



City of Richmond

Report to Committee

To: Parks, Recreation and Cultural Services Committee **Date:** January 5, 2010
From: Cathryn Volkering Carlile
General Manager – Community Services **File:**
Re: 2010 – 2014 Sport Hosting Strategy and Implementation Plan and
Sport Hosting Task Force Terms of Reference

Staff Recommendation

1. That the Sport Hosting Strategy and Implementation Plan, as outlined in the enclosed Staff Report from the Manager, Sport Hosting dated January 5, 2010, be endorsed.
2. That the Terms of Reference for the Sport Hosting Task Force as outlined in the enclosed Staff Report from the Manager, Sport Hosting, dated January 5, 2010, be endorsed.
3. That a copy of the Richmond Sport Hosting Strategy and Implementation Plan, upon approval, be forwarded to stakeholders and the Richmond School Board, for information.

Cathy Volkering Carlile
General Manager – Community Services

Attach. 3

| FOR ORIGINATING DEPARTMENT USE ONLY | | | |
|-------------------------------------|---|--|---|
| ROUTED TO: | | CONCURRENCE | CONCURRENCE OF GENERAL MANAGER |
| Sports & Community Events | | Y <input checked="" type="checkbox"/> N <input type="checkbox"/> | |
| Economic Development | | Y <input checked="" type="checkbox"/> N <input type="checkbox"/> | |
| REVIEWED BY TAG | YES <input checked="" type="checkbox"/> | NO <input type="checkbox"/> | REVIEWED BY CAO |
| | | | YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> |

Staff Report

Origin

On January 19, 2009, Richmond City Council adopted the following resolutions:

- (1) *The Richmond Community Tourism and Sport Hosting Principles outlined in the report dated January 16, 2009 from the General Manager, Business & Financial Services be adopted, provided that a comparable, suitable, and available substitute such as a consultant may be retained to temporarily act as a Sport Hosting Manager;*
- (2)- *That staff report back to Council with a business plan for the Sport Hosting Strategy, subject to receiving external funding and after full consultation with the Richmond Sports Council, the Olympic Oval Corporation and Tourism Richmond*

The agreement between Tourism Richmond and the City of Richmond was signed January 26, 2009, whereby Tourism Richmond would contribute \$500,000 per year for 5 years funded through the 2% Additional Hotel Room Tax (AHRT) for a Richmond Sport Hosting program. The first payment came to the City in October 2009.

This report will address the Sport Hosting Strategy and Implementation Plan and the establishment of the City of Richmond Sport Hosting Task Force.

Analysis

Sport Hosting in Richmond is defined by the staging of competitive sporting events and sport related meetings that attract visitors to Richmond as spectators, officials, competitors or delegates. The City has taken the leadership responsibility for Sport Hosting in Richmond, with the support of three stakeholders: Tourism Richmond, the Richmond Olympic Oval Corporation and Richmond Sport Council.

This unique opportunity was aided by an agreement with Tourism Richmond to fund the initiative with a \$500,000 contribution annually for the next five years for a total contribution of \$2.5 million. Sport Hosting in Richmond is currently funded by Tourism Richmond through the 2% Additional Hotel Room Tax (AHRT) and is governed by the official Agreement between Tourism Richmond and the City. Signed in January, 2009, the Agreement is valid for the duration of the provincial Order In Council (OIC) administering the AHRT for Richmond.

Currently, the Province is undergoing review of provincial and local tourism funding and the current AHRT OIC for Richmond has been set to expire on June 30, 2011. Staff will be bringing forward a separate report with this information. It is anticipated that the Province will have a new funding model and Richmond will have a new Agreement with Tourism Richmond prior to OIC expiration in 2011.

City staff developed a budget as part of the City of Richmond 2010 Operating Budget that included funding for salaries and benefits, a proposed sport hosting grant program, design and

development of print materials, hosting, publications and memberships, marketing and administration. As per the operating agreement, Tourism Richmond has reviewed the proposed allocations and the City's progress to date on the program.

In January 2009, Council adopted the following principles/actions, which are listed below with the status on each to date:

| Sport Hosting Program Principle | Status |
|---|---|
| Establishment of a Richmond Sport Hosting Office within the City with a mandate to serve as a "one-stop shop" for sport hosting in Richmond and to proactively pursue attraction of major provincial, national and international sporting events | Office established. Official Launch to occur post 2010 Games. Reception focusing on Sport Hosting to be held during the 2010 Games. |
| Establishment of a Richmond Sport Hosting Task Force comprised of key stakeholders from City, sport, tourism and the Oval, and with a mandate to provide guidance to the Richmond Sport Hosting Office | Terms of Reference drafted awaiting approval. Stakeholder workshop held to define objectives |
| Recruitment of an experienced Sport Hosting Manager | Complete |
| Establishment of a benchmarking and operational performance measurement process, compliant with the Sport Tourism Economic Assessment Model (STEAM) guidelines developed by the Canadian Sport Tourism Alliance | Implementation Plan complete and awaiting approval. |
| Upon availability of funds, the new Sport Hosting Manager will engage key stakeholders to develop a business plan for the Sport Hosting Strategy after further consultation with our Richmond Sports Council, the Olympic Oval Corporation and Tourism Richmond | Discussions underway. Strategy and implementation plan complete and awaiting approval. |

Strategy

The principles adopted by Council have lead to the development of the proposed City of Richmond Sport Hosting Strategy & Implementation Plan 2010-2014 (Attachment 1).

In June 2009, City staff and representatives of the stakeholders participated in a workshop to outline the objectives, expectations and desires of each group for the Sport Hosting Program. This workshop was instrumental in refining the strategy and ensures commitment to the overall objectives as we move forward. Excerpts from that meeting notes are attached (Attachment 2).

The Strategy includes guiding principles, objectives, sport hosting program components and the implementation plan with tactics and actions. The stakeholders have reviewed the proposed strategy and implementation plan and are in agreement with its direction.

City of Richmond Sport Hosting Task Force

Another Council adopted principle to be advanced is the establishment of a Richmond Sport Hosting Task Force, comprised of key stakeholders from City, sport, tourism and the Richmond Olympic Oval with a mandate to provide guidance to the Richmond Sport Hosting Office.

The four stakeholders are the City of Richmond (Task Force Chair), Tourism Richmond, Richmond Sport Council and the Richmond Olympic Oval Corporation. The proposed Terms of Reference for the Sport Hosting Task Force is attached (Attachment 3).

