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Introduction

During the General Assembly 2013, the new concept for the annual Summit was presented to the Members of the association and this concept has been accepted.

In 2014, the implementation of this new concept was initiated in order to give the association a new start through the organization of its new initiative, the Smart Cities & Sport Summit.

In this report, the association’s highlights for the year 2014 are presented.

1. Association

   Election of the two Vice-Presidents

   The Executive Committee of the World Union of Olympic Cities has elected Mr. Liu Jingmin, Executive Vice-Chairman of Beijing Olympic City Development Association and Mr. David Simon, President of the Southern California Committee for the Olympic Games to serve as vice-presidents for the next four years.

   Executive Committee Meeting

   In 2014, the Executive Committee Members had two conference call meetings, the first in June, the second in September. The next Executive Committee Meeting will be held during the upcoming Summit, on Tuesday, November 4th.

   Collaboration with the IOC

   Collaboration with the IOC has been developed in a very fruitful way. Since the last Summit, we have been working together with the IOC to develop the services offered to the Members, including the creation of a database which contains a great number of research projects and case studies on the Olympic legacy as well as the possibility for Members to use IOC tools related to sustainability. These tools will be presented during the Summit 2014.

   A process of official recognition has been started. A Memorandum is now under way at the IOC and should be signed during the first trimester of 2015.

2. Collaboration

   To develop the association, specific marketing competences were needed in the field of International Sport. We decided to work with TSE Consulting (www.tseconsulting.com). Headquartered in Lausanne, Switzerland and with regional offices in Europe, North – and South America, Africa, the Middle East and Asia, TSE has an international reach and an unparalleled connection to the international sports world which has been very helpful in inviting new cities to the Smart Cities and Sport Summit.
3. **Strategy**

The most important weaknesses of the association have been defined and actions have been implemented in order to correct them.

3.1. **Identity**

**Weakness**

The current use of the *French language abbreviation “UMVO”* of the association’s full name, “Union Mondiale des Villes Olympiques”, can be confusing and is not helpful for external communication.

**Action**

All mention of the abbreviation has been removed from our official communication and it is not being used anymore.

Instead, the short version “Union of Olympic Cities” or the full name of the association is being used which has more impact. Everyone is encouraged to do the same.

**Weakness**

The association has never had a **real visual identity**.

**Action**

A real logotype has been created that allows different forms of communication to be developed: flyers, website, etc.

Regarding the Summit, it was decided to not develop a specific brand; the visual was kept very simple and clear. In this way, the association with the Olympic Rings remains very visible.

The logotype and the visual identity of the Summit should be formally validated by the IOC and this aspect is included in the Memorandum of Understanding which is now under progress.
Consequences of this decision: Sponsors

Being allowed to use the Olympic rings in the logotype is a real asset for the association and for the Summit because they are very prestigious. However, their use comes with restrictions.

In December 2013, it was announced that another brand for the Summit without the use of the Olympic rings would be developed in order to have sponsors.

Since then, this position has been reconsidered since the Olympic rings are the only things that set the Summit apart from other sports conferences who target cities. The “Olympic” aspect of the Summit is the main selling point that could spark interest in target groups who are interested in learning from the “best”. The main advantage of our association is you, the Olympic Cities, as well as the possibility of using the Olympic rings in the logotype, so we prefer to keep this advantage and to organize the summit without sponsors.

3.2. Members’ Visibility

Weakness

The member benefits in terms of visibility are not sufficient enough to be attractive.

Action

The programme has been developed in order to give Members the possibility of presenting themselves and of sharing their good practices during the different panels at the Summit.

In order to better know the Members of the association, a questionnaire in close collaboration with the International Olympic Committee has been developed. This questionnaire is the first step in helping us achieve this objective and start identifying the best practices amongst Members. The recommendations and lessons that you have learnt will become valuable data for the association and will form the basis of future discussions, panels during the Summit and, hopefully, strengthen inter-city relations.

The website will also become a platform for the Members to introduce themselves on the website’s member pages. The collection of data has already started.

3.3. Association’s Visibility

Weakness

The World Union of Olympic Cities needs more visibility, as the association at the present is relatively unknown within the international sports world.

Action

A flyer promoting the association and describing all the benefits of becoming a member has been published and it could be distributed in order to promote the association.
Information concerning the Summit as well as an invitation has been sent to each NOC in order to inform them and to ask them to forward the information to cities who might find the subject of the Summit interesting and beneficial.

