

Rethink Vancouver Update

14 June, 2013

Tourism Vancouver's board of directors has approved seven actions in response to the final *Rethink* report. This brief provides an update on the status of each action.

BUILD YEAR-ROUND ACTIVITY

1. Build Year-Round Activity through Events/Conferences

That Tourism Vancouver focus resources on securing at least one major convention and one major event for each month of the year, every year, from 2012 to 2020.

Actions:

- Undertake a demand analysis for 2012-2020, with city-wide conferences and large annual events/festivals.
- Tourism Vancouver's Board of Directors meeting to discuss next steps.
- BCIT student (in a course taught by board member Larry Donen) research project on event strategies. Students recommended that Tourism Vancouver create the *Vancouver Events Network*.
- Tourism Vancouver to conduct research on other destinations event strategies.
- Tourism Vancouver to organize *Vancouver Event Network Committee*.
- Tourism Vancouver to hire a consultant/s to:
 - Work on Phase I of an event strategy for the City of Vancouver.
 - Work on Phase II of an event strategy for the City of Vancouver

Timeline: This recommendation is being implemented in 2011, and will be ongoing.

- October – December 2011: Compile list of city-wide conferences and large annual event/festivals. (v)
- November 2011: Tourism Vancouver's Board of Directors met in November 2011 to review list. (v)
- December 2011-January 2012: Examine effect of events on hotel occupancy (daily occupancy 2006-2011). (v)
- January - April 2012: BCIT student research project. (v)
- May – August 2012: Tourism Vancouver conduct research on other destinations event strategies. (v)
- June – August 2012: Tourism Vancouver organize *Vancouver Event Network Committee*, participants include: Vancouver DMA, City of Vancouver, Vancouver Convention Centre, Vancouver Park Board, Downtown Vancouver BIA Alliance for Arts & Culture, University of British Columbia, Cross Cultural Marketing and Tourism Vancouver. (v)
- September 12, 2012: First meeting of *Vancouver Event Network Committee*. Agenda items include: who should participate in the committee, its structure, funding and core functions. (v)
- September – October 2012: Develop RFP for Vancouver Event Strategy (v)
- October 2012 – December 2012: Tourism Vancouver hired Heard Consulting to work on Phase 1 for the Event strategy for the City of Vancouver. (v)
- First quarter 2013: Review Phase I report and meet with *Vancouver Event Network Committee* to discuss next steps.
- June 2013 onwards: Conduct Phase II of the Event strategy for the City of Vancouver. An RFP will be sent for this phase after the completion of the Tourism Master Plan, in order to take into consideration any recommendations arising from the Tourism Master Plan.

DESTINATION MARKETING AND MANAGEMENT ORGANIZATION (DMMO)

2. Formalize Tourism Vancouver's Role as a Destination Marketing and Management Organization (DMMO)

That Tourism Vancouver will formalize its role in destination management and operate as a DMMO while considering over time whether to cede appropriate destination management roles to subsidiary networks or the Lower Mainland Tourism Alliance (LMTA).

Actions:

- Develop concept outlining a DMMO's primary purpose, participants, approach, timeline and resources required.
- In conjunction with Tourism Master Plan, develop Destination Management Plan to determine operational impacts and required adjustments.
- Integrate Tourism Vancouver's Destination Development portfolio

Timeline: This recommendation is achievable in the medium term (to end-2013).

- July-September 2011: Develop Concept brief. (v)
- January 2012 - onwards: Work with the City of Vancouver to undertake Tourism Master Plan, which provides the context for the Destination Management plan (see update for Tourism Master Plan). (v)
- August-November 2012: Integrate Tourism Vancouver's Destination Development portfolio and DMMO role in the 2013-2015 Sales & Marketing Plan (v)

LOWER MAINLAND TOURISM ALLIANCE (LMTA)

3. Form the Lower Mainland Tourism Alliance (LMTA)

That Tourism Vancouver work with appropriate partners to form the Lower Mainland Tourism Alliance.

Actions:

- Develop concept brief outlining the LMTA's primary purpose, partners, organizational approach and resources required.
- Conduct three to four meetings a year with: Tourism Abbotsford, Tourism Burnaby, Tourism Langley, Tourism Richmond, Tourism Surrey, Tourism Vancouver, Vancouver, Coast & Mountains Tourism Region and Vancouver's North Shore Tourism.

Timeline: This recommendation is complete.

- June-July 2011: Develop Concept brief. (v)
- August 2011: Organize meeting with potential partners. (v)
- September 21, 2011: Meet with potential DMO partners in Vancouver, Chaired by Tourism Vancouver. Agenda items: role of the alliance, responsibilities and other potential partners. (v)
- November 2011: Collaboration agreement signed by the eight partners. (v)
- 2012 - onwards: Conduct three to four meetings annually:
 - Feb 16, 2012 – Meeting in Burnaby, Chaired by Tourism Burnaby. (v)
 - May 23, 2012 - Meeting in Surrey, Chaired by Tourism Surrey. (v)
 - Sept 12, 2012 - Meeting in Langley, Chaired by Tourism Langley. (v)
 - Dec 13, 2012 – Meeting in Vancouver, Chaired by Vancouver Coast and Mountains. (v)
 - April 18, 2013 – Meeting in North Vancouver, Chaired by Vancouver's North Shore Tourism. (v)
 - September 2013 - Meeting in Abbotsford, Chaired by Tourism Abbotsford.

