



Cruise BC Initiative



Canada



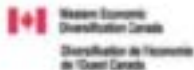
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BRITISH
COLUMBIA



Campbell River Workshop (September 17/18, 2003)

Summary of Sessions

Presented by

Campbell River Port of Call
Port of Nanaimo
Prince Rupert Port Authority
Greater Victoria Harbour Authority
Vancouver Port Authority
British Columbia Ministry of Competition, Science & Enterprise
Western Economic Diversification Canada

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**Cruise BC Initiative
Campbell River Workshop (September 17/18, 2003)
Summary of Sessions**

On September 17 and 18, 2003, key stakeholders in the cruise industry in British Columbia gathered to review, discuss and provide input into the Cruise BC Initiative Strategic Plan. The workshop agenda was developed in an effort to strike a balance between those who were joining the discussions for the first time as well as give those returning from previous workshops a chance to review work done since April, 2003 in Prince Rupert.

Overall, attendees were pleased to have been included in the process being implemented by Cruise BC Partners (Campbell River Port-of-Call, Vancouver Port Authority, Greater Victoria Harbour Authority, Port of Nanaimo, Prince Rupert Port Authority) and supported by the BC Ministry of Competition, Science & Enterprise and Western Economic Diversification Canada. Being an inclusive process, stakeholders felt satisfied to have been given the opportunity to present their ideas in a forum setting that was professionally facilitated, ensuring all ideas were given credence.

The following outline provides details on the topics covered and the issues raised. Where noted, additional 'speakers notes' are available.

Wednesday, September 17, 2003

The Cruise BC Initiative Campbell River Workshop officially started with a welcome from local Steering Committee member Bob Duncan, Campbell River Port-of-Call, and Campbell River Mayor, Lynn Nash. Guests were also treated to a video which illustrated the potential of Campbell River and the surrounding area as a cruise destination.



The event was held at the Museum of Campbell River and was sponsored by Royal Coachman Catering who supplied hors d'oeuvres and refreshments for guests who were able to browse through the museum which highlights First Nations culture and heritage.

In addition to welcoming attendees to Campbell River, Mayor Nash gave the District's perspective on building cruise business as well as providing very strong support for the purpose of the workshop and its goals.

Peter Xotta, Senior Manager, Business Development, Vancouver Port Authority, provided an overview of the workshop that would follow in the morning.

Thursday, September 18, 2003

The Campbell River Workshop, held at Painter's Lodge, began with a welcome from Steering Committee members Bob Duncan and Peter Xotta.

Review of Market Opportunities Assessment

Mary Klugherz, consultant with Maritime Strategy International Inc., provided a review of the Market Opportunities Assessment – the first report commissioned by the Cruise BC Initiative to assess the current environment, to provide for industry and stakeholder consultation and to develop an opportunity assessment.

Relevant points in Mary's presentation included:

- The assessment was a timely exercise to be able to capitalize on cruise industry growth worldwide, especially with increased interest in destinations in North America. As the cruise industry occupies a growing role in the overall tourism industry in BC and gains attention in terms of new product development, many opportunities exist for a coordinated approach to attract new business.
- Capacity shows Alaska as garnering 6% of the world's cruise market – compared to the Caribbean market share of 48%. Growth of the market has steadily increased over the past five years and is expected to continue.

- Projected world growth for cruise capacity to 2006 shows an approximate 10% increase over the next four years (beginning in 2003).
- The Assessment also identified the origin of passengers, noting that over 80% of cruise passengers for the Alaska route are from the US (approximately 6% come from overseas and the remainder from Canada).
- The future potential for the next five years for the cruise market:
 - Target market size: 140,490,000
 - Interested in Cruising in the next five years: 68,840,000 (49% increase)
 - Definitely/Probably will cruise in next five years: 43,552,000 (31% increase)
- Key markets for BC Cruises are:
 - Total drive market from BC, Washington State and Oregon: 13,368,600
 - Total short-haul air market (California, Alberta): 37,475,900
- The assessment reviewed the regulatory issues relating to cruise itineraries including a comparison of Canada Coasting Trade with Canada Coastwise Trade. It was noted that there are currently not Canadian flag cruise ships and that there are not any on order at Canadian shipyards. There is also no international operator currently cruising Canadian ports only.
- The assessment included a review of infrastructure for ports and activities.
- Weaknesses identified include:

<ul style="list-style-type: none"> ○ Lack of coordination ○ Lack of capital ○ Lack of awareness ○ Lack of market research 	<ul style="list-style-type: none"> ○ Lack of marketing funds ○ Regulatory issues ○ Lack of a strategy ○ Border access
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- Threats identified included:

<ul style="list-style-type: none"> ○ Inability to organize industry ○ Level of US support for cruise development ○ Terrorism 	<ul style="list-style-type: none"> ○ Increased security costs ○ Border regulations ○ Air access/capacity
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- Strengths

<ul style="list-style-type: none"> ○ Potential for growth ○ Community support ○ Excellent product components ○ Infrastructure in place 	<ul style="list-style-type: none"> ○ Uncongested ○ Exchange rate ○ Tourism marketing structure
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- Opportunities

<ul style="list-style-type: none"> ○ Economic opportunities ○ Willingness to work together ○ Nature, culture products 	<ul style="list-style-type: none"> ○ Pocket cruise expansion ○ Cruise line interest ○ Large untapped market
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- Economic Opportunities include:
 - Passenger spending of \$100 to \$200 average
 - Crew spending of \$20 to \$120 average
 - Cruise line spending
 - Employment and payroll creation
 - Taxes generated – GST and payroll
- An example of an innovative project in Norway was reviewed – the Hurtigruten is a combination ferry and cruise and has been successful in providing service to 34 coastal communities year-round (noted that it receives a \$40million government subsidy).
- The assessment reviewed opportunities and challenges for BC-based cruises, Alaska-bound cruises and other international voyages, noting that the greatest economic benefit comes from BC-based cruises and that challenges for all three included a lack of market awareness.

Mary's assessment concluded with an outline of recommended next steps to develop short, mid and long-term strategies to address marketing, infrastructure, stakeholder involvement, communications, product development, regulatory issues, governance, and future funding.

Review of Coastal Cruise Strategy Development

Jennifer Nichol with Grant Thornton reviewed the Coastal Cruise Strategy that was conducted by herself, Colledge Transportation Inc., and Jonathan Seymour, J.Seymour & Associates Inc.

Notes from Jennifer's presentation:

Today, the situation warrants a coast-wide, collaborative approach to address:

- Opportunities:
 - Market that is growing and diversifying
 - Desire by cruise lines to expand their product by offering new cruising areas
 - Surge of new cruise ship capacity
 - Changing market structure, including emerging niche opportunities
 - BC's outstanding coastal attributes and tourism product
- Threats related to competition for existing, Alaska-driven business

Key findings of the review included:

Strong growth projections for cruise passengers globally:

- 2001 = 9.8 million
- 2015 = 18.7 million

In terms of target market:

- United Kingdom has the strongest potential for medium to longer term business
- Germany has limited short-term potential but there is the potential to develop non-traditional, niche cruise product with adventure and wilderness focus as well as for smaller cruise ships
- Australia currently has the largest overseas cruise volumes for BC – potential is dependent on air prices and capacity
- North America has the strongest potential for all markets – short, medium and long term with a focus on short-haul and drive markets and current/recent cruisers and 'comfortable spenders', adventurers and families

Key findings for product development noted great potential for BC's cruise industry:

- BC's coastal assets are outstanding
- Diverse selection of coastal product, with emphasis on nature-based tourism featuring cultural and cosmopolitan product with a sound foundation for further shore excursion development
- Shore excursions and pre/post fairs: with Vancouver and Victoria as mature product and other ports developing new products, these respond well to global demand for diversity of experience, clean and green destinations, authentic tourism experiences and hands-on tourism experiences