The media has been used quite intensively in promoting the Summit. A partnership was started with four international sport media channels in order to promote the association and its new initiative, the “Smart Cities & Sport Summit”. We have been advertised in “Sport Cal”, “Inside the Games”, “Around the Rings” and “Sport Business”.

We are now working in developing the visibility of the association by attending international sport congresses, particularly SportAccord, in 2015.

The possibility of having visibility during the upcoming Olympic Games in Rio de Janeiro 2016 is also being explored.

3.4. New Members

In order to develop the association, the main objective is to get in contact with Olympic cities who are not yet Members of the association. It is important to get them on board in order to establish the World Union of Olympic Cities as a credible and prestigious organization.

Weakness

24 cities that have already hosted the Olympic Games are not yet Members of the association. Therefore, they are Potential Members.

Action

As decided by the Executive Committee Members, for this year’s Summit, one representative per non-member Olympic City has been invited to attend free of charge, so it will give them the possibility to get to know the association better before becoming a member.

4. Development of services & activities

Weakness

Members have no news from the association except regarding the Summit.

Action

Indeed, regular communication with Members is required. This could be monthly, bimonthly or quarterly. From a management and cost perspective, a quarterly newsletter will be created.

E-mail newsletters have already started being produced in order to promote the Summit this year and newsletters containing interesting articles and insight linking back to the website www.olympiccities.org will be continued. Members may provide content or original editorial content, interviews, case studies, white papers (to be defined on the basis of the questionnaire).
Weakness

There is little contact between Members except during the Summit once a year. The Members should be able to keep in contact with each other online or in real life.

Action

A LinkedIn Group has been created. When joining this network, Members can stay in contact with each other in order to share thoughts, ideas, create discussion groups where they can ask questions and take advantage of each other’s knowledge and experience in order to improve their own city environments and programs.

Weakness

There is no sharing of knowledge between the Members except during the Summit.

Action

The olympiccities.org website is being transformed into a platform of knowledge for its Members. The IOC has decided to share several documents with the association such as research papers and case studies that will be available on the website in the private Members’ area soon.

Once the questionnaires have been filled out by the Members and returned, the best practices will be able to be added to this data base. Part of the role of the association should be to showcase its Members and the great initiatives they have delivered in their respective cities to create a lasting Olympic legacy. Therefore, the Members will be expected to provide this content to be published and promoted. Pictures and testimonials from members should be integrated into the website and newsletters.

5. Proposition to the General Assembly

The next General Assembly will be held during the Summit on Wednesday, November 5th, 2014 at 9:30 am.

The Executive Committee would like to propose to the General Assembly to modify the statutes of the association regarding the membership.

According to the statutes of the association (Articles 6, 13 & 18), the procedure to become a member for Olympic Cities requests a validation from the Executive Committee as well as from the General Assembly.

Article 6 – Members’ Admission

Any city willing to apply for membership must submit its application to the General Secretary.

The membership application is submitted to the Executive Committee. If the Executive Committee finds the application compliant with the Members’ categories, the Executive Committee shall issue recommendations for the General Meeting.
Article 13 – Powers of the General Meeting

General Meeting may take decisions on all matters which are not allocated to the Executive Committee or to the Statutory Auditor.

The General Meeting:

- (…)
- ratifies admission and expulsion of Active or Associate Members.

Article 18 – Powers of the Executive Committee

The Executive Committee:

- (…)
- issues recommendations for the Member’s admission and exclusion;

This fact implies that an Olympic City can become a member only during the Summit (usually at the end of the year) and that they will pay membership fees for the following year.

In order to be more reactive, the Executive Committee would like to propose a modification of the Statutes to the General Assembly in order to allow the Executive Committee to validate new memberships.

Proposed modifications:

Article 6 – Members’ Admission

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The membership application is submitted to the Executive Committee. If the Executive Committee finds the application compliant with the Members’ categories, the Executive Committee ratifies admission of Active or Associate Members shall issue recommendations for the General Meeting.

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Article 18 – Powers of the Executive Committee

The Executive Committee:

- (…)

- ratifies admission of Active or Associate Members

- issues recommendations for the Member’s admission and exclusion;

6. Finances

You will notice that the deficit has been decreased in 2013 due to the limited cost of the 2013 Summit and the subvention of the City of Lausanne. The 2013 Loss and Profit Statement will be presented during the General Assembly.