



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

August 3, 2017, 8:30 AM

Training Room, 2nd Floor

455 Wallace Street, Nanaimo, BC V9R 5J6

Pages

1. **CALL THE MEETING OF THE TOURISM ADVISORY COMMITTEE TO ORDER:**
2. **INTRODUCTION OF LATE ITEMS:**
3. **ADOPTION OF AGENDA:**
4. **ADOPTION OF MINUTES:** 1 - 5
  - a. **Minutes**

Minutes of the Tourism Advisory Committee Meeting held in the Training Room, 2nd Floor, City Hall, 455 Wallace Street, Nanaimo, BC, on Thursday 2017-JUL-13 at 8:30 a.m.
5. **PRESENTATIONS:**
6. **REPORTS:**
7. **OTHER BUSINESS:**
  - a. **Phase Three Plan - Details and Logistics**

Ray Freeman, Left Coast Insights, to provide a presentation regarding Phase Three Plan - details and logistics.
  - b. **SWOT Discussion and Update**

Ray Freeman, Left Coast Insights, to provide a presentation regarding updates to the SWOT analysis.
  - c. **Discussion Regarding Proposed Survey** 6 - 9
8. **QUESTION PERIOD:**
9. **ADJOURNMENT:**

**MINUTES**  
SPECIAL TOURISM ADVISORY COMMITTEE MEETING  
TRAINING ROOM, 2<sup>ND</sup> FLOOR, CITY HALL  
455 WALLACE STREET, NANAIMO, BC  
THURSDAY, 2017-JUL-13, AT 8:30 A.M.

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PRESENT: Henry Traa, Chair

Members: Mike Bauche  
Dan Brady  
Leif Bogwald  
Chao Chang  
Rosemary Gibson  
Jenn Houtby-Ferguson (vacated 11:03 a.m.)  
Dale Partridge  
Robert Plante

Absent: Lex Dunn

Staff: P. Cooper, Director of Communication & Community Engagement  
S. Gurrie, Corporate Officer (vacated 8:45 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 8:30 a.m.

2. INTRODUCTION OF LATE ITEMS

It was moved and seconded that - The Wonderful Day Never Disappoints, be added as a late item under Agenda Item 7(a) Other Business. The motion carried unanimously.

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 following minutes be adopted as circulated:

- Minutes of the Special Meeting of the Tourism Advisory Committee held in the 2<sup>nd</sup> Floor, Training Room, City Hall, 455 Wallace Street, Nanaimo, BC, on Thursday, 2017-JUN-08 at 8:30 a.m.; and,
- Minutes of the Special Meeting of the Tourism Advisory Committee held in the Board Room, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC, on Thursday, 2017-JUN-15 at 8:30 a.m.

The motion carried unanimously.

5. PRESENTATIONS:

(a) Meeting Procedures

1. Sheila Gurrie, Corporate Officer, provided a presentation regarding committee meeting procedures.

D. Brady vacated the Training Room at 8:43 a.m.

S. Gurrie vacated the Training Room at 8:45 a.m.

(b) Project Review and Update of Phase I: Project Planning

1. Greg Klassen, Partner, Twenty31, provided a presentation regarding current project review and update of Phase I planning objectives. Some of the objectives and tasks outlined for this phase were:
  - Launch plan and approach to Stakeholder engagement;
  - Develop Project Communication Plan; and,
  - Confirm Parameters for Situational Review.

(c) Presentation from Twenty31 of Project Plan Timelines

1. Greg Klassen, Partner, Twenty31, and Ray Freeman, Left Coast Insights, provided a presentation regarding project plan timelines. The following timelines and events were proposed:
  - Conducting Key Stakeholder interviews – July 10<sup>th</sup> to August 8<sup>th</sup>;
  - Town Hall Session – August 14<sup>th</sup>, 4:00 p.m. to 7:00 p.m.;
  - Key Stakeholder Innovation Workshops – August 28<sup>th</sup> (two workshop times suggested);
  - Online Survey – August 7<sup>th</sup> to 21<sup>st</sup>;
  - Topline Report – September 13<sup>th</sup>; and,
  - Final Options and Options for Recommendation to Council – September 22<sup>nd</sup>.

