



# MANAGING CRUISE PASSENGER VOLUMES: ENGAGING YOUR COMMUNITIES




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# ABOUT OUR PORT CITY

- 531 902 inhabitants
- 4,3M tourists per year
- Main tourist district: 15 000 inhabitants  
Unesco world heritage site
- Multiple awards winning city —  
Best city in Canada travel and leisure
- Condé Nast Traveler (USA) —  
Readers' Choice Awards 2018
- Travel + Leisure —  
World's Best Awards 2018
- 3<sup>rd</sup> year in a row in the top 3  
destinations in Canada
- **High season: fall**
- **Busiest time of year — July to October**



# PORT OF QUÉBEC OVERVIEW



Water depth  
**15 M**



**RAIL AND ROAD**  
Connections



Yearly cargo value  
**\$20 BILLIONS**



**LARGE VESSELS**  
Capacity



Access to  
**TWO CLASS 1**  
**RAILROADS**



**COMPLETE**  
Marine services



**LAND RESERVE**  
Beauport 2020



**27 M TONS**  
Per year



Canada's  
**TOP 5 PORTS**



Access to a  
**STRATEGIC MARKET**



**1,000+ SHIPS**  
Per year



**230,000**  
Cruise visitors  
per year





# WHEN BLUE TURNS GREEN

NAMEPA'S 2016 Marine  
Environment Protection Award or  
Ports

North American Marine Environment Protection Association



GREEN MARINE 2015  
Excellence and Leadership



# PORT OF QUÉBEC'S LEADERSHIP IN COMMUNITY RELATIONS

- Direction of community relations
- Up to date mapping of local stakeholders
- Part of two citizens committee
- Sustainability report and plans
- Proud member of Green Marine
- Member of the City Port International association





# ABOUT CRUISES AT THE PORT OF QUÉBEC

- 230 000 cruise visitors per year
- Open year round
- 6 month cruise season
- 15m deep water port
- No air draft limitations
- Port of Call and Destination port
- Highlight of the Cruise Canada New England Destination
- 8 berth options
- Private structure governed by a board of director.
- 30M\$ new cruise terminal project



# Multiple award winning port



Best Canadian port



Best Cruise Destination –  
Canada-USA



3<sup>rd</sup> place – Best Cruise  
Destination in the  
World





# CRUISE VISITORS NUMBERS

# 230 940

- **CRUISE SEASON:** May 4<sup>th</sup> to November 3<sup>rd</sup> 2018
- **BUSIEST TIME FRAME:** October 4<sup>th</sup> to October (56 000 visitors)
- **49 MULTIPLE SHIP DAYS**
- **MAXIMUM 8 SHIPS SIMULTANOUSLY**





# 2019 - A RECORD INVESTMENT YEAR FOR CRUISE AT THE PORT OF QUÉBEC





# PEOPLE POLLUTION?



Québec city summer festival  
**80 000** people per night (10 days)







# PEOPLE POLLUTION?

**70 000** people in the Québec  
walled city area



# QUÉBEC PORT CITY, **precursor** and **leader** of managing the growth of the destination







# THE BASE FOR THE QUÉBEC CRUISE FORUM

"A less savory memory is the Old city pedestrian areas being flooded with cruise-ship crowds- another thing you might find more of than I did given the boom in cruising over the past 12 years. If I were, you, I'd plan your visit around ship arrivals. Check the Port schedule online and, if you're going to be there on a day where ship is on port, consider spending it either driving into the country side or doing some research at the Québec Family Society".

*Travel expert, Wendy Perrin,  
Condé Nast Traveler, May 6, 2013*





# 2014 – FIRST QUÉBEC CRUISE FORUM

## 3 MAIN OBJECTIVES:

- Educate the stakeholders and partners
- Mobilise the economic partners
- Stimulate investments

## KEY CHALLENGES LIVED BY THE DESTINATION:

- Mobility (taxi capacity, buses, circulation)
- Growth and number of turn
- Vision for the Future of cruise business sector

## CONCLUSIONS:

- Integrated port and city control center for high traffic days
- Shared growth vision by prolonging the season, 400 000 pax by 2025
- Creation of 2 permanent comitee: Strategic commiteee and International commitee.
- Logistical plannings with hotels and tourist attractions months ahead the cruise season



# KEY MOBILISED PARTNERS

- City administration
- Police
- Emergency services
- Event coordination units
- Hotels associations
- Traffic management units
- Key tourist attractions
- Districts merchants associations.
- Provincial and federal tourism ministers and teams
- Québec city airport, trains and buses
- Taxis associations



# MANAGING OUR COMMUNITIES

The impact of tourism on a destination, or parts thereof, that excessively influences **perceived** quality of life of citizens and/or quality of visitors experiences along in a negative way.





