



TOURISM PRINCE RUPERT

STRATEGIC PLAN

2022 - 2027



Updated November 2023

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INTRODUCTION

Tourism Prince Rupert was incorporated as a not-for-profit society in 1999 with the mandate and mission statement of driving the responsible growth of tourism in Prince Rupert and on the Northwest Coast. Tourism Prince Rupert's official Constitution and Bylaws were last updated in 2018, laying out the society's official mission and vision, to which an update is presented in this plan.

This new five-year strategic plan is designed to update Tourism Prince Rupert's existing and well-supported 2017-2021 Strategic Plan in order to comply with Municipal Regional District Tax (MRDT) requirements and maintain the City of Prince Rupert's ongoing participation in this program. The City of Prince Rupert recognizes the value of the current Municipal Regional District Tax (MRDT) and will retain the existing 2% rate for their municipality, allowing Tourism Prince Rupert to further develop Prince Rupert's existing successful tourism industry and build new infrastructure to ensure long-term resiliency.



The process to develop this plan began with a review of the previous plan's various objectives, strategies, and targets in the form of a collaborative brainstorming session with Tourism Prince Rupert's Board of Directors in October of 2020.

Tourism Prince Rupert's Board of Directors have evaluated Prince Rupert's current tourism strengths, weakness, opportunities, and threats in order to present this updated strategic plan. This evaluation informed the creation of five new objectives and helped to identify key strategies that will promote the successful execution of this five-year tourism plan.

The new objectives presented in this plan were identified by reviewing the previous strategic plan, discussing the current economic context for tourism in Northern BC, and establishing the areas of critical growth needed for Prince Rupert to continue to expand into a world-class, year-round tourism destination.

This plan is a reflection of Tourism Prince Rupert's time spent over the past five years promoting Prince Rupert as a tourism destination; communicating with visitors, residents, and stakeholders; and strategically developing the projects and initiatives needed for continued tourism growth in Prince Rupert over the coming five-year period covered by this plan.

Tourism Prince Rupert would also like to thank the following partners for their feedback on this plan in late 2021, prior to its official adoption in January 2022:

Destination BC, BC Ferries, Via Rail, City of Prince Rupert, District of Port Edward, North Coast Regional District, Prince Rupert Port Authority, Northern British Columbia Tourism Association, Gitxaala Nation, Lax Kw'alaams Band, Prince Rupert Cruise Ship Ambassadors, the Argosy / Haley Apparel, and Sunset Charters.



ORGANIZATIONAL VALUES

AUTHENTIC

Tourism Prince Rupert believes that Prince Rupert's unique experiences, culture, history, and geography are what sets it apart from other destinations and strives to maintain a genuinely authentic representation of the community across all initiatives.

ENTREPRENEURIAL

Tourism Prince Rupert makes strategic use of its resources by acting in an entrepreneurial way, engaging in creative initiatives that address multiple industry challenges and developing compelling campaigns that promote Prince Rupert as a unique destination.

COLLABORATIVE

Tourism Prince Rupert strives to be collaborative with community partners, tourism businesses, and sectoral organizations across all programs and initiatives to ensure that our work is informed, timely, and making optimal use of the resources available.



VISION AND MISSION

Tourism Prince Rupert's vision and mission are aligned with community and tourism sector priorities to set a positive long-term trajectory for collaborative tourism growth in Prince Rupert.

The vision statement defines our desired future state and provides focus for our organization. The mission statement provides a specific direction to help Tourism Prince Rupert achieve its' long-term vision.

A well-supported brand definition and clearly defined stakeholder map help to round out Tourism Prince Rupert's strategic direction.

VISION

Prince Rupert is a dynamic, unique, and fulfilling place to live, supported by a thriving and respectful visitor economy.

MISSION

Sharing Prince Rupert's unique spirit by leading tourism marketing and destination development initiatives.



BRAND DEFINITION

The Tourism Prince Rupert brand icon evokes three images from nature: an eagle in flight, the water drops of ocean spray, and the leaves of British Columbia's coastal rainforest. The complete brand message is generated by the visual energy of the icon in combination with two typographic elements: the signature Prince Rupert and the tagline Discover Our Nature. This message is rich with multiple meanings: the natural environment of forest and ocean, eagles, bears, and whales—and the human environment rooted in settlement, First Nations history, and a culture that maintains its natural expression in the 21st century.

The brand identity is controlled by Tourism Prince Rupert. Its successful integration depends on maintaining a uniform style in the use of its associated graphic elements, typography, colour systems, tone of voice, and overall aesthetic impression.

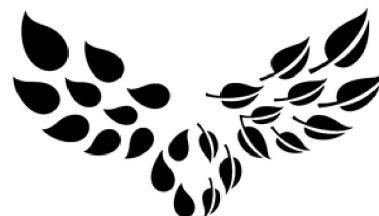
Achieving this goal requires a set of directions related to the projected image and the manner in which Tourism Prince Rupert's visual identity is perceived, which can be found in detail in Tourism Prince Rupert's official 2020 Brand Guidelines Manual.