The purpose of the Sport Hosting Task Force is to provide advice and guidance to the Richmond Sport Hosting Office. The goals of the Sport Hosting Task Force include:

1. Advise the City on building a unified vision and plan for sport hosting initiatives beyond 2010.
2. Offer the City ongoing advice to ensure the community of Richmond capitalizes on and receives the maximum benefits and legacies from future sport events hosted in Richmond.
3. Advise and identify opportunities that add value, dimension and benefit to the community.
4. Advise on opportunities to ensure the vision of the Sport Hosting Strategy is promoted and adhered to - *To be the premier sport hosting community in Canada for regional, provincial, national and international events while growing and integrating our local sport community.*
5. Advise on how to position Richmond as the preferred location and premier sport host for existing events and targeted regional, provincial, national and international events.
6. Offer ongoing advice to increase Richmond's capacity to host sporting events and conferences.
7. Review and recommend allocation of sport hosting grants to sport organizations.
8. Advise about ongoing initiatives to promote community involvement in sport hosting initiatives through local arts & culture and volunteerism.

Following approval, the City will send a letter to each stakeholder (Richmond Olympic Oval Corporation, Richmond Sport Council, Tourism Richmond) requesting a representative of their organization plus an alternate to be appointed to the Task Force. All indications are that each of the stakeholders is willing to actively participate in the Task Force. At this point, staff is recommending a three-year appointment to the Task Force to ensure continuity.

Council had also asked staff to report back to Council with a business plan for the Sport Hosting Strategy, subject to receiving external funding and after full consultation with the Sport Hosting Task Force.

This is the first year of operation of the program. Staff and the Task Force need time to be familiar with the sport hosting needs of the community and the business operations related to establishing a Sport Hosting program. It is anticipated that a business plan will be brought forward in fall 2010.

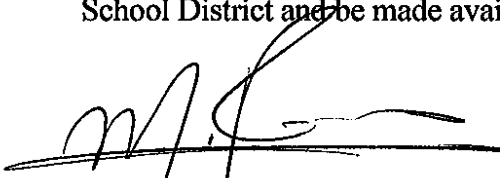
Financial Impact

No financial impact.

Conclusion

To further strengthen the City's partnerships with sport and tourism stakeholders, to capitalize on sports, tourism, economic and media opportunities presented by the Oval, the 2010 Olympic and Paralympic Winter Games, and the associated legacy programs, it is recommended that the Sport Hosting Strategy and Implementation Plan and the Terms of Reference for the Sport Hosting Task Force be adopted.

Following adoption of the Strategy, a copy will be forwarded to the stakeholders, the Richmond School District and be made available through the City's website.

A handwritten signature in black ink, appearing to read 'Mike Romas', is written over a horizontal line.

Mike Romas
Manager, Sport Hosting
(604-247-4923)

MR:mr

January 5, 2010

- 6 -

ATTACHMENT 1

Richmond Sport Hosting Strategy & Implementation Plan 2010-2014

(REDMS doc 2780874) Attached Colour Copy

ATTACHMENT 2

Excerpts from Richmond Sport Hosting Workshop notes held Thursday June 4 at Richmond City Hall

In attendance:

Oval Corporation: John Mills - GM, Gerry De Cicco - Senior Manager, Donna Austin- Assistant Manager Event Services, Richmond Olympic Oval

Tourism Richmond: Tracy Lakeman-Executive Director, Gayle Morris - Director of Sales

City of Richmond: Cathy Volkering Carlile- General Manager Parks Rec and Culture, Neonila Lilova - Manager Economic Development, Eric Stepura - Manager Sports & Community Events

Richmond Sports Council: Jim Lamond - Chair, Richmond Sports Council, Roger Barnes - Board Member

Facilitator: Bob Yates, Yates Thorn & Associates Inc.

Organizational Objectives and Expectations with the Sport Hosting Program

The attending stakeholders stated their expectations and objectives for the Sport Hosting Strategy are as follows:

Richmond Olympic Oval Corporation

- Development of high performance athletes – focus on excellence
- Development of sport in the community – focus on participation
- Contribution to healthy living and nutrition
- Assist Richmond to reach its goals (image and economic development)

Additional thoughts:

- Need to generate revenue for operations
- Recognition of a broader scope of 'events' to include training camps, coaching clinics, etc.

City of Richmond

- Building the facility base for a variety of levels of participation (introductory through high performance) and for a variety of sports
- Enhancing community engagement – promoting sport as a key part of Richmond's culture
- Development of technical sport skills – enhancing leadership in the sport community with the overall aim of building a high quality sport development system
- Finding niches in the sport hosting marketplace where Richmond can effectively market its facilities, services and expertise
- Ensuring sustainability – strengthening and growing all parts of the sport system so that it stays robust and sustainable
- Increasing visitor spending in the community and ensuring net economic benefit

- Ensuring financial accountability and building in processes for evaluation, both of individual events and of the overall sport hosting initiative
- Increasing sport participation
- Increased awareness of how to get involved in sport
- Building civic pride
- Increasing Richmond's regional, national and international profile
- Build community capacity to host high quality sporting events

Tourism Richmond

- Increased visitation – growing the number of people who come to and stay in Richmond
- Increased 'spend' – increasing the average daily expenditure per visitor and increasing a focus on those sports and event segments that have a higher daily spend
- Increased length of stay.

Richmond Sport Council

- Sport development – building the grass roots of sport development opportunities in Richmond
- Financial support for the process of bidding and event hosting
- Better facilities for community sport participants and for tournament hosting
- Financial returns to sport from each event
- Recognition of the role of community sport organizations and sport volunteers in the process of sport event hosting

ATTACHMENT 3

CITY OF RICHMOND
SPORT HOSTING TASK FORCE

TERMS OF REFERENCE

Vision

The vision for the City of Richmond's Sport Hosting Strategy is to be the premier sport hosting community in Canada for provincial, national and international events while growing and integrating our local sport community.

Purpose

The purpose of the Sport Hosting Task Force is to provide advice and guidance to the Richmond Sport Hosting Office. The Task Force is intended to be a small working group contributing to the success of the Richmond Sport Hosting Program.

Membership

The Richmond Sport Council, Richmond Olympic Oval Corporation, Tourism Richmond and the City of Richmond will be represented on this Task Force.

The Manager, Sport Hosting and Manager, Sports & Community Events will represent the City of Richmond. The City will invite each of the partners to submit names of a representative and an alternate (in case of illness to representative) to serve on the Task Force.

Members are expected to attend all meetings. If a member is unable to attend a meeting, an alternate is required.

The Sport Hosting Task Force has the authority to create sub committees to work on a variety of initiatives (i.e. sport hosting grant application review process). Sub committees may include members from outside the Task Force.

The City of Richmond's Manager Sport Hosting, will chair the Task Force.

Term

The term of the Richmond Sport Hosting Task Force is directly aligned with the term of the Agreement between the City of Richmond and Tourism Richmond or earlier, if Council chooses.

The Sport Hosting Task Force members will have a three-year term, effective from their appointment.