Product challenges:

- Strategic Shore Excursion Development
 - Coordinated along the coast
 - Responsive to market demand and competitive trends
 - Build on strengths to develop unique, competitive shore excursion product coast-wide
 - Deliver shore excursion product to meet cruise line and passenger expectations
- Consistent Quality and Standards
- Human Resource Capacity Building

Two main opportunities were identified:

- To build on the huge success of Alaska-bound cruises
- Develop BC as a distinctive cruise destination

Requirements:

- Coast-wide approach
- Effective leadership and partnerships
- Sustained and coordinated effort over the long-term
- Effective product development
- Effective awareness building, market development, marketing and branding

- Adequate funding

The strategy made the following recommendations

- Vision Development – conduct a visioning exercise
- Product Development – promote community readiness and capacity building
- Influencing the Cruise Lines – prepare a regional brochure targeting cruise lines and profiling the strengths of BC
- Market Development and Marketing – further definition of priority markets, strategy development
- Regulatory Strategy – expand Alaskan itineraries as well as address (longer term) the Coasting Trade Act regulations
- Organizational Structure – identify partnership opportunities
- Communications – develop a communications plan that defines the target audiences and develops clear consistent messages for each relevant target audience.

Round Table Discussion on a Vision for BC's Cruise Industry Summary of Discussion

Purpose of workshop session on developing a vision:

- Collectively refine the existing draft vision for BC's cruise industry, that was prepared as component of the BC Coastal Cruise Strategy Development

Sample visions:

Tourism BC Vision

(organization vision)

Tourism British Columbia's vision is to be recognized and respected as a world leader in tourism destination management.

British Columbia Tourism Vision

(destination vision)

British Columbia is recognized internationally as a year-round tourism destination that provides exceptional, "Super, Natural" experiences in outstanding natural, cultural and urban settings.

Purpose of Cruise BC Vision:

Demonstrate long-term perspective, collaboration and commitment to:

- Key stakeholders
- Influencers and potential funding sources
- Markets: cruise lines, travel trade and passengers
- Tourism industry and organizations
- Communities and citizens

Provide long-term framework to guide:

- Leaders and participants of the Cruise BC initiative
- Activities related to the Cruise BC initiative:
- Product development and capacity building
- Branding, market development and marketing
- Policy and regulation
- Operations and infrastructure
- Cruise line relations
- Communications

Flipchart notes summarizing discussion:

- Integrate First Nations culture into the vision
- Include term "unique" in statement
- What happens to vision between now and 2010?

- Support 2010 – a statement for an endpoint. Ensure cruise is on the Provincial agenda regardless of who is in power.
- “Benefits coastal and cultural communities throughout the province.”
- “Benefits coastal communities and First Nations.”
- “enhances”, “creates value”
- Definition of “cruise industry”, in the context of this project:
 - Full spectrum of suppliers
 - Full spectrum of operators
 - Full spectrum of agencies, organizations, associations

Cruise BC Vision:

The following vision was refined during the workshop.

Cruise BC Vision – 2010

Vision refined by Cruise BC Workshop Participants, September 18, 2003

British Columbia’s cruise industry is vibrant, sustainable, internationally recognized and benefits coastal and First Nations communities.

Current Activities of the Cruise BC Initiative

Greg Wirtz, Business Development, Vancouver Port Authority provided an overview of progress being made on the Cruise BC Initiative.

Greg reviewed the projects that have been completed, specifically the Market Opportunities Assessment and the Coastal Cruise Strategy Development that had been reviewed in the morning.

Since receiving the Strategy the Steering Committee has:

- Evaluated recommendations from the Coastal Cruise Strategy Development report and developed a prioritized action plan (steering committee workshops)
- Addressed short term project management requirements by contracting an interim project coordinator
- Prepared for Implementation Plan Phase:
 - Budget development
 - Re-affirm partner commitments
 - Maintain momentum with Campbell River workshop prior to season-end
 - Initiate Seatrade planning
 - Prepare RFP’s for prioritized action plans

The Steering Committee has prepared RFP’s for the following priorities:

- Communications Plan including a Community Capacity Building Handbook
- Regional Marketing Plan with associated collateral material (i.e., branding)
- Governance Strategy
- Business Case Development/Competitive Analysis

Implementation of the projects will continue through to March, 2004.