Committee discussion took place regarding the suggested dates being changed from Monday's to Tuesday's, as Council meetings are scheduled for Monday evenings and would conflict with the majority of these proposed dates. Discussion took place regarding when the Common Vision and Business Case for Tourism in Nanaimo could be brought before Council. The current goal is to bring this item before Council in September or October of this year.

Dan Brady returned to the Training Room at 10:07 a.m.

(d) Briefing Presentation from Twenty31: Project Review of Phase II: Situational Review

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1. Ray Freeman, Left Coast Insights, provided a presentation regarding a Project Review of Phase II and Situational Review. He spoke regarding the need to review Nanaimo's previous tourism development and governance models and identify the best-practices.

Committee discussion took place regarding time frames for reviewing information and giving feedback. It was suggested that a meeting be scheduled to discuss information regarding a base line for phase I and moving forward to phase II.

2. Greg Klassen, Partner, Twenty31, spoke regarding Destination Marketing Organizations (DMO's) and the traditional role versus a role in transition towards Destination Management Organization or a Destination Development and Management Organization. He described how technology is affecting tourism marketing and the differences between millennial travellers and the baby boomer age group. He suggested that there are great opportunities with the millennial traveller. He also stressed the importance of building and protecting the destination brand as an authentic and sustainable, cultural visitor experience.
3. Ray Freeman, Left Coast Insights, provided an overview of the Tourism Victoria Governance Transition and its vision of becoming internationally recognized as a leader in tourism. He spoke regarding the following:
  - how Tourism Victoria is funded;
  - how Tourism Victoria is governed; and,
  - how Tourism Victoria is shifting from a policy board to a focus on strategy in order to improve capacity and collaboration with partner organizations.

Committee discussion took place regarding the benefits of promoting locations outside of Nanaimo as part of a larger plan to promote tourism within Nanaimo.

(e) Review of Plan and Timelines for Phase III: Stakeholder and Committee Engagement

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1. Greg Klassen, Partner, Twenty31, and Ray Freeman, Left Coast Insights, provided a presentation regarding Review of Plan and Timelines for Phase III and Stakeholder and Committee Engagement. They described the objectives of the key stakeholder workshops and reviewed the proposed dates for the key stakeholder interviews, workshops, town hall session, online survey and social listening.

Committee discussion took place regarding how the online survey and town hall will be promoted to encourage responses and how feedback and opinions will be interpreted and heard while prioritizing outcomes.

Committee discussion took place regarding a recent newspaper article referencing the Tourism Advisory Committee and a consultant being involved in the committee's process. It was suggested that the proposed town hall could be a way to inform the public of how the committee is working with the consultant to draw on their expertise. Discussion took place regarding drafting of a letter from the Tourism Advisory Committee Chair in response to the newspaper article explaining the issue and the role of the consultant. It was suggested that the wording of this letter be aimed at changing the dialogue by promoting the finalized dates for the town hall sessions.

Jenn Houtby-Ferguson vacated the Training Room at 11:03 a.m.

6. OTHER BUSINESS:

(a) Invitation to Snuneymuxw First Nations (The Wonderful Day Never Disappoints)

Dale Partridge spoke regarding Nanaimo's background and how the Snuneymuxw First Nations community should be involved in developing ideas.

Committee discussion took place regarding plans for corroboration with the Snuneymuxw First Nations. Twenty31 consultants are currently trying to arrange a time frame to schedule a meeting with Snuneymuxw First Nations.

7. QUESTION PERIOD:

- Mike Bauche re: next scheduled meeting.

Committee discussion took place regarding scheduling the next Tourism Advisory Committee meeting. It was agreed that the committee will correspond via email to decide on the next meeting date.

8. ADJOURNMENT:

It was moved and seconded at 11:15 a.m. that the meeting terminate. The motion carried unanimously.

