

CITY OF VANCOUVER

ADMINISTRATIVE REPORT



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Report Date: May 13, 2008
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TO: Vancouver City Council

FROM: General Manager, Olympic and Paralympic Operations Office

SUBJECT: Funding Allocation for the 2010 Host City Communications program

RECOMMENDATION

- A. THAT Council approve the 2008 through 2010 plan for 2010 Host City Communications as outlined in this report, and make funding allocations totalling \$1.4 million to the following areas:
- i. Host City public website - \$250,000
 - ii. Public information and material - \$650,000
 - iii. Communications, graphic design, production, logistical and evaluation support services - \$300,000
 - iv. Employee communications - \$50,000
 - v. Marketing and promotion - \$150,000

Source of funding to be the Olympic and Paralympic Legacy Reserve approved by Council on December 11, 2007.

- B. THAT Council delegate the authority to the General Manager of Olympic and Paralympic Operations to award contracts up to the overall Host City Communications Program budget as outlined in Recommendation A; and instruct staff to report on the progress on an annual basis.

CITY MANAGER'S COMMENTS

The City Manager recommends the approval of the foregoing.

COUNCIL POLICY

On December 11, 2007, Council approved the Olympic and Paralympic Legacy Reserve Fund programs and budgets in the amount of \$20,000,000 with instruction to report back on funding for specific projects. One of the projects approved was the 2010 Host City Communications program with a budget of \$1,400,000.

PURPOSE

The purpose of this report is to seek Council's approval for use of \$1,400,000 approved in the Olympic and Paralympic Legacy Reserve Fund for 2010 Host City communications.

BACKGROUND

The 2010 Olympic and Paralympic Winter Games present an unprecedented opportunity for the City of Vancouver to foster civic pride and a greater sense of community to our residents and businesses, 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 liveable cities in the world.

One of the key factors in a successful 2010 Winter Games experience for our city will be the experiences residents, business owners and operators, and visitors have beyond the competition venues. This experience will in part depend on a robust communications program that ensures residents, businesses and City employees have access to timely, accurate information. We want to provide these audiences with the tools they need to make informed decisions about how to both participate in the Olympic experience, how to carry on their daily lives during the Games period, and how to learn more about the city in which they work and play. The goal of our public information program, developed in partnership with City departments and affiliated organizations and agencies, is to positively influence opinions and impressions of our city and all it has to offer.

The 2010 Host City Communications program has been designed to support the strategic business objectives of the Olympic and Paralympic Operations Office. Through a range of targeted communications channels - including web and Intranet, news releases, advertising, events, strategic partnerships with corporations, agencies and media outlets, and other innovative communications strategies - the program will deliver accurate, timely, consistent and understandable Olympic and Paralympic Games information and messages to Vancouver citizens, businesses, visitors and City employees before, during and after 2010.

The strategies and tactics employed in the 2010 Host City Communications program will position the City of Vancouver nationally and internationally as an innovative leader in the areas of sustainability, diversity and inclusivity.

DISCUSSION

Hosting the 2010 Olympic and Paralympic Winter Games offers the City of Vancouver an opportunity to leverage the Olympic brand to strengthen the City's global reputation, acquire new sports facilities and advance its social, economic and environmental sustainability objectives. The 2010 Winter Games also offer the City a broad range of opportunities to engage with residents and other local stakeholders, encourage their participation in a rare

civic experience, and give them the tools they need to make informed decisions about how they wish to participate. Through our internal and external communications, we will help employees, residents, and businesses understand the impact the Games will have on their city, and the mitigation plans intended to minimize any disruptions of their daily routines and activities.

The 2010 Host City Communications program will play an essential role in supporting a positive experience. Strategic, timely and sustained communication with the City's key stakeholders - residents, businesses, visitors and City employees - will help maximize its success as a Host City.

2010 Host City communications objectives are:

- To support lasting impressions of Vancouver amongst residents and visitors as a capable, dynamic, well-organized, engaged and engaging Host City.
- To raise awareness of the significant and long-term benefits and legacies that hosting the Games are providing for Vancouver residents and businesses.
- To raise awareness about how the City is supporting citizen involvement in the Games, and what can be done to minimize any negative impacts on residents and businesses.
- To support the perception of Vancouver as a progressive city, and one of the sustainable, diverse and liveable cities in the world.

2010 Host City website

The centrepiece of the City of Vancouver's 2010 Host City Communications program is an enhanced 2010 Host City website. The website will be the premiere channel for communicating information on Vancouver's services, amenities and plans for the 2010 Winter Games, and will specifically target three primary audiences: residents, businesses and visitors. The Host City website will also serve as a primary information resource for the local, national and international news media on information within the City's domain or jurisdiction.

As the attention of the world turns to Vancouver, our website will be the first point of connection with the City of Vancouver and its public services and amenities for hundreds of thousands of people. This significant increase in activity presents us with extraordinary opportunities to communicate our key messages and information to an immediately engaged audience and to provide our residents, businesses and visitors with the best possible customer service experience.

