



**AGENDA**  
**SPECIAL TOURISM ADVISORY COMMITTEE MEETING**

September 29, 2017, 9:30 AM  
Board Room, Service and Resource Centre,  
411 Dunsmuir Street, Nanaimo, BC

Pages

1. **CALL THE SPECIAL MEETING OF THE TOURISM ADVISORY COMMITTEE TO ORDER:**
2. **INTRODUCTION OF LATE ITEMS:**
3. **ADOPTION OF AGENDA:**
  - a. **Rescind Motion from Special Tourism Advisory Committee Meeting 2017-SEP-13**

Recommendation: It is recommended that the Tourism Advisory Committee rescind the following motion:

"It was moved and seconded that a heading be added to future agendas providing a 15-minute window for committee members to speak. Requests must be provided a few days in advance of the meeting in order to be added to the agenda. The motion carried unanimously."
4. **ADOPTION OF MINUTES:**
  - a. **Minutes** 1 - 4

Minutes of the Special Tourism Advisory Committee Meeting held 2017-AUG-03 at 8:30 a.m. in the Training Room, 2nd Floor, City Hall, 455 Wallace Street, Nanaimo, BC.
  - b. **Minutes** 5 - 11

Minutes of the Special Tourism Advisory Committee Meeting held 2017-SEP-13 at 8:30 a.m. in the Board Room, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC.
5. **PRESENTATIONS:**
  - a. **Greg Klassen and Ray Freeman, Consultants Twenty31, to Provide a Presentation Regarding Options for Governance**
6. **REPORTS:**

**7. OTHER BUSINESS:**

**a. Discussion Regarding Options for Governance**

**b. Stakeholder/Community Feedback Sessions**

*Purpose: To discuss which stakeholders to engage, the number of stakeholder meetings to hold, the community engagement sessions and the process for developing or identifying content.*

**c. Update on Tourism Vancouver Island Contract Extension**

**8. QUESTION PERIOD:**

**9. ADJOURNMENT:**

**MINUTES**  
SPECIAL TOURISM ADVISORY COMMITTEE MEETING  
2<sup>ND</sup> FLOOR, CITY HALL, TRAINING ROOM  
455 WALLACE STREET, NANAIMO, BC  
THURSDAY, 2017-AUG-03, AT 8:30 A.M.

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PRESENT:   Members:   Dan Brady  
                              Leif Bogwald  
                              Chao Chang  
                              Lex Dunn  
                              Rosemary Gibson  
                              Jenn Houtby-Ferguson, Vice-Chair  
                              Dale Partridge  
                              Robert Plante

                  Absent:   Henry Traa  
                              Mike Bauche

                  Staff:     P. Cooper, Director of Communication and Community Engagement  
                              D. Tsembelis, Communication Clerk  
                              S. Snelgrove, Deputy Corporate Officer (vacated 8:43 a.m.)  
                              J. Vanderhoef, Recording Secretary

1.    CALL THE SPECIAL TOURISM ADVISORY COMMITTEE MEETING TO ORDER:

The Special Tourism Advisory Committee Meeting was called to order at 8:32 a.m.

2.    INTRODUCTION OF LATE ITEMS

- (a)   Correspondence from Sheila Gurrie, City Clerk, dated 03-AUG-2017, regarding documentation of minutes, was circulated.
- (b)   Dale Partridge advised that he wished to address the Committee under Agenda Item 7 - Other Business.

          It was moved and seconded that Dale Partridge be added as a late item under Agenda Item 7(d) - Dale Partridge. The motion carried unanimously.

- (c)   Add – Agenda Item 7(e) - Meeting Schedules for September 2017.

3.    ADOPTION OF AGENDA:

          It was moved and seconded that the Agenda, as amended, be adopted. The motion carried unanimously.

4. ADOPTION OF MINUTES:

It was moved and seconded that the Minutes of the Special Meeting of the Tourism Advisory Committee held in the 2<sup>nd</sup> Floor, City Hall, 455 Wallace Street, Nanaimo, BC, on Thursday, 2017-JUL-13 at 8:30 a.m. be adopted as circulated. The motion carried unanimously.