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CHAIR

CERTIFIED CORRECT:

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CORPORATE OFFICER

**[DRAFT – Email Survey Invite]**

**Subject: City of Nanaimo - Tourism Management Survey**

Dear City of Nanaimo Tourism Colleague,

As part of the process to identify a business model to guide the governance and management of tourism in Nanaimo, we would like to solicit the opinions of our valued industry colleagues, partners and stakeholders. Given your unique insights into the tourism industry in Nanaimo, you have been identified to participate in the following online survey - [\[Insert Survey Link\]](#).

It will take you approximately seven to ten minutes to complete, with your responses kept in the strictest of confidence. Our independent consultants helping to facilitate the project, Twenty31 Consulting Inc., will only analyze the findings in aggregate with no personal or identifiable responses being shared with the City staff, project committee or publically.

If you have any questions on the project and/or the survey please do not hesitate to contact Alexis Kereluk directly ([alexisk@twenty31.org](mailto:alexisk@twenty31.org)).

We thank you in advance for your participation.

Sincerely,

[\[Chair of the Committee\]](#)

**[DRAFT - Broader Industry Stakeholder Survey – City of Nanaimo Tourism Management Project]**

**City of Nanaimo – Tourism Management Survey**

**[Introduction]**

The City of Nanaimo is poised to take advantage of exploring a new business model for tourism. With an opportunity to review its past models, its competitors' models, best practices in destination management in Canada and globally and its own tourism opportunity in consultation with Nanaimo's tourism industry and other stakeholders, Nanaimo has a unique opportunity to determine the right fit and right model to help the City achieve its own tourism competitive advantage.

Ideally, this model will help an entity in Nanaimo become the authoritative source for tourism related knowledge and information, services, marketing, product and experience development and management in partnership with the public and private sectors.

This survey will take you approximately seven to ten minutes to complete, with your responses kept in the strictest of confidence. Our independent consultants helping to facilitate the project, Twenty31 Consulting Inc., will only analyze the findings in aggregate with no personal or identifiable responses being shared with the City staff, project committee or publically.

If you have any questions on the project and/or the survey please do not hesitate to contact Alexis Kereluk directly ([alexisk@twenty31.org](mailto:alexisk@twenty31.org)).

**[Part 1: Vision for Tourism in Nanaimo]**

1. What is your vision for the management and governance of tourism in Nanaimo over the next three to five years?
2. What has NOT worked in the past related to the management and governance of tourism in Nanaimo?

**[Part 2: Tourism Management and Governance in Nanaimo]**

1. Based on your previously stated vision for the management and governance of tourism in Nanaimo over the next three to five years, what would be the ideal structure/organization to manage it (e.g., City government led; exclusively tourism industry led; directed by a third-party non-profit organisation; etc.)?

2. What should be the role of the new Tourism Organization and where should they place their focus?



3. What role should the City of Nanaimo play in tourism development and growth in Nanaimo?

**[Part 3: Stakeholder Engagement and Collaboration]**

1. Who are the most significant and influential organizations and stakeholders that are best positioned to assist in realizing the true tourism potential of Nanaimo?

2. How may these key organizations and stakeholders most effectively collaborate with the tourism industry in Nanaimo?

3. Which organization should ideally lead this collaboration?

**[Part 4: Other Comments]**

**1. Are there tourism organizations other than Nanaimo that you are familiar with (i.e., in Canada and internationally) that you feel are governed well?**

2. Do you have any other comments you would like to share related to the management and governance of tourism in Nanaimo?

**[Part 5: Demographic Details]**

1. What best describes the sort of organization you represent:

- a. Industry Association/Non-Profit
- b. Municipal Government
- c. Private sector business – accommodation
- d. Private sector business – restaurant /food/beverage
- e. Private sector business – attraction (nature based)
- f. Private sector business – attraction (urban based)
- g. Private sector business – attraction (arts and culture)
- h. Private sector business – tour operator
- i. Private sector business – transportation company
- j. Private sector business – retail
- k. Other – please indicate\_\_\_\_\_

2. How long have you been involved in the tourism industry within Nanaimo?

- a. Less than 1 year
- b. 1 to 2 years

- c. 2 to 5 years
- d. More than 5 years

Thank you for your for your participation. The final project report will be shared by City staff in October.

DRAFT