



General Purposes Committee

Anderson Room, City Hall
6911 No. 3 Road

Monday, January 21, 2013
4:00 p.m.

Pg. # ITEM

MINUTES

- GP-3** *Motion to adopt the minutes of the meeting of the General Purposes Committee held on Monday, January 7, 2013.*



COMMUNITY SERVICES DEPARTMENT

1. **RICHMOND OLYMPIC EXPERIENCE: BUSINESS PLAN 2.0**
(File Ref. No. 01-0005-01) (REDMS No. 3748590)

GP-21

See Page **GP-21** for full report

Designated Speaker: Jane Fernyhough

STAFF RECOMMENDATION

That the staff report titled Richmond Olympic Experience: Business Plan 2.0 (dated January 11, 2013 from the Director, Arts, Culture and Heritage) be received for information.



LAW & COMMUNITY SAFETY DEPARTMENT

2. REGULATION OF SOIL REMOVAL AND DEPOSIT ACTIVITIES ON AGRICULTURAL LAND

(File Ref. No.: 12-8060-20-8094) (REDMS No.3780836)

GP-83

See Page GP-83 for full report

Designated Speakers: Doug Long & May Leung

STAFF RECOMMENDATION

- (1) *That staff be directed to prepare a bylaw amendment to Soil Removal and Fill Deposit Regulation Bylaw No. 8094 to provide that soil deposit and removal activities relating to existing “farm use” in the Agricultural Land Reserve will require a permit from the City;*
- (2) *That, following first, second and third reading of the above bylaw amendment, the bylaw be forwarded to the responsible Provincial ministries for approval;*
- (3) *That staff be directed to report back on the options and implications for charging fees for soil removal and deposit activities in the Agricultural Land Reserve;*
- (4) *That an education and “Soil Watch” program, as outlined in the staff report dated January 16, 2013 titled “Regulation of Soil Removal and Deposit Activities on Agricultural Land” from the City Solicitor, be implemented; and*
- (5) *That staff be directed to review the authority and process for the Agricultural Land Commission to delegate to the City decision-making and enforcement relating to non-farm uses of land within the Agricultural Land Reserve, and in particular, in relation to soil deposit and removal activities.*



ADJOURNMENT





General Purposes Committee

Date: Monday, January 7, 2013

Place: Anderson Room
Richmond City Hall

Present: Mayor Malcolm D. Brodie, Chair
Councillor Chak Au
Councillor Linda Barnes (4:03 pm)
Councillor Derek Dang
Councillor Evelina Halsey-Brandt
Councillor Ken Johnston
Councillor Bill McNulty
Councillor Linda McPhail
Councillor Harold Steves

Call to Order: The Chair called the meeting to order at 4:00 p.m.

MINUTES

It was moved and seconded

That the minutes of the meeting of the General Purposes Committee held on Monday, December 17, 2013, be adopted as circulated.

CARRIED

General Purposes Committee
Monday, January 7, 2013

COMMUNITY SERVICES DEPARTMENT

1. RICHMOND ADDICTION SERVICES STATUS UPDATE
(File Ref. No.) (REDMS No. 3709241)

Councillor Linda Barnes entered the meeting (4:03 p.m.).

Lesley Sherlock, Social Planner, was available to answer questions. A discussion ensued about: (i) concerns related to the duplication of services provided by the Richmond Addiction Services Society (RASS) and other similar service providers in Richmond; (ii) the role of other levels of government; and (iii) the recent privatization of the BC Responsible and Problem Gambling Program (BC R&PGP).

Ms. Sherlock advised that RASS would be conducting extensive inventory of addiction and mental health services. She further noted that issues related to substance misuse and problem gambling prevention are addressed in the City's Draft 2013-2022 Social Development Strategy.

Richard Dubras, Executive Director, RASS, then spoke to the Committee about:

- how RASS is no longer in receipt of the BCR&PGP prevention and counselling contracts, and the related impact on RASS and Richmond residents;
- RASS' problem gambling and other addiction prevention efforts, since the cessation of the BCR&PGP contracts. It was noted that although provincial contracts for BCR&PGP were awarded to private practitioners, RASS has continued to work with the BCR&PGP Prevention Specialist by dividing the prevention work to clarify roles and avoid duplication. It was further noted that prevention in elementary schools is provided by the provincial specialist, while RASS is currently working in the secondary schools;
- how RASS would no longer be reporting to the City regarding the funding and activities related to the BCR&PGP, as it is no longer the contract holder for the Program. There was discussion among members of Committee to request the provincial specialist to provide such information to the City;
- RASS' commitment to conducting a survey of Richmond residents regarding gambling and problem gambling behaviour, and how RASS has arranged to distribute a survey to students and parents; and
- RASS' upcoming problem gambling and other addiction prevention initiatives and community events.

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It was moved and seconded

- (1) *That Richmond Addiction Services' Centre of Excellence for the Prevention of Problem Gambling and Substance Misuse reports, "Special Report, October 17, 2012" and "Entire Prevention Program Results, January 1st – June 30th, 2012", be received for information; and*
- (2) *That staff request information from the party now responsible for the provision of the problem gaming program on the number of Richmond residents now served and current results.*

CARRIED

CHIEF ADMINISTRATIVE OFFICE

2. COUNCIL TERM GOALS UPDATE FOR THE TERM 2011-2014

(File Ref. No. 01-0105-07-01) (REDMS No. 3709501 v.2)

Lani Schultz, Director, Corporate Planning, provided a revised version of page one of Attachment 3 to the staff report, (attached as **Schedule 1**, and forming part of these minutes) noting that there were typos in the original version.

A discussion then ensued, during which a detailed review of Attachments 2 and 3 of the staff report was conducted. During the review of *attachment 2*, the following additional amendments to the *Proposed Goal Statements* were recommended by the General Purposes Committee:

Part 12 – Water Enhancement:

- *amend the goal statement to read as "Place greater emphasis on protecting and enhancing the City's waterfront while successfully integrating a balance between urban development, public access and events, and a healthy river environment".*

Part 2 – Community Social Services:

- *add the words "and limitations" after the word "priorities".*

During the discussion and review of *Attachment 3*, the following additional amendments to the existing "*Amendments and Additions*" were recommended by the the General Purposes Committee:

Part 2 – Community Social Services:

- *include a statement related to the matter of community volunteer programs and strategies; and*
- *amend 2.5 to include a statement related to affordable housing priorities.*

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Part 3 – Economic Development:

- *amend 3.6 to include the words "and implemented" at the end of the sentence; and*
- *add a statement about the continued support of the agricultural sector.*

Part 4 – Facility Development:

- *amend 4.2 by deleting the word "replace".*
- *amend 4.1 by deleting the sentence "includes a transportation component as part of the waterfront museum, or other public facility"; and*

Part 5 – Financial Management:

- *amend 5.2 by deleting the words "is strategic, takes advantage of current buying opportunities, considers farmland acquisition for future "garden" parks, and".*

Part 7 – Managing Growth and Development:

- *amend 7.6 by adding the words "and social media" after the word "website".*

Part 12 – Waterfront Enhancement:

- *amend 12.1 by deleting the word "activities" and replacing it with the words "skill development opportunities"; and*
- *add the following statement: "Consider daylighting more sloughs in the City.*

In addition to the above amendments, Committee also discussed enhancing the communication of the Council Term Goals to the public. Also, the Chair requested that Attachments 2 and 3 of the staff report be revised as per the Committee's recommendations, and be combined to create one document prior to the Regular Council Meeting scheduled to be held on Monday, January 14, 2013.

It was moved and seconded

That:

- (1) *the staff update on Council Term Goals for the Term 2011-2014, as described in Attachment 1 of the staff report dated November 21, 2012 from the Director, Corporate Planning be received for information;*

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- (2) *Council Term Goals for 2011-2014 be expanded to include explanatory "goal statements" and the proposed new goal statements and descriptions as outlined in Attachment 2 of the staff report dated November 21, 2012 from the Director, Corporate Planning; and*
- (3) *amendments and additions to the Council Term Goals 2011-2014 as outlined in Attachment 3 of the staff report dated November 21, 2012 from the Director, Corporate Planning, and further amendments as recommended by the General Purposes Committee, at its meeting held on Monday, January 7, 2012, be approved.*

CARRIED

ENGINEERING & PUBLIC WORKS DEPARTMENT

3. VANCOUVER AIRPORT FUEL DELIVERY – ENVIRONMENTAL ASSESSMENT OFFICE (EAO) UPDATE

(File Ref. No. 10-6125-30-002) (REDMS No. 3735817 v.4)

Cecilia Achiam, Interim Director, Sustainability and District Energy / Senior Program Manager, Policy Development, advised that the Environmental Assessment Office (EAO) has provided its report to the Minister of Environment and Minister of Energy, Mines and Natural Gas, who were given a 45 day period, ending on January 28, 2013, in which to make a decision.

Ms. Achiam further noted that City staff have been providing comments for the EAO's Table of Conditions (ToC) through the Working Group. It was noted that very few of the City's key concerns have been included in the ToC comments which have now been submitted to the Ministers for approval. Ms. Achiam also noted that although City staff provide comments to the Working Group, they are not privy to the Working Group's discussions.

A brief discussion ensued about sending copies of the City's correspondence to the relevant provincial opposition critics, and the local MLAs and MPs.

Carol Day, Chair, Vancouver Airport Project Opposition for Richmond (VAPOR), and Otto Langer, Vice-Chair, VAPOR, expressed their views and concerns related to the "lack of transparency" of the BC EAO's environmental assessment process related to the VAFD project, and advised the Committee that VAPOR's request to the EAO to make the ToC available to VAPOR had been denied. A copy of VAPOR's submission is attached as **Schedule 2**, and forms part of these minutes.

A discussion then ensued among staff, members of VAPOR and Committee, during which, staff advised that they have not yet seen the final draft of the ToC, and that the EAO has not permitted the City to release any related documents in its possession.

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Tim Wilkinson, Deputy Fire Chief, briefly spoke about fire safety concerns associated with the VAFD Project, and stated that the City of Richmond's Fire Rescue is not currently configured to deal with a disaster associated with the proposed jet fuel pipeline, and therefore, the VAFD Project poses a great expense and significant risk to the City of Richmond.

It was moved and seconded

That:

- (1) *a letter, on behalf of Council, be sent to Terry Lake, Minister of Environment, and Rich Coleman, Minister of Energy, Mines and Natural Gas and Deputy Premier to reiterate Richmond's opposition to the proposal and the transportation of jet fuel on the Fraser River and to express concern that the key elements of the City's technical input to the EAO as part of the Environmental Assessment process have not been incorporated into the EAOs Table of Conditions (ToC);*
- (2) *a meeting request, following up on the letter above, on behalf of Council, be sent to Terry Lake, Minister of Environment, and Rich Coleman, Minister of Energy, Mines and Natural Gas and Deputy Premier to reiterate Richmond's opposition to the proposal and the transportation of jet fuel on the Fraser River and to express concern that the key elements of the City's technical input to the EAO as part of the Environmental Assessment process have not been incorporated into the EAOs Table of Conditions (ToC);*
- (3) *copies of the City's correspondence be forwarded to the relevant provincial opposition critics, the local MLAs and MPs; and*
- (4) *a letter be sent to the BC Environmental Assessment Office requesting that the documents related to the environmental assessment process be immediately released to the public.*

CARRIED

ADJOURNMENT

It was moved and seconded

That the meeting adjourn (5:15 p.m.).

CARRIED

General Purposes Committee
Monday, January 7, 2013

Certified a true and correct copy of the Minutes of the meeting of the General Purposes Committee of the Council of the City of Richmond held on Monday, January 7, 2013.

Mayor Malcolm D. Brodie
Chair

Shanan Sarbjit Dhaliwal
Executive Assistant
City Clerk's Office

City of Richmond Council Term Goals for 2011-2014 Amendments and Additions – December 2012

Much of the input received from Council and senior staff during the Council Term Goals review process reaffirmed the existing priorities, with some minor amendments and additions. As well a few new priority areas were identified. These proposed amendments and additions to Council Term Goals for 2011-2014 are outlined below:

1. Community Safety

Additional Priority(s) for consideration:

- 1.6. Completion of a thorough analysis of the various policing models available, to ensure that the best model is in place to meet City needs and priorities.

2. Community Social Services

Amended Priority(s) for consideration:

- 2.5. **Delete:** Development of clear policies around the City's role in social services and the grant processes, and corresponding clear communications with the public on these roles and policies. *(covered in the new explanatory goal statement and in amendment 2.1 below)*
- 2.1 **Amend:** Completion of the development and implementation of a clear City social services strategy that articulates the City's role, priorities and policies, as well as ensures these are effectively communicated to our **advisory committees, community partners,** and the public in order to appropriately target resources and help manage expectations.

Additional Priority(s) for consideration:

- 2.9. Development of a continuously updated catalogue of affordable housing projects coming on stream for easy reference.

3. Economic Development

Amended Priority(s) for consideration:

- 3.4. **Amend:** Update the City's economic development strategy, ensuring sport hosting and events are a part of it, **and that it is clear on what kind of businesses we want to attract and retain, and where future industrial development and business parks will be located.**
- 3.6. **Amend:** Develop an integrated strategy for the Steveston Waterfront that blends business and public interests in a manner that allows for continued sustainable development in this area. **Specifically, work with the Steveston Harbour Authority and other levels of government to ensure land use, harbour improvements and other economic development opportunities are integrated.**



Vancouver Airport Project Opposition for Richmond

VAPOR- A Society for Vancouver Airport Fuel Project Opposition for Richmond

11631 Seahurst rd, Richmond BC, V7A 4K1

www.vaporbc.com

604 2401986

Schedule 2 to the minutes of the
General Purposes Committee Meeting
held on Monday, January 7, 2013

To Richmond City Council

Jan 7, 2013

General Purposes Committee

Re Item # 3 Engineering and public Works Department

Vancouver Airport Fuel Delivery- Environmental Assessment Office EAO) update

VAPOR the Vancouver Airport Project Opposition for Richmond is a society created to oppose the VAFCC Jet Fuel Proposal submitted to the British Columbia Environment Assessment office. VAPOR supports looking at other options that are environmentally safer and respect the wishes of the City of Richmond. We are very concerned at the lack of public consultation by the BC EAO and are trying to convince the provincial government to open the process to better options for the need for safe and reliable delivery of Jet fuel to the Vancouver International Airport.

