events, business opportunities, volunteer opportunities and ticket programs.

Through allocation funding from the 2005 Surplus Appropriation, Council has already supported the concept of a Public Information Centre to ensure community awareness, engagement, and support of the City's Oval project and 2010-related activities. The funding has been applied to display and information materials that will be used in the Centre.

The Centre will also serve as focal point for the City's volunteer recruitment and training requirements related to its 2010 involvement. The volunteer component of the new Information and Volunteer Centre will support the Corporate Volunteer Strategy and serve as a vehicle to recruit volunteers Post-Games for other events.

In particular, during lead-up years and in 2010, the City and its partners will host major events, which include specific technical requirements at the Richmond Oval. Capacity is also required to manage 2,000 volunteers and/or fill approximately 10,000 volunteer positions over the 17 days of the Games. Events/programs requiring volunteers include:

1. Richmond Oval Events including test events and the opening of the Richmond Oval
2. Pre-Games: Winter Festival, Countdown Celebration and Torch Relay
3. Richmond O Zone Live Site for 2010
4. Programs and information in the Opportunity Zone during the 2010 Games

Planning for this project was conducted in cooperation with:

- The Corporate Volunteer Strategy Planning group
- Richmond Oval Staff
- VANOC and Tourism Richmond
- Volunteer Richmond Information Services
- experiences of managing and planning the Countdown Celebrations and Richmond Winter Festival



The timeline for events begins in February 2008, with the Countdown to the Games and Winter Festival Event. The Richmond Information and Volunteer Centre is scheduled to open in spring 2008, with the Richmond Oval scheduled to open in fall 2008.

Sponsorship and Other Revenue Sources

An innovative public-private partnership has been proposed to support the Centre's implementation, which would include donation of space by a high profile local shopping mall, financial administrative and volunteer support from Volunteer Richmond Information Services (including a financial contribution by one of Volunteer Richmond's corporate sponsors) and financial and administrative support by the City of Richmond. Volunteer Richmond is prepared to commit funding to the project including in kind administrative services and sponsorship funds from its corporate partners.

Preliminary discussions have been held with two potential hosts for the Information and Volunteer Centre and the partners are optimistic that the donation of space can be achieved in a high profile, high traffic City Centre location. However, the project will require financial support and participation from the City to proceed.

The Richmond Oval, Pre-Games events and the O Zone will all work with sponsors to support the Information and Volunteer Centre and build visibility at the events. There will be some issues with VANOC's sponsors if there is an association with the 2010 Games. The City has begun discussions with VANOC staff.

There will also be a concerted effort to continue to raise funds for this project from the community.

Community Legacy

The community legacy of this project is significant. This Centre will increase the awareness of volunteer opportunities and create an inventory of trained and diverse volunteers to support the 2010 objectives of the City.

The Centre will serve as a permanent home and gathering space for ongoing community consultation and information through special public open houses and other events, for Oval and 2010-related issues and other city programs and initiatives.

The tangible legacy includes:

- A permanent Public Information and Volunteer Centre for community consultation and other community engagement activities in a high profile, high traffic City Centre location
- Increasing community engagement, awareness and support of City events, programs and initiatives, particularly those related to 2010
- Enhancing opportunities to provide information to visitors and media attending the 2010 Games and other events
- Increasing the number of trained, motivated volunteers
- Improving the quality and scope of events held in Richmond
- Infrastructure and management framework to sustain the training, management and recruiting of volunteers
- Partnerships and networks to provide service

Community Partnerships

There are a number of groups and partners that will contribute to this project. These include Volunteer Richmond Information Services, corporate sponsors and others as the need arises.

Some of the groups currently engaged in this plan are the Chinese Federation of Commerce, Kwantlen University College, minor sport organizations, Richmond Youth Services and Rotary Clubs. Each area and event will form partnerships with a wide range of partners, depending on the scale and scope of the event.

Public Consultation

The public will be consulted in the recruitment of volunteers, the evaluation of the process and management of volunteers. A high level of customer service and public information will be maintained once the Centre is opened.

Activation Plan

Richmond's role in delivering the 2010 Games will be a catalyst in providing lasting community legacies. In addition to Games-time experiences for volunteers, there will be a number of opportunities to activate the volunteer spirit Pre and Post-Games.

It will be important to capitalize on the prestige of the Games in order to create the necessary capacity required to deliver the events planned. It will also be important to associate this volunteer group with a name, which will give the group an identity, notoriety and sense of belonging. This sense of belonging will help create capacity and allow for the group to remain unified long after the Games.

The Richmond Olympic Business Office will contract Volunteer Richmond Information Services to work with the Manager of Oval Sport and Business and the Manager of Community Relations to develop job descriptions and recruit and manage volunteers for Pre-Games events and events during the Games.



4.2.8 Olympic Youth Awareness Program

Scope and Planning Process

The Richmond Olympic Business Office will support and assist the Richmond School Board in its efforts to “bring the Games” to the students.

Sponsorship and Other Revenue Sources

These efforts will be primarily driven by volunteer efforts of school district personnel.

Community Legacy

Students will increase their knowledge and understanding of the Olympic movement and the countries that participate in the Games, while collecting life-long memories at the same time.

Community Partnerships

Partnerships in the community will be determined by the Richmond School District.

Public Consultation

Public consultation will be the responsibility of the Richmond School District.

Activation Plan

The Richmond School District intends to bring together a volunteer staff steering committee. This committee will consider the following program opportunities:

1. Offer schools opportunities to visit the Oval for skating and other activities
2. Encourage participation in VANOC’s online education program “EDU/”
3. Facilitate school links to other Olympic nations
4. Offer opportunities for school groups to attend special events (eg. Canadian Speed Skating Championships)
5. Provide opportunities for student musicians to participate in Olympic related events
6. Link student artists to banner and poster card programs

4.2.9 Look of the Games, Look of the City – Olympic Street Banner Program

Scope and Planning Process

For VANOC's Official 2010 Banner Program, 650 banners on 325 poles will be installed. The display will be City-wide on Richmond's existing street banner poles. This key element of the Look of the Games, coordinated by VANOC, will ensure that Richmond is consistent with other Venue Cities.

Sponsorship and Other Revenue Sources

The "remains of the Games" in previous Olympic games are desired keepsakes and it may be possible to sell the banners as a part of the existing banner sales program in Richmond to recover some of the initial cost of banner acquisition.

Community Legacy

Banners can be re-sold after the Games to the community. Banners are subject to weather damage and are only on display for a limited time.

Community Partnerships

There is an opportunity to work with YVR and VANOC on the Look of the Games to coordinate Banner displays.

Public Consultation

No public consultation is required.

Activation Plan

Banners would be ordered directly through VANOC as in previous 2010 banner displays. Installation would be facilitated by City of Richmond staff.

5. Richmond "O Zone"

Hosting an Olympic Games is a transformational experience for the Host and Venue Cities. The benefits of hosting the Games are many but are only realized with diligence and effort to strategically seek opportunities to enhance and create legacies for Richmond.

Past Olympic cities have cited the engagement of the community as a key to the success of the Games. Many Richmond residents will not have tickets to an Olympic event but will want to share in the once-in-a-lifetime Games experience. Through the creation of the Richmond O Zone, residents and visitors will be invited to watch live Olympic television feed during the Games, the day's highlights and key games and events as they occur. The O Zone combines visual television programming with live name draw entertainment in a festival atmosphere with a free but secured site. They have been successful internationally to improve the spectator experience and overall spirit and excitement shared at the Games.

5.1 The Richmond O Zone

The Richmond O Zone will be managed by the Olympic Business Office to be led by the Major Events Development Manager.

The 2010 Olympic Winter Games will offer Richmond, its citizens and businesses, opportunities that are both unique and tremendously exciting. To enhance these opportunities, the Olympic Business Office has a number of complimentary programs planned for the same timeframe as the 2010 Games. These programs will be offered within a geographical location and planned as an international style waterfront village, drawing attention to Richmond's beautiful scenery, stunning waterfront vistas and warm and welcoming people, all presented in a festive and inspirational environment.

Richmond themed programs planned for the O Zone include:

- 2010 Celebration Site – This is a celebration area that will be located within the O Zone. The 2010 Celebration Site will host only official Olympic sponsors who will activate within this area. Only licensed 2010 Olympic Winter Games merchandise will be sold and programming in this area may include Olympic-related activities, entertainment and festivals.
- Arts and Cultural Performances and Presentations (staged and atmospheric) – Using the 2010 Arts and Culture Plan as a basis for programming, the performances and presentations will showcase local artists and performers to large international and local audiences. The plan also includes collaborative opportunities, which will give local professional and semi-professional artists the chance to collaborate artistically with international artists, offering them new insights and inspirational experiences.
- Nation Houses – Nation Houses are pavilions developed and sponsored by participating nations, most particularly the speed skating nations. Nation Houses animate the O Zone by offering public activities to visitors as well as private hosting activities for their guests. Nation Houses are paid for by the individual nations, but encouraged and supported by the City Host.
- Live Site(s) – Large format audio visual presentations offering direct feed and previously taped broadcasts of competitions, performances and ceremonies, to the citizens of Richmond. Live Sites enhance the visitor experience, especially for those who may not receive a ticket to the competitions, as well as our international visitors.
- Sponsors Activation – Sponsor chalets with both public and private hosting activities, paid for by the individual Sponsors.
- International Market – A commercial food, beverage and merchandise area offering goods and services to visitors as well as marketing opportunities to Richmond businesses, non-profit organizations and community groups.

- International Media Centre – Offering story ideas, photo opportunities, interview and speaking opportunities, as well as services to improve and enhance the visiting media’s Richmond experience encouraging positive media and promotional activities.
- Gateway to 2010 – A City of Richmond tourism activity that will offer newly arrived tourists the important first steps in planning their Olympic experience, with a special emphasis on Richmond tourism opportunities and properties, as offered by warm and inviting Richmond Hosts.

5.2 Legacy to the City

There are many benefits to the City of Richmond if the O Zone program is established in the City. Some of these legacies include:

- Increased international exposure as a destination city
- A strong, connected community
- Improved infrastructure to host large events especially those that could be water based
- Increased volunteerism
- Increased tourism
- Increased economic growth of the city
- Enhanced sport and the arts opportunities
- Increased excitement and community spirit
- Improved communication to share inspirational messages, to promote the City of Richmond and share stories from the community
- A stronger City team

The O Zone will create a dynamic, exciting and memorable Olympic experience for Richmond residents and visitors alike, while providing local business owners access to new markets and customers. It will create excitement and pride in our community and at the same time, provide an excellent opportunity to engage the Richmond community to share in the Games experience during 2010. Long after the Games are over, the site will remain as a community legacy for future events and programming and will continue to advance Richmond as an “international destination city”.

6. Hosting the Games – Detailed Functional Strategies

The City of Richmond is responsible for delivering appropriate levels of municipal services before, during and after the Games.

Within the Urban Domain, the City is responsible for delivering regular municipal services. Any enhanced service levels, in accordance to Olympic Winter Games standards, as directed by VANOC, will be negotiated as a “service agreement” or “memorandum of understanding” (MOU) between the City of Richmond and VANOC. The service agreement or MOU will outline the financial contributions from each party in order to raise the service level to the enhanced VANOC directed level.

Within the Olympic Domain, VANOC is responsible for delivering all services. This includes all areas designated inside the Olympic overlay. Any services that the City provides within the Olympic Domain, will be established in the service agreement or MOU. Financial compensation from VANOC to the City of Richmond will be outlined along with the exact services each party will provide.

The functional areas listed in this section reflect the scope of the City’s divisional and departmental involvement in the Games. Each area will be managed by a particular section of the organization to be led by assigned staff.

The City of Richmond will work closely with VANOC and Olympic partners to ensure seamless delivery of adequate municipal services.

Following is a breakdown of the responsibility and scope of each area, the functions they will engage in and the strategic alliances they will form to complete tasks. Each area will develop operational delivery plans – the next phase in the strategic planning phase.

6.1 Urban Domain

6.1.1 Event Management

Primary Responsibility

This function will be managed by the Olympic Business Office to be led by the Manager of Major Events Development.

Scope

The Olympic Business Office will be responsible for facilitating the production of Games-related sport, culture and celebration events that are staged by the City, VANOC and other organizations. Events and celebrations leading up to the Games and during the Games, support the City's Major Events Plan and contribute to making Richmond the "premier events destination in Canada".

Key Deliverables and Actions

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| A. EVENT MANAGEMENT & COORDINATION – Create a centralized team from the City of Richmond to manage the oversight and regulation of Olympic events, including sporting test events and cultural events leading up to the Games. |
| B. CITY OF RICHMOND OLYMPIC CULTURAL, SPORT & CELEBRATION EVENT PLANNING – Working closely with Communications, develop a plan and schedule for staging Games-related special events - either independently or in partnership with other organizations - and complementing other initiatives such as: Richmond Oval facility milestones; Olympic community events; the VANOC Cultural Olympiad; VANOC Test Events; and the Olympic Torch Relay. |

Strategic Alliances

As the Games approach, the Olympic Business Office will work with groups as they stage events in Richmond, including:

- City Departments
- VANOC
- Olympic partners
- Various community arts, cultural and sport organizations
- Various community groups and private entities
- Various event promoters, event managers and event coordinators

6.2 Safety & Security

6.2.1 Emergency Planning

Primary Responsibility

This function will be managed by the Emergency Management Office to be led by the Manager of Emergency Programs.

Scope

The Emergency Management Office will work in conjunction with safety agencies for the emergency planning, leading up to, during, and after the Games.

Key Deliverables and Actions

<p>A. CITY EMERGENCY PLANNING – Coordinate with Richmond Fire Rescue, the RCMP, BCAS, the Vancouver 2010 Integrated Security Unit and other external public safety agencies to develop an emergency program that will meet the needs of the Games. This includes developing appropriate contingency plans and conducting tabletops and emergency exercises.</p>
<p>B. EMERGENCY SOCIAL SERVICES - Review the existing Emergency Social Service program for the 2010 Winter Games. Emergency Social Services are those services provided on a short term basis to preserve the emotional and physical well being of those affected by an emergency as well as response workers. These services may include emergency food, clothing, lodging, transportation and other assistance.</p>
<p>C. REGIONAL EMERGENCY PLANNING - Participate, along with Richmond Fire Rescue and the RCMP, in a regional emergency planning group. It will be led by the Province for a coordinated regionalized major event public safety emergency plan.</p>

Strategic Alliances

The Emergency Management Office team will coordinate their work with:

- Richmond Fire Rescue
- RCMP
- BCAS
- Vancouver 2010 Integrated Security Unit
- Greater Vancouver Regional District
- YVR
- Other public safety agencies

6.2.2 Fire and Rescue Services

Primary Responsibility

This function will be managed by Richmond Fire-Rescue to be led by a Deputy Fire Chief.

Scope

Richmond Fire-Rescue is responsible for delivering fire and rescue services, leading up to, during, and after the Games, in the Urban Domain and – where service agreements are negotiated – in the Olympic Domain.

Key Deliverables and Actions

<p>A. URBAN DOMAIN FIRE AND RESCUE SERVICES – Develop and implement a plan to provide fire and rescue services in the Urban Domain within the City's normal service level budget. Special consideration will be given to expected challenges and impacts during the pre-Games test phase, Games-time and the wrap-up phase of the Games. Richmond Fire-Rescue will work with the Olympic Business Office in the development of a service agreement with VANOC for services in the Urban Domain that are higher than levels normally provided by the City.</p>
<p>B. OLYMPIC DOMAIN FIRE AND RESCUE SERVICES – Develop and implement a plan for providing fire and rescue services in the Olympic Domain, in coordination with VANOC and VANOC's Fire Advisory Committee (FAC). Richmond Fire-Rescue will also work with the Olympic Business Office in the development of a service agreement with VANOC, for any work done by Richmond Fire-Rescue within the Olympic Domain.</p>
<p>C. FIRE APPROVALS & PERMITS – Develop a regulatory framework for fire safety permitting and approvals for the Richmond Oval, including temporary structures and overlays.</p>
<p>D. RESPONSE TIME –Work with VANOC and VANOC's Fire Advisory Committee (FAC) to develop and implement guidelines for Richmond Fire-Rescue response time to various emergency situations within the Urban Domain and Olympic Domain.</p>

Strategic Alliances

Richmond Fire-Rescue will work with:

- VANOC Fire Advisory Committee
- other venue city fire and rescue service departments
- other public safety agencies as appropriate (YVR, etc.)

6.2.3 Police Services

Primary Responsibility

This function will be managed by the Richmond RCMP to be led by the RCMP 2010 Olympic Liaison.

Scope

The Richmond RCMP is responsible for the provision of policing services within the City of Richmond, leading up to, during, and after the 2010 Olympic Winter Games.

Key Deliverables and Actions

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| <p>A. POLICE SERVICES IN THE URBAN DOMAIN – Develop and implement a plan for providing police services in the Urban Domain for events leading up to the 2010 Olympic Winter Games, and during Games-time. The Richmond RCMP will work with the Olympic Business Office in the development of a service agreement with VANOC for services in the Urban Domain that are higher than the City’s normal operational levels.</p> |
| <p>B. POLICE SERVICES IN THE OLYMPIC DOMAIN – As part of the Vancouver 2010 Integrated Security Unit, Richmond RCMP will participate in the development and implementation of plans for the provision of policing and security services within the Olympic Domain, before, during, and after Games-time. Richmond RCMP will also work with the Olympic Business Office in the development of a service agreement with VANOC, for any work to be done by the Richmond RCMP within the Olympic Domain.</p> |

Strategic Alliances

The Richmond RCMP will work in partnership with:

- The Richmond Fire Department
- The Vancouver Police Department
- Public Safety and Emergency Preparedness Canada (PSEPC)
- The BC Provincial Emergency Program (PEP)
- VANOC
- YVR
- Customs and Immigration
- Other agencies that share public safety and security responsibilities

6.3 Civic Programs

6.3.1 Environmental Sustainability

Primary Responsibility

This function will be managed by Environmental Programs to be led by the Manager of Fleet and Environmental Programs.

Scope

Environmental Programs, working closely with VANOC and the City's Olympic partners, will be responsible for ensuring that the City's environmental sustainability objectives are met, leading up to, during, and after the 2010 Olympic Winter Games.

Key Deliverables and Actions

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| <p>A. SHOWCASE AND CELEBRATE ENVIRONMENTAL SUSTAINABILITY - In concert with the City's broader Communication Strategy, Environmental Programs will develop and implement a communication strategy that will:</p> <ul style="list-style-type: none"> • Support and leverage opportunities under VANOC's Sport for Sustainable Living performance goal • Increase general awareness of environmental sustainability, serving as a platform for inspiring the general public to seek excellence and well-being for all • Support the growth of sustainable and green businesses and practices by showcasing sustainable innovations and practices used at the Oval site (e.g., show how sustainability is doable and can create niche advantages) • Position Richmond as a City of Choice, recognized for its spectacular natural environment, leadership in innovation and environmental sustainability and care for the global community • Communicate sustainability as a cornerstone for community wellness, including but not limited to human health, social justice and cohesion, long-term economic prosperity, and community vibrancy. |
| <p>B. CREATE A GREAT PLACE – GREEN VENUE DEVELOPMENT - In concert with the Major Projects team, Musqueam Indian Band, environmental regulatory agencies and others, Environmental Programs will use smart development practices to create a spectacular, memorable place and innovative building within a healthy, enriching setting. This involves developing and implementing an Environmental Program which:</p> <ul style="list-style-type: none"> • provides effective environmental management (i.e., uses resources wisely to result in meaningful environmental benefit and venue deliverable requirements); • protects key natural site assets, integrates ecological restoration practices and minimizes environmental impacts; • optimizes venue eco-efficiency; • demonstrates accountability through successfully managing and completing the City's CEAA commitments and complying with all pertinent environmental legislation; and <ul style="list-style-type: none"> ○ identifies creative and inspiring characteristics which integrate environmental sustainability attributes into all aspects of the project (e.g., building, landscaping, programming, etc.). |
| <p>C. CREATE A GREAT EVENT – THE GREEN GAMES EVENT – Environmental Programs will work with other City departments to establish and implement environmentally progressive Games service plans which use City resources wisely. Environmental Programs will also work with VANOC, other City departments, the Musqueam Indian Band and other partners to integrate a celebration of "green" in the Olympic event.</p> |

Key Deliverables and Actions

- D.** CAPITALIZE ON OPPORTUNITIES FOR CREATING SUSTAINABILITY LEGACIES WITHIN RICHMOND AND BEYOND – Environmental Programs will work with VANOC, Legacies Now and other partners to leverage opportunities for creating lasting “green” legacies, both within Richmond and globally. Examples may include:
- “Green” business investment/location within Richmond
 - Natural environmental restoration/enhancement projects within Richmond through VANOC’s offset program
 - Advocate for an expanded VANOC social inclusion program to incorporate disadvantaged groups beyond Vancouver Inner-City
 - Educational programs, including - but not limited to - VANOC’s Sport for Sustainable Living
 - Development of environmental performance measures, standards and management frameworks for future Olympics
 - “Green” building development guidelines adoption by GVRD member municipalities

Strategic Alliances

Environmental Programs will work with:

- VANOC
- Musqueam Indian Band
- Legacies Now
- City’s Olympic partners
- Other City departments as appropriate

6.3.2 Financial Management

Primary Responsibility

This function will be managed by the Olympic Business Office to be led by the Manager of Business Development.

Scope

The Olympic Business Office will develop policies and procedures within a financial framework; and offer functional area support, to ensure the fiscal integrity of the City of Richmond's Olympic efforts.

