

Nanaimo Tourism: Phase One Project Planning

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Agenda

1 Roles—Objectives, Committee, Consultant, City

2 Proposed Engagement

3 Stakeholder Engagement

Project Objective

- Recommend options for the development and implementation of a sustainable business model to develop, manage and market tourism in Nanaimo.

Roles and Project Governance

TAC Role

- Project direction and oversight
- Input, guidance, perspective
- Recommendation to City Council

Twenty31 Role

- Stakeholder Engagement
- Execute Methodology
- Committee Reporting
- Present up to 3 options; SWOT

City Role

- Manage Consultant
- Administrative support to Committee
- Present Recommended Option to City Council

Expected Outcome from the Project

- A detailed report on opportunities for Nanaimo's tourism business model including a vision for Nanaimo's tourism industry, stakeholder input, review of models from other jurisdictions
- Up to 3 Alternative Business Models for Nanaimo; strengths and weaknesses of execution

Definition of the Business Model

- Developing a DMO Roles and Function
- DMO Governance
- Destination Next Model
- Business models of other destinations

DMO Governance

- Critical to the development of the DMO business model
- Directs the organization strategy, operations and objectives
- Accountability
- Supports the premise that an organization needs to not only be governed well, but seen to be governed well

Alternate Governance Models

- Legacy/Informal
- Membership based
- Stakeholder based
- Appointment based
- Pay to Play
- Skills Based

Destination Next

From DMAI—Destination
Marketing Association
International

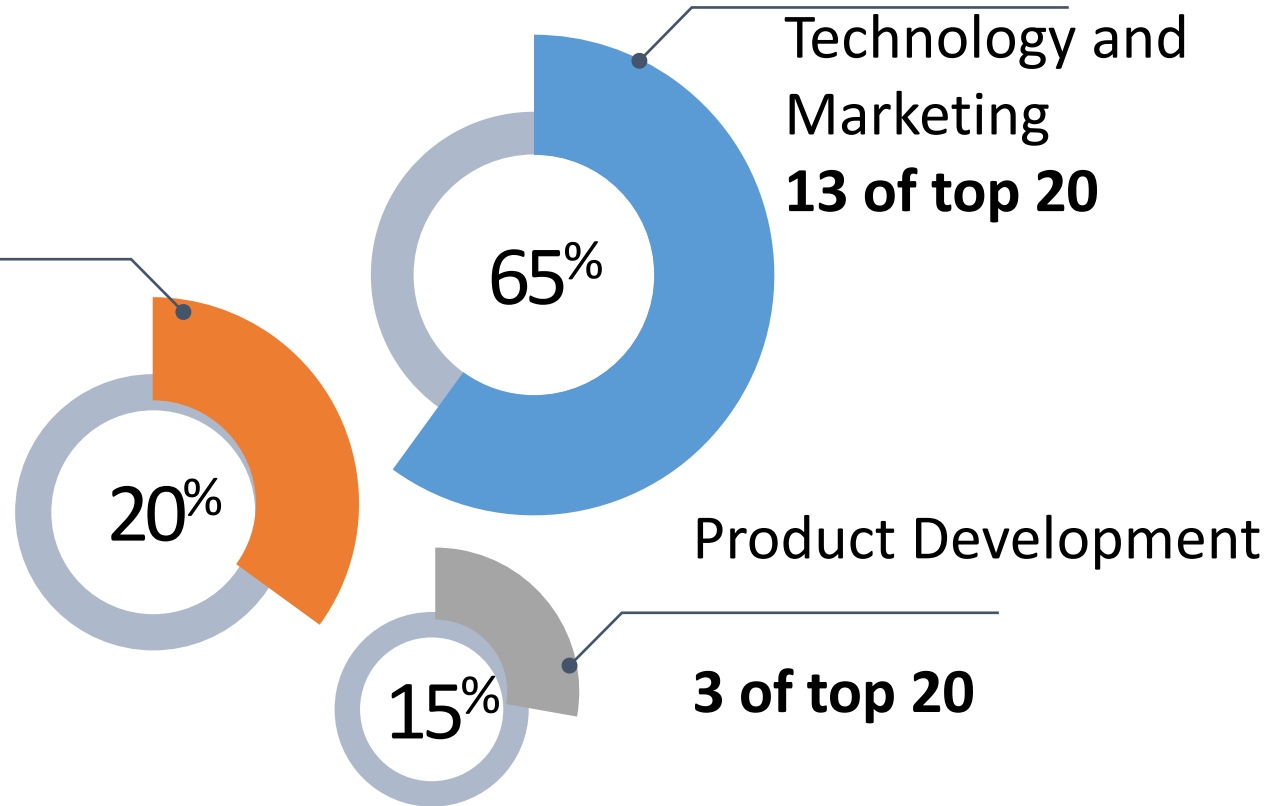
Survey of 327 DMO's from 36
Countries
July, 2014