The current proposal and BCEAO process have ignored the many serious concerns of the City of Richmond and we are appalled that the draft assessment report and Table of Conditions has not been made available to VAPOR. WE have been in constant contact with the BCEAO and they are well aware of our involvement.

Conclusion

We request the City of Richmond include in their letter to the BCEAO and Ministers Lake and Coleman permission to provide VAPOR with copies of the Table of Conditions and the Draft assessment report for the Vancouver Airport Jet Fuel Project as it becomes available.

Thanks very much for your continued opposition to the irresponsible proposal for jet fuel delivery by the VAFCC which include Air Canada, West Jet, Air China, Lufthansa and many more airlines.

Carol Day

Chair VAPOR

11631 Seahurst rd

Richmond BC V7A 4K1



Dear:

John Mazure, Executive Project Assessment Director, BC EAO

Honourable Christy Clark, Premier

Honourable Terry Lake, MOE Minister

December 1, 2012

Subject: Public Requires Suspension in Review of Vancouver Airport Fuel Facilities Corporation - Jet Fuel Transport Proposal

Over the past 700 days, VAPOR has been in very frequent contact with the BC EAO office relating to the Vancouver Airport Fuel Facilities Corporation (VAFFC) Jet Fuel Transport proposal. In the past year we have sent several letters to Dr. Lake concerning the EAO process that has violated any credible sense of fairness, balance and transparency as related to the public, the Fraser River Estuary, the Vancouver Airport Project Opposition in Richmond (VAPOR) Society and thousands of our supporters. A petition was signed by over 5000 people in 2011 opposing this project that is now being reviewed. A copy of this petition that was presented to the BC Legislative Assembly about 10 months ago is attached.

The lack of feedback on many issues from your offices or the Minister of Environment as related to public input over the past several several months of this review is indeed profoundly disappointing and unjust. Although VAFFC has been given almost a year of suspension time in the review process, to conduct new studies, the most recent series of studies were never made available for public review and input into the review process. Further to this, we documented our latest and comprehensive concerns with this process to the Minister Terry Lake on November 14, 2012 and to date we have received no acknowledgement, consideration or response to our concerns. Why does the Minister and the BC EAO process continue to ignore our concerns? We find this most discouraging from an environmental and public safety review process that should be fully transparent, unbiased and fair.

Again, we respectfully request that the Premier, MOE Minister or the BC EAO respectfully respond to our attached letter and above all create a window of opportunity for public input. To date we have been limited to a 2 minute oral presentation two years ago with a written follow-up submission after we had to lobby for a reasonable time frame to review and respond to the vast amount of materials accompanying the application for this EAO review. When VAFFC provided an amendment on the relocation of the pipeline, the public were again allowed a short window for limited written input after a lengthy suspension so as improve chances of approval of the project.

Since that time VAFFC has taken many months to conduct several additional studies to rationalize their claim of little environmental and public safety impact. These studies were never made available to the public by BC EAO or VAFFC for review and comment into this BC EAO led process. This is totally unacceptable.

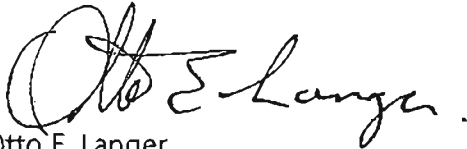
A response to our letter and action to make this a transparent and fair process by now suspending this process for the public interest, review and input is urgently requested. To date, the process has totally favored suspensions and input into the process as arranged by VAFFC, i.e., the proponent's sole development and financial interests are out of balance with the public interest.

We look forward to a prompt and meaningful response and an immediate suspension of the BC EAO process so as to allow public comment on the most recent studies done so as to make this a fair and just review process.

Sincerely yours,



Carol Day
President, VAPOR Society.



Otto E. Langer
Vice President, VAPOR Society.

Copy to: Ms. R. Shaw, Project Assessment Manager, BC EAO

Attachments.

- 1) DVD of petition submitted to BC legislature;
- 2) Letter of Nov. 14, 2012;
- 3) Photo of petition documents

Petitions Vol 3

JET FUEL
In the Fraser River
or Estuary

WWW.Vaporbc.com
email vaporbc@gmail.com
604 240 1986
1631 5th Avenue Rd
Richmond BC V6V 1A6

When complete return to: **West Vancouver / E-Mail: vaporbc@gmail.com / FAX: 604-271-5535**
For mail to: **Central Dept. 11037 Seafair Rd Richmond, B.C. V7A 4K1**

PAGE

NAME (Print)
 1. Shane Smith
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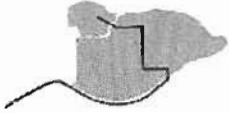
SIGNATURE
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7-3-0



**Rachel Shaw
Chair VAFFC Jet Fuel Project Review
BC Environmental Assessment Office
Victoria, B.C.**

November 14, 2012

Dear Ms. Shaw:

RE: Status of the VAFFC Jet Fuel Proposal --- BC EAO Review.

A few weeks ago you informed Jim Ronback of VAPOR Society that BC EAO would not create an opening for further public input into the VAFFC project after the lengthy suspension as requested by VAFFC to complete more studies. In that the VAFFC did state that they were preparing at least three different reports, i.e., 1) Biofilm studies; 2) Aboriginal fishery compensation plans and 3) Spill mitigation plans (in addition to the PMV tanker risk studies - not initially part of the BC EAO review and then later part of that review) we feel it is mandatory that these studies be made available for public review. We have yet to find some of these studies on your website and VAFFC have yet to respond to a single email or telephone call. Also it is absolutely essential that a window now be arranged in the review process for further and possibly final and summary public input. To date we have only had two opening for written input and one two minute opening for a verbal presentation. That latter 'hearing' was a very short evening session and it occurred before any studies were made available for a proper public review.

We have been advised of a number of possible recent developments with your harmonized BC EAO - PMV process that has disturbed us greatly. We had a meeting with PMV that actually threw doubt into whether this is a proper harmonized review process. Unfortunately the process and communications with interveners / stakeholders is very confused and the process you have developed with PMV is undocumented and is very confusing and appears to lack accountability. Further your process has established a Technical Advisory Committee and that has taken many key agencies out of the public process and their input occurs behind closed doors. This is not how government should function in any balanced process affecting the public interest and the welfare of the commons.

Therefore could VAPOR please have clear and meaningful answers related to the following concerns and questions:

1). I am advised by the City of Richmond and by a local Richmond newspaper that a window for input into the VAFFC jet fuel project by members of the Technical Working Committee was closed on Nov 9th, 2012. Why this window only open to the TWC? Most recently the City of Delta has submitted their comments on the Technical Conditions to EAO without prejudice. They also submitted a letter to the EAO opposing the marine terminal and jet fuel tankers coming up the Fraser River. They want further information on the pipeline only options.

Q 1). What window, if any, was or still is open for public review and comment? If a recent comment deadline has passed why would it be closed when we were not even made aware of it despite the fact we have been very active in this process and did

inquire about an update on public input just a short while ago? Will BC EAO bend to the need for a final round of public input into this large and significant high risk project?

2). The PMV clearly advised VAPOR that they did not recognize the BC EAO process as being related to the issue of jet fuel tankers coming into the Fraser River or the issues related to the handling of jet fuel on the river in their port area. Previously the public was given a very clear understanding that this was a full harmonized review and it would examine the shipping of tankers of jet fuel into the Fraser River and Estuary, the building of a marine offloading terminal in Richmond, the building of a large tank farm on the south bank of Lulu Island and the building of a pipeline across Richmond to YVR.

In addition the review was to consider the operational life of the above facilities as 60 years. The Port Manager, Captain Yoss LeClerc with the PMV harmonized review officer present stated that the BC EAO process only would examine the impact of the land based facilities of this project, i.e., the pipeline, the tank farm (and marine terminal?) which is based on land vs. on federal waters. PMV insisted that the tankers and fuel handling out of the tankers was a Port Metro Vancouver's sole responsibility in that they were responsible for safety in the areas surrounding the tanker transport into the estuary and river and the marine terminal. That part of the project would not be not subject to any BC EAO review and approval or rejection. Further, PMV indicated that what was in the tankers was not up for review. PMV was to only assure navigation safety and what was in the tankers while they navigating within the Fraser River was beyond anyone's authorized review. If what was to be in the tankers was to be addressed, that would be at the federal political decision.

Q 2. Is this your understanding and if it is why was it not communicated to the public in a proper CEAA-BC EAO letter of agreement? PMV says no such letter outlining the process and decision making exists. Why would this been allowed to happen? Why was this presented to the public as a harmonized review when PMV now sees the overall project as a split review and key risks to the environment and public safety are not to be subject to any BCs EAO review?

3). We insist that the above mentioned outstanding reports must be made available for public review. Further I am informed that meetings of the Technical Advisory Committee are now taking place to review a draft EA report. We would also require a copy of all input and minutes of those meetings that have taken place since the suspension was put in place over 6 months ago. The public has a right to a transparent and fair review process and those meetings should be open to the public. We must see these materials and have a fair opportunity to submit input into the process before your review is complete and recommendations are formed for Ministerial decisions. To do otherwise is grossly against the public interest and it again puts the BC EAO / PMV process in disrepute.

Q 3a. When will VAPOR be given access to the fishery compensation plan and the spill mitigation plans or studies and the notes of the Technical Advisory Committee? We

already have the biofilm study but are waiting for an opportunity to provide our final comments to this confused review process.

Q 3b. When and how will VAPOR and the public be given a fair opportunity to review the above referenced studies and forward comments to BC EAO for their consideration prior to any recommendations or decisions being made?

4). The combined hazardous stored energy in the jet fuel tanker unloading at the marine terminal and the 80,000,000 litre tank farm is equivalent to more than 1,000,000 tons of TNT. It can result in a horrific explosion fire, spill and result in injuries, loss of lives and an ecological disaster. It is troubling that a System Safety Report by System Safety Engineers, identifying the worst case combined hazard footprints and risk areas of a tanker unloading at the marine terminal and the 80,000,000 litre tank farm has not been provided before any recommendation or decision is to be made to the ministers. It is ludicrous and dangerously foolhardy to consider that any EA decision would be made without such a System Safety Report being completed first and available for public review and comment.

Q4). When will such a System Safety Report be completed and available for public review?

5). Considering that this 180 day review has now stretched out over 600 days and your chairmanship of this project review has changed three times and the PMV co-chairmanship has changed twice, should this process now not hold a final public meeting / hearing and allow proper and meaningful public input in that over the past two years the project has been altered and better options have summarily been dismissed without proper study. The review continues to be confusing and the goal posts have often moved while the public is largely shut out of the process.

Q5). Will BC EAO now consider a properly constituted final hearing of this project including cross examination of key witnesses and studies considering the many changes that have occurred since it began and with the realization that the public has been largely marginalized in the review as directed by the BC EAO?

6). At the beginning of the review VAPOR did forward s a written inquiry to the first chair of this review. We questioned how would a junior process (i.e. provincial) make any decisions that will be binding on a non-profit organization (i.e. VAFRC) and how would it legally relate to jurisdictions that were almost totally federal in nature i.e. federal airport, federally regulated airlines, federal port, federal shipping laws, federal navigation laws, federal pilotage authority, federally administered fish and migratory wildlife and habitat and federally owned land? Ms.I was advised that BC EAO would not comment on these legal questions and that would be part of the review. We have not seen that in the terms of reference or in any of the studies (i.e. evidence) before the EAO process.

6). Could BC EAO please provide answers to the above issue/questions raised i.e. what is the legal status of this review given the above concerns and what legal powers do you have to implement any decisions or conditions in an effective and accountable manner?

7). The BC EAO process is very confusing and based on other studies (eg. BC AG and U. of Victoria Law Centre) and what we see is very ineffective. Recent issues on the Gateway Highway project again confirm that. Further you have confused the process by calling it a 'harmonized review' with PMV yet have no agreement on how this review is to proceed, what it is to cover and how final decisions are to be made that should be more federal than provincial.

Q7a. If the public is to have some faith and trust in the BC EAO-PMV harmonized review please provide information on the above concerns and please specify who will review the project in the BE EAO-PMV panel and who will receive a recommendation and make a final decision at the political level? How will this decision involve the federal approvals or rejections?

Q7b). In that PMV will have a financial gain in that PMV will lease lands to VAFRC for the tank farm and any project approval will enhance port development, how can BC EAO with a clear conscience have PMV as partner in a fair joint harmonized review? Does the concept of a direct conflict of interest in your partner's business interests in this proposed project not mean anything to BC EAO or the Ministers that are to make the final decisions?

8). In that this project is ten times larger and creates a ten times greater environmental risk over that proposed by VAFRC in 1988 (that was soundly rejected in 1989 by a properly constituted and an open and fair review FEARO review) it appears that in 2012 the public is being short changed on such a proper and transparent review.

Q8). Why is the BC EAO (and PMV, EC and DFO) conducting a process of environmental review that has less transparency and public participation and will probably offer much less environmental protection than a similar review of a jet fuel proposal on the Fraser River in 1988-1989?

A prompt response to these very questions is now essential if we are any faith in this less than democratic and transparent review that has not put fairness and the public interest as a number one priority. To date it is simply unacceptable how a formal organization like VAPOR can be established to relate to this project can be so kept in the dark. We do look forward to full response to these key issues prior to this project review proceeding any further. In addition we request that this letter be listed under official documents submitted to this EA process.

We thank you in advance and look forward to an early response.

Sincerely yours,

A handwritten signature in dark ink, appearing to read "O. E. Langer". The signature is fluid and cursive, with the first name "O." and last name "Langer" clearly distinguishable.

