RICHMOND OLYMPIC OVAL

# 2027-2031 STRATEGIC PLAN

RICHMOND OLYMPIC OVAL



# A MESSAGE FROM THE BOARD OF DIRECTORS

Born from the legacy of the 2010 Olympic and Paralympic Winter Games, the Richmond Olympic Oval has evolved into much more than a world-class sporting venue. Today, it is a vibrant community destination, a centre for athletic excellence and one of Richmond's most valued civic assets.

The Oval Corporation's Board of Directors is pleased to introduce the 2027–2031 Strategic Plan, which sets the direction for our next chapter. Building on our Olympic legacy, the plan reinforces our commitment to bringing people together, advancing sport in Canada and ensuring the Oval remains relevant, accessible and sustainable for generations to come.

Five strategic pillars will guide our priorities: Community Impact & Access; Sport & Performance Excellence; Sport Hosting & Major Events; Olympic & Paralympic Legacy; and A Future-Ready Oval. Together, they reflect our ambition to strengthen the Oval's community impact, support athletic achievement, celebrate our unique legacy and responsibly evolve the facility to meet future needs.

Delivering on this vision will require continued collaboration, innovation, thoughtful investment and responsible stewardship. The Board recognizes the important contributions of our employees, members, athletes, volunteers, stakeholders, partners, the City of Richmond, and the broader community in bringing this plan to life.

We look forward to working together to ensure the Richmond Olympic Oval continues to be a source of pride for our city and an enduring contributor to community well-being and sport in Canada.

**Axel Hovbrender, Chair**
**Bob Jackson**
**Bob Ransford**
**Gina Fernandez**
**Helmut Pastrick**
**Serj Sangara**
**Traci Corr**

# OUR VISION, MISSION & VALUES

## VISION

A world-leading Olympic legacy venue where community participation, wellness and sport excellence thrive together.

## MISSION

To bring community together and advance sport in Canada in an exceptional legacy venue.

## VALUES

**Belonging:**

We create an environment where people feel welcomed, respected and able to participate.

**Excellence:**

We set high standards, learn from our experiences, and continuously improve.

**Integrity:**

We act honestly, responsibly and make decisions people can trust and hold us accountable to.

**Collaboration:**

We build trusted and meaningful relationships and work together to create shared value.

**Stewardship:**

We sustainably manage and protect the facility, its resources and legacy for future generations.

**Innovation:**

We anticipate what's next and use new ideas, partnerships and technology to create better experiences and outcomes.



# PLAN AT-A-GLANCE

The five pillars define the outcomes the Oval will pursue.

1

## COMMUNITY IMPACT & ACCESS

The Oval is a valued and accessible community asset that creates meaningful opportunities for Richmond residents and the broader public to participate, be active and connect throughout their lives.



2

## SPORT & PERFORMANCE EXCELLENCE

The Oval maintains its position as a leading Canadian environment for athlete development, high-performance training and sport expertise.



3

## SPORT HOSTING & MAJOR EVENTS

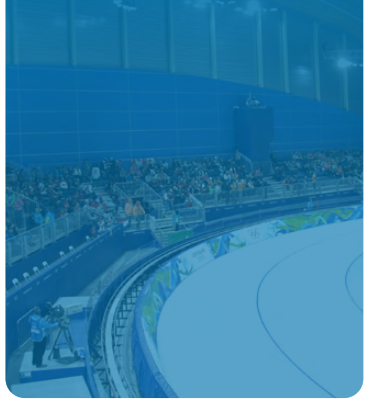
The Oval's focused events portfolio creates sport, community, tourism and economic value while protecting community access to the Oval.