Key Objectives:

- ✓ Key Challenges and Opportunities Facing Destinations
- ✓ The anatomy of a best practice Destinations for the future
- ✓ Identify linkages between strong tourism communities and strong Destinations

Destination Next – Impact on DMOs

Economic/Community/
Government
4 of Top 20



Destination Next – Transformational Opportunities

Over the next 5 years for competitive advantage:

1. Dealing with the New Marketplace—broadcast to engagement; **technology** and **millennials**
2. Building and Protecting the **destination brand**—destination managers of local, authentic, sustainable, cultural visitor experiences
3. Evolving the DMO business model—collaboration and partnerships—tourism centric to vibrant economies and **communities**

Destination
Next Driving
Factors
for Success

Developing
Destination/Brand

Strong Community Engagement

Gearing Up

Trailblazer

Established
Destination/Brand

Spinning
Wheels

Risky
Business

Weak Community Engagement

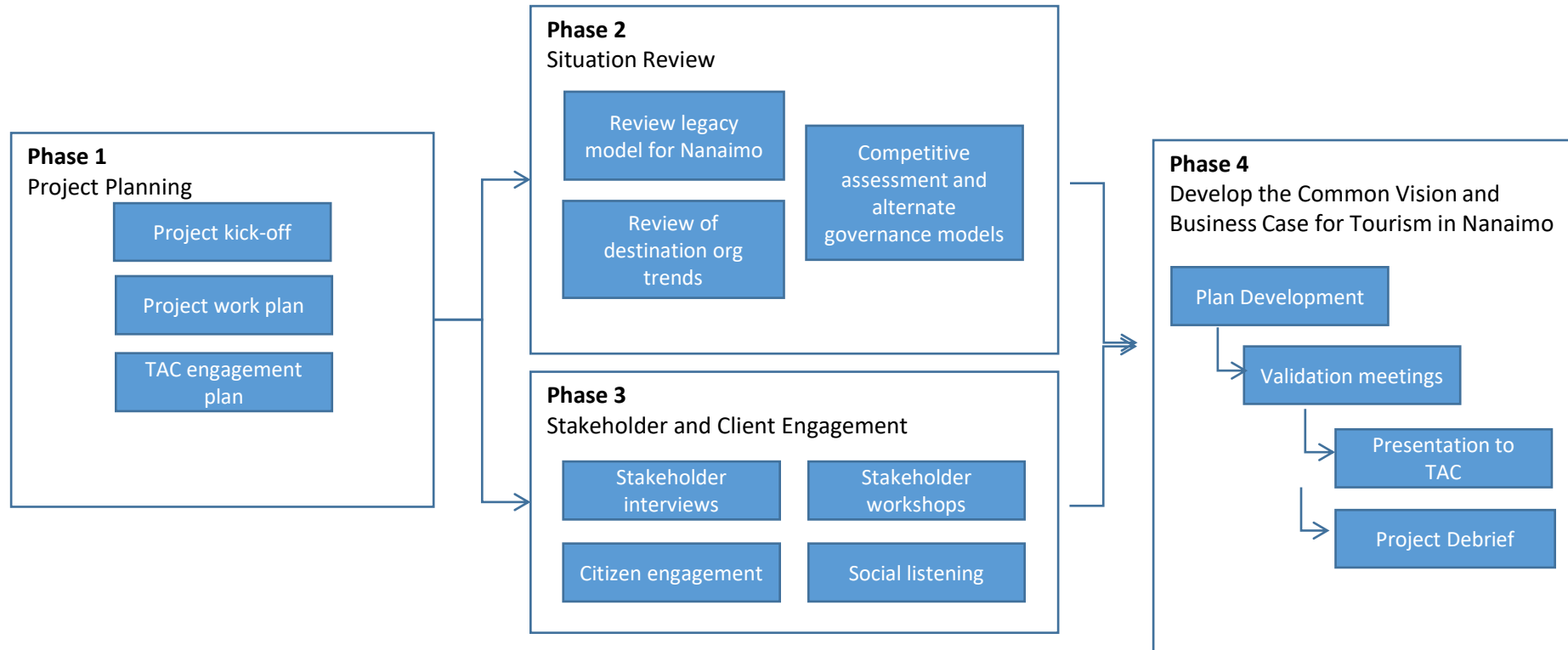
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Project Approach



Timeline and TAC Touch Points

| | June 30 | July 14 | August 25 | September 22 |
|---|----------------------------|-------------------|---------------------------------------|---|
| Phase 1: Project Planning | - Project Kick Off Meeting | | | |
| Phase 2: Situational Analysis | | - Verbal Briefing | | |
| Phase 3: Stakeholder and Client Engagement | | | - One-on-One Interviews - Workshop | |
| Phase 4: Develop the Common Vision and Business Case for Tourism in Nanaimo | | | | - Draft Review - Final Presentation - Debriefing Call |

Phase 1: Project Planning

The Project Planning Phase is designed to confirm key elements of the engagement and ensure alignment with the Tourism Advisory Committee (TAC) expectations, such as:

- Project objectives, approach, timelines and key milestones;
- Approach to stakeholder engagement;
- Creation of a communications plan;
- The approach to project management.

TASKS

- a. Conduct a project kick-off meeting (in-person) to discuss and agree to the project plan
- b. Confirm the project plan
- c. Confirm competitive/peer jurisdictions to review (Phase 2)
- d. Identify primary stakeholder groups (Phase 3) and confirm the approach to stakeholder engagement
- e. Develop the project communications plan and set up the online project Hub

DELIVERABLES

- Project plan
- Situational review plan (Phase 2)
- Stakeholder engagement plan (Phase 3)
- Project launch communiqué and online project Hub

Phase 2: Situational Review

Phase 2 will be vital to understand where Nanaimo has been, where it is now and where it possibly could be relative to industry trends and an assessment of competitors and peers.

TASKS

- a. Conduct an audit/review including:
 - Destination Competitive/Peer review
 - Nanaimo legacy review
 - Trends review
- b. Draft findings into a topline report including clear and concise analysis and hypotheses relevant to Nanaimo

DELIVERABLES

- Phase 2 situational review topline report
- Briefing presentation to TAC

Phase 3: Stakeholder and Client Engagement

Phase 3 will be designed to both obtain input and insights from all key stakeholder and audience groups with material impact on tourism development in Nanaimo, and to ensure buy-in and overall community support.

TASKS

- a. Conduct the TAC interviews
- b. Facilitate the Town Hall session
- c. Develop and launch the online survey
- d. Facilitate the Innovation-focused workshops (2)
- e. Launch the social listening research

DELIVERABLES

- TAC interview discussion guide
- Town Hall session briefing deck
- Online survey questionnaire
- Workshop briefing deck and stimulus materials
- Social listening key word/phase search terms
- Phase 3 topline report

Phase 4: Options Development

Phase 4: Develop the Common Vision and Business Case for Tourism in Nanaimo

TASKS

- a. Drafting and refinement of the Plan (3 Options)
- b. Development of the briefing decks and presentation of the Plan Options to all stakeholder groups
- c. External release of the Plan

DELIVERABLES

- Draft and final versions of the Plan (3 Options)
- Presentation deck
- Final release document
- Project debriefing memo