Otto E. Langer Fisheries Biologist and Aquatic Ecologist

Vice Chair VAPOR Society phone 604 274 7655 email <ottolanger@tclus.net>

Copy to Mr. T. Leadem QC



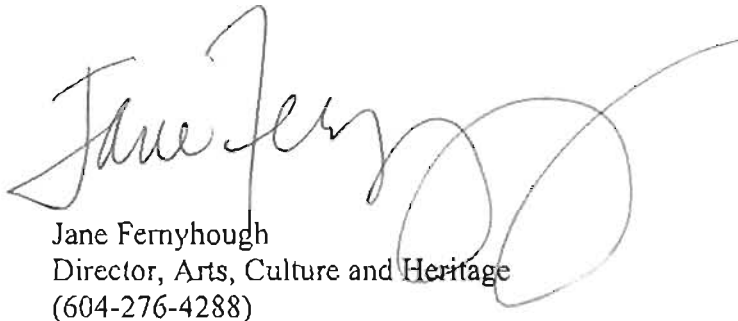
City of Richmond

Report to Committee

To:	General Purposes Committee	Date:	January 11, 2013
From:	Jane Fernyhough Director, Arts, Culture and Heritage	File:	01-0005-01/2013-Vol 01
Re:	Richmond Olympic Experience: Business Plan 2.0		

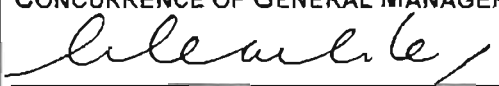


Staff Recommendation

That the Richmond Olympic Experience: Business Plan 2.0 be received for information as per the report from the Director, Arts, Culture and Heritage dated January 11, 2013.



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

Att. 2

REPORT CONCURRENCE	
CONCURRENCE OF GENERAL MANAGER 	
REVIEWED BY SMT SUBCOMMITTEE	INITIALS: 
REVIEWED BY CAO	INITIALS: 

Staff Report

Origin

At the City Council meeting of October 22, 2012 Council reviewed and endorsed the Richmond Olympic Experience (ROE) project concept and design. Although the ROE is an Oval Corporation project, given the nature and scope of the project, the use of some City funding from the Oval Legacy Conversion project and interest of the community, the CAO has committed to ensuring Council receives regular updates as the project progresses. This particular update will focus on the second of three stages of development of the ROE Project, including the schedule; how the project is administered (costs and personnel assignments); the ROE Business Plan 2.0; and the overall design concept as we approach 100% design.

The addition of the ROE to the cultural and tourist attractions in the City advances Council's Term Goal # 3 – Economic Development: developing a “stay-cation” appeal while adding to the vibrancy and destination appeal of the City.

Analysis

At the Richmond Olympic Oval (ROO) Corporation Closed Board meeting of January 16, 2013, the Director's endorsed the Business Plan 2.0 for the Richmond Olympic Experience. A redacted copy of the Business Plan is attached. (**Attachment 1**) Due to business reasons, confidential proprietary business and financial information contained in Appendices 5, 6 and 8 has been removed at this time.

Council received the Preliminary Business Plan in their agenda package for the October 22, 2012 meeting. As the Business Plan is a dynamic document this Business Plan 2.0 is the second of three phases of the Business Plan and will continue to evolve with more detail as the project design concepts are developed. The Business Plan also includes an outline of the organization of personnel assigned to the project and a detailed reporting of extraordinary project costs (i.e. travel for best practices research) incurred up to November 30, 2012. This is included to ensure transparency in expenditure of allocated project funds. The reporting of extraordinary project costs is also intended to address problems encountered previously on the ROO and Richmond Ozone projects, as a result of misperception about how cost items such as travel were being funded.

Phase 1 of the project, Exhibit Concept Phase, is nearing completion with the submission of 100% concepts from the Exhibit Design Team being imminent. Phase 2, which includes Schematic Design, Detailed Design and Development and Fabrication and Installation, will begin in February. The 100% complete design will be presented to City Council once all required revisions are complete.

The initial timing for the opening of the ROE was the fall of 2013 based on the initial project plan. As the scope has been significantly expanded to include a stronger emphasis on unique state-of-the-art interactive (as opposed to static) components, the project schedule has now been set to coincide with the increased scope of the project as it has now been established. The schedule has set the opening date for the fall of 2014. The project team is reminded daily that one of the primary goals is to have the ROE be a very dynamic interactive experience is the

January 11, 2013

vision. As a result, the building of significant digital content and the design, development, prototyping and testing of the interactive elements that will make the Richmond Olympic Experience a unique, awe-inspiring destination require more development time than the original schedule indicated.

Advisory Committee Update

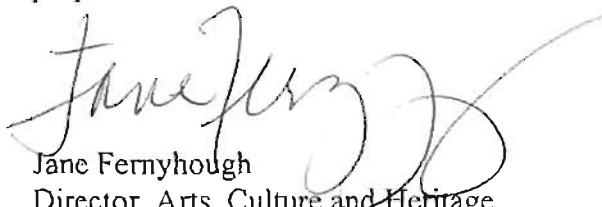
In a previous report to Council the Terms of Reference for the Advisory Committee was included and Council subsequently appointed Councillor McNulty as the Council liaison. At this time members of the committee are being recruited and the committee will be in place by the end of February. The first phase of the Advisory Committee workplan is attached for your information. (Attachment 2)

Financial Impact

No financial impact.

Conclusion

The Richmond Olympic Experience project is progressing in all areas from business planning to exhibit design and development. As per the CAO's commitment to ensure Council has regular updates on the progress of the project, the Business Plan 2.0 is presented for information purposes.



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



Richmond Olympic Experience

Business Plan 2.0

GP - 24



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1. Preamble: Administrative Cost Structure and Key Funding Guiding

Principles

Governance/Management

The Richmond Olympic Experience (ROE) is a Richmond Olympic Oval (ROO) project, undertaken under the direction of the Board and management of the ROO Corporation and in partnership with the Canadian Olympic Committee (COC) and in-kind support of the International Olympic Committee (IOC) Museum. Due to the unique nature of this project – in that it will create a significant community amenity and because funding has been contributed by the City – a dual approval process was established in which once all necessary approvals to move forward had been awarded by the corporation's Board of Directors the project would require a final endorsement from Richmond City Council. Council provided this final endorsement at the Council meeting of October 22, 2012 following the June 2012 ROO Board approval of the project. Having received Council's endorsement and as the OE is an Oval Corporation project, the Board of Directors will be the approving authority for any approvals required to completion. Richmond City Council will be kept up to date on all approvals received from the Board of Directors.

The Administrative Cost Structure and Key Funding Guiding Principles will serve as the mandate that will guide both the project plan (how the project will be administered) and elements of the ROE Business Plan.

Background

The ROE is one of the final projects from the City's approved list of conversion projects underway at the Oval. The ROE was originally intended to create a modest display in the interior of the Oval with a shared focus on Richmond's Olympic story and the history of sport in Richmond. Council allocated \$575,000 from the Oval legacy conversion budget for this smaller scope version of the project. During the early planning stages it became apparent that the budget may not be sufficient to create the type and quality of exhibits and experiences needed to meet Council's expectations and that would be suitable for the size, volume, and quality of finishing the space.

It is also recognized that the cache of the Olympic Oval as a 2010 Olympic Games Venue will diminish over time, especially given that it is not in the same configuration as it was during the 2010 Winter Games. Accordingly, there is a desire to attract visitors to the venue for reasons other than sport and recreation, also recognizing that the original vision for the Oval was that it would also include a culture and entertainment component. The inclusion of culture and entertainment in the vision will contribute to Richmond's tourism oriented goals – our aspiration to become a destination/stay-cation city that can attract visitors from both nearby communities and those from abroad.

Alternatives to the original scope of the project were explored and it was concluded that rather than proceed with the lower standard project or recommend that Council abandon the Olympic story project

all together, there may be an opportunity to expand the scope to a level that would attract interest and financial support from other potential external partners such as commercial sponsors, and/or the tourism sector. Based on our previous experience working on the 2010 Olympic Expo, it was recognized that there may also be an opportunity to attract a Value In Kind (VIK) sponsorship from the IOC Museum.

The vision for a dynamic international tourist attraction for the City that would create an awe inspiring experience that would make the Oval a "must see" venue and reignite the Olympic spirit by reconnecting residents and visitors to the excitement and emotions experienced during the Olympic Games was developed. The scope of the project was revised to better reflect a museum venue standard, which in turn enhanced Richmond's eligibility to borrow artefacts from other museums collections. A new detailed project definition document for presentation to the ROO Board and the IOC Museum was developed. The revised project definition would both inform and test the level of interest in the enhanced program.

Through delivering the Oval and the celebration events during the 2010 Games, as well as the work done with the IOC Museum to explore the hosting of the Olympic Expo, Richmond earned the respect of the IOC and the IOC Museum and strong business relationships were forged with both. These relationships have proven very instrumental to the City being permitted to use the marks and symbols of the most recognized brand in the world – the Olympic rings and the word Olympic, and also to the Oval having been admitted to the Olympic Museums Network as the first official member from North America. It is important that these relationships be maintained and obligations met, in regard to protecting their valuable assets while in our custody.

Administrative Cost Structure and Key Funding Guiding Principles

As a venue that was highlighted on a world stage during the 2010 Games and continues to gain international exposure, the Richmond Olympic Oval project's success was based on critical due diligence and best practices research that was performed to create an international venue. Likewise, the ROE project will garner similar international exposure bringing visitors from around the world and will require a similar level of due diligence and best practices research.

Project Team

Governance

The ROO Corporation is governed by a Board of Directors comprised of experienced private sector business people from the Greater Vancouver area. The Board provides a valuable resource on which Oval management and the project team rely for advice and guidance.

Management

A project team was established at the onset to conduct the research and due diligence required to determine if the ROE in the ROO would be possible and viable. The project team is comprised of three of five members of the Oval Corporation senior staff plus one subject expert senior staff person on a part-

time secondment from the City. The project team are supported by the project working group which includes a number of staff from various disciplines who contribute intermittently to the project as needed.

Project Administration

Similarly to how the costs arising from due diligence and best practices exercises were managed for the success of the Oval and O Zone projects, the ROE project will also require a significant component of extraordinary business initiatives and transactions including:

- Best practices research;
- Development of inter-agency alliances;
- Negotiations to secure access and rights to properties and digital material;
- Review and inspections of collections; and
- Attendance at events and business meetings.

Key Funding Guiding Principles

As with the development of the Oval and O Zone projects, an Administrative Cost Structure and Key Funding Guiding Principles were also developed specifically to cover ROE project costs. The Administrative Cost Structure and Key Funding Guiding Principles on which the Preliminary Business Plan (Version 1.0) was based, are also the basis for this current phase (Version 2.0) of the Business Plan. Three funding sources have been identified:

1. City through the Oval legacy conversion budget (non-tax revenue)
2. Oval through the Oval capital budget
3. External sources including sponsorships and grants

1. The ROE project will not impact property taxes.

The City of Richmond created a Legacy Conversion Fund intended to transform the Oval from its original Olympic configuration as a speed-skating Oval to the post-games Community Legacy Sport, Recreation and Cultural facility. The capital funding directed to the Legacy Conversion fund was derived from the sale of land and did not impact property tax rates. As part of the Legacy Conversion Plan, \$575,000 was directed toward a cultural project celebrating both Richmond's participation in the 2010 Olympic Winter Games and the History of Sport in Richmond.

2. No request to the City of Richmond for additional funding for this project beyond the \$575,000 will be accepted.

City senior staff will not authorize any submissions to the City's budget process beyond the \$575,000 allocated from the City's Legacy Conversion Fund.

3. The funding from the Richmond Olympic Oval Corporation towards the project will only come from the Oval Corporation's capital program.

The Oval Corporation was able to contribute revenue from sales into a capital program to fund future projects at the Oval. The Oval Corporation has adopted a practice for which all profits will be re-invested in the Oval in order to maximize the community benefit aspect of this facility.

4. City and Oval funds will not be used to pay extraordinary project costs.

Base versus Extraordinary Project Costs

Recognizing that local governments do not typically engage in international projects such as the ROE, O Zone, and the Olympic Oval that bring this scale of benefit to communities, and acknowledging that best practices research and early planning is critical to ensure the success of the ROE project, a distinction has been made between base project costs and extraordinary costs. The base project costs have been defined to include such items as exhibit design, fabrication and installation. Extraordinary project costs, while critical to both the analysis and eventual decision to move the project forward to implementation and ultimately to the ongoing success of the project, include such items as travel, best practices research and development of inter-agency relationships, protocols, and rights to access property and technology.

Extraordinary costs for the project will only be funded from external sources including sponsorships, grants, etc as per agreements with the contributing entities.

Extraordinary project costs, particularly those associated with travel on the Oval and O Zone projects, attracted considerable negative attention during the lead up to the 2010 Games. This was partially because we did not do an adequate job informing the public that the City had raised sufficient funds through private sponsors to cover 100% of all extraordinary costs. It is therefore important to note that similarly to the Oval and O Zone projects, 100% of all extraordinary costs will be covered by non-tax related funding from external sources. (Extraordinary costs status report as of November 30, 2012 is Appendix 8 of the Business Plan.)

Following the success of the Oval project and O Zone, by adopting similar key funding guiding principles, the ROE project business plan has been developed following the funding guiding principles above. The business plan will continue to be revised as the project develops through the next phases.

2. Executive Summary

In 2008, the International Olympic Committee invited the City to host the IOC Olympic Expo during the Vancouver 2010 Olympic and Paralympic Winter Games. The Olympic Expo is an exhibition of Olympic-related memorabilia, art and artefacts, which has been a popular, major attraction at most recent Olympic Games, the latest held at the London Opera House during the 2012 London Olympic Games, drawing hundreds of thousands of spectators. While the City actively pursued this opportunity, in the end, it concluded it would not be viable to host the Expo during the 2010 Games due to lack of planning time and fundraising challenges. However, this opportunity led to the City to develop an ongoing business relationship with the official IOC Museum in Lausanne and the worldwide Olympic Museum Network.

After Richmond successfully helped to co-host the 2010 Games, continued discussion with the IOC and other members of the Olympic Family led the City to begin to explore the possibility of establish a permanent Olympic attraction at the Richmond Olympic Oval. In December, 2010 Council approved allocation of \$575,000 from the existing Oval Conversion Project Budget to create the Richmond Olympic Story. Initially, a modest display, the Richmond Olympic Story, was envisioned for the interior of the Oval. This display would focus on Richmond's 2010 experience and the sporting history of Richmond.