Cruise Line Perspective: Influence and Process

Donna Spalding, representative from North West Cruiseship Association provided the following insights in developing a “Cruise Ship Port Of Call”.

Do your homework

- Know the cruise lines; their target market, itineraries and schedules.
- Evaluate your competitive position. What does your port offer?
- Proven tourism destination
- Cruise facilities

- Cost of key services (port charges, etc.)

Be careful of reports in cruise growth. Worldwide numbers reported may not reflect the same growth patterns as your area.

- Create a clear message. What are you selling?
- Who is the competition and why?
- BC has other regional success stories – Okanagan Wine Industry – build on these kinds of success' as your model

Plan Ahead

- Cruise lines plan itineraries and ship placements 18-24 months in advance
- Consider incentives
 - First into a new market
 - Trade advertising
 - Customized (to cruise line) proposals

Build Relationships

- Attend selected cruise functions – Seatrade; Cruise-A-Thon – look for opportunities to tell your story
- Schedule customer calls
- Identify key decision makers, understand combinations of marketing and operations

Leverage Partnerships

- Labor, regulator agencies, city governments, ground transportation companies
- Tourism community is key – BC is poised to welcome the world for the 2010 Olympics

Other important factors:

- Costs to cruise line – port charges, stevedoring, etc.
- Revenue capabilities and proximity to other destinations
- Facility constraints (ample area for ground transportation, parking, traffic & passenger flow)
- Efficient passenger flow through terminal – timely disembark and embarkation.
- Cooperative relationships with labor and regulatory agencies
- Provisions for crew going ashore
- Understand the regulations that govern the industry
- Each cruise line has and continues to look for and develop new markets. This is based on their research with past, current and potential passengers. New markets need to understand how they fit into this development (i.e. What are the trends). The cruise industry is highly competitive; the development of new markets takes time and opportunity.

Campbell River's Cruise Initiative

Lynn Phillips, Tourism North Central Island and Bob Duncan, Campbell River Port-of-Call, provided an overview of the steps taken in the development of Campbell River's cruise initiative.

In the face of economic challenges such as a depressed economy (down-turn in resource-based industries) and infrastructure deficiencies (transportation, facilities, and product), strategic cornerstones were identified which included cruise ship recruitment.

A feasibility study conducted by Klugherz & Associates provided the following recommendations and next steps:

- Establish contact with key reps from small and large cruise ship operators – learn as much as possible about their needs
- Prepare an engineering plan to develop and prepare a modification plan to the existing facilities
- Continue to monitor the RCI's PNW shoulder season program
- Develop a plan to increase our exposure to the cruise line companies
- Develop a relationship with cruise lines that have an interest in the region
- Determine the best site for the development of a large cruise ship facility

While the above recommendations were being implemented – led by Bob Duncan and the Campbell River Port-of-Call, Tourism North Central Island undertook the following initiatives to address developing a shore excursion program:

- Develop a Strategy – the Gateway strategy was a regional approach which netted over 20 unique excursions. The strategy provided opportunities for the smaller coastal communities and allowed for the participation of communities that don't have the infrastructure to host cruise ships
- Product Inventory – existing market-ready product was reviewed and an estimate on capacity was developed. TNI then determined the potential areas of growth and expansion and assessed the compatibility with cruise line interests.
- Strategic Partnerships & Uniform Pricing – TNI assessed key partnership opportunities, developed partnerships to build capacity and established uniform pricing guidelines
- Delivery Mechanism – the point of the delivery mechanism is that it provides cruise lines with one point of contact and provides the port-of-call with a revenue stream to fund a cruise ship recruitment program. It was noted that the revenues stay in the community to support growth
- Transportation – the existing capacity was determined and the potential for contracting was evaluated resulting in the development of a long term plan for building
- Quality Assurance – excursions must be reliable, export ready product (as defined by TBC) with liability insurance, certified guides and the quality of the experience must be guaranteed

In working with the cruise lines, Lynn noted that there is a substantial opportunity to generate on board revenues through a comprehensive shore excursions program and that cruise lines recognize the value in having a one-stop shop through a shore excursion booking function.