S. Snelgrove vacated the Training Room at 8:43 a.m.

5. OTHER BUSINESS:

(a) Phase Three Plan – Details and Logistics

Ray Freeman, Left Coast Insights, provided a presentation regarding Phase Three Plan – details and logistics, and spoke regarding the following:

- Stakeholder interviews are currently ongoing; and,
- Breakdown of who the key stakeholders are.

Committee discussion took place regarding the inclusion of the General Manager of the Vancouver Island Conference Centre as one of the key stakeholders and replacing the current Vancouver Island University contact with Janelle Knowles due to availability. It was noted that the aim of these discussions are to gather perspective regarding the delivery of tourism services in Nanaimo from members of the Tourism Advisory Committee, key stakeholders and members of City Council.

Ray Freeman, Left Coast Insights, spoke regarding digital listening and said that a program called Skylight is looking for qualitative phrases, key words and conversations online with regards to perceptions of tourism and tourism governance in Nanaimo. This digital listening will commence 2017-JUL-31 until 2017-AUG-21, and will go back historically 3-6 months.

Ray Freeman, Left Coast Insights, spoke regarding the online survey which will begin 2017-AUG-07 and run until 2017-AUG-21. The expectation is to receive a variety of different types of responses ranging from one sentence to multiple pages. It was noted that the wording should be comfortably accessible to all people and avoid jargon that is confusing.

Ray Freeman, Left Coast Insights, spoke regarding the upcoming Community Tourism Engagement Event (previously Town Hall) scheduled for 2017-AUG-15 from 4:00 p.m. – 7:00 p.m.

Committee discussion took place regarding the time schedule for the Community Tourism Engagement Event. It was noted that the media release for this event will be posted on the City's website, the Bulletin, and Facebook this afternoon. Discussion took place regarding responses to media questions and aiming to present a united front to the public.

Ray Freeman, Left Coast Insights, spoke regarding the upcoming workshops scheduled for 2017-AUG-24 at 9:00 a.m.-12:00 p.m. and 1:00 p.m. – 4:00 p.m. All invitations have been completed and sent to City Staff to be reviewed. Committee members are not expected to be in attendance for the full day. Jenn Houtby-Ferguson will attempt to organize times for committee members to attend to ensure that members are spread evenly across both workshop times.

Committee discussion took place regarding traditional marketing strategies and a new modern marketing strategy for tourism Nanaimo. The following topics were discussed:

- Methods of reaching this new modern market;
- Using Social media;
- Picking the right channels to distribute the survey; and,
- Changing the wording at the end of the survey to say: “to be distributed by Tourism Advisory Committee in October” rather than City Staff.

The Tourism Advisory Committee meeting recessed at 9:31 a.m.

The Tourism Advisory Committee meeting reconvened at 9:41 a.m.

(b) Strengths, Weaknesses, Opportunities and Threats Analysis (SWOT) Discussion and Update

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Ray Freeman, Left Coast Insights, provided a presentation regarding updates to the SWOT analysis.

Committee discussion took place regarding the use of a SWOT analysis as a useful tool to become aware of limitations and focus on strengths. It was noted that the current SWOT analysis is from another era and no longer applicable in today's market. Discussion took place regarding destination next, millennials and what could be Nanaimo's strengths and opportunities. The goal of conversation was to imagine a long term goal and image for Nanaimo.

Ray Freeman, Left Coast Insights, provided a presentation regarding updated slides for the current Tourism Delivery Model in Nanaimo. He reviewed the previous priorities of the Tourism Strategic Plan in 2013. He also spoke regarding the need for an emergency recovery program when disasters happen and how to minimise the effects of disaster situations.

The Tourism Advisory Committee broke into four groups to discuss and review the current and past SWOT items. The aim of this exercise was to review which items are still relevant and what items are no longer current. Each group provided their updated lists and Jenn Houtby-Ferguson will compile these notes to prepare a new draft SWOT analysis which will be distributed for group discussion and input.

(c) Discussion Regarding Proposed Survey

Committee discussion took place regarding the draft survey, which had been circulated to committee members via email. Members commented on the wording of the questions. There were some concerns regarding the clarity of the questions.

(d) Dale Partridge

Dale Partridge spoke regarding conduct, and recent correspondence, between himself, City Staff, and the Committee; he expressed regret for some of his responses and conduct.