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. Consultations with experts from the International Olympic Committee (IOC) Museum as well as other Olympic Museums in the Olympic Museum Network (OMN) and best practises research led to the development of a new project concept.

The enhanced project concept, now named 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.

In addition to receiving the endorsement of the IOC Museum, the Richmond Olympic Experience has been endorsed by the Canadian Olympic Committee (COC), which administers use of the Olympic Brand in Canada. The COC will display some of its own collection of artefacts at the Richmond Olympic Experience, as well as using it as a Western Canadian base for events, receptions and media announcements to help support and promote the Olympic Movement in Canada.

Staff have also been working toward securing funding for the project. The Richmond Olympic Experience funding sources to date include:

- The Council approved funding of \$575,000 from the Legacy Conversion fund;
- Oval contribution of \$1.5M contributed over three years from the Oval Corporation capital reserve;
- The commitment of \$2.5M in tourism funding approved by the Province;
- Primary sponsorship funding at a minimum of \$1,060,000;
- Further sponsorship opportunities estimated to be \$250,000 over the next five years.

A standard selection process resulted in selecting consultants that have been engaged to work on the preliminary concepts for the project. This work was approved by Board resolution on March 15, 2012 and was instrumental in securing the endorsement of the COC. The remainder of the Phase 1 concept work and submission of 100% Concept Design will be completed in January 2013. Phase 2 will begin after the approval of the concept document has been granted.

The Richmond Olympic Experience 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.

3. Richmond Olympic Oval History

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

The Oval has been permitted to use this valuable and world recognized brand for no fees however, there is an ongoing commitment required from Oval staff to maintain relationships and good-faith discussions with our IOC and COC partners. These commitments involve travel and are required as a valued Olympic legacy facility regardless of whether or not the Richmond Olympic Experience Project was approved. The Oval’s Olympic partners have a responsibility to ensure that their brand is properly managed.

The Oval is a breathtaking venue on the banks of the Fraser River and winner of the Institution of Structural Engineers top award for Sports or Leisure Structures. 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 members and guests two Olympic sized ice sheets, six hardwood courts, a track zone that includes a 656 foot (200 metre) running track encircling a vast multi-purpose sports zone, and a new climbing wall on the activity level, a 23,000 square foot fitness centre on the mezzanine level, and on the ground level the Oval offers an indoor rowing and paddling centre, a dedicated training centre for athlete development, a variety of meeting rooms and through our partner, LifeMark, the Oval is able to offer a speciality sports medicine 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 our community. The exterior consists of two plaza areas, a beautiful water filtration pond and several iconic art pieces.

4. 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 the first North American location in the Olympic Museum Network.

We have a vision to keep the Olympic Spirit alive at the Oval through a transformative exhibit experience that inspires excellence in sport, promotes community and motivates everyone to dream big. This exhibit experience will be housed throughout the Oval in various spaces envisioned to include corridors, public spaces, a discrete exhibit room, a multimedia theatre and the exterior of the building.

4.1 *Richmond Olympic Experience Concept*

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 exhibits; interactive, fun and inspiring activities; displays of artwork and opportunities for other related cultural activities and a significant educational program component for school age children across the community and beyond.

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 maintain a connection with the world-wide Olympic Movement.

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 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.

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.

4.2 Richmond Olympic Experience Project Focus Areas

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 Project has four interconnected areas of focus:

- 3.2.1 Richmond's Olympic Story
- 3.2.2 History of Sport In Richmond
- 3.2.3 The 2010 Olympic and Paralympic Winter Games
- 3.2.4 The Olympic Movement

Each is summarized as follows:

4.2.1 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 a "can do" attitude, Richmond achieved its dream of delivering the premier venue of the 2010 Games.

Key messages include:

- Richmond embraced the challenge to help host the 2010 Olympic Games.
- Going beyond expectations, Richmond delivered the premier Olympic venue on time and under budget.
- Richmond delivered a world-class Olympic speed-skating venue and a legacy building for their community.
- The Olympic Oval and O Zone brought the excitement of the 2010 Olympic Games to the people.
- The O Zone was a huge success, and helped make Richmond a central



part of Vancouver's Olympic Experience.

4.2.2 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 two horse racing tracks and many champions, Richmond has a rich and inspiring sporting history.

- Richmond's many accomplished athletes inspire us to strive for excellence.
- Love of sport starts at the grassroots or community level
- Richmond takes pride in supporting community sports and a healthy lifestyle

Staff will be inviting a representative from the Richmond Sport Council to participate with the consultants in developing content for the displays of the History of Sport in Richmond.



4.2.3 The 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.

- 2010 Games creates new Olympic legends
- Canada's "Own the Podium" program was a success
- First time aboriginal groups involved in hosting the Olympics
- Paralympics attract record crowds
- Olympic athletes require courage and stamina and go through much sacrifice for a chance to win gold

4.2.4 The Olympic Movement

The Olympic movement seeks to build a peaceful and better world by educating youth through sport, with a spirit of friendship, solidarity and fair play.

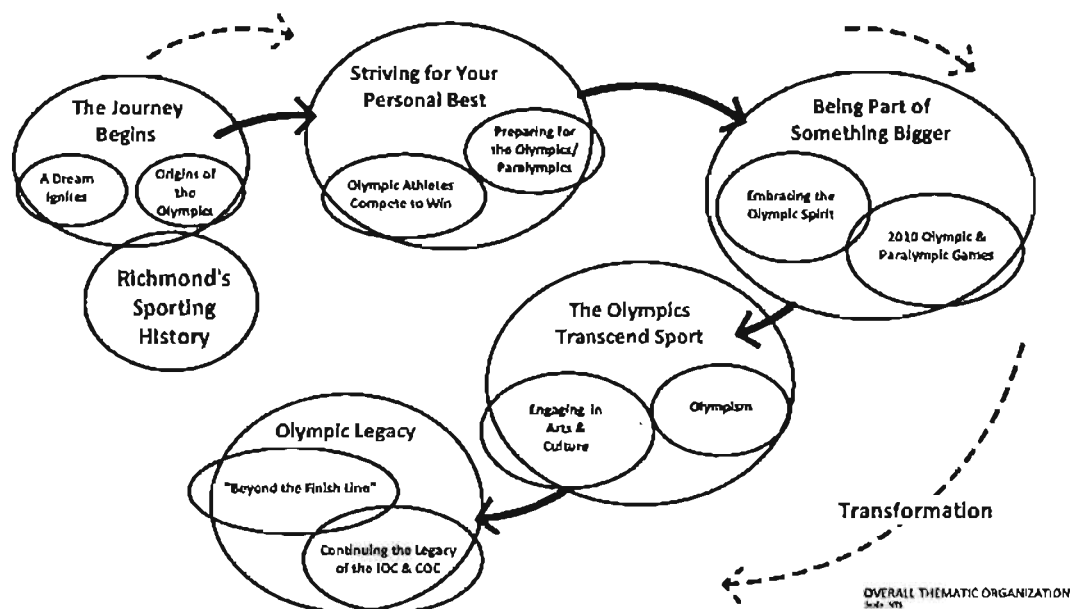
- Inspire and motivate youth of the world to be the best they can be
- Promote tolerance, understanding and friendship amongst all peoples
- Every four years, the Olympics brings the world together to rediscover the meaning of comradeship
- The first sustainable Olympics set a new international standard



4.3 Richmond Olympic Experience Project Themes and Designs

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



5. Richmond Olympic Experience Benefits

5.1 Tangible Benefits

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.

5.2 Intangible Benefits

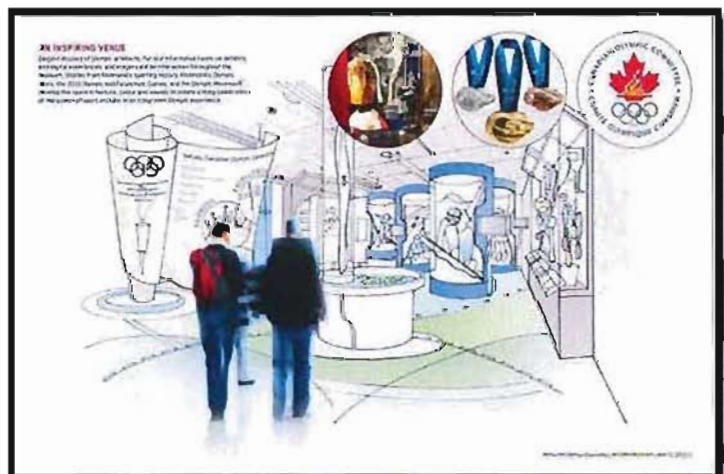
Some intangible benefits of the project are equally compelling:

- 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.

6. Contribution to City's Goals

6.1 Placemaking

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. This recognition is achieved through combining a diverse set of places, activities and



amenities that are interconnected, safe and convenient to access.

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.

6.2 Olympic Legacies

The Olympics are embedded, not only in our history, but in the planning and execution of all our future endeavors. We have leveraged the Olympic brand, Richmond's Venue City identity and the contacts and networks established during the Olympics. Our Olympic learning's and experiences have strengthened our team, developed community capacity and enhanced the City's livability and economic well-being. We have built and continue to build upon our Olympic successes to create significant benefits in economic development, sports tourism and tourism. Richmond is an international destination.

Richmond Olympic Experience will extend the Olympic Games experience, the memories from the 17 days of competition and the overall level of interest in the premier venue for the 2010 Olympic Winter Games for as long as possible after the Games. In celebrating Richmond's involvement in the 2010 Games and promote the spirit of the Olympic movement, Richmond has the extraordinary opportunity to establish North America's first official Olympic Museum and become a member of the International Olympic Committee's official Olympic Museum Network.

7. Contribution to Oval's Goals

7.1 Establishing Positive Brand Awareness

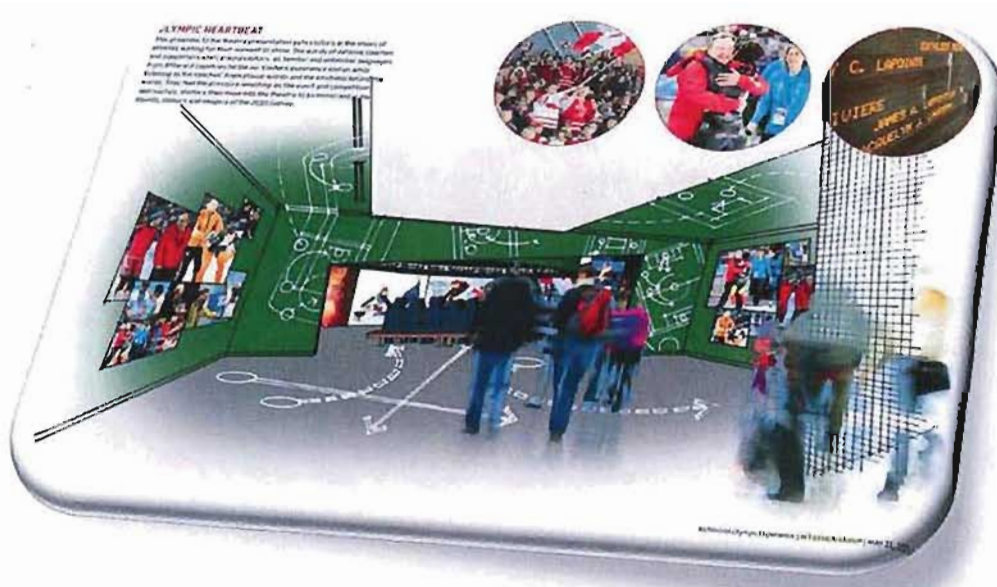
The Richmond Olympic Oval brand represents the venue and the corporation which operates the venue. The public looks for this brand when searching for information on the Richmond Olympic Oval venue, its public art but most importantly, Richmond's Olympic history and involvement in the 2010 Olympic Winter Games.

Richmond Olympic Experience will tell the journey from Richmond's bid for the 2010 Games, the preparation involved in hosting the Games and the exhilaration and excitement during the 17 days of the Games, all contributing to creating awareness to the Richmond Olympic Oval Brand.

7.2 Value to the Community

The Oval continues to play an integral role in the community through health, wellness, sport and fitness at all levels. Accessible to all members of the community, the Oval continually seeks feedback and

provides a forum for input on activities at the Oval. The Oval programs and services continue to expand as the community grows.



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.

7.3 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.

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".

7.4 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 to 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 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.

8. Best practices

As directed, Oval and City staff visited other venues and met with Senior Executives to gain knowledge and understanding of what the Richmond Olympic Experience project will bring to the Richmond Olympic Oval and the community. Also, during scheduled travel for the Sister City Program and other City business, various members of Council were able to tour sport and/or Olympic museums in Sapporo, Japan and Xiamen, China.



The places visited include:

Travel Year	Venue Visited	City	Staff
2011	Olympic Experience Museu Olympic i de l'Esport	Amsterdam, Netherlands Barcelona, Spain	Oval Staff – John Mills, Shana Turner City/Oval Staff – George Duncan City Staff – Jane Fernyhough
	IOC Museum	Lausanne, Switzerland	Oval Staff – Shana Turner City Staff – Jane Fernyhough
2012	Sapporo Winter Sports Museum	Sapporo, Japan	City Staff – Mike Redpath City Councillors – Cllr. Harold Steves, Cllr. Bill McNulty
	Xiamen Olympic Museum	Xiamen, China	City Staff – Mike Redpath City Councillors – Mayor Malcolm Brodie, Cllr.