In the final countdown to the 2010 Winter Games (late Fall 2009), the enhanced Host City website will supersede the usual *vancouver.ca* homepage, while ensuring residents, businesses and visitors continue to have easy and convenient access to all regular City services and information through the main City website. The website will be aggressively promoted with all key audiences in order to drive users to the Host City website before they choose alternative channels (telephone, e-mail, face-to-face communication) to obtain Host City information.

The principles of the 2010 Host City web project are to create an innovative site that is engaging and visually exciting, with a consistent look and feel for all content. Information that will be found on the Host City website will include:

- General information about the City of Vancouver
- Stories about Vancouver and our people
- Features on Vancouver's accessibility initiatives and leadership
- Specific Host City information on Vancouver-based venues and lasting benefits and legacies to the community
- Up-to-date information on Live Sites preparations and programming during Games time
- Information on transportation routes and services, along with modifications to City services during Games time
- Information on other City-sponsored Games time activities
- Promotion of the Host City Pavilion
- Information on City-sponsored "Happenings" in neighbourhoods throughout Vancouver
- Links to partner organization sites and external agencies that have important Games-related information
- Videos, city maps, podcasts or engaging and dynamic graphics and photos
- A public feedback mechanism for more information on City of Vancouver Host City activities

The longer-term legacy of this project will be a new model of website management and governance that complements the web content management initiative submitted for consideration in the 2009-11 Capital Plan. The Host City project will act as a model for modernizing the City of Vancouver's main website, while creating new process innovations in inter-departmental collaboration and content strategy, along with new web standards for the City.

Corporate Communications and Olympic and Paralympic Operations will also work closely and collaboratively with our partners who are also developing 2010-related sites (including the VANOC site and tourism associations) to coordinate the presentation of key information, ensure operational efficiencies in content development and avoid unnecessary duplication of content and effort.

Public information materials and collateral

While the website will be the primary communications vehicle for Host City information, there will be a need to provide print and other media public information materials in a targeted manner to residents and visitors, and to inform and engage the neighbourhoods and communities served by the City of Vancouver.

Examples of public information and collateral materials under consideration include (but are not limited to):

- Display boards, materials or banners
- Media releases and backgrounders
- Project updates and fact sheets
- CDs and/or DVDs (for distribution of photos, video or other multi-media items)
- Brochures and/or other public information print collateral items

- An informational keepsake item for Vancouver residents only (e.g. souvenir booklets or passports)

The City has taken a number of significant proactive steps to ensure Host City Communications are coordinated strategically with our Games partners - most notably, the VANOC communications team - to ensure consistent messaging and support for shared communications objectives, and to maximize impact. Where practical, the City will proactively establish and pursue communication partnerships with organizations sharing similar communication needs/objectives (e.g. Ministry of Transportation, Tourism Vancouver, Vancouver Economic Development Commission, Translink, VANOC sponsors), to support a consistent and coordinated approach to subject-specific communications, in a cost-effective manner.

To meet our sustainability goals, materials will be produced to reach targeted audiences (e.g. Vancouver residents only, multi-lingual communities, news media etc.) and in the minimum quantities necessary. To manage costs, existing City distribution channels - including City newsletters and public communications, the City's intranet network (Citywire and VPL/Parks Board intranets) and document distribution channels (including public libraries and community centres) will be used to support information dissemination.

Internal/employee communications

The 2010 Host City Communications program will, through a range of internal communications channels (Citywire intranet, communications materials, face-to-face meetings and staff briefings), keep the City's 9,000-plus employees fully informed about the City's role and responsibilities as the Host City, and make them aware of opportunities to act as ambassadors for the City with visitors and residents (e.g. the current staff team representing the City of Vancouver in Beijing; Host City Teams currently under development).

The City of Vancouver's employees themselves are the municipality's most effective marketing and communications channel. Clearly communicating the City of Vancouver's role and participation in the 2010 Winter Games to our employees gives them tools they need to communicate information about our involvement in the 2010 Winter Games directly to the public.

Host City internal communications activities, events and opportunities will significantly leverage the web through Citywire (the City of Vancouver's Intranet) as the main channel for internal communications. In order to be effective and reach intended staff audiences, face-to-face meetings, briefings and events by members of the City Management Team and other managers will also be necessary.

Examples of employee communications activities will include:

- Significant enhancements to the Host City internal website to promote and sell at-cost, City-branded 2010 Winter Games merchandise to promote employee pride;
- Promote recruitment for specialized work opportunities (Host City Teams) to meet the City's 2010 Winter Games-related responsibilities;
- Celebrate employees as members of the Host City Team;

- Presentations by senior City management to employee groups at key intervals to inform staff about progress in 2010 planning, how those plans will affect them and how they can get involved in the City's 2010 activities;
- Employee-centred events and promotions that focus on engaging staff and creating excitement about the City's role in the 2010 Winter Games;
- Staff surveys at key intervals over the next two years to measure employee engagement, identify where the City is doing well on Olympic and Paralympic preparations and staff engagement, and where we can improve our work as Games time nears.

