



CITY OF VANCOUVER

CITY OF VANCOUVER

POLICY REPORT CULTURE

Report Date: May 31, 2008
Author: Annie Burkes
Phone No.: 604.873.7451
RTS No.: 07316
VanRIMS No.: 08-2000-30
Meeting Date: June 26, 2008

TO: Standing Committee on City Services and Budgets

FROM: Co-Director, Policy, Planning and Infrastructure, Office of Cultural Affairs

SUBJECT: Culture Plan Implementation Phase 1 - Cultural Tourism Strategy
(Report 5 of 5)

RECOMMENDATION

- A. THAT Council adopt the *Cultural Tourism Strategy* to inform the City's future roles, responsibilities and investments in cultural tourism as outlined in this report.
- B. THAT Council approve in principle a partnership with Tourism Vancouver for a term of 3.5 years and authorize staff to enter into a Memorandum of Understanding to the satisfaction of the Director of Legal Services and the Managing Director of Cultural Services, focused on a joint leadership role in working jointly and collaboratively with cultural and tourism sector partners to implement this strategy and to develop Cultural Tourism through the framework outlined in this report.
- C. THAT Council approve the 2008-2009 workplan and budget in the amount of \$391,000 as the City's share in the implementation of the Cultural Tourism Strategy as outlined in this report, and authorize the City Manager to enter into such agreements as are required to further the workplan; source of funds to be the previously approved Cultural Tourism funding.
- D. THAT Council approve the creation of a new "Cultural Tourism Product Investment Grant Program" and direct staff to report back in early 2009 with program criteria and guidelines, at a total cost not to exceed \$600,000 to be

available as follows: \$200,000 in each of 2009, 2010 and 2011; source of funds to be the unallocated portion of the 2008 Cultural Budget.

- E. THAT Council thank the members of the Cultural Tourism Advisory Committee for their contribution and commitment to the development of the Cultural Tourism Strategy.
- F. THAT Council direct staff to prepare an application for Cultural Capitals of Canada designation and funding for 2011, in support of the City of Vancouver's 125th Anniversary Celebrations as a cornerstone of our Cultural Tourism strategy as outlined in this report.

CITY MANAGER'S COMMENTS

The City Manager recommends APPROVAL of A through F.

COUNCIL POLICY

On February 27, 2007, Council approved an increase of \$300,000 to the 2007 Operating Budget and directed staff to report back with a planning process to develop cultural tourism initiatives such as the Junos and the City's 125th Anniversary Celebrations in 2011. On April 3, 2007, Council directed staff to develop a Cultural Tourism Strategy, and approved an additional allocation of \$300,000 for four years starting in 2008 to leverage support with other agencies and funders and in conjunction with the arts and cultural community toward the implementation of the cultural tourism strategy.

On January 29, 2008, Council approved the creation of a new Culture Plan for Vancouver, 2008-2018.

SUMMARY

Council initiated the development of a coordinated policy framework to increase cultural tourism in Vancouver in partnership with Tourism Vancouver and leaders from the cultural and tourism sectors. It was intended that this strategy attract higher spending cultural tourists, entice the average visitor to extend the length of her or his stay, and empower cultural organizations to take advantage of significant events on the immediate horizon, such as the Juno Awards, the 2010 Winter Games, and Vancouver's 125th Anniversary Celebrations in 2011.

The Cultural Tourism Strategy proposed here was developed in close collaboration with Tourism Vancouver, who co-led the strategy development process. Reflecting the City's new Culture Plan for Vancouver, the Cultural Tourism Strategy recommends that all efforts to grow cultural tourism in our community be based around a four pronged approach that includes:

- 1) the development of a cultural brand for Vancouver, which builds on our existing strengths as a nature-based destination;
- 2) product investment, which focuses on:

- a) helping cultural organizations to become tourism market ready to ensure a top rate visitor experience, and
- b) investing in unique and authentic cultural products and experiences that are visitor-focused, which build on the enhanced cultural brand, and which tell a unique story about Vancouver's cultural community;
- 3) coordinated marketing initiatives that are geared toward real and potential visitor audiences; and
- 4) increased cultural engagement strategies and initiatives that drive local and visitor participation in cultural events, offerings, and activities, while raising the profile of the sector.

These strategies aim to provide long-term, sustainable benefits to visitors, residents and local businesses, the cultural community, and the tourism sector. Just as the Cultural Tourism Strategy was developed with key stakeholders and partners of interest, the Strategy's overall implementation will be undertaken through a collaborative leadership structure that will continue to place an emphasis on partnership and collaboration.

Council's support is sought for the adoption and implementation of this Strategy, which aims to grow cultural tourism in Vancouver in time to launch a significant celebration of our city for its 125th Anniversary in 2011. The report also seeks Council's approval to enter into a cultural tourism-specific partnership with Tourism Vancouver, to finalize the collaborative leadership structure that will oversee and achieve the Strategy's goals and objectives, to approve funding allocations for the first phase of work needed to begin implementation and for the creation of a new Cultural Tourism Pilot grant Program. Finally, this report seeks Council's approval to begin the preparation of a program application for 2011 status as a Cultural Capital of Canada, for which designation and potential funding allocation would dovetail with the aims set out in the overall strategy.

BACKGROUND

On April 3, 2007, Council directed staff to create a coordinated Cultural Tourism Strategy that would maximize opportunities such as the Juno Awards, the 2010 Olympic and Paralympic Winter Games, and the City's 125th Anniversary Celebration in 2011. Indeed, with these three events on the immediate horizon, Vancouver is being given an unprecedented opportunity to feature our cultural community, to build our city's reputation as a culturally vibrant destination, and to attract increasing numbers of valuable and influential travelers.

This report and its appendices make up the Cultural Tourism Strategy, which together provide a coordinated policy framework within which Council can consider how best to support future cultural tourism objectives and initiatives.

It is also one of the four initial implementation plans to put the City's newly adopted Culture Plan 2008-2018 into action. The Cultural Tourism Strategy echoes several of the strategic themes identified in the Culture Plan, including its focus on Innovation, and Connecting People, Ideas and Communities. This strategy is literally an innovation in Canada, and is one of the very few cultural tourism strategies developed at the municipal level, in conjunction with a variety of key stakeholders, and put forth with a concrete proposal for its implementation that includes a collaborative leadership structure and financial commitment.

It also underscores the theme of Valued and Valuable by recognizing the economic importance of this sector to our economy through its effort to encourage community-based economic development. Lastly, it supports the Learning theme by encouraging collaboration and knowledge sharing between and within sectors on the topic of cultural tourism, and recommends the development of a culturally enhanced brand for our city, which will create a process whereby our community can learn more about its own identity so that we may discover how best to tell our unique stories to the world.

Over the past eight months, our community has come together and has recognized the need to increase the awareness of Vancouver as a cultural tourism destination with a strong cultural identity, and has recognized that no single organization, agency or government can accomplish this task alone. As a result, the City of Vancouver initiated and co-led the planning process in partnership with Tourism Vancouver, and with the close collaboration of a 30-member Advisory Committee consisting of leaders from both the cultural and tourism communities (See Appendix B).

The Advisory Committee undertook a SWOT analysis, reviewed example plans and the best practices of other municipalities, and considered issues and recommendations relating to the development of cultural tourism from both the cultural and tourism sectors. Through the Advisory Committee, other agencies, governments and community organizations with an interest in cultural tourism provided significant input, perspective and expertise. Draft recommendations were then presented to the general public for their comment at the Creative City Conversation Day event on May 12, 2008 where the public's feedback was documented. Support for the strategy has been strong, and the 39 written feedback forms from the general public reflected an overall positive response to the Strategy's four recommendations (see Appendix E).