Key Deliverables and Actions

A.	PROJECT SCOPE - Determine a project scope for the City of Richmond's involvement in the 2010 Winter Olympic Games. This includes identifying all projects that need to be completed in order to stage a successful Long Track Speed Skating event.
B.	BUDGET PROCESS - Develop an Olympic Budget for each project in cooperation with all other City divisions. Part of the budget development will be to identify priorities for each project. Projects could be categorized into three tiers. First tier would be projects that are essential for the Games. Tier two would be nice-to-have projects, but non-essential to delivering the games. And tier three would be projects of negligible importance and could be cut from the budget.
C.	FINANCIAL PLANNING AND ANALYSIS – Develop detailed financial models and forecasts before and during the Games. Continuous budget monitoring and financial planning will be essential in delivering financially sustainable games. Working closely with the City's budget department in developing account and project hierarchies and structures, the Olympic Business Office will ensure transparency and accountability before and during the games. Other functions will include: <ul style="list-style-type: none"> • completing special projects to help the City of Richmond prioritize financial decisions, guide decision making, and enhance the economic development opportunities of the Games on the City of Richmond; • analyzing business arrangements in order to accurately project City of Richmond revenue and expenses; and • assist in finalizing business terms with outside entities.
D.	RISK MANAGEMENT - Prevent and minimize the impact of unexpected expenses during Games-time. The Olympic Business Office will work extensively with sport and non-sport partners prior to and throughout the Games period to identify and prioritize any high-risk environments or specific functions with elevated risks.
E.	FINANCIAL MANAGEMENT AND REPORTING - The main responsibilities of the financial management and reporting function will be to: <ul style="list-style-type: none"> • ensure that the Olympic Business Office maintains proper accounts and related records; • ensure all income and expenses are recorded correctly; • maintain a robust and effective risk management process; and • ensure that procurement policies are followed and, if necessary, introduce Olympic specific policies.
F.	AUDIT AND CONTROL - Ensure transparency and accountability of all games-related transactions; and ensure existing City procurement and financial policies are followed.
G.	REVENUES AND GRANTS – Identify and seek to maximize any possible revenue and grant sources the City could access prior to, and during the Games.



Strategic Alliances

The Olympic Business Office will work closely with other City departments, VANOC, and the City's Olympic partners as appropriate.

6.3.3 Non-Competition Facility

Primary Responsibility

This function will be managed by the Olympic Business Office to be led by the Manager of 2010 Operations and Programs.

Scope

The Olympic Business Office will be responsible for coordinating and negotiating the use of all City-owned facilities for Games-related purposes by VANOC and VANOC partners, and for overseeing the City's role in the Games-time operation of these facilities.

Key Deliverables and Actions

A.	CITY-OWNED NON-COMPETITION FACILITIES – Work with VANOC and other partners to negotiate the use of various City-owned facilities for before, and during the 2010 Olympic Winter Games.
B.	IMPACT MANAGEMENT – Work with VANOC to develop impact-mitigation measures for businesses and residents that neighbour non-competition facilities.
C.	NON-CITY-OWNED OLYMPIC VENUES – Work with VANOC to assist each facility owner to negotiate use of various facilities for use before, and during the 2010 Olympic Winter Games, as necessary.

Strategic Alliances

The Olympic Business Office will work closely with VANOC and the City departments that control various City facilities that will be used leading up to, during, and post-Games.

6.3.4 Official Visits and Protocol

Primary Responsibility

This function will be managed by the Olympic Business Office to be led by the Manager of Community Relations and Protocol.

Scope

The Olympic Business Office will be responsible for carrying out “VANOC Partner” responsibilities, while ensuring all official visits associated with the 2010 Olympic Winter Games are managed in a professional manner to reflect positively on the City’s image. The visits will reflect the unique nature of the City of Richmond.

Key Deliverables and Actions

A.	EVENT PLANNING AND AMBIANCE – Ensure events are well planned, welcoming, and reflect the unique nature of Richmond. This will include connecting with various internal City departments such as Parks, Recreation and Cultural Services, and others where required. Support will include language and cultural training and be within City resources.
B.	PROTOCOL PLANNING AND SUPPORT - Provide support to the Mayor’s Office, Councillors and senior staff for events leading up to, and including the 2010 Games. Components include: ceremonies, gifting, tours, liaison with diplomatic and consular corps, as well as appropriate staff training.
C.	RICHMOND GOOD HOST – Work with the Province of BC, Tourism Richmond, Richmond Spirit of BC Committee and other strategic organizations to identify and train staff and volunteers to be available for events leading up to and during the Games.
D.	CITY VISIT STRATEGY – Develop a strategy and protocol to manage requests for visits to the City from dignitaries and groups. Provide resources, such as meeting rooms, for visiting missions or cities to ensure they can meet with appropriate staff and dignitaries.

Strategic Alliances

The Olympic Business Office will work with:

- VANOC and its partners
- Provincial and Federal government staff
- Relevant external Richmond based businesses and agencies
- City departments

6.3.5 Paralympic Games

Primary Responsibility

This function will be managed by the Olympic Business Office to be led by the Manager of 2010 Operations and Programs.

Scope

The Olympic Business Office is responsible for the work that has to be done by the City relating exclusively to the 2010 Paralympic Games. Although Paralympic events are not held in Richmond, the City is responsible for supporting the Games wherever possible.

Key Deliverables and Actions

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| A. PARALYMPIC GAMES PLANNING AND INITIATIVES – Develop and implement a plan to leverage the City’s involvement in the 2010 Paralympic Winter Games, and showcasing Richmond’s achievements in the areas of accessibility and inclusivity. |
| B. EDUCATION AND AWARENESS – Educate the public about accessibility and inclusivity principles that are endorsed and promoted by the City. |

Strategic Alliances

The Olympic Business Office will work closely with VANOC, a number of interested stakeholder groups, and Olympic partners as appropriate.



6.3.6 Richmond Oval Development

Primary Responsibility

This function will be managed by Major Projects to be led by the Director of Major Projects.

Scope

Major Projects will be responsible for providing a City-owned site to VANOC to be used as the Long Track Speed Skating venue during the 2010 Olympic Winter Games, according to the terms of the venue agreement between the City of Richmond and VANOC.

Key Deliverables and Actions

- A.** RICHMOND OVAL – The Major Projects department will:
- complete the Richmond Oval project;
 - provide the facility to VANOC, per the relevant legal agreements;
 - allow VANOC to construct the related temporary facilities and Olympic overlay; and
 - manage the post-Games retrofit.

Strategic Alliances

The City will work closely and consult with:

- MHPM
- Cannon Design
- VANOC
- Public and stakeholder groups

6.3.7 Sport and Fitness

Primary Responsibility

This function will be managed by the Parks, Recreation and Cultural Services Department to be led by the General Manager of Parks, Recreation and Cultural Services.

Scope

This department is responsible for developing and implementing sport and fitness strategies and programs that complement the City's role as an Olympic Venue City. Sport and Wellness services will be accessible and coordinated. The City will work with partners (private, not for profit and public) to ensure that high quality services are available throughout the City of Richmond.

Key Deliverables and Actions

A. EMBRACE THE 2010 CHALLENGE – Implement a strategy to achieve Council's commitment to increase by 20 per cent the number of Richmond citizens being physically active by 2010. City wide actions include: <ul style="list-style-type: none"> • Getting Richmond Moving - Support the "Getting Richmond Moving" initiative, whose goals are: <ul style="list-style-type: none"> ○ to connect the community to active living and healthy life ○ remove barriers to an active lifestyle ○ engage community residents to become healthy role models. • Richmond's Active Communities Strategy - Develop and implement an Active Communities Strategy that will focus on delivering city-wide community wellness initiatives being planned and supported by the Province.
B. RICHMOND AS A CENTRE OF EXCELLENCE FOR SPORT AND WELLNESS - Parks, Recreation & Culture will create and implement strategies to make Richmond a model for developing: <ul style="list-style-type: none"> • athletes of all ages and abilities, including high performance sport; • support services for athletes; • the most active and healthiest community in Canada; and • an outstanding venue for hosting world class sport and wellness events.
C. SPORT SERVICE PLAN – Work with community partners to develop and implement a service plan entitled "Everyone Can Play" to increase sport participation opportunities for people of all ages and abilities in the community. City-wide actions already being developed include: <ul style="list-style-type: none"> • Outdoor Sports Field Strategy – A strategy to increase opportunities for citizens to participate in field sport activities within Richmond. • Indoor Sports Strategy –A strategy to increase opportunities for citizens to participate in indoor sport activities within Richmond.
D. ACTIVE LIVING AND WELLNESS SERVICE PLAN – Work with community partners to develop and implement a service plan to increase programs and services with a wellness focus, designed to help individuals and families adopt healthy and active lifestyles.
E. OVAL USE PROGRAM PLAN – Plan and implement a strategy for pre- and post 2010 Games community use, wellness activities and high performance sport use of the Richmond Olympic Oval.



Strategic Alliances

The Parks, Recreation and Cultural Services Department will work with many internal and external individuals, agencies and partners to achieve the deliverables and actions outlined. Some of these partners may include:

- local sports organizations
- Richmond Sports Council
- Community Associations

6.3.8 Social Sustainability and Accessibility

Primary Responsibility

This function will be managed by the Planning Division to be led by the Manager of Policy Planning.

Scope

The Planning Division will work with VANOC and other Olympic partners to ensure that the City's social sustainability and accessibility objectives associated with the 2010 Olympic Winter Games are met.

Key Deliverables and Actions

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| <p>A. SOCIAL SUSTAINABILITY INITIATIVES & EDUCATION – Develop a plan for City-led social sustainability initiatives, and ensure the principles of social sustainability are incorporated into all Games-related projects and initiatives in the City (e.g., ensuring some Games-related events are affordable for low-income residents). Also, the Division will effectively use the Games as a platform for educating the public about social sustainability.</p> |
| <p>B. ACCESSIBILITY – Ensure the principles of accessibility are incorporated into all Games-related projects and initiatives in the City (e.g., developing barrier-free activities for people with disabilities, and ensuring reasonable accessibility to Games-related events for people with disabilities). Also, effectively use the Games as a platform for educating the public about accessibility.</p> |

Strategic Alliances

The Planning Division will work with:

- other City departments
- VANOC's sustainability staff
- community stakeholder groups

6.4 City Services

6.4.1 Management and Regulatory Oversight

Primary Responsibility

This function will be managed by the Community Bylaws Division to be led by the Manager of Community Bylaws.

Scope

The Community Bylaws Division is responsible for: the creation and maintenance of many of the City’s bylaws; enforcement of property and building use standards; pay parking regulations; on-street safety and liability issues; and animal control and licensing. The Division is also responsible for developing concurrent bylaw enforcement strategies in the above areas, and for reviewing existing policies and regulations to coordinate with Richmond’s Olympic obligations.

Key Deliverables and Actions

<p>A. POLICY AND REGULATION REVIEW - Review all applicable municipal policies, procedures and regulations, in concert with other City divisions. Where necessary or preferred, the Division will recommend amendments to allow the City to meet its Olympic obligations and deal effectively with related Games or neighbourhood matters during preliminary special events and during the Olympic Games. These matters include: property and building appearance; property and building use; vending control; parking and vehicular congestion; animal control; and bylaw compliance.</p>
<p>B. BYLAW ENFORCEMENT – Develop and implement a Divisional operations and staffing plan to effectively enforce applicable Richmond bylaws during preliminary.</p>
<p>C. PARKING AND TRAFFIC FLOW - Develop and implement a dedicated enforcement program to ensure smooth, safe traffic flow in concert with the Transportation Division. The Division will also effectively manage parking resources in the precincts which centre on the Olympic venues and along the access routes to the venues, special events and during the Olympic Games.</p>
<p>D. SIGN BYLAW AMENDMENT AND ENFORCEMENT - In concert with the Engineering & Public Works Department and VANOC, the Division will determine the scope, location and content of Olympic signage applications for public and private property. The Division will also:</p> <ul style="list-style-type: none"> • work within City bylaws and enforcement strategies when dealing with signage; • consider signage appropriately addresses Olympic intellectual property; • consider ambush marketing issues are addressed appropriately; and • consider new or innovative signage and technology that is initiated by the Olympic Games.
<p>E. PROPERTY AND BUILDING USE - In concert with the Planning & Development Department, the Division will develop and implement new or amended bylaws and a dedicated enforcement program to ensure responsible and considerate use of all private property. The Division will also work to maintain a quality neighbourhood atmosphere during preliminary special events and during the Olympic Games. This may include multiple suites, private and public property maintenance, commercial operations, and temporary structures or venues.</p>
<p>F. CONTROL AND USE OF CITY STREETS AND SIDEWALKS - In concert with the Transportation Division, the Division will develop and implement new or amended bylaws and a dedicated enforcement program to ensure the responsible and considerate use of all City streets and sidewalks. This includes: street furniture; legal and illegal street vending; and private use of public rights-of-way during preliminary special events and during the Games.</p>

Strategic Alliances

The Community Bylaws Division will provide constructive and innovative input in working with:

- VANOC
- Other City departments
- RCMP Richmond Detachment
- Richmond Fire-Rescue
- City of Vancouver
- Resort Municipality of Whistler
- Other applicable regulatory bodies
- Provincial and Federal government agencies

6.4.2 Engineering Services

Primary Responsibility

This function will be managed by the Engineering and Public Works Department to be led by the Director of Engineering.

Scope

The Engineering and Public Works Department will be responsible for delivering plans for improvements and changes to public infrastructure related to the 2010 Olympic Games, managing the delivery of those improvements, and for the operations and maintenance of public infrastructure, leading up to, during and post-games.

Key Deliverables and Actions

A.	GRANT FUNDING – Develop a tracking system for grant opportunities that present themselves. This will enable Richmond to proactively pursue grant funding opportunities specific to the Olympic Winter Games to upgrade infrastructure for long term community benefit.
B.	RECYCLING PLAN – Develop a plan with recommendations for site-specific recycling needs for both events hosted by Richmond, as well as meeting the needs identified by VANOC.
C.	ROADWAY MAINTENANCE PLAN – Ensure that the required improvements to sidewalks, plazas, and roadways are in place as required to facilitate events in Richmond. In particular, staff will focus on areas and improvements that are permanent in nature to ensure a lasting positive impact on our community. This plan will include preventative measures to address inclement weather, and snow and ice removal.
D.	FACILITY IMPROVEMENTS AND GRAFFITI REMOVAL – Review public facilities and recommend and undertake enhancements to meet the required service levels for the various events taking place in Richmond. Through this initiative, Richmond will reinforce the City’s graffiti removal practices.
E.	SOLID WASTE MANAGEMENT – Develop a plan to ensure that solid waste management services are met for events held in Richmond.
F.	SERVICING FOR EVENTS – Participate in the planning of large scale events within Richmond to ensure that adequate water, sewer and drainage services are available. Servicing upgrades will be designed and construction will be managed by staff. This initiative will include a management plan for Richmond’s pump station network to ensure adequate redundant and back-up systems are in place.
G.	NEW INFRASTRUCTURE - Plan, design, and manage the construction of new infrastructure and improvements to existing infrastructure, where the improvements are deemed to support future events and benefit Richmond in the long-term. This includes planning and delivering new walkways, way finding signage, lighting and public art opportunities within the public realm.

Strategic Alliances

The Engineering and Public Works Department will work closely with VANOC and other City departments where appropriate.

6.4.3 Legal Services

Primary Responsibility

This function will be managed by the Law Division to be led by the General Manager of Law and Community Safety.

Scope

The Law Division is responsible for providing legal services and support for all aspects of the City's involvement in the 2010 Olympic Winter Games.

Key Deliverables and Actions

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| <p>A. LEGAL SERVICES & SUPPORT – Provide timely legal support to the Director of the Olympic Business Office and to all other City departments in their Games-related undertakings, including:</p> <ul style="list-style-type: none">• drafting and negotiating agreements with VANOC and with other parties;• developing risk mitigation; and• interpreting the City's legal commitments. |
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Strategic Alliances

As the Law Division represents the City of Richmond in all legal negotiations and discussions related to the 2010 Olympic Winter Games, this division will work with many different agencies and individuals as the need arises. Some of these include:

- VANOC
- IOC
- COC
- ISU
- Various government partners
- Various businesses and suppliers

6.4.4 Procurement Support

Primary Responsibility

This function will be managed by the Purchasing Division to be led by the Supervisor of Purchasing.

Scope

The Purchasing Division is responsible for:

- providing procurement services within the City;
- liaising and providing support to VANOC and the City’s other Olympic partners;
- creating opportunities wherever feasible for synergies; and
- supporting the City’s role in Olympic intellectual property protection.

Key Deliverables and Actions

A.	CITY PROCUREMENT SUPPORT & OVERSIGHT – Work with the Economic Development Division, Communications Division and Law Division to ensure that City procurement practices are consistent with the City’s intellectual property protection obligations.
B.	PROCUREMENT SUPPORT TO VANOC – Liaise with, and provide advice and support to VANOC’s procurement team, as appropriate.
C.	ASSET DISPOSAL PLANNING – Work with VANOC’s procurement staff to support their plans for disposal of assets post-Games, and wherever feasible, ensure the City can benefit from disposal plans.

Strategic Alliances

The Purchasing Division will work with VANOC and City departments as appropriate.

6.4.5 Records and Archives

Primary Responsibility

This function will be managed by the City Clerks Office to be led by the Director of the City Clerks Office.

Scope

The City Clerks Office is responsible for: developing and implementing policies, procedures and strategies for information handling; records management; and archiving related to the City’s role in the 2010 Olympic Winter Games.

Key Deliverables and Actions

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| <p>A. 2010 OLYMPIC WINTER GAMES ARCHIVES – Plan and organize an archive in coordination with VANOC and the other Olympic partners. The archive will be safely and effectively preserved, while providing appropriate access to the 2010 Olympic memories, and will be owned and controlled by the City of Richmond.</p> |
| <p>B. 2010 OLYMPIC WINTER GAMES INTERNAL RECORD MANAGEMENT –Ensure the City adequately records and stores any electronic and printed information related to the Richmond Oval project and Games.</p> |

Strategic Alliances

The City Clerks Office will work primarily with various City departments, VANOC and the other Olympic partners.

6.4.6 Technology Services

Primary Responsibility

This function will be managed by the Information Technology Division to be led by the Director of Information Technology.

Scope

The Information Technology Division is responsible for providing technology services and support for the City's activities and initiatives related to the 2010 Olympic Winter Games.

Key Deliverables and Actions

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| <p>A. TECHNOLOGY & TELECOMMUNICATIONS SUPPORT & COORDINATION – Provide ongoing support and advice on issues related to technology and/or telecommunications that arise during the City's planning of the 2010 Olympic Winter Games. In addition, the division will serve as a central "clearinghouse" to coordinate key technology issues across City departments.</p> |
| <p>B. INFORMATION TECHNOLOGY SECURITY – Develop and implement security plans for the City's information technology infrastructure to be used leading up to, and during, the Games.</p> |

Strategic Alliances

The Information Technology Division will work with other City departments and VANOC, as appropriate.

6.5 Transportation

Primary Responsibility

This function will involve various transportation authorities and be driven by VANOC as the primary lead agency on determining the Games requirements. It will be coordinated through the Transportation Division led by the Director of Transportation.

Scope

To meet the travel demand generated by the games, city’s normal operations and Olympic-related special events, the Transportation Division will coordinate the City’s multi-modal transportation services accordingly. This includes coordinating all ground and marine travel elements, such as motor vehicles, pedestrians, cycling, transit, water transport, parking, etc.