Objectives and Expectations

The Sport Hosting Task Force will:

Seek staff, stakeholder and public input and feedback throughout the process.

Advise the City on building a unified vision and plan for sport hosting initiatives beyond 2010.

Offer the City ongoing advice to ensure the community of Richmond capitalizes on and receives the maximum benefits and legacies from future sport events hosted in Richmond.

Advise and identify opportunities that add value, dimension and benefit to the community.

Advise on opportunities to ensure the vision of the Sport Hosting Strategy is promoted and adhered to - *To be the premier sport hosting community in Canada for regional, provincial, national and international events while growing and integrating our local sport community.*

Advise on how to position Richmond as the preferred location and premier sport host for existing events and targeted regional, provincial, national and international events.

Offer ongoing advice to increase Richmond's capacity to host sporting events and conferences.

Review and recommend allocation of sport hosting grants to sport organizations.

Advise about ongoing initiatives to promote community involvement in sport hosting initiatives through local arts & culture and volunteerism.

Procedures

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

The Sport Hosting Task Force will receive administrative staff support services from the City for the preparation of agendas and recording of meetings.

Communications from the Sport Hosting Task Force to Council will be coordinated and managed through the Manager, Sport Hosting.

Council may amend these terms of reference at its discretion.

Copies of the agenda and minutes of the meetings will be circulated to the members of the Sport Hosting Task Force in advance.

The meetings will follow the City guidelines for open and closed meetings.

Meetings

The Sport Hosting Task Force will establish the meeting schedule annually and will be no less than four (4) meeting per year.

Experts, Guests and Delegations

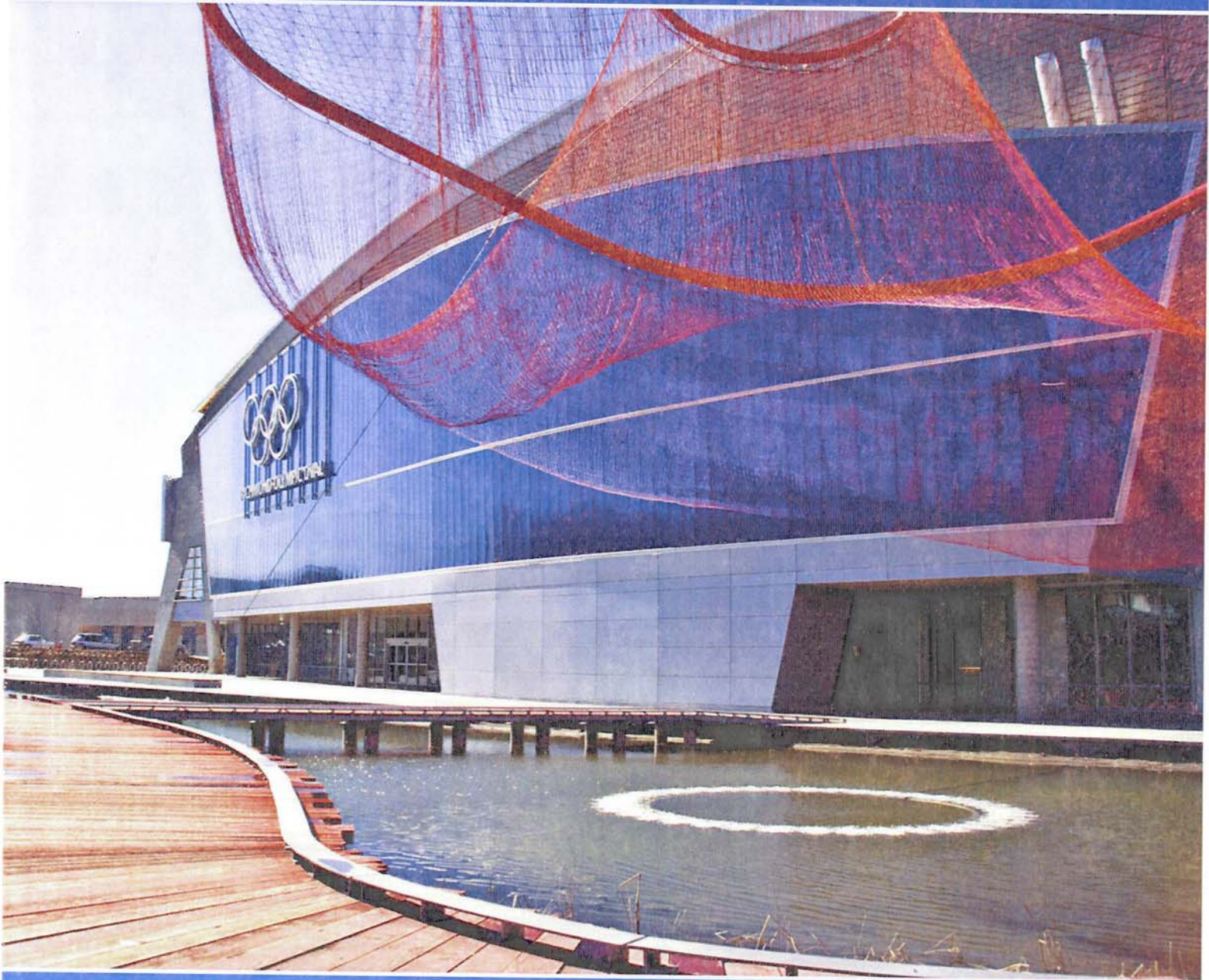
The Sport Hosting Task Force may from time to time require experts or other representatives to attend meetings as presenters, advisors or observers because of their knowledge of the subject or as part of another project or consultation mechanism. The Chair will agree to such invitations in advance.

Code of Conduct

The Sport Hosting Task Force members are expected to be respectful towards each other and work cooperatively to achieve the common goals of the Sport Hosting strategy.

The Sport Hosting Task Force are drawn from a spectrum of community interests. The expectation is that each member will conduct themselves in the best interest of the community and sport in the City.

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



Richmond Sport Hosting Strategy & Implementation Plan 2010 – 2014

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Acknowledgements

Sport Hosting Strategy Steering Committee Members

- Jim Lamond, Chair, Richmond Sport Council
- Roger Barnes, Richmond Sport Council
- Neonila Lilova, Economic Development, City of Richmond
- Gerry De Cicco, Richmond Olympic Oval Corporation
- John Mills, Richmond Olympic Oval Corporation
- Tracy Lakeman, Tourism Richmond
- Gayle Morris, Tourism Richmond

Research/Writers

- Mike Romas
- Eric Stepura
- Roger Barnes

Other Contributors

- Richmond Sport Council
- Tourism Richmond
- Richmond Olympic Oval Corporation
- Cathy Volkering Carlile, General Manager, Community Services
- Dave Semple, General Manager, Parks and Recreation
- Ted Townsend, Corporate Communications

Layout/Design

- Mike Romas

Executive Summary

Sport tourism is an emerging market on the international stage and a market that has recently been identified as a key sector market for the City of Richmond. Richmond is well positioned to take advantage of this emerging market with its facility inventory, abundance of accommodations, excellent transportation network, strong history of sport hosting by community sport groups, active educational institutions, an established sport council and an engaged corporate community.

