

**TOURISM PRINCE GEORGE SOCIETY**

**PRINCE GEORGE  
2020 MRDT  
ONE-YEAR TACTICAL PLAN**

Designated Recipient:	City of Prince George
Designated Accommodation Area:	City of Prince George
Date Prepared/Revised:	March 19, 2020
MRDT Repeal Date:	June 30, 2022
Five-Year Period:	July 1, 2017 - June 30, 2022

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## Section 1: Overview and Update to Five-Year Strategic Context

### *Strategic Direction*

#### **Vision**

The vision for Tourism Prince George is as follows:

**Prince George will be a recognized premier all-seasons destination – a community with remarkable urban experiences surrounded by incredible wilderness opportunities.**

#### **Mission**

The mission for Tourism Prince George is as follows:

**In a five-year period, starting July 1, 2017, Tourism Prince George will increase visitation to Prince George by 5% (as measured by growth in the MRDT revenues).**

#### **Overall Goals and Objectives**

Long-term tourism growth will be accomplished by focusing on the following overall goals and objectives:

- **Consumer Market Development** – We will promote the positive image of Prince George through engagement and continuing to build a compelling brand in core and niche markets.
- **Sport Tourism Development** – We will develop services, partnerships and promotional programs in the Sport Tourism sector that build Prince George’s capacity to host successful sporting events year-round.
- **Meetings and Conventions** – We will develop services, partnerships and promotional programs in the Meetings and Conventions sector that build Prince George’s capacity to host successful events year-round.
- **Destination and Product Experience Management** – We will have accessible and desirable products during all seasons that are available to a wide range of visitors in the leisure market including Indigenous, arts & culture, and adventure experiences through industry engagement, training and experience development tactics.
- **Visitor Services** – We will provide excellent customer service and support local tourism stakeholders in delivering professional services to visitors.
- **Organizational Effectiveness** – We will increase the capacity and effectiveness of Tourism Prince George in the following areas – governance, engagement, staff capabilities, policies & procedures.

*Key Learnings and Conclusions from 2019*

**Consumer Market Development**

*Project #1: Collateral Production and Distribution*

**Visitor Guide.** We are currently selling advertising and refreshing content for the 2020 guide, which will be in market in early 2020.

*Project #2: Media Advertising and Production*

**Digital Assets.** We continue to develop video content and brand standard imagery to use as fresh content to help increase Prince George's awareness and interest among the various and diverse markets. In 2019, we began the process of developing a new brand which will be launched in 2020.

**Co-op Marketing Program Development.** Our 2019/20 Route 16 motorcycle touring co-op with DBC is in progress. In its third year, the project continues to attain assets and content along the route by hosting influencer trips and promoting videos. We have received positive feedback from the partners involved. For our 2020/21 co-op application to DBC, we are launching our web series through highly targeted marketing campaigns and planning another influencer trip.

**Regional Consumer Campaigns.** In 2019, we delivered seven regional campaigns to promote year-round festivals and events.

**Adventure Shows.** In 2019, we attended outdoor adventure shows in Vancouver and Calgary.

**Hunting.** In 2019, we continued with our annual support, providing matching funding toward the expenses for northern guide outfitters to attend tradeshow in the US and Europe that target this niche market.

**Fishing, Skiing, Mountain Biking, Ale Trail.** In 2019, we partnered with various sector organizations to ensure that Prince George was represented in their campaigns. We have signed coop partnerships with the BC Fishing Sector, BC Ale Trail, and Mountain Bike BC. We also launched RV Touring and PG Campground videos.

**Celebrate PG.** One area of success has been in the partnership we have developed with the City of Prince George in promoting the enhancement of existing festivals/events and creation of new festivals/events through the Community Celebrations Grant Program. We will continue to work with the City to further develop this program, which has already been showing great success for the participating festivals/events.

*Project #3: Website*

In 2019, we added a mountain bike and fishing landing page to host video, photo and blog content. The blog content is posted monthly.

*Project #4: Media Tours*

We continue to work to support the efforts of Northern BC Tourism's travel media department by hosting media trips and showcasing what Prince George has to offer. We would like to continue to support these efforts in 2020.

### **Sport Tourism Development**

#### *Project #5: Sport Tourism Industry Engagement*

2019 saw a lot of industry engagement in the sport tourism sector locally and provincially. We were also present at the CSTA's Sport Tourism Congress, CSTA Annual Forum, and the Sport Leadership Conference. The Annual LSO Networking event saw 58 stakeholders in attendance. The Sport Tourism Stakeholder Survey was conducted in Q4 to 77 local sports groups and over 30% have utilized the Prince George Sports Tourism Fund.

#### *Project #6: Sport Event Enhancement Program*

We continue to support booked events with in-kind support including welcome bags and onsite visitor services. We will continue this initiative in 2020. In 2019, we continued the implementation of the Show Your Badge Program. This program has been well supported by the business community, with over 15 businesses participating and has seen good uptake from visitors. We will continue to develop the program in 2020.