			Derek Dang, Cllr. Harold Steves, Cllr. Bill McNulty, Cllr. Linda McPhail, Cllr. Ken Johnston
2012	OMN Congress 2012 IOC Museum	Barcelona, Spain Lausanne, Switzerland	Oval Staff – Shana Turner City Staff – Jane Fernyhough

Some examples of lessons learned from these discussions include:

- Build an interactive experience and allow the visitor to engage in the experience
- Incorporate an education program for all ages and ensure a program for school-aged children
- Tell the story of sport, the Olympic Movement and Richmond's rich sporting history
- Ensure content rich for all ages
- Ensure adequate storage facility to house artefacts
- Develop artefact collection and storage cataloguing system
- Determine what to collect and what to "not collect"
- Ensure security of all exhibits
- Ensure proper environment for artefacts on display (temperature, lighting, etc.)
- Ensure sufficient operating budget for transport of artefacts
- If displays are technology heavy, ensure sufficient budget for maintenance (bulbs & technology repairs)
- Keep content fresh and interesting

The project has significantly benefited from the best practices research and planning done to-date. Future travel will be required in order to select artefacts and imagery for inclusion in the exhibition, to attend ongoing business meetings with other Olympic museums that are providing access to their collections, and for official museum events and business.

8.1 Museum Comparison Analysis

Several local, national and international sporting and non-sporting museums and exhibits were researched and compared with respect to size, annual visitation, number of artefacts in collection, amenities, exhibits, programs offered and admission prices.

Please refer to Appendix 1 – Museum Comparison Analysis.

9. Project Deliverables

Please refer to Appendix 2 – Richmond Olympic Experience Project Tasks. Note: this task list is continually updated by the Project Team.

The following list identifies the project key deliverables. Because the concept work has not yet been completed, much of this part of the document is still in draft form and will be populated as the project becomes more defined:

9.1 *Richmond Olympic Experience Exhibition*

A state-of-the art, museum quality experience celebrating the History of Sport in Richmond, Richmond's Olympic Story, the 2010 Olympic Games and the Olympic Values and Olympic Movement. The experience will include interactive experiences, engaging displays of artefacts and imagery designed to tell the stories of determination, sacrifice, friendship, national pride and of striving to be the best you can be.

9.2 *Artefacts and Imagery Selection, Acquisition and Agreements*

Artefacts and digital imagery are needed to support the stories that are told in the exhibition. The project will require a purposeful selection process along with loan agreements (including transportation and insurance). Some of the artefacts will be sourced from the Olympic Museum in Lausanne, other OMN museums, private collectors and local collectors and historians. Where the project cannot borrow an item from an existing collection, there may be a need to produce a replica or copy to display to complete the exhibit.

9.3 *Liaison with Canadian Olympic Committee (COC) as a Partner*

Negotiations with the COC recently concluded on May 21, 2012, with unanimous support by the COC Board to endorse the Richmond Olympic Oval's participation in the OMN. As per the agreement, the Richmond Olympic Oval has strict policies and guidelines for protection of the COC brand (the Rings and word Olympic) and other matters relating to the promotion of the Olympic movement and the COC vision and values. In addition, the project team will:

- a. Establish ongoing communication protocols with the COC for use of the Brand, especially in relation to advertising, sponsorship and collateral material.
- b. Select COC artefacts and Imagery to be displayed as part of the project and plan for future rotating temporary exhibits. This will require travel by the project team to view and select items and secure agreements.
- c. Establish additional areas for collaboration with the COC as its Western Canadian base for events, receptions and media announcements to help support and promote the Olympic Movement in Canada.

9.4 *Liaison with The Olympic Museum (TOM)*

Located in Lausanne, Switzerland, with over 10,000 artefacts, 250,000 photos, 8,000 hours of video and 1,000 historical documents, TOM is the largest archive of the Olympic Games in the world. The project team will:

- a. Select artefacts and imagery to be borrowed from TOM for display in the Richmond Olympic Experience . This will require travel by the project team to secure the artefacts and agreements.
- b. Research opportunities for collaboration and economies of scale between TOM and the Richmond Olympic Experience.
- c. Continue dialogue with TOM with respect to best practices and curatorial advice.

9.5 Members of the Olympic Museum Network (OMN) and Liaison with the 19 Other OMN Members

A strong case was presented and the OMN offered the Richmond Olympic Experience the opportunity to be the first official member of the Olympic Museum Network in North America. Although it was clear in the presentation to the OMN that the Richmond Olympic Experience is not a museum, the concept and vision was compelling enough that the OMN enthusiastically welcomed our participation in the Network.

Some of the benefits of membership in the OMN include:

- 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
- Access to photos, videos, artifacts and other IOC Olympic property
- Use of the OMN logo and brand
- North American representative for Universal Olympic Collection
- Access to “NOC-Net” – an online collaboration tool for OMN members
- Extra-net access to OMN exclusive property
- Participation in OMN initiatives and exhibitions
- Sharing of OMN ideas, best practices and common themes
- World-wide cross-promotion of Olympic museum venues

The project team will:

- a. Participate as active member of the OMN and fulfill member responsibilities.
- b. Explore further sharing opportunities for artefacts and imagery with other OMN member museums.
- c. Create opportunities to share exhibit planning and/or traveling exhibits.

Please refer to Appendix 3 – The Olympic Museum Network and Membership - for a list of OMN members.

9.6 Create and Liaise with Advisory Committee

Create a Richmond Olympic Experience Advisory Committee, appoint members, establish a terms of reference and consult with Advisory Committee for advice as needed.

Please refer to Section 12.3 – Richmond Olympic Experience Advisory Committee - for Richmond Olympic Experience Advisory Committee description.

9.7 Prepare Richmond Olympic Experience Operating Plan

A detailed operating plan is required to operate the Richmond Olympic Experience once the project is installed and open. The operating plan will include staffing, operational budget, hours of operation, pricing and other critical operating information.

9.8 Acquisition of sponsors and partners to participate in project

Staff have secured an agreement from two major sponsors with a commitment contribution at a minimum of \$1,060,000. Depending on final design concepts, this contribution can increase. Although the Richmond Olympic Experience has secured a significant amount of funding through private sponsorship, additional opportunities exist through engagement of Olympic sponsors and other private businesses. Staff will develop a comprehensive sponsorship outreach package that is anticipated to secure an additional \$250,000 or more, however this sponsorship program will not commence until final design.

Strict guidelines and policies are in place to ensure the protection of the Olympic Marks and Brand. Only official Olympic sponsors have access to this Brand. Those sponsors who are affiliated with the Richmond Olympic Experience but are not official Olympic sponsors will not have access or any association to the Olympic Brand.

9.9 Marketing and Branding Plan

The project will undertake a marketing and branding plan which will analyze the visitor demographics, establish target markets and develop strategies and collateral material to effectively market this new tourism attraction. The marketing plan will also include a branding element that will reflect the look and feel of the exhibit.

9.10 Outreach Program to Athletes, Olympic Affiliates and Private Collectors

The project will create a plan and guidelines to engage local and national athletes and Olympic affiliated organizations as well as private collectors to promote the Richmond Olympic Experience and loan some of their personal items for display in the Richmond Olympic Experience.

9.11 Educational Program Development

The Educational Program will be a key component in the operations of the Richmond Olympic Experience and will be developed for children, youth and schools specific to our exhibits, venue and themes to enhance learning around issues of sport, fair play and Olympic values. Other relevant educational outreach materials will be developed in conjunction with the COC and other OMN member museums.

9.12 Communication Plan

A Communication Plan is being developed to inform and provide updates on Richmond Olympic Experience progress and key milestones. Specific plans are needed for:

- a. Regular reporting to Oval Board and City Council.
- b. Internal communication: Oval staff; City of Richmond staff.
- c. Oval external communication: Oval members, Oval tenants and operators, Oval ambassadors, Oval website.
- d. Public external communication: media, advertising, events.
- e. Richmond Olympic Experience Partners, Sponsors and Stakeholders.

9.13 Retail Operational Plan

The success of the Oval's retail operation will largely be reliant on the success of the Richmond Olympic Experience. As such, a retail operational plan will be done in conjunction with the Richmond Olympic Experience project and the Richmond Olympic Experience marketing plan in order to most effectively plan for the retail operation. The retail operation will promote and sell novelty gift items related to the Richmond Olympic Experience, which in turn will provide significant operational revenue for the Richmond Olympic Experience.

9.14 Exhibit Concept Development Including Storyline and Options

The project team is working with the consultants to develop:

- a. Schematic drawings and outline specification.
- b. Preliminary cost estimate.
- c. Comprehensive exhibit design including research, components required (audio/visual), text and graphics development.
- d. Design drawings and documentation (including detailed specifications and artefact mounts).

9.15 Exhibit Construction

Exhibit construction, exhibit design and fabrication, multimedia audio/visual and installation will require concentrated coordination and integration with Oval operations. Schedule, equipment and resource management will be aligned to provide the least amount of disruption for Oval operations and services.

9.16 Temporary Exhibit

A small travelling temporary exhibit will be designed and fabricated to promote the Richmond Olympic Experience at various locations, community events and important functions prior to opening. This exhibit will be used as a "teaser" of what to expect when the doors open to the experience.

9.17 Grand Opening

At the completion of the installation of the components of the Richmond Olympic Experience, a grand opening event will be celebrated to officially open the experience.

10. Conceptual Design

10.1 Concept document development

The project has been purposefully broken into two phases:

Phase 1: Concept Design

Phase 2: Schematics, Detailed Design, Prototyping, Fabrication, Installation and Testing

The project is currently completing phase one at 75% conceptual design and will be in possession of the 100% concept design by the end of January, 2013. Once the 100% concept design has been approved, the document will be added as an appendix to this business plan.

The Preliminary Exhibit Design, Fabrication and Installation Schedule (schematic design, design development, construction administration, fabrication, multimedia, audio/visual and installation) is presented in Appendix 4.

11. Richmond Olympic Experience Operations

11.1 Visitor Information

11.1.1 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.

11.1.2 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 (2 Adults, 2 Youth), Group Rates (10+) and Membership opportunities. Consideration will be given to Richmond residents for preferred rates.

11.2 Operational Efficiencies

11.2.1 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.

11.2.2 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.

11.3 Programming

11.3.1 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.

11.3.2 Education

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.

11.4 Space and Locations

The exhibit space, locations and experience elements have not been finalized. Concept design and locations are still preliminary and will be finalized upon the completion of Phase 1.

11.4.1 Exterior

Potential torch route across the nation will be depicted around the East and South Plazas culminating to the cauldron experience on the North Plaza. Light display programming and interpretive content at each torch stop will engage the visitor.

11.4.2 First Floor- Entry Level

The entry level and lobby area will incorporate the following elements: a volunteer recognition element which will highlight the many community volunteers who contributed to Richmond's success in the 2010 Games as well as other significant Richmond events; reception and ticketing desk; the Theatre Experience that will present a sweeping totality of the Richmond Olympic Experience's overarching theme, "The Journey of Transformation" and represent the emotional experience the visitor will embark on; wall of graphics leading to the stairs to the activity level; and retail space where the visitor will be immersed in a high end retail experience where they can purchase souvenirs of their experience.

11.4.3 Second Floor- Activity Level

The activity level will incorporate the following elements: Richmond's Sporting History will have an exhibit about Richmond's rich and intriguing sporting history with sculptural displays of trophies and artifacts to help tell the story; a tribute to Canada's athletes; and interactive screens and displays about the Canadian Olympic Committee and their athletes with content and artifacts contributed by the organization.

11.4.4 Third Floor- Mezzanine Level

The mezzanine level will contain the "Core Experience" and will include the following elements: entry into the Core Experience along a balcony overlooking the Oval activity level with interactive elements to allow the visitor to go back in time and view important moments in the building; Dream Gallery with a Globe interactive that allows the visitor to engage in various stories that focus on the motivations of an athlete, community or nation as each strives for a personal best; Body Gallery with a sport search, human performance measurement, simulators including a ski jump, water sports and snowboarding activities; Spirit Gallery with an experiential film tribute to the 2010 Olympic and Paralympic Winter Games and the Richmond Ozone, Olympic artifacts and animated trivia on the Games; and Legacy Gallery with interactive legacy storytelling, reflections of 2010 athletes, artifacts and displays, the evolution of equipment and training, Olympic events that have changed history and interactive message of hope left by the visitor.

11.5 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.

11.6 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.

11.7 Community and 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.

11.8 Retail Space

The Olympic Experience Retail Space will be managed by contract operator with expertise in retail sales and operations under the supervision of the Richmond Olympic Oval Corporation. The Retail Space will display Olympic Experience merchandise and gift items, Richmond Olympic Oval merchandise and some general sport accessories. Revenue generated by the Retail Space will directly offset Olympic Experience operational costs.

11.9 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.

12. Stakeholders Involved

12.1 Stakeholders

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 27th 2012 at the 7th 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
The Olympic Museums Network (OMN) 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"> 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 First member of OMN in North America Access to photos, videos, artifacts and other IOC Olympic property Use of the OMN logo and brand North American representative for Universal Olympic Collection Access to "NOC-Net" – an online collaboration tool for OMN members Extra-net access to OMN exclusive property Participation in OMN initiatives and exhibitions Sharing of OMN Ideas, best practices and common themes World-wide cross-promotion of Olympic museum venues
The Olympic Museum Lausanne, Switzerland	Agreement	<ul style="list-style-type: none"> Guidance and advice from the official Olympic Museum Access to the Olympic Museum concept design and construction documents related to their current renovation Ability to leverage the design and purchase for exhibit displays and audio visual hardware for installation into the Olympic Experience The ability to copy or co-produce digital imagery for display No copyright fees associated to borrowing IOC Olympic material from the Olympic Museum Access to fabricators to produce replicas or copies of artifacts for the ROE collection Access to the authentic Olympic Icons (torches & medals); posters; sports equipment; stamps and coins; and memorabilia associated to the look of the Games (misc. memorabilia, pins etc) via loan agreement
Canadian Olympic Committee (COC)	MOU	<ul style="list-style-type: none"> Unequivocal support for the ROE project COC to display artifacts, property and messages to advance the Olympic Movement in Canada Western location for COC receptions, events and press releases (COC Letter of Support: Attachment D)

Other OMN Member Museums	Agreements	<ul style="list-style-type: none"> Several agreements in place with member museums for the sharing of artifacts, imagery, best practices, exhibit concepts and designs and content
Tourism	Funding Source	<ul style="list-style-type: none"> Council approved \$2.5M tourism funding subsequently approved by Provincial Government. Project to add to tour inventory in Richmond
Games Operating Trust (GOT)	MOU	<ul style="list-style-type: none"> Project supports mandate of GOT by celebrating Olympic athletes, promoting high performance sport and inspiring all through Olympic values
Federal Government	Grant application	<ul style="list-style-type: none"> \$1M grant application towards construction renovation required for project
BC Sports Hall of Fame / Canadian Sports Hall of Fame	Collaboration	<ul style="list-style-type: none"> Positive relationships have been established. Opportunities exist for collaboration and cross-promotion
Local Athletes and Sport Leaders	To be established	<ul style="list-style-type: none"> Relationships will need to be established with Local, National and International athletes to tell their stories, showcase their memorabilia and schedule appearances
Local Collectors and Historians	To be established	<ul style="list-style-type: none"> Local Olympic collectors and sports historians will be given an opportunity to showcase their collections.
Tour Companies	To be established	<ul style="list-style-type: none"> Relationships will need to be established with tour companies and other tourism agencies in order to market this international attraction

12.2 Other Stakeholders

Other stakeholders include:

1. Richmond Sports Council
2. Chamber of Commerce
3. City of Vancouver
4. Potential sponsors

12.3 Richmond Olympic Experience Advisory Committee

The Richmond Olympic Experience is a multifaceted experience integrated into and around the Richmond Olympic Oval. While this is a project of the Richmond Olympic Oval Corporation and managed by a Project Team, there are many aspects of the project operation and development that could benefit from the expertise provided by a broad base Advisory Committee. Members of the Committee will come from a variety of backgrounds such as business, sport, tourism and attractions, arts and culture. The Committee will also include a Richmond City Council liaison.