Being a Host City for the 2010 Olympic Winter Games provides the City of Richmond with a once in a lifetime opportunity to showcase itself to the world while highlighting the City's premier sport hosting venue, the Richmond Olympic Oval Corporation. Leveraging this Olympic opportunity is vital to propelling Richmond onto the national and international stage as a premier sport hosting destination. From field sports to ice sports and from local through international events, Richmond has a strong platform on which to become...

The premier sport hosting community in Canada for provincial, national and international sporting events, while growing and integrating our local sport community.



What is Sport Hosting in Richmond?

From the community stakeholder feedback, sport hosting in Richmond, British Columbia is the staging of competitive sporting events and sport related meetings that attract visitors to Richmond as spectators, officials, competitors or delegates.

The Opportunity

In January 2009, the City of Richmond adopted the following principles for a Sport Hosting Strategy. These were:

- Establishment of a Richmond Sport Hosting Office within the City with a mandate to serve as a one stop shop for sport hosting in Richmond and proactively pursue attraction of major provincial, national and international sporting events.
- Establishment of a Richmond Sport Hosting Task Force comprised of key stakeholders from the City, sport, tourism and the Oval with a mandate to provide assistance and guidance to the Richmond Sport Hosting Office.
- Recruitment of an experienced Sport Hosting Manager
- Establishment of a benchmarking and operational performance measurement process, compliant with the Sport Tourism Economic Assessment model (STEAM guidelines) developed by the Canadian Sport Tourism Alliance.

This unique opportunity was aided by an agreement with Tourism Richmond to fund the initiative with a \$500,000 contribution annually for the next five years for a total contribution of \$2.5 million.

In addition, with the experience and exposure gained through hosting the 2010 Olympic Winter Games as a Venue City, a Sport Hosting program will provide a one-of-a-kind opportunity to attract and host sporting events and sport business meetings at the provincial, national and international level.

Richmond's association with the Olympic brand gives it a considerable marketing advantage over other communities and provides direct links to national and international skating federations and facilitates. The Olympic experience is an opportunity to establish direct lines of communication with a full array of provincial, national and international sport organizations.

Sports for people with disabilities is a particular niche market for Sport Hosting in Richmond, as many sports for athletes with disabilities require accessible indoor facilities to stage their event. Our moderate climate and flat topography make Richmond one of the best places in Canada for athletes with disabilities to live, train and compete.

The Challenges

The City of Richmond is in a great position to take advantage of many sport hosting opportunities over the next several years and this is critically important to overcome several challenges: spectator capacity, number of tournament quality sport hosting facilities, lack of awareness as a sport hosting destination, post Olympic burnout, uncertainty within the tourism industry and an extremely competitive sport hosting market.

In order to host many national and international calibre events, the hosting facilities and venues must be world class. The event requirements and expectations include: exclusivity, rights fees, spectator seating, VIP recognition events, and competitive room rates. Aside from the Richmond Olympic Oval and Minoru Arena, there is a need for more spectator capacity at other indoor and outdoor venues.

To be a successful sport hosting destination, the City of Richmond needs to build its brand in the national and international sport hosting market. The 2010 Winter Olympic Games will support the branding of the Richmond Olympic Oval as a world class facility, however, that is just one component of the City's sport hosting strategy. A strong marketing/communications plan with both the external market and our own sport community will build the sport hosting brand and prepare the local sport community for hosting any event the City targets.

Typically an Olympic host City goes through a period of post Olympic burnout. From a corporate perspective, local businesses feel that they have invested in sport and proceed to spend their money in other sector markets. From a community perspective, people have invested much of their time in volunteering and coping with road closures, facility closures and overall City congestion. The local sport community will continue to host in 2010 and beyond so it is important to convey the positive message of sport and sport hosting to the community post Olympic games.

The tourism industry is currently transitioning until June 2011 when a new destination marketing fund model will be launched. At this point it is unclear what the model will look like but the City will be able to prepare for the various scenarios. Tourism BC will be dissolved into the Ministry of Tourism, Culture & the Arts in March 2010 and 2010 Legacies Now has been forced to cut the Hosting BC grant program. A recovering economy in 2010 will help with market stability, however, full recovery will take at least 2-3 years.

Finally, the sport hosting market has become extremely competitive. Communities, worldwide, are buying into the benefits of sport hosting and are becoming more creative in the ways they are attracting organizing committees to host in their City. Room rebates, free facilities, attraction pass cards and transportation benefits are just some of the ways sport hosting offices are enticing events. Working with our local sport and tourism organizations to define our City's niche will be important in the success of the sport hosting strategy.

Trends

Some current sport hosting trends include: the rise of sport councils, multi-use sport facilities, and event management companies.

The concept of sport councils is well established in the United States, however, it's a concept that has been slow to develop here in Canada. 2010 Legacies Now is currently offering communities the opportunity to have a consultant visit their City and give a presentation to various sport hosting stakeholders on the value of sport councils. Engagement of the local sport community is a vital component to a successful sport hosting strategy. The City of Richmond is in a great position to take advantage of a well established sport council that has a strong history of sport hosting.

In the past three years brand new, world class facilities, have been built throughout British Columbia. The Tournament Capital Centre in Kamloops, the Langley Events Centre, the Richmond Olympic Oval, and the Enerplex in Fort St. John are all state-of-the-art multi-use sport facilities capable of hosting a wide range of events. Discovering a communities niche within the sport hosting market is extremely important for the success of the sport hosting strategy. Disabled sports, racquet sports and field sports are just a few examples of well-suited niche markets for the City of Richmond.

As the sport hosting industry has become more competitive, event management companies have become more popular. Discovering a communities need for sport hosting involves an evaluation of hotel room inventory, facility/venue availability and local sport community. Many communities have decided that rather than trying to find an event that meets their particular needs they hire an event management company to create an event that meets and exceeds their needs. An example of a successful event creation model is the "Rock'n'Roll Marathon Series" hosted by Competitor (an event management company). Seattle recently added a Rock'n'Roll marathon to their sport hosting calendar in 2009 where they hosted 25,000 runners - more than half of the runners were from out of town.