Campbell River's efforts have resulted in:

- Developed Infrastructure as a port-of-call
 - Dock, moorage facilities
 - Transportation
- Developed comprehensive shore excursion program
- Developed revenue stream to fund our cruise ship program

As a bonus, Campbell River now has

- Developed Commissionable Product
 - Package with US Air Service and other air carriers
 - Conference Centre – pre and post programs, spousal and family program
 - Group Tour and Travel – Itineraries and new products
 - FIT Product

Experience in Prague: 2010 Olympic Bid

Gordon Goodman, Executive Director of the newly formed Olympic Secretariat, provided insight into the work behind the 2010 Olympic bid – including the aggressive promotional strategies of Korea and Salzburg. He also provided a first-hand view of what it was like to be in Prague during the bid announcement in Prague.

In outlining the next steps for planning of the Olympics, he noted that many opportunities exist for innovative businesses who could develop strategies to capitalize on the increased exposure that was forecast for British Columbia. Citing examples of businesses who had successfully created these strategies and had benefitted not only from exposure during the Olympics, he also provided examples of companies who played a small role in logistical organization during the games which had led to greater opportunities once the games had finished.

For the cruise industry in British Columbia, Goodman recommended that companies use the Olympics for momentum to attract world-wide recognition. During the next seven years, businesses should be using the Olympics as a structure upon which to launch additional initiatives, such as attracting cruise lines that could expand their itineraries to include more BC ports and destinations.

Break-out Session I: Market Development

In a forum led by Jennifer Nichol, Grant Thornton, the following discussion took place:

Purpose of breakout session on marketing:

- Draw on the expertise and priorities of workshop participants
- Provide initial background material to the consultants who will conduct market research and develop a Marketing Plan

General discussion (workshop participants):

There is a need to:

- Coordinate marketing efforts / strategies at a provincial level; and,
- At the same time, ensure that local representatives (ports, destination marketing organizations (DMOs), etc.) develop and implement their own marketing strategies and efforts to influence the cruise lines, travel trade and passengers (consumers / customers).

There is a need to:

- Ensure marketing focuses on expanding the pie / increasing market share for British Columbia, rather than simply sharing existing business;
- Clearly define what the brand is and what it promises to cruise lines and passengers;
- Clearly define what we mean by "cruise" (e.g., does the term encompass all types of cruising, from independent sailing, to charters, to pocket cruises, to mega cruise ships?);
- Clearly define what we are selling; and,
- Focus on a limited number of things, such as our natural and cultural assets.

There is a need to focus on:

- Developing and selling experiences, which, in turn, create memories; and,
- Developing and selling authentic product, in response to growing demand for experiential, and authentic tourism products.

There are opportunities to:

- Link the Cruise BC initiative and related marketing efforts with the 2010 Winter Olympic Tourism Strategy.

Discussion on existing organizations related to marketing the cruise industry in BC

The following table summarizes the workshop participants' discussion about existing organizations that are involved or could be involved in marketing BC's cruise industry. Note that the listing of organizations is not comprehensive, and is based upon input from those who were present at this breakout session of the workshop.