Committee discussion took place regarding the benefits of having a sharp edge in conversations for additional perspective. It was noted that the committee would like to encourage different opinions and encourage input from all members. There is value in differences of opinions and going forward there will be a conscious effort to maintain this variety whilst being constructive.

(e) Meeting Schedules for September 2017

This item was not reviewed.

6. ADJOURNMENT:

It was moved and seconded at 11:08 a.m. that the meeting terminate. The motion carried unanimously.

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C H A I R

CERTIFIED CORRECT:

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CORPORATE OFFICER

**MINUTES**  
SPECIAL TOURISM ADVISORY COMMITTEE MEETING  
BOARD ROOM, SERVICE AND RESOURCE CENTRE  
411 DUNSMUIR STREET, NANAIMO, BC  
WEDNESDAY, 2017-SEP-13, AT 8:30 A.M.

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PRESENT:   Members:   Henry Traa, Chair  
                              Mike Bauche  
                              Chao Chang  
                              Lex Dunn  
                              Jenn Houtby-Ferguson  
                              Dale Partridge (entered 8:33 a.m.)  
                              Robert Plante

                  Absent:   Leif Bogwald  
                              Dan Brady  
                              Rosemary Gibson

                  Staff:     P. Cooper, Director of Communication and Community Engagement  
                              N. Sponaugle, Communication Clerk  
                              J. Vanderhoef, Recording Secretary

1.     CALL THE SPECIAL TOURISM ADVISORY COMMITTEE MEETING TO ORDER:

          The Special Tourism Advisory Committee Meeting was called to order at 8:32 a.m.

D. Partridge entered the Boardroom at 8:33 a.m.

2.     INTRODUCTION OF LATE ITEMS

- (a)    Add Agenda Item 6(c) – Correspondence from Dan Brady, dated 2017-SEP-12.
- (b)    Add Agenda Item 7(a) - Discussion regarding Tourism Vancouver Island.
- (c)    Add Agenda Item 7(b) - Correspondence with Snuneymuxw First Nation.

3.     ADOPTION OF AGENDA:

          It was moved and seconded that the Agenda, as amended, be adopted. The motion carried. Opposed: Dale Partridge

4. PRESENTATIONS:

- (a) Philip Cooper to provide a presentation regarding Advisory Process Roles and Next Steps
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Philip Cooper, Director of Communication & Community Engagement, provided a presentation regarding Advisory Process Roles and Next Steps. He spoke regarding the time spent listening and absorbing information and that now it is time to come together and make a decision as a whole with all the information that has been gathered.

Committee discussion took place regarding how drafts will be prepared and the best method of communication. It was noted that email is not a clear, efficient method for broad discussions. Some members felt there are limitations in current communication and that email has been the only method thus far for stating these concerns.

Committee discussion took place regarding committee members being overlooked during the interview process with Twenty31. It was thought that all members had been interviewed at this point. Staff will follow up with Twenty31 to see what happened. It was noted that there needs to be equal input from all committee members.

Committee discussion took place regarding the use of email as a method of contributing to conversation and the challenges associated with it. It was noted that email is considered a written document and therefore all emails are auditable by the public through freedom of information requests; wherein, they could be easily misinterpreted out of context. It was suggested that in the future the Tourism Advisory Committee should schedule an additional meeting rather than having discussion via email.

Committee discussion took place regarding the process for providing feedback and ideas to Twenty31. Some committee members want to give perspective to the consultant before the draft proposal has been released while others are waiting to hear what the consultant provides in the draft report.

Dale Partridge stated that he was not happy that his name was not listed as a presentation on the agenda.

Committee discussion took place regarding committee members being able to make presentations on the agenda. It was suggested that a heading be added to future agendas which would provide a 15-minute window for committee members to speak.

It was moved and seconded that a heading be added to future agendas providing a 15-minute window for committee members to speak. Requests must be provided a few days in advance of the meeting in order to be added to the agenda. The motion carried unanimously.



5. REPORTS:

(a) Process, Steps and Timeline for Obtaining Feedback on Proposed Recommendations

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Philip Cooper, Director of Communication and Community Engagement, requested direction from the Tourism Advisory Committee regarding the communication of recommendations to the public and City Council. He suggested reaching out to the public as a bench test before taking recommendations to Council.