Components of a strong Sport Hosting model

There are a number of factors that contribute to a successful sport hosting model. In the *Sharpening Your Edge* report by Price/Waterhouse/Coopers LLP, several factors were identified that affect Richmond's ability to attract and stage successful sporting events and meetings. These factors have been assessed with the following comments.

| Factors | Descriptions | Richmond |
|-------------------------------|---|--|
| Facilities | The number, size and quality of sport facilities, hospitality and meeting facilities that meet technical standards. | Good foundation of superior indoor & outdoor facilities. Technical assessments required. Continued improvements of infrastructure. |
| Strategic Direction | Ensure that the efforts are coordinated and that hosting/bids are strategic in nature. | Strategy required and partnership based. |
| Services | Accommodation, food and beverage, transportation, tour operations, tourist venues and support. | Over 4,000 affordable hotel rooms, wide variety of food and beverage, strong cultural component and tourism venues. |
| Infrastructure | Event expertise, coordinated City and security services, broadcast facilities, hosting venues and capabilities, storage and equipment handling, availability of sporting equipment. | All available within community. |
| Event Management Capabilities | Event organisers, volunteers and officials. | Strong volunteer, growing capacity in event management. City has Major Event Office. 2010 Olympic Games hosting experience. |
| Marketing | Prospecting for events, event evaluation, bid preparation, advertising and promotion, sponsorship sales, public relations and media support. | New sport hosting program will coordinate and lead all efforts. Website being planned, DMO support, professional bid support. |
| Stakeholder Cooperation | The cooperation of the City, Tourism Richmond, Sport Council, the Chamber of Commerce and business community, key not for profit organizations such as Volunteer Richmond and the public to promote and stage sporting events and meetings. | Partnerships and strong relationships being formed within stakeholders, increasing cooperation, Sport Hosting Task Force to be formed. Good relationship with Sport BC and Province. |
| Funding | Government financial support, sponsorship, and financially sound sport organizations. | Program funded for 5 years 2009 – 2014. Bid grant program funding will be introduced in 2010. |
| Regional Support | Access to facilities, services, event management expertise, marketing and funding support from neighbouring communities. | Work needs to be done on strengthening relationships with neighbouring communities. |
| Attitude | A positive attitude amongst all stakeholders and the community. | Supported by key stakeholders and City. |

Stakeholders - The Four Partners

City of Richmond

Within this sport hosting strategy, the City of Richmond will be the coordinator and manager of sport hosting initiatives through the Manager, Sport Hosting. The City owns the majority of the facilities in Richmond making facility bookings and scheduling much easier. This also allows City staff the ability to determine the “need periods” at various facilities and venues. The City will manage the relationship between the other stakeholders through a Sport Hosting Task Force. This task force will be a platform for stakeholders to offer feedback on the sport hosting strategy, share best practices and explore future hosting opportunities.

Tourism Richmond

Tourism Richmond is a non-profit, membership driven organization whose mandate is to position and market Richmond, British Columbia as a visitor destination. Currently there are over 230 members associated with Tourism Richmond, plus a voting board of up to eighteen Directors and five Standing Committees. Sport hosting is a business sector market that is able to support Tourism Richmond’s key strategic objectives, specifically, increase spending and average length of visitor stay. The City of Richmond will work closely with Tourism Richmond on sales missions, marketing/communications to the sport sector, and seeking new sport hosting opportunities. Tourism Richmond will also be a partner in the Sport Hosting Task Force.

Richmond Sports Council

The Richmond Sports Council was established in December 1982 for the purpose of unifying and representing sports groups within the community on relevant issues affecting the local sport community. The Richmond Sports Council represents all sports groups affiliated with the City of Richmond’s Parks & Recreation Department. Working closely with Richmond Sport Council and local community sport organizations will allow the City to expand and grow current events already being hosted in Richmond and to host many new sport events utilizing volunteer resources and technical expertise. Ultimately, the local sport community is the host for most regional, provincial, national and international events, therefore to increase their capacity for hosting bigger or more events will require support and resources from the Sport Hosting Office. A portion of the Sport Hosting budget will be allocated for hosting grants for local community sport organizations. The Richmond Sport Council will be a partner in the Sport Hosting Task Force and be the go to organization for sport volunteers.

Richmond Olympic Oval Corporation

The Richmond Olympic Oval Corporation manages the Richmond Olympic Oval, a 512,000 square foot, multi-use facility, with Games spectator capacity of 8,000 spectators. Its permanent features include a wide variety of sport amenities, community wellness services and programming, sports medicine and sciences, several specialized use fitness centres, restaurant, concession, meeting and retail space. The area surrounding the Richmond Olympic Oval will be the site of a major waterfront neighbourhood incorporating a riverfront park, outdoor plazas, and residential, commercial and public amenities. A strong partnership between the Sport Hosting Office and the Richmond Olympic Oval Corporation will create dynamic marketing and event hosting opportunities that will not only benefit the Richmond Olympic Oval Corporation, but

also the local sport community and the community at large. The Richmond Olympic Oval will be a partner in the Sport Hosting Task Force and provide a world class platform for sport hosting.

Vision

To be the premier sport hosting community in Canada for provincial, national and international sporting events, while growing and integrating our local sport community.

Guiding Principles

The City of Richmond sport hosting program will:

- Assist Richmond to reach its goals, increased image, community pride, economic development and create a legacy for the City
- Be a strategic and coordinated approach, and target a broad scope of 'events' to include single sport competitions, multi-sport games, training camps, coaching clinics, sport related business meetings.
- Communicate benefits and opportunities to public
- Ensure financial accountability and building in processes for evaluation, both of individual events and of the overall initiative
- Ensure sustainability by strengthening and growing all parts of the sport system so that it stays robust and sustainable.
- Find niches in the sport hosting marketplace where Richmond can effectively market its facilities, services and expertise and cultivate a strong sport hosting identity.
- Recognize the role of sport and sport volunteers as valuable partners in the process of sport event hosting and continually build community capacity to host high quality sporting events.
- Use sport hosting as a catalyst for a robust and integrated sport development system in Richmond

Objectives

To fulfill the above vision, the proposed Richmond Sport Hosting Strategy will focus on six (6) key over-arching long-term objectives:

1. Develop a strategic approach to attracting sport events and business meetings through coordination among the City, community sport organizations, Richmond School District, Tourism Richmond, local businesses and other stakeholders.
2. Increase the number, calibre, quality of sporting events and sport related meetings hosted in Richmond.
3. Maximize exposure, media and marketing opportunities arising from Venue City status.

4. Grow sport-related tourism/hospitality revenues as part of total tourism portfolio revenues in Richmond from current 2% to 3% to 5-6% by 2014.
5. Use Sport Hosting as a catalyst for improving financially sound sport development, access to sport and sport facilities in Richmond.
6. Contribute to the community's healthy living, increased awareness of the benefits of sport, building civic pride and to a stronger volunteer base.