Organization	Current Involvement in Cruise Industry Marketing	Potential Involvement in Cruise Industry Marketing
Canadian Tourism Commission (CTC)	<ul style="list-style-type: none"> • Involvement in Seatrade • Partnering with industry on specific initiatives • Marketing approach: Focus on geographical markets (rather than product or sector specific marketing – e.g., no specific marketing of Canada's cruise product) 	<ul style="list-style-type: none"> • Limited potential at this point
Tourism British Columbia (TBC)	<ul style="list-style-type: none"> • Involved with Pacific Rim Cruise Association (PRCA), which includes representation from: <ul style="list-style-type: none"> ○ TBC ○ Tourism Vancouver ○ Vancouver Port Authority (VPA) ○ Vancouver International Airport (YVR) • Key accounts • Trade shows • Geographic marketing focus • Overseas marketing focuses on the travel trade • North American marketing focuses on consumer direct approach 	<ul style="list-style-type: none"> • After BC's cruise product is better defined, TBC could play a key role in marketing to the cruise lines
Destination Marketing	<ul style="list-style-type: none"> • Long-standing involvement with cruise industry 	<ul style="list-style-type: none"> • Continue existing activities

Organizations (DMOs) Tourism Vancouver	<ul style="list-style-type: none"> • Marketing efforts focus on: <ul style="list-style-type: none"> ○ Cruise lines (operators) ○ Travel agents (travel trade) ○ Passengers / consumers (retail) • Identify and focus efforts on best cruise line customers (2 - 3 cruise lines) • Partner with YVR, TBC, CTC, etc. • Involved with Pacific Rim Cruise Association (PRCA) • Together with VPA, meet with cruise lines • Participate in Seatrade • Direct mail: 500,000 consumers • Familiarization Tours – travel agents involved with cruise the industry • Direct consumer promotions based on passenger lists from selected cruise lines (in partnership with selected cruise lines) • Provide sales training for travel trade involved in or potentially involved in selling Vancouver as a cruise destination 	<ul style="list-style-type: none"> • Continue efforts to build awareness and develop markets among targeted: <ul style="list-style-type: none"> ○ Cruise lines ○ Travel agents ○ Passengers / consumers • Interested in leveraging future partnership opportunities that correspond with Tourism Vancouver's objectives
DMOs Tourism Victoria Regional Destination Marketing and Management Organizations (RDMOs) Tourism North-Central Island	<ul style="list-style-type: none"> • Previously not heavily involved in cruise related marketing • However, work with Vancouver to coordinate pre/post tours to Victoria from Vancouver cruise business • To date, they have focused primarily on destination, product and infrastructure development and human resource capacity building. This includes: <ul style="list-style-type: none"> ○ Destination management ○ Infrastructure and product development ○ Assisting communities to coordinate market-ready shore excursion packages • On the marketing front, they have been: <ul style="list-style-type: none"> ○ Developing relationships selected cruise lines ○ Attending Seatrade 	<ul style="list-style-type: none"> • Exploring joint initiatives with the Victoria Harbour Commission • Future role – as the destinations and products become more mature, they will turn more attention to marketing
Other RDMOs: <ul style="list-style-type: none"> • Van. Island • Van, Coast & Mountains 	<ul style="list-style-type: none"> • Not currently involved in marketing the cruise industry 	As product develops, these RDMOs could become more involved in marketing BC cruise product specific to their regions
Port Authorities Vancouver Port Authority	<ul style="list-style-type: none"> • Cruise line focus • Work with Tourism Vancouver • Involved with the PRCA and related activities • Customer relationship management 	<ul style="list-style-type: none"> • Priority to diversify product, focusing on more than the traditional Alaskan market • More partnerships (i.e. with Tourism organizations)
Sector Associations North West Cruise Association (NWCA)	<ul style="list-style-type: none"> • Promote interests of cruise lines (advocacy) • Marketing is not part of their mandate 	
Sector Associations Pacific Rim Cruise Association (PRCA)	Includes: <ul style="list-style-type: none"> • YVR, VPA, TBC, TVAN • Retail events • Familiarization tours • Research 	
First Nations Individual First Nations	<ul style="list-style-type: none"> • Involvement with the cruise industry and related marketing varies from First Nation to First Nation: <ul style="list-style-type: none"> ○ Alert Bay has been involved with the cruise industry ○ Partnerships with operators such as Nimmo Bay Resort ○ Campbell River is a key partner in the Campbell River Port of Call organization ○ The Tsimshian are developing product and working with the Prince Rupert Port Authority 	<ul style="list-style-type: none"> • Need info on how to participate • Need capacity building
First Nations Organizations Aboriginal Tourism BC (ATBC)	<ul style="list-style-type: none"> • ATBC is not very involved in the cruise industry • However, they have been identifying approximately 40 market-ready companies with product that is suitable for the cruise industry 	