Committee discussion took place regarding which stakeholder groups should be invited to this proposed bench test. Some discussion has already taken place with Vancouver Island University and Tourism Nanaimo about hosting a lunch, perhaps this could be expanded to include other stakeholders for feedback on presented options. It was noted that all members of the Tourism Advisory Committee should be open to attend these information sessions rather than limited to time slots like the previous workshops.

Committee discussion took place regarding how to present proposals once a decision has been made. It was suggested that the committee present two possible options and request feedback on how to make the options work. The committee will aim to represent leadership.

It was moved and seconded that the Tourism Advisory Committee proceed with a community reflections exercise, bringing forth recommendations based on the work of Twenty31, for the purpose of community engagement. The motion carried unanimously.

Committee discussion took place regarding locations for the proposed stakeholder meetings. It was suggested that multiple locations be scheduled to gain input from the community and stakeholders, with at least one being an informal setting for varied input.

Committee discussion took place regarding how options will be presented during feedback sessions. The anticipated timeline is that all committee members will receive a draft copy of the report from Twenty31 and review it, then the committee will discuss the recommendations together with the goal of selecting a first, second and third option. After selecting the top three options the committee would present these options to the community and stakeholders for input, but not with the intent of allowing stakeholders to revise the whole recommendation. Staff will begin compiling a list of potential stakeholders to invite to the proposed feedback sessions.

(b) Obtaining Feedback from Committee Members on Process & Recommendations

Dale Partridge spoke regarding points of view and the value of different perspectives. He spoke outlining his vision for a Tourism Governance Model and highlighted the following:

- all tourism governance must emanate from one central organization;
- create a simple document outlining the conditions under which the new entity is constituted, authorized, and organized, including its specific rights and privileges;
- should celebrate what got us here and our determination to move forward with even more cooperation and collaboration, locally and regionally;
- must have a suitable name that reflects the purpose and vision, void of industry terms; and,
- listed elements he wishes to see ideally enshrined in the new Tourism Governance Model.

Dale Partridge spoke about some of the core values of the community and how the new Tourism Governance Model should reflect these values.

Dale Partridge stated that the Governance Model should demonstrate communication and behaviour that is straightforward, genuine, authentic and honest.

The Special Tourism Advisory Committee meeting recessed at 9:47 a.m.  
The Special Tourism Advisory Committee meeting reconvened at 9:54 a.m.

Robert Plante spoke regarding Nanaimo being a City in transition. He outlined his vision for a new Destination Marketing Organization (DMO) for Nanaimo Tourism as follows:

- should reflect the changing dynamics of Nanaimo.
- needs to play an active part in the conversation around City identity, City development and City marketing.
- needs to be flexible and prepared to draw on specific professional knowledge to overcome the complex challenges that may come in the future.

Robert Plante suggested a three step approach to developing a new DMO as follows:

- Three professionals with different proven skillsets are responsible for the three core tourism business aspects, with a mandate and budget.
- These three professionals would be:
  - The Financial Stronghold: a specialist with proven skills in commercial, financial, economical and sales processes;
  - The Social Connector: a socially engaged person with human communication skills, empathy and a high emotional quality; and,
  - The Visionary: someone who understands the 'look and feel' of the City; must have knowledge of technology and new modern media.

- Every member of the new DMO would have the support of three partners they can consult and meet on a regular basis.

Robert Plante spoke regarding the use of a three-part approach to outlining the mission and message of the new DMO. He suggested simplifying the new DMO to concentrate on three main assets such as the Salish Sea, West Coast Experience and Aboriginal Heritage. He also suggested a three-part approach to communication asking “how will Tourism Nanaimo communicate to whom, when and where?” He suggested connection, contact and communication as guides to improved communication.

(c) Correspondence from Dan Brady

Jenn Houtby-Ferguson read aloud correspondence from Tourism Advisory Committee member Dan Brady, dated 2017-SEP-12, outlining his vision for a new Tourism Nanaimo structure. The correspondence explained that Dan Brady envisions an umbrella organization encompassing the following:

- Visitor Services;
- First Nations/Aboriginal Tourism;
- Conference Marketing and Conference Guest Servicing;
- Cruise Ship Marketing and Cruise Passenger Servicing;
- Sports Tourism;
- Destination Marketing;
- Product Development;
- Attractions;
- Industry at Large;
- Transportation;
- Festival/Event/Sport Funding; and,
- Municipal & Regional District Tax.