Sport Hosting Strategy Components

To accomplish the above long-term objectives, the Richmond Sport Hosting Strategy will incorporate and implement the following interlinked components:

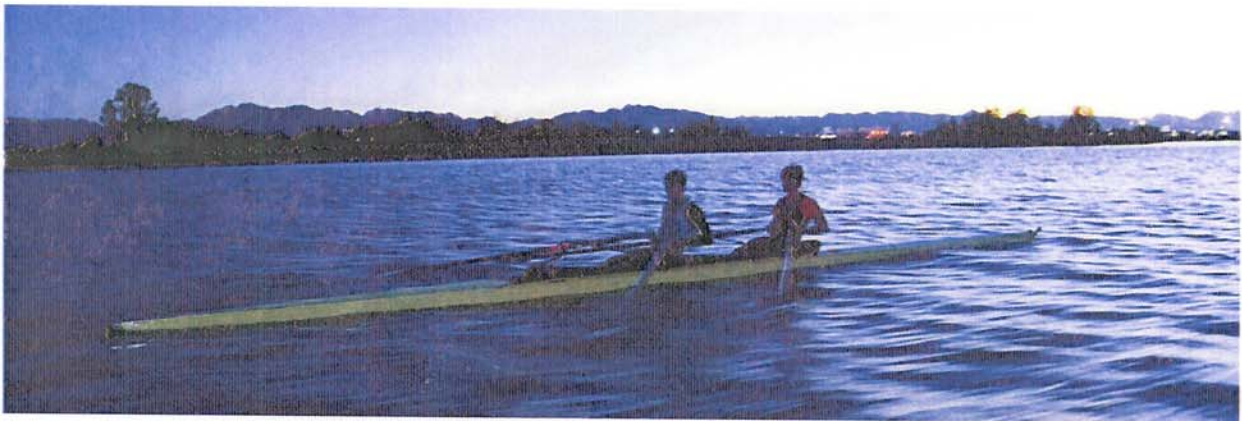
1. Establish a Richmond Sport Hosting Office within the City with the following mandate and responsibilities:
 - a. Serve as a “one-stop-shop” and a liaison for event organizers interested in staging major sport events in Richmond.
 - b. Develop and foster close working relationships with clearly defined roles with the following organizations:

| Primary Relationships | Secondary Relationships | Tertiary Relationships |
|-----------------------------------|--|---|
| Sport Hosting Task Force | <ul style="list-style-type: none"> • Sport hosting offices in other jurisdictions | <ul style="list-style-type: none"> • Connections with locals who sit on PSO, NSO or ISO Boards |
| City of Richmond | <ul style="list-style-type: none"> • Parks, Recreation and Cultural Services • Richmond Olympic Business Office –to March 2010 • Major Events • Corporate Communications • Business & Financial Services • Sport facilities and community centres • Richmond Olympic Oval | <ul style="list-style-type: none"> • Legacies Now • VANOC – to March 2010 • Richmond School District • Province of British Columbia • Pacific Sport • Sport BC • Canadian Sport Centre Pacific |
| Richmond Sport Council | <ul style="list-style-type: none"> • Community sport organizations | <ul style="list-style-type: none"> • Provincial, national and international sport organizations |
| Richmond Olympic Oval Corporation | <ul style="list-style-type: none"> • Oval Management | <ul style="list-style-type: none"> • Tenants |
| Tourism Richmond | <ul style="list-style-type: none"> • Members • Other tourism partners and businesses • Other DMOs | <ul style="list-style-type: none"> • Tourism BC • Federal tourism bodies • CND Sport Tourism Alliance • BC Sport Tourism Alliance |
| Richmond Chamber of Commerce | <ul style="list-style-type: none"> • Members • Richmond businesses | <ul style="list-style-type: none"> • Vancouver Board of Trade • Other chambers • Other corporate |

2. Actively attract major provincial, national and international sporting events and sport business meetings to Richmond through the development and implementation of a sport hosting business plan, complete with:
 - a. Sport Hosting events identification and lead generation strategy
 - b. List of sport events and estimated attendance levels to be targeted as part of the annual Sport Hosting work plan
 - c. Direct marketing and promotional programs

- d. Development and maintenance of Sport Hosting website
 - e. Devise a coordinated co-promotional Sport Hosting tourism program with Tourism Richmond
 - f. Standardized post-event reporting and analysis structure, incorporating event performance indicators, visitor metrics and socio-economic impacts
3. Work with community sport organizations to identify, assess and secure Sport Hosting opportunities to:
- a. Develop a bid preparation toolkit and process, including a bidding template, and assist community sport organizations with bid packaging, submission and post-bid evaluation
 - b. As part of managing the overall Sport Hosting Office, develop and implement a Sport Event Incentive Grant Funding Program, providing grants annually made available to community sport organizations (including Richmond Olympic Oval Corporation) to develop and secure bids for major sport events. The Incentive Grant Funding Program should seek opportunities to obtain matching funds through the Legacies Now Sport Hosting program or other sources. Grant funding levels to be determined.
4. In collaboration with Tourism Richmond, market Richmond as a sport hosting destination and serve as a liaison between event organizers and Tourism Richmond in securing accommodations and other tourism-related bookings and services.
5. Liaise with:
- a. City Parks and Recreation staff to facilitate site selection and facility booking for Sport Hosting events
 - b. Oval staff to facilitate facility selection and bookings for Sport Hosting events
 - c. Richmond School District staff to facilitate site selection and facility booking for Sport Hosting events
 - d. Private sport facility staff to facilitate site selection and facility booking for Sport Hosting events
 - e. City Communication staff to facilitate media promotion
 - f. City Economic Development to ensure tracking of the positive economic impact of events hosted
6. Establish Richmond Sport Hosting Task Force
- a. Representation from Richmond Sport Council, Tourism Richmond, Richmond Olympic Oval, businesses and the City of Richmond

- b. Assists and provides guidance to the Sport Hosting Office in identifying opportunities, attracting and staging sports events, while ensuring a cooperative approach by all stakeholder groups
7. Richmond Sport Hosting Office Performance Measurement
- a. An annual performance review against the objectives of the Sport Hosting Strategy and business plan must be performed including combined event performance indicators, visitor metrics and socio-economic impacts measurement. The annual review will preclude any necessary mid-course adjustments to the business and/or strategic plan
 - b. A five-year strategic Sport Hosting review and planning session with stakeholders is to be carried out