4

## OLYMPIC & PARALYMPIC LEGACY

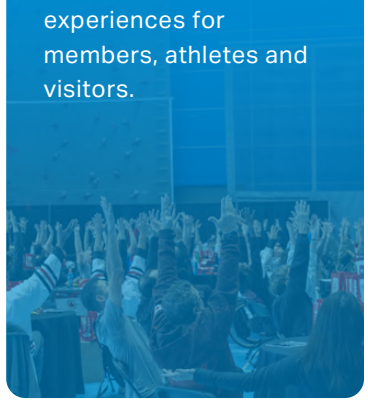
Richmond's Olympic and Paralympic legacy remains visible, relevant and meaningful to residents, athletes and visitors, and continues to evolve for future generations.



5

## A FUTURE-READY OVAL

The Oval is considered current, adaptable and financially sustainable, with its space, infrastructure, ancillary services and technology that meets evolving sport and community needs while delivering exceptional experiences for members, athletes and visitors.



PILLAR 1

# COMMUNITY IMPACT & ACCESS



## 2031 OUTCOME

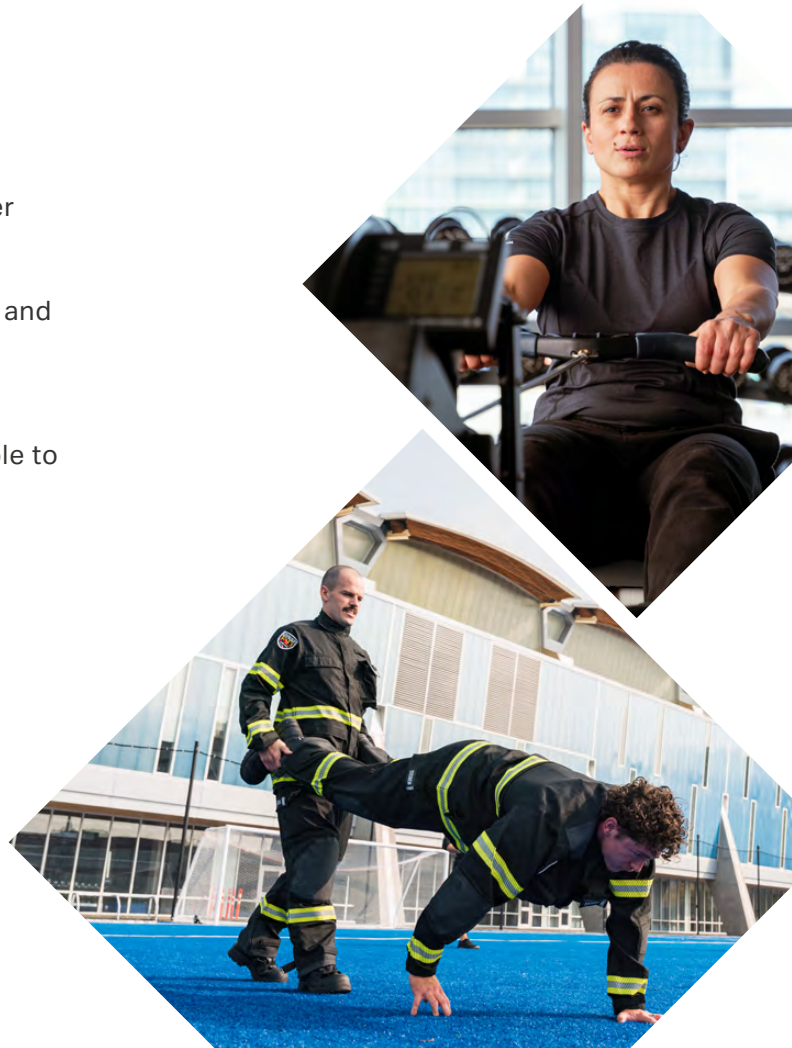
The Oval is a valued and accessible community asset that creates meaningful opportunities for Richmond residents and the broader public to participate, be active and connect throughout their lives.

## PRIORITY GOALS

**1.1** Evolve programs, services and experiences in response to demographic change, member demand, population growth and emerging community needs.

**1.2** Strengthen opportunities for older adults by building on the Oval's programs, equipment and expertise to support lifelong activity, performance and wellness.