The organization does not need to be solely responsible for all facets of tourism, but must be empowered to ensure that all different sectors work together. The role of the new structure would be to bring the different sectors together in a board environment that will still allow operational independence between the different sectors/groups but would ensure one voice, one vision, and one message. The board should be made up of people in the industry and expressed a need for continuity.

Committee discussion took place regarding the following:

- how long the Nanaimo Hospitality Association (NHA) issue has been a topic of discussion;
- the need for consistency;
- increase in occupancy and concern over returning customers;
- the need to focus destination management on revitalizing the City;
- possible increase in occupancy due to the fires in the interior; and,
- Vancouver Island as a whole is attempting to market themselves and Nanaimo needs to find a way to focus on us.

Committee discussion took place regarding a perceived split between the Tourism Advisory Committee members with some preferring the current and past methods, and others wanting to create something new. It was noted that the committee is aiming for a single source voice. This is a collaborative effort with various stakeholder groups, the community and the City. Everyone needs to be in support of one plan as a collective effort with all the other groups feeding into it.

Committee discussion took place regarding costs associated with the proposals put forward thus far and concerns over whether or not the City will have the funding to support these suggestions. A question was raised regarding previous conflicts with the tourism association; were previous relationships problematic? There were challenges in terms of working relationships and communication.

Chao Chang spoke expressing her vision of the new DMO as comparable to a symphony where there are various lines of musicians that rely on each other. She suggested that if we focus too much on one area the whole unit will not work as a whole.

Mike Bauche spoke regarding the awkward in between phase that he feels the tourism industry is currently in. He suggested a complex showcasing of various aspects of Nanaimo, and surrounding areas like Coombs or Gabriola, providing a taste of the island without leaving Nanaimo. This could provide Tourism in one location. He compared it to Granville Island as a cultural hub that would draw people to the Harbour City.

Committee discussion took place regarding what the next steps are for the committee. Staff will follow up with Twenty31 to ask about committee members who were missed during the interviewing process. Henry Traa, Chair, will contact the three absent committee members to see if they were contacted by Twenty31.

6. OTHER BUSINESS:

(a) Correspondence with Snuneymuxw First Nation

Philip Cooper, Director of Communication and Community Engagement, spoke stating that Staff have not been able to communicate with Snuneymuxw First Nation and requested direction from the Tourism Advisory Committee on how to proceed.

Committee discussion took place regarding whether or not further efforts should be made to contact Snuneymuxw First Nation. By unanimous consent the Tourism Advisory Committee decided that Snuneymuxw First Nation will be kept informed of the Tourism Advisory Committee plans. Staff will prepare a letter for the Chair to send to Snuneymuxw First Nation updating them. Snuneymuxw First Nation will also receive a copy of the draft proposal as one of the key stakeholders.

(b) Discussion regarding Tourism Vancouver Island

Committee discussion took place regarding the City's contract with Tourism Vancouver Island, which is ending in March 2018. Discussion took place regarding the role of the Tourism Advisory Committee and sending a recommendation to

Council. It has been suggested in the past that this committee recommend Council extend the Tourism Vancouver Island contract in order to maintain consistency in marketing and communication.

Philip Cooper, Director of Communication and Community Engagement, spoke regarding funding available for Tourism. He explained that the Tourism Vancouver Island contract was based on the fiscal year and there is nothing that restricts extending the contract.

It was moved and seconded that the Tourism Advisory Committee recommend Council extend the City's contract with Tourism Vancouver Island for one additional year. The motion carried unanimously.

7. QUESTION PERIOD:

- Dale Pratrige re: next steps.
- Jenn Houtby-Ferguson re: time frame to hear back from Twenty31, and next meeting date.

Committee discussion took place regarding scheduling the next meeting date. It was decided that Jenn Houtby-Ferguson will send a doodle request to all the committee members in order to establish a meeting date and time.

8. ADJOURNMENT:

It was moved and seconded at 11:24 a.m. that the meeting terminate. The motion carried unanimously.

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CHAIR

CERTIFIED CORRECT:

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CORPORATE OFFICER