The strategy outlined here (and detailed in Appendix A) proposes a four pronged approach to growing cultural tourism in our community, and to building on our existing strengths in order to attract valuable cultural travelers. Currently, without any form of coordinated strategy to promote its cultural offerings to visitors, Vancouver is in a very strong position: over half of all pleasure travellers attend one or more cultural activities while visiting Vancouver. In addition, Vancouver boasts the highest proportion of visitors who partake in cultural events and attractions than in any other Canadian city (see Appendix D). And in keeping with global statistics, these cultural visitors spend more and stay longer than the average traveler to Vancouver, and are therefore a valuable market segment. This is an excellent platform from which to start a concerted and collaborative effort to increase cultural tourism in Vancouver, considering that the World Tourism Organization estimates that cultural tourism accounts for 37% of world travel and is growing at a rate of 15% per year.

The aim of this strategy is to therefore build upon this important growth area through continued collaboration between cultural and tourism sector partners by way of a proposed collaborative leadership structure that will be described below. With the global spotlight on Vancouver in the lead up to and during the 2010 Winter Games, this strategy aims to leverage opportunities to cultivate the following long-term, sustainable benefits for both the cultural and tourism sectors, in addition to the city's visitors and individual residents.

| Stakeholders | Benefits of a Coordinated Cultural Tourism Strategy |
|----------------------|--|
| Tourism Sector | <ul style="list-style-type: none"> • Support for the Province in meeting its goal to double tourism revenues by 2015 in an environmentally sustainable way by creating and delivering cultural experiences that encourage visitors to extend the length of their stays. • Increased interest in Vancouver as a destination overall. • Creation of a 365-day destination and increased revenues during Vancouver’s shoulder and low seasons. • Increased array of product offerings that add depth and value to the destination brand. • Increased partnerships and collaborations between cultural and tourism sectors that maximize benefits for a variety of partners and minimize duplication of services. |
| Cultural Sector | <ul style="list-style-type: none"> • Increased awareness of the sector as a whole and its economic importance. • Stronger ticket sales and increased audience sizes. • Diversified sources of earned revenue. • Opportunities to build organizational capacity and/or to create efficiencies for certain business functions (i.e. marketing, ticket sales). • Increased investment in cultural infrastructure and resources. • Increased partnerships and collaborations between cultural and tourism sectors that maximize benefits and minimize duplication of services. • Increased access to a wider variety of markets, including long-haul and international markets. |
| Visitors | <ul style="list-style-type: none"> • An enhanced visitor-focused travel experience, including greater ease in accessing information, trip planning, etc. • Increased opportunities to participate in authentic, engaging and exciting cultural experiences that accurately reflect the changing interests and needs of visitor audiences (i.e. the move towards experiential or “hands-on” travel experiences). • Increased awareness of cultural events for the large proportion of travellers visiting friends and relatives. |
| Residents/Businesses | <ul style="list-style-type: none"> • Increased awareness of, and access to, cultural events. • Increased sense of community pride. • Improved infrastructure, increased health and sustainability of the sector, leading to better cultural experiences. • Increased economic benefits arising from an increase in tourism overall. |

This report sets out a strategy for increasing cultural tourism within Vancouver – and from Vancouver as a gateway to the rest of British Columbia – through partnerships between the

tourism and cultural sectors and the Provincial and Federal governments to strategically build, brand, promote, develop and deliver cultural offerings that create an exceptional visitor experience.

DISCUSSION

Vancouver is a vibrant and creative city set within a spectacular natural environment. It has a rich and innovative cultural sector with one of the highest concentrations of artists in the country, and citizens who proudly refer to Vancouver's frequent ranking as one of world's most liveable cities.

However, in today's globalized economy, cities must reinvent their identities to position themselves as the most unique, fulfilling and innovative places in which to live, travel and invest. As a result, Vancouver must compete with other cities around the globe, which are promoting themselves as cultural hubs and as cultural tourism destinations, and with other Pacific Coast gateway cities that are aggressively pursuing lucrative tourism markets, new business and investment.

The Cultural Tourism Strategy is one component piece of larger efforts to achieve sustainable and long term community-focused economic development. As a result, it is focused on increasing Vancouver's tourism revenues and on increasing tourist audiences while reducing the frequency of trips and greenhouse gas emissions by:

- Attracting higher-yield cultural tourists, and by
- Utilizing Vancouver's vast cultural resources to encourage the average visitor to extend the length of her or his stay.

This strategy embraces the full spectrum of potential 'cultural travellers' from those higher-yield travellers primarily motivated to visit Vancouver for its culture to the larger group of individuals who choose Vancouver as a destination because of its scenic beauty and proximity to nature, but who participate in cultural activities and experiences while on their travels, especially if they are easily accessible and top-of-mind.

Recognizing that travellers think of 'Vancouver' as a destination and are unaware of jurisdictional divides, the strategy encourages and supports the development of an enabling environment for cultural tourism that strengthens the destination as a whole and positions Vancouver as a gateway to the Pacific and to the rest of the Province.

The Plan

The Plan, outlined in detail in Appendix A, sets out a vision, mission and four interrelated strategies to strategically address current gaps, while maximizing Vancouver's existing strengths and resources to achieve the goal of increasing cultural tourism.

Vision

By 2015, Vancouver will be recognized as a premier, four season destination that offers locals and visitors exceptional cultural experiences within a spectacular natural setting.

Mission

This strategy will enhance Vancouver's perception as a vibrant creative city, building on the strength of the existing Vancouver destination brand. It focuses on increasing the number of cultural tourists, the length of visitors' stays, and visitors' active participation in cultural activities.

Strategy 1 - Branding

The Advisory Committee identified the need to change current and limited perceptions of Vancouver – from a solely nature-based destination to a cultural tourism destination – as a top priority. It was noted that rather than develop a new and distinct cultural brand, that Vancouver should build on its existing nature-based strength, and grow excitement about the city's rich cultural resources by enhancing the cultural component of its existing brand, and by hiring a branding expert to shape that image.

The goal of this first strategy is therefore to develop a unique identity for Vancouver that will help to differentiate our city from other destinations, and will tell a unique and authentic story about Vancouver's cultural community and sector as a whole. The focus of this theme is not to merely create a tagline, logo, slogan, or pitch, but to identify the differentiating characteristics of Vancouver's cultural sector that set our city apart from our competitors. The brand is therefore a story about our community that promises an exceptional and unique experience, and creates an emotional connection in the minds of our real and potential visitors.

The brand must therefore focus on a demand-side or visitor-based approach that places market research at its centre. To remain true to the community and ensure that an authentic message or experience is promised to all, the brand development process should draw from an inventory of Vancouver's existing cultural experiences and attractions, which provides a comprehensive understanding of what our community currently has to offer.

Strategy 2 - Product Investment

After the cultural brand is activated, forges an emotional connection to visitors, and motivates them to choose Vancouver as a travel destination, it is vital that the city's cultural experiences and infrastructure meet the needs and expectations of our visitors. As a result, Strategy 2 focuses on the strategic investment in Vancouver's cultural products and experiences in order to deliver on the promise made by the brand.

Strategy 2(a) recognizes the need to ensure a top quality visitor experience, and aims to help cultural organizations to develop the capacity to proactively address the unique needs of visitor audiences. In order to help facilitate the tourism market readiness of cultural organizations, the implementation of this strategy will be focused on increasing knowledge sharing opportunities, on creating tools and resources tailored to the unique needs of cultural organizations, and opportunities for ongoing communications, learning and dialogue between organizations from both sectors.

Strategy 2(b) recognizes the need to enhance/invest in existing cultural products and experiences with tourism potential that build on or match the brand. It also acknowledges the likely need to invest in new cultural offerings that strategically fill a gap, or respond to an emerging tourism opportunity or trend identified by the cultural and/or tourism sectors (such as

the opportunity to create new collaborative projects that drive attendance and participation in the shoulder and low seasons, or which respond to the increasing demand for experiential or hands-on participatory experiences).