Areas envisioned that an Advisory Committee could have input into include:

- Providing advice with respect to concepts, components and materials;
- Operational considerations such as pricing strategies and tour options;

- Marketing and promotion strategies;
- Subject matter for future temporary exhibits;
- Assisting with connecting with private collectors and athletes;
- Telling the story of the History of Sport in Richmond; and
- Building community connections to the Richmond Olympic Experience.

During the planning and development phase of the Oval project, best practices research served the project extremely well. As such, the project team attaches importance to providing the Advisory Committee with early planning and research opportunities in order to achieve the greatest benefit for the project. Members of the Advisory Committee will be provided with an orientation on specialty sport museums concepts and facilities in 2013.



13. Financial Plan and Operating Expenses

13.1 Financial Plans

Olympic Experience operating expenses will be significantly influenced by operational design concepts. As the design concepts are yet to be finalized, the operating expenses will require periodic minor adjustments. As more detail is added and as the design evolves, this financial plan and projections document will be updated, accordingly.

From early conception, the model for the ROE has shown that it can and will be a profitable business centre for the Oval, even based on the most modest expectations.

The Oval is a successful and viable facility for the City of Richmond (COR). The Oval operates at arm's length from the COR as a municipally owned corporation incorporated under the British Columbia Business Corporations Act. It is governed by a Board of Directors, comprised of private sector individuals, who oversee the financial and operational activities of the corporation. This governance structure was created to allow for more flexibility in responding to a competitive marketplace as the government model is not always suitable for operating in a competitive business environment and often imposes unnecessary restrictions and cost factors which can potentially impact the performance of the business.

As a municipal corporation, however, the Oval does have obligations to the COR through the Oval Operating Agreement to provide community amenities and services. This is in direct contrast to the revenue generating, for-profit, activities at the Oval that are undertaken from a competitive business standpoint.

The Oval Corporation is responding to direction from the COR to provide an arts and culture component to complete the original vision for the Oval. The Board of Directors support the Richmond Olympic Experience project as the most viable way to provide for the arts and culture component at the Oval, provide a destination tourism venue for the COR and achieve these objectives without imposing additional cost to the taxpayer and while possibly providing an additional profit-centre for the Oval. Under this model and during the start-up phase, the ROE revenue stream will include a temporary \$100,000 contribution from the Oval operating budget annually to contribute to this predominantly COR amenity.

The most significant and positive factor assisting the operating cost structure of the ROE, however, is that it will not be a stand-alone venue. The Richmond Olympic Experience will operate as a department within the Oval Corporation, thereby benefiting from numerous efficiencies.

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

Year One Operating Budget for the Richmond Olympic Experience and comparisons to the numerous efficiencies gained by housing the Richmond Olympic Experience in the Oval facility and operating it as a department of the Oval are outlined in Appendix 5.

The Richmond Olympic Experience Five Year Operating Budget is outlined in Appendix 6.

Please refer to Appendix 7 – Richmond Olympic Experience Project Budget.

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.

13.2 Capital Funding Plan

The capital funding plan (see Appendix 9) for the project includes the following sources:

- The Council approved funding of \$575,000 from the Legacy Conversion fund;
- Oval contribution of \$1.5M contributed over three years from the Oval Corporation capital reserve;
- The commitment of \$2.5M in tourism funding approved by the Province;
- Primary sponsorship funding at a minimum of \$1,060,000;
- Further sponsorship opportunities estimated to be \$250,000 over the next five years.

14. Future Opportunities

Explore potential opportunities into other spaces.

- Lot 5 – Aquatic Facility
- Other spaces available
- Future phases

15. Risk Analysis

Some of the risks included in the project are:

- Large initial Capital cost outlay
- Must protect the brand and reputation of the Canadian Olympic Committee and the International Olympic Committee in relation to the exposure and/or association with any commercial entity or sponsorship arrangement...this may be time-consuming as COC and IOC may seek input on design
- Require access to the IOC Museum Collection and other Collections
- Security of artefacts
- Cost of transporting artefacts

16. Appendix 1 – Museum Comparison Analysis

17. Appendix 2 – Richmond Olympic Experience Project Tasks

18. Appendix 3 – The Olympic Museum Network and Membership

19. Appendix 4 – Richmond Olympic Experience Preliminary Exhibit Design, Fabrication and Installation Schedule

- 20. **Appendix 5 – Richmond Olympic Experience Year One Operating Budget**
- 21. **Appendix 6 – Richmond Olympic Experience Five Year Operating Budget**
- 22. **Appendix 7 – Richmond Olympic Experience Project Budget**
- 23. **Appendix 8 – Richmond Olympic Experience Extraordinary Project Costs
Status Report (as of November 30, 2012)**
- 24. **Appendix 9 – Richmond Olympic Experience Funding Plan**

Appendix 1 – Museum Comparison Analysis

Museum/Facility	Contact	Location	Established	Size	Annual Visitors	Artefacts	Amenities	Exhibits	Multi-Media/Interactive	Programs	Admission Prices (CAD)
Canada's Sports Hall of Fame	Matt Singer, Interim President and CEO	Calgary, Alberta Canada Olympic Park	1955	40,000 sq ft 2 Floors		95,000 items (artefacts, video, photos, archives)	<ul style="list-style-type: none"> Theatre Media Room Grand Hall Resource and Education Centre Board Room Cafe Retail store 	<ul style="list-style-type: none"> Blade Gallery Glide Gallery Contact Gallery Hockey Gallery Olympic and Paralympic Gallery Locker Room Bounce Gallery Motion Gallery Ride Gallery Splash Gallery 	<ul style="list-style-type: none"> Grand Hall Be an Announcer Be a Sports Journalist Be a Broadcaster Ask The Athlete Hero Station Be a Goalie Be a Catcher 	<ul style="list-style-type: none"> Education and Resource Centre School Programs Researchers 	General Seniors (65+) \$12 Youth (4-18) \$10 Children (3 and under) \$8 Family (2 adults, 2 youth) Free Honoured Members \$35 Group Rates (15+ people) Free General Seniors (65+) \$50 Youth (4-18) \$40 Youth (4-18) \$25
BC Sports Hall of Fame	Sue Griffin, President and CEO	Vancouver, BC BC Place Stadium	1966	20,000 sq ft		21,000 artefacts 23,000 archives	<ul style="list-style-type: none"> Viewing window looking into BC Place Stadium 	<ul style="list-style-type: none"> Vancouver 2010 Games Gallery Olympic Inspirations Gallery Participation Gallery Heroes Gallery Aboriginal Sport Gallery Decades Galleries In Her Footsteps BC Games 	<ul style="list-style-type: none"> Climbing wall Foosball Running track Bubble hockey 	<ul style="list-style-type: none"> Hero in You Education Program 	Adult (18+) \$15.00 Seniors (65+) \$12.00 Students \$12.00 Youth (6-17) \$12.00 Kids (5 and under) Free Family (2 Adults, 2 Youth) \$40.00 You and Me (1 Adult, 1 Youth) \$25.00 Groups (10+) \$8.50 Membership (Annual) \$75.00

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Museum/Facility	Contact	Location	Established	Size	Annual Visitors	Artefacts	Amenities	Exhibits	Multi-Media/Interactive	Programs	Admission Prices (CAD)
Royal BC Museum	Tim Willis, Director, Exhibitions and Visitor Experience	Victoria, BC	1886	379,000 sq ft 3 floors	700,000	7.5 Manefacts	<ul style="list-style-type: none"> Royal Museum shop Cafe IMAX Theatre Clifford Carl Hall Discover Amphitheatre 	<ul style="list-style-type: none"> Feature Exhibit Gallery Living Land, Living Sea Gallery Ice Age Mammoth Climate Change Exhibition Coastal Forest Diorama Seashore Diorama Fraser River Delta Diorama Ocean Station First Peoples Gallery Kekull (Pit House) Totem Poles Kwakwaka'wakw big House Haida Argillite Carving Nisga'a, People of the Nass River Modern History Gallery 20th Century Gallery Old Town Cannery Water Wheel HMS Discovery BC Big Map 		<ul style="list-style-type: none"> Friends of the Royal BC Museum School Programs Online Programs IMAX School Programs Publications Volunteer Program 	Museum Adult (19+) \$14.29 Seniors (65+) \$9.06 Youth (6-18) \$9.06 Student (19+ with ID) \$9.06 Children (3-5) Free Family (2 adults, 2 youth) \$37.63 IMAX (Single Film/Two Film) Adult (19+) \$10.50/\$16.00 Seniors (65+) \$8.35/\$13.85 Youth (6-18) \$8.35/\$13.85 Student (19+ with ID) \$9.10/\$14.60 Children (3-5) \$4.80/\$9.60 Family (2 adults, 2 youth) \$32.70/\$54.70 Museum and IMAX Adult (19+) \$22.75 Seniors (65+) \$17.40 Youth (6-18) \$17.40 Student (19+ with ID) \$18.15 Children (3-5) \$4.80 Family (2 adults, 2 youth) \$70.30 Membership (Annual) Adult (19+) \$62.95 Seniors (65+) \$57.60 Youth (6-18) \$30.95 Student (19+ with ID) \$57.60 Children (3-5) Free Family (2 adults, 3 youth) \$105.60

Museum/Facility	Contact	Location	Established	Size	Annual Visitors	Artefacts	Amenities	Exhibits	Multi-Media/Interactive	Programs	Admission Prices (CAD)
IOC Museum	Frederique Jamoli, Curator	Lausanne, Switzerland	1993	Renovated 4 floors	250,000	10,000 artefacts	<ul style="list-style-type: none"> Restaurant Terrace Auditorium Shops Kiosk Library 3D Cinema Video Library 	<ul style="list-style-type: none"> Summer Games Fight Against Doping Paralympic Games Winter Games Medals Identity and Symbols of the Olympic Movement Flame, Torches and Olympic Relays Ancient Games Pierre de Coubertin History of the Olympic Movement Organisation of the Olympic Games Donors Wall Olympic Fire 	<ul style="list-style-type: none"> Audio/visual – The Spirit of the Games Audio/visual – The Magic of the Games 	<ul style="list-style-type: none"> Audio/visuals School Program Online School Program Cultural Program 	Adult (17+) \$16.88 Seniors (65+) \$11.25 Students \$11.25 Disabled \$11.25 Unemployed \$11.25 Swiss Military \$11.25 Children (6-16) \$11.25 Family (2 adults, 3 children) \$39.39 Group Rates (10+) \$14.63/\$135.05 Adult (17+)/Guided Tour \$9.00/\$135.05 Seniors (65+)/Guided Tour \$9.00/\$135.05 Students/Guided Tour \$9.00/\$135.05 Disabled/Guided Tour \$9.00/\$135.05 Unemployed/Guided Tour \$9.00/\$135.05 Swiss Military/Guided Tour \$6.75/\$56.27 Children (6-16)/Guided Tour Free/\$56.27 Children (under 6)/Guided Tour

Appendix 1 – Museum Comparison Analysis

Museum/Facility	Contact	Location	Established	Size	Annual Visitors	Artefacts	Amenities	Exhibits	Multi-Media/Interactive	Programs	Admission Prices (CAD)
Hockey Hall of Fame	Phil Pritchard, Vice President and Curator	Toronto, Ontario	1943	57,000 sq ft	300,000		<ul style="list-style-type: none"> Heartland Molson Theatre Eso Theatre/Banquet Space Spirit of Hockey Store Online Store 	<ul style="list-style-type: none"> Entrance Foyer Displays NHL Zone Canadians Dressing Room Via Rail Stanley Cup Dynasties Panasonic Hockey Hometown Hockey Upper Deck Collectors Corner Tisot World of Hockey Great Hall and NHL Trophies Exterior Sculptures 	<ul style="list-style-type: none"> NHLPA Be A Player Zone TSN/RDS Broadcast Zone EA Sports NHL Slapshot Zone Pepsi Game Time Global Game Encounter 	<ul style="list-style-type: none"> Resource Centre Education Program Facility Rentals Exhibit Rentals Online Interactive Site 	General Student (14-18) Youth (4-13) Senior (65+) Children (under 3) Free Group Rates (15+) General Student (14-18) Youth (4-13) Senior (65+) \$17.50 \$17.50 \$11.00 \$13.00 Free \$13.00 \$9.00 \$8.00 \$11.00
Lake Placid Olympic Museum	Alison, Archivist	Whiteface Mountain, Lake Placid Olympic Centre	1994	4,000 sq ft 1 floor	25,000	10,000 items		<ul style="list-style-type: none"> Olympic Medals Exhibit Olympic Posters Exhibit Olympic Uniforms Exhibit 1932 Olympic Winter Games Exhibit Olympic Torches Exhibit Parade Uniforms (Opening and Closing Ceremonies) Miracle On Ice Exhibit Vancouver 2010 Exhibit Olympic Mascots Exhibit Sliding Sports Exhibit Antique Ice Skates Exhibit 	<ul style="list-style-type: none"> "Test Your Knowledge" displays Interactive Website 	<ul style="list-style-type: none"> Education Program Research Program 	Adult/Teen Junior (12 and under) Senior (65+) 6 and under \$6.00 \$4.00 \$4.00 Free