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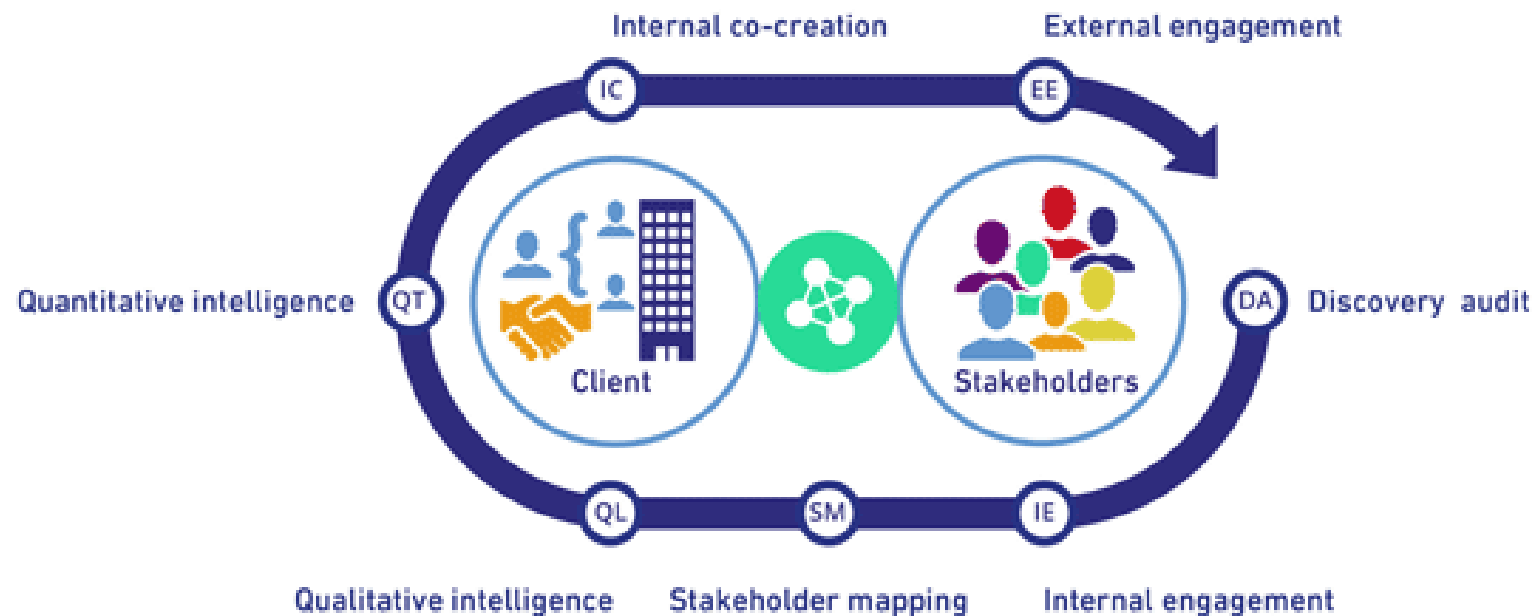
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Stakeholder Influence



The route to stakeholder engagement and influence to support the best possible outcome for a tourism entity in Nanaimo



Stakeholder Engagement

Does the audience group/individual have a material impact on tourism development and/or delivery in Nanaimo?

Is there a risk associated with the audience group/individual not being informed or engaged in tourism development in Nanaimo?

Stakeholder Engagement

| | Communique | In-depth Interviews | Tourism Industry Survey | Town-Hall Session | Digital Listening | Local Government Workshop | Tourism Industry Workshop | Draft Review | Final Presentation |
|-----------------------|------------|---------------------|-------------------------|-------------------|-------------------|---------------------------|---------------------------|--------------|--------------------|
| TAC | | X | | | | | X | X | X |
| External Stakeholders | | X | | | | | X | X | X |
| All Tourism Industry | X | | X | X | | | | | |
| Local Government | | | | | | X | | | |
| Citizens | X | | X | X | X | | | | |

Example: Tourism Stakeholder Organizations



Example: Tourism Stakeholder Organizations

| Federal | | Provincial | | First Nations |
|--|--|---|--|--|
| <ul style="list-style-type: none"> • Destination Canada • Western Economic Diversification • Parks Canada • Department of Fisheries and Oceans • Public Safety Canada • Transport Canada | | <ul style="list-style-type: none"> • Destination BC (DBC) • Ministries: <ul style="list-style-type: none"> ○ Jobs Tourism and Skills Training ○ Transportation and Infrastructure ○ Forests, Lands & Nature Resource Operations, incl. Rec. Sites and Trails ○ BC Parks ○ Community, Sport and Cultural Development • BC Ferries • TIA BC | | <ul style="list-style-type: none"> • Local First Nations: • Aboriginal Tourism Association of BC • Aboriginal Tourism Association of Canada |

Example: Tourism Stakeholder Organizations

| Regional | Local | Other |
|--|--|---|
| <ul style="list-style-type: none"> • Tourism Vancouver Island • BC Marine Trails Association • Vancouver Island Spine Trail Association • Island Corridor Foundation • BC Ocean Boating Tourism Association | <ul style="list-style-type: none"> • City of Nanaimo <ul style="list-style-type: none"> • Vancouver Island Convention Centre • Nanaimo Economic Development • Other Local Government • Nanaimo Port Authority • Nanaimo Hospitality Association • Sports Tourism? • Vancouver Island University • Chambers of Commerce • Downtown Nanaimo Business Improvement Area • Tourism Advisory Council | <ul style="list-style-type: none"> • Association of BC go2HR • Tourism Industry (i.e., operators / business owners) • Harbour Air • Nanaimo Airport Authority |