

CITY OF VANCOUVER

ADMINISTRATIVE REPORT



Report Date: March 27, 2007
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Meeting Date: May 3, 2007

TO: Standing Committee on Planning and Environment
FROM: General Manager of Olympic and Paralympic Operations
SUBJECT: 2010 Collaboration Protocol - Tourism Vancouver and City of Vancouver

RECOMMENDATION

- A. THAT Council approve the attached 2010 Collaboration Protocol between Tourism Vancouver and the City of Vancouver which lays out mutual expectations in supporting our collective efforts to maximize tourism opportunities in the periods before, during and after the 2010 Winter Games.
- B. THAT the 2010 Collaboration Protocol be substantially on the terms set out in the attached as well as such other terms and conditions as may be satisfactory to the General Manager of Olympic and Paralympic Operations and the Director of Legal Services.
- C. THAT the City Manager be authorized to sign the 2010 Collaboration Protocol on the City's behalf.
- D. THAT no legal rights or obligations will be created by the adoption by Council of the above Recommendations, nor will any legal rights or obligations be created by the execution and delivery by the City Manager of the 2010 Collaboration Protocol.

GENERAL MANAGER'S COMMENTS

The General Manager of Olympic and Paralympic Operations RECOMMENDS approval of the foregoing recommendations.

COUNCIL POLICY

There is no applicable policy.

PURPOSE

This report responds to the need to create a strategic partnership that leverages the tourism opportunities for Vancouver in the regional, national and international marketplace through the role of Vancouver as the Host City for the 2010 Olympic and Paralympic Winter Games. In our discussions with Tourism Vancouver, a number of cooperative initiatives have been identified which will assist in maximizing the tourism benefits with the available resources. A Collaboration Protocol establishes the means for both parties to work together more effectively on these initiatives.

BACKGROUND

Over the past several months, a number of Games partners have been working together to leverage benefits from the 2010 Winter Games. A key economic opportunity will be the increase in tourism generated by the Games in the period up to, including, and following the Games. With over 250,000 Games time visitors and a 3 billion broadcast audience viewing Vancouver, the tourism benefits are significant.

The most recent comparable host city to Vancouver was Salt Lake City in 2002. During the Games, there were 250,000 visitors which generated \$350 million in visitors' spending. More importantly, in the years following the Games, Salt Lake City has experienced increases in visitors, conventions and hotel bookings, outperforming the national average.

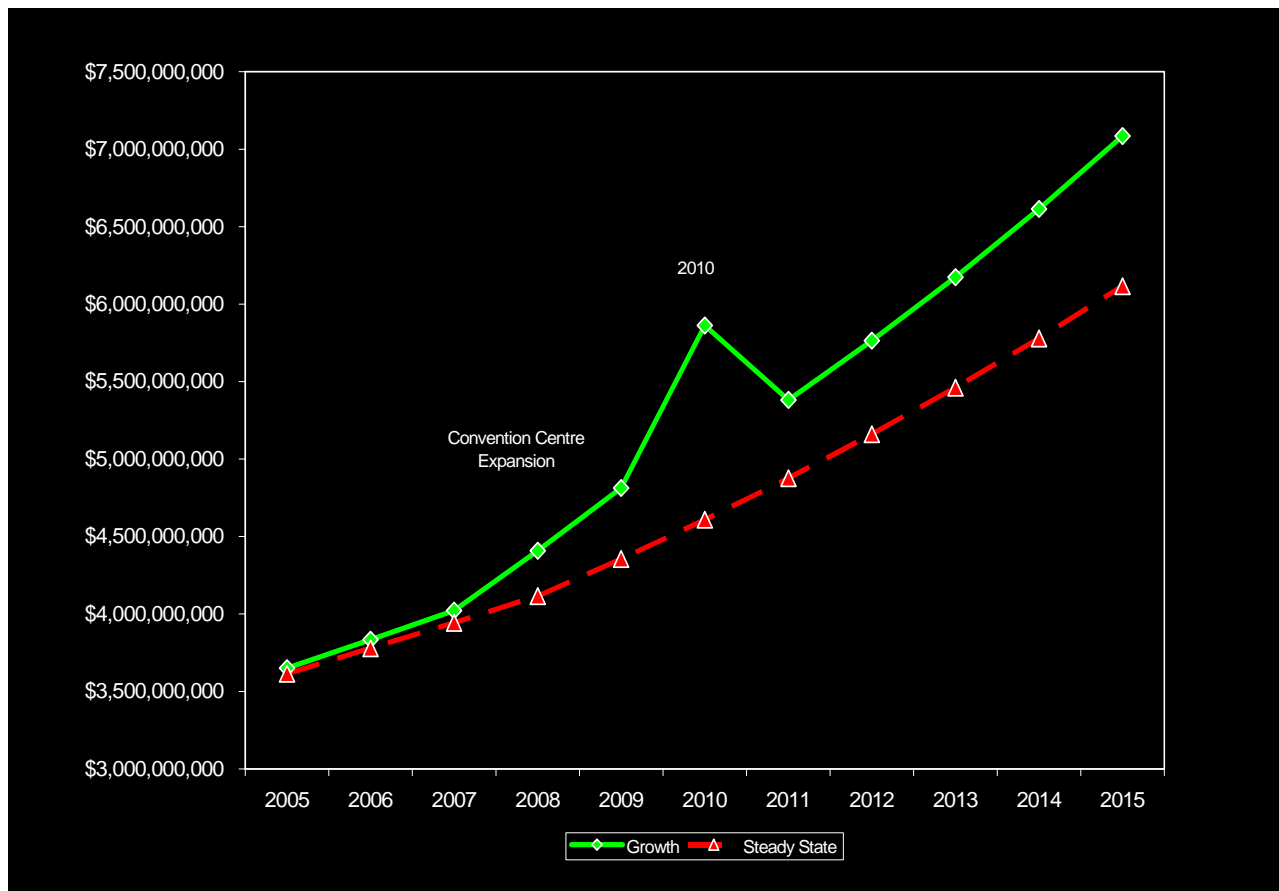
Tourism Vancouver is projecting similar increases due to the City hosting the Winter Games. Their research indicates:

- 24% of consumers are more likely to visit Vancouver because of 2010
- 25% of meeting planners were more likely to book meetings in Vancouver because of 2010
- 43% of travel trade were more likely to book business for Vancouver because of the City being an Olympic host destination

The following chart from Tourism Vancouver research shows the potential tourism opportunity presented by the convention centre expansion and the Winter Games.

The Vancouver Steady State - - - - -

The Vancouver Tourism Opportunity —————



While these benefits flow to the tourism industry, it does translate into jobs and investment which benefits the overall economic health of the City.

In recognition of the importance of tourism benefits, this opportunity was addressed in the City's "2010 Olympic and Paralympic Winter Games Draft Strategic Plan" submitted to Council in June 2006. Under the Economic Opportunities Function a key deliverable and action was established addressing this need. It stated the following:

"A. MAXIMIZE TOURISM BENEFITS FOR VANCOUVER - Working closely with Tourism Vancouver and other agencies, establish a coordinated program for maximising the tourism benefits before, during and after the 2010 Winter Games."

Council recently approved another partnership with Tourism Vancouver (and others) for the development of a Cultural Tourism Strategy. The intent of this work is to develop a coordinated policy framework with the objective of supporting future cultural tourism objectives and initiatives. While the 2010 Winter Games tourism strategies can benefit from this work, the intent is to look for longer term policies to improve cultural tourism opportunities.

DISCUSSION

There are a number of agencies which have tourism responsibility and it is important to have their goals and objectives aligned. Tourism Vancouver has been meeting with their counter parts of Tourism B.C., Canadian Tourism Commission, Tourism Whistler and Tourism Richmond to ensure there is a coordinated strategy overall and to address the opportunities presented by the Winter Games.

In a similar manner, the City and Tourism Vancouver share similar objectives of creating great Games, being the best possible Host City and telling our story to the World. In this way we can collectively maximize the tourism benefits by establishing Vancouver as a premier global destination.

In our discussions, we believe a Collaboration Protocol will allow Tourism Vancouver and the City to:

- explore common platforms in order to create cost efficiencies and expand capabilities in visitor experience, marketing, events, communications, and research;
- coordinate complementary branding and develop shared messaging that raises the profile of Vancouver in key markets due to increased exposure from the 2010 Games.

The Collaboration Protocol is not a legal agreement or commitment but it lays out the target areas of cooperation and an initial strategic plan for the partners to collaborate on their mutual 2010 related objectives.

Nor is the protocol intended to be a comprehensive and complete listing of the proposed actions. Rather, it is a start and it is expected that further opportunities will be identified.

The term of the protocol will be to June 30, 2010, with an annual review on the progress toward achieving the action items. While the term is limited, it establishes the basis for a continuing partnership long after the 2010 Winter Games are over.