The legacy of a strong and robust employee communications program will be an engaged and informed workforce who is enthusiastic about the City's role in the Olympic Games, and will be equipped to convey accurate and relevant info to residents, businesses and visitors through their daily business. An overall "team" approach to internal communications and the open and timely sharing of information with employees will also help to support the City of Vancouver's long-term team building, internal communications processes, and organizational and leadership development goals.

Communications coordination, media relations, graphic design, production and evaluation services

The 2010 Host City Communications program will depend significantly on earned or unpaid media, from both domestic and international media sources. There will be an extraordinary amount of media attention placed upon Vancouver in the lead-up to the 2010 Winter Games and during the Games period. This attention will create significant opportunities - and demand - for the City to leverage this intense media attention showcase its activities - and those of Vancouver residents and businesses - in a timely and cost-effective manner.

The City will also engage in enhanced marketing efforts as part of the Host City Communications program to raise the profile of the City of Vancouver's brand and protect its usage and representation in Host City activities.

With respect to coordination of communications activities with other Games partners, the City is currently collaborating with VANOC on a community engagement and outreach strategy that will be launched in May 2008 and will continue throughout 2009. In the coming months, VANOC will be hosting public meetings in neighbourhoods throughout Vancouver to provide information and create opportunities for residents and businesses to ask questions on how the Games will affect them and their daily lives. The City of Vancouver is a co-presenter at these meetings, and will provide ongoing information and updates on issues ranging from transportation, to access to City services and amenities during the Games period, to special events happening before, during and after the Games.

In order to create lasting legacies, not only for Vancouver's ongoing communications approach but for other Olympic cities who will wish to learn from our experience, Vancouver will measure and evaluate the effectiveness of the Host City communications program, and make adjustments in the program over the course of the next two years to ensure maximum value for the City. Tools for evaluation could include an online feedback form on the Host City website, and use of a targeted online audience survey tool.

Marketing and promotion

Paid advertising is intended only as a complement to the Host City website, earned media and other recommended communications channels. This may include online and search engine advertising to promote *vancouver.ca* in online searches, ensuring that the City's website is one of the first stops for both local and international website visitors for City related information. Media sponsorships (print, television, radio) will be pursued wherever feasible and consistent with various 2010 Winter Games media sponsorship agreements.

Examples of advertising will include:

- Internet advertising (specific sites and search engine advertising)
- International media shelter advertising
- Local print advertising and event promotion

Timeline for implementation of Host City Communications program

Key communication milestones include:

- Host a City Happening program launch and grant announcement - beginning Summer 2008
- VANOC/City of Vancouver community information meetings - beginning June/July 2008
- Paralympic Torch Relay - August 2008
- Host City website launch - Fall 2008
- Opening of Olympic venues for pre-Games public use - 2008/09
- Employee Torch Bearer internal program launch - mid-2009
- Souvenir information item distribution - Fall/Winter 2009/10
- Marketing and promotion - Summer/Fall 2010

FINANCIAL IMPLICATIONS

In December 2007, City Council approved the Legacy Reserve Fund with program categories established for a number of legacy activities. One of the categories was Communications, with a budget amount of \$1,400,000. The following table outlines the estimated 2010 Host City Communications program budget over the next two and a half years.

Project	Description	2008	2009	2010	Total
Host City public website	Includes web design, technology and increased server capacity, content development, ongoing updates and maintenance	\$125,000	\$125,000	--	\$250,000

Public information and materials	Includes creative direction/graphic design, content development, production and printing	\$150,000	\$430,000	\$70,000	\$650,000
Employee communications	Includes: Host City Intranet enhancements; Host City Team program promotion; employee communications and presentation materials; employee promotions and incentives	\$25,000	\$20,000	\$5,000	\$50,000
Communications coordination, media relations, graphic design, production, logistical and evaluation services	Includes: contract and internal resources to provide: media relations and coordination; event logistical support; evaluation of public info program	\$100,000	\$100,000	\$100,000	\$300,000
Marketing and promotion	Includes: Host City information kiosk; domestic and international advertising to promote 2010 Host City initiatives, projects and events	--	\$125,000	\$25,000	\$150,000
TOTAL		\$400,000	\$800,000	\$200,000	\$1,400,000

CONCLUSION

In November 2007, Council approved the Olympic Legacy Reserve Fund, with \$1,400,000 allocated for the Host City Communications program. This report seeks Council approval to expend \$1,400,000 between 2008 and 2010 by allocating \$250,000 for development of a Host City website; \$650,000 for public information materials and collateral; \$50,000 to support employee communications; \$300,000 for communications, graphic design, production and evaluation services; and \$150,000 for marketing and promotion.

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