

TOURISM PRINCE
GEORGE
STRATEGIC PLAN

(SHORT VERSION)

2020 - 2024

May 22, 2019



ABOUT TOURISM PRINCE GEORGE

Tourism Prince George (“TPG”) is a not-for-profit society that is governed by tourism industry stakeholders through an appointed Board of Directors. The TPG Board of Directors has adopted a stakeholder model, meaning that all tourism businesses and organizations in the Prince George region are automatically stakeholders without paying a membership fee. TPG has developed a variety of partnership programs which allow stakeholders to take advantage of leveraged opportunities to promote their businesses and increase tourism activity year-round.

TPG is funded through a Service Agreement with the City of Prince George along with the collection of the Municipal and Regional District Hotel Room Tax (“MRDT”). Other revenue sources include government agreements, partnership programs, advertising sales, merchandise sales, and marketing contracts.

The mandate of TPG is to evaluate, develop, and implement marketing programs on behalf of stakeholders while at the same time striving for excellence in the provision of visitor services.

ABOUT THIS STRATEGIC PLAN

This strategic plan is the foundation of how we, Tourism Prince George, will conduct our operations and demonstrate our accountability to our stakeholders over the 2020 -2024 period. The strategic plan presents our mission, vision, guiding values, goals and objectives.

The creation of this strategic plan entailed research on key drivers for Tourism Prince George, interviews with external stakeholders and a facilitated session with Tourism Prince George’s board and staff held in April 2019.

Note that this version of the strategic plan is abbreviated, providing the Mission, Vision, Goals and Objectives. The full version of the strategic plan provides contextual information, in addition to guidance for measuring success.

MISSION, VISION AND VALUES

TOURISM PRINCE GEORGE MISSION

Operating on the traditional territory of the Lheidli T'enneh First Nation, Tourism Prince George exists to attract visitors, increase their length of stay, encourage them to share their amazing experiences with the world and, ultimately, increase the direct and indirect economic benefits to Prince George and the surrounding region.

TOURISM PRINCE GEORGE VISION

Our vision is for Prince George to be BC's year-round "Northern Gateway to Adventure", a vibrant destination known for its diverse wilderness experiences, urban adventures and iconic events.

TOURISM PRINCE GEORGE VALUES

Our decisions are guided by the following core values.

<i>Welcoming</i>	<i>We are excited to welcome the world and offer amazing experiences.</i>
<i>Proud</i>	<i>We are proud of Prince George and the contribution that we make to our incredible community.</i>
<i>Collaborative and Inclusive</i>	<i>We foster open communication, inclusiveness, teamwork and community engagement, ultimately building trust with our stakeholders and regional partners.</i>
<i>Accountable</i>	<i>We are dedicated to operating in a transparent and fiscally responsible manner.</i>
<i>Responsible</i>	<i>We strive to operate and encourage our stakeholders to operate in an environmentally, socially and economically sustainable manner.</i>
<i>Progressive</i>	<i>We monitor emerging best practices for DMO management and operations, and adopt new practices that will help us excel.</i>
<i>Fun</i>	<i>We are passionate about creating and sustaining an enjoyable atmosphere in all we do.</i>

GOALS AND OBJECTIVES

Tourism Prince George will strive to achieve the following goals and objectives by 2024, in support of our mission, vision, and values. Specific tactics will be defined annually to

support the achievement of these goals. Four overarching goals are shown first. These are followed by key result areas and supporting goals and objectives.

Overarching Goals

Four overarching goals for Tourism Prince George are listed below. The work we do to achieve the more detailed goals and objectives (see further down) will help us achieve these overarching goals.

Tourism Prince George Overarching Goals	Measurement
<i>Increase the net promoter score year-over-year</i>	<i>Changes in the net promoter score</i>
<i>Increase tourism revenues by 5% annually</i>	<i>Changes in MRDT revenue¹</i>
<i>Increase the overall market readiness of the destination</i>	<i>Changes in the number of market and export ready experiences</i>
<i>Increase in stakeholder satisfaction</i>	<i>Changes in stakeholder satisfaction as reflected in periodic stakeholder surveys</i>

Key Result Areas, Goals and Objectives

A. VISITOR SERVICES

Goal: Provide excellent customer service to visitors, in partnership with stakeholders.

