

Special Tourism Advisory Committee Meeting
August 3rd, 2017
Training Room
455 Wallace Street, Nanaimo

Twenty31 and Left Coast Insights Presentation
Ray Freeman

Consultant's Report: Agenda

Agenda Item

Project Phase 3
Stakeholder Engagement Plan

SWOT Analysis & Update

Communications Objectives

Discuss Details and Logistics

SWOT Analysis Workshop to update priorities/items

Phase III: Details & Logistics

Stakeholder Engagement:

- Stakeholder Interviews
- Digital Listening
- Online Survey
- Community Tourism Engagement Event

Stakeholder Interviews:

Objectives: July 11 to August 11th

- To gather a perspective from TAC membership, key identified stakeholders in tourism in Nanaimo and those members of City Council to give a perspective on the delivery of tourism services in Nanaimo and models that they might like to see

Outcomes Expected:

- Engagement from Nanaimo's tourism industry and municipal government on their views supporting the delivery of tourism services for Nanaimo
- Ideas for developing a framework for further discussion at Town Halls, Workshops and the qualitative and quantitative surveys
- Input into discussion with TAC, Community Tourism Engagement Event, and Workshops
- Summary of Perspectives included in draft written report

Stakeholder Interviews:

- **Greg Klassen:**
- Will meet with/call the following TAC members:
 - Lex Dunn (kimlexdunn@gmail.com)
 - Rose Gibson (rosegibson@rogers.com)
 - Dale Partridge (dalepartridge@telus.net)
 - Henry Traa (h.traa@coasthotels.com)
- Will meet with/call the following Specially selected Industry Members:
 - Gloria Hatfield: Pages, Gabriola (mail@pagesresort.com)
 - David Mailloux : Nanaimo Port Authority (dmailloux@npa.ca)
 - Erralyn Thomas: Snuneymuxw First Nation (erralynt@snuneymuxw.ca)
 - Walt Judas: TIABC (wjudas@tiabc.ca) : Complete
- **Ray Freeman:**
- Will meet with/call the following TAC members:
 - Mike Bauche (Michal. Bauche@viu.ca)
 - Leif Bogwald (leif.bogwald@gmail.com)
 - Dan Brady (danbrady@shaw.ca)
 - Jenn Houtby-Ferguson (jenn@twistconsulting.ca)
 - Robert Plante (rbmplante@gmail.com)
- Will meet with/call the following Specially selected Industry Members:
 - Andrew Roberts, Got Pop? Concerts (gotpop@live.com)
 - Dean Clarke, Vancouver Island Conference Centre (Dean_Clarke@comcastspectacor.com)
 - Nicole Vaugeois, Vancouver Island University (Nicole.vaugeois@viu.ca) (unavailable)

Digital Listening:

Objectives: July 31 to August 21st, 2017

- To get a perspective from the broader Nanaimo community to assess current perceptions, opinions and attitudes of tourism in Nanaimo from both past and current visitors and stakeholders

Outcomes Expected:

- An iterative measure to capture general sentiment on tourism in Nanaimo. How well tourism and services are being delivered; local community engagement in tourism and in servicing tourists and any sentiment related to tourism as a viable industry in Nanaimo. This information will feed into the Town Halls and interim report.

Responsibility:

- Twenty31 and Skylight

Digital Listening:

Methodology:

- The digital listening is going to look for qualitative phrases, key words and conversations online with regards to perceptions of tourism and tourism governance in Nanaimo.
- We will be looking for similar language that is asked in our survey and that is part of the community tourism engagement event agenda. (i.e. we will provide Skylight with the final version of the survey, interview questions and event agenda and Skylight will pull phrases from there, looking for conversations similar to those).
- Skylight will conduct the listening for 2-3 weeks, but will go back historically 3-6 months.

Online Survey:

Objectives: Weeks of August 7th to August 21st

- Online Survey (with both quantitative and qualitative questions) directed via email invitation to Nanaimo's broad network of tourism stakeholders to get perspectives on tourism in Nanaimo and current and potential delivery of tourism services

Outcomes Expected:

- Opportunity for key stakeholders and the broad community to provide their perspective, opinion and advice. Evaluate perspectives from a quantitative basis but also thoughts, ideas and perspectives from some open-ended questions

Community Tourism Engagement Event:

Objectives: Tuesday, August 15th, 2017 - 4:00 pm to 7:00 pm

- Provide a platform for Industry and Nanaimo community information and engagement in the process of developing a model for tourism for Nanaimo
- Ideas and perspectives from the stakeholder community to bring to the draft report

Outcomes Expected:

- More informed and engaged stakeholders in Nanaimo that the industry, city are serious about tourism and have a plan for a robust business model to deliver tourism services in Nanaimo
- Ideas, perspectives on a model for tourism for Nanaimo to take to draft report

Details:

- Develop objectives and agenda and send to Philip (City) and Henry Traa (Chair of TAC) for approval— complete
- Confirm venue and time with City (Ray, Alexis)
- Develop communications message to advertise invitation to Town Hall with City (Ray, Alexis) — complete
- Send message to key stakeholders in tourism database—Ray, Alexis
- Keep list of RSVP's—Alexis
- Develop content for Event — Ray (in process)
- Conduct Event—Ray and Greg
- Write up report from Event—Ray and Greg