Strategy 3 - Marketing

To increase interest in Vancouver as a tourism destination, Strategy 3 focuses on creating a coordinated effort to activate Vancouver's cultural brand through marketing efforts, which promote the city's range of cultural experiences to actual and potential visitors. It identifies the need for creative packaging and special promotions, as well as marketing campaigns geared towards travel consumers in their home markets. In conjunction with Strategy 4, it also addresses the need to improve the way in which information is delivered to visitors while they are in Vancouver.

This strategy also acknowledges the importance of working with partners to educate local travel influencers, such as travel media, concierges and taxi drivers, about Vancouver's cultural experiences. It identifies the need for ongoing collaboration and information sharing, the need to identify existing tourism marketing resources that can be utilized for cultural tourism purposes, and the need to create an easily accessible electronic clearinghouse of information that can serve as a planning and profile raising tool.

As this strategy identifies the need to market Vancouver's diverse range of cultural products to a range of audiences, it therefore also stresses the importance of basing all marketing and promotions on sound market research, and of creating performance measures that can evaluate results.

Strategy 4 - Engagement and Participation

The fourth and final strategy acknowledges that authentic cultural tourism experiences are those that also engage and enliven our local audiences. As we invest in the enhancement of existing cultural events and attractions and plan to support new ones, Strategy 4 recognizes the importance of driving both visitor and local participation in cultural events to ensure the authenticity and long term sustainability of our community.

In addition, the engagement and participation within and between cultural and tourism organizations is a key component of this strategy as a whole, but is reinforced within Strategy 4. For example, the strategy calls for the development of lasting opportunities for the cultural community to learn more about tourism industry practices, and to become a significant voice within the sector. Likewise, the strategy recommends the development of programs, partnerships and products that create opportunities for tourism organizations to learn about cultural groups, their unique needs, resources, and range of experiences so that both sectors can develop a common lexicon.

IMPLEMENTATION

Partnership with Tourism Vancouver

Tourism Vancouver played an instrumental role throughout the development of the Cultural Tourism Strategy, acting as a co-leader and voice of Vancouver's tourism sector. In order to

implement the recommendations proposed as part of this Strategy, Council's direction is sought to authorize staff to enter into a renewed partnership with Tourism Vancouver, starting in 2008 and lasting up to the end of 2011, to focus on a joint leadership role to specifically promote cultural tourism along with other partners of interest. This partnership would be focused on achieving our shared goal of developing an enhanced cultural brand, shaping Vancouver as a cultural tourism destination, and forging a legacy after the Games by launching an enhanced cultural identity for the city in time to leverage activities surrounding Vancouver's 125th anniversary celebrations in 2011.

It is intended that City staff would work with Tourism Vancouver to create a successful application to the Department of Canadian Heritage for designation as a "Cultural Capital of Canada" (program discussed below), and that both entities would collaborate in conjunction with community partners to develop programming and oversee any activities that would be part of the events and activities supporting that designation.

Overarching Leadership Structure and Ongoing Community Input

The four key areas identified in this strategy will shape our city as a cultural tourism destination and will ultimately help to forge a legacy after the Games and be timed to launch Vancouver's 125th anniversary celebrations in 2011.

To direct and oversee the implementation of the strategies and actions proposed here, this strategy recommends the creation of a collaborative, multi-partner leadership structure, led by a Steering Committee and elected chairperson. The Steering Committee, in turn, will be informed by the work and guidance of specialist sub committees (Appendix F provides an illustration outlining the proposed leadership structure and includes criteria for Steering Committee Membership). Participation at all levels will continue to reflect a diversity of members representing both the cultural and tourism communities, who will work collaboratively to identify new opportunities while also implementing the strategies proposed here.

Pilot Cultural Tourism Grant Program

Recommendation D seeks Council's approval to allocate \$600,000 to a new "Cultural Tourism Product Investment Grant Program", to be awarded over three years (2009 - 2011) in \$200,000 instalments, source of funds to be the unallocated portion of the 2008 Cultural Budget. The Grant program is intended to support cultural initiatives that match the new brand, that leverage support from other funders, that have significant measurable tourism impacts and that involve cultural and tourism sector partnerships. Staff will report back with detailed program objectives, criteria and guidelines in early 2009.

Cultural Capitals of Canada Application and Funding for 2011

In April 2008, Council directed staff to review and report back "in the context of the Cultural Tourism Strategy with potential funding implementation partners and in particular potential funding support for the City's 125th Anniversary celebration through the Federal Government of Canada's Cultural Capitals of Canada program."

The Cultural Capitals of Canada initiative was launched in 2002 as a competitive national program organized by the Department of Canadian Heritage. It is designed to recognize excellence in municipal cultural development and planning. The designation raises awareness

and creates visibility for local cultural communities and currently offers a contribution of up to \$2 million to successful municipalities to support special activities that celebrate the arts and culture and build a cultural legacy.

In 2003, Vancouver was named the first “Cultural Capital of Canada” in recognition of excellence in cultural planning. At the time of this inaugural designation a maximum contribution of \$500,000 was awarded, subject to matching municipal funding.

The City of Vancouver is eligible to re-apply for this annual program. The program has been revised and now provides for 75% of total eligible costs up to a maximum of \$2 million. The next intake will be seeking applications to designate municipalities for the year 2011, which is Vancouver’s 125th Anniversary year. The exact deadline for the next intake has not yet been set, but subject to Council approval of Recommendation F, staff will be able to begin preparing for the application.

The opportunity to apply for this designation and its accompanying \$2 million award meshes well with the Cultural Tourism Strategy outlined in this report. The Strategy lays out a plan to grow cultural tourism in our community over a three and a half year period and to work collaboratively with tourism sector partners. Its goal is to empower the cultural community so that it is poised to use the attention focused on Vancouver during the Junos and Winter Games as a springboard into our 125th Anniversary in 2011 and beyond. Designation as a Cultural Capital of Canada would provide Vancouver with significant resources to carry out our celebrations. Moreover, it would come after the initial implementation of this strategy, meaning that cultural organizations will have had extensive opportunities to develop their capacity to increase, and to properly connect to, tourist audiences. Should Vancouver be successful in receiving a designation as a Cultural Capital, staff would report back to Council with a budget, implementation plan, and leadership/partnership structure outlining the City’s involvement in implementation in conjunction with other partners.

FINANCIAL IMPLICATIONS

On February 27, 2007, Council put forward and approved an increase of \$300,000 to the 2007 Operating Budget with the intent that these funds be used as leverage with other agencies and funders to support cultural tourism initiatives in Vancouver.

On April 3, 2007, (RTS # 6634) staff reported back with the plan to develop a coordinated Cultural Tourism Strategy at a cost of \$65,000. Council approved this recommendation. Council also approved an additional allocation of \$300,000 each year for four years, starting in 2008, to leverage support from other agencies and funders, and in conjunction with the arts and cultural community, to implement the cultural tourism strategy and take full advantage of future cultural tourism opportunities following the framework laid out by the plan.

On April 5, 2007, in the context of supporting cultural tourism, Council approved a grant totalling \$350,000 to the Pacific Music Industry Association for the 2009 Juno Awards (RTS # 6642), conditional on matching funds from other sources. Council approved the grant allocation in three instalments - \$100,000 in 2007, \$150,000 in 2008, and \$100,000 in 2009, source of funds to be the cultural tourism funding increases allocated by Council and noted above. In recognition of the many positive social, cultural, and economic benefits of cultural tourism, Council therefore approved a total of \$1.5 million to support cultural tourism in our community.

Staff have provided an overview of the proposed initial budget and work plan in Appendix G, a work plan/timeline in Appendix I and a detailed budget in Appendix H, which outlines the City of Vancouver's contribution toward the implementation of the Cultural Tourism Strategy.