Objective A-1	Continue to seek and implement innovative ways of meeting visitors' needs.
Objective A-2	Support stakeholders, other tourism contact points and residents to be well-informed, proud ambassadors for Prince George.
Objective A-3	Create a dynamic visitor service environment.
Objective A-4	Prepare, and potentially implement, a plan to relocate the visitor centre with key partners.

¹ Note that Tourism Prince George realizes that MRDT revenue can be impacted by both tourism and resource-based visitation and that increases in MRDT revenue may not be 100% attributable to the activities of Tourism Prince George.

B. DESTINATION DEVELOPMENT

Goal: Facilitate the further development of Prince George as a northern gateway that offers year-round tourism products and experiences that meet and exceed visitor expectations.

Objective B-1	Serve as a “catalyst” for local and regional destination enhancement and product development by establishing a platform for new business and experience development.
Objective B-2	As the gateway to Northern BC, play a leadership role to support regional corridor development.
Objective B-3	Offer to support Indigenous tourism development.
Objective B-4	Build on past success to further develop Prince George as a premier sport, conference and event hosting city within chosen markets.
Objective B-5	Continually improve service and experience quality.
Objective B-6	Work with partners, including government, to address labour supply and training issues.
Objective B-7	Work with tourism operators and partners, including government, to maintain and enhance the quality of the natural and cultural resources that are important to tourism. ²
Objective B-8	Create a destination development strategy that complements the Northern BC 10-Year Destination Development Strategy (note that many of the preceding objectives could be folded into this strategy).
Objective B-9	Work with tourism operators and partners to continually increase the accessibility of tourism products and services.

C. MARKETING

Goal: Promote a positive image of Prince George through partnerships, engagement and a compelling brand that is particularly relevant to our core and niche target markets.

Objective C-1	Continue to focus on and grow tourism from core and niche markets.
Objective C-2	Establish a platform for centralizing and selling ticketable tourism products and experiences.
Objective C-3	Develop a strong program and reputation for sport hosting, together with key partners.
Objective C-4	Develop a strong program and reputation for meetings and conventions, together with key partners.

² Implicit in this is the intention to help manage visitor volumes in areas that are sensitive and/or that have limited carrying capacity.

Objective C-5	Collaborate with Indigenous partners to support a strong program and reputation for Indigenous tourism experiences.
Objective C-6	Develop a strong program and reputation for ecotourism and adventure tourism, together with key partners.
Objective C-7	Develop a strong program and reputation for urban tourism, together with key partners.
Objective C-8	Refresh the Tourism Prince George brand, ensuring alignment with Northern BC's and BC's brand where there is a fit.
Objective C-9	Work with Destination BC and Northern BC Tourism on “out-of-the-box”/creative strategic market development and marketing initiatives that capitalize on the city’s strategic location, the airport, the growing supply of quality hotel rooms and restaurants, the surrounding wilderness, and services such as RV rentals.

D. ORGANIZATIONAL EFFECTIVENESS

Goal: *Increase the capacity and effectiveness of Tourism Prince George in the following areas: governance, engagement, team member capabilities, policies and procedures.*

Objective D-1	Ensure that the Board provides effective governance and that Board members serve as ambassadors for Tourism Prince George.
Objective D-2	Ensure that Tourism Prince George provides value to and engages its stakeholders and partners through listening, communicating and collaborating.
Objective D-3	Ensure that Tourism Prince George attracts, develops and retains team members who are enthusiastic and capable and who feel valued.
Objective D-4	Monitor and adapt or increase team member capacity and capabilities as needed to respond to key industry trends.
Objective D-5	Continually enhance Tourism Prince George’s effectiveness by monitoring and adopting best practices, as appropriate, and improving operational policies and procedures.
Objective D-6	Monitor internal and external factors that could impact operational effectiveness, and respond as needed.