



# City of Richmond

## Report to Committee

*TO GP- OCT 15 2012*

**To:** General Purposes Committee  
**From:** Jane Fernyhough  
Director, Arts, Culture and Heritage

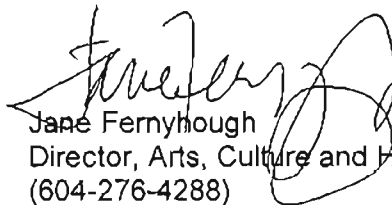
**Date:** October 12, 2012  
**File:** 99-Community  
Services/2012-Vol 01

**Re:** Richmond Olympic Experience Project

### Staff Recommendations

That:

1. The Richmond Olympic Experience project concept and design, as outlined in the staff report from the Director, Arts, Culture and Heritage of October 12, 2012, be endorsed; and,
2. The Board of Directors of the Richmond Olympic Oval Corporation be advised of Council's support for the Olympic Experience project.

  
Jane Fernyhough  
Director, Arts, Culture and Heritage  
(604-276-4288)

Att. 1

FOR ORIGINATING DEPARTMENT USE ONLY		
<b>ROUTED TO:</b>	<b>CONCURRENCE</b>	
Finance	Y <input checked="" type="checkbox"/>	N <input type="checkbox"/>
Engineering	Y <input checked="" type="checkbox"/>	N <input type="checkbox"/>
<b>REVIEWED BY SMT</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
<b>REVIEWED BY CAO</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>

## Staff Report

### Origin

At the City Council meeting of December 13, 2010, Council approved an allocation of \$575,000 as part of the Oval Conversion Project Budget, for a display in the interior of the Oval focusing on the Richmond 2010 experience and the sporting history in Richmond. However, during the preliminary project planning and development it became apparent that the type of experience that could be created with the allocated funding would not provide an experience that would be of a standard that would meet the goals originally envisioned or expected of the City or the Oval.

The project was initially a City project as part of the Legacy Conversion. However, due to the change in scope and in order to take advantage of various Oval functional and operational synergies, the Oval Corporation assumed responsibility for the project. As a result, the enhanced project, renamed the Richmond Olympic Experience, is now a Richmond Olympic Oval Corporation project and has been unanimously endorsed by the ROOC board.

Although it is an Oval Corporation project, it is coming to City Council, subsequent to the ROOC Board having approved the project, because the CAO felt that due to the nature and scope of the project and the use of some City funding from the Legacy Conversion project, it was appropriate that Council have final approval. As the Board and Council have already approved their respective funding participation, the concepts and thematic outlines are presented for Council approval prior to proceeding with the final phase.

This extraordinary cultural amenity will complement the City of Richmond's other cultural attractions and contribute to the City's vibrant arts and cultural scene.

The addition of the Richmond Olympic Experience to the cultural attractions in the City advances Council's Term Goal #3 – Economic Development: developing a "stay-cation" appeal and adding to the destination appeal of the City.

### Analysis

The primary goals of the enhanced project concept, renamed the Richmond Olympic Experience, are to perpetuate the legacy of the City's role in the 2010 Olympic Games; frame Richmond's own Olympic story, fondly recall the exciting events the community experienced, showcase Richmond's illustrious sporting past and, as a past Venue City, advance the Olympic values and establish a dynamic tourism attraction in Richmond.

In conjunction with the initial design concept phase several steps were critically important to have in place before bringing forward the concepts for City Council approval:

- *Canadian Olympic Committee endorsement of the project.* As the COC is the IOC's representative in Canada and the licensing body for the use of the term "Olympic" and the display of the internationally recognized rings, their endorsement of the project as well as future access to their large collection of artifacts, was important for the stature of the project.
- *Pursuit of sponsors for the project.* Diverse funding sources are required to create the project as envisioned.

- *Acceptance into the international Olympic Museums Network.* The tourism component of the project is significantly enhanced by being accepted into this Network.
- *Ensuring that the project can be accommodated within the operation of the Richmond Olympic Oval.*

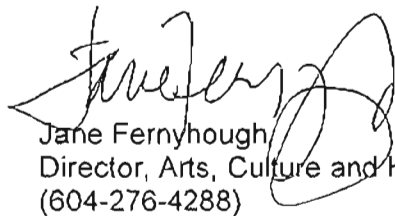
The attached report from the Richmond Olympic Oval (Attachment 1) outlines the concepts and the types of experiences proposed for the Richmond Olympic Experience. These are presented for City Council approval before proceeding with the final phase of the project – detailed design, fabrication and installation.

### **Financial Impact**

There is no financial impact to this report.

### **Conclusion**

The Richmond Olympic Experience will provide many benefits to the City of Richmond and the Richmond Olympic Oval: a world class tourist attraction, a significant addition to the arts and culture attractions, an ongoing celebration of the emotion and pride the community felt during the 2010 Winter Games, and inspiration and motivation to aspiring athletes.



Jane Fernyhough  
Director, Arts, Culture and Heritage  
(604-276-4288)

## Report

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**To:** George Duncan, CEO, Richmond Olympic Oval  
Senior Management Team, City of Richmond

**Date:** October 12, 2012

**From:** Shana Turner, Director, Administration, Finance & Corporate Services  
Richmond Olympic Oval

**Re:** Richmond Olympic Experience Project

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### Staff Recommendation

That in consideration of the Chief Administrative Officer's commitment to take the Richmond Olympic Experience (ROE) concept and design to Council, in addition to the Richmond Olympic Oval Corporation Board, Oval staff request that City staff submit the following report to Richmond City Council and request approval of the project concept and design for the ROE.



Shana Turner  
Director, Administration, Finance and Corporate Services  
Richmond Olympic Oval  
778-296-1462

FOR ORIGINATING DEPARTMENT USE ONLY		
<b>REVIEWED BY SMT</b>	YES	NO
<b>SUBCOMMITTEE</b>	<i>CVC</i> <input checked="checked" type="checkbox"/>	<input type="checkbox"/>

## Staff Report

### Origin

At the City Council meeting of December 13, 2010, during Council consideration of the Richmond Olympic Oval Conversion to Community Legacy Mode, one of the final projects presented was an opportunity to showcase the Richmond Olympic Story Project. With an approved allocation of \$575,000 in the Oval Conversion Project Budget, a modest display in the interior of the Oval focusing on the Richmond 2010 experience and the sporting history in Richmond was envisioned.

However, during the preliminary project planning and development phase, it became apparent that the type of exhibition or display that would be created with the available funding would not have met the standard expected of the City or the Oval and would not reflect an effective use of the conversion budget funding. Staff explored the possibility of creating a more inspiring concept featuring museum- standard displays consistent with the world-leading standard the Oval had achieved during the 2010 Olympic Winter Games and consulted with experts from the International Olympic Committee (IOC) Museum. This enhanced project concept, renamed the Richmond Olympic Experience (ROE), will perpetuate the Legacy of the City's role in the 2010 Olympic Games; advance the Olympic values; fondly recall the exciting events the community experienced during the 2010 Games; frame Richmond's own Olympic story and reflect on Richmond's illustrious sporting history from the grass roots to international competitions.

Further, the enhanced project adds to the tourism inventory in Richmond and creates a destination attraction of a world class standard; adds to the vibrant arts and culture scene in Richmond and creates a reason, other than sport and recreation, for people to visit the Oval, while leaving an enduring legacy of Richmond's prominent and important role in the 2010 Games. This concept, however, would require a larger budget and the use of suitably-sized spaces, using both the interior and the exterior of the Oval, to tell such a big story.

Staff have been developing funding strategies, partnerships and design concepts in preparation for submission to the Richmond Olympic Oval Board and ultimately City Council. The concepts and funding strategies were enthusiastically and unanimously endorsed by the Richmond Olympic Oval Board on June 6, 2012 (Resolution: Attachment A). Another component of the funding strategy is Council's successful application to direct \$2,500,000 of Provincial Hotel Tax revenue over the next five years to the Olympic Experience Project in support of tourism Destination Enhancement Infrastructure. Council's submission to the Province included a 5-Year Tourism Richmond Business Plan, which outlined the need for investment in new tourism projects and initiatives that would enhance and contribute to the long-term growth of Richmond's tourism sector.

All funding sources have been previously approved by either Council or the Board, as appropriate, and the project concepts are now presented for City Council approval before proceeding to the final phase of the project.

## Analysis

The following analysis provides a summary of the Richmond Olympic Experience project, however, more detailed information can be found in the Concept Document (Richmond Olympic Experience Concept Document: Attachment B)

### Richmond Olympic Experience Concept

Initial programming presented by staff for the Oval included community sports and recreation, high performance sport, health and wellness, and culture and entertainment. The Oval has delivered on the first three items and has an ambitious, world-class vision for the cultural pillar. Not only does the Olympic Experience add a cultural component to the Oval, but it contributes to the vibrant arts and culture activity in Richmond and will effectively compliment existing and future museum venues in the City. Through the Olympic Experience project, residents and visitors will experience educational, museum-quality displays; interactive, fun and inspiring exhibits; displays of artwork and opportunities for other related cultural activities and a significant educational program component for school age children across the community.

Within the project concept plans, the Olympic Experience interpretive and design goals are as follows:

- 1) Reignite the Olympic spirit by reconnecting residents and visitors to the excitement and emotions that surround the Olympic Games;
- 2) Motivate residents and visitors to strive toward their own personal podiums;
- 3) Create an awe inspiring experience that becomes a "must see" venue and brings further international, national and regional awareness to Richmond;
- 4) Celebrate the History of Sport in Richmond from grass roots sport to the Olympics; and
- 5) Ensure that a legacy remains to celebrate Richmond's role in the 2010 Games and to promote Olympic Values.

Adding the Olympic Museum to the Oval will create a destination attraction and tourism generator, giving Richmond something in common with other previous Olympic hosts such as Barcelona, Amsterdam, Lillehammer and many others. The exhibition and museum will add to the tour inventory for the Lower Mainland, giving tourists another reason to base their stay in Richmond and give people a reason, other than recreation and sport, to visit the Olympic Oval.

As a Venue City for the 2010 Games, Richmond will forever be remembered as the host of the long-track speed skating competition and the provider of the crown jewel venue of the Games, the Richmond Olympic Oval. Richmond's success story is being told around the world as one of, if not the most successful community legacy venue of any Games. What better place to celebrate the Olympics than in the breathtaking venue itself?

Many Richmond residents have achieved international recognition for their sporting achievements as athletes and sport leaders. The Olympic Experience will provide opportunities

for their artifacts, collections, memorabilia and ultimately their stories to be shared with all visitors to the Oval. The project will also include a specialized and dedicated exhibit where we will invite local collectors to temporarily display their collections as part of the Richmond Olympic Experience program.

The Oval continues to receive international attention from tourists and visitors. Tourist buses visit the Oval frequent and visitors typically wander the Oval grounds and may tour through the free viewing area before departing. As a world class exhibition, the Olympic Experience will give tourists a reason to stay and residents another reason to showcase and experience the Olympic Oval and promote it to their family, friends and colleagues.

### Project Themes and Design

The Richmond Olympic Experience is designed to be a multifaceted, multidimensional, highly interactive experience that will engage all ages with a vision to keep the Olympic spirit alive through a transformative exhibit experience that inspires excellence in sport, promotes community and motivates everyone to dream big. The Olympic Experience has four areas of focus:

• <b>Richmond's Olympic Experience</b>
• <b>The 2010 Olympic &amp; Paralympic Winter Games</b>
• <b>The History of Sport in Richmond</b>
• <b>The Olympic Movement and Values</b>

While the building and surrounding plazas are the backdrop for the Olympic Experience with elements throughout, three distinct areas are envisaged:

- 1) the theatre – movies, video and film segments, inspirational speakers;
- 2) the museum quality environment – an awe-inspiring area with precious artifacts, emotionally moving video clips, historical documents and collections. While this is the core exhibit area for artifacts, it will not be presented as a static museum, rather as a state-of-the-art interactive, inspirational exhibition; and
- 3) the interactive zone – from manual to high tech interactive activities to fascinate and engage all ages.

An area for temporary exhibits is also planned in order to highlight upcoming events such as Olympic Games, World and Canadian championships, and outstanding athletes and coaches. There is also a discrete exhibit planned to showcase the collections of people from the local community and an area for the Canadian Olympic Committee, which will utilize the Oval as a west coast base to promote the Olympic movement in Canada.

Stories will be told through the use of images, videos, artifacts and interactive activities. A comprehensive educational and school program will be developed to complement the areas of focus and themes.

### Stakeholders and Opportunities

One of the key objectives of this project was to become the first officially designated Olympic Museum in North America and to be recognized as a member of the Olympic Museums Network. Staff are pleased to announce that on September 27<sup>th</sup> 2012 at the 7<sup>th</sup> General Assembly of the Olympic Museums Network, the Richmond Olympic Experience's application for membership in the network was unanimously supported by the membership. Richmond Olympic Experience is the first member of the Olympic Museums Network in North America.

Below is a table outlining some of the stakeholder agreements and opportunities associated with this project.

Stakeholder	Relationship	Opportunity
<b>The Olympic Museums Network (OMN)</b>  A synopsis of the benefits of membership in the OMN are included with this report (Olympic Museums Network Membership Benefits: Attachment C)	MOU	<ul style="list-style-type: none"> <li>• Membership in the OMN is a critical component of the project as it is the key avenue for obtaining unencumbered access to IOC Olympic imagery and artifacts, free from copyright fees</li> <li>• First member of OMN in North America</li> <li>• Access to photos, videos, artifacts and other IOC Olympic property</li> <li>• Use of the OMN logo and brand</li> <li>• North American representative for Universal Olympic Collection</li> <li>• Access to "NOC-Net" – an online collaboration tool for OMN members</li> <li>• Extra-net access to OMN exclusive property</li> <li>• Participation in OMN initiatives and exhibitions</li> <li>• Sharing of OMN ideas, best practices and common themes</li> <li>• World-wide cross-promotion of Olympic museum venues</li> </ul>
<b>The Olympic Museum Lausanne, Switzerland</b>	Agreement	<ul style="list-style-type: none"> <li>• Guidance and advice from the official Olympic Museum</li> <li>• Access to the Olympic Museum concept design and construction documents related to their current renovation</li> <li>• Ability to leverage the design and purchase for exhibit displays and audio visual hardware for installation into the Olympic Experience</li> <li>• The ability to copy or co-produce digital imagery for display</li> <li>• No copyright fees associated to borrowing IOC Olympic material from the Olympic Museum</li> <li>• Access to fabricators to produce replicas or copies of artifacts for the ROE collection</li> </ul>



		<ul style="list-style-type: none"> <li>Access to the authentic Olympic Icons (torches &amp; medals); posters; sports equipment; stamps and coins; and memorabilia associated to the look of the Games (misc. memorabilia, pins etc) via loan agreement</li> </ul>
Canadian Olympic Committee (COC)	MOU	<ul style="list-style-type: none"> <li>Unequivocal support for the ROE project</li> <li>COC to display artifacts, property and messages to advance the Olympic Movement In Canada</li> <li>Western location for COC receptions, events and press releases</li> <li>(COC Letter of Support: Attachment D)</li> </ul>
Other OMN Member Museums	Agreements	<ul style="list-style-type: none"> <li>Several agreements in place with member museums for the sharing of artifacts, imagery, best practices, exhibit concepts and designs and content</li> </ul>
Hotel Tax (Tourism Richmond)	Funding Source	<ul style="list-style-type: none"> <li>Council approved \$2.5M AHRT funding subsequently approved by Provincial Government.</li> <li>Project to add to tour inventory in Richmond</li> </ul>
Games Operating Trust (GOT)	MOU	<ul style="list-style-type: none"> <li>Project supports mandate of GOT by celebrating Olympic athletes, promoting high performance sport and inspiring all through Olympic values</li> </ul>
Federal Government	Grant application	<ul style="list-style-type: none"> <li>\$1M grant application towards construction renovation required for project</li> </ul>
BC Sports Hall of Fame / Canadian Sports Hall of Fame	Collaboration	<ul style="list-style-type: none"> <li>Positive relationships have been established.</li> <li>Opportunities exist for collaboration and cross-promotion</li> </ul>
Local Athletes and Sport Leaders	To be established	<ul style="list-style-type: none"> <li>Relationships will need to be established with Local, National and International athletes to tell their stories, showcase their memorabilia and schedule appearances</li> </ul>
Local Collectors and Historians	To be established	<ul style="list-style-type: none"> <li>Local Olympic collectors and sports historians will be given an opportunity to showcase their collections.</li> </ul>
Tour Companies	To be established	<ul style="list-style-type: none"> <li>Relationships will need to be established with tour companies and other tourism agencies in order to market this international attraction</li> </ul>

### Location in Oval

The primary location for the Olympic Experience is on the mezzanine level adjacent to the Legacy Lounge. The Olympic Experience will benefit from Oval capital plans to re-capture air space that was necessary due to the Olympic overlay and which will now be converted into usable floor space for programs or rentals use. Ancillary features of the project will be located throughout the facility with the theatre located on the ground level and an exhibit experience woven into the activity level.

### Timeline

One of the criteria for membership in the OMN was to have the exhibition open and operational before December 31st 2013. As such, the Olympic Experience has a target opening of Fall 2013 based on completion of Phase 1 and Council approval by October 2012.

### Financial Considerations

Capital funding is currently from the following sources:

- Funding of \$575,000 from the Legacy Conversion Fund;
- Oval contribution of \$1,500,000 from the Capital Reserve;
- \$2,500,000 (Provincially approved) in Hotel Room Tax (AHRT) funding;
- Sponsorship funding of between \$1,000,000 and \$1,500,000 is in the final stages of negotiation with the best and final offers currently being considered.

Additionally, the Olympic Experience has applied for a Federal grant and there are further additional sponsorship opportunities anticipated as the project progresses.

The preliminary operating budget for the project is estimated to be a maximum of \$250,000 to \$300,000 annually. The additional operating budget impact would be off-set by any revenue collected through ticket sales and other project related revenue sources. Due to the efficiencies available through shared support from existing Oval functions, significant operational costs savings have been achieved.

Further operational information can be found in the Preliminary Business Plan attached. (Richmond Olympic Experience Preliminary Business Plan: Attachment E)

### **Financial Impact**

The Olympic Experience Project does not require any further funding from the City of Richmond.

### **Conclusion**

The Richmond Olympic Experience project completes the vision first conceived by Council for the Olympic Oval by adding an arts and culture component. Now, those not directly involved in sports and recreation will have a reason to visit the Oval and the project will contribute to the growing arts and culture scene in the City of Richmond.

The funding sources are secure and the Oval is not requesting additional funds from the City in order to move forward with this project. As noted above, many stakeholders are excited about the project and have contributed by way of funding, artifacts, expertise and support.

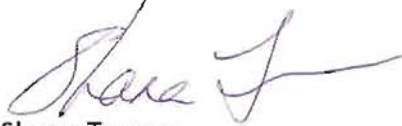
There are some obvious tangible benefits to proceeding with the project, such as:

- Addition of an arts and culture feature at the Oval and contribution to the overall arts and culture activity in Richmond;
- Increased visitors to the Olympic Oval;

- Addition of a world-class tourist attraction in Richmond;
- Housing the Olympic Experience in the Oval creates economies of scale, making it operationally viable;
- Ability to showcase invaluable Olympic artifacts obtained through our recent Agreements and MOUs at minimal cost;
- A lasting legacy of Richmond's contribution to the Olympic Games;
- Provide a prominent venue in which to showcase and celebrate the history of sport in Richmond.

However, some intangible benefits of the project are equally compelling:

- Richmond will continue to be recognized as a separate and distinct venue City for the 2010 Games;
- Prestige associated to participation in an exclusive and international network of Olympic museums, predominantly comprised of previous Olympic host cities;
- Inspire our community, and in particular, our youth to be the best that they can be;
- Community pride;
- The distinction of being the first Olympic museum open in North America officially designated as a member of the OMN.



Shana Turner

Director, Administration, Finance and Corporate Services  
778-296-1462

Encl

Attachments:

- A – Board Resolution June 6, 2012
- B – Concept Document
- C – Olympic Museums Network Membership Benefits
- D – Canadian Olympic Committee Letter of Support
- E – Preliminary Business Plan

## Richmond Olympic Experience

### Project Approval

Board meeting

June 6, 2012

Board Resolution:

*Whereas, the City of Richmond, through the Province of BC, have committed \$2.5M of Additional Hotel Room Tax (AHRT) funding to the Richmond Olympic Experience project;*

**BE IT RESOLVED that:**

- 1. the Richmond Olympic Experience project is approved based on the capital budget and program outlined in this report;*
- 2. the required capital funding contribution of \$500,000 per year for three years from the capital reserve be approved;*
- 3. staff retain consultants to complete the design work;*
- 4. staff continue negotiations with Olympic Museum Network (OMN) with such negotiations to conclude with an agreement which will include borrowing artefacts for exhibits and the sharing of the extensive library of digital images;*
- 5. staff enter into an agreement with the Canadian Olympic Committee (COC);*
- 6. staff complete negotiations with Barcelona and other museums in the OMN for two-way exchange agreements for artefacts, digital imagery and content.*

**UNANIMOUSLY CARRIED**

**Attachment B  
Richmond Olympic Experience  
Concept Document**

## **1. Richmond Olympic Oval History**

The Richmond Olympic Oval, one of the few legacy buildings in the world permitted to use the term “Olympic” in its name and display the internationally recognized rings, is an iconic building on the waterfront in Richmond, British Columbia that continues to draw visitors from around the world.

Home to long track speed skating during the 2010 Olympic and Paralympic Winter Games, the Oval has been transformed into the legacy vision first conceived by the City of Richmond in 2004 – an international centre of excellence for sports, health and wellness. The facility now offers two Olympic sized ice sheets, six hardwood courts, a track zone that includes a 200 metre running track encircling a vast multi-purpose sports zone and a new climbing wall on the activity level, a 2,300 square metre fitness centre on the mezzanine level, and on the ground level an indoor rowing and paddling centre, a dedicated training centre for athlete development, a variety of meeting rooms and a speciality sports medicine & wellness centre. The entire facility, including the rowing and paddling centre and the climbing wall were designed with accessibility needs in mind in order that the Oval can be used by all members of the community. The exterior consists of two plaza areas, a beautiful water filtration pond and several iconic art pieces.





## 2. Richmond Olympic Experience Project

Together, the City of Richmond and the Richmond Olympic Oval Corporation will re-ignite the excitement felt by residents and visitors during the Games; inspire viewers to excellence; educate youth in the science, art, culture and power of sport; and create a permanent lasting legacy of the Games by becoming a North American location in the Olympic Museums Network.

The Olympic Experience will keep the Olympic Spirit alive through a transformative experience that inspires excellence in sport, promotes community and motivates everyone to dream big. Through a wide variety of mediums, and appealing to a broad based audience, stories will be woven throughout the building including corridors, public spaces, a discrete exhibit room, a multimedia theatre and the exterior of the building and surrounding grounds.

### THE JOURNEY BEGINS

Larger than life images of beloved Canadian athletes draw visitors in and welcome them to the museum entrance. The Canadian Olympic Committee is a valued supporter which is shown by their brand presence in the approach to the experience.



## **2.1 Interpretive and Design Goals**

- a. Reignite the Olympic spirit by reconnecting residents and visitors to the excitement and emotions that surround the Olympic Games.
- b. Motivate residents and visitors to strive toward their own personal podiums.
- c. Create an awe inspiring experience that becomes a "must see" venue and brings further international awareness to Richmond.
- d. Celebrate the History of Sport in Richmond from grass roots sport to the Olympics.
- e. Ensure that a legacy remains to celebrate Richmond's role in the 2010 Games and to promote Olympic Values.

## **2.2 Storyline Focus Areas**

The Olympic Experience Project has four interconnected areas of focus, threaded together with themes of friendship, the global community and building a better world through sport:

- a. Richmond's Olympic Story
- b. History of Sport in Richmond
- c. The 2010 Olympic and Paralympic Winter Games
- d. The Olympic Movement

### ***a. Richmond's Olympic Story***

The City of Richmond fully embraced the Olympic spirit, not only by delivering the iconic premier venue for the 2010 Olympic Winter Games, but by embracing a goal to ensure that all its residents had an opportunity to enjoy and experience the excitement of the Olympics and feel the Olympic spirit. Through hard work, determination, and an enthusiastic entrepreneurial attitude, Richmond achieved its dream of delivering the premier venue of the 2010 Games.

The Ozone, Richmond's Celebration site during the Games entertained an estimated 500,000 visitors over the 17 days and made them feel an integral part of the historic event.

### ***b. History of Sport in Richmond***

From the championship winning female lacrosse team, the "Milkmaids" in the 1920's and '30's to being home to many champions and Olympians, Richmond has a rich and inspiring sporting history. The community takes pride in supporting community sports and healthy lifestyles as well as many accomplished athletes inspiring others to strive for excellence in all aspects of life. Richmond's network of minor sport organizations and teams is second to none in the Province of British Columbia. This level of notoriety and achievement will be promoted and celebrated in the Olympic Experience displays. An opportunity will be created for our illustrious athletes and sport leaders to showcase their personal collections.

*c. 2010 Olympic and Paralympic Winter Games*

From triumph and tragedy, joy and despair, the 2010 Games created new Olympic legends that will live on in the Richmond Olympic Experience Project - honouring the Olympics and what they mean to people, the athletes and the countries that participate and telling the stories of excellence, hardship, successes and failures, friendship, technological and scientific developments, heroes and achieving dreams.

*d. The Olympic Movement*

The Olympic movement seeks to build a peaceful and better world by educating and inspiring youth through sport, with a spirit of friendship, solidarity and fair play. Every two years, the Olympics brings the world together to rediscover the meaning of comradery, and promote tolerance, understanding and friendship amongst all peoples

**VOLUNTEER TRIBUTE**

This dynamic play of light, shape and texture draws visitors in to learn more. The names of the 20,000 volunteers of the 2010 Games are moving ribbons of text, travelling from the lobby high up to the third floor. Slow and speed up the text using the intuitive interface

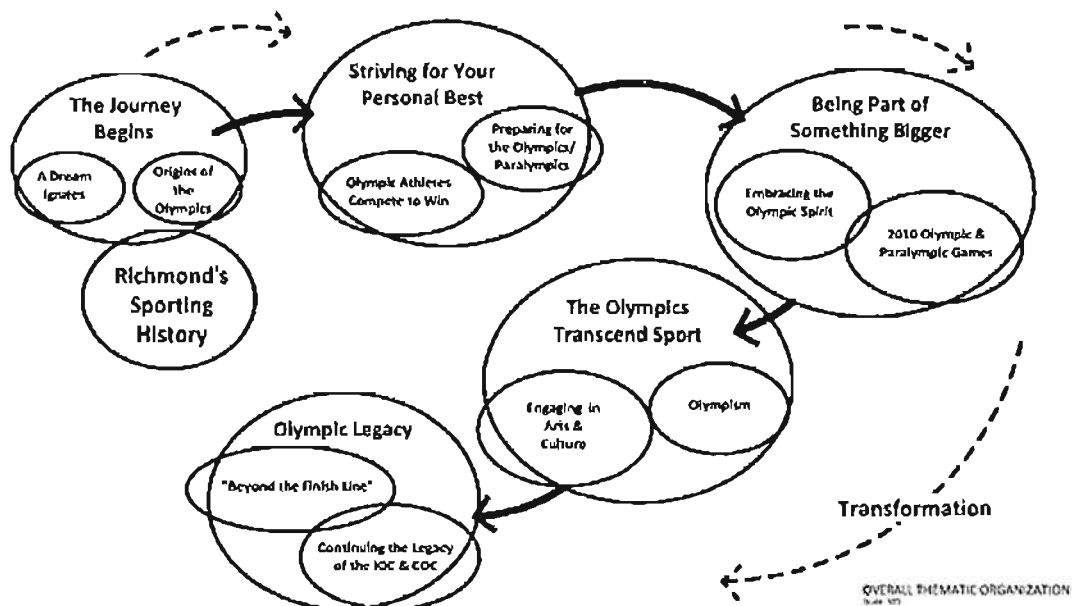




## 2.3 Themes and Subthemes

Using the storyline focus areas, five themes and related subthemes will be woven throughout the Experience:

- a. The Journey Begins
  - A Dream Ignites
  - Origins of the Olympics
- b. Striving for Your Personal Best
  - Olympic athletes compete to win
  - Preparing for the Olympics/Paralympics
- c. Being Part of Something Bigger
  - Embracing the Olympic Spirit
  - 2010 Olympic and Paralympic Games
- d. The Olympic Games Transcend Sport
  - The Olympic Games engage us in arts, culture, community and volunteerism
  - Olympism seeks to build a peaceful and better world through sport
- e. The Olympic Legacy
  - "Beyond the Finish Line"
  - Continuing Legacy of the IOC and COC



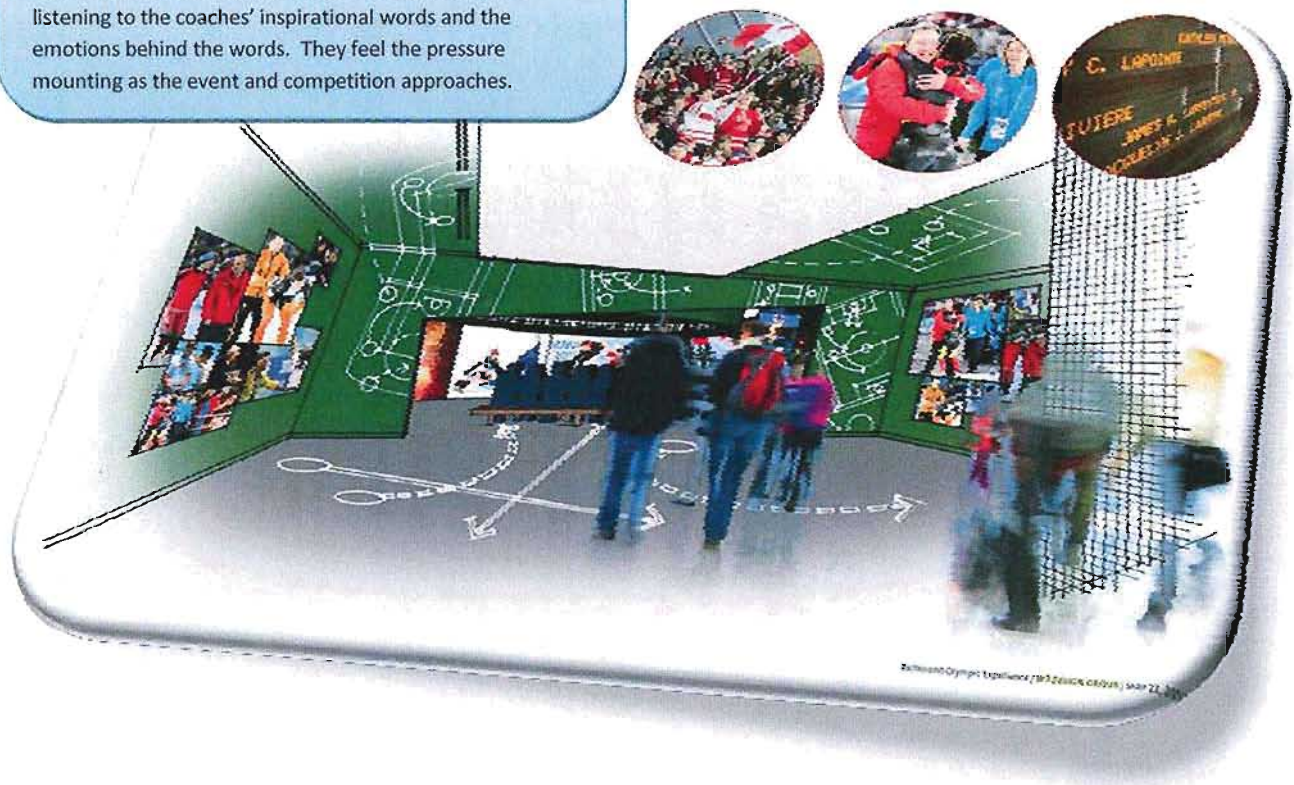
While the building and surrounding plazas are the backdrop for the Olympic Experience, three discrete areas are envisaged:

- **the theatre** – movies, video and film segments, inspirational speakers;

The IOC Museum is completing its project of digitizing all its historic films and videos which will be available to the Richmond Olympic Experience.

### OLYMPIC HEARTBEAT

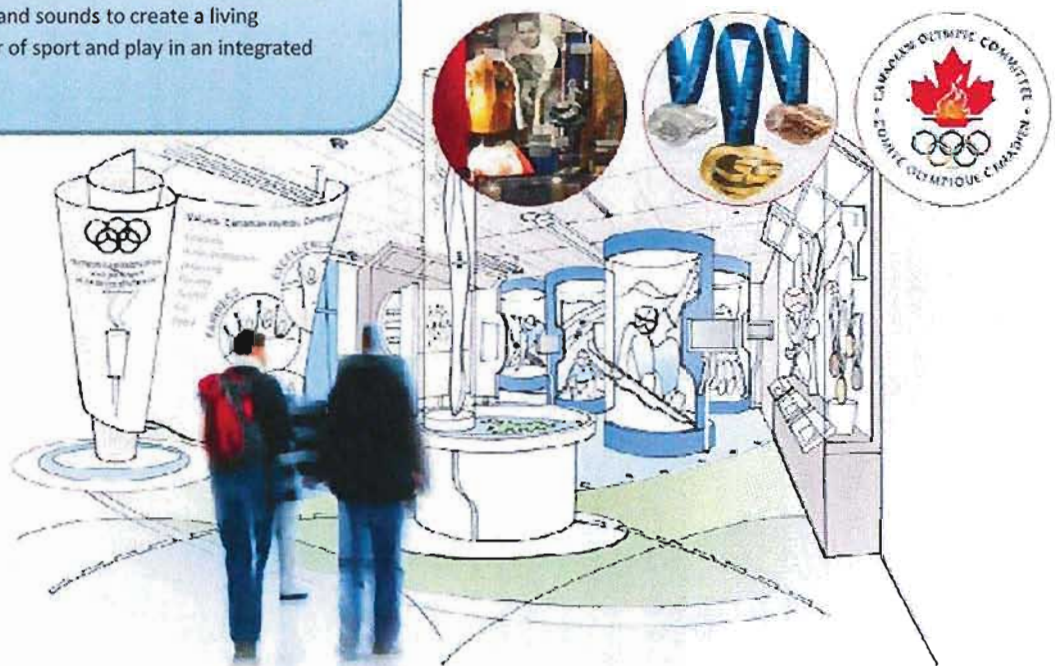
This preamble to the theatre presentation puts visitors in the shoes of athletes waiting for their moment to shine. The words of national coaches and supporters whirl around visitors, as familiar and unfamiliar languages from different countries fill the air. Visitors experience elation while listening to the coaches' inspirational words and the emotions behind the words. They feel the pressure mounting as the event and competition approaches.



- **the museum quality environment** – an awe-inspiring area with precious artefacts, emotionally moving video clips;

### AN INSPIRING VENUE

Elegant displays of Olympic artefacts, fun and informative hands-on exhibits, and digital experiences and imagery will be interwoven throughout the museum. Stories from Richmond's sport history, Richmond's Olympic story, the 2010 Olympic and Paralympic Games, and the Olympic Movement envelop the space in texture, colour and sounds to create a living celebration of the power of sport and play in an integrated Olympic experience.



Torches artefacts



- **the interactive zone** – from manual to high tech interactive activities to fascinate and engage all ages.



An area for temporary exhibits is also planned in order to highlight upcoming events such as Olympic Games, World and Canadian championships, outstanding athletes and coaches. There is also a discrete exhibit planned to showcase local collections and an area for the Canadian Olympic Committee to promote the Olympic movement in Canada.

Stories will be told through the use of images, videos, artefacts and interactive activities. A comprehensive educational and school program will be developed to complement the areas of focus and themes.





### 3. Contribution to City's Goals

#### 3.1 *Economic Development: develop a "stay-cation" appeal for the City and region and broaden and enhance the tourism destination products in the City*

Through thoughtful, multi-dimensional planning, design, development and leadership, Richmond is a regionally, nationally and internationally known destination recognized for its vibrant, animated and experiential spaces.

Richmond Olympic Experience will be a state-of-the-art facility, combining fun and informative interactive displays with insightful and inspiring exhibits of both Olympic artefacts and those which illustrate the history of sport and recreation in Richmond. It will provide an additional attraction for those who want to visit or tour the Oval, but may not wish to be actively engaged in sport and recreation.

## **4. Contribution to Oval's Goals**

### **4.1 *Establishing Positive Brand Awareness***

The Richmond Olympic Oval brand represents the venue and the corporation which operates the venue. The public looks for this brand when searching for information on the Oval, its public art and programs.

The Richmond Olympic Experience, and by extension the Oval and the City, become a formal member of an international network of Olympic Museums all of whom engage in cross promotion of each other.

### **4.2 *Value to the Community***

The Richmond Olympic Experience will be targeted to all ages, from school-age programming to family-based tours, from inquisitive wonderers to Olympic enthusiasts. It will provide a place of learning and quality source of information on Richmond's role in the 2010 Olympic Winter Games, Richmond's sporting past and the Olympic Movement.

### **4.3 *Supporting High Performance Sport***

Inspired by excellence - Making the team - Personal bests - A podium finish – Gold: each step represents a new level of excellence and achievement. The Richmond Olympic Oval supports High Performance Sport through Centres of Excellence in Volleyball, Hockey and Table Tennis with more Centres of Excellence to come. Through this program, the Oval hosts our nation's most elite athletes and is becoming a key training centre for our next generation of sporting heroes.

The Richmond Olympic Experience will support high performance athletes by providing recognition of achievements and inspirational stories of past and current athletes.

### **4.4 *Extraordinary Facility***

The Richmond Olympic Oval provides sport, health and fitness activities, skill development pathways and role-model leadership to all ages and skill levels. Through the fitness centre and studios to ice, court and track surfaces to a paddling centre and a complete sports medicine facility, the Oval services all of an athlete's needs. The facility also holds major national and international sporting events throughout the year bringing world-class athletes and enthusiastic spectators from near and abroad.

The Richmond Olympic Experience will complete the Oval vision by adding an inspiring and motivating cultural aspect to the world class facility and contribute to the vibrant arts and culture scene in Richmond.



## 5. Conclusion

Richmond Olympic Experience will tell the stories that inspire athletes to reach higher, to overcome adversity and to succeed against the odds. It will illustrate remarkable achievements of past and present Olympians and their paths to success demonstrating that “anything is possible”.

The Richmond Olympic Experience will be an awe inspiring addition to the amenities, programs and services offered at the Richmond Olympic Oval and will add an element of culture to its suite of offerings. It will complement the existing activities and add an experience for those who just want to visit the Oval without engaging in sport or recreation.



## Attachment C

### Olympic Museum Network

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One of the key objectives of the Richmond Olympic Experience was to become the first Olympic Museum in North America to become part of the Olympic Museums Network (OMN). This was achieved by unanimous vote at the 7th General Assembly of the Olympic Museums Network with enthusiastic support from the IOC Museum.

As a member of the OMN, the Olympic Experience is entitled to many benefits:

- the ability to borrow IOC Museum artifacts and digital imagery (photographs and videos) at no cost, save for production and delivery;
- use of the OMN Brand, which may be used on any of the internal exhibits and on our communication, such as letterhead and business cards. The same restrictions are applied to this logo as the IOC brand in terms of advertising and association with corporations and non-Olympic sponsors;
- access to “NOC Net” – the National Olympic Committee Network, an online collaboration tool designed to share experiences, best practices, upcoming exhibitions and any other relevant information for operating an Olympic Museum;
- as the first North American OMN member, the Olympic Experience will act as the North American liaison for the Universal Olympic Collection, an initiative underway to create and share the largest, unique and worldwide collection of Olympic items, among all network member Museums. The Olympic Experience will have access to a collection that gathers the best items of the network and from private collectors and makes them available through the internet, mobile/smart phones and tablets, interactive kiosks and terminals, touch screens and in original form in the museums.
- access to much expertise, best practices and curatorial advice as the Olympic Experience is developed and constructed;
- access to a multi-media extranet for member museums. This extra-net currently features approximately 250,000 photos, 8,000 hours of audiovisual material, 1,000 historic documents and 10,000 objects from the Olympic Museum Collection. This inventory of OMN exclusive property will continue to grow as the project develops. This accessible audiovisual material also contains a video on demand (VOD) component that includes over 600 extracts of the best moments of the Olympic Games from Athens 1896 to Vancouver 2010.

Agreements have been reached with the Olympic Museum to leverage the new technology being developed for the renovated Olympic Museum in Lausanne and co-produce some of the audio/visual exhibits and content in order to create economies of scale in both locations. This will also allow the Olympic Experience to future-proof the exhibits, making it easy to change content in the future.



Members of The Olympic Museums Network:

1. The Olympic Museum, Lausanne, Switzerland
2. Sportimonium, Hofstade-Zemst, Belgium
3. Brazilian Olympic Museum, Rio, Brazil
4. China Sports Museum, Beijing, People's Republic of China
5. Tianjin Dagon Olympic Museum, Tianjin, People's Republic of China
6. Xiamen Olympic Museum, Xiamen, People's Republic of China
7. Samaranch Memorial, Tianjin, People's Republic of China
8. Museu Olímpic i de l'Esport Joan Antoni Samaranch, Barcelona, Spain
9. Estonian Sports Museum, Tartu, Estonia
10. The Sports Museum Foundation of Finland, Helsinki, Finland
11. Deutsches Sport & Olympia Museum, Köln, Germany
12. Thessaloniki Olympic Museum, Thessaloniki, Greece
13. Seoul Olympic Museum, Seoul, Republic of Korea
14. Olympic Stadium Amsterdam / Olympic Experience, Amsterdam, The Netherlands
15. Muzeum Sportu i Turystyki, Warsaw, Poland
16. Qatar Olympic and Sports Museum, Doha, Qatar
17. The Olympic Experience, Tel Aviv, Israel
18. New Zealand Olympic Museum, Wellington, New Zealand
19. Richmond Olympic Experience, Richmond, Canada
20. Norwegian Olympic Museum, Lillehammer, Norway

Observers of the Olympic Museums Network:

21. Musée National du Sport, Nice, France
22. Gothenburg Sports Museum, Gothenburg, Sweden

## Attachment D

Christopher R. Overholt  
Chief Executive Officer and Secretary General  
Chef de la direction et secrétaire général

September 14, 2012



Mr. George Duncan, CEO  
Richmond Olympic Oval Corporation  
6111 River Road  
Richmond BC V7C 0A2  
[gduncan@richmond.ca](mailto:gduncan@richmond.ca)

Dear George,

The Canadian Olympic Committee has reviewed and endorses the City of Richmond's (COR) plan to develop a Richmond Olympic Experience Project.

We are excited about the project and the positive impact that it will have on the Canadian Olympic Movement and our goal to further Olympic Values in Canada. As no doubt you are aware our teams have managed to conclude our formal agreement which clearly details the terms and conditions associated with the use of the Olympic brand as part of this project. We look forward to formally announcing this endeavour together and furthering our partnership with the COR.

Once again, the Canadian Olympic Committee supports the Richmond Olympic Experience and its intent to be recognized as a member of the International Olympic Committee's Museum Network.

We wish you every success.

Sincerely,

Christopher R. Overholt  
Chief Executive Officer & Secretary General  
Canadian Olympic Committee

cc: Francis Gabet, Director, Chairman of the Olympic Museums Network  
[Francis.gabet@olympic.org](mailto:Francis.gabet@olympic.org)

Shana Turner, Director, Richmond Olympic Experience Project Lead  
[sturner@richmondoval.ca](mailto:sturner@richmondoval.ca)

**Attachment E**  
**Richmond Olympic Experience**  
**Preliminary Business Plan**

### **Olympic Experience Vision**

Together, the City of Richmond and the Richmond Olympic Oval Corporation will re-ignite the excitement felt by residents and visitors during the Games; inspire viewers to excellence; educate youth in the science, art, culture and power of sport; and create a permanent lasting legacy of the Games by being the first North American location in the Olympic Museums Network.

The Olympic Experience has four interconnected areas of focus:

1. Richmond's Olympic Story
2. History of Sport in Richmond
3. The 2010 Olympic and Paralympic Winter Games
4. The Olympic Movement

### **Olympic Experience Operations**

#### *Hours of Operation*

The Olympic Experience will have hours of operation within the operating hours of the Richmond Olympic Oval. The Richmond Olympic Oval is open 7 days a week, 363 days a year.

#### *Admission Fees*

The Olympic Experience will be housed in various areas in the Richmond Olympic Oval and surrounding grounds and will include a combination of free exhibit areas and paid exhibit areas. Admission fees will include tours, multimedia theatre, interactive elements, exhibits and displays. Fees breakdown will include: Adult (19+), Senior (65+), Youth (13-18), Children (6-12), Family, Group Rates, and Membership opportunities. Consideration will be given to Richmond residents for preferred rates.

### **Operational Efficiencies**

#### *Front Desk Operations*

Visitors will pay admission fees, register and gain access to the Olympic Experience at the Richmond Olympic Oval front desk. Member Care staff will answer the phone and receive in-person Olympic Experience inquiries, process admission fees, register participants in programs, allow access and book tours. Program registration and payment will be available in-person, phone or online.

#### *Administrative Operations*

The Olympic Experience will operate as a program at the Oval and have the same management oversight and performance measures applied with regular reporting to the Board and the Corporation's shareholder, the City of Richmond.

The Olympic Experience has the added benefit of having existing Information Technology, Finance and Accounting, Administration, Customer Service and Marketing departments as part of the Oval Corporation. Further, operational costs such as utilities, custodial and general maintenance are built into the existing Oval operating budget.

**Attachment E**  
**Richmond Olympic Experience**  
**Preliminary Business Plan**

**Programming**

*Staffing*

The Olympic Experience will require a full time Programmer. The Programmer will ensure the operational needs of the Olympic Experience are met. This specialized professional programming and exhibit design position is integral to the success of the start-up and operations of the Olympic Experience. The Programmer will plan the exhibit displays, supervise guides and volunteers, liaise with curatorial advisors, coordinate the collections management function and work with the marketing department in the promotion of the exhibition.

The Programmer will also facilitate access to the educational program developed for children, youth and schools specific to our exhibits, venue and our community as well as other relevant educational outreach materials developed by the Canadian Olympic Committee and other OMN member museums. The educational component of the project will teach and promote Olympism – friendship, solidarity, fair play, tolerance, understanding and peace which will be available to all who visit the experience.

*Collections Management*

A detailed collection management plan will be developed in conjunction with the City of Richmond and will include such topics as acquisition, cataloguing, collections care, conservation, preservation, storage and security of artifacts, and digitizing of the collections. Professional curatorial advice is available through OMN membership and by consulting with the City of Richmond museum curators from time-to-time.

*Exhibition*

Individuals or groups can visit, tour and enjoy the Olympic Experience through a variety of mediums including guided tours, audio supported self guided tours, and tours using mobile devices such as smart-phones.

The Oval team of Ambassadors, who currently deliver Oval tours, will be expanded to meet the expected demand and assist the Museum Programmer by providing regular daily tours. This will enhance the visitor experience by providing accurate and insightful information about Richmond's rich sporting history, Richmond's involvement in the 2010 Olympic Winter Games and the Olympic Movement.

*Community / Corporate Events*

The Olympic Experience will include opportunities for hosting of community and corporate events. OMN member museums have indicated that corporate events represent roughly 30% of the total revenue generated for those facilities. Provisions will be made during the planning phase of the project to ensure the ability to host events within the Olympic Experience program.

*Gift Shop*

The Olympic Experience Gift Shop will be managed by contract operator with expertise in retail sales and operations under the supervision of the Richmond Olympic Oval Corporation. The Gift Shop will display Olympic Experience merchandise and gift items, Richmond Olympic Oval merchandise and some general sport accessories.

**Attachment E**  
**Richmond Olympic Experience**  
**Preliminary Business Plan**

**Projected Attendance**

In 2011, the Richmond Olympic Oval welcomed over 500,000 visitors through its doors. As the facility grows and the community expands around the Oval, visitation numbers and membership numbers are expected to increase. Due to the popularity of the Olympic Games and the facility, the Olympic Experience visitor attendance is projected to be high.

For planning purposes a conservative estimate of 10,000 visitors is projected for the first year. A small sampling of visitor numbers in other OMN member museums indicates an average attendance of 100,000 visitors annually.

**Preliminary Operating Budget**

The operating expenses cannot be determined until the final design work has been completed. The operating costs are estimated to be between \$250 - \$300 K annually based on the preliminary concepts.

Early research indicates that an average ticket price for this type of venue is approximately \$15 for an adult admission. Assuming 10,000 visitors in year 1, including discounted ticket prices for youth, seniors, etc, revenue from admission is estimated at approximately \$125,000. The preliminary operating budget includes an escalating annual contribution from the Oval operating budget beginning with \$100,000 in year 1 with the remaining revenue generated from parking, merchandise, food and beverage and special events. Any shortfall in the operating budget would be funded by the Oval Corporation budget.

Many of the typical costs associated to programming and operation will not have a financial impact on the Olympic Experience project because of the economies of scale realized by housing this exhibition within the Oval:

- Front of House (admissions, point of entry, registration for tours, etc.) already in place
- Back of House (Accounting, Human Resources, Administration, Marketing, etc.) already in place

As a significant arts and culture community amenity and tourism attraction the base costs for operating the Olympic Museum are nominal when compared to a typical stand-alone venue.