# Social Acceptance Meter

2010-2014



2015



# Social Acceptance Meter

2018



"It is a total nonsense. Since 2 years, we hear clients complaint which wasn't the case before. Too many people, too costly, too many mass tourists, we walked transported by hoards of people... we even hear we will never come back".

*Romuald Georgeon, owner of Château Fleur de Lys au Soleil.*

Subject led to a two week media circus with article being let with thoses negative themes:

- Air quality
- Waste management
- Whales impact
- Environement in general



# What changed the meter?

## WE HAD A GREAT ADVANTAGES

- ECA zone (Emission control area)
- Logistical and operational chain improvements
- Unified partners
- Environmentally savvy port management
- Active community relation direction
- Community relation committee well informed
- A pro-active communications team that allow for the perception not to cristallized





# The Port of Québec's vision

## SOCIAL LICENSE TO OPERATE

### POPULATION EXPERIENCE

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### PASSENGER'S EXPERIENCE

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INTERCONNECTED, PERCEPTION AS AN INDICATOR



# Understanding resident's attitude towards tourism and engaging communities is key

In general, would you say that Québec region welcomes...?

- ... too many tourists
- ... a sufficient amount of tourists
- ... not enough tourists





# Here are the results:

During the cruise season (September and October), a majority of citizens (57%) estimates that Quebec region welcomes a sufficient amount of tourists. However, 27% estimates that we do not welcome enough tourists and 10% think we welcome too much tourists.

## **For comparison:**

During the summer season (June to August), 72% estimate that Quebec region welcomes a sufficient amount of tourists. However, 18% estimate that we do not welcome enough tourists and 8% think we welcome too much tourists.

This survey was made from January 3<sup>rd</sup> to 9<sup>th</sup> 2019 by asking 1 000 citizens in the Québec region.



**"Overtourism is an effect of success" says Albert Arias Sans, Head of the Barcelona City Council's Strategic Plan for Tourism. But this success is always somehow planned and facilitated by other things that are not related to tourism.**



# CONCLUSIONS AND ACTIONS



## PORTS CAN TAKE THE LEAD

- Cruise is manageable:
  - We can work on reducing seasonality
  - Promote dispersal of visitors – Cruise month a time based ( peak) dispersal in the city
  - Promotion of new itineraries
  - Ensure local employment
  - Create city experiences to benefit both to residents and visitors
  - Communicate and engage with local stakeholders
  - Monitoring and data to sustain to decision making process.
- Social license to operate is highly sensitive









# PORT OF QUÉBEC BEST PRACTICES FOR PEAK DAYS MANAGEMENT

## CRUISE IS MANAGEABLE:

- Work with cruise lines to reduce seasonality
- Promote dispersal of visitors – Cruise month during the time based ( peak)involving visitor's dispersal in the city
- Promotion of new itineraries
- Ensure local employment
- Create city experiences to benefit both to residents and visitors
- Communicate and engage with local stakeholders
- Monitoring and date to sustain to decision making process.



**"Tourism will only be sustainable if developed and managed considering both visitors and local communities. This can be achieved through community engagement, congestion management, reduction of seasonality, careful planning that respects the limits of capacity and the specificities of each destination and product diversification".**

*Zurab Pololikashvili, Secretary General, World Tourism Organisation*





# BEST PRACTICES FOR THE COMMUNITY

## BE VOCAL

- The industry, the port and local tourism have to speak with a unified voice

## BE PREPARED

- Make sure to have the narrative to address the criticism

## COMMUNICATE THE FACTS

- Don't let internet and friends of the heart define you

## INVEST IN YOUR COMMUNITY RELATIONS

- Your stakeholders are key to solving your operational problems



**WE  
WIN**



**THEY WIN**



**YOU WIN**