**1.3** Build stronger community connections, through structured outreach to community organizations to access the Oval, collaborate on programming and introduce more people to sport and physical activity.



PILLAR 2

# SPORT & PERFORMANCE EXCELLENCE



## 2031 OUTCOME

The Oval maintains its position as a leading Canadian environment for athlete development, high-performance training and sport expertise.



## PRIORITY GOALS

**2.1** Meet or exceed all obligations related to the Games Operating Trust Agreement.

**2.2** Strengthen the Oval's high-performance environment by continuing to evolve the facilities, services and training environments for national, provincial and emerging high-performance athletes and sports.

**2.3** Advance the "community-to-podium" participant development pathway (from a child's first visit to podium performance to lifelong activity) and measure progress and retention.

**2.4** Extend access to the Oval's performance expertise by growing sport science testing, training, recovery and performance services.

**2.5** Deepen relationships with national and provincial sport organizations where there is mutual value through training, programming, events, services or shared investment.

**2.6** Continue to celebrate athletes and sport excellence, by making the athletes, teams and sport organizations connected to the Oval more visible throughout the facility and in the Oval's external storytelling.



PILLAR 3

# SPORT HOSTING & MAJOR EVENTS



## 2031 OUTCOME

The Oval's focused events portfolio creates sport, community, tourism and economic value while protecting community access to the Oval.

## PRIORITY GOALS

**3.1** Build a focused sport-hosting portfolio aligned with the priorities identified in the Richmond Sport Hosting Strategy and Tourism Master Plan.

**3.2** Target events based on strategic and operational fit, local economic and tourism value, sport impact, and community benefit in collaboration with key sector partners.

**3.3** Strengthen the event experience by providing exceptional service to athletes, organizers, spectators, volunteers, members and visitors.

**3.4** Expand the Oval's role as a sport-sector gathering place, by using meeting, event and public spaces for conferences, education, cultural activities, community events and sector gatherings when they fit the mandate and available capacity.





PILLAR 4

# OLYMPIC & PARALYMPIC LEGACY

## 2031 OUTCOME

Richmond's Olympic and Paralympic legacy remains visible, relevant and meaningful to residents, athletes and visitors, and continues to evolve for future generations.

## PRIORITY GOALS

**4.1** Reimagine the Olympic and Paralympic Experience through contemporary artifacts, modern exhibits, digital engagement, rotating content and interactive programming.

**4.2** Integrate legacy throughout the venue by making the Olympic and Paralympic identity visible.

**4.3** Continue to evolve and expand legacy education and community engagement by using the Oval's Olympic assets and Richmond's Sports Wall of Fame to engage schools, residents, visitors and future generations with the values and history of the Games.

**4.4** Make the legacy part of the visitor experience by integrating Olympic storytelling into the visitor arrival experience, facility environment, public spaces, destination marketing, and local tourism development.

**4.5** Maintain productive relationships with Olympic and Paralympic organizations and partners that help protect, activate and extend Richmond's Games legacy.





PILLAR 5

# A FUTURE-READY OVAL



## 2031 OUTCOME

The Oval is considered current, adaptable and financially sustainable, with its space, infrastructure, ancillary services and technology that meets evolving sport and community needs while delivering exceptional experiences for members, athletes and visitors.

## PRIORITY GOALS

**5.1** Develop a long-term capital investment strategy that identifies renewal priorities, future infrastructure needs, funding requirements and investment opportunities to protect the Oval's long-term viability.

**5.2** Optimize and adapt facility capacity by maximizing the effective use of existing spaces and evaluate opportunities to expand or reconfigure facilities, equipment and amenities in response to changing sport, community and event needs.

**5.3** Invest in technology and innovations to modernize the Oval and its supporting systems, processes and operational platforms.

**5.4** Elevate the member and visitor experience.

**5.5** Extend the Oval experience beyond the existing footprint.

**5.6** Align people, governance, systems and financial sustainability with the priorities and goals of this strategic plan that the organization can realistically deliver.






## RICHMOND OLYMPIC OVAL

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