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Appendix 1 – Museum Comparison Analysis

Museum/Facility	Contact	Location	Established	Size	Annual Visitors	Artefacts	Amenities	Exhibits	Multi-Media/Interactive	Programs	Admission Prices (CAD)
Montreal Canadiens Museum and Hall of Fame	Bearice Bernard-Poulin, Coordinator	Montreal, Quebec Bell Centre	2009	10,000 sq ft 1 floor			<ul style="list-style-type: none"> Theatre Catering Services 	<ul style="list-style-type: none"> Hockey Hall of Fame Members Replica of 76-77 Montreal Canadiens Dressing Room Replica Train Car Jerseys, Sticks, Skates, Pucks, Equipment 	<ul style="list-style-type: none"> Touch Screens - Biographies Video Wall Interactive Displays 	<ul style="list-style-type: none"> Guided Tours Private Events 	Adult (17+) \$11.00 Senior (65+) \$8.00 Youth (5-16) \$8.00 Children (4 and under) Free Family (2 Adults, 2 Youth) \$34.00 Game Day (with ticket) \$6.00 Group (20+) \$2.00 off ticket Admission Free
Richmond Museum	Connie Baxter, Museum Supervisor	Richmond, BC Cultural Centre	1961	2,000 sq ft	40,000	12,000 artefacts		<ul style="list-style-type: none"> Exhibits Change Regularly 		<ul style="list-style-type: none"> Online Exhibit School Program Public Program 	Admission Free

Museum/Facility	Contact	Location	Established	Site	Annual Visitors	Artefacts	Amenities	Exhibits	Multi-Media/Interactive	Programs	Admission Prices (CAD)
National Baseball Hall of Fame	Craig Muder, Director of Communications	Cooperstown, NY	1939	60,000 sq ft 3 floors	350,000	38,000 3D items 3 M books/documents 500,000 photos	<ul style="list-style-type: none"> Bullpen Theatre Library 	<ul style="list-style-type: none"> Cooperstown Room Taking the Field: The 19th Century 20th Century Baseball Time Line Babe Ruth Room Diamond Dreams: Women in Baseball Pride and Passion: The African-American Experience Today's Game Sacred Ground Hank Aaron: Chasing the Dream The Records Room Autumn Glory: Postseason Celebration Baseball Cards Halper Gallery Art of Baseball Inductee Row Hall of Fame Gallery Baseball at the Movies Scribes and Milkmen Sandbox Kids' Clubhouse 	<ul style="list-style-type: none"> The Baseball Experience Viva Baseball 	<ul style="list-style-type: none"> Education Gallery Facility Rentals Online Exhibits Public Programs School Programs Organizations Active and Retired Military 	<ul style="list-style-type: none"> Adult Seniors (65+) Children (7-12) Children (6 and under) Members of Veterans Organizations Active and Retired Military AAA Member Adults Seniors Children Group Rates (20+) Adults (19-64) Seniors (65+) Group Rates (10+) Youth (13-18) Junior (7-12) Camp (7-12) Membership Junior (12 and under) Individual Family Sustaining Patron President's Circle Benefactor

Acronyms: TOM = The Olympic Committee
COC = Canadian Olympic Museum
ROE = Richmond Olympic Experience

ID No. Task Name and Outline Number	
1	1. Administration/Miscellaneous
2	1.1 Administration/Miscellaneous
3	1.1.1 Take photos of ROE along the way
4	1.1.2 Project Charter
5	1.1.2.1 Project Charter Sign-off by CEO
6	1.2 Contracts
7	1.2.1 Design Group Contract
8	1.2.1.1 Amend Phase 1
9	1.2.1.2 Negotiate Phase 2
10	1.3 ROE Team Best Practices Visit
11	1.3.1 BC Sports Hall of Fame Museum, Vancouver
12	1.4 Technology
13	1.4.1 Source Olympic Partners
14	1.4.1.1 Economies of scale with TOM Exhibits
15	2. Richmond Olympic Experience Advisory Committee
16	2.1 Assemble recruitment information package
17	2.1.1 Include travel requirements when advertising
18	2.2 Appoint Advisory Committee Members
19	2.3 Advisory Committee Orientation
20	2.3.1 Advisory Committee Recognition
21	2.4 Establish agenda, meetings, etc.
22	2.4.1 Tourism Richmond/Sport Council Outreach
23	3. Financial
24	3.1 Funding
25	3.1.1 Government funding
26	3.1.1.1 Governments/Grant Applications
27	3.1.2 Sponsorship
28	3.1.2.1 Sponsorship Campaign
29	3.1.2.2 Sponsorship Package
30	3.2 Expenses
31	3.2.1 Expense Tracking System
32	3.2.2 Protocol/authorization on spending

ID No. Task Name and Outline Number		Acronyms: TOM = The Olympic Committee COC = Canadian Olympic Museum ROE = Richmond Olympic Experience	
33	3.2.3 Extraordinary expense report		
34	3.3 Reporting		
35	3.3.1 Establish report schedule		
36	3.3.1.1 CEO (on a regular basis)		
37	3.3.1.2 Richmond Olympic Oval Board		
38	3.3.1.3 Richmond City Council (quarterly updates)		
39	3.4 Donation Policies		
40	3.4.1 Identify the mechanics for issuing donation receipts worth a certain value		
41	4. Media/Communications/Events		
42	4.1 Events		
43	4.1.1 COC Visit (Feb 10-12, 2013)		
44	4.1.2 Hockey Day In Canada 2013 (Feb 9, 2013) - (fyi only)		
45	4.1.3 Children's Art Festival - (Feb 11, 2013) - (fyi only)		
46	4.1.4 Olympic Day (June 23, 2013) - (fyi only)		
47	4.2 ROE Grand Opening		
48	4.2.1 ROE Grand Opening Event Coordination		
49	4.2.1.1 Community, IOC, COC - VIPs		
50	4.3 Communication Strategy		
51	4.3.1 Internal Communication Strategy		
52	4.3.2 External Communication Strategy		
53	4.3.3 Communication with Oval Members		
54	4.3.3.1 Concept Design		
55	4.3.3.2 Project Updates		
56	5. Olympic Museum Network (OMN)		
57	5.1 OMN 7th General Assembly - Membership Responsibilities		
58	5.2 Artefact Selection		
59	5.3 General Congress 2013		
60	6. COC Obligations		
61	6.1 Meet with COC staff re: guidelines for use of Olympic marks		
62	6.1.1 Travel to Toronto to view artefact selection and display - opportunities for collaboration		
63	7. Exhibit Designer's Contract Management		
64	7.1 100% Concept		

ID No. Task Name and Outline Number		Acronyms: TOM = The Olympic Committee COC = Canadian Olympic Museum ROE = Richmond Olympic Experience	
65	7.1.1 Presentation of 100% Concept		
66	7.2 Schematics		
67	7.2.1 Phase 2 Contract - See Richmond Olympic Experience Project Tasks List (Appendix 2)		
68	8. Operational Tasks		
69	8.1 Retail Space Operational Plan		
70	8.1.1 Retail Space (Best Practices)		
71	8.1.1.1 Discoveries of Canada (Sheraton YVR)		
72	8.1.1.2 Legends of the Moon (located at Stanley Park Totem Park)		
73	8.1.1.3 Capilano Suspension Bridge		
74	8.1.1.4 Grouse Mountain (lower retail gondola base)		
75	8.1.1.5 Ultimate Edge Sports (Canlan Ice Sports North Shore)		
76	8.1.1.6 Canucks Team Store		
77	8.1.1.7 BC Sports Hall of Fame		
78	8.1.1.8 Science World at Telus World of Science		
79	8.1.1.9 Vancouver Aquarium		
80	8.1.2 Research (hours, merchandise, services, etc.)		
81	8.1.3 Determine Retail Space layout		
82	8.1.4 Service Agreement Contract with Contractor		
83	8.1.5 Merchandiser to advise what to sell		
84	8.1.6 Connect with COC about Olympic merchandise		
85	8.1.7 COC sell as partners		
86	8.1.8 Determine items to sell		
87	8.1.8.1 Richmond Olympic Experience Items		
88	8.1.8.2 Richmond Olympic Oval Items		
89	8.1.9 Retail Space Operating Plan		
90	8.1.9.1 Hours of Operation		
91	8.1.9.2 Inventory management		
92	8.1.9.2.1 Inventory software		
93	8.1.10 Licences and Permits required		
94	8.1.11 Financial Plan		
95	8.1.12 Point of Sale		
96	8.1.13 Securing retail space when not open		

ID No. Task Name and Outline Number		Acronyms: TOM = The Olympic Committee COC = Canadian Olympic Museum ROE = Richmond Olympic Experience
97	8.1.14 Gift-card/Oval member promotion	
98	8.1.15 Staffing	
99	8.1.16 Equipment and supplies	
100	8.2 Pricing Policy	
101	8.2.1 Develop a Pricing Policy	
102	8.3 Marketing Plan	
103	8.3.1 Tour Operator/Travel Submissions	
104	8.3.2 Cruise Ship Operators	
105	8.3.3 Promotional exhibits (COR/other)	
106	8.3.4 Establish Brand	
107	8.3.5 Reserve URL	
108	8.3.6 Web page design	
109	8.3.7 Meet with Tourism Richmond	
110	8.3.7.1 Tourism Richmond is a "gateway" to operators and "Partner's Attraction Pass"	
111	8.4 Continue research other attractions (Best Practices)	
112	8.4.1 Gulf of Georgia	
113	8.4.2 Capilano Suspension Bridge	
114	8.4.3 Telus World of Science	
115	8.4.4 Harbour Cruises and Events	
116	8.4.5 Vancouver Art Gallery	
117	8.4.6 Museum of Anthropology	
118	8.4.7 Dr. Sun Yat-Sen Garden	
119	8.4.8 Vancouver Aquarium	
120	8.4.9 Burnaby Village Museum	
121	8.4.10 BC Sports Hall of Fame	
122	8.5 Distribution Strategy	
123	8.5.1 Identify how information will be distributed/disseminated to the public, i.e., flyers, guides, news bulletins, etc.	
124	8.6 Olympic Experience Operating Plan (Admissions, Tours)	
125	8.6.1 Front of House Operations	
126	8.6.1.1 Oval Front of House training	
127	8.6.1.2 Program registration and payment	
128	8.6.2 Back of House Operations	

ID No. Task Name and Outline Number		Acronyms: TOM = The Olympic Committee COC = Canadian Olympic Museum ROE = Richmond Olympic Experience
129	8.6.2.1 Human Resources Management	
130	8.6.2.1.1 ROE Curator/Programmer	
131	8.6.2.1.2 Training	
132	8.6.2.1.3 Docents	
133	8.6.2.1.3.1 Volunteer Strategy	
134	8.6.2.2 IT Management	
135	8.6.2.2.1 Develop a maintenance plan	
136	8.6.2.3 Finance Administration	
137	8.6.2.3.1 Payroll Management	
138	8.6.2.4 Operations Management	
139	8.6.3 Role of Curator	
140	8.6.4 Preferred rate for Richmond residents	
141	8.6.5 Tour logistics	
142	8.6.5.1 Mobile devices	
143	8.6.5.2 Guided tours	
144	8.6.5.3 Audio-guides	
145	8.6.6 Hours of Operation	
146	8.6.7 Admission fees	
147	8.6.7.1 Pricing Strategy	
148	8.6.7.2 Ticketing Strategy	
149	8.6.8 Wayfinding/directional signage	
150	8.7 Programming	
151	8.7.1 Educational Programs	
152	8.7.1.1 Issue Expression of Interest (EOI)	
153	8.7.1.2 School Kits	
154	8.7.1.3 Teacher Material	
155	8.7.1.4 School Programs	
156	8.7.2 Oval Staffing Plan	
157	8.7.2.1 Operating Budget Impact (OBI)	
158	8.7.2.2 Educational Programmer to coordinate and manage the educational programs.	
159	8.7.3 Public Programs	
160	9. Exhibits and Displays	



ID No. Task Name and Outline Number		Acronyms: TOM = The Olympic Committee COC = Canadian Olympic Museum ROE = Richmond Olympic Experience
161	9.1 Exhibit and Display Management	
162	9.1.1 Security	
163	9.1.2 Planning	
164	9.1.3 Installation	
165	9.1.4 Maintenance	
166	9.2 Artefact Management	
167	9.2.1 Transportation	
168	9.2.2 Storage for artefacts - collections	
169	9.2.3 Tracking system for artefacts on artefacts on loan (time)	
170	9.2.4 Collections Policy	
171	9.2.5 Local collector artefact parameters	
172	9.2.6 Artefact Casing: Need to know to what degree if pre-designing cases.	
173	9.2.7 Agreement template for artefacts on loan	
174	9.2.8 Insurance and Security	
175	9.2.9 A mechanism to authenticate museum pieces	
176	9.3 Sourcing	
177	9.3.1 COC - access to collection	
178	9.3.2 The Olympic Museum collection	
179	9.4 Local Collections	
180	9.4.1 Agreement template for collections on loan	
181	9.4.2 Identify if there are any IOC Standards	
182	10. Commissioning	
183	10.1 Warranty Management	
184	10.1.1 Include in phase 2 contract	

Appendix 3

Olympic Museum Network

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.