Workshops:

Objectives: August 24th, 2017 - 9:00 am to 12:00 pm; 1:00 pm to 4:00 pm

- Present material learned during Phase I, II and III to the TAC Committee, key stakeholders in tourism and those from the City interested in participating to get their perspective on the discovery and potential best model for tourism service delivery for Nanaimo

Outcomes Expected:

- An engaging, enlightening process to help key stakeholders uncover the two to three models that best fit Nanaimo's tourism culture with solid evidence to back it up

Details:

- Develop a note to “save the date” to key industry stakeholders—Ray to Philip - complete

SWOT Analysis & Update:

Objectives:

- Share perspectives and identify collective priority SWOT components relevant today and for the future of tourism in Nanaimo
- Align SWOT with current and emerging DMO best and innovative practices

Outcomes Expected:

- Analysis of existing SWOT items and themes
- Collectively identify and update SWOT items and themes to create a new foundation for current and future sustainable tourism development and growth

DMO: Areas of Responsibility

leisure marketing/communications,
meetings and events (major events, business events, conference centre),
travel trade,
travel and lifestyle media,
content marketing,
visitor services, and
industry development (including research, destination management and member services).

The 10 As of Successful Tourism Destinations



Source: Alistair M. Morrison (2012)

Current Tourism Delivery Model in Nanaimo

City of Nanaimo

Oversight of Tourism Functions
Funding Management /
MRDT Administration
Visitor Centre Services
Oversight of Conference Centre

Tourism Nanaimo

(via Tourism Vancouver Island)
Destination Marketing/Mgmt
Destination Development
Strategic Planning
Tourism Development Program
Stakeholder Relations
Research
Destination BC Programs

Vancouver Island Conference Centre

Administered by Spectra
(Comcast Spectator
Sales Management
Marketing

Nanaimo Hospitality Assn.

Grow Overnight Visitation
Festivals & Events Admin
Sports Tourism Admin
MRDT Administration
Other interim DMO functions

Nanaimo Port Authority

Trade Show Marketing
Cruise Operational Services

Regional District of Nanaimo

Administration of Electoral Areas
A, B (Gabriola), & C
Gabriola, Mudge, & DeCourcy
Islands

Snuneymuxw First Nation

Newcastle & Protection Islands
Tourism Development

Other Entities

Old City Centre Association
Nanaimo Chamber of Commerce

Review of Legacy Model for Nanaimo: Looking Forward

The 2013 Tourism Strategic Plan identified five (5) key initiatives for Tourism in Nanaimo, including:

- Product Development (tourism attractions / experiences)
- Fostering Industry Partnerships
- Marketing & Public Relations
- Enhancement of Community Pride
- Accountability & Transparency

Let's roll up our sleeves!

- Let's divide up into four groups, each spending 20 minutes to analyze a SWOT list for their assigned component.
- Priority items should align with current Nanaimo strategic tourism objectives, and sector trends.
- Each group will present their findings. Which items are still relevant and which should be removed?
- Let's discuss updating the list to identify items to keep, items to remove, and items to be tabled for later discussion.

Review of Legacy SWOT for Nanaimo

- **2010 Strengths:**

- Stakeholders are making an effort to support tourism
- Willingness to invest (man hrs., expertise, \$'s)
- Changing perceptions – seeing all sides
- So many groups exist – all passionate
- We are all at the same table discussing – big step forward
- Marketing \$'s exist
- Collaboration/integration
- We have tourism product
- Perceptions of Nanaimo are changing

- **2013 Strengths:**

- Community features and aesthetics
- Community location/ infrastructure
- Attractions
- Events and Festivals

- **2010 Weaknesses:**

- Fragmentation of messaging

- Confusion around roles & responsibilities

- Understanding functions

- Too many groups working

- Still fighting the perception/reputation of what Nanaimo is

- Core foundation/framework missing to steer tourism

- Product development missing

- Too much focus on marketing only

- City incentives missing – maybe opportunities exist – subsidize

- We don't know who's here – current stats on who is visiting Nanaimo

- Lack of communication/distribution

- No tourism sector appreciation in community

- **2013 Weaknesses:**

- Perceptions by and of the community

- Transportation

- Attractions/Activities

- Organization

- Facilities and services

- Marketing

- **2010 Opportunities:**

- Cultural activities – needs to be coordinated

- Collaboration of product

- Cruise ship terminal

- Airport expansion – new services

- Education of public

- Sport/Event tourism expansion

- Work with neighboring communities and share resources/joint promotion for the mid island

- Aboriginal Tourism

- Grant \$'s to pay for project

- Research framework – measuring success

- Include RDN/external tourism opportunities in marketing programs

- Include external marketing opportunities in the TN marketing information.

- **2013 Opportunities:**

- New products and attractions

- Festivals and events

- Infrastructure / Aesthetics / Services

- Marketing and communications

- Activities and initiatives

- **2010 Threats:**

- Resource restrictions

- Public resistance to VICC, Cruise terminal

- Community/public sector protectionism – budget \$'s, staffing, information

- Things out of our control – BC ferries changing schedules, cancellation of Greyhound on ferries, SARS, etc....

- **2013 Threats:**

- None noted

Review of Online Survey

- **Questions?**