Success Factors

A number of factors influence Richmond's ability to attract and host sporting events, which, when combined, form the basis of a strong sport hosting model:

| Factor | Description | Requirements for Success |
|--------------------------|---|---|
| Sport Hosting Strategy | A deliberate plan to utilize and build Richmond's capacity to attract sport hosting events and sport related business activities | Strategy adopted. Well-funded; attract optimum events for Richmond; professional bidding process; implemented on time and on budget; performance measured; provides economic gains and other benefits to all major stakeholders |
| Facilities | Number, size, and quality of indoor and outdoor sport facilities | Appropriate "event friendly hosting" facilities and amenities; ever improving sport hosting venues |
| Infrastructure | Event staging expertise, responsive and well coordinated City services, security, broadcast facilities, storage, equipment handling, volunteers, and spectator services | Quick response to event hosting inquiries, coordinated effort; a skill base of event management staff and volunteers |
| Services | Accommodation, food & beverage, transportation | Adequate supply |
| Marketing | Event prospecting, evaluation, bid preparation, advertising and promotion, sponsorship sales, public relations and communications / media support | Structured marketing planning and materials; an effective website; high level of awareness of Richmond's sport hosting opportunities, advantages, facilities and expertise |
| Stakeholder Cooperation | City, local sport organizations, tourism bodies, business community and the public | Positive attitude and strong relationships among stakeholders |
| Funding | Government financial support, sponsorships, financial capacity of sports organizations | Adequate funding for bidding and event marketing |
| Regional Support | Access to complementary facilities, services, event management expertise, marketing and funding support | Strong relationships at the regional, provincial and national levels |
| Tourism and Hospitality | Increased accommodation and hospitality. | Increased bed nights, increased booking for restaurants and hospitality. Strong supportive relationship with Tourism Richmond |
| Long-Term Sustainability | Sport hosting is viewed by all as an ongoing source of economic growth and a long-term part of the community culture and social fabric | Legacies geared towards facility improvement, hosting expertise, building infrastructure, increased community profile and civic pride |
| Accountability | Able to report results and how strategy meets objectives | Develop accountability framework, measurements and report annually to stakeholders. |
| Community Development | Contribution to healthy living and nutrition Enhancing community engagement – sport as a key part of Richmond's culture Building civic pride | Increased participation in sport, increased spectators at events. New sports emerging. |

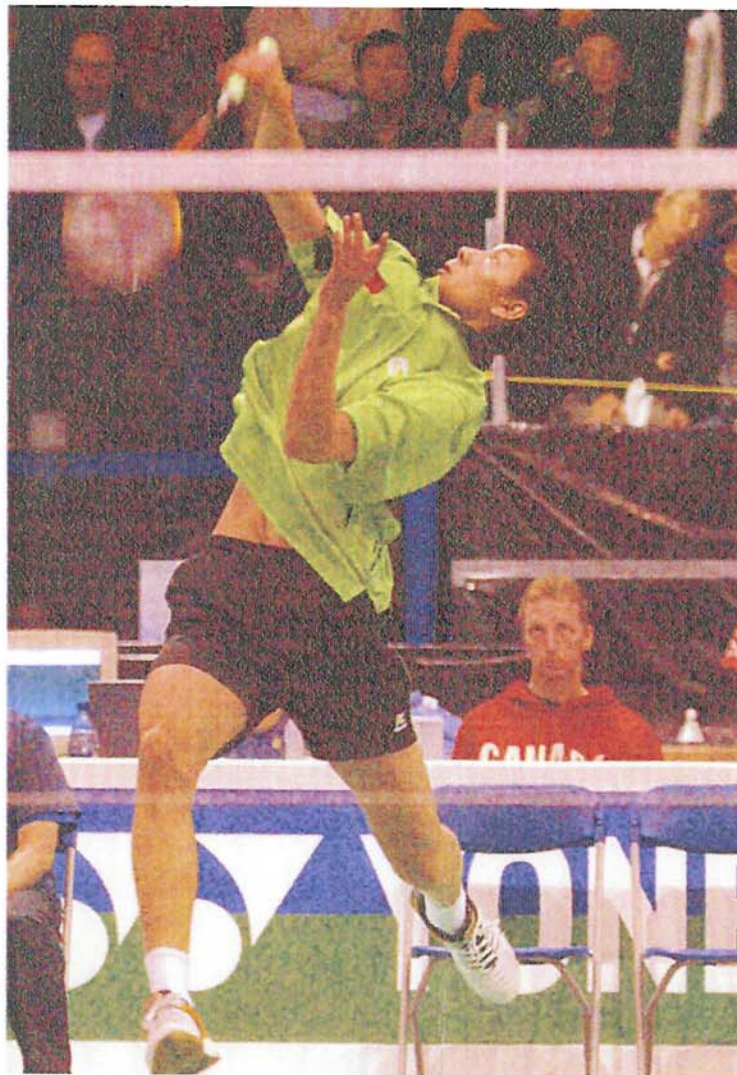
Implementation Plan

| Objectives | Tactics | Completion |
|--|--|-------------|
| 1. To position Richmond as the preferred location and premier sport host for existing events and targeted regional, provincial, national and international events. | Develop sport hosting collateral consistent with the City of Richmond brand. | 2010 |
| | Partner with Tourism Richmond to develop an image library consisting of both community and sport images. | 2010 - 2014 |
| | Develop an internal (City website) and external (example: outside url – www.mysporthost.com) web presence. | 2010 |
| | Develop and manage relationships with events rights holders – LSO's, PSO's, NSO and event management companies. | 2010 - 2014 |
| | Build FAM tours with Tourism Richmond for targeted NSO's to help support future national and international bids. | 2010 - 2014 |
| | Develop partnerships with local community agencies and venues to promote the City of Richmond's Sport Hosting Strategy. | 2010 |
| | Target ad placement opportunities in sport related publications that will increase awareness of Richmond as a sport host destination. | 2010 - 2014 |
| | Partner with the City's Corporate Communications Department and other stakeholders to create editorial opportunities for Richmond in local/sport/daily news publications. | 2010 - 2014 |
| | Leverage the "Venue City" label that comes with the 2010 Olympic Games to promote Richmond as an international sport hosting destination. | 2010 - 2014 |
| | Partner with the Richmond Sport Council on an awareness campaign with the local sport clubs/associations to increase the number and size of events hosted. | 2010 - 2014 |
| | Evaluate and target national and international sport hosting opportunities with the purpose of making them a recurring event in Richmond. | 2010 - 2014 |
| 2. To increase Richmond's capacity to host sporting events, meetings and conferences. | Develop a sport hosting task force consisting of representation from the Richmond Sport Council, Tourism Richmond and Richmond Olympic Oval Corporation. | 2010 |
| | Create value for the Richmond Sport Council and all LSO's through a sport hosting kit including: building bids, presentations, sponsorship opportunities, and site visits. | 2010 |
| | Provide resources to stakeholders including: CSTA tools, image library, bid material and Sport BC benefits (i.e. AVIS and Sandman). | 2010 - 2014 |
| | Assist event organizers to expand and promote Richmond's current inventory of events. | 2010 - 2014 |
| | Maintain memberships with various organizations: Sport BC, CSTA, NASC, SIRC. | 2010 - 2014 |
| | Partner and support sport hosting stakeholder initiatives. | 2010 - 2014 |