Key Deliverables and Actions

A.	<p>TRANSPORTATION MODAL PRIORITY – The Transportation Division will work with VANOC and other relevant agencies to develop and implement a Transportation Plan. The plan will ensure adequate and efficient transportation between the Richmond Olympic Oval and the Vancouver International Airport, Olympic Villages, the International Broadcast Centre, other Olympic-related venues, and origins of Oval event spectators. All transportation modes would be considered, including cars, coaches, trucks, taxis, bicycles, pedestrians and public transit.</p> <p>Priority will be given to pedestrians, transit users (direct rides and park-and-rides) and cyclists in order to:</p> <ul style="list-style-type: none"> • optimize the utilization of transportation infrastructure and services; • minimize traffic impacts on local residents and businesses; and • serve the traffic demand generated by the Games.
B.	<p>INTERNAL CITY COORDINATION – Work with other City divisions/departments including: RCMP; Fire & Rescue; Engineering; Policy Planning; Parks & Recreation; and the Olympic office, to develop an effective, comprehensive and multi-disciplinary Transportation Plan.</p>
C.	<p>EXTERNAL AGENCY COORDINATION –The City’s role in developing the Richmond Transportation Plan for the Richmond Olympic Oval will be clarified with VANOC. The City is expected to be part of a Lower Mainland transportation committee organized by VANOC, working closely with TransLink’s two closest transit centres (Vancouver and Richmond) to establish a transit operations strategy.</p>
D.	<p>CONTINGENCY-BASED DEMAND ASSESSMENT – Assess travel demand based on the information provided by VANOC, and of locally held Olympic-related special events. Contingency plans will be prepared in order to respond to unexpected events, such as extreme traffic congestion and major traffic incidents during the Games.</p>
E.	<p>COMMUNICATIONS – While VANOC will be responsible for the overall communication of transportation services available to/from the Richmond Olympic Oval, the Transportation Division will develop a communication plan of local traffic patterns during the Games (e.g., traffic detours and road closures). The latest traffic conditions will be posted on the City’s event website.</p>
F.	<p>SIGNAGE AND WAYFINDING – Develop standard signage and a way-finding system for all transportation modes, in coordination with VANOC and other agencies.</p>
G.	<p>LOCAL TRAFFIC IMPACT – Develop initiatives that minimize potential traffic and safety risks to local residents, business and commuters during events at the Richmond Olympic Oval. Any road detours and street closures will be announced and communicated in advance. Provisions will be made to ensure continued access for neighbourhood residents and businesses.</p>

Key Deliverables and Actions

H.	PEDESTRIANS - Identify walking as the highest priority transportation mode to the Richmond Olympic Oval during the Games. Provide direct, comfortable and safe pedestrian routes between the Richmond Olympic Oval and high pedestrian traffic generators, including Canada Line Stations, TransLink bus exchanges and major remote parking lots. Weather protected facilities such as covered walkways, will be considered for key pedestrian routes.
I.	CYCLISTS - Provide convenient and safe bicycle routes to the Richmond Olympic Oval including connections to/from the City's existing and future cycling network. Secure and user-friendly bicycle racks will be provided at the Richmond Olympic Oval, Canada Line Stations, remote parking lots and other sites as required.
J.	TRANSIT - Transit is expected to be the primary transportation mode during the Games. The Transportation Division will work with TransLink and CMBC to develop a Transit Plan to determine and deliver the transit requirements to support the events held at the Richmond Olympic Oval (including special event services, enhanced regular services and park-and-ride shuttle services).
K.	TAXIS AND COACHES – Coordinate with VANOC to arrange private or public coach and taxi services that will provide links between the Richmond Olympic Oval and major trip origins such as the Olympic Villages.
L.	MEDIA – Provide transportation services to the media, including services to the Richmond Olympic Oval, loading/unloading/parking area for broadcast trucks and equipment, and access to various media staging areas.
M.	PARKING – Identify parking demand during the Games and develop an associated Parking Plan for the provision and management of on- and off-street parking around the Richmond Olympic Oval. The Division will also develop special parking regulations on local streets for during the Games.
N.	WATER TRANSPORT – Explore opportunities to introduce water transport services to the Richmond Olympic Oval from Vancouver, UBC, the North Shore, and Delta. This will also include assessing the feasibility and accessibility of water transport facilities in the vicinity of the Richmond Olympic Oval.
O.	UNIVERSAL ACCESS – Develop a parking/unloading/loading plan to provide convenient access for vehicles transporting disabled persons.
P.	TRANSPORTATION OF EQUIPMENT – Arrange traffic routes and times to transport equipment used for the Games events, in coordination with VANOC.
Q.	TRAFFIC OPERATIONS CENTRE – Coordinate and manage all Games-related traffic operations in coordination with VANOC and other agencies.
R.	ADVANCE INFRASTRUCTURE OPPORTUNITIES – Assess various transport-related infrastructure plans already currently proposed in the City's Capital Plan and, if they're deemed to improve access to and from the Richmond Olympic Oval, the Division will pursue funding partnerships with VANOC and other agencies to advance such infrastructure improvements for the Games.
S.	SPECIAL STREET USE – Develop plans for special street use and strategies for related traffic control to accommodate special events.
T.	EMERGENCY ACCESS – Develop emergency access plans for the Richmond Olympic Oval. Plans will be developed with the RCMP, Fire & Rescue and other agencies. Designated staging areas for emergency vehicles will be provided.
U.	SECURITY AREA PLANNING – Work with VANOC to identify adequate vehicle and pedestrian staging plans in order to accommodate security-related activities.

Key Deliverables and Actions

V. IDENTIFY STAFFING REQUIREMENTS - In the initial planning phases, existing City transportation staff will carry out the planning work. As the Games date approaches, City staff will help to further refine and implement the transportation plan.

Strategic Alliances

The Transportation Division will work with:

- Other City divisions and departments
- VANOC
- Transport Canada
- British Columbia Ministry of Transportation (BC MoT)
- TransLink
- Canada Line
- Coast Mountain Bus Company (CMBC)
- Richmond and Vancouver transit centres
- HandyDart
- Vancouver Airport Authority (YVR)
- City of Vancouver
- Resort Municipality of Whistler
- Other agencies as appropriate

6.6 Internal Management

6.6.1 Corporate Oversight

Primary Responsibility

This function will be managed by the Olympic Business Office to be led by the Director of the Olympic Business Office.

Scope

The Olympic Business Office is responsible for providing high-level management of all the City’s Games-related undertakings.

Key Deliverables and Actions

A.	CORPORATE OVERSIGHT & PROGRESS TRACKING – Track the City’s progress in delivering on its obligations and capitalizing on the opportunities associated with the 2010 Olympic Winter Games. The Office will also report to City Council at appropriate intervals.
B.	FINANCIAL OVERSIGHT & CONTROLS – Provide central oversight and control of City spending and foregone revenues related to the Games, and report to Council for funding approvals.
C.	RISK MANAGEMENT OVERSIGHT – Provide central oversight of the risks to the City and the risk management strategies associated with the 2010 Olympic Winter Games. The ultimate objective will be to ensure the Games are successful and that the City protects its reputation and financial position.
D.	MAXIMIZE LEGACIES – Ensure the City develops appropriate strategies, priorities and alliances in order to maximize opportunities to create lasting physical and non-physical legacies for the residential and business citizens of Richmond.

Strategic Alliances

The Olympic Business Office will work closely with:

- City Departments
- VANOC
- City of Vancouver
- Resort Municipality of Whistler
- Other Olympic partners

6.6.2 Human Resources

Primary Responsibility

This function will be managed by the Human Resources Division to be led by the Director of Human Resources.

Scope

The Human Resources Division is responsible for all aspects of the City's labour planning and management leading up to, during, and after the 2010 Olympic Winter Games. This includes the Richmond Fire Department.

Key Deliverables and Actions

A.	LABOUR PLANNING – Ensure all labour contracts negotiated through to Games-time accommodate all Games-related needs.
B.	LABOUR ISSUE SUPPORT – Provide ongoing support and advice on any labour issues that arise in the course of planning for and hosting the 2010 Olympic Winter Games.
C.	GOVERNANCE – Provide advice and support in determining the governance model for the Richmond Oval facility, pre-Games and post-Games.

Strategic Alliances

While the focus of the work of the Human Resources Division is internal, there will be significant cooperation and coordination between the City and:

- VANOC
- Other government partners
- The City's bargaining units
- Potentially some of VANOC's sponsors and corporate partners

6.6.3 Olympic Operations

Primary Responsibility

This function will be managed by the Olympic Business Office to be led by the Director of the Olympic Business Office.

Scope

The Olympic Business Office is the central planning, coordinating and managing body for all Games-related projects and initiatives undertaken by the City of Richmond – alone or in conjunction with its partners.

Key Deliverables and Actions

A.	2010 OLYMPIC WINTER GAMES PLANNING PROCESS – Develop and implement a planning process that provides an operational framework for the City leading up to the Games. This plan will ensure City Council and staff deliver on their obligations and capitalize on the opportunities associated with the 2010 Olympic Winter Games. The function will include designing and implementing appropriate management and governance structures, operational and financial plans, and a mechanism for tracking progress to 2010.
B.	PARTNER RELATIONS – The Olympic Business Office will act as the primary staff liaison between the City of Richmond and VANOC, the Olympic partners, the Four First Nations, the venue cities, Olympic sponsors and other partners.
C.	NEGOTIATION OF SERVICE CONTRACTS WITH VANOC – Work with VANOC to establish services and service levels required from the City of Richmond, over and above normal service levels before, during and after Games-time. The Olympic Business Office will also negotiate agreements to ensure the City is appropriately compensated for services provided.
D.	RISK MANAGEMENT PLAN – Develop a risk management plan. It will include strategies for controlling the City’s risks associated with hosting the Long Track Speed Skating Event during the 2010 Olympic Winter Games.
E.	TRACK LEGAL OBLIGATIONS – Work with all function areas to ensure all of the City’s legal obligations related to the 2010 Olympic Winter Games are met.
F.	MAXIMIZE FINANCIAL & VALUE-IN-KIND BENEFITS – Identify sponsorship and/or partner funding opportunities to ensure that, wherever possible, the City receives funding from VANOC, from other levels of government and from other organizations for Games-related initiatives, projects and services.
G.	MUNICIPAL BUSINESS PLANNING & SCHEDULING – Ensure that within the City of Richmond, the activities, projects and resources are scheduled appropriately over the next four years. In this process, the Office will attempt to strike a balance between achieving normal service levels for our customers, and completing all Olympic-related work according to the prescribed schedules. Also, the Office will ensure that no other major planned events conflict with the Olympic Winter Games or related events before, or after, the Games.
H.	CITY OPERATIONS CENTRE – Develop a plan for locating, staffing and running the City Operations Centre. The Centre will act as the headquarters for all City engineering and municipal services during Games-time, coordinating closely with VANOC’s Management Operations Centre, the Police Command Centre and the City’s Emergency Operations Centre.
I.	RELATIONSHIPS WITH OTHER OLYMPIC HOST AND VENUE CITIES –Design and implement a plan to take advantage of opportunities associated with the Olympic Games in Torino in 2006, Beijing in 2008 and London in 2012, and beyond. The Olympic Business Office will support and share the City of Richmond’s experiences with future Host and Venue Cities.

Key Deliverables and Actions

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| J. GAMES CAPITAL RESERVE ALLOCATION – Create and implement a mechanism for determining the allocation of capital funds reserved for Games-related capital works, sport, culture and public realm improvements. The Office will also develop a mechanism for reporting this to Council. |
| K. GAMES-RELATED SUSTAINABILITY INITIATIVES & EDUCATION – Ensure the principles of economic, social and environmental sustainability are incorporated into all Games-related projects and initiatives throughout the City. Some examples include: <ul style="list-style-type: none">• Incorporate the City’s LEED standard objectives into construction of the Richmond Oval• Ensure accessibility for people with disabilities• Develop environmentally-sound Games-time municipal service plans• Effectively use the Games as a platform for educating the public about social, environmental and economic sustainability. |

Strategic Alliances

The Olympic Business Office will work closely with colleagues from a wide range of external organizations, including:

- VANOC
- Provincial Secretariat
- Federal Secretariat
- City of Vancouver
- Resort Municipality of Whistler and other venue cities
- Four First Nations
- Canadian Olympic Committee
- VANOC sponsors
- Various community stakeholder groups

6.6.4 Staff Engagement

Primary Responsibility

This function will be managed by the Human Resources Division to be led by the Director of Human Resources.

Scope

Coordinating closely with the Communications Division, the Human Resources Division is responsible for ensuring that City employees are:

- kept up to date on issues and news relating to the 2010 Olympic Winter Games;
- provided opportunities to contribute to 2010 Olympic Winter Games-related projects either in the course of their normal jobs or through volunteer positions; and
- generally engaged in, and excited about the approaching 2010 Olympic Winter Games.

Key Deliverables and Actions

<p>A. STAFF ENGAGEMENT & TRAINING STRATEGY – Working closely with the Communications Division and the Olympic Business Office, Human Resources will develop and implement a City staff engagement and training strategy for the 2010 Olympic Winter Games. This strategy should address: the education of City employees about the Olympic movements; the City’s role in the 2010 Olympic Winter Games; and ensure that staff members are knowledgeable and excited about the Games.</p>
<p>B. SUPPORT DEVELOPMENT OF AN OLYMPIC CULTURE – Create a corporate culture within the City that maximizes opportunities for staff to become involved in the Games as a part of their regular job responsibilities.</p>
<p>C. VOLUNTEER OPPORTUNITIES FOR CITY STAFF – Facilitate Games-related volunteer opportunities for City staff.</p>

Strategic Alliances

The focus of the work of the Human Resources Division is internal, and therefore they will be working closely with other City departments as appropriate.

6.7 Communications, Media Relations and Brand Protection

Primary Responsibility

This function will be managed by the Corporate Communications Office to be led by the Senior Manager of Corporate Communications.

Scope

The Corporate Communications Office is responsible for planning and implementing all internal and external communications related to the City’s role in the 2010 Olympic Winter Games. The function will also provide support to other functional areas that need communications or media assistance.

Key Deliverables and Actions

<p>A. EXTERNAL COMMUNICATIONS STRATEGY – Develop and implement an external Communications Strategy. It will include all aspects of the City’s communication with the public and specific stakeholders and will include a number of significant communication sub-plans. This will include, but not be limited to, a Media Relations Plan and Community Engagement Plan.</p>
<p>The overall objectives of the plan will be to:</p>
<ul style="list-style-type: none"> • Generate broad public awareness and excitement about the Games among Richmond’s individual citizens, stakeholder groups and businesses
<ul style="list-style-type: none"> • Increase local citizens’ awareness of the City’s vision and objectives for its participation as a Venue City
<ul style="list-style-type: none"> • Ensure that the City of Richmond is recognized for its significant contribution to the success of the Games and the legacies it has built for its citizens
<ul style="list-style-type: none"> • Ensure the long-term viability of the Richmond Oval by positioning it as a world class venue that will be the heart of an urban waterfront community and international destination of choice
<ul style="list-style-type: none"> • Increase Richmond’s international profile as a liveable city that is recognized for its innovation, sustainability and diversity
<ul style="list-style-type: none"> • Leverage the City’s Olympic participation in support of economic and tourism development
<ul style="list-style-type: none"> • Increase the awareness and involvement of the Richmond community in various sport, health, fitness, arts, and volunteer opportunities that are being created in association with the Games
<ul style="list-style-type: none"> • Ensure residents and businesses are aware of potential Games impacts on everyday activity and provide information on how they can carry on their regular work and activities during the Games.
<p>Key components of the External Communications Strategy will be to:</p>
<p>Enhance community engagement by:</p>
<ul style="list-style-type: none"> • Keeping key community and stakeholder groups continually informed about information related to the City’s participation as a Venue City and the Richmond Oval project
<ul style="list-style-type: none"> • Providing opportunity for public consultation
<ul style="list-style-type: none"> • Building on existing community support for the City’s Olympic participation
<ul style="list-style-type: none"> • Serving to encourage individuals, groups, and businesses to take an active role in celebrating the City’s involvement in the games and in creating ongoing community legacies

Key Deliverables and Actions

<ul style="list-style-type: none"> • Including extensive ongoing communication to the public, both in person and through all media available, with particular emphasis on delivering communication through: <ul style="list-style-type: none"> ○ the City’s website; ○ a proposed public information centre; and ○ direct contact at open houses, stakeholder presentations and other events.
<p>Media Relations Plan: The Corporate Communications Office will develop strategies for maximizing Richmond’s positive international exposure through the tens of thousands of accredited and non-accredited media who will visit the region before and during the Games. This will include:</p>
<ul style="list-style-type: none"> • Developing extensive media materials
<ul style="list-style-type: none"> • Organizing regular media events
<ul style="list-style-type: none"> • Developing media hosting programs and protocols
<ul style="list-style-type: none"> • Conducting media relations during test events
<ul style="list-style-type: none"> • Establishing Games-time media centres and services for accredited and non-accredited media.
<p>Tourism Plan: Support development of a plan that meets the information needs of the thousands of visitors who may visit or consider visiting Richmond. This will include:</p>
<ul style="list-style-type: none"> • Supporting a comprehensive visitor’s information program
<ul style="list-style-type: none"> • Development of super host programs to ensure visitors have a good experience in Richmond
<ul style="list-style-type: none"> • Providing support to a strategy designed to market Richmond as a destination training and competition centre for athletes, teams and competitions before and after 2010.
<p>B. INTERNAL COMMUNICATIONS STRATEGY - The City’s Games involvement will impact on most aspects of City operations. The Internal Communications Strategy will keep Staff apprised of all Games-related impacts, as well as supporting Staff Engagement by communicating opportunities for staff to participate in related initiatives. In addition, an informed staff will act as ambassadors for the City in communicating corporate vision and objectives to their friends, families, neighbours and other stakeholders.</p>
<p>C. BRANDING STRATEGY – Corporate Communications will coordinate the City’s marketing efforts by creating new brand positioning and imagery in all mediums. The brand will seamlessly combine the City’s existing brand elements, the Richmond Oval brand and the Olympic marks. This will include development of new collateral materials, an extensive Richmond Olympic/Oval pin program and other gifting and clothing items.</p>
<p>D. COMMUNICATIONS SUPPORT – Corporate Communications will provide direct and indirect communications support and advice for other functional areas in order to achieve their objectives. This will include: Event Management; Look of the City and Look of the Games; Official Visits and Protocol; Sponsorship; Transportation; Records and Archives; and others.</p>

Strategic Alliances

In order to implement communication initiatives and achieve communications objectives, the Corporate Communications Office will work closely with:

- External resources within the community
- The City's various Olympic sponsors
- VANOC
- Other Venue Cities
- Funding partners
- Lead community agencies such as Tourism Richmond

6.8 Economic Development

6.8.1 Economic Development Opportunities

Primary Responsibility

This function will be managed by the Economic Development Division to be led by the Manager of Economic Development.

Scope

The Economic Development Division will establish an Olympic Business Program that will leverage the 2010 Winter Games to promote the City of Richmond as a global environment for business and prosperity. The program will seek to maximize the economic opportunities associated with hosting an Olympic event.

Key Deliverables and Actions

A.	TRADE AND INVESTMENT – Promote the City of Richmond as a dynamic, growing urban centre, and vital Gateway to trade and investment in British Columbia and Canada.
B.	OLYMPIC VENUE – Promote Richmond as a premier Olympic venue, showcasing the Gateway Area and the City as a dynamic and unique destination with superior quality of life.
C.	PAVILION – Provide a pavilion-style venue for special events, acting as a platform from which City officials, dignitaries and partners can gather and participate in special events related to the Games and City objectives.
D.	CITY'S PROFILE – The Economic Development Division will seek to increase the City's profile through association with the Games.
E.	URBAN DESTINATION – Position Richmond as an urban destination for business and investment, profiling key sectors like technology (aerospace, wireless, biotech, robotics), agrifood and transportation logistics.
F.	SHOWCASE BUSINESS AND PRODUCTS – Provide opportunities for partners in the private sector to use the Games to showcase their businesses and products. This will lead to expanded investment and increases in job development, innovation and technological advances.
G.	ECONOMIC DEVELOPMENT PROGRAMS – The Economic Development Division's efforts to capture business and economic development opportunities around the Olympics are already underway. Many activities are taking place on an ongoing basis with local, regional, provincial and national organizations in planning for the Games. In order for the City to effectively capture and maximize future economic opportunities, these efforts will require a much more concerted and structured focus as 2010 approaches. Follow-up post-Games will be equally important.

Key Deliverables and Actions

- H.** The Process for the Economic Development Division will involve:
- Pre-Games Preparation
 - development of full program framework and budgets
 - identification and involvement of partners
 - implementation of pre-games activities and planning.
 - Game-Time Activities
 - installation, launch (by City Officials and Partners) of Richmond Pavilion
 - operation and management of Pavilion and programs
 - launch of special features, messaging, projects and initiatives.
 - Post-Games Follow up
 - wrap-up and debrief of Games-time activities and programs
 - proactive follow up with partners, connections and opportunities on business and trade
 - measurement of benefits and activities (immediate and ongoing Post-Games as part of the City's Economic Benchmarking Program).

Strategic Alliances

The Economic Development Division will work with:

- VANOC
- Major corporations and businesses in Richmond
- Business and economic NGO's
- Richmond Chamber of Commerce
- Tourism Richmond
- First Nations
- Ministry of Economic Development
- Games Secretariat
- 2010 Commerce Centre
- Industry Canada and Department of Foreign Affairs
- Economic Development Association of British Columbia
- Linx BC Investment
- Other technology and investment promotion/attribution organizations

6.8.2 Sponsorship

Primary Responsibility

This function will be managed by the Olympic Business Office to be led by the Manager of Sponsorships and Partnerships.

Scope

The Olympic Business Office is responsible for establishing a vision for sponsorship and developing strategies to identify, profile, and create sponsorship opportunities for potential business, organizations and agencies regarding business related to the 2010 Olympic Winter Games in Richmond.

Key Deliverables and Actions

A.	ESTABLISH A VISION FOR SPONSORSHIP – Develop a clear vision for sponsorship in relation to business relating to the 2010 Olympic Winter Games and include: <ul style="list-style-type: none"> • timelines and reporting structures; • scope and role of relationships with external and Olympic organizations including sponsorship and licensing; and • scope of valuations and assessments for current products, properties, and opportunities.
B.	PROFILE SPONSORS AND PARTNERS – Identify and profile all potential sponsors and partners.
C.	COMMUNICATIONS AND TARGET PROGRAMS – Develop communication and target programs for partner levels, scope of partnership and potential activation programs.
D.	PRESENTATIONS TO SPONSORS AND PARTNERS – Develop a format with relevant materials for special presentations to potential sponsors and partners and maintain high quality information and presentation materials.
E.	KEY TARGET SPONSORS AND PARTNERS – Proactively pursue key target sponsors and partners related to the Oval facility pre and post-Games.
F.	ENGAGE RESOURCES – Examine opportunities to engage resources (existing or contractual) to support the development of sponsorship programs.
G.	NEGOTIATE SPONSORSHIP ARRANGEMENTS – Lead, follow-up and coordinate efforts in discussions and negotiations with partners and sponsors.
H.	MAINTAIN RELATIONSHIPS – Develop and maintain relationships with sponsors and partners, following up on the City’s obligations within the agreement and sponsor fulfillment.
I.	CITY-LEVEL SPONSORSHIPS AND PARTNERSHIPS – Explore options for additional City-level sponsorships and partnerships as and where appropriate.

Strategic Alliances

The Olympic Business Office will work with:

- Corporate Communications Office
- VANOC
- Olympic partners
- Other City departments as appropriate

6.8.3 Tourism

Primary Responsibility

This function will be managed by the Olympic Business Office to be led by the Manager of Sponsorships and Partnerships.

Scope

The Olympic Business Office will be responsible for contributing to the Olympic Experience through increasing opportunities for Tourism within the City. The focus will be to capitalize on opportunities created through Richmond being a Venue City for the 2010 Olympic Winter Games.