Break-out Session II: Operational Development

Michael Cormier, Greater Victoria Harbour Authority, and Shaun Stevenson, Prince Rupert Port Authority led a discussion on the following issues:

1. Pilotage:

- Needs to be consistent with Washington and Alaska
- Pilots provide feedback to cruise industry on operations; feedback on new ports
- Input into terminal design critically important
- Seymour Narrows is a critical driver for inside passage itineraries (timing issue)

2. Terminal Operations

- Turnaround port
 - Early morning arrival is critical (i.e., 0700)
 - Shift to earlier ETA (bigger ships, more passengers)
 - Operations shifting with enhanced security

3. Capacity in Alaska Theatre

- Contrasting views on capacity. New infrastructure for expanded capacity underway.
- Servicing needs of cruise industry, regardless of arrival and departure time is critical.

4. Security

- Integration with US security policy will be / is essential for Canadian ports
- CCRA

5. Maximize opportunities within operational constraints (i.e., short port calls)

- partnerships with:
 - CCRA
 - US Immigration
 - Tour operators
 - Retailers
- Commitment to making it a success.
- Service the needs of the customer (cruise line and passenger)
- Turn security issues into strategic advantage for British Columbia as a cruise theatre.
 - define requirements coast-wide
 - "set the bar"
- Pilot project key to demonstrating potential
- Target innovators: NCL/RCCL
 - Match BC's strengths with cruise line (i.e., World Explorer, Crystal, Radisson)
- Build multiple pilot project options – support with business case (cost-benefit analysis)

Forum on Governance

In a forum led by Jennifer Nichol, Grant Thornton, the following discussion took place:

Purpose of workshop session on governance / organizational structure:

- Draw on the expertise and priorities of workshop participants
- Provide initial, background information for the Governance / Organizational Structure Strategy
- Provide this to the consultants who will develop the Governance / Organizational Structure Strategy

General discussion:

- Need for coordination on provincial level on many fronts (see possible coast-wide roles below)
- Industry marketing and development organization

Role Category	Potential Roles / Responsibilities of a Coast-Wide Organization
Product Development	<ul style="list-style-type: none"> • Coordinate at coast-wide level
Marketing & Sales	<ul style="list-style-type: none"> • Brand development at a coast-wide level
Policy Regulations, Govt. relation	<ul style="list-style-type: none"> • Monitor these issues • Province-to-province; government-to-government • Industry-to-industry

Possible models discussed by workshop participants:

- Tourism BC – could take on another sector – like Cruise Initiative
- Council of Tourism Associations of BC (COTA) – Federation – Associations come together to form a council. Membership driven
- Steering Committee – hire consulting firm to operationalize it. Maximize involvement of Destination Marketing Organizations (DMOs)
- Sector Association – i.e. Canada West Ski Areas Association
- Canadian Tourism Commission (CTC) – Product clubs
- Pacific Rim Cruise Association (PRCA) – like COTA, an alliance
- Might need separate solutions for different roles / functions
- Membership non-profit – (comes under Societies Act)
 - Who do we want as members?
 - Grass roots model, which requires more time and organization? Or lean, mean, efficient steering committee model?
- What resources are available?
- Cruise Industry Association of BC (CIABC) – organization of suppliers (Could they expand their role/mandate to include Cruise BC initiative?)
- Approach an existing organization?
- Concern about further fracturing of the industry – a lot of organizations and boards already