In Recommendation C, staff seek approval to begin launching the strategy by allocating \$391,000 for the twelve months commencing July 2008, source of funding to be the previously approved Cultural Tourism Strategy budget. See Table 1 below.

Approval of \$600,000 for the Cultural Tourism Product Investment Grant Program is also being sought from Council (shown in Table 1). The source of funds would be the unallocated portion of the 2008 Cultural Budget, distributed over three years commencing in 2009.

Table 1 Funding Allocations and Sources

| Recommendation and Initiative | 2008 Requested Allocation | 2009 Requested Allocation | Total Requested Allocation | Funding Source |
|--|---------------------------|---------------------------|----------------------------|---|
| C - Branding and launch | \$45,000 | \$65,000 | \$110,000 | Cultural Tourism Strategy Budget |
| C - Economic impact assessments | \$75,000 | | \$75,000 | Cultural Tourism Strategy Budget |
| C - Cultural Tourism Symposium/ Summit | | \$50,000 | \$50,000 | Cultural Tourism Strategy Budget |
| C - Workshops, tools and resources on cultural tourism | \$15,000 | \$10,000 | \$25,000 | Cultural Tourism Strategy Budget |
| C - Collaborative marketing initiatives | | \$25,000 | \$25,000 | Cultural Tourism Strategy Budget |
| C - Engagement and participation pilot project | | \$40,000 | \$40,000 | Cultural Tourism Strategy Budget |
| C - Project management and overhead | | \$66,000 | \$66,000 | Cultural Tourism Strategy Budget |
| TOTAL RECOMMENDATION C | \$135,000 | \$256,000 | \$391,000 | |
| D - Product Investment Grant Program * | \$600,000 | | \$600,000 | Unallocated Portion of 2008 Cultural Budget |
| TOTAL RECOMMENDATIONS | \$735,000 | \$256,000 | \$991,000 | |

* \$200,000 payments distributed over three years starting in 2009

Subsequent work in years 2010-2011 for implementation of this strategy would be based on the ground work conducted in the first year, the status of which will be reported back to Council in May or June of 2009. Implementation of the strategy for 2010-2011 would be subject to Council approving an annual work plan and budget. At that time staff will also review opportunities for continuation of the strategy along with potential partners.

Staff recommend approval of the City's financial contribution above which will be used to leverage support from Tourism Vancouver and other partners, and be spent over the next three and a half years in the lead up to the Winter Games and through the City's 125th anniversary celebration through the framework set out by this strategy.

CONCLUSION

Over 50 cities in North America have recognized that cultural tourism is no longer a niche concept, but is one that has tremendous economic potential and lasting benefits. With major tourism events on the horizon, Vancouver has an unprecedented opportunity to create excitement about our community, and to build on our current success.

The four inter-related strategies proposed here, which focus on Branding, Product Investment, Marketing and increasing Awareness and Participation, aim to create long term and lasting benefits for both the cultural and tourism sectors as a whole, for individual organizations, and for visitors and local residents. This strategy lays out a comprehensive framework for going forward and for cultivating cultural tourism opportunities in our community. It proposes working collaboratively with key cultural and tourism partners, as well as other agencies and governments with an interest in cultural tourism and in broad based cultural development. It puts forth a framework that is focused on helping to enable and empower our existing cultural organizations with tourism potential, on building stronger audiences and markets, and telling Vancouver's unique story to the world.

* * * *

APPENDIX A: CULTURAL TOURISM STRATEGY VISION, MISSION, GOALS, STRATEGIES AND ACTION ITEMS

VISION

By 2015, Vancouver will be widely recognized as a premier, four season destination that offers locals and visitors exceptional cultural experiences within a spectacular natural setting.

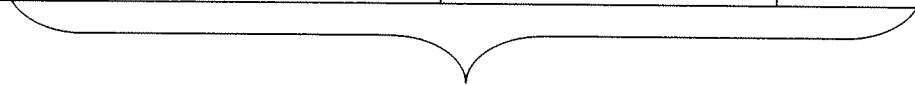


MISSION

To enhance Vancouver's perception as a vibrant creative city, building on the strength of the existing Vancouver destination brand. To focus on increasing the number of cultural tourists, the length of visitors' stays, and visitors' active participation in cultural activities.



| STRATEGY 1 | STRATEGY 2 | STRATEGY 3 | STRATEGY 4 |
|---|--|--|---|
| Branding Focus and enhance the cultural component of Vancouver's existing brand, building on its current nature-based strength. | Product Investment (a) Advance the tourism market readiness of cultural offerings and (b) Invest in new and existing cultural offerings, which match/build on the brand and have the potential to draw cultural tourists. | Marketing Launch the brand through coordinated marketing efforts that promote and raise awareness of Vancouver's cultural tourism offerings. | Engagement and Participation Drive the participation of locals and tourists by encouraging them to experience Vancouver's diverse cultural offerings. |



Enabling Factors

Collaboration
Leadership
Commitment
Communications
Infrastructure
Research and Evaluation
Education and Training
Resources

Strategy 1: Branding

Goal: Develop a distinct cultural identity for Vancouver's broad creative sector, which focuses on Vancouver as a young and creative city on the cutting edge of innovation, set amongst a spectacular natural environment, and rooted in a rich and inspiring heritage and fusion of cultures.

Strategy: Focus and enhance the cultural component of Vancouver's existing brand, building on its current nature-based strength.

Actions:

- Engage the expertise of brand development specialists to tell a multi-layered and active story about the unique Vancouver experience, which leverages our existing strengths.
- Conduct market research to identify appropriate target markets/audiences, and to identify key messages that will match those markets/audiences. Use existing market research provided by partners whenever possible.
- Create an inventory of Vancouver's existing cultural experiences and offerings to better understand our existing strengths and to inform the brand development process (note that an inventory is also listed as an action item under Strategy 2).
- Maximize the impact of the brand by keeping brand messaging aligned with, and complementary to, the brands of other partners (i.e. Tourism British Columbia, the Canadian Tourism Commission).
- Test the effectiveness of all messaging with key target markets in Canada, the United States and abroad.
- Activate the cultural component of the brand by integrating cultural imagery, messaging and market ready products and experiences into marketing and communications.
- Regularly evaluate the effectiveness and accuracy of the brand and modify it when necessary.

Strategy 2: Product Investment

Goal: Develop and support cultural experiences that exemplify Vancouver's cultural identity and unique character, and which directly relate to the City's core cultural values of Creativity, Excellence, Diversity, Openness and Accessibility. Ensure that these products are market ready, while also poised to leverage Vancouver's competitive advantages around key growth markets.

Strategy: **2(a)** Advance the tourism market readiness of cultural offerings and **2(b)** Invest in existing and new cultural offerings, which match/build on the brand and have the potential to draw cultural tourists.

Actions:

- Evaluate Vancouver's cultural offerings through the creation of an inventory: identify products that have the potential to build on the new culturally enhanced brand, and assess the tourism market readiness of Vancouver's offerings. (Note that the inventory will also inform the branding exercise, and should also be used as a basis for marketing and benchmarking/evaluation purposes.)
- Work with partners to develop tourism market readiness guidelines, programs, workshops and support in order to bring new and existing cultural products to a high and consistent tourism-ready standard.
- Hold a symposium in early 2009 to formally bring the cultural and tourism communities together to learn about: cultural tourism in other successful cities and in the Vancouver context; tourism market readiness standards and educational tools; tourism marketing resources, networking opportunities, etc.
- Invest in the development of new and existing cultural products, events and infrastructure that have demonstrated the ability to draw tourist audiences by providing resources to build their long term capacity. For example, develop/invest in ancillary events/attraction that can add volume to existing festivals and increase their tourism appeal.
- Prioritize investment in cultural experiences within Vancouver's shoulder and low seasons to mitigate the effects of seasonality.
- Encourage innovation: support the development of new products that are the result of collaboration, which profile the new media sector, use new and cutting edge technology, and which explore the potential of arts and cultural events in spectacular natural settings.
- Regularly evaluate the range and effectiveness of cultural tourism experiences to ensure that they match the needs and expectations of target audiences.