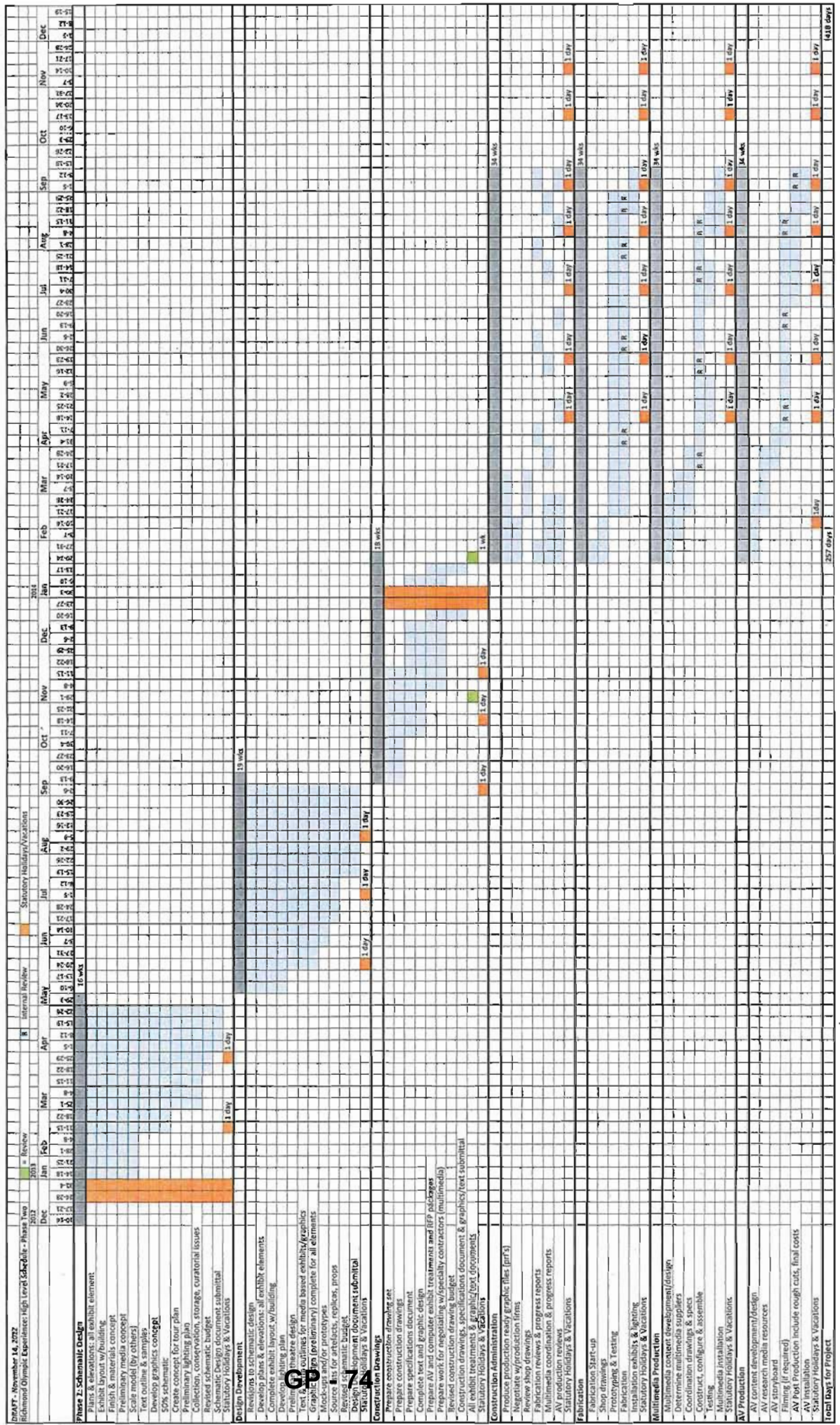
Members of The Olympic Museums Network:

1. The Olympic Museum, Lausanne, Switzerland
2. Sportmonium, 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

Richmond Olympic Experience Design, Fabrication and Installation Schedule



* Allowable contribution of \$100,000 from the Oval is not needed or included.

**Information from this page has been removed
to protect detailed business and financial
information.**

Total Project Budget (see funding sources and chart below) **\$ 5,635,000.00**

Primary Project Costs	Funding Sources		
Item	City of Richmond	Oval Corporation	External Sources
Total	\$ 575,000.00	\$ 1,500,000.00	\$ 3,560,000.00

Appendix 8: Richmond Olympic Experience Extraordinary Project Costs Status Report

ROE Extraordinary Costs Status Report* as of November 30, 2012			
Extraordinary Project Costs	Costs Incurred By		
Item	City of Richmond	Oval Corporation	External Sources
2011 - Barcelona, Amsterdam			
George Duncan (accommodation, transportation, per diem)			\$ 5,286.45
John Mills (accommodation, transportation, per diem)			\$ 5,285.32
Barcelona, Lausanne, Amsterdam			
Jane Fernyhough (accommodation, transportation, per diem)			\$ 9,433.26
Shana Turner (accommodation, transportation, per diem)			\$ 9,260.01
2012 - Sapporo**			
Mike Redpath (accommodation, transportation, per diem)			\$ 678.82
Harold Steves (accommodation, transportation, per diem)			\$ 678.82
Bill McNulty (accommodation, transportation, per diem)			\$ 678.82
2012 - Barcelona, Lausanne			
Jane Fernyhough (accommodation, transportation, per diem)			\$ 7,475.46
Shana Turner (accommodation, transportation, per diem)			\$ 9,320.89
Extraordinary Costs Total*	\$ -	\$ -	\$ 48,097.85

* Note: No cost to City of Richmond, no cost to Oval Corporation - funded through external sources.

** Note: This visit was conducted to coincide with the Sister City trip to Japan and China.

Information from this page has been removed to protect detailed business and financial information.

	2012		2013		2014		2015		2016		Total		Grand Total
	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	

Richmond Olympic Experience Advisory Committee
Work Plan 2013-2014
(Phase 1)

Marketing & Promotion Strategies	<ul style="list-style-type: none"> • Provide comment to the Terms of Reference for the Marketing Plan • Provide input to the development of the Marketing Plan • Provide advice on marketing collateral 	2 nd Quarter 2013 3 rd Quarter 2013 2014
Temporary Exhibits	<ul style="list-style-type: none"> • Work with staff to develop themes for future temporary exhibits 	4 th Quarter 2013 1 st and 2 nd Quarter 2014
Orientation and Research on similar facilities and in particular temporary exhibits	<ul style="list-style-type: none"> • Tour several Olympic Museums 	2 nd Quarter 2013
Build Community Connections	<ul style="list-style-type: none"> • Attend community events, Tourism Richmond, Chamber of Commerce 	Ongoing
Assist with connecting with private collectors and athletes	<ul style="list-style-type: none"> • Attend events such as BC Sports Hall of Fame Annual awards banquet 	Ongoing
Operational Considerations	<ul style="list-style-type: none"> • Provide input into proposed pricing strategy 	1 st and 2 nd Quarter 2014
Telling the story of the sporting history in Richmond	<ul style="list-style-type: none"> • Provide input into the Richmond Sporting History Exhibit 	3 rd Quarter 2013



City of Richmond

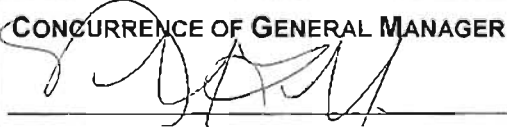


Report to Committee

To: General Purposes Committee
From: Doug Long
City Solicitor
Date: January 16, 2013
File: 12-8060-01/2012-Vol
01
Re: Regulation of Soil Removal and Deposit Activities on Agricultural Land

Staff Recommendation

1. That staff be directed to prepare a bylaw amendment to Soil Removal and Fill Deposit Regulation Bylaw No. 8094 to provide that soil deposit and removal activities relating to existing "farm use" in the Agricultural Land Reserve will require a permit from the City;
2. That, following first, second and third reading of the above bylaw amendment, the bylaw be forwarded to the responsible Provincial ministries for approval;
3. That staff be directed to report back on the options and implications for charging fees for soil removal and deposit activities in the Agricultural Land Reserve;
4. That an education and "Soil Watch" program, as outlined in the staff report dated January 16, 2013 titled "Regulation of Soil Removal and Deposit Activities on Agricultural Land" from the City Solicitor, be implemented; and
5. That staff be directed to review the authority and process for the Agricultural Land Commission to delegate to the City decision-making and enforcement relating to non-farm uses of land within the Agricultural Land Reserve, and in particular, in relation to soil deposit and removal activities.

Doug Long
City Solicitor

REPORT CONCURRENCE			
		CONCURRENCE OF GENERAL MANAGER 	
REVIEWED BY SMT SUBCOMMITTEE	INITIALS: 	REVIEWED BY CAO	INITIALS: 

Staff Report

Origin

At the January 14, 2013 Council meeting, a number of concerns were brought forward regarding soil deposit and land filling activities on agricultural land and a request was made for staff to review the City's *Soil Removal and Fill Deposit Regulation Bylaw No 8094* ("Bylaw 8094") to identify any deficiencies in relation to regulating soil deposit activities on lands within the Agricultural Land Reserve ("ALR").

This report supports Council's Term Goal # 8 *to demonstrate leadership in sustainability through continued implementation of the City's Sustainability Framework* which includes the continued commitment to the protection of the City's ALR for future agricultural viability.

Analysis

Current Regulatory Framework - Powers/Authority

The *Agricultural Land Commission Act* ("ALC Act") and related regulations regulate properties within the ALR and the Agricultural Land Commission ("ALC") oversees the regulations under the *ALC Act*. Therefore, City bylaws relating to land within the ALR, including Bylaw 8094 and the City's Zoning Bylaw 8500, must be consistent with the *ALC Act*.

As provided for in Bylaw 8094, soil deposit and removal permits activities on ALR land (unless exempted by section 3.2 of Bylaw 8094) require a permit issued by the City's Manager of Community Bylaws. Permits processed under Bylaw 8094 include review by the City's Agricultural Advisory Committee ("AAC") prior to issuance. The City's Community Bylaws Division is responsible for monitoring compliance with issued permits and the requirements of Bylaw 8094.

Section 3.2(a) of Bylaw 8094 provides that a permit is not required where soil deposit or removal:

- (a) is related to or carried out in connection with an existing "farm use", as defined in the *ALC Act*;
- (b) for an approved farm practice as defined in the *Guidelines for Farm Practices Involving Fill*; and
- (c) is outlined in a "Soil Removal or Fill Deposit Notice" submitted to the City at least five business days before the soil removal or deposit activity is to take place.

As a result of the exemption under section 3.2 of Bylaw 8094, the City receives notice of soil removal and deposits for existing "farm use" but once the ALC determines that the activity is related or carried out in connection with a "farm use", a City permit is no longer required and the City (including the AAC) is not involved further in reviewing, regulating or enforcing the soil removal or deposit activity.

Repeal of Permit Exemption for "Farm Use"

If the City wishes to apply the permitting process under Bylaw 8094 to all soil removal and deposit for "farm use", section 3.2 of Bylaw 8094 will have to be repealed. The repeal of section 3.2 will require Provincial approval, as the *Community Charter* provides that certain bylaws relating to soil removal require the approval of the Minister of Energy, Mines and Petroleum Resources and certain bylaws relating to soil deposit require the approval of the Minister of Environment. Further, bylaws imposing a fee relating to soil removal or deposit require approval by the Minister of Community, Sport and Cultural Development.

Upon repeal of section 3.2 of Bylaw 8094, the City would have the same influence over soil removal and deposit activities related to "farm uses" as for "non-farm uses", including referral to the AAC for comment and oversight by the City's Community Bylaws Division. However, as with all agricultural activities, the City's influence is subject to any regulations and requirements under the *ALC Act* and related regulations. The City will not be able to prohibit a soil removal or deposit activity related to a "farm use" (i.e. refuse to issue a permit for such activity) if the ALC approves the soil removal or deposit.

If section 3.2 of Bylaw 8094 is repealed, staff expect that the Community Bylaws Division will process a higher volume of permit applications. This may warrant the imposition of a fee for soil removal and deposit activities (which, as mentioned earlier, would require the approval of the Minister of Community, Sport and Cultural Development).

Additional Awareness Measures

Awareness of City and ALC regulations relating to soil removal and deposit activities would promote compliance with such regulations. Staff recommend that the City work closely with the AAC to develop an educational program regarding Richmond's farming community and soil removal and deposit activities on ALR land.

Further, a community "Soil Watch" program would assist the Community Bylaws Division and ALC with identifying concerns and monitoring compliance with City and ALC requirements for soil removal and deposit activities. A Soil Watch Program would include the following:

- strategically-placed signage within the ALR neighbourhoods to draw attention to soil removal and deposit activities; and
- a phone number to report non-compliance or concerns to City for appropriate action by City and/or ALC staff.

Delegation of ALC Powers Relating to "Non-Farm Use"

Under section 26 of the *ALC Act*, the ALC has the authority to delegate its decision-making and enforcement powers relating to "non-farm use" to a local government through an agreement between the ALC and the local government. Soil removal and deposit activities are considered "non-farm use" unless the *ALC Act* and regulations specify otherwise (i.e. soil removal and

deposit activities associated with certain farm uses). Where the ALC determines that a soil removal or deposit activity is a "farm use", the delegated authority relating to "non-farm use" would not apply.

So far, very few local governments have entered into agreements to accept the permitted delegation under section 26 of the *ALC Act*. If directed by Council to do so, staff will review the authority and process for the ALC to delegate to the City decision-making and enforcement relating to non-farm uses of land within the ALR, and in particular, in relation to soil deposit and removal activities.

Financial Impact

Staff estimate that the increased cost of processing and monitoring additional permit applications for soil removal and deposit activities relating to "farm use" will be offset by the application fee required for such permits.

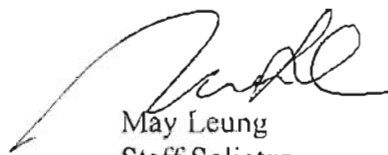
Staff estimate the cost of the "Soil Watch" program signage and educational initiatives at \$12,000.

Conclusion

This report provides information on the City's current regulation of soil deposit activities in the ALR, and consideration of measures to address the City's permit exemption for soil removal and deposit activity related to existing "farm use" in the ALR and increase awareness of regulations and monitoring relating to soil removal and deposit activities within the City.



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