NETWORK/MODULE MODEL

4. Pursue a Network Organizational Model (e.g. “Copenhagen Model”)

That Tourism Vancouver will explore establishing subsidiary networks as a new approach toward engaging the tourism industry and stakeholders in building more business from key markets.

Actions:

- Tourism Vancouver to meet with Wonderful Copenhagen to discuss their network model.
- Develop concept brief outlining a strategic objectives, due diligence and ideas for potential networks, or “modules”, for a Vancouver-specific strategy.
- Tourism Vancouver to organize *Vancouver Event Network Committee*.
- Tourism Vancouver to conduct research on organization models.

Timeline: This recommendation is achievable in the longer term (to end-2014/2015).

- June-August 2011: Tourism Vancouver staff in contact with Wonderful Copenhagen to discuss network model. (v)
- September-October 2011: Develop concept brief. (v)
- October 2011: Further meetings with Wonderful Copenhagen to discuss network model in more detail. (v)
- January - April 2012: BCIT student research project on event strategies. Students recommended that Tourism Vancouver create the *Vancouver Events Network*. (v)
- June – August 2012: Tourism Vancouver organize *Vancouver Event Network Committee*, participants include: Vancouver DMA, City of Vancouver, Vancouver Convention Centre, Vancouver Park Board, Downtown Vancouver BIA Alliance for Arts & Culture, University of British Columbia, Cross Cultural Marketing and Tourism Vancouver. (v)
- September 12, 2012 – First meeting of *Vancouver Event Network Committee*. Agenda items include: who should participate in the committee, its structure, funding and core functions. (v)
- November 2012: Report back to Tourism Vancouver’s board of directors. (v)
- Jan–May 2013: BCIT student project researching organization models and role of the Network model. (v)
- June 2013 onwards: Based on results consider developing pilot Network model.

TOURISM MASTER PLAN

5. Commence a Tourism Master Plan (TMP)

That Tourism Vancouver and the City of Vancouver embark on a tourism master planning process for Vancouver.

Actions:

- Develop Tourism Master Plan concept paper.
- Draft a Request for Proposals (RFP) outlining the TMP’s primary purpose, key elements, participants, organizational approach, methodology, timeline and resources required.
- Tourism Vancouver, the City of Vancouver and Vancouver Economic Commission (the Partners) working on ensuring a consensus and full commitment to the project.
- Finalize RFP and submit for tender.
- Select proponent and commence work on TMP.
- Present recommendations from final TMP report to all partners, stakeholders and Tourism Vancouver members.

Timeline: 2011 to 2013. This recommendation is complete.

- July-August 2011: Develop Concept paper. (v)
- October-November 2011: RFP drafted and shared with Partners. (v)
- January 2012: Preliminary feedback provided on draft RFP. (v)
- March 2, 2012: Meeting with the Partners to set next steps. (v)
- October 2012: Meeting with the Partners to finalize next steps and send out RFP. Have full cooperation of City of Vancouver to proceed with Tourism Master Plan RFP. (v)
- October 18, 2012: Posted RFP on BC Bid and sent to several consultants (local and international), all proposals to be submitted via www.BCbid.com. (v)
- November 9, 2012: award contract to Resonance Consulting. (v)
- November 2012 – June 2013: Conduct TMP. (v)
For full details and updates about Vancouver’s Tourism Master Plan, visit www.vancouvertourismplan.org.
- 13 June 2013: Recommendations presented to all partners, stakeholders and Tourism Vancouver members, at Tourism Vancouver’s AGM. (v)

WORLD CITY VISION

6. Develop a “World City” Vision

Tourism Vancouver will pursue a collaborative process to develop a broad community vision for Vancouver.

Actions:

- Tourism Vancouver’s Board of Directors meeting to discuss this in more detail and next steps.
- Conduct Research on what constitutes a World City.
- Establish a World City Task Force for creating a community vision for Vancouver.

Timeline: This recommendation is a longer term initiative (to end-2014/2015).

- November 2011: Tourism Vancouver’s Board of Directors. (v)
- March-June 2012: Conduct secondary research into world cities. (v)
- October 2012: Updated document with new listings. (v)
- July 2013 onwards: Based on Feedback from the Tourism Master Plan, consider conducting further benchmarking research and establish a World City Task Force for creating a community vision for Vancouver.

COALITION

7. Develop a *Coalition*

That Tourism Vancouver form a “Coalition of interests” with the Hotel Association of Vancouver (HAV).

Actions:

- The boards of Tourism Vancouver and the HAV have endorsed a proposal which serves as a memorandum of understanding between the organizations regarding how the *Coalition* will work, including incremental destination funding.

Timeline: This recommendation is complete.

- September 2011: HAV and TVan sign *Coalition* proposal. (v)
- January 2012 onwards: Establish a Task Force to implement the agreement. (v)
- February 2012-April 2012: Begin preparation of a *Coalition* Agreement for approval. (v)
- May 2012 onwards: Conduct regular meetings. (v)

2012-2020 IMPLEMENTATION TIMEFRAME FOR KEY ACTIONS