Key Deliverables and Actions

A.	IDENTIFY TOURISM PARTNERS – Identify strategic partners to increase Tourism and develop a network to capitalize on 2010 opportunities.
B.	INFORMATION CENTRES – Open strategic locations within Richmond to assist visitors and give general information about Richmond and the Games.
C.	OLYMPIC BRANDING – Use permanent structures within the Public Domain to create history and tourism for future years.
D.	TOURISM OPPORTUNITIES – Market to strategic countries, businesses and funding sponsors through the coordination of Richmond resources.
E.	VISITOR EXPERIENCE – Ensure visitors to Richmond feel welcome and have a memorable experience through a variety of community strategies.
F.	CITY FACILITIES – Implement ongoing activity during 2010 to welcome visitors and create engagement opportunities for the local community.
G.	ACCOMMODATION NETWORK ESTABLISHED – Establish an accommodation network of community organizations and businesses to meet the demand of visitors and sponsors.
H.	SPEED SKATING COUNTRIES – Seek to establish bases in Richmond for Speed Skating Canada and other speed skating countries.
I.	TOURISM BC AND TOURISM CANADA – Work with Tourism organizations to establish a high-profile presence in Richmond.
J.	TOURIST FRIENDLY CITY – Pay special attention to the detail and logistics of the City's involvement, ensuring the establishment of a tourist friendly city.
K.	INTERNATIONAL CITY – Work with the Canadian/ American and Asia/ Pacific tour operators that serve Asia Pacific countries to ensure they are aware of, and promote Richmond as an international City with a particular draw for tourists from those countries.
L.	RICHMOND BUSINESSES – Participate in programs available to enhance the vibrancy and look of the city. Examples include: banner program; window display program; and street vendor program.
M.	RICHMOND'S GATEWAYS – Ensure the gateways to Richmond are attractive, inviting and sponsored by local business partners.
N.	TOURISM STRATEGY – Develop a tourism strategy that identifies tourism opportunities for 2010 and beyond.



Strategic Alliances

In order to achieve its deliverables, the Olympic Business Office will work with:

- VANOC
- Tourism Richmond
- Tourism BC
- Provincial and Federal government staff
- Relevant external Richmond-based businesses and agencies including Chamber of Commerce and others

7. Next Steps

7.1 Operational Delivery Plans

The next steps ahead involve the following undertakings:

7.1.1 Departmental Programs

The development of detailed operational plans from the key functional areas around the key deliverables and actions already identified. In some instances, the work of two or more functional areas may be combined into one operational delivery plan. Each plan will include the following key elements:

- scope of work
- delivery strategy
- key deliverables with specified tasks
- key deliverable and task timeline
- assessment of impacts on current operations
- risk management plan
- coordination with VANOC, other partners or agencies
- resource plan, including identification of third-party funding sources
- community engagement and consultation plan
- progress and performance measures

7.1.2 Integrated Task Teams

Further cooperation between the City of Richmond, VANOC and other Olympic partners in continuing to coordinate the planning of the Games.

The Olympic Business Office has been working with our Olympic Partners (VANOC, City of Vancouver, Resort Municipality of Whistler) in ensuring optimum coordination and synchronized service delivery timelines between Partners and for ensuring the appropriate agreements (Service Agreement and/or Memorandum of Understanding) between VANOC and the respective municipalities are negotiated. The outcome of this partnership is the delivery of the “Best Games Ever” with consistent and seamless service delivery from Richmond to Vancouver to Whistler.

In order to ensure an integrated delivery service, Integrated Task Teams (ITT’s) have been formed. ITT’s are working groups, advisory committees or steering teams which are formed at the operational level between VANOC and the Government Partners to develop, implement and/or deliver various projects, initiatives and services related to the Games. The ITT’s will consist of experts from each of the Partners and will focus on integrating operational delivery plans from each organization.

ITT services that may require a formal Service Agreement or Memorandum of Understanding include:

1. Cleaning and Waste Management
2. Fire and Rescue Services
3. Look of the Games
4. Police Services
5. Snow Management

6. Spectator Experience
7. Torch Relay
8. Transportation
9. Utility Services
10. Wayfinding Signage
11. Workforce

ITT services that may not require a formal Service Agreement or Memorandum of Understanding but may require integrated planning include:

1. Commercial Rights
2. Communications
3. Community Relations
4. Cultural Olympiad and Olympic Arts Festival
5. Emergency Planning
6. Legal Services
7. Live Sites
8. Paralympic Winter Games
9. Permitting
10. Protocol Coordination
11. Records and Archives
12. Risk Management
13. Sponsorship
14. Sustainability
15. Technical Infrastructure
16. Tourism
17. Uniforms
18. Volunteers

7.1.3 Legacy Olympic Programs

Development of detailed strategies and operational plans for each of the Legacy Olympic Programs:

1. 2010 Arts and Culture Plan
2. Look of the Games, Look of the City – Gateways and Wayfinding to the Oval
3. Olympic Branding Strategy
4. Home Stay Program
5. Hosting Sites Program
6. Main Street Shopping Program
7. 2010 Information and Volunteer Centre

8. Olympic Youth Awareness Program
9. Look of the Games, Look of the City – Olympic Street Banner Program

7.1.4 Richmond “O Zone”

The next steps for this project move Richmond toward becoming “The Premier Events Destination in Canada”. The City will leverage opportunities surrounding the 2010 Games for Richmond as a fully participating Venue City of the 2010 Games.

To ensure a clear direction, it is essential for staff to continue to learn from and consult others to ensure the greatest legacy for the community and that the risk for the City of Richmond is minimized. The next steps required are as follows:

1. Develop a Conceptual Plan and cost estimates for the Richmond O Zone.
2. Request funding from the Provincial and Federal Governments to support the O Zone in 2010.
3. Consult with local landowners and solicit feedback.
4. Develop an advisory team of both internal and external resources to provide staff with ideas and concepts to support the planning of the O Zone. Follow up is required with key stakeholders and the community to clarify the direction and ensure community support.
5. Secure Nation Houses and sponsor venues.
6. Develop a marketing strategy, implementation plan and promotional materials to support the project.
7. Design and integrate festival infrastructure into the existing plans.

7.2 Community Engagement

As next steps are pursued, the City will continue to ensure the community has input into Games-related decisions. Citizens and businesses will be provided ample opportunity to participate in the Games experience through open houses, community forums and presentations at the Strategic Operational Plan level. Council and staff will work proactively to engage community groups, advisory committees and the public, via communication vehicles such as the City’s website and printed materials.

As the Strategic Operation Plan is updated, it will include a summary of the comments and suggestions received by the community, VANOC and stakeholders, as well as specific actions taken in response to community input.

7.3 Strategic Operational Plan Progress Reporting and Updates

The Olympic Business Office will provide Council with regular bi-annual updates on the progress of the City and its partners. The report will also summarize how the City is meeting the strategic objectives set out in this plan and how it is delivering on its Olympic commitments.

Although the Strategic Operational Plan is a dynamic document that will change over time, it will be updated regularly. As the Games approach, Operational Delivery Plans will become the most important reference documents.

The Strategic Operational Plan will, however, continue to provide a useful high-level overview of the City’s Games related obligations, commitments and undertakings, providing a framework within which the entire City’s Games-related work is carried out.



Appendix A - Glossary of Terms

2010 Legacies Now – A not-for-profit society that has been established in order to assist British Columbia communities in creating social and economic legacies associated with the 2010 Olympic Winter Games. The four main areas of Legacies Now are: sport and recreation, arts, literacy, and volunteerism.

City of Richmond – The Corporation of the City of Richmond, also referred to in this document as “the City”.

COC – Canadian Olympic Committee.

Cultural Olympiad – A collection of artistic and cultural activities leading up to the 2010 Olympic Winter Games, beginning in Vancouver and Whistler and in 2007, extending across the country.

FAC – VANOC Fire Advisory Committee, formed by VANOC to assist in fire and rescue service planning for the Games.

Host City – Designated municipality to host the 2010 Olympic and Paralympic Winter Games, City of Vancouver and the Resort Municipality of Whistler.

IOC – International Olympic Committee.

ISU – International Skating Union

Look of the City – The “look” developed and owned by the City of Richmond to dress up and decorate the public realm, building on VANOC’s Look of the Games.

Look of the Games – The “look” developed and owned by VANOC to dress up and decorate the inside and outside of the Oval and Olympic Domain.

Olympic Domain – The area inside VANOC’s overlay which includes the Oval and surrounding areas.

Partners or Olympic Partners – Includes VANOC, City of Vancouver, Resort Municipality of Whistler, Four Host First Nations, IOC, COC, British Columbia 2010 Olympic and Paralympic Games Secretariat, Federal 2010 Winter Games Secretariat, Vancouver 2010 Board, Government of Canada, ISU, and Speed Skating Canada.

Service Agreements – Various agreements to be entered into between the City of Richmond and VANOC pursuant to which the City of Richmond agrees at VANOC’s expense to provide certain municipal services before or during the Games within the Olympic Domain or Urban Domain at levels beyond that normally provided by the City of Richmond.

VANOC – Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games.

Venue City – Designated municipalities with Olympic or Paralympic venues other than the Host City, City of Richmond and the District of West Vancouver.

Urban Domain – All areas within the City outside of the Olympic Domain.

Appendix B – Richmond Oval Conceptual Illustrations



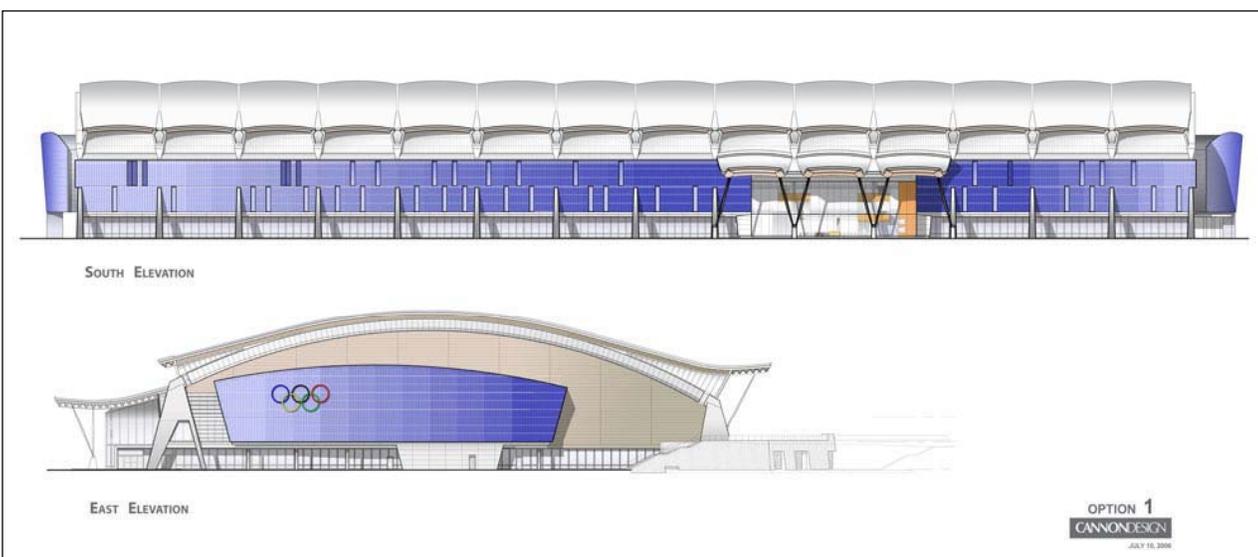
North Side of Oval with Waterfront Plaza



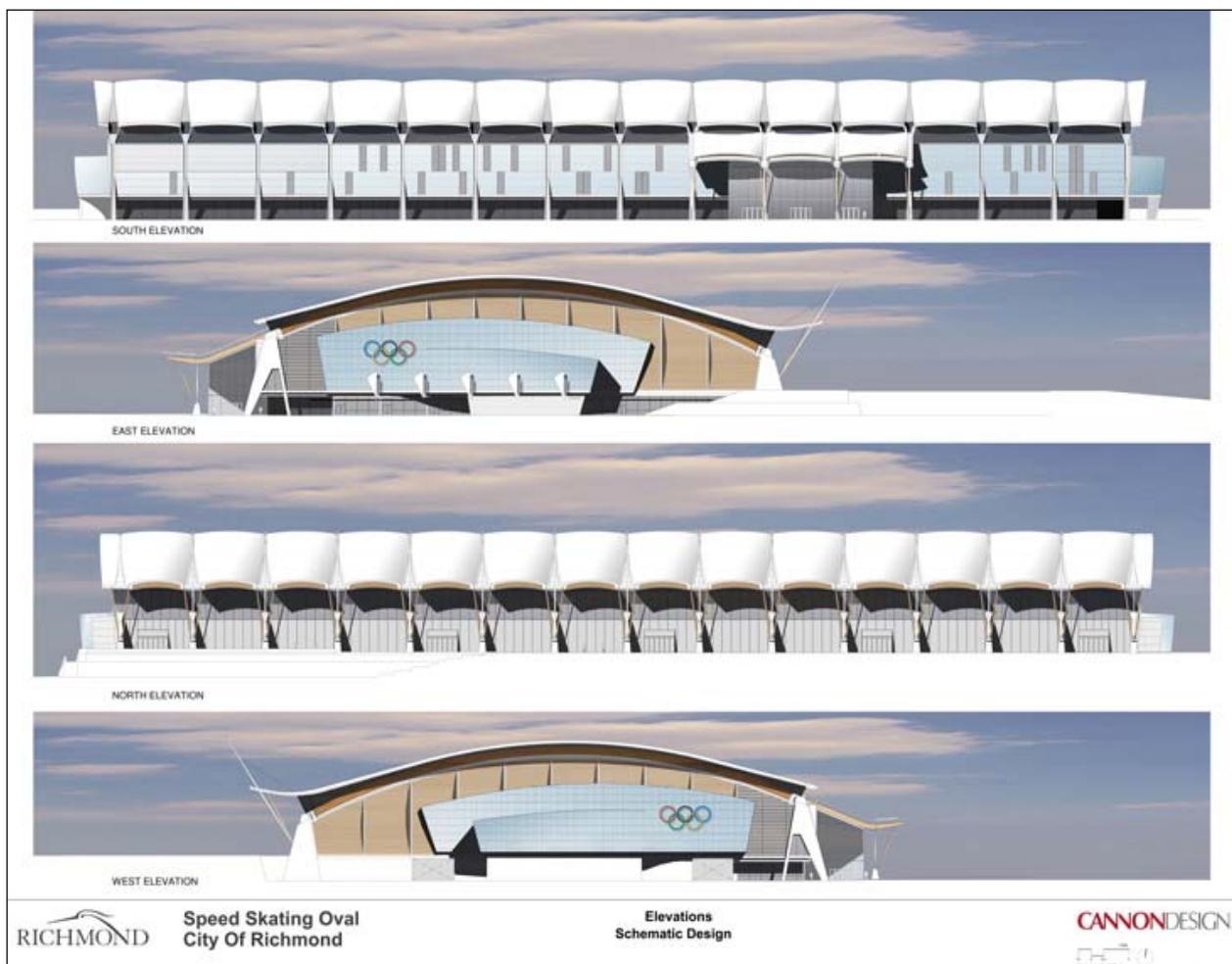
South Side of Oval



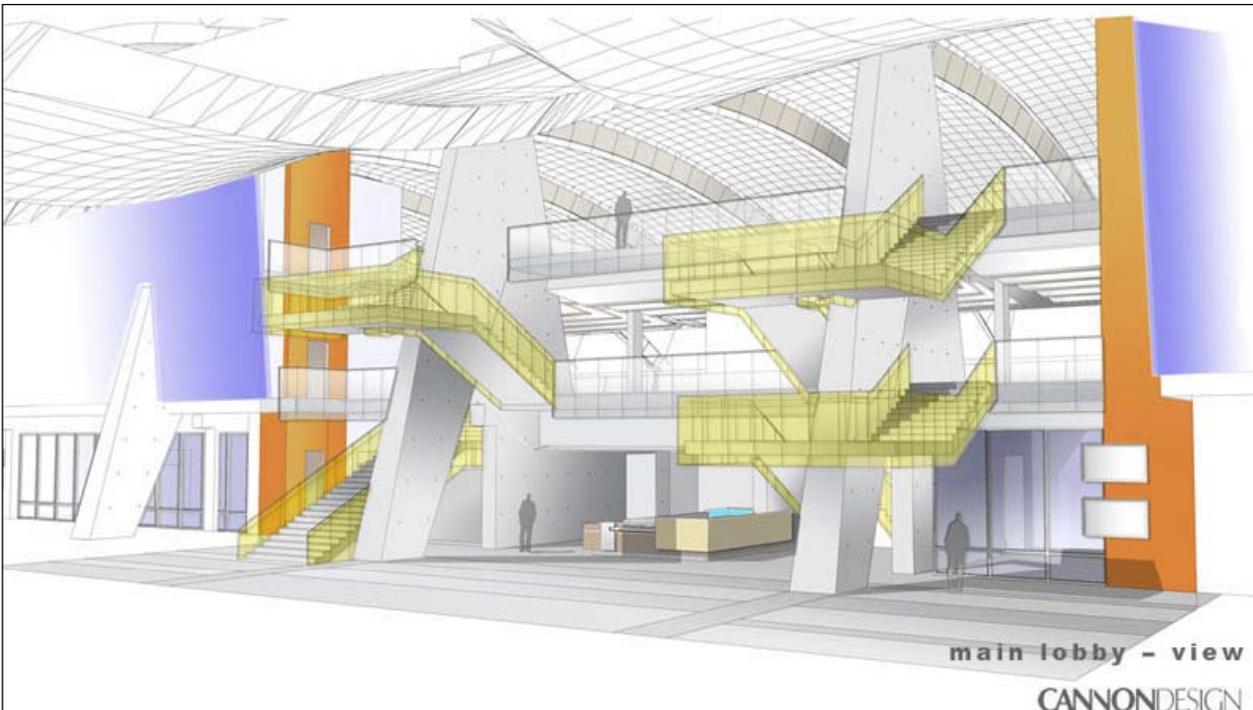
South Side of Oval – Main Entrance/Lobby



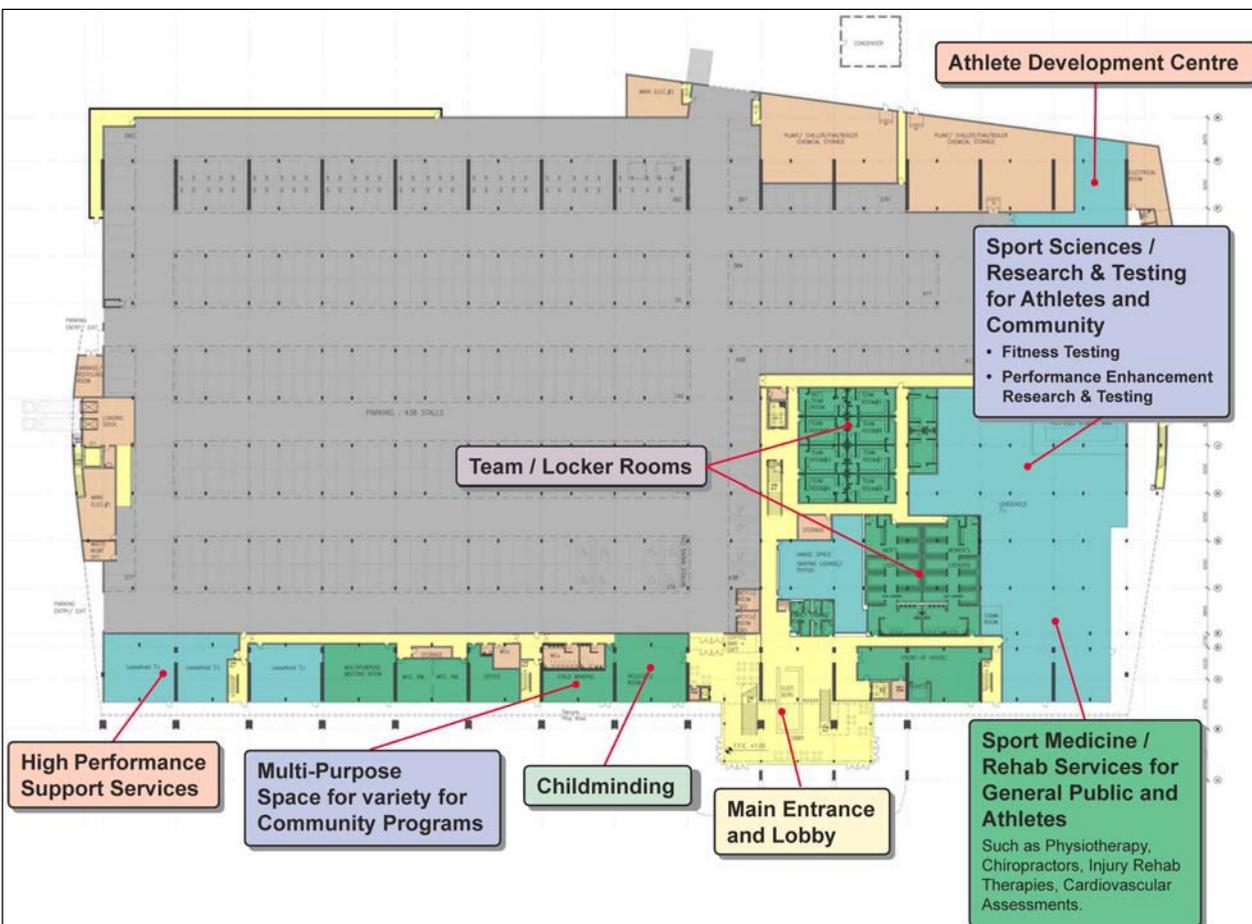
Polycarbon Exterior Option



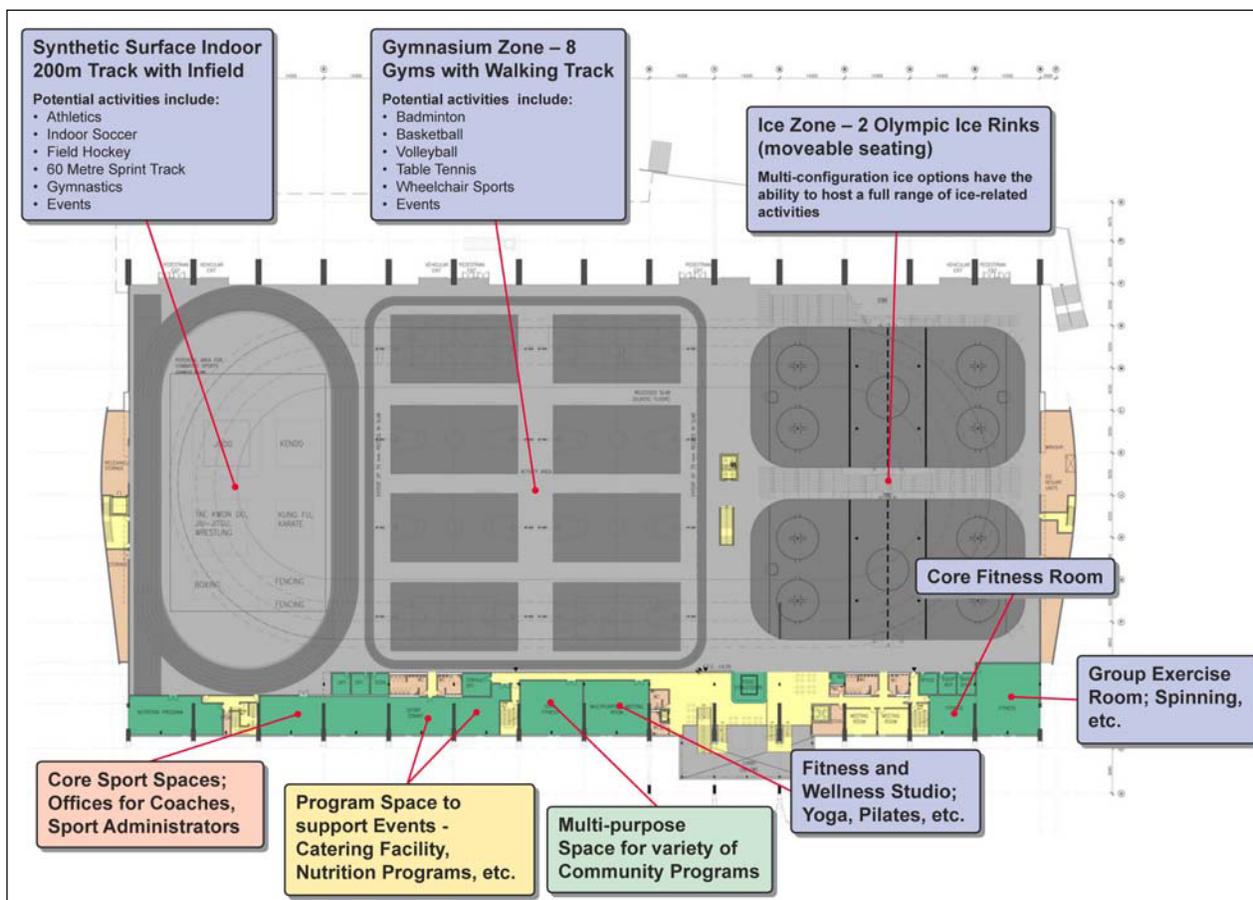
Oval Elevations



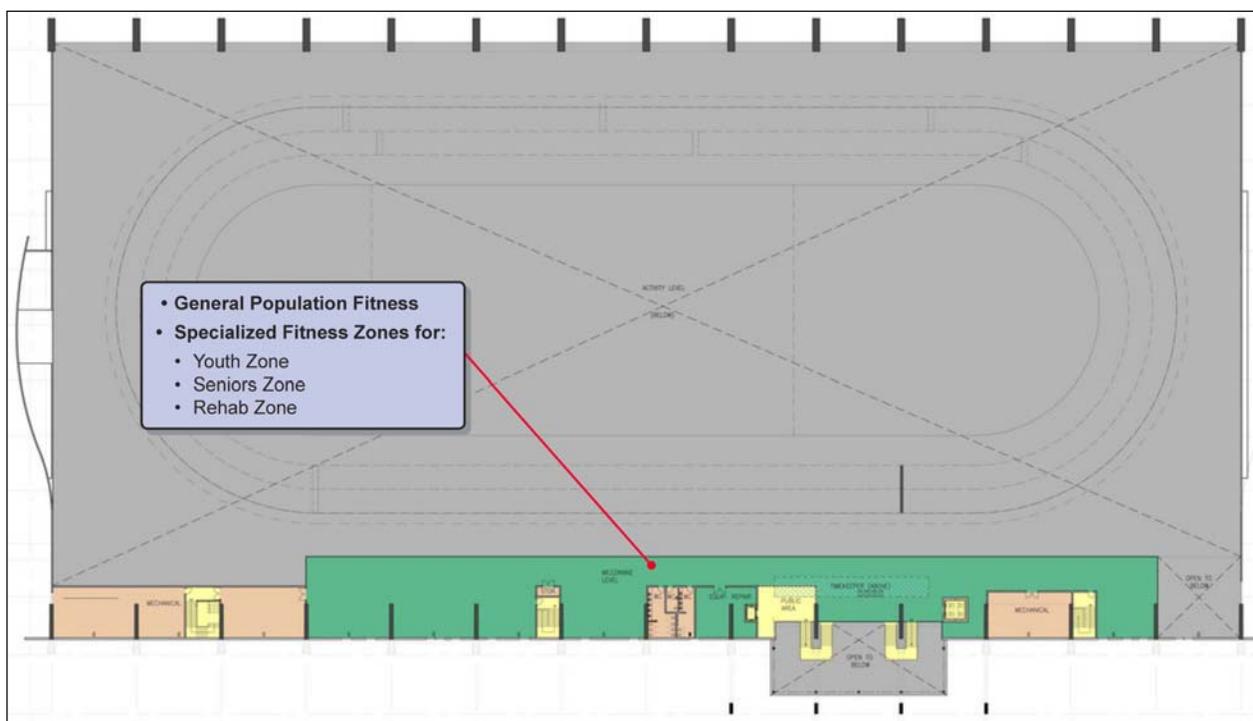
Oval Main Lobby View



Richmond Oval – Street Level, Post-Games



Richmond Oval – Activity Level, Post-Games



Richmond Oval – Mezzanine Level, Post-Games



**CITY OF RICHMOND
2010 OLYMPIC AND PARALYMPIC WINTER GAMES
OPERATIONAL DELIVERY PLAN**

This template is to be completed by the functional area lead or designate using the Functional Area Strategies and Operational Delivery Plan categories as defined in the City of Richmond 2010 Olympic and Paralympic Winter Games Strategic Operational Plan (see Attachment 1 for the Functional Areas and the Strategic Operational Plan for a list of deliverables for each Function).

1. Delivery Plan Information

Functional Area	
Lead Agency	
Operational Delivery Plan Number	
Delivery Plan Version Number	
Date Delivery Plan Last Updated	
General Manager Sign Off	
TAG Sign Off	
Primary Responsibility for Delivery Plan:	
Name	
Position	
Division/Department	
Phone Number	
MOST ITT NAME (if applicable)	
MOST ITT Contact Information (if applicable)	

2. Delivery Plan – Scope of Work

Provide a succinct description of desired outcomes of the plan. Be as specific and concrete as possible to describe what work is to be done.

3. Delivery Strategy

Provide a description of how the Key Deliverables will be managed/coordinated, including:

- *Who is responsible - lead*
- *Who provides support and coordination*

4. Key Planning Assumptions

Itemize the key assumptions that underlie the preparation of this Delivery Plan.

5. Deliverables with Specified Key Actions

Itemize with as much detail as required how each Key Deliverable will be achieved using key actions and tasks.

Include as a key action the Community Engagement and/or Consultation Plan, if applicable (see paragraph 12).

6. Deliverable Task Timeline

Provide a timeline for each key action and task in order to achieve the Key Deliverable.

7. Baseline Service Level Definition *(if applicable)*

Provide a detailed description of business as usual service level, using objective measures to the greatest extent possible. Include supporting documentation such as maps, service delivery method, etc.

8. Financial Implications and Human Resource Plan

Provide a detailed description of planned reallocation of resources and impact on current operations. Also include a forecast of incremental costs and associated funding sources associated with this Delivery Plan (if applicable).

9. Agreement and Regulatory Framework *(if applicable)*

Provide a description of all legal agreements and other legal regulation that affects the delivery of the Plan Objectives.

10. Critical Issues and Risks: Summary

Complete the table to provide a summary of issues related to this Delivery Plan that may impact the ability to meet the Plan Objectives (see Attachment 2 for definitions of each of these risk categories).

In general, risk is defined as the potential harm that may arise from some present process or from some future event (whether known or unknown). Risks can be internal (within City of Richmond's control) or external. Unlike issues or tactical challenges that will be addressed through this Operational Delivery Plan, risks will always be present throughout the process of planning for the Games. All risks will be assessed based on the probability of occurring and the severity of the impact, and then the appropriate risk response will be applied to manage the risk.

Many risks will fall into more than one category, which will be identified in the Risk Register.

A preliminary risk identification and assessment exercise will be conducted by each Department and form part of this Operational Delivery Plan.

Risk Summary	Risk Class	Probability of Occurring 1 (Very unlikely) to 5 (Almost certain)	Severity of Impact 1 (Minimal) to 5 (Massive)	Primary Type of Impact (Choose one)
	<input type="checkbox"/> Operational <input type="checkbox"/> Financial <input type="checkbox"/> Hazard <input type="checkbox"/> Strategic			<input type="checkbox"/> Revenue loss <input type="checkbox"/> Cost increase <input type="checkbox"/> Games-time readiness <input type="checkbox"/> Athlete performance <input type="checkbox"/> Reputation loss
	<input type="checkbox"/> Operational <input type="checkbox"/> Financial <input type="checkbox"/> Hazard <input type="checkbox"/> Strategic			<input type="checkbox"/> Revenue loss <input type="checkbox"/> Cost increase <input type="checkbox"/> Games-time readiness <input type="checkbox"/> Athlete performance <input type="checkbox"/> Reputation loss
	<input type="checkbox"/> Operational <input type="checkbox"/> Financial <input type="checkbox"/> Hazard <input type="checkbox"/> Strategic			<input type="checkbox"/> Revenue loss <input type="checkbox"/> Cost increase <input type="checkbox"/> Games-time readiness <input type="checkbox"/> Athlete performance <input type="checkbox"/> Reputation loss

[Add additional rows as required]

11. Contingency/Risk Management Plans

Provide a detailed discussion of the most significant risks among those listed in Section 10 (those rated 3,4 or 5 in either the “Probability of Occurring” or “Severity of Impact” column). For these risks, provide detailed contingency/risk management plans that impact on the Key Deliverables. Include a description of notification requirements in the event of an emergency or unexpected occurrence.

12. Community Engagement and Consultation Plan

Provide a description of requirements and plans for notification and or community engagement and or other agencies, e.g., on what topics, using what forum, etc.

13. Coordination with VANOC and other partners or agencies (if applicable)

Provide a description of requirements, plans and mechanisms for coordination with VANOC and other agencies that are involved with this Delivery Plan.

Name of Working Group	Purpose	Participants

14. Contact List

Provide in table contact information for anyone that may be required to assist in delivering the Key Deliverables.

NAME	POSITION	PHONE NUMBER	ROLE IN DELIVERY PLAN



ATTACHMENT 1 – CITY OF RICHMOND KEY DELIVERABLES
Source: City of Richmond 2010 Olympic and Paralympic Winter Games
Strategic Operational Plan

Schedules to be inserted.

ATTACHMENT 2 – RISK CATEGORIES

City of Richmond classifies its risk into four categories:

- 1. OPERATIONAL/PERFORMANCE RISK** – The risk of loss resulting from inadequate or failed internal processes, systems, or staff plans. This would also include failures of our partners to deliver on their commitments or a supplier's inability to deliver on a contract (e.g. inadequate staffing compliment that impacts specific Games objective / lack of redundancy in critical information systems causing impact to Games operation).
- 2. FINANCIAL RISK** - The potential that an activity/event/circumstances creates a financial loss (e.g. loss of revenue opportunity, impact on budget, other financial loss). City of Richmond will minimise its exposure to unanticipated costs associated with the 2010 Winter Games to reduce potential impact on the City of Richmond's financial exposure.
- 3. HAZARD RISK** – The risk of loss due to legal liability or damage to assets by natural or man made events (e.g. fire, flood, earthquake damage to venue or infrastructure / customer injured on premises). City of Richmond will play its role in minimising the risk of any accident, environmental failure or other mishaps or accident associated with the 2010 Winter Games.
- 4. STRATEGIC RISK** – City of Richmond will capitalise on the opportunities that come with hosting 2010 Winter Games, and will minimize the potential of damaged reputation, lost opportunities, political or legal risk. Strategic risk impacts on the reputation of City of Richmond, its partners, and on future Games should we fail to satisfy the expectations of the Canadian public or be subject of a public scandal (e.g. cost overruns).

Risk mitigation strategies include a combination of:

- proper governance and management structures,
- liability and property insurance coverage,
- effective negotiating of contracts with third parties to allocate or share the risk,
- emergency planning measures.

The City of Richmond will maintain a Risk Register, which will be a consolidation of the risk information from paragraphs 10 and 11 of each Operational Delivery Plan prepared for each Deliverable referred to in the *City of Richmond 2010 Olympic and Paralympic Winter Games Strategic Operational Plan*. The Risk Register will include controls in place and risk mitigation plans and strategies.



Olympic and Paralympic Partner Services Operations Plan

ITT	
Service Title	
Municipality	
Service Owner Contact Information – Municipality	
Service Owner Contact Information – VANOC	
Revision Date	

MUNICIPAL: Normal Services Provided

Describe Normal Municipal Service:

- Scope of service
- Areas of service map or description
- Labour resources used
- Equipment resources used
- Operational specifications [Current Level of Service] (e.g. all snow routes ploughed within 24 hours of snowfall, snow transport commences with 30 cm of accumulated snow, daily litter container servicing)
- Work schedule
- Hourly labour and equipment costs
- Other available equipment and resources

VANOC: Games Operating Parameters

Describe Games Operational Parameters that may impact service requirements:

- Master Plan maps that include:
 - Locations of all Venues, Support Facilities, Affiliated Facilities, Games Related Facilities
 - Transportation routes and pedestrian routes
- Venue operational phases (Move In, Load in, Olympic Games, Transition, Paralympic Games, etc.)
- Competition schedule
- Games customer population
- Service-specific Games operational specifications (Required Games Level of Service) (e.g. all Games Transport routes must be pre-salted if more than 30% chance of snow)

ITT: Games Operational Plan

Detailed Games-Time Operational Plans:

- Service level / intended outcomes
- Roles and responsibilities
- Service delivery map or description where applicable (e.g. redefined snow clearing routes)
- Labour and equipment requirements, and resourcing plan
- Municipal opportunities to reallocate labour and equipment resources
- Any areas/services directly contracted/provided by VANOC
- Service schedule
- Identification of any regulatory requirements

ITT: Games Operational Plan Cost Calculation

Determine incremental cost of Games Operational Plan:

- Costs should be broken down into suitable categories: labour, equipment rental, materials, etc., with appropriate supporting information, but not including any reallocated labour costs
- Include all incremental costs (uniforms, overtime, equipment purchase, equipment rental, etc.)

Additional Information

Risk:

- Service-specific risk management issues
 - Municipal
 - VANOC
-

Richmond's Cultural Olympiad & Olympic Arts Festival

2010 Arts and Culture Plan: *Draft* March 2008



"We always say there is a difference between sports and the Olympic Games. The Olympics is much more than sport - it is sport and culture."

~ Juan Antonio Samaranch, IOC President, 1998


RICHMOND
Better in *Every* Way

2010 ARTS & CULTURE PLAN EXECUTIVE SUMMARY

Imagine ... It is January 22, 2010, three weeks before the Opening Ceremonies of the 2010 Olympic Winter Games. Richmond's diverse artistic talents are on the stage. The eyes of the world are on Richmond and people begin to learn about our rich and diverse culture.

Leading to this day and during the Cultural Olympiad much work has been done to build excitement and the capacity of Richmond's arts, cultural and heritage community beginning with our goal to use the Olympic opportunity as a catalyst to transform our City to international stature, creating new social and economic capital that significantly enriches our quality of life.

Culture is the second of the three pillars of the Olympic movement and the Olympic Charter requires host cities to produce a range of programs that focus on the culture and traditions of the host nation. The goal of the Vancouver Cultural Olympiad, the four years from the extinguishing of the flame in Turin to our Olympics in 2010, is to animate the community and ensure the entire community celebrates the Olympic and Paralympic experience.

A modest investment by the City in 2008, 2009 and 2010 to increase the capacity of arts, culture & heritage organizations; enhance current and develop new high quality arts, culture and heritage festivals and activities; identify and showcase Richmond's artistic talent; and leverage partnerships, grants and sponsorship opportunities will ensure a legacy that will endure for years to come.

During 2010 the Olympic Arts Festival will showcase Richmond's diverse artistic talent to large local and international audiences – professionals that call or have called Richmond their home, amateur performers and diverse cultural groups. Concentrated primarily within the O-zone, the Olympic Arts Festival is planned as an intricately woven tapestry celebrating both historic and modern Richmond.

As a venue city, Richmond has an unprecedented opportunity to create a lasting legacy in the community by strengthening and showcasing Richmond's arts, culture and heritage to the world before, during and after the 2010 Games.

Now is the time to imagine the possibilities and seize the opportunity to make them real!

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1. Background

The 2010 Olympic Winter Games

1.1 Culture and the Olympic Games: The Historical Context

The first Olympic Games were held in Olympia, Greece, in about 776 BC – more than 2,700 years ago. Olympia was both the sporting and cultural centre of the country, and from the very beginning of the Games, involved the best of athletes and the best artists and performers.

When Pierre de Couberton founded the modern Olympic Movement, he believed the new Olympic Games should continue the tradition, and make culture the second pillar of the Olympic Movement – equal to sport.

“Reflecting the significance of culture as the second pillar of the Olympic Movement, the Cultural Olympiad is designed to support Olympism by presenting an international celebration of arts and cultural events and activities, and by creating an atmosphere of celebration ...”

<http://www.vancouver2010.com>

The Olympic Charter now requires host cities to produce a range of cultural programs, which focus on the culture, and traditions of the host nation, involve international participation, and are of the highest calibre.

1.2 The Cultural Olympiad

The mission of the Cultural Olympiad is to give voice to our nation’s soul through creativity; animate the host communities; and broaden engagement in the Olympic and Paralympic experience to embrace the entire community.

VANOC is focusing their resources in two areas:

- Arts Partners in Creative Development: a commissioning and creative development program for new works; and
- Pre-Games Celebrations: February 1 – March 21, 2008 & 2009

During these times, VANOC will partner with local and national creators and cultural organizations to create, develop, produce and present a full spectrum of arts and cultural events and activities. This Olympic cultural showcase will feature the best of Canada’s diverse contemporary, classical and aboriginal arts together with the finest works of international counterparts from other IOC nations.

The Cultural Olympiad will culminate in the 2010 Olympic and Paralympic Arts Festivals.



“One of the greatest assets of the cultural component of the Olympic Winter Games is that it appeals to residents of the host city who are either not interested in sports or cannot afford to attend the sporting events. Some arts events are free -- there are many facets to the arts programming. Children also contribute to this festive aspect of the Games by creating art (including murals), welcome cards for athletes and banners, as well as music and dance performances”.

Legacies of North American Winter Games - Executive Summary

1.3 The 2010 Olympic and Paralympic Arts Festivals: January 22-February 28, and March 12-21, 2010

On January 22, 2010, three weeks before the Opening Ceremony of the 2010 Olympic Winter Games, the five-week Olympic Arts Festival will begin.

The festival will be both a celebration of the Olympic movement and the Olympic spirit and a showcase of Canadian art and culture, together with the best of what the rest of the world has to offer. It will use more than 30 different venues and locations including theatres, galleries and clubs along with sidewalks, to present a blend of traditional and contemporary arts and cultural events and experiences. Many of these events will be free.

The Paralympic Arts Festival will continue the celebration running throughout the Paralympic Winter Games. Venues will pulse with a diverse, dynamic program of extraordinary arts and culture that reflects the spirit and values of the international Paralympic Movement.

1.4 BC 150 Years (2008) Honoring the Past ... Celebrating the Future

In 2008, B.C. is celebrating 150 years since the founding of the Crown Colony of British Columbia in 1858. The province has decided to focus on five strong pillars: Heritage, Communities, Multiculturalism, Aboriginals, Arts and Culture. The year will profile a core of events that captures the imagination and shows we have a lot of be proud of – at the same time, building bridges with diverse cultures, communities, business, educators and arts and culture organizations.

There are a number of programs that provide opportunities for Richmond to profile our past, present and future and capitalize on the province-wide promotion of BC150 and some possible funding programs.

1.5 Spirit of BC

Richmond City Council created the Richmond Spirit of BC Committee as part of the province-wide Spirit of BC program. The committees have been formed to help the community use the 2010 Games as a catalyst to promote tourism, physical activity and sport, volunteerism, literacy and the arts – as well as overall community participation and excitement.

Spirit of BC Week, held every year in February, is a celebration across the province as well as a countdown to the 2010 Winter Games. The Richmond Spirit of BC Committee is encouraging community organizations to profile programs and events through this week.

There is an opportunity during Spirit of BC Week each year to profile Arts, Culture and Heritage in Richmond and to work in partnership with the Spirit of BC Committee to do so.



2. Richmond’s Cultural Olympiad and Olympic Arts Festival: The Benefits

2.1 Richmond as a Venue City: An Unprecedented Opportunity

The Cultural Olympiad, the Olympic Arts Festival and the Paralympic Arts Festival provide an unprecedented opportunity to strengthen and showcase Richmond’s arts, culture and heritage to the world before, during and after the 2010 Olympic and Paralympic Winter Games. According to a VANOC report, “Legacies of North American Winter Games”, the City of Richmond can anticipate the following benefits from a successful Cultural Olympiad and Olympic Arts Festival:

- provides a way for locals to take part in the Games even if they could not afford or were not interested in, tickets to sporting events
- increased sense of pride, spirit and identity;
- provides an ego boost for residents;
- Increased general interest in the arts;
- Boost the level of sophistication of residents;
- Enhanced self-confidence and experience in local arts groups and added prestige;
- Encourage awareness of local arts groups among residents;
- Expose Aboriginal traditions, skills and talents to a wider audience;
- Encourage partnerships between corporate sponsors and arts groups;
- Present local residents with the work of new artists;
- Enhance the city’s cultural reputation across the country and around the world;
- Encourage collaboration between local artists
- Inspire and help fund the creation of new works that remain in the artists’ repertoires or portfolios

2.2 Creating A Legacy for Richmond

“The 2010 Vancouver Olympic Winter Games are a once-in-a-lifetime opportunity to capture the attention of the world and accelerate the City of Richmond’s visionary planning initiatives. Just as the City has realized the advantages of the Olympic international spotlight, other investors – both public and private – will also use the event as a way to increase awareness about British Columbia’s regional culture, recreation and business potential. Active participation with the cities of Vancouver and Whistler on cultural programming and regional initiatives will also reiterate Richmond’s role as an Olympic Partner”

Richmond Oval Art Plan

“This event takes the city to the world and can create for the urban residents, the perception of being, at least for a time, the centre of the universe. This sense of collective urban importance is particularly valued by young cities and small cities that aspire to a greater development...”;

Planning and Evaluation of Hallmark Events, Calgary Professor Hally Hiller



The arts enrich a community by helping people relate to their neighbours, their history and their environment. The arts build understanding between diverse cultures and enhance the perceived quality of life for individuals, families and communities by encouraging social interaction and understanding amongst an increasingly diverse ethnic population.



The following Richmond plans and strategies provide vision and direction relating to Arts and Culture and confirm Richmond's desire to be a major player in the 2010 Cultural Olympiad and the Olympic Arts Festival:

- PRCS Master Plan 2005-2015 (June 2006)
 - Richmond Arts Strategy (July 2004)
 - Richmond Museum & Heritage Strategy (June 2007)
 - Major Events Plan 2007-2012 (April 2007)
 - Economic Development Strategy
 - Waterfront Strategy
 - The Oval Public Art Plan (June 2006)
 - Richmond Chamber of Commerce Arts and Culture Task Force Report (2006)
 - City of Richmond Sustainability Initiative
 - City of Richmond Community Tourism and Sport Tourism Strategy (currently under development)
 - City Centre Area Plan – Arts, Culture & Heritage
- See Appendix A for a full description of each plan

2.3 The Creation of A Strong Cultural Sector

One of the major benefits of Richmond's participation in the Cultural Olympics is "the creation of a strong cultural sector".

This will have a major impact on the individual, the community and the economy of the City.

The arts contribute significantly to the individual. They encourage us to learn about the world, by reflecting our community and ourselves. Participating in the arts teaches valuable skills such as individual initiative, teamwork and creativity.

The arts and heritage are central to community life. They give communities a sense of identity, shared pride and a way to communicate across multicultural boundaries. A strong arts presence is proven to be the catalyst to a healthier community and arts and cultural districts and the presence of performance spaces, theatre and dance schools and galleries and museums are viewed as welcoming and safe environments.

Cultural industries contribute to and create social and economic wealth as an exciting arts scene attracts citizens, corporate head offices and visitors. Cultural industries are significant job creators both directly and indirectly.

Cultural and heritage based tourism is one of the fastest growing areas in the worldwide tourism market and contributes significantly to the economy. Cultural tourists spend more time and money in a community than other tourists.

Cultural enrichment is recognized as having a strong positive impact on developing complete communities and creating a vibrant culture of creativity and innovation.

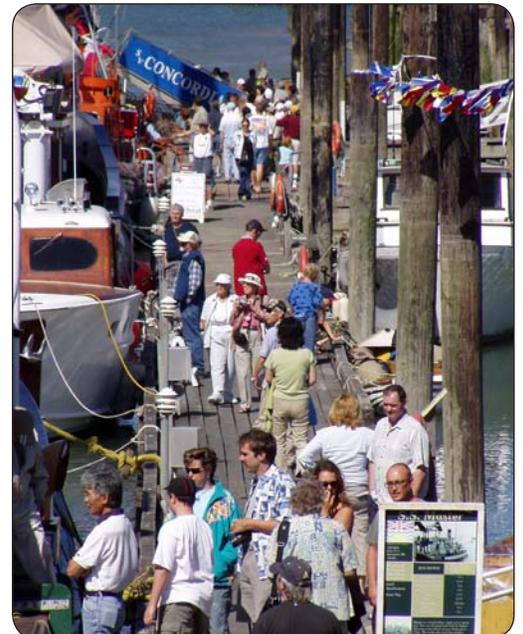
As a host city, the 2010 Winter Games are a once-in-a-lifetime opportunity to capture the attention of the world, accelerate the City of Richmond's visionary planning initiatives and provide an opportunity to take advantage of the Olympic international spotlight.

2.4 The Benefits of Investing in Richmond's Cultural Olympiad

A vibrant Cultural Olympiad will produce the following benefits unique to Richmond's situation:

- Develop community involvement and enthusiasm for the 2010 Games and Olympic Arts Festival
- Showcase Richmond's existing arts, cultural and heritage festivals and activities and develop new ones to fill identified gaps
- Identify Richmond's artistic talent and give artists the opportunity to develop and flourish
- Select festivals, activities and artists to be showcased during the 2010 Olympic Arts Festival
- Encourage community capacity building and create a critical mass of volunteers for the 2010 Olympic Arts Festival
- Strengthen the capacity and increase the sophistication of arts, culture and heritage organizations
- Develop high quality arts, culture and heritage festivals and activities to ensure an "Olympic Legacy" in Richmond
- Be a catalyst for Richmond to meet its goals of becoming "a Destination City", "the premier events destination in Canada" and "the leading heritage destination in the Lower Mainland".

Hosting an Olympic Games is a transformational experience for the host and venue cities. The benefits of hosting the Games are many but they are only realized with diligence and effort to strategically seek opportunities to enhance and create legacies for the City.



3. Richmond's Cultural Olympiad - Realizing the Benefits

3.1 A Successful Richmond Cultural Olympiad

A successful Richmond Cultural Olympiad depends on the following factors:

- Effective coordination and marketing of Richmond's diverse arts, cultural and heritage festivals and activities
- Facilitating opportunities for Richmond artists both professional and community to contribute to events during the 2010 Games including Opening & Closing Ceremonies
- Capitalizing on and enhancing the variety of existing opportunities in the community
- Creating new cultural festivals and activities
- Using City resources to leverage increased funding through partnerships, grants and sponsorships in order to expand existing and create new cultural festivals and activities
- Hiring a Cultural Development Manager to work with partners to coordinate programming and marketing initiatives and build a vibrant cultural sector
- Creating excitement and support for the arts in Richmond
- Developing programs and strategies to strengthen and build the capacity of arts, culture and heritage groups

"Best practices research has shown that there are two main approaches that most communities follow in using events to increase their national and international profile. They are by supporting and hosting one or more annual signature events or by offering and marketing a series of events clustered together under one or more festival themes"

2007-2012 Major Events Plan

3.2 2008 - 2010 Celebration of Arts, Culture & Heritage: Dynamic Year Round Calendar of Events

Richmond has a rich array of cultures all contributing to a variety of art forms from traditional to contemporary. Bringing attention to these diverse cultural communities and their arts and artists both professional and community, and promoting collaborations between communities and art forms help tell the stories and build on what makes Richmond unique.

Building on the success of existing cultural festivals, activities and exhibits and with the addition of a small number of new activities to fill existing gaps, residents and visitors would have the opportunity to participate in a wide range of artistic and heritage experiences that reflect Richmond's diverse arts, heritage and cultures. In addition, activities specifically designed to show Richmond's rich history and diverse cultures to the world in the lead up to and during the 2010 Games will provide lasting memories for both residents and visitors.

Additional resources, an umbrella marketing approach, increased community involvement and a wide variety of cultural events would significantly raise the profile of Richmond's arts, culture and heritage and create a lasting legacy for Richmond residents to enjoy and participate in for years to come.

The activities described support the essential role the cultural sector plays in building the economic, social and intellectual capacity of the community and will enhance the sector's capacity to help build healthy, creative, prosperous and sustainable communities.

3.3 The Components of a "Celebration of Arts, Culture & Heritage"

To accomplish this, over the next two years a variety of activities are proposed:

- Programs & Events
- Campaign to Raise the Profile and Support for Arts & Culture
- Opportunities for Strengthening Artists, Performers and Organizations

Programs & Events

Winter Festival of the Arts

A month long Winter Festival of the Arts, to be held in February of each year commencing in 2009 and continuing post games, will be a multidisciplinary (dance, music, singing, poetry, painting); multicultural; and multi-locational (traditional venues such as

The Festival of the Arts, Culture & Heritage would become the umbrella festival for existing festivals such as The Festival of the Arts component of Winterfest, the Maritime Festival and Asian Heritage Month, all with the potential to become signature events.



RICHMOND MARITIME FESTIVAL
 Britannia Shipyard, National Historic Site
 Celebrating our Maritime Heritage
 August 17 - 19, 2007

5180 Westwater Drive
 Richmond, BC V7E 6P3
 604-718-8050
www.richmond.ca

Photo: Dave Kemp of Picture Perfect B & B

BRITANNIA HERITAGE SHIPYARD FRASER RIVER PART M&M RICHMOND Better in Every Way



A new Richmond Children's Arts Festival would provide an opportunity to raise the profile of children's choirs, music recitals, dance troupes and art groups and give them experience in performing publicly in anticipation of performing at the 2010 Olympic Arts Festival.



Gateway Theatre & the Richmond Art Gallery; community facilities; restaurants; streets & parks) variety of activities with themes focusing on Richmond's rich cultural diversity and its successful blend of the traditional and the ultra-modern. Opportunities for amateur artists to collaborate and learn from professionals enhance the abilities and further the growth of the arts community. "Winterfest" will be the focus during one weekend during the Festival of the Arts as a grand community celebration.

Initially it is proposed the City take the lead in organizing this festival. Coordination and facilitation would be the responsibility of the Cultural Development Manager. Working collaboratively with other organizations such as the Gateway Theatre Society, Richmond Art Gallery Association, Richmond Museum Association, the School District, Richmond Arts Coalition, and all arts & cultural groups.

Resources

Staff time and \$50,000 of seed money from the City to help with things such as marketing and performer fees would be used to leverage grants & sponsorships with a potential budget (not including Winterfest) of \$150,000.

Children's Art Festival

Starting in the spring of 2009, a week long festival focusing on children and youth and the arts would be developed at the Oval. Opportunities for children and youth to perform and show their art work, experience professionals perform and create and then learn from them in a workshop setting, experience well known children's entertainers and learn new skills, all in a festival-like atmosphere.

The Cultural Development Manager would work with volunteers from the BC Children's Art and Literacy Society (BCCALS) and appropriate staff to host this event.

Resources

Staff time plus \$20,000 in seed money from the City would be used to leverage grants and sponsorship money for a budget of up to \$50,000.

Olympic Themed Exhibit

Research and develop an exhibit exploring potential themes such as the Universality of the Olympic Movement; Sustainability and the Olympic Games; The Olympic Games: Beyond Sport. Working with the IOC Olympic Museum in Lausanne, Switzerland, the exhibit could use artefacts on loan from the Olympic Museum as well as any local & Canadian items that could be borrowed. A section of the exhibit may highlight the Richmond, Metro Vancouver and Canadian Olympic connections. Target date for the opening of this exhibit is February 2009 to coincide with the one year countdown to the 2010

Games. During part of 2009 there is the potential to tour the exhibit around BC and possibly the country, to return to Richmond for the 2010 Games. Staff will work with the Olympic Museum and exhibit design contractors to research and produce the exhibit.

In conjunction with the development of the broader exhibit it is proposed that an exhibit showcasing Richmond's rich sporting history be developed. This exhibit would be designed to be shown both as part of the Olympic exhibit and as a stand alone piece that could move around the community. Staff in conjunction with outside contractors will be responsible to research and produce the exhibit.

Resources

Staff time plus \$90,000 from the City combined with sponsorship for a total projected budget for both exhibits of \$300,000.

Doors Open Richmond

Starting in April 2008 and annually thereafter, Doors Open Richmond is a unique two day, city wide community celebration to discover Richmond's diverse arts, cultural and heritage treasures. The program allows visitors free access to everything from heritage landmarks to modern structures, hidden gems, places of worship, artists studios, museums, national historic sites and more. Many participating partners have organized guided tours, displays and activities to enrich the visitor experience.

The City through Cultural Services and Corporate Communications is taking the lead on organizing this event. Many cultural & heritage organizations are participating.

Resources

For 2008 staff time plus City funding of \$6,000 will be combined with a \$10,000 grant from the BC 150 Secretariat (already approved) and sponsorships. A total budget of \$ 30,000 is projected.

Exhibit at the Art Gallery

Development of an exhibit at the Richmond Art Gallery focusing on one of the pillars of the Olympic movement and relevance to Richmond. An application to Arts Partners in Creative Development (APCD) for development money would be submitted. In order to be ready to exhibit in 2010 concept development would need to start in the fall of 2008 to be ready for the 2009 application timing. Exhibiting during 2010 with the possibility of touring post games.

This will be lead by Richmond Art Gallery Association and the City, in conjunction with APCD for the development of the exhibit and VANOC for presentation during the 2010 Cultural Olympiad and various sponsors.

A Richmond Festival of the Arts, Culture and Heritage would create a lasting legacy for Richmond residents to enjoy and participate in for years to come. It can also act as a catalyst for Richmond to become a premier events destination in Canada.

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

2007-2012 Major Events Plan



Resources

City funding is required to cover the 10% matching required by Arts Partners in Creative Development. This could be up to \$30,000 depending on the extent and stature of the exhibit to be developed.

Cultural Component of the Oval Opening

Several major events are being planned for the opening of the Oval. Music, dance, poetry and performances along with participation in sport and wellness activities will engage the entire community in celebrating the opening of this community facility. Opportunities for local artists to be showcased in the events and celebrations surrounding the opening of the Oval will be included.

Significant City investment has been made to the Oval public art program. The Oval opening is an opportunity to showcase the Oval Precinct Public Art Program and highlight the value placed on public art by the City.

The Major Events Development Manager will be the lead staff on the opening celebrations with support from the Cultural Development Manager to facilitate community arts participation.

Resources

An Oval Opening budget is being developed through the Richmond Olympic Business Office.

2010 Winter Arts Festival

On January 22, 2010, The Richmond Winter Arts Festival will open a five-week Celebration of the Olympic Movement. This “Festival of Festivals” will feature a showcase of Canadian art and culture together with international participation and community engagement.

In existing Richmond cultural venues and non-traditional sites such as streets, parks and community facilities, the Winter Arts Festival will present an unprecedented choice of free and ticketed traditional and contemporary arts and cultural experiences.

To capture and reflect each speed skating nation’s participation in the 2010 Winter Games, Richmond will invite an artist from each speed skating nation to illustrate the excitement and exuberance of the Games in Richmond. The finished work will be showcased in and around Richmond City Hall.

Richmond Winter Arts Festival & the O-Zone (17 days)

Through songs and music, paintings and sculpture, writings and performance, artists have recorded history, honoured effort and celebrated triumph. The O-Zone will come alive for the 17 days of the 2010 Olympic Games.

The City will take the lead in organizing and coordinating this event. The Major Events Development Manager will be the lead staff with support from the Cultural Development Manager.

Resources

For the three weeks of events leading up to the opening of the O-zone \$30,000 in seed money from the City for performers fees and marketing have been budgeted. This will be augmented by grants and sponsorships. Resources for the cultural component of the O-zone are reflected in the overall O-zone budget.

Cultural Capitals 2011 submission

Cultural Capitals of Canada is a national program to recognize and support municipalities for special activities that harness the many benefits of arts and culture in community life.

The objective is to promote the arts and culture in Canadian municipalities, through recognition of excellence and support for special activities that celebrate the arts and culture and integrate them into overall community planning. Designation as a Cultural Capital of Canada enables a community to invest more in arts and culture, increase and improve cultural services, and strengthen connections with other communities through shared cultural experiences. Designation includes a contribution to support special activities that celebrate the arts and culture and build a cultural legacy for the community. It is expected that the application deadline for 2011 will be sometime in the fall of 2008.

For communities with a total population of over 125,000, the award is 75 percent of total eligible costs up to a maximum of \$2,000,000 with City and community funding of up to \$666,666.

The Cultural Development Manager will coordinate this submission.



Opportunities to form partnerships with other public sector organizations, the private sector, the non-profits sector and services clubs should be sought out. Involving a variety of organizations to plan and implement cultural festivals and activities is the first step in creating enthusiasm for and involving the entire community in Richmond's Cultural Olympiad and Olympic Art Festival.



Resources

Staff time and \$2,500 for preparation of the submission document.

Raise the Profile and Support for Arts & Culture in Richmond

Arts Awards

The first annual Arts Awards event to be held in conjunction with the Winter Festival of the Arts in February 2009 will recognize Richmond's best artists, performers, writers, community leaders, businesses and organizations who contribute to the cultural life of Richmond. Winners would be announced at a special ceremony accompanied with entertainment.

The City will partner with the Richmond Arts Coalition and the Richmond Chamber of Commerce Business and Arts Committee to host this event. The Cultural Development Manager will lead the process to initiate this program.

Resources

Staff time and \$5,000 per year for promotion and the awards celebration. Sponsors will also be sought.

Olympic Gifts

In the lead up to and during the Games there are many occasions and events that include the giving and exchanging of gifts. Gifts commissioned from local artists are unique and reflect the community as well as supporting the arts community. The Cultural Development Manager will work with local artists to develop appropriate gifts for the occasion.

Resources

Staff time. The budget for the creation of gifts is covered in the overall hosting budget.

Public Art Brochure

Creation of a Public Art Brochure highlighting the City's civic art collection will be produced. This will increase awareness of the breadth of and diversity of the public art works – public and private – in the City. The Public Art Planner in conjunction with the Public Art Commission will coordinate this initiative.

Resources

Staff time of Public Art Planner & Production staff plus printing costs of \$1,000.

Marketing Strategy

Development and implementation of a coordinated marketing strategy for the Arts. The strategy would be multi-focused: promoting the benefits of the arts in a community and of participating in the arts; developing audiences; and raising awareness of all of the opportunities available in the community.

The strategy would be lead by the Marketing Specialist in Parks, Recreation & Cultural Services in conjunction with Corporate Communications and the Arts Coordinator.

Resources

Staff time plus \$15,000 annually.

Capacity Building for Organizations

Workshops/conference for organizations around capacity building

In conjunction with the community a series of workshops and possibly a conference in 2009 to support the growth and sophistication of the arts, culture and heritage organizations would be developed. Areas of focus are the development of business plans, fund raising strategies, board recruitment and development and marketing and communications plans.

This would be co-ordinated by the Cultural Development Manager working with the Richmond Arts Coalition.

Resources

Staff time and \$10,000 for workshop development and delivery.

Opportunities for local artists

In order to ensure a vibrant cultural sector in Richmond opportunities to showcase the talent of local artists from Richmond’s diverse community must be available. All festivals and events will contain a cultural component and opportunities to collaborate with professional artists will be developed. The Cultural Development Manager will also work with the VANOC organizing committee to coordinate opportunities for Richmond artists to participate in activities such as the Opening and Closing Ceremonies.





The Cultural Development Manager will work with the community and event organizers and VANOC to facilitate these opportunities.

Resources

Staff time and honorariums for performers. Budgets will be built into each event budget.

Establish an Endowment Fund for the Arts

A granting program specific to the arts will help organizations and individuals increase their contribution to the cultural life of the City. Dedicated funding support for the creation, production, presentation, exhibition and dissemination of literary, media, performing and visual arts and for the educational training of individual artists and boards of non-profits can be a catalyst for developing a vibrant creative environment. There is the potential to use the first annual Arts Awards event as a fundraiser to launch the endowment.

The Cultural Development Manager, in consultation with the Richmond Foundation will research and develop ways to fund the initial reserve and develop terms of reference for the grants. Currently there is an opportunity to match initial contributions with private money and BC Arts Renaissance Funding.

Resources

Staff time.

Role of the Cultural Development Manager

In order to facilitate the proposed programs and activities, obtain grants and sponsorships and ensure a legacy of a stronger more vibrant arts, culture and heritage sector, it requires additional staff resources.

The Cultural Development Manager is envisioned as a temporary position to be in position from 2008 through mid 2010. The Manager will facilitate and coordinate a variety of activities and events to ready the local community for the 2010 games and ensure a legacy of an enriched arts, culture and heritage sector to last into the future.

The Cultural Development Manager will, through a variety of activities:

- engage artists, the arts, culture and heritage community, businesses and the general public in a variety of activities;
- seek grants and sponsorships for City led activities;
- facilitate organizations in their applications for grants & sponsorships;



- help ready the local arts community and facilitate their involvement in the Celebration site programming;
- work with VANOC to ensure Richmond participation in opening, closing and medal ceremonies;
- work with the arts and culture community to develop programs that will strengthen Richmond’s cultural sector;

Below is a summary of proposed activities and estimated City funding required.

