

To Tourism Vancouver Members and Partners,

I am pleased to be providing you with the final *Rethink* Vancouver report.

I am confident that you will find the content of the report to be rich and insightful. After more than 12 months of gathering feedback from hundreds of stakeholders and clients, conducting research and debating ideas and concepts, we are now at a stage where the strategic foundation is set for our destination.

The board of Tourism Vancouver endorsed the report in draft, and took the decision to move forward on the following recommendations:

1. Work with appropriate partners to form the **Metro Vancouver Tourism Alliance/Community**.
2. Work with the City of Vancouver to embark on a **tourism master planning** process for Vancouver.
3. Formalize Tourism Vancouver's role in destination management and operate as a **Destination Marketing and Management Organization (DMMO)**.
4. Pursue a collaborative process to develop a broad community vision (a "**World City**") for Vancouver.
5. Focus resources on securing at least **one major convention and one major event for each month** of the year, every year, from 2012 – 2020.
6. Pursue a **network organizational model** as a new approach toward engaging the tourism industry and stakeholders in building more business from key markets.

Next steps for Tourism Vancouver are to review in detail the final report in order to finalize an operational plan by November. At our AGM on June 22nd, I will be making comments on *Rethink* including our commitment to an ongoing dialogue with our members on the actions being contemplated as a result of the project.

I would like to take the opportunity to thank all of you who have participated in *Rethink*, and in particular acknowledge the many hours that the Advisory Council put into providing oversight. The members of the Advisory Council are: **Deputy Chair**, Mark Andrew, Regional Vice President Pacific North West & General Manager, The Fairmont Hotel Vancouver and **Council Members**, Larry Donen, Chief Brand Steward, JAMJAR Brands; Steve McNally, General Manager, Hyatt Regency Vancouver; Chris Simpson, Director, Click4Time Software Inc.; Nancy Stibbard, President/Owner, Capilano Suspension Bridge; and, Virginia Greene, President and CEO, Business Council of British Columbia (the plan is dedicated in her memory).

It is the hope of the Advisory Council, as well as the board of Tourism Vancouver, that other organizations in Metro Vancouver review the *Rethink* report and accept responsibility to help deliver on its promise.

Best regards,

James Terry
Chair, *Rethink* Advisory Council and Chair, Tourism Vancouver