PRINCE RUPERT
DISCOVER OUR NATURE



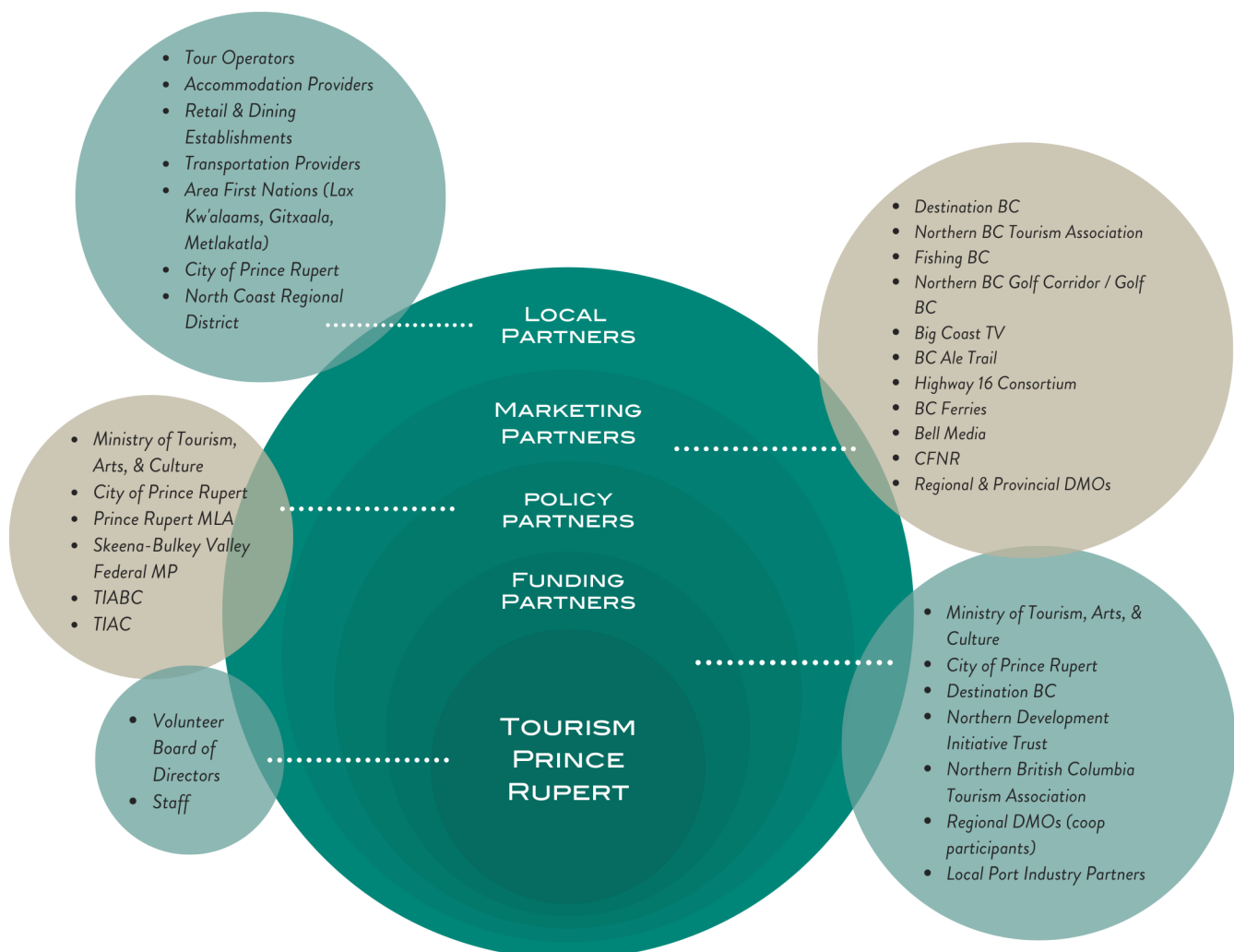
PRINCE RUPERT



PARTNER MAP

Tourism Prince Rupert is committed to working collaboratively with community partners, regional and provincial tourism stakeholders, and the relevant varying levels of government. Communication with key partners will be crucial to the execution of this five-year strategic plan.

Collaboration is key to Tourism Prince Rupert not only accomplishing its goal of destination marketing, but also for securing new investments in destination development, leading local tourism education & advocacy efforts, and influencing tourism policy. The following diagram demonstrates the complex multi-stakeholder environment that Tourism Prince Rupert operates in.

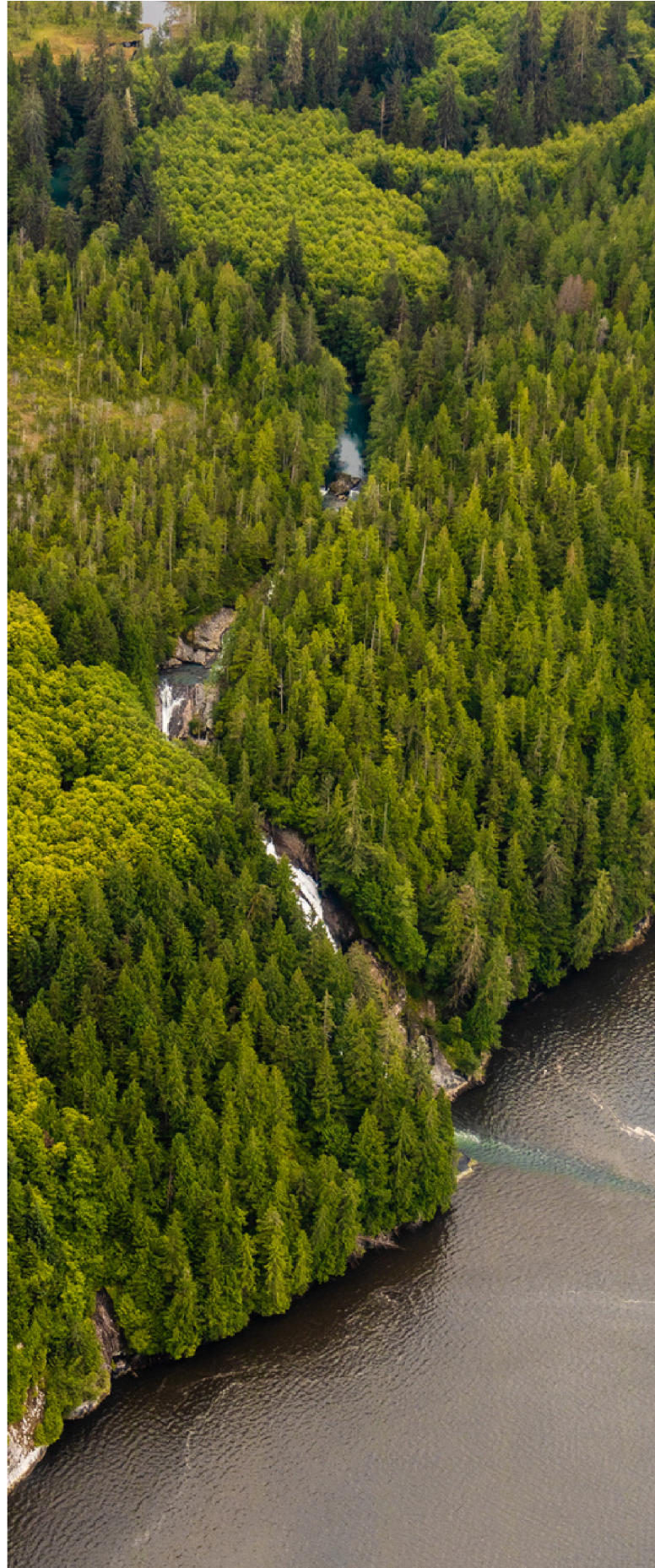


MANAGEMENT, GOVERNANCE, ADMINISTRATION

Tourism Prince Rupert has historically been membership driven, with tourism industry stakeholders holding positions on the Board of Directors. Four of the volunteer Directors are elected by the membership, made up of local tourism stakeholders, and the remaining five are appointed by the Prince Rupert City Council.

To generate funds for tourism development, Prince Rupert joined the Municipal and Regional District Tax Program (MRDT) in 1990. The City of Prince Rupert collects the MRDT revenue on behalf of Tourism Prince Rupert. Tourism Prince Rupert utilizes the MRDT funding to fulfill its society mandate.

The Board's stakeholder representation model allows a dynamic relationship with local area tourism stakeholders, who are directly connected to the local tourism market. The Board of Directors guide and enable the activities of Tourism Prince Rupert by overseeing the work of the Executive Director.



STRATEGIC CONTEXT

This section examines the current conditions and overall tourism trends in Prince Rupert. By reviewing the strengths, weaknesses, opportunities, and threats related to Tourism in Prince Rupert and the surrounding area, Tourism Prince Rupert can create an informed plan with reasonable goals, objectives, and strategies. It is the aim of Tourism Prince Rupert's Board of Directors to continue building the existing positive reputation of Prince Rupert as a world-class tourism destination, to influence visitor travel choices with competitive destination marketing, and to engage with our local, regional, and provincial stakeholders to help ensure the long-term resiliency of British Columbia's tourism sector.

ANALYSIS

Tourism is an extremely important part of British Columbia's economy, bringing in over \$18 billion dollars annually [1].

Northern BC is British Columbia's largest tourism region, covering 569,000 km² of the province with more than 60 provincial, national, and marine parks, and wildlife refuges that offer access to globally unique ecosystems and priceless cultural heritage treasures [2]. In Prince Rupert, tourism revenue supports a significant section of the local economy, from charter fishing, wilderness lodges, and wildlife tours, to seaplane charters, museums, hotels, and restaurants.

But the economic benefits generated by the tourism sector in Prince Rupert reach far beyond just tourism-specific businesses: retail, hospitality, and dining establishments that operate all year round rely on the busy summer tourist season as well. Tourism-related business is also a significant factor in Prince Rupert's quality of life offerings, which play a role in every major local employer's ability to recruit and retain their workforce, affecting Prince Rupert's economy as a whole. City beautification projects, park & trail development, and wayfinding projects also service locals' day-to-day experience of living in Prince Rupert.

[1] Welcoming Visitors – Benefiting Locals – Working Together A Strategic Framework for Tourism In British Columbia 2019 – 2021. Province of British Columbia.

[2] Regional Tourism Profile – Northern BC. Destination BC.

Statistics show that tourism is a growing industry for Prince Rupert, with annual visitor numbers and associated MRDT revenue rising steadily over the past decade.

MRDT REVENUE

Prince Rupert has experienced a growing accommodation occupancy rate with a significant MRDT revenue increase over the past decade [3]:

- MRDT Revenue 2010: \$147,326.74
- MRDT Revenue 2012: \$170,151.34
- MRDT Revenue 2014: \$229,947.49
- MRDT Revenue 2016: \$223,733.33
- MRDT Revenue 2018: \$241,917.22
- MRDT Revenue 2019: \$265,941.89
- MRDT Revenue 2020: \$196,660.00
- MRDT Revenue 2021: \$237,913.00
- MRDT Revenue 2022: \$332,448.84

VISITOR CENTRE VOLUME

Statistics from the Visitor Information Centre located in Cow Bay show that visitor numbers have been increasing annually [4].

- VIC Total Visitors 2012: 4,630
- VIC Total Visitors 2014: 15,687
- VIC Total Visitors 2016: 22,196
- VIC Total Visitors 2018: 37,050
- VIC Total Visitors 2019: 27,024
- VIC Total Visitors 2020: 4,731
- VIC Total Visitors 2021: 11,825
- VIC Total Visitors 2022: 22,381

**Note that 2020 and 2021 numbers were affected heavily by the COVID-19 pandemic, and therefore do not paint an accurate picture of tourism's steady growth in the region. With a vaccine now widely available, tourism growth is expected to surge back to pre-COVID levels in 2022.*

BC FERRIES TRAFFIC

BC Ferries shows a steady increase in passenger traffic on its Northern BC routes since 2017 [5]:

- Passenger Volume 2017: 86,304
- Passenger Volume 2018: 89,666
- Passenger Volume 2019: 91,164
- Passenger Volume 2020: 100,403
- Passenger Volume 2021: 34,090
- Passenger Volume 2022: 70,085

CRUISE PASSENGERS

Cruise Ship passenger numbers through the Northland Cruise terminal have also been steady since 2015 [6]:

- Passenger Volume 2015: 3,626
- Passenger Volume 2016: 7,100
- Passenger Volume 2017: 16,436
- Passenger Volume 2018: 9,185
- Passenger Volume 2019: 12,435
- Passenger Volume 2022: 60,310
- Passenger Volume 2023: 80,812

[3] Ministry of Tourism, Arts & Culture MRDT annual reporting to the City of Prince Rupert

[4] Prince Rupert Port Authority Annual Visitor Centre Report to Tourism Prince Rupert

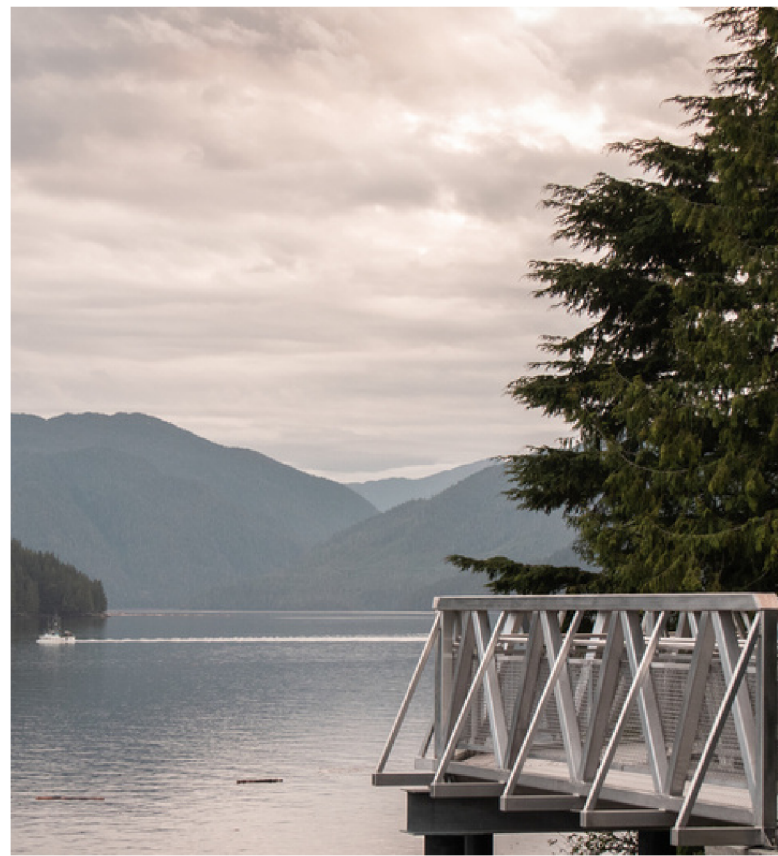
[5] BC Ferries' Annual Report to the British Columbia Ferries Commissioner 2017-2022

[6] Data provided by the Prince Rupert Port Authority

SWOT ASSESSMENT

STRENGTHS

- Location: Prince Rupert has a stunning natural location with impressive views, vast untouched wilderness, and a rugged marine setting. Prince Rupert's spectacular scenery and strategic coastal location enables market-ready products in the areas of outdoor adventure, fishing, and touring. Prince Rupert is also a gateway to the rest of British Columbia, through the ferry, land, and air connections, in addition to the trade gateway of the Port of Prince Rupert.
- Local Charm: Prince Rupert has a quirky coastal charm that is appealing to visitors, with colourful local shops, restaurants, and galleries helping to promote this image.
- History, Arts, & Culture: Heritage attractions are present and popular in Prince Rupert (MNBC, North Pacific Cannery, Cassiar Cannery). Indigenous culture is also prevalent and of strong interest to the tourism sector.
- Authenticity: The Prince Rupert visitor experience is genuine and still possesses that authentic quality that is lacking in some other tourist destinations that cater to large visitor numbers, particularly in the Alaska cruise theatre.
- Brand Alignment / Identity: Prince Rupert has a strong community brand. Images of Prince Rupert are easily identifiable.
- Diversity: Prince Rupert is a diverse community made up of many cultures, offering a diverse range of experiences in a dynamic environment that includes both rugged outdoor adventure possibilities and cosmopolitan shops & restaurants.



SWOT ASSESSMENT

WEAKNESSES

- Seasonal Challenges / Winter Travel:
Tourism is minimal to non-existent during the winter season from end of October to mid-March and there is a need for infill product during this time. Travel to-and-from Prince Rupert is also challenging and often dangerous in the winter months.
- Inconsistent Transportation Schedules:
Difficulty aligning advertising and tourism packages with inconsistent BC Ferry schedules is a constant challenge. Sailings also do not line up with VIA Rail's passenger service schedule, which has led to frustrated travelling plans. VIA Rail often has its passenger service schedule interrupted by freight traffic which can cause lengthy delay, service schedule cancellations and disrupted travel plans. Travellers into and out of the Prince Rupert Airport have extended travel times due to the location of the airport. This lengthened travel time has resulted in frustrated travelling public.
- Limited Tour Product Offerings: There are only a small number of tour operators in Prince Rupert, with most in a high price range and very little to no options in a mid- to low-price range.
- Lack of Waterfront Access: Due to industrial activities, Prince Rupert has little to no waterfront trails, beaches, parks, or camping opportunities.
- Awareness of Tourism Economic Value: Education is needed locally around the value of tourism, the potential for entrepreneurship and new business in the tourism sector. Resident sentiment around tourism is also a concern, in addition to local capacity for tourism advocacy.
- Transportation Cost & Quality: Prince Rupert's available transportation options are limited, expensive, and many are not the quality needed for good tourism experiences. Prince Rupert is also lacking in private transportation options, as well as any RV rental opportunities. Airport connectivity continues to be a challenge.



SWOT ASSESSMENT

OPPORTUNITIES

- Support for Tourism Businesses / Entrepreneurs: The opportunity is there for TPR to host workshops & business support activities to help provide capacity to existing businesses and recruit new entrepreneurs.
- Visitor Centre Updates / Renovations: Tourism Prince Rupert should explore the opportunity to divest from the current Visitor Centre location in the Port Interpretive Centre and explore the development of a new independent centre.
- Off-Season Tourism / Extension of Summer Season: Opportunities exist to develop winter and off-season tourism through events and seasonal promotions. An extension of summer tourism activities into the fall and earlier in the spring also present new opportunities for tourism growth.
- Indigenous Tourism: First Nations culture & heritage is strong and prevalent in Prince Rupert. The potential for Indigenous cultural tourism, led by area First Nations, is vast.
- Cruise Sector Development: The Prince Rupert Port Authority has expressed interest in continued expansion of the cruise sector, with increased involvement from TPR.
- Highway 16 Corridor Branding & Promotion: The development of marketing assets branding the drive between Prince Rupert and Terrace has significant potential. A driving tour map identifying major pullouts, viewpoints, and trailheads could be developed for handout at the VIC.
- Tourism Infrastructure Development: Potential for increased development of tourism infrastructure such as trails, wayfinding & signage, market spaces, waterfront parks, etc.

SWOT ASSESSMENT

THREATS

- Recruitment & Retention: Employee recruitment and retention in the hotel and service industry is an ongoing challenge.
- Transportation Gateway Changes: The Prince Rupert Airport remains vulnerable to any further reduction in air service. An anticipated decrease in BC Ferry sailings will negatively impact tourism in Prince Rupert and along the Highway 16 corridor. Increased rail traffic will negatively impact VIA Rail and result in increased passenger frustration.
- Transportation Options: First Canada Bus is closing in Prince Rupert, threatening a number of tour options, in particular with the cruise shore excursion program. Airport service levels, shuttle program, are also a challenge.
- Financial Stability: Tourism Prince Rupert does not have stable operating revenue tied to any sector outside of accommodation through the MRDT. In order to further participate and invest in the development of other sectors such as cruise, new reliable revenue streams will need to be identified.
- Shore Excursion Program Limitations: If new tourism businesses are not developed for the cruise Shorex program, the continued existence and further development of the cruise sector is at risk.
- Community / Resident Support for Tourism: A lack of awareness and education on the economic value of tourism contributes to a sometimes-negative perception of tourism.



CORPORATE OBJECTIVES

In order for Tourism Prince Rupert to achieve its' mission of leading local tourism marketing and destination development initiatives through education, advocacy, and collaboration with both community and external stakeholders, specific objectives are necessary to help narrow our organizational focus and keep annual tactics in line with long-term planning. The following corporate objectives are aimed at helping to define Tourism Prince Rupert's work and create a framework for the development of new projects, corporate activities, and strategic investments.

OBJECTIVE 1: DESTINATION MARKETING

Tourism Prince Rupert will execute a comprehensive marketing strategy that reflects Prince Rupert's authentic diversity and culture to increase annual visitor volume and economic impact.

Key performance indicators (KPIs) / Success metrics: MRDT revenue increase year-on-year, Local tourism partner revenue increase (by individual reporting), visitor volume (BC Ferries, Via Rail, Visitor Centre, and Cruise Passengers).

This is deliberately Tourism Prince Rupert's first strategic objective as it ensures that Tourism Prince Rupert will remain focused on its main priority of generating demand for the Prince Rupert area as a desirable destination for tourism. The purpose of Destination Marketing Organizations, or DMOs, such as Tourism Prince Rupert, is inherent in the name: to market our destination as a desirable place to visit.

In order to successfully achieve this objective, Tourism Prince Rupert will employ a number of key strategies, such as the consistent application of our brand guidelines across all platforms; diverse marketing tactics such as paid digital, social, and print advertising; earned media; travel trade and FAM tours; influencer marketing, and creative annual summer campaigns.



It will also necessitate brand partnerships and joint campaigns with regional and provincial marketing agencies such as Destination BC and BC Ferries, off-season event promotion and marketing campaign development, and the delivery of high-level visitor services through our Visitor Information Centre located in Cow Bay.

OBJECTIVE 2: INDIGENOUS TOURISM

Tourism Prince Rupert will highlight Ts'msyen culture and language in marketing and destination development initiatives and support the development of new Indigenous-led tourism products and experiences.

Key performance indicators (KPIs) / Success metrics: Increase in frequency of meetings / communication with area First Nations, advancement of at least one new Indigenous-led or Indigenous-supporting tourism initiative annually.

Prince Rupert is a culturally diverse community, with over 35% of Prince Rupert's population identifying as having North American Aboriginal origins, per the 2016 Canadian Census [7]. There are multiple First Nations represented in Prince Rupert, including but not limited to Gitxaala First Nation, Metlakatla First Nation, and Lax Kw'alaams First Nation.

In Prince Rupert, the strong presence of local First Nations culture and heritage is strongly felt in day-to-day life, but for visitors, it remains difficult to gain meaningful and culturally appropriate access to Aboriginal experiences while visiting Prince Rupert.

The strong Indigenous culture in Prince Rupert, and Northern BC as a whole, has a strong pull and is frequently identified in the Visitor Information Centre as a significant area of interest. The development of new experiences and tour products highlighting Indigenous life and culture in Northern BC represents not only a significant economic opportunity, but also a chance for Prince Rupert's diverse communities to be better represented in the tourism sector. To accomplish this objective, Tourism Prince Rupert will strive to build strong partnerships with area First Nations to discuss potential new tourism opportunities, products, and experiences that could be developed by local First Nations.



[7] Statistics Canada 2016 Census

Tourism Prince Rupert will also leverage its marketing network and annual promotional efforts to highlight new Indigenous tour products as they are developed. Finally, through its ongoing advocacy work and efforts to launch new destination development projects, Tourism Prince Rupert will endeavor to promote the increased inclusion and display of Indigenous culture in new tourism-related infrastructure projects such as new wayfinding, local signage, and visitor information materials.

OBJECTIVE 3: DESTINATION DEVELOPMENT

Tourism Prince Rupert will initiate and support destination development opportunities resulting in new market-ready, authentic tourism products and experiences.

Key performance indicators (KPIs) / Success metrics: Alignment with and implementation of objectives in Destination BC's Northwestern BC Regional Destination Development Strategy, implementation of at least one new tourism infrastructure or destination development project annually, amount of funding raised annually for destination development initiatives.

This objective is aimed at supporting Destination BC's Northwestern BC Regional Destination Development Strategy, a 10-year plan that synthesizes primary and secondary research gathered from multiple stakeholder conversations, surveys, studies and input from the Working Committee. [8]

The Northwestern BC Destination Development Strategy creates a framework for long-term regional and provincial planning that will support the further development of British Columbia as a world-class tourism. Tourism Prince Rupert aims to support and build upon this strategy by leading destination development projects in Prince Rupert that build strong partnerships with key local organizations and result in new tourism infrastructure.

Tourism Prince Rupert's approach to this objective will hinge on working collaboratively with key local and regional organizations and supporting the efforts of local tourism businesses to build better tourism infrastructure in Prince Rupert. This successful achievement of this objective will also rely on having a comprehensive inventory of shovel-ready projects and key partnerships ready at all times, in order to access new funding opportunities as they arise.

[8] Destination BC Northwestern BC Regional Destination Development Strategy

Tourism Prince Rupert will leverage its ability to raise funds as a not-for-profit society and provide project management services to ensure effective change is realized, working to develop new tourism infrastructure such as trails, wayfinding & signage, waterfront access opportunities, camping & RV options, cultural amenities, and other new market-ready tourism products and experiences. Further to this, Tourism Prince Rupert will work to continue developing the cruise sector, partnering with the Prince Rupert Port Authority and other key local stakeholders.

Destination development is purposely included as a priority objective, as increasing the number of market-ready tourism products has repeatedly been identified as not only critical to the long-term resiliency of Prince Rupert's tourism sector, but also to the attractiveness and liveability of Prince Rupert as a whole, which is crucial to the recruitment efforts of local employers in all sectors, and therefore, to bolstering Prince Rupert's local economy over the coming decade.

OBJECTIVE 4: INDUSTRY DEVELOPMENT

Tourism Prince Rupert will foster collaborative relationships with key tourism partners to create and enhance local opportunities for education, training, and industry advocacy, stimulating the development of new tourism ventures and bolstering the resilience of existing tourism operators in Prince Rupert.

Key performance indicators (KPIs) / Success metrics: Number of local training programs offered annually, volume of support resources offered annually.

In a remote community such as Prince Rupert, local tour operators and small businesses are the backbone of the tourism sector. In order to ensure the long-term resiliency of tourism in Prince Rupert, it will be crucial for Tourism Prince Rupert to not only support the success of existing local businesses, but also to encourage the development of new local businesses to service the tourism sector.

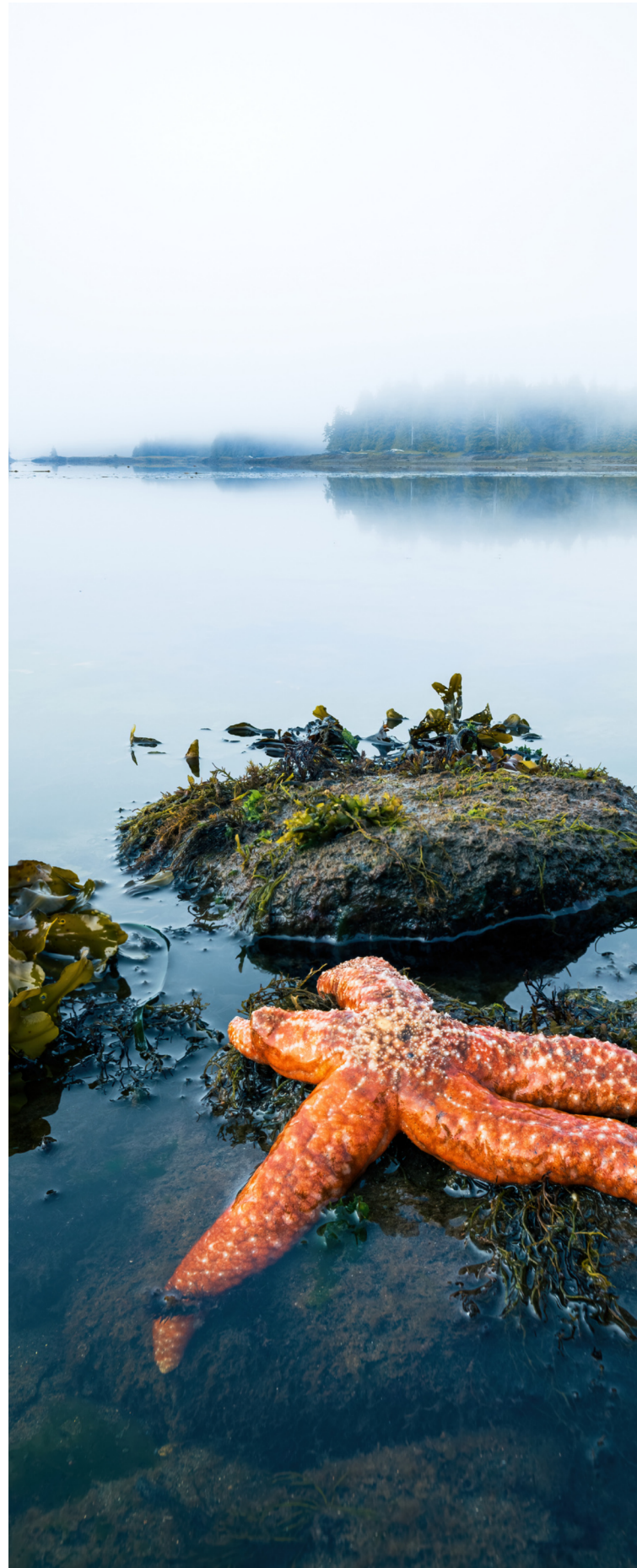
This strategic objective was identified to help create more opportunities for local entrepreneurship in the tourism sector, to provide resources and support for local businesses, and to bring a new approach to Tourism Prince Rupert's stakeholder outreach model.



In order to successfully achieve this objective, Tourism Prince Rupert will position itself as the local expert on developing new market-ready tourism products and developing new business practices to help grow local interest in tourism. To do this, Tourism Prince Rupert will bring resources, training opportunities, education, and workshops to local stakeholders.

By providing industry development workshops, market-ready resources, checklists for local businesses, certification programs and \ opportunities in the areas of health & safety, digital marketing, website & social media training, tourism market-ready development, and customer service training for local tourism businesses, Tourism Prince Rupert can be a key player in the development of Prince Rupert's tourism economy.

This objective will also involve Tourism Prince Rupert developing an inventory of potential new tourism businesses that could find success in Prince Rupert and working to encourage entrepreneurship and investment in developing these new market-ready businesses, tours, products, and experiences.



DETAILED STRATEGIES

The key objectives identified above will form the basis for Tourism Prince Rupert's work through to 2027. In order to accomplish these high-level objectives, it will be crucial to have more specific, targeted strategies clearly defined. The following section highlights a number of key strategies for each objective, with the express purpose of narrowing Tourism Prince Rupert's focus and creating the best chance of success for its long-term planning.

It should be noted however that this is a five-year strategic plan, and given that conditions can change over time, these detailed strategies should be viewed as a "living" portion of the document, necessitating an annual check-in with the Tourism Prince Rupert Board of Directors in order to address changing circumstances and adjust the strategies accordingly.

Date of last update:
November 27th, 2023

OBJECTIVE 1: DESTINATION MARKETING

Tourism Prince Rupert will execute a comprehensive marketing strategy that reflects Prince Rupert's authentic diversity and culture to increase annual visitor volume and economic impact.

STRATEGIES

- Digital Marketing: Highlight Prince Rupert's unique selling propositions through effective digital marketing using diverse tactics including paid and organic social media, website blog content, influencer campaigns, contests & giveaways, annual and seasonal campaigns, and event promotion, actively shifting from a traditional-media focus to more emphasis on digital promotion and online marketing. Leverage opportunities to bring social media influencers to Prince Rupert to help promote the destination, as per Destination BC's Influencer Strategy.

- Shoulder-Season Promotions:
Develop unique shoulder-season marketing campaigns and promotions to help extend the main tourism season and promote off-season travel to Prince Rupert. Partner with Northern communities to raise the profile of Prince Rupert to both locals and residents of Northern BC. Create awareness of tour products and local events happening through social media and website promotion.
- Website / Online Visitor Information: Maintain an updated inventory of visitor information on visitprincerupert.com, including suggested itineraries, local business listings, transportation options, tour information, and more. Utilize website tracking & analytics to gauge traffic and the effectiveness of digital marketing strategies and tactics, adjusting accordingly.
- Partnerships / Coop Marketing:
Foster partnerships with Destination BC, Northern BC Tourism, BC Ferries, and other key organizations through participation in joint marketing campaigns, annual coop marketing programs, and media attraction.
- Visitor Services: Provide high-quality, professional visitor services through the Visitor Information Centre and the annual production of visitor materials such as the Visitor Guide, brochures, and community maps. Develop new digital opportunities for visitors to access information online, at local accommodation providers, businesses, and civic facilities.
- Local Partnerships & Sponsorships:
Provide opportunities for local tourism businesses to participate in annual marketing efforts through partnerships, participation in campaigns, targeted opportunities celebrating seasonal events and/or activities. Provide opportunities for the promotion of local tourism businesses through social media highlights or participation in advertising campaigns. Support the promotion of existing festivals and events in Prince Rupert through sponsorship and marketing. Participate in the development of new events where possible.

- Content Production: Work with high-quality photographers and videographers to continuously produce up-to-date media assets for print & digital marketing efforts.
- Print & Traditional Marketing: Selectively conduct targeted traditional and print media purchases to further the Prince Rupert tourism brand in key markets.
- Media Relations: Support earned media through travel trade, travel media familiarization tours, and earned media opportunities. Produce effective press release and media content regarding all major tourism marketing & promotion activities.

OBJECTIVE 2: INDIGENOUS TOURISM

Tourism Prince Rupert will highlight Ts'msyen culture and language in marketing and destination development initiatives and support the development of new Indigenous-led tourism products and experiences.

STRATEGIES

- Foster Partnerships: Work to develop strong partnerships with area First Nations through frequent communication and collaborative development of project proposals. Work with provincial partners such as Indigenous Tourism BC to amplify their resources and supports for Indigenous tourism businesses. Develop a resource noting areas of cultural sensitivity or importance that local First Nations may wish to be highlighted to visitors, or adversely, left out of marketing efforts.
- Ts'msyen History & Culture Education for Visitors: Create new opportunities for visitors to understand Ts'msyen culture through interpretive tours, print materials, and digital content.



- Sm'algayax Language Incorporation: Consult with the Sm'algayax Language Authority to incorporate Ts'msyen language & culture into destination development projects such as wayfinding, welcome signage, and tourism print materials.
- Support for Tourism Product Development: Provide support and resources for Indigenous-led tourism projects by fundraising where possible, delivering market-ready information, offering industry expertise to package new tourism products, and advocating locally for project implementation.

OBJECTIVE 3: DESTINATION DEVELOPMENT

Tourism Prince Rupert will initiate and support destination development opportunities resulting in new market-ready, authentic tourism products and experiences.

STRATEGIES

- Tourism Product / Project Inventory: Develop a product inventory of existing tourism offerings & products in Prince Rupert to identify gaps and develop an ongoing list of potential new shovel-ready projects, readying resources for when new funding opportunities are announced. Define a success network for each of these projects, including key local partners, stakeholders, and funding agencies.
- Shoulder-Season Events: Develop and lead the promotion of new off-season festivals, products, and activities to help create tourism in the shoulder and winter seasons. Provide marketing support for existing events and festivals. Develop a "locals-only" day or promotion to create awareness of tour products with residents.



- **Wayfinding + Welcome Signage:** Develop new wayfinding signage throughout the downtown core & key walking areas pointing to main tourism attractions such as trails, cultural attractions, retail areas, and more. Tie wayfinding into newly-identified self-guided walking tour of Prince Rupert's downtown.
- **Trail Development:** Work with the Kaien Trails Society to further the development of Prince Rupert / Kaien Island's trail network, raising funds and supporting trail building efforts wherever possible.
- **Waterfront Access:** Determine and offer support for shovel-ready projects, whether led by Tourism Prince Rupert or another local organization, that increase public access to Prince Rupert's waterfront, including the development of new parks, trails, beaches, and other attractions along the harbour-front.
- **Highway 16 Branding / Corridor Development:** Develop increased awareness of the Highway 16 corridor between Prince Rupert and Terrace, potentially in partnership with Kermodei Tourism, through the development of marketing assets outlining key attractions and pullouts. Market this drive as a scenic tourism opportunity, potentially tied in with off-season events such as the Oolichan Run.
- **Local Transportation:** Work with key local partners such as the City of Prince Rupert to improve local transportation options.
- **Accessibility and Sustainability Upgrades:** Identify and raise funds for projects that improve accessibility to tourism products, as well as the sustainability of Prince Rupert's tourism offerings, highlighting slow travel as an eco-tourism opportunity in itself.
- **Arts & Culture:** Provide support to initiatives that create more opportunities for public art in tourism-focused areas, in particular the introduction of Indigenous art & language into public spaces.



- Cruise Development: Work in partnership with the Prince Rupert Port Authority and the Prince Rupert Cruise Terminal to support the development of the local cruise sector through product development, promotion, and the provision of visitor services.

OBJECTIVE 4: INDUSTRY DEVELOPMENT

Tourism Prince Rupert will foster collaborative relationships with key tourism partners to create and enhance local opportunities for education, training, and industry advocacy, stimulating the development of new tourism ventures and bolstering the resilience of existing tourism operators in Prince Rupert.

STRATEGIES

- Support for Existing Education Opportunities: Leverage and promote existing opportunities for tourism education and support by bringing workshops, webinars, and other education opportunities to Prince Rupert, for example from Destination BC, Hecate Strait Employment Centre, the BC Hotel Association, etc.
- Tourism Business Support and Education Opportunities: Support the development of local tourism businesses and entrepreneurs by offering workshops on CRM development, booking platforms, digital marketing & website development, social media, and more. Provide business resources, market-ready resources, and other tourism support programs. Provide local opportunities for tourism businesses to achieve meaningful certifications, such as the Superhost program, or develop a custom local programs.
- New Tourism Business Development: Identify gaps and subsequent opportunities for new tourism businesses in Prince Rupert. Promote this information and help establish opportunities for tourism entrepreneurship. Provide resources to local operators on what is considered "market-ready" vs "export-ready" to help further new & existing product development. Work to develop new partnerships to support entrepreneurship, for example with Futurpreneur, Community Futures, Chamber of Commerce, etc.

- Industry Networking: Create opportunities locally for tourism businesses to network and exchange resources, ideas, and professional support.
- Resident Support for Tourism: Work to build awareness and provide education to local residents on the value of tourism to the local economy. Build resident support for the tourism sector by creating increased opportunities for open communication and collaboration between Tourism Prince Rupert and local residents.
- Partnerships: Develop and maintain partnerships with key local organizations such as the City of Prince Rupert, the Prince Rupert Port Authority, and the Prince Rupert & District Chamber of Commerce to ensure that the tourism sector is considered in all new community development projects (for example, Redesign Rupert, Official Community Plan).
- Government Advocacy: Advocate for the economic growth and development of the tourism sector to all levels of government. Advocate to local and provincial government for increased operating funding for DMOs.
- Community Presence: Maintain a corporate community presence that allows local residents and key stakeholders to engage with TPR.
- Board Structure & Fiscal Responsibility: Build a board structure policy to ensure broad representation from all facets of the local tourism sector and community demographics, including representation from local Indigenous Nations. Ensure fiscal responsibility from the organization and find creative new ways to increase annual operating budget / leverage funds.
- Tourism Research: Advocate for a new tourism economic impact study and for increased data to be made available on the value of tourism in British Columbia, Northern BC, and if possible, Prince Rupert.