INITIATIVE	KEY CITY STAFF	ESTIMATED CITY FUNDING	OTHER FUNDING POSSIBILITIES
2008			
Doors Open Richmond	Museum staff	\$6,000	BC 150 grant - \$10,000 (approved)Sponsors
Exhibit development exploring Olympic related themes & History of Sport in Richmond	Staff	\$90,000	Grants & Sponsors
Public Art Brochure	Public Art Planner	\$1,000	
Development of a Marketing Strategy	PRCS Marketing Specialist	\$15,000	
Workshops to strengthen the cultural sector	Cultural Dev’t Mgr	\$5,000	Sponsors
Cultural Capitals 2011 submission	Cultural Dev’t Mgr	\$2,000	
staffing – Cultural Dev’t Manager		\$65,000(partial year)	
2009			
Winter Festival of the Arts	Cultural Dev’t Mgr	\$60,000	Department of Canadian Heritage (Arts Presentation)VANOC – Cultural OlympiadSponsors
Arts Awards	Cultural Dev’t Mgr	\$5,000	Sponsors
Oval Opening – Cultural Component	Major Events Dev’t Mgr	being developed by ROBO	Sponsors
Children’s Arts Festival	Cultural Dev’t Mgr	\$20,000	SponsorsGrants from foundations
Doors Open Richmond	Museum staff	\$6,000	Grants & sponsorships
Art Gallery Exhibit development	Cultural Dev’t Mgr	\$30,000	Arts Partners in Creative Development program
Marketing	PRCS Marketing Specialist	\$15,000	Sponsors

INITIATIVE	KEY CITY STAFF	ESTIMATED CITY FUNDING	OTHER FUNDING POSSIBILITIES
Workshops to strengthen the cultural sector	Cultural Dev't Mgr	\$5,000	Sponsors
Establishment of an Endowment Fund for the Arts	Cultural Dev't Mgr		
Staffing – Cultural Dev't Mgr		\$75,000	
2010			
2010 Winter Arts Festival	Major Events Dev't Mgr	being developed in ROBO	Department of Canadian Heritage (Arts Presentation)Sponsors
Exhibits presentation (RAG; Oval; Museum)	Cultural Dev't Mgr	\$25,000	VANOC – Cultural OlympiadCanada Council for the ArtsBC Arts CouncilSponsors
Arts Awards	Cultural Dev't Mgr	\$5,000	Sponsors
Marketing	PRCS Marketing Specialist	\$15,000	Sponsors
staff – Cultural Dev't Mgr		\$50,000(partial year)	
TOTAL (2008-2010)		\$ 500,000	

By 2008, three sites with an emphasis on Arts, Culture and Heritage are slated for completion; the Olympic Oval site, the Historic Zone at Britannia Heritage Shipyard Park and the construction of waterfront improvements at Terra Nova Rural Park.

3.4 Richmond’s Olympic Arts Festival - Realizing the Benefits

On January 22, 2010, three weeks before the Opening Ceremonies of the 2010 Olympic Winter Games the five- week Olympic Arts Festival will begin. At this time, Richmond’s diverse artistic talent will be on the world stage; the professionals that call or have called Richmond their home, the amateur performers (children’s dance, choirs and musicians) and diverse cultural groups. The performances will be a blend of artistic media; dance and choir; poetry and painting; ice dancing and music.

The goals and benefits for the Arts Festival are:

- Showcase Richmond’s existing performing arts groups and individuals, offering them an unparalleled opportunity to perform in an international setting;
- Offer opportunities for local performing artists to collaborate with visiting artists, expanding their knowledge and experience;
- Actively engage the community in performing, managing and programming cultural activities, building their expertise and capacity to present to a greater audience;
- Be a catalyst for Richmond to meet its goals of becoming a “premier events destination in Canada”;
- Represent Richmond, through music and dance, while still providing an exciting and sought after night of entertainment.



During the Games the Arts Festival will be concentrated within the Ozone. Arts and cultural performances and presentations, both staged and atmospheric, will showcase local artists and performers to large international and local audiences. The plan also includes collaborative opportunities which will give local professional and semi-professional artists the chance to collaborate artistically with international artists, offering them new insights and inspirational experiences.

The Olympic Arts Festival has the potential to be an intricately woven tapestry celebrating both historic and modern Richmond.

3.5 Grants, Sponsorships and Partnerships

City resources can be used to leverage grants, sponsorships and partnerships to enhance and expand the opportunities for the community to be involved in Richmond's Cultural Olympiad and Olympic Arts Festival.

There are a variety of Federal and Provincial Grants available to assist communities in staging successful cultural events. It is important that the City of Richmond take full advantage of these grants and at the same time provide the matching funds that the granting agencies often require. A few sources of grants are outlined in Appendix B of the report and it is important that all sources of grant money be explored including money from private foundations and companies.

It is important to explore potential sponsors interested in supporting cultural festivals and activities. There will be a wide range of sponsorship opportunities that will suit the needs of both large and small companies. No opportunity for sponsorship should be overlooked.

4 Conclusion

Richmond has a rich array of diverse cultures and a vast variety of art forms. While the arts help bring people together and build understanding and awareness of different cultures so too does the intermingling of a variety of art forms from diverse cultures.

The 2010 Games provide Richmond a once in a lifetime opportunity to leverage its place as a Venue City and to capture the attention of the world. This is an opportunity to accelerate the City of Richmond's many visionary planning initiatives that outline the potential of Richmond's arts, culture and heritage assets. A small investment by the City for a Cultural Development manager and some program and grant money could leverage much more and prepare Richmond to take advantage of the interest and excitement surrounding the Games.

Now is the time to seize the opportunity!



APPENDIX A: Existing Plans and Strategies Relevant to Arts and Culture

The following plans and strategies emphasize the importance to quality of life and economic development of having a robust Arts, Culture and Heritage Sector in Richmond.

1. PRCS Master Plan 2005-2015 (June 2006)

The Master Plan articulates the following outcomes that are important to Arts, Culture and Heritage in Richmond:

- Arts and heritage are highly valued for their contribution to community-building, social well being, quality of life and healthier people.
- Strong, healthy community organizations will have increased capacity to contribute to the delivery of parks, recreation and cultural services ...
- There are increased opportunities for residents to develop leadership skills
- There are gathering places where people can come together
- There is an increased sense of community pride, spirit and identity
- Arts, heritage, parks, recreation and sports contribute to increased tourism in Richmond
- Excellence is achieved in athletic and artistic performance and there are increased opportunities for sport and artistic development
- The community has taken advantage of the potential benefits and opportunities related to the 2010 Winter Olympic and Paralympic Games

2. Richmond Arts Strategy (July 2004)

A vision for the Arts in Richmond is articulated in the Richmond Arts Strategy, “Richmond believes that a diversity of arts experiences and the arts and artists who express them are integral to an enriched quality of life. Therefore, Richmond is a welcoming and inclusive community where culture and arts actively are celebrated and supported”.

The report lays out the following five strategic goals:

- Build capacity within and support for Arts organizations
- Strengthen, support and enhance the artistic community
- Increase the variety and diversity of arts experiences and opportunities
- Expand public awareness and understanding of the value of the arts
- Broaden the economic potential and contribution of the arts



3. Richmond Museum & Heritage Strategy (June 2007)

A Vision for Museums and Heritage is articulated in the Richmond Museum and Heritage Strategy *“The City of Richmond celebrates its past, present and future”*

The strategy lays out the following six goals:

- Involve and engage the entire community
- Position Richmond as the leading integrated museum & heritage destination in the Lower Mainland
- Build a new, dynamic destination museum
- Create and promote a network of satellite museums, historic sites and heritage areas radiating out from the hub of the new Richmond Museum
- Create and support excellence in heritage conservation standards through a revised Heritage Administrative Framework
- Assist the private sector in achieving the goals of heritage conservation

4. Major Events Plan 2007-2012 (April 2007)

A vision for major events in Richmond as articulated in the Major Events Plan is: *“Richmond, the premier events destination in Canada:*

The plan lays out the following six goals:

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



5. Economic Development Strategy

Economic development is one of the core strategies outlined in the 2003-2005 Corporate Plan. The objective is “attracting, retaining, and growing desirable, diversified business and industry.” Key areas include diversifying the city’s land use and tax bases, promoting economic development, land investment for future economic development, pursuing new partnership opportunities, developing a vibrant City Centre, and establishing Richmond’s presence as a world class city.

6. The Waterfront Strategy

The Waterfront Strategy focuses on the opportunities offered by Richmond's continuous waterfront for economic development, public use and enjoyment, environmental stewardship, and the celebration of our heritage.

7. Oval Public Art Plan

The vision for the Oval Public Art Plan is, *"To be a unique destination that serves as a dynamic international gathering place and an outstanding centre of excellence for sports and wellness at the heart of an exciting urban waterfront."*

Art throughout the Oval precinct will be a catalyst for transforming Richmond's urban waterfront and projecting a character of cultural vitality onto the world stage by creating memorable experiences, a sense of place and celebration, and a deeper understanding of the culture of Richmond and the Pacific Northwest.

The conception of the Richmond Oval demonstrates great foresight and innovative thinking by Richmond's elected officials, citizens and staff to seize the promise of a wellness centre that puts the City on the world stage, improves the lives of its citizens, and catalyzes growth along the urban waterfront.

The transformation of the Oval Lands will only happen with the investment of substantial resources and the contribution of thoughtful design professionals. Integrating artists' work and thinking into the established project goals will help to create a sense of place and celebration, and the opportunity for memorable experiences found nowhere else.

8. Charting our Path Towards a Sustainable Community (Staff Report; February 2007)

The Sustainable Community Report states that the core of sustainability is to:

- achieve a good life today
- leave a quality future for next generations

Social well-being is one of the conditions of a sustainable community. Two important aspects of social well-being outlined in the report that touch on Arts, Culture and Heritage are:

- Protecting and Building Cultural Assets
- Sense of Place and Community



The report outlines four sustainability initiatives one of which is “Community Security and Enrichment” and includes the following initiatives under “Enrichment”:

- Intercultural Strategic Plan
- Parks, Recreation and Cultural Services Master Plan
- Public Art Program
- Arts Strategy
- Museum and Heritage Strategy

9. Community Tourism & Sport Tourism Strategy (Contract awarded in 2007)

The Terms of Reference for the Community Tourism and Sport Tourism Strategy includes Heritage and Cultural Tourism as an important aspect of Community Tourism. Richmond has a distinct and diverse number of cultural and heritage properties that can be bundled and marketed. Some of these properties need to be assessed with respect to market readiness and potential improvements. Heritage and Cultural Tourism also includes cultural cuisine and sites such as the Richmond Night Market.

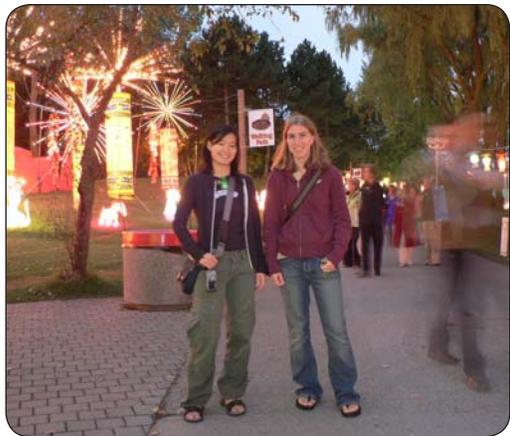
10. Draft City Centre Area Plan Concept: Arts & Culture Section (Approved in principle by City Council on Feb 12, 2007)

The objective of the City Centre Area Plan’s Arts & Culture Section is to provide a framework for a “creative community” where cultural, economic development, and planning practices are coordinated to promote increased creative capacity. Richmond has a vibrant arts and culture scene, but much of it is scattered or “invisible”. A first step is to establish “creative clusters” where a critical mass of people, amenities, & activities come together to increase public awareness, build synergies, and increase Richmond’s creative capacity.

The plan is based on creating and enhancing the following:

- *Places to Entertain & Work*
Complementing important existing facilities, such as Richmond Gateway Theatre, an Arts District is planned emphasizing arts related business and entertainment uses, arts education, and a vibrant mix of complementary uses such as restaurants and retail.
- *Places to Live & Work*
The mixed-use village centred on the Canada Line’s Capstan station is planned to complement the City Centre’s arts and culture “Places to Entertain & Work” with neighbourhood commercial uses, public spaces, and a mix of housing types including artists’ live/work spaces – designed to enable artists to work, erect signs, and sell their works in their homes.





- *Places to Gather*

Public open space and streetscape will play a key role in supporting interaction within the Arts District – linking people, buildings, and activities. These public spaces will be important “mixing places” for community residents, artists, and visitors, and will serve as “stages” showcasing the work of local artists.

- *Places to Celebrate*

Arts and culture are about celebration. Many celebrations are intentionally small. In other cases, however, the intent is to invite the City, the region, or the world, which requires special accommodation and co-location with City facilities to provide support.

Organizations

The following organizations emphasize the importance of the Arts and Cultural sector in Richmond.

1. *Richmond Chamber of Commerce: Arts and Culture Committee*

The Richmond Chamber of Commerce has five committees one of which is the Arts and Culture Committee. The mandate of the Committee is:

- To “brand” the community’s identity. Creating linkages between business, Arts and Culture will strengthen the city’s identity as a culturally rich, inclusive community;
- To improve the City’s quality of life. Committing to an enhanced quality of life will attract businesses and individuals to the City – making Richmond a destination as well as a gateway;
- To ensure that arts and culture have a direct positive economic impact on Richmond. Increased revenue will accrue in the areas of accommodation, restaurants, attractions, hospitality services and retail sales from increased activity in the arts, culture and tourism sectors;
- To create business opportunities. Participation and contributions to public festivals, events and performing arts venues will increase exposure, recognition and community partnerships;
- To improve pedestrian traffic. Visitors to arts and cultural locations will increase business exposure and activity.

The Richmond Chamber of Commerce Arts and Culture Task Force Report of 2006 made the following recommendations:

- Create a standing committee for Business, Arts & Culture to focus on advocacy for and development of linkages between businesses and the arts and culture communities of Richmond
- That the standing committee participate in a joint application to Arts Now for funding to commission an economic impact study of business, arts and culture in the Richmond community

RICHMOND
moon
festival
 september 22 • 2007
 from 2:00pm to 10:00pm
 Celebrating Richmond's diversity

Location:
 Garden City Community Park at Garden City Road and Granville Ave.

Events & Entertainment include:
 Opening Ceremony
 Lake Procession • Lion & Dragon Dance
 Food Vendors & Moon Cakes
 Chinese Opera • Musical Performances
 Folk Dance • Children's Entertainment
 Lantern Displays • Lantern Parade
 Fireshow Performance

This event is FREE and open to the general public!

This event is presented by:
 The Canadian Low Income Seniors Affordable Housing Society. For more information contact Tim at 604-279-8999 or email kotim@shaw.ca

- Conduct ongoing review of strategies to facilitate collaboration between business and the arts such as:
 - Festivals
 - Networking events
 - Business venues for public art
 - Participant database
 - Communication strategy
 - Luncheon speakers

2. VANOC Cultural Plan

The Vision for the VANOC Cultural Plan is,

“Vancouver’s people share a unique mix of classical art forms and rich heritage cultures. At the same time Vancouver is young, on the edge, an international leader in contemporary arts and new media development. Vancouver pushes the boundaries of new frontiers is dedicated to discovery and is keen to innovate”.

The universal objectives of these distinct and related programs are:

- To deliver a joyous celebration of physical and creative ability
- To complete the protocol, cultural and ceremonial functions mandated by the Olympic charter and deliver the content and messages of Olympism and Paralympism, including sport, culture and sustainability
- To enhance the experience of the Games through a celebration of arts, culture and creativity
- To broaden and extend the scope of the Games by maximizing the participation of the local, national and global community in an outstanding display of artistic and cultural endeavour
- To provide a seamless integration between the core Games themes and the programs delivered by Culture and Ceremonies
- To transcend borders- between nations (international borders), physical (the limits of the body, mind and spirit), cultural (boundaries of various cultures), human (the drive to expand the human experience)
- To illuminate Canadian values including our passion for creativity, respect for diversity, democracy and fair play
- To highlight fundamental aspects of our unique culture, such as Canada’s linguistic duality and multicultural makeup and Canada’s Anglophone, Francophone and Aboriginal heritage
- To engage the host country in “Canada’s Games,” from coast to coast
- To reflect Canadians’ character as creators, innovators and contributors to world progress
- To create memorable, positive impressions of the host country and community to enhance regional and national pride as well as international respect for Canada’s unique identity

VANOC’s goal is to both inspire Games audiences and advance the state of the arts with programs that celebrate excellence, diversity and extraordinary achievement. The Vancouver 2010 Culture and Ceremonies function will present a wide-ranging calendar of diverse projects, events and activities.



APPENDIX B: Potential Grants

The following grants have been set up to support the Arts, Culture and Heritage in British Columbia communities.

1. Community Festivals

On September 13, 2007, the Federal Government announced a \$30 million initiative to fund community festivals across the country. Of the \$30 million in new money:

- \$18 million will go to a new program, “Building Communities through Arts and Heritage”, to support performing and visual arts events that express, celebrate and preserve local heritage;
- \$7.4-million to top up an existing program, “Arts Presentation Canada”, to bring professional artists to larger festivals. The new money will bring the program’s budget to \$20-million a year, up from \$12.5-million;
- \$4.6-million to pay for infrastructure costs related to major community anniversaries (100 years old or more) of a “locally significant historical event or person.” The eligibility criteria specifically mention band and tribal councils. \$30 million to support heritage festivals was announced in the 2007 budget.

2. Legacies Now (Arts Now)

- The Catalyst Program is designed to help organizations build their artistic and organizational capacity through three support categories: Artistic and Organizational Capacity, Developing Audiences and Markets, and Mentorships and Consultancies. This program accepts applications from municipal governments.
- The Innovations Program provides funding for projects undertaken by BC arts, culture and heritage organizations, alone or in partnership, to create new opportunities for communities to engage in arts and cultural activity for a sustained period of time. Innovation Program funding is available in the following two categories:
 - The Creative Ventures Program supports projects that expand the range of arts and cultural activity available in a community by presenting or producing new events and exhibitions.
 - The Engaging Communities Program supports projects and activities that involve artists and cultural workers sharing their knowledge, experience and best practices with community members, resulting in a public presentation of collectively developed work.
- Explore Arts - 2010 Legacies Now encourages BC communities to explore arts, and assists BC arts and cultural organizations to strengthen, enhance and showcase their work.
- Creative Communities - Invests in municipalities and other local governing bodies working to build cultural planning into their visions for the future.



- Cultural Mapping - A cultural map is an inventory and analysis of a community's cultural resources and corresponding patterns of usage by the public. This category helps communities take stock of the existing cultural environment: its strengths, challenges, aspirations and gaps.

3. Arts Partners in Creative Development (APCD)

APCD is a strategic investment partnership to assist BC arts and cultural organizations create and develop new works or further develop existing works, with the intent of producing, presenting or exhibiting them at the highest standard.

Arts Build Communities

The Arts Build Communities (ABC) program helps communities plan unique arts and culture celebrations to encourage broad participation in creative activities. ABC has developed the necessary building blocks to develop a community arts celebration and offers a range of resources, including toolkits and web casts to help increase awareness about the arts.

4. BC150 Years (2008)

In 2008, BC is celebrating 150 years since the founding of the Crown Colony in 1858. The focus will be on five pillars: Heritage, Communities, Multiculturalism, Aboriginals and Arts and Culture. The province has announced a number of grant programs in support of BC150 celebrations that can contribute to the initiatives outlined in Richmond's Cultural Olympiad.