The first part of the protocol lays out general opportunities for collaboration which will likely generate more exploration on actions of mutual interest.

The second part of the protocol identifies some specific actions which have been identified with Tourism Vancouver where cooperative efforts can be used to leverage greater benefits. While most of the actions listed are self-explanatory, a few deserve further comment.

Tourism Vancouver - supplier of visitor services

During the Games period, visitors will generate a large demand for information on the City, attractions, visitor services, Olympic and Paralympic Games etc. Tourism Vancouver is uniquely positioned to provide this information and is proposing to develop some 2010 themed kiosks. The City can assist by helping to locate these kiosks at key locations on City property.

Wayfinding

The City is initiating a study on the design of a pedestrian wayfinding system for the downtown core. Tourism Vancouver is an important stakeholder which can provide advice on the design and placement of the signing.

Beijing

Discussions have already been initiated on how we can jointly promote Vancouver as a part of the 2008 Summer Games in Beijing.

Accessibility Initiatives

Tourism Vancouver is working with various stakeholders including the LegaciesNow Society and the City to develop a practical guide to measure and improve accessibility for the hospitality industry.

FINANCIAL IMPLICATIONS There are no financial implications at this time arising from the Collaboration Protocol. As proposals are developed, there may be financial implications for the City which will be addressed through regular departmental responsibilities and budgets or through the Olympic Legacy Reserve Fund and reported to Council if required.

CONCLUSION

The 2010 Collaboration Protocol between Tourism Vancouver and City lays out a program of shared responsibilities in the delivery of tourism benefits arising from the Games. This in turn will facilitate the delivery of one of the key legacies to be derived from Vancouver's role as the Host City.

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Draft: April 2, 2007

2010 COLLABORATION PROTOCOL

BETWEEN

TOURISM VANCOUVER

AND

CITY OF VANCOUVER

This 2010 Collaboration Protocol takes effect immediately on being signed by the parties but is dated May 1, 2007 for reference purposes.

Background:

- A. The tourism industry in Vancouver generates billions of dollars of economic impact, employs tens of thousands of people and is forecasted to have significant growth potential because of the Games.
- B. The City of Vancouver and the tourism industry will generate millions of dollars in media exposure and visits from millions of tourists in the lead-up, during and immediately after the 2010 Olympic & Paralympic Games.
- C. Over the next four years (2007-2010 inclusive), the tourism industry and the City of Vancouver require an integrated and innovative approach to maximize the benefits of the 2010 Olympic and Paralympic Winter Games.
- D. In order to be successful in the complex and highly competitive marketplace, Tourism Vancouver and the City of Vancouver need to work together to leverage scarce human, financial and other resources required for Games related initiatives.
- E. The City of Vancouver's 2010 strategic plan states that part of the success of the 2010 Olympic & Paralympic Winter Games will be measured by the quality of the public realm, and the celebratory experience of our visitors and residents. It also notes that the Games present an opportunity for the city to foster civic pride and a greater sense of community in our residents, to create positive experiences and fond memories for our visitors, and to captivate the media through a festive environment, positive images and broad exposure to one of the most livable cities in the world. Essentially, the City of Vancouver will focus on two primary questions regarding the Games; how can we be the best possible Host City, and how can we tell our story to the World?
- F. Tourism Vancouver, as the City's official destination marketing organization (DMO), shares similar objectives in 'exceeding visitors' expectations' up to and including the Games, as well as leveraging the marketing and promotional opportunities associated with 2010. The organization's 2010 strategy points to a number of benefits including but not limited to; media exposure, awareness of the Vancouver brand, and further building the tourism industry in the city. Ultimately, the tourism industry's vision for Vancouver is to become both a 'genuine brand' and a 'premiere global destination'.

Therefore:

The parties' agree that

- it is in their mutual best interests to form a strategic alliance to collaborate on a number of 2010 related strategies that will benefit the respective constituents and/or members and customers of each organization, and

- their mutual objectives as set out in this Collaboration Protocol are to:
 - explore common platforms in order to create cost efficiencies and expand capabilities in visitor experiences, marketing, events, communications, and research
 - coordinate complementary branding and develop shared messaging that raises the profile of Vancouver in key markets due to the increased exposure from the 2010 Games

1.0 Term of Protocol:

This Protocol will be in effect for at least four years, so at least until June 30, 2010.

2.0 Review and Progress Reporting:

On or before June 30 of each year, the Parties will

- review this Protocol and consider revisions and refinements to better reflect their mutual objectives and intent as the Parties' strategic alliance evolves, and
- also report out on their progress towards achieving the Protocol's action items at that time.