| | | |
|--|--|-------------|
| | Build sport hosting bid template material. | 2010 |
| | Partner with Tourism Richmond and build a sport hosting kit/welcome package for delegates and athletes. | 2010 |
| | Build a Richmond Sport Hosting Grant Program that will support local sport organizations to grow and expand their sport hosting capacity, while growing the City's calendar of events with additional provincial, national and international events. | 2010 |
| 3. To work closely with our community partners to be an advocate for the development of sport hosting in the City of Richmond. | Collaborate with community partners and various City departments on the development of new sport facilities/venues. | 2011 |
| | Develop a Sport Hosting Grant committee including: Tourism Richmond, Richmond Sport Council, City of Richmond Parks & Recreation and Richmond Olympic Oval Corporation to review all hosting grant applications. | 2010 |
| | Develop a database of the local facility inventory to analyze which sports events are the best fit for the community. | 2011 |
| | Encourage increased upgrading, development and maintenance of City and School District owned sport facilities and venues. | 2010 - 2014 |
| | Devise a coordinated co-promotional Sport Hosting tourism program with Tourism Richmond. | 2010 |
| | Develop a standardized post event reporting and analysis structure, incorporating event performance indicators, visitor metrics and socio-economic impact – STEAM assessment. | 2010 |
| | | |
| 4. To leverage and maximize media/marketing exposure from being a venue City for the 2010 Olympic Winter Games. | Contact influential sport organizations – Sport BC, CSC Pacific, CSTA – to determine their games time activation and deadlines. Is there a fit? | Complete |
| | Contact the list of targeted winter sports starting with the PSO, then NSO, then ISO to determine games time activation. Is there a fit? | Complete |
| | Build and distribute Richmond sport hosting collateral material at various outlets – OZONE, Richmond Olympic Oval Corporation, Corporate Communications, Economic Development, Tourism Richmond, etc. | Complete |
| | Attend events hosted by targeted winter sports or influential sport organizations. | Feb. 2010 |
| | Invite and host targeted sport organizations in the Legacy Lounge at the Richmond Olympic Oval Corporation. | Feb. 2010 |
| | Coordinate and manage a post games ad campaign in partnership with the Richmond Olympic Oval Corporation to showcase the post 2010 venue configuration. | 2010 |
| | Working with Corporate Communications on consistent "Venue City" messaging in all collateral material and targeting accredited and unaccredited sport media. | Complete |
| | | |

Activity & Performance Measures

| | 2009 Actual | 2010 |
|------------------------------|-------------|--------|
| Number of bids | | 4 |
| Number of grant applications | n/a | 20 |
| Number of client event/FAMs | 10 | 10 |
| Number of trade shows/sales | 3 | 7 |
| Leads generated | 14 | 15 |
| Lead room nights | 10,389 | 11,000 |
| Number of partnered events | 1 | 3 |



Appendix

Glossary of Terms

CSC Pacific – Canadian Sport Centre Pacific – high performance organization housed in the Sport Campus. This organization offers Richmond the opportunity to host high performance athletes for training and sport hosting opportunities.

AthletesCAN Forum – Athletes Canada Forum is an annual conference for high performance athletes from across Canada. This event was hosted in Richmond in 2009.

CSTA Congress – Canadian Sport Tourism Alliance Congress is hosted annually in Ontario. This conference brings together provincial and national sport organizations with the sport hosting industry.

LSO – Local Sport Organization – members of the Richmond Sport Council.

PSO – Provincial Sport Organization

NSO – National Sport Organization

ISO – International Sport Organization

FAM/Site tours – Familiarization tours are tours conducted for individuals or organizations who are new to the City and are potential clients.

STEAM model – The Sport Tourism Economic Assessment Model is a tool built by the Canadian Sport Tourism Alliance to support the sport hosting sector measure the value/economic impact of sport events.

NASC – National Association of Sport Commissions – a non-profit organization in the U.S. that is a national advocate for sport tourism.

SIRC – Sport Research Intelligence Sportive - With over 6.5 million pages of sport related research dating as far back as the 1700's and encompassing over 62 different languages, SIRC is the world's leading sport resource centre. SIRC's goal is to collect, archive, and share qualified sport information with sport enthusiasts in Canada and around the world.

Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis

In order to capitalize on this emerging sport tourism industry, the City of Richmond must understand its current environment, understand its strengths and weaknesses, opportunities and threats within its own context. The following analysis will help focus the sport hosting efforts for the City of Richmond and partners.

Strengths

- Host City – 2010 Olympic & Winter Games
- Gateway City
- Multi-cultural community
- 4th largest City in British Columbia
- Corporate support
- Excellent transportation network (including YVR, Canada Line etc.)
- Proximity to Vancouver and key U.S destinations (west coast)
- Sport facilities – tournament complexes for track and field, soccer, softball, baseball, tennis, lawn bowling, hockey, ringette, figure skating, table tennis, badminton, golf, rowing, dragon boating and the many sport tournament hosting opportunities at the Richmond Olympic Oval Corporation.
- Extensive accommodations at all price points – 1/3 of Metro Vancouver's bed base
- Highly skilled amateur sport community volunteers
- A unified community sport membership - Richmond Sport Council
- Hosting expertise/experience – 2009 BC Seniors Games, Racquet Rally
- Home to Sport BC and CSC Pacific
- Supportive local government
- Volunteers

Weaknesses

- Spectator capacity
- Number/quality of tournament quality sport hosting facilities
- Facilities – community use vs. sport hosting
- Lack of awareness as a sport hosting destination
- Coordination between public, private and non-profit sectors

Opportunities

- Leveraging the 2010 Olympic Winter Games
- New sport venues & facilities as legacies
- Multi-sport games
- High performance athlete training and development
- Tradeshows & Conferences – AthletesCAN Forum, Sport Leadership Conference, CSTA Congress
- Regional, Provincial, National & International sport events
- Accessible destination – focus on disabled athletes

Threats

- Post Olympic burnout
 - volunteers
 - corporate support
- Tourism industry uncertainty
 - Harmonized Sales Tax (HST)
 - Additional Hotel Room Tax extension (AHRT) – June 2011
 - New direction of the Ministry of Tourism Culture & the Arts – Tourism BC
- Competitive industry – other destination marketing organizations and cities
- Economic volatility
- Ministry Healthy Living & Sport – financial support of the industry
- Sport Canada
 - funding
 - 2015 Pan American Games