City of Richmond

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**City of Richmond
O Zone Projected Costs**

Appendix 2

O Zone Expenses

Program	Description	Projected Cost	Cumulative Cost
Security and Safety	RCMP Fire Ambulance Security	\$500,000	\$500,000
Volunteers	Volunteer Services Uniforms Food Appreciation	\$500,000	\$1,000,000
Infrastructure	Site Preparation Landscaping Construction Pedestrian Crossing Fencing Fencing Wrap	\$1,800,000	\$2,800,000
Entertainment	Main Stage Atmospheric Interactive Night Shows	\$1,500,000	\$4,300,000
Look and Signage	Look treatments Signage Infrastructure Gateways	\$602,000	\$4,902,000
Video Screens and Audio	Large Viewing Screens Audio Components	\$200,000	\$5,102,000
Nation Houses	Marketing Promotions Publication Materials	\$250,000	\$5,352,000
Event Insurance	Insurance	\$25,000	\$5,377,000
Technical Staff	Production Management Technical Director Logistics Director Audio Director Lighting Director Video Director Stage Management	\$93,000	\$5,470,000
Administration	Consultants Supplies Equipment Expenses	\$130,000	\$5,600,000

**City of Richmond
O Zone Projected Costs**

Appendix 2

Program	Description	Projected Cost	Cumulative Cost
Communications	Promotions Marketing Newspaper Radio TV Print	\$200,000	\$5,800,000
Sponsorship	Materials Sponsor Recognition	\$200,000	\$6,000,000
O Zone Total Projected Costs			\$6,000,000



Appendix 4

2010 Olympic and Paralympic Winter Games Strategic Operational Plan Look of the Games, Look of the City – Gateways and Wayfinding to the Oval Projected Costs

Costs and Resources – Major Gateways/Wayfinding

Gateway Location	Elements	Partnership	Resources	Cost
1. Grant McConachie Way at the exit for the Moray Channel Bridge and Sea Island Way	Landform, plant material, lighting, Richmond identity, temporary graphics Oval directional signage	YVR, VANOC	Engineering & Public Works, Parks Construction & Horticulture	\$150,000
2. Arthur Lang Bridge -bridge foot to Richmond off-ramp	Richmond/YVR identity, temporary graphics, trees, Oval directional signage	YVR, VANOC	Engineering & Public Works, Parks Horticulture	\$125,000
3. Oak St. Bridge -bridge off-ramp to Garden City Rd. on Sea Island Way	Richmond identity, temporary graphics, Oval Directional Signage	MOT	Engineering & Public Works, Parks Horticulture	\$95,250
4. Highway 99 from tunnel exit to Steveston Highway off-ramp	Richmond identity, permanent graphic panels, temporary graphics, lighting, trees, plant material, Oval Directional Signage	MOT, Tourism Richmond, VANOC	Engineering & Public Works, Parks Construction & Horticulture	\$150,000
6. Richmond Canada Line Stations (transit plazas)	Richmond identity, lighting effects, plant material, Oval Directional Signage	CLCO, VANOC	Engineering & Public Works, Parks Construction & Horticulture	4 @ \$50,000 ea. \$200,000
7. Dinsmore Bridge	Special winter plantings in existing concrete planters, Oval Directional Signage (this area will be in the Ozone event area and improvements will be included in the Ozone special event plan).	YVR, VANOC	Parks, Olympic Business Office, Ozone	Included in City Centre Horticulture annual program
8. No. 2 Rd. Bridge	Special bridge lighting effects, Oval Directional Signage *Opportunity for partnering with VANOC for a "Spectacular"	YVR, VANOC	Engineering & Public Works	\$350,000 (Does not include potential VANOC spectacular)
9. Lansdowne Corridor from Canada line Station to Oval, Hollybridge Way west side, River Road fronting Oval	Oval Directional Signage, Temporary VANOC Fencing wrap- will create a buffer in certain areas, and serve to create a corridor with official 2010 Look of the Games	City	Public Works, Parks	Approx 5000 linear m of Temporary Fencing and VANOC design 2010 Polystretch fence Fabric: \$115,000
Total Cost				\$1,185,250

Appendix 4

Costs and Resources – Minor Gateways

Gateway or Identity Location	Elements	Partnership	Resources	Cost
a. Canada Line North Arm Bridge Terminus in Bridgeport	Banner poles, Richmond identity, special paving, lighting effects, plant material, community art	CLCO, VANOC	Engineering & Public Works, Parks Construction & Horticulture	\$65,000
b. Highway overpasses on Highway 99, the East-West Connector, and Knight St.	Temporary graphic panels and VANOC Building Wraps, Oval Directional Signage	MOT, VANOC	Parks & Public Works	12 @ \$5000 ea. \$60,000
c. No. 3 Rd. and Granville Ave.	Graphic panels, lighting effects, plant material, temporary graphics, Oval Directional Signage	local business	Engineering & Public Works, Parks Horticulture	\$200,000
d. Steveston Village	Banner poles, signage and fence wrapping	local business	Parks & Public Works	\$40,000
Total Cost				\$365,000

Cost Summary:

Major Gateways & Wayfinding	\$1,185,250
Minor Gateways & Wayfinding	\$ 365,000
Subtotal	<u>\$1,550,250</u>
Less:	
Existing City Centre Festive Lighting Program	(\$20,000)
City-Wide Special Events	<u>(\$30,000)</u>
	(\$50,000)
Subtotal	<u>\$1,500,250</u>
2008 Advanced Design (15% of project)	\$ 233,750
Total Required:	\$1,734,000

**2010 OLYMPIC AND PARALYMPIC
WINTER GAMES
STRATEGIC OPERATIONAL PLAN**

Community Consultation Process
March 2008

1. Public Consultation Feedback Form
2. Public Consultation Survey Results
3. O Zone Area Business Consultation
4. O Zone Area Business Consultation Map

Prepared By:
Richmond Olympic Business Office

Richmond's "O ZONE" 2010 Winter Games Celebration Festival

FEEDBACK FORM

During the 2010 Olympic and Paralympic Winter Games, the City of Richmond proposes to host a city-wide celebration festival – the O Zone – where Richmond residents, the people of the region and international visitors will experience Olympic events and embrace the Olympic spirit.

1. Richmond intends to have a city-wide, free, family-friendly, secure festival to celebrate the 2010 Olympic and Paralympic Winter Games.

I support the overall idea of this type of celebration site:

5 = Strongly Agree 4 = Agree 3 = No Opinion 2 = Disagree 1 = Strongly Disagree

2. Richmond intends to offer the following activities, events and programs at various celebration areas during the 2010 Winter Games period.

- Live Music, Concerts, Shows
- Olympic Athlete and Celebrity Appearances
- Local and International Artist Showcases
- Marketplaces, Trading Centres
- Children and Adult Educational Programs
- International Sport Nation Houses and Programs
- Big Screen Event Viewing
- Outdoor Ice Rink
- River-Staged Entertainment
- Nightly Special Effects Shows
- Arts and Cultural Programs
- Outdoor Public Ice Rink

In general, I support these proposed activities

5 = Strongly Agree 4 = Agree 3 = No Opinion 2 = Disagree 1 = Strongly Disagree

3. The City of Richmond believes that connected community and regional spirit, revitalized public venues and outdoor spaces, cultural enrichment, strengthened local economy and increased international profile are important Olympic legacies for Richmond residents.

Do you:

5 = Strongly Agree 4 = Agree 3 = No Opinion 2 = Disagree 1 = Strongly Disagree

4. During the 2010 Winter Games, I am likely to: *(Check all that apply)*

- Attend the O Zone festivities
- Attend speed skating events at the Richmond Oval
- Attend other Olympic sport events
- Watch the Games at home
- Volunteer at the Games

Please turn over...

Richmond's "O ZONE" 2010 Winter Games Celebration Festival

FEEDBACK FORM - con't

5. Please share any other thoughts you have on local celebration events

Information:

I am

- Under 18 18-40 41-65 Over 65
 Male Female

Thank you for your participation.

Information contained in this Feedback Form will be compiled with other public responses and may be included in a report to City of Richmond Council.

Please place this form in the Feedback Box provided at the information sessions, fax, email or mail for receipt before 5:00 pm on February 18, 2008 to:

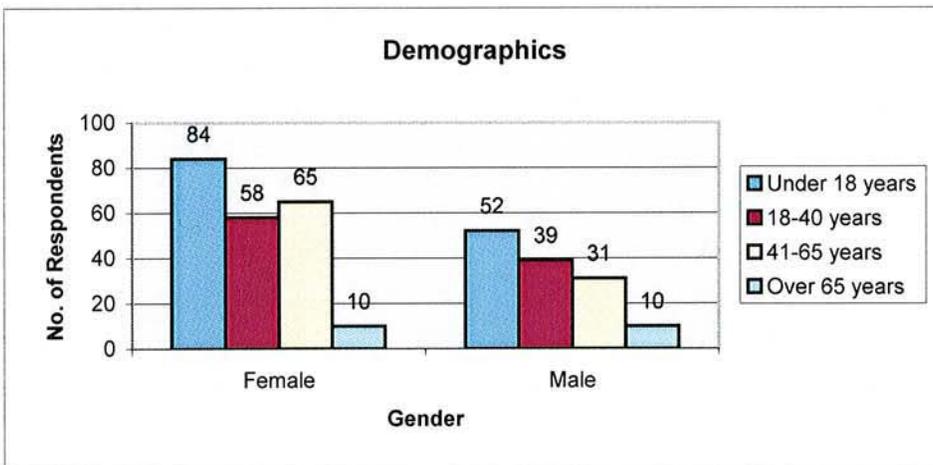
Corporate Communications
City of Richmond, Olympic Business Office
6911 No. 3 Road
Richmond, BC V6Y 2C1
Fax: 604-276-4222
Email: corporatecommunications@richmond.ca

A copy is also available on the City website at www.richmond.ca.

Public Consultation Survey Results

Demographics

		Gender	
		Female	Male
Age	Under 18 years	84	52
	18-40 years	58	39
	41-65 years	65	31
	Over 65 years	10	10

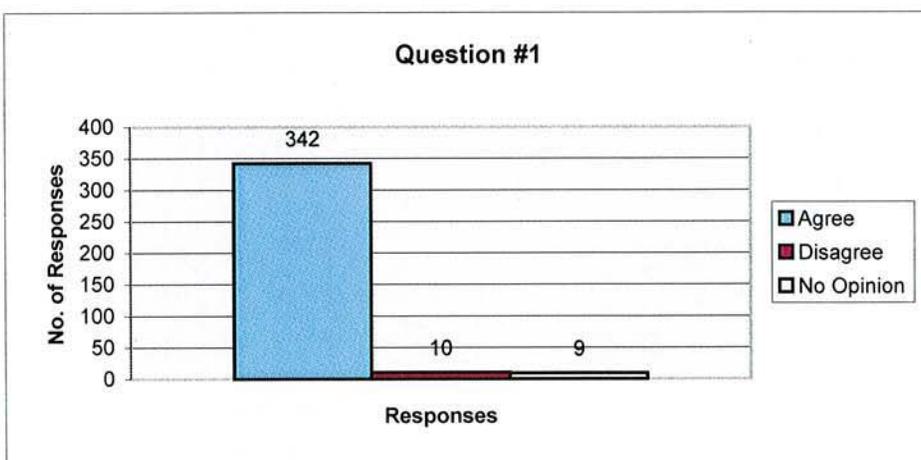


Question #1

Richmond intends to have a city-wide, free, family-friendly, secure celebration festival during the 2010 Winter Games.

Do you support the idea of this type of celebration?

	Agree	Disagree	No Opinion
Question Totals	342	10	9

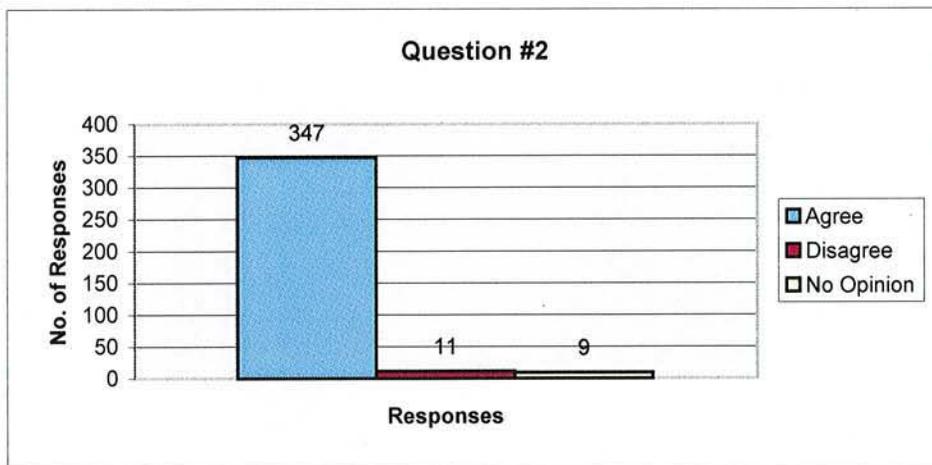


Question #2

Richmond intends to offer a variety of activities, events and programs at various celebration areas during the 2010 Winter Games period. These include big screen viewing of Winter Games' events, athlete appearances, outdoor ice rink, live music, concert and shows, artist showcases, education, art and cultural programs, marketplaces and nightly special effects shows.

Do you, in general, support this kind of programming?

	Agree	Disagree	No Opinion
Question Totals	347	11	9

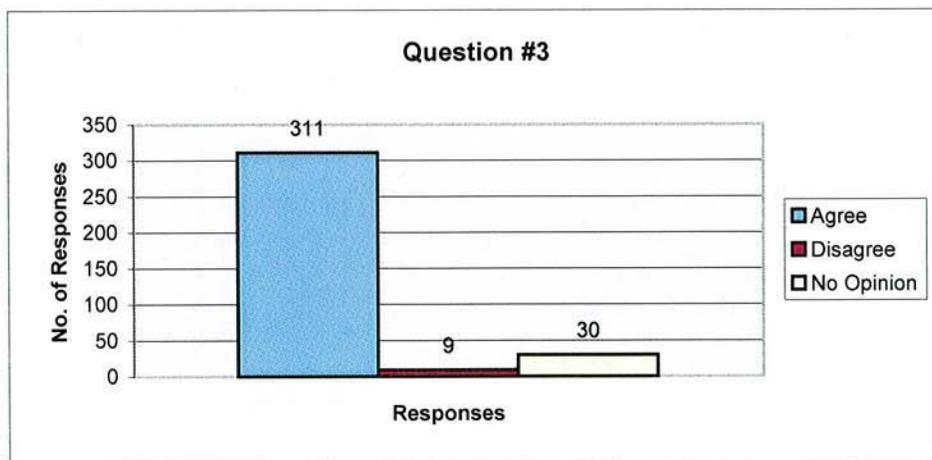


Question #3

The City of Richmond believes that connected community and regional spirit, revitalized public venues and outdoor spaces, cultural enrichment, strengthened local economy and increased international profile are important Olympic legacies for Richmond residents.

Do you?

	Agree	Disagree	No Opinion
Question Totals	311	9	30

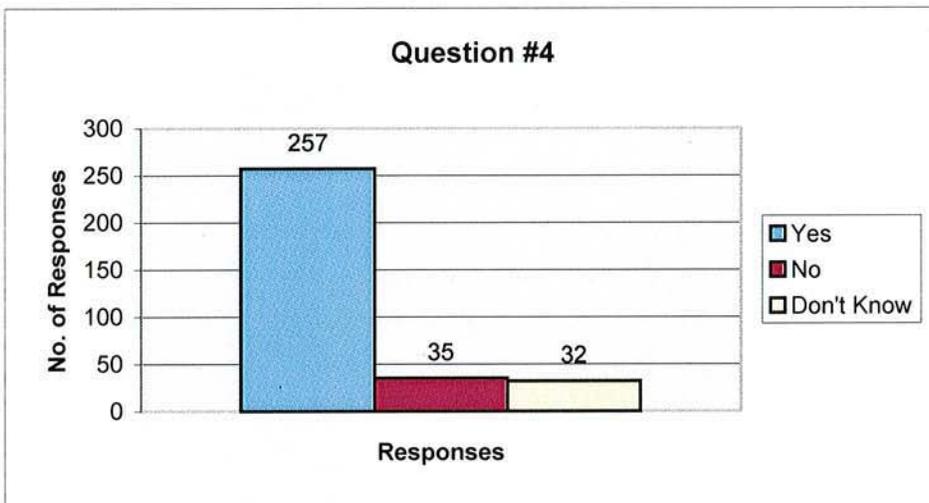


Question #4

During the 2010 Winter Games, I am likely to:

Attend the O Zone festivities

	Yes	No	Don't Know
Question Totals	257	35	32

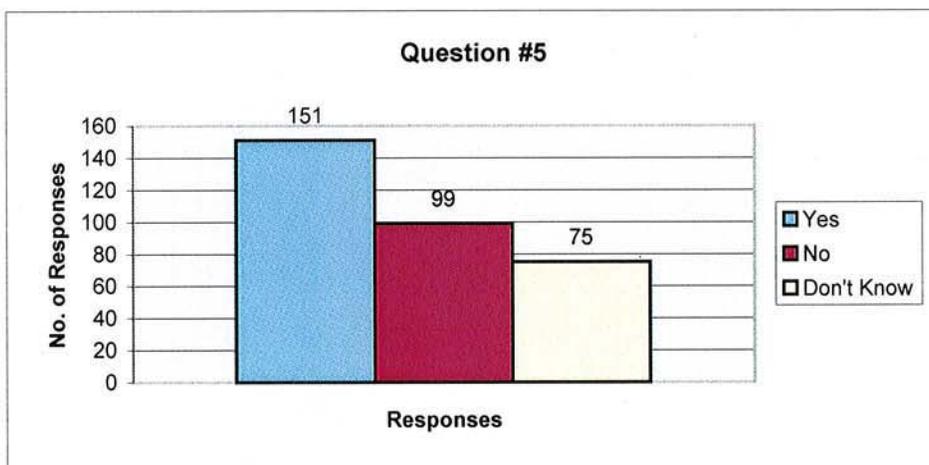


Question #5

During the 2010 Winter Games, I am likely to:

Attend speed skating events at the Richmond Oval

	Yes	No	Don't Know
Question Totals	151	99	75

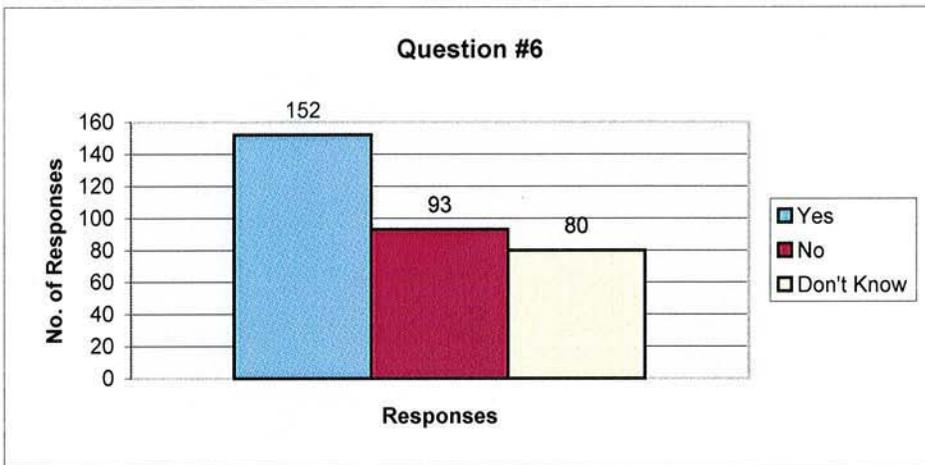


Question #6

During the 2010 Winter Games, I am likely to:

Attend other Olympic sport events

	Yes	No	Don't Know
Question Totals	152	93	80

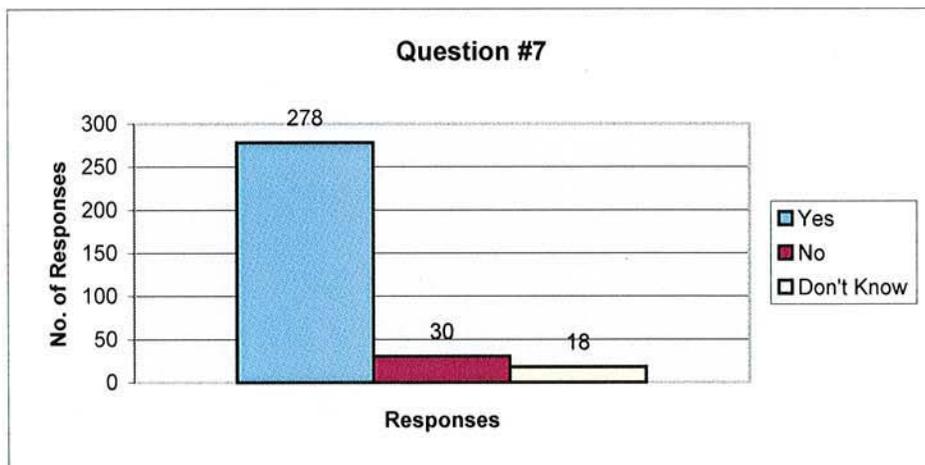


Question #7

During the 2010 Winter Games, I am likely to:

Watch the Games at home

	Yes	No	Don't Know
Question Totals	278	30	18

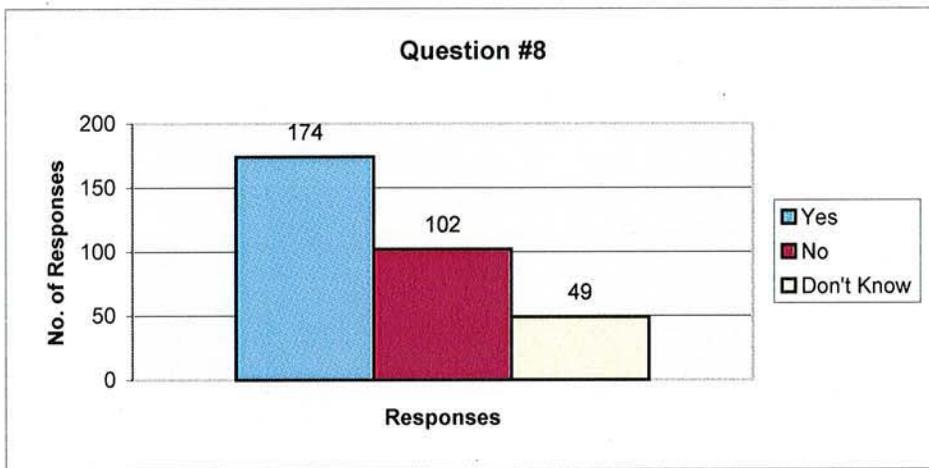


Question #8

During the 2010 Winter Games, I am likely to:

Volunteer at the Games

	Yes	No	Don't Know
Question Totals	174	102	49



**Phase One Business Consultation
January – March 2008**

Businesses Consulted who Support in Principle:

Street Address	Company	Owner/Tenant
7680 River Road	Canada Post	Tenant
7580 River Road	Southview Property Management Inc	Owner
7520 River Road	Starwell Investment Canada	Owner/Tenant
7500 River Road	7500 River Road Ltd	Owner
7500 River Road	Blanchette Press	Tenant
7400 River Road	City of Richmond	
7360 River Road	7500 River Road Ltd	Owner
7360 River Road	Nippon Express Ltd.	Tenant
7360 River Road	Canadian Alliance Terminals	Tenant
7100 River Road	Dorset Realty	Representative for Owner
7080 River Road	Dorset Realty	Representative for Owner
6751 Elmbridge Way	Canadian Alliance Terminals	Tenant
6791 Elmbridge Way	Canadian Alliance Terminals	Tenant
3800 Cessna Drive	British Columbia Institute of Technology	
4151 Hazelbridge Way	Aberdeen Mall	Owner
5300 No. 3 Road	Lansdowne Mall	Representative for Owner
5540 Hollybridge Way	Richmond Curling Club	Tenant
3211 Grant McConachie Way	Vancouver International Airport Authority	

Businesses Consulted and Opposed in Principle:

None