3.0 Protocol Implementation (General):

3.1 The parties will present this Collaboration Protocol to their respective governing bodies for ratification and to each other's staff to ensure understanding, at the earliest possible opportunity.

3.2 The parties will thereafter implement the terms of the Protocol in good faith, working together cooperatively towards the successful partnership goals articulated in this Protocol.

4.0 No Legal Rights or Obligations – Except by Separate Contract

4.1 For further certainty, the parties acknowledge that neither this Protocol nor anything done by the parties pursuant to this Protocol will create any legal rights or obligations between them.

4.2 Where the parties wish to enter into any agreement to share costs, incur liabilities, or obligate themselves legally in any way to the other the parties will only do so pursuant to a written contract duly authorized and signed by both parties.

4.3 Nothing in this Protocol grants either party any rights of any kind in relation to the intellectual property rights of the other nor to the intellectual property rights of any third parties involved in hosting or funding the 2010 Winter Olympic and Paralympic Games.

5.0 Protocol Implementation (Particular Areas):

5.1 2010 Olympic and Paralympic Winter Games

(a) *General Areas of Collaboration:*

The Parties will explore opportunities for collaboration on a comprehensive range of initiatives related to the Games, such as:

- Sharing of information that is relevant to the successful hosting of the Games and creating a positive visitor experience
- Best practice's guide for tourism and general businesses
- Visitor (and/or other) guides and way-finding (online and offline)

- Servicing of visitors during Games period
- Advertising in core markets
- New marketing initiatives
- Sales missions and 2010 themed sales events
- Media relations activities
- Central clearing house for off-site hospitality requirements for VANOC stakeholders
- Sponsor relationship building
- Programming and theming for activities within the public realm
- Visitor accommodation services

(b) *Specific Actions to be Pursued*

More specific tactical elements of the plan include but are not limited to the following:

- Affirm Tourism Vancouver's official status as primary supplier of visitor services by facilitating both temporary and permanent locations for dispensing information and services during the Games period. Tourism Vancouver to provide staffing, operations, training and management
- Consultations with Tourism Vancouver on the City's way-finding study and collaboration on consistent execution of way-finding which is primarily directed towards pedestrians in the downtown area
- Collaboration on the preparation of information materials for visitors and residents during the Games period
- Exploration of joint initiatives in the training of volunteers and City staff in preparation for the 2010 Winter Games
- Investigate the development and delivery of an "Invite the World" e-marketing campaign which leverages the City's status as Host City for the 2010 Winter Games
- Permit Tourism Vancouver's use of the "Host City" Mark in various marketing material as approved by the City of Vancouver (and VANOC/IOC where required)
- Consult on ways to develop a coordinated response to the opportunities presented by the Beijing Summer Games to promote Vancouver
- Jointly contribute to "Vancouver Stories" which provides material to the media on our values, culture, history and people with coordination lead by Corporate Communications
- Communicate timely and relevant 2010 information about the other Party to the stakeholders of each Party (e.g. residents, members) where appropriate
- Identify sponsorship opportunities which could be pursued in support of joint initiatives to offset costs or leverage marketing resources for 2010 initiatives, as approved by the City (and VANOC/IOC where required)
- Further develop 2010 opportunities for the Arts and Culture sector as per the Partnership created between Tourism Vancouver and the City (Office of Cultural Affairs)
- Work together to develop accessibility criteria for businesses as well as collaborating on a product service guide to assist businesses in upgrading their premises to accessibility standards by Games time. A visual rating system would be explored to assist visitors in identifying levels of accessibility.

5.2 Post-2010 Olympic and Paralympic Winter Games

Following the successful hosting of the Games, the Parties will endeavour to further leverage their strategic alliance as developed in the first four years of this Protocol so as to maximize the post-Games tourism legacies to be derived from hosting the Games and in this regard intend to revise and refine this Protocol to better reflect those post-Games plans and initiatives.

6.0 Approval of Protocol

Following ratification or approval of this Protocol by the governing bodies of each Party, the parties will signify such approval by having their authorized signatories sign this document where indicated below.

THIS COLLABORATION PROTOCOL APPROVED EFFECTIVE AS OF THE REFERENCE DATE SET OUT ABOVE AS FOLLOWS:

TOURISM VANCOUVER

Authorized Signatory

Name, Title

Date

CITY OF VANCOUVER

Judy Rogers, City Manager

Date