Strategy 3: Marketing

Goal: Reach all actual and potential visitors by raising awareness of Vancouver as a unique destination, and by driving visitor attendance in Vancouver's wide spectrum of cultural activities.

Strategy: Launch the brand through coordinated marketing efforts that promote and raise awareness of Vancouver's cultural tourism offerings.

Actions:

- Develop research-driven marketing programs that create interest in Vancouver's cultural offerings, stimulate increased spending, and encourage longer tourist visits.
- Develop effective and easily accessible ways to deliver information about local events directly to potential travellers, including a website portal and up-to-date cultural calendar that serves as a promotional and profile raising tool, as well as a central clearinghouse for information.
- Identify partnerships and resources to help cultural organizations to develop their tourism marketing capacity.
- Leverage the marketing efforts of other key tourism marketing organizations such as Tourism Vancouver, Tourism BC and the Canadian Tourism Commission. For example, ensure that the Tickets Tonight resource is utilized to its full potential, and that cultural organizations are listed in Tourism BC's 'Hello BC' collateral, which reaches an estimated 7 million consumers annually.
- Create programs and marketing collateral designed to educate and inform key tourism influencers about cultural offerings through tour guide training, concierge education, enhancing the taxi host program, etc.
- Attract and cultivate the long-term benefits of significant existing, new and one-time events that attract cultural tourists. Leverage those events for cultural tourism purposes by creating relevant packages, and by engaging in collaborative marketing efforts and cross promotional activities.
- Coordinate the exhibition schedules and content of partner organizations to create a critical mass of exhibitions.
- Apply metrics to evaluate all marketing efforts and change those efforts to best respond to market demand.

Strategy 4: Engagement and Participation

Goal: Make Vancouver's unique cultural offerings a memorable part of every visitor's experience. Encourage Vancouverites to become proud ambassadors of the creativity, quality, and international reputation of our city's cultural sector, and its position as a cultural tourism destination.

Strategy: Drive the participation of locals and tourists by encouraging them to experience Vancouver's diverse cultural experiences.

Actions:

- Create a pilot project/themed promotion such as the "Be a tourist in your own hometown" or "Night Out" campaign (modeled on the "Dine Out" program offered by Tourism Vancouver) to encourage residents to experience and participate in Vancouver's cultural offerings.
- Create a "Your Vancouver" campaign that fosters participation by encouraging residents to share their favourite cultural experiences.
- Develop a promotional campaign that raises awareness of the city's cultural precincts and clusters through the use of banners, transit shelter advertising, wayfinding signage, etc.
- Recruit high profile influencers and personalities to become designated "Cultural Champions" of the cultural sector.
- Create regular networking and learning opportunities as well as workshops and formal communications channels for cultural and tourism partners to increase understanding between both sectors, to foster collaboration, and to create platforms for problem solving and innovation.
- Create a board match program that enables cultural and tourism organizations to benefit from the specific expertise of practitioners in each sector.

APPENDIX B: CULTURAL TOURISM STRATEGY ADVISORY COMMITTEE MEMBERS

Co-Leads: Rick Antonson, President & CEO, Tourism Vancouver
Sue Harvey, Managing Director, Cultural Services, City of Vancouver

- 1) Paula Amos, Executive Director, The Aboriginal Tourism Association of BC
- 2) Councillor Elizabeth Ball, City of Vancouver
- 3) Robert Barr, General Manager, Bard on the Beach Shakespeare Festival
- 4) Lori Baxter, Director of ArtsNow, 2010 LegaciesNow
- 5) John Boychuk, Board Chair, Vancouver Pride Society/Pride Festival
- 6) Barbara Chirinos, Managing Director, Vancouver Folk Music Festival
- 7) Gisele Danis, Executive Director, Global Brand Integration, Product Innovation and Enhancement, The Canadian Tourism Commission
- 8) Bob D'Eith, Executive Director, Music BC
- 9) Kathy Gibler, Executive Director, Dr. Sun Yat Sen Classical Chinese Gardens
- 10) Suki Grewal, President, Board of Directors, Sawan Mela Festival/South Asian Family Association
- 11) Philip Heard, CEO, Vancouver Economic Development Commission
- 12) Andrea Henning, Executive Director, Arts & Culture Branch, BC Ministry of Tourism, Sport and the Arts
- 13) Diamond Karim, General Manager, Granville Island Hotel
- 14) Heather Kennedy, Marketing & Communications Manager, Festival Vancouver
- 15) Ray LeBlond, Director, Corporate Communications, Tourism British Columbia, Vancouver Office
- 16) Christopher Libby, Managing Director, Vancouver Opera
- 17) Lise Magee, Director of Public Relations, The Listel Hotel
- 18) Bernard Magnan, Chief Economist/Assistant Managing Director, Vancouver Board of Trade
- 19) Mary Mahon Jones, On behalf of the Council of Tourism Associations of BC
- 20) Jane Milner, Assistant Deputy Minister, BC Ministry of Tourism, Sport and the Arts
- 21) Rich Newirth, Co-Director, Office of Cultural Affairs, City of Vancouver
- 22) Anthony Shelton, Director, UBC Museum of Anthropology
- 23) Graham Simpson, VP-Western Canada, Ticketmaster Canada Ltd.
- 24) Lino Siracusa, Director, Granville Island
- 25) Julie Smith, Executive Director, Coastal Jazz and Blues Society
- 26) Dana Sullivant, Director of Marketing and Communications, Vancouver Art Gallery
- 27) Diane Switzer, Executive Director, Vancouver Heritage Foundation
- 28) Kari Kylo, Managing Director, Vancouver Fireworks Festival Society/
Celebration of Lights
- 29) Andrew Wilhelm-Boyles, Executive Director, Alliance for Arts and Culture
- 30) Peter Williams, Director, Simon Fraser University, Centre for Tourism Policy and Research
- 31) Gary Wyatt, Co-Director, Spirit Wrestler Gallery

Co-Managers:

Annie Burkes, Cultural Planner, Office of Cultural Affairs, City of Vancouver
Sarah Kirby Yung, Director of Marketing and Corporate Sponsorship, Tourism Vancouver

APPENDIX C: CULTURAL TOURISM STRATEGY OBJECTIVES

Outcome Objectives

- 1) Create a common understanding of the benefits and opportunities of cultural tourism;
- 2) Attract new audiences and increase the number of cultural tourists visiting Vancouver;
- 3) Raise the profile of the cultural sector for local residents and visitors;
- 4) Build upon all existing efforts to promote Vancouver as a cultural destination;
- 5) Create opportunities to generate economic activity through cultural tourism, which benefits a range of partners;
- 6) Foster partnerships with other levels of government, agencies and organizations that build on the strength of each member;
- 7) Increase collaboration between and within the culture and tourism sectors;
- 8) Position Vancouver as the orientation gateway to the cultural riches of the province;

Process Objectives:

- 9) Examine Vancouver's current cultural infrastructure and cultural tourism capacity;
- 10) Identify possible implementation strategies to realize the benefits of cultural tourism;
- 11) Reflect the five strategic directions identified in the City of Vancouver's Culture Plan (Innovation, Learning, Connecting People, Ideas & Communities, Neighbourhoods, Valued and Valuable).

APPENDIX D: DEFINITIONS, CURRENT VANCOUVER BENCHMARKS AND TRAVEL TRENDS

1) Definitions of Cultural Tourism

For the purpose of this strategy, the following definition of cultural tourism created by the *Canadian Tourism Commission* has been used:

Culture and heritage tourism occurs when participation in a cultural or heritage activity is a significant factor for traveling.

This could include participation in one or more of the following activities, which form the basis of the *Statistics Canada* definition of cultural tourism:

- attending a festival, fair or exhibition;
- attending cultural events/performances;
- attending Aboriginal/native cultural events;
- visiting a museum or art gallery;
- visiting a nature park or an historical site;
- visiting a zoo, aquarium or botanical garden;
- visiting a theme or amusement park;
- site seeing; and
- bird-watching or observing wildlife.

2) A Profile of Vancouver's Current Cultural Visitors

- Of Vancouver's 8.53 million overnight visitors in 2004, 4.29 million, or just over 50% participated in cultural activities as defined by the Statistics Canada Definition (see above).
- Cultural visitors are higher yield travellers, and spent an average of \$559.50 per person per trip, or \$71.22 more when compared to the \$488.28 spent on average per trip by all overnight visitors.
- On average, Cultural Visitors stayed in Vancouver for 4.88 nights in 2004, 0.52 nights longer than all overnight visitors.
- The majority of overnight Cultural Visitors (75.52%) travelled in parties of adults only.
- A slightly higher proportion of Cultural Visitors originated from The United States (39%) than from Canada (33%), and International origins (27.91%)

Sources: Statistics Canada, *Tourism in Canadian Cities, A Statistical Outlook, 2004*, *Tourism Vancouver's Visitor Volume Model*, PricewaterhouseCoopers.

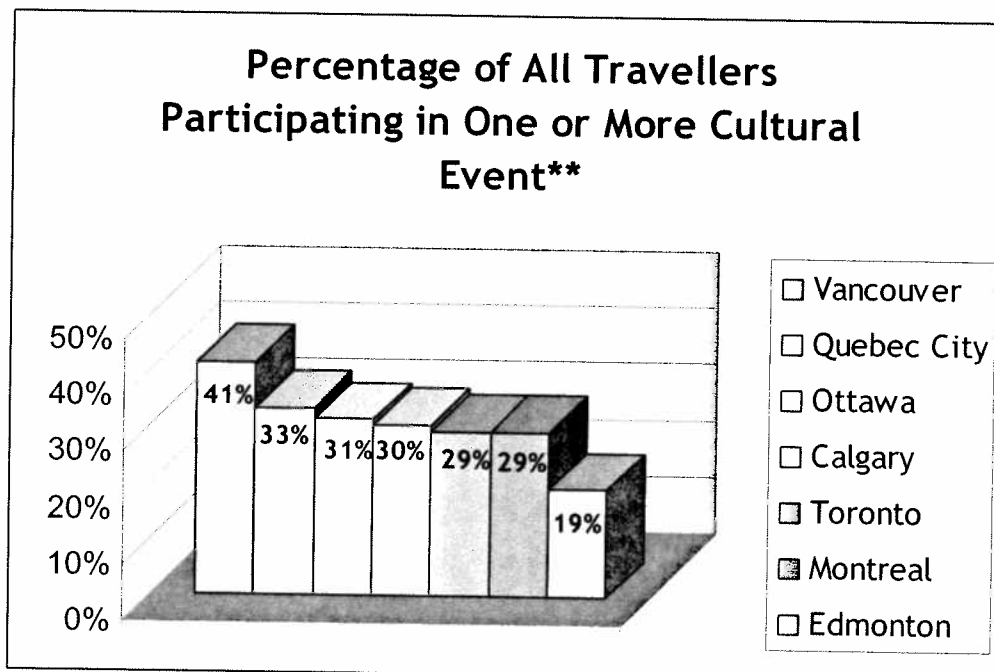
3) Vancouver's Current Top Ten Visitor Trip Activities:

| TRIP ACTIVITIES (TOP TEN) : | All Pleasure Visitors | All Business Visitors | All Cultural Visitors |
|--|-----------------------|-----------------------|-----------------------|
| GO SHOPPING | 78.99% | 47.43% | 83.96% |
| GO SIGHTSEEING | 81.76% | 40.71% | 84.75% |
| VISIT FRIENDS OR RELATIVES | 36.88% | 30.93% | 51.00% |
| ATTEND OTHER CULTURAL EVENTS | 56.57% | 24.57% | 81.23% |
| VISIT A NAT'L OR PROV. NATURE PARK | 49.94% | 18.34% | 56.98% |
| PARTICIPATE IN SPORTS/OUTDOOR ACTIVITIES | 29.89% | 19.80% | 33.67% |
| VISIT AN HISTORIC SITE | 40.38% | 12.96% | 53.50% |
| GO TO A BAR OR NIGHTCLUB | 25.19% | 26.41% | 27.58% |
| ATTEND A FESTIVAL OR FAIR | 9.72% | 6.72% | 18.05% |
| ATTEND SPORTS EVENTS | 8.16% | 3.06% | 8.40% |

“Attend Other Cultural Events” = Plays, concerts, etc.; visit a zoo, aquarium, botanical garden; attend aboriginal/native cultural event; visit a museum or art gallery. (Source: Statistics Canada, Tourism in Canadian Cities: A Statistical Outlook, 2004)

4) Visitor participation in cultural events in Vancouver compared to other Canadian cities

- The following table illustrates that Vancouver attracts the highest proportion of overnight visitors who participate in cultural events when compared to other Canadian cities.



** 'Cultural Events' include: plays, concerts, etc.; visit a zoo or botanical garden; attend aboriginal/native cultural event; visit a museum or art gallery. 'All travellers' includes Pleasure travellers, Business travellers, and travellers Visiting Friends and Relatives. Source: *Tourism in Canadian Cities: A Statistical Outlook*, Statistics Canada, 2004, compiled by Tourism Montreal.

5) Potential Market Share and BC's Appeal to Active American Cultural Travellers:

- According to the World Tourism Organization, cultural tourism accounts for 37% of world travel, and is growing at a rate of 15% a year.
- The potential market for Canadian cultural tourism is large and growing. In 2001, it was estimated that the potential market in the United States is 26.3 million people, and that the domestic market is an estimated 14 million people. (Source: TAMS Culture and Entertainment Segmentation Report, 2001).
- U.S. Pleasure Travelers are much more likely to have participated in a greater number of culture and entertainment activities (10 on average) than in outdoor activities (3.6 on average) while on trips.
 - Of all American pleasure travelers, a total of 28%, or 62.6 million U.S. adults, participated in eleven or more culture and entertainment activities while traveling.
 - Interestingly, according to research into the travel motivations and behaviours of American travelers, there is a very strong correlation between the appeal of British Columbia as a destination and the number of culture and entertainment activities experienced while on trips. In 2006, BC ranked highest in its appeal when compared to other Canadian provinces and territories for American travelers who had participated in eleven or more culture and entertainment activities while on recent trips.

Source: Travel Activities and Motivation Survey, U.S. Travel Market Culture and Entertainment Activities While on Trips or One or More Nights Overview Report, September 22, 2007.

6) Overview of key trends affecting the tourism industry in British Columbia

These include increasing visitor demand for:

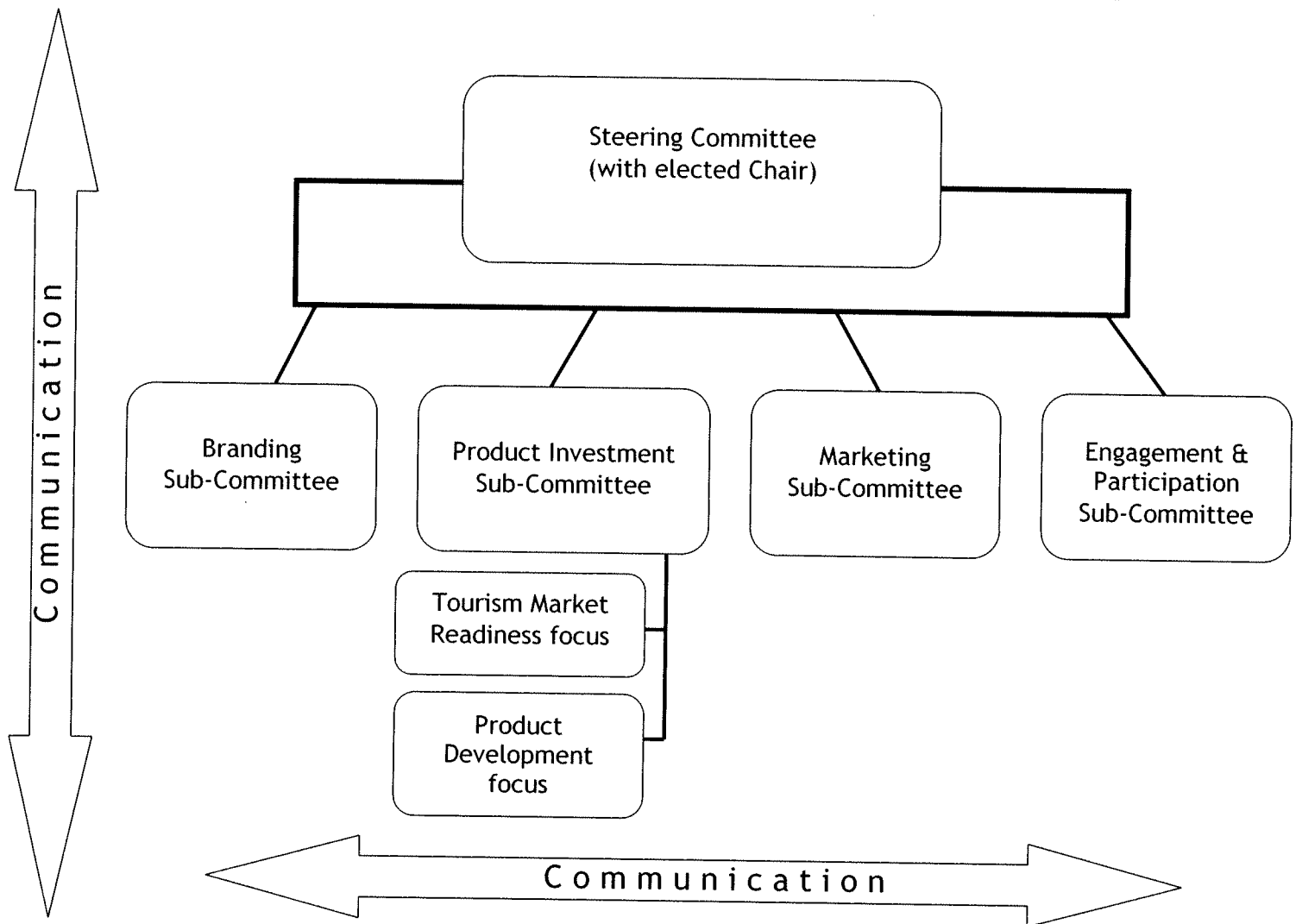
- Shorter “get-away” vacations;
- Good value for money and the ability to get “a deal”;
- High quality tourism products and services;
- Enriching, authentic and engaging travel experiences;
- Destinations that are safe, clean and green;
- Convenient transportation to and within destinations;
- Easily accessible information for last minute trip planning; and,
- The ability to use the internet as a research, planning and booking tool.

Adapted from “British Columbia Tourism Growth Framework: Part 1: Tourism Industry Snapshot”, Province of British Columbia, 2001, from *Langley Cultural Tourism Economic Impact Study*, September 2003.

Appendix E:
Review of Feedback Forms from the Creative City Conversation Day event, May 12, 2008

| Topic Area: | Cultural Tourism n=39 | Do Not Support 1 | 2 | 3 | 4 | 5 | Strongly Support | Total Support 4&5 combined | Omitted |
|---|--------------------------|---------------------|----|-----|-----|-----|------------------|-------------------------------|---------|
| Recommendations | | | | | | | | | |
| Strategy 1 - Enhance the cultural component of the city's existing brand | | 3% | 0% | 5% | 21% | 62% | 83% | 10% | |
| Strategy 2 - Develop tourism-ready cultural offerings that build on the brand | | 13% | 3% | 10% | 15% | 44% | 59% | 15% | |
| Strategy 3 - Create coordinated marketing initiatives | | 13% | 0% | 13% | 8% | 54% | 62% | 13% | |
| Strategy 4 - Encourage cultural engagement and participation | | 8% | 0% | 8% | 3% | 77% | 80% | 5% | |

APPENDIX F: CULTURAL TOURISM STRATEGY IMPLEMENTATION - PROPOSED LEADERSHIP STRUCTURE



Criteria for Steering Committee Membership:

The inter-disciplinary and multi-sector Advisory Committee that developed this strategy advised that future Steering Committee members should have a majority of the following characteristics:

- be existing leaders
- are content experts, or can easily access content experts
- are properly resourced, or have access to necessary resources (e.g., people, staff time, infrastructure)
- act as connectors/ have existing relationships and networks, including those across the province of British Columbia
- are influencers/decision makers
- have funding capacity

2008-2011 Work Plan and Budget

The attached budget outlines how funds will be allocated from the remainder of 2008 through to the end of 2011, in conjunction with other partners and using the City's funding as leverage wherever possible. The budget provides cost estimates for the following actions and programs:

- The Branding and Launch will involve 1) hiring a branding expert to build on Vancouver's current brand, and 2) the development of up-to-date marketing and communications collateral over the following three years to effectively sustain and service the brand.
- An economic impact analysis of the city's current cultural tourism-oriented offerings that will act as an essential preparatory resource, and establish a benchmark against which future success can be measured. An upfront investment in the development of this analysis at a cost of \$75,000 is proposed for 2008, and funds are budgeted for subsequent years in order to gather information and update the initial assessment and analysis.
- Funds for Education and Training have been budgeted to support the creation of a Cultural Tourism Symposium/Summit that will provide Vancouver's cultural and tourism communities with the opportunity to network, collaborate, and hear from renowned leaders in the field of cultural tourism. Possible hands-on workshops might include sessions on tourism marketing, packaging, audience research, tourism-specific customer service standards or cultural tourism product development. It is also intended that workshops, tools and resources on cultural tourism be developed on an ongoing basis, and, as a result, yearly allocations for the development of these tools and resources have been budgeted for.
- Funds budgeted for Marketing initiatives will include the development of coordinated and collaborative marketing campaigns that are designed around the newly enhanced brand, and which will be ready for the brand's launch in the winter of 2010.
- Staff also recommend the creation of a new Cultural Tourism Product Investment Grant Program that directly responds to the need for product investment and development, which is the second strategy outlined in this report. The Grant would provide up to \$200,000 in each of 2009, 2010, and 2011, source of funds to be the unallocated portion of the 2008 Cultural Budget. This proposed Grant program is intended to support cultural initiatives that match the new brand, that leverage support from other funders, that have significant measurable tourism impacts and that involve cultural and tourism sector partnerships. Staff will report back with detailed program objectives, criteria and guidelines in early 2009.
- Resources for project management and staff support will be required for the implementation of these initiatives and actions. \$290,000 has been budgeted for project management for the combined years 2009-2011 inclusive. Each and every one

of the strategy's recommended actions will be completed and supported by a range of cultural and tourism sector partners. The amount budgeted for project management between 2009-2011 lists only the City of Vancouver's contributions, but this amount will be increased through partnerships and in-kind support.

Appendix H: Cultural Tourism Strategy - City's Contribution

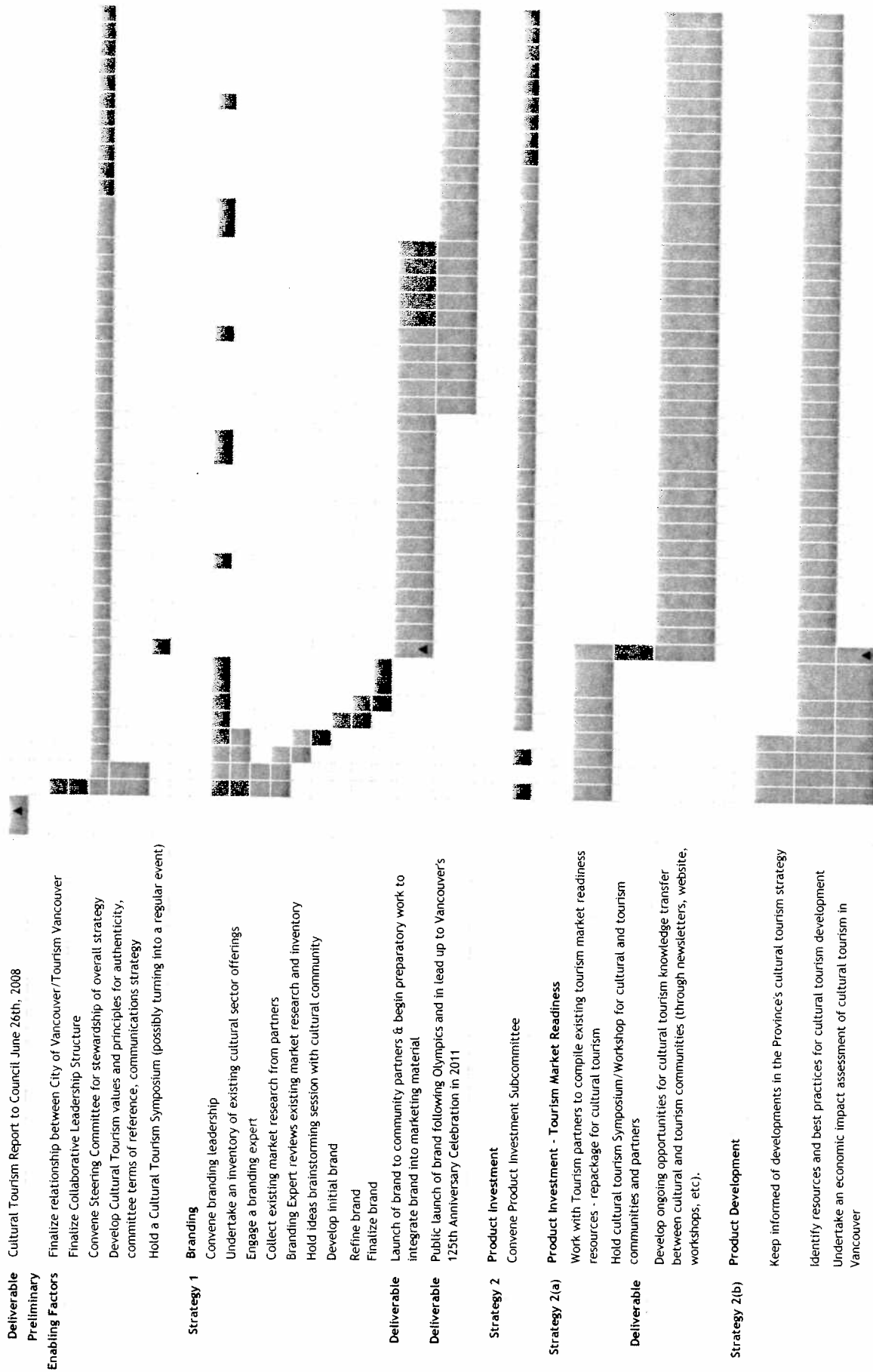
The cost estimates below indicate the City's contribution of leverage funding (except for the Cultural Tourism Product Investment Grant Program and the Juno Awards allocations which will be wholly funded by the City of Vancouver).

| | Subtotal | 2007 | 2008 | 2009 | 2010 | 2011 |
|---|--------------------|------------------|------------------|------------------|------------------|------------------|
| Branding & Launch | 175,000 | | 45,000 | 65,000 | 35,000 | 30,000 |
| Economic Impact Assessments | 105,000 | | 75,000 | 10,000 | 10,000 | 10,000 |
| Product Investment | | | | | | |
| 2(a) Tourism Market Readiness Education & Training | | | | | | |
| · Cultural Tourism Symposium/Summit | 50,000 | | | 50,000 | | |
| · Workshops, toolkit/resource development, etc. | 55,000 | | 15,000 | 15,000 | 15,000 | 10,000 |
| 2(b) Product Development | | | | | | |
| · Juno Awards | 350,000 | 100,000 | 150,000 | 100,000 | | |
| · Cultural Tourism Product Investment Grant Program | 600,000 | | | 200,000 | 200,000 | 200,000 |
| · Product Development Initiatives | 210,000 | | | 70,000 | 70,000 | 70,000 |
| Collaborative Marketing initiatives that match Branding | 195,000 | | | 70,000 | 65,000 | 60,000 |
| Engagement & Participation Pilot Project (date TBD) | 70,000 | | | 40,000 | 30,000 | |
| Project Management & Overhead** | 290,000 | 20,000 | 72,000 | 66,000 | 66,000 | 66,000 |
| Total | \$2,100,000 | \$120,000 | \$357,000 | \$686,000 | \$491,000 | \$446,000 |

** Administration is under 8% of total funding for implementation between 2009 and 2011. Note that as stated above, this amount reflects only a portion of the cost of staff support and overall project management, and will be increased through funding derived from partnerships and in-kind support for the Strategy's overall implementation.

**Appendix I
Civic Cultural Tourism Strategy
Preliminary Implementation Plan**

2008 June J A S O N D 2009 Jan F M A M J J A S O N D 2010 Jan F M A M J J A S O N D 2011 Jan F M A M J J A S O N D



Appendix I

**Civic Cultural Tourism Strategy
Preliminary Implementation Plan**

2008 June J A S O N D 2009 Jan F M A M J J A S O N D 2010 Jan F M A M J J A S O N D 2011 Jan F M A M J J A S O N D

Release final approved Juno Award installment based on receipt of matching funds
 Develop criteria for the Pilot Cultural Tourism Grant Program for Council's consideration and approval in early 2009
 Invest in distinctive, authentic & high quality tourism-ready products that match/build on the brand through the Strategic Initiatives Grant Program proposed for 2009-11

Strategy 3

Marketing
 Convene Marketing Sub Committee
 Work with Tourism partners to compile existing tourism marketing resources - repackaging for cultural tourism, and circulate to community partners
 Develop a tourism marketing session for the Cultural Tourism Symposium
 Identify and develop marketing initiatives that support the newly launched brand
 Identify and develop brand focused marketing initiatives that build on previous cultural tourism campaigns and which are geared toward Vancouver's 125th Anniversary Celebration in 2011 and beyond
 Research and develop effective performance measures & evaluate program effectiveness (ongoing)

Strategy 4

Engagement and Participation
 Convene pilot project subcommittee to develop/oversee pilot project
 Enlist partners and secure funding (with help of Steering Committee)
 Develop performance measures
 Develop marketing collateral
 Launch pilot program (2009)
 Evaluate success of pilot

Deliverable

Plan a follow up program for 2010, building on launch of cultural brand
 Launch follow up program in 2010

Deliverable

Tie in 2011 program with marketing initiatives around the City's 125th Celebrations