#### *Project #7: Sport Tourism Sales Activities*

2019 has been a successful bidding year. We have secured multiple events, including the 2020 World Women's Curling Championship, the 2020 Western Canadian Ringette Championships, and the 2020 Canadian Native Fastball Championships. In 2019, we continued to work in partnership with the City of Prince George to support the SportPG Hosing Grant Program and assess the economic impact of funded events.

#### *Project #8: SportPG Brand Campaign*

In 2019, we placed print/digital ads in various industry publications/websites. We continued to gather photo assets, including gathering professional photos from the 2019 World Para Nordic Skiing Championships and the 2019 BC Soccer Provincials.

### **Meetings and Conventions**

#### *Project #9: M&C Industry Engagement*

In 2019, we attended and sponsored various industry conferences and events. In addition, we met regularly with local venues and stakeholders. In 2020, we will continue to develop industry engagement and look at some stakeholder buy ins for specific exhibit shows.

#### *Project #10: M&C Event Enhancement Program*

We continue to support booked events with in-kind support including welcome bags, speaker gifts, VIP gifts and onsite visitor services. We will continue this

initiative in 2020. In 2019, we continued the implementation of the Show Your Badge Program. This program has been well supported by the business community, with over 15 businesses participating and has seen good uptake from visitors. We will continue to develop the program in 2020.

### *Project #11: M&C Sales Activities*

In 2019, we worked with Industry Stakeholders through engagement sessions (formerly the Sales Task Force) to establish leads on events with 250+ delegates. We have also been on several outside sales trips and hosted one (1) FAM trip and two (2) Site Tours that generated additional leads for the destination. To date, we have booked several conferences that will take place over the next few years – most recently successful in the bid for the 2020 BC Chamber of Commerce AGM & Conference. In 2019, we will set the target events at 250+ delegates as anything less can be managed by the sales rep from one individual conference hotel – our focus will be to bring the larger events to the Prince George Conference and Civic Centre, which will provide greater economic impact in the community.

### *Project #12: MeetingsPG Brand Campaign*

In 2019, we placed print/digital ads with various industry publications/websites. In 2020, we will continue to with the MeetingsPG Brand Campaign, focusing more on digital ads and less on print. We will continue to gather and develop photo assets and share them with our stakeholders. Looking into other forms of obtaining digital assets, i.e. – virtual video.

## **Destination and Product Experience Management**

Tourism is still very much a developing industry in Prince George. There are major product gaps that we need to continue to work on filling with community/industry partners in order to create more demand from the leisure/touring market. Areas that have been identified for development include soft adventure, Indigenous tourism, and signature festivals. We continue to work closely with Destination BC as they build a long-term destination development strategy for various sub-regions in the north. We will continue to align with DBC on this initiative as it moves into implantation. We will also work with DBC to support the further delivery of their Remarkable Experiences initiative over the next several years.

### *Project #13: Soft Adventure Experience Development*

We have been working closely with the mountain bike sector to develop the northern region as a premier destination for this niche market. This work will set the stage for future trail based initiatives aimed to further develop soft adventure experiences.

### *Project #14: Indigenous Tourism Development*

Substantial work still needs to be done with regard to developing Indigenous tourism experiences in the Prince George area. Our Board of Directors has established a seat on the Board representing the economic development office of the local First Nation. We will continue to develop this relationship and work

on projects that have mutual benefit. We co-hired an Indigenous coordinator to create a strategy and implement tactics for 2020.

### *Project #15: Sponsor Northern BC Tourism Summit*

Another partnership that we continued in 2019 was with Northern BC Tourism in delivering the Northern BC Tourism Summit. In 2020 we will sponsor the event, which delivers valuable tourism education and professional development opportunities to our industry stakeholders. Feedback from the event was good overall.

### *Project #16: Sponsor Chamber's Business Excellence Awards*

In 2019, we gave three awards recognizing excellence in Accommodations, Food Service, and Remarkable Experiences (attractions, tours, and festivals). In 2020 we will again sponsor these awards to help motivate tourism businesses to raise their standards in customer service and experience development so they can benefit from the community-wide acknowledgement of being a nominee or winner.

## **Visitor Services**

### *Project #17: Ambassador Program.*

In 2020, the Ambassador Program used a Mobile Visitor Information Centre for outreach at local festivals.

## **Conclusions**

Prince George is still in the development stages of becoming a leisure travel destination in its own right. In 2020, in addition to marketing, we will have a greater focus on destination development and continue to work with other communities and sector organizations to build experiences that create greater demand across the region, focused on touring, mountain biking, hunting, angling, etc. At the community level, the opportunities for sustained growth in visitor numbers will come from focusing our efforts on strategic priorities, namely sport tourism, meetings and conventions and experience development in soft adventure and indigenous tourism. This one-year tactical plan is rooted in the continued growth and development of these strategic strengths and opportunities.

### *Overall Goals and Objectives*

No significant difference from the Five-year Strategic Business Plan. Tourism Prince George has a new five-year Strategic Plan for 2020-2024.

### *Strategies*

No significant difference from the Five-year Strategic Business Plan. Tourism Prince George has a new five-year Strategic Plan for 2020-2024.

Our marketing content themes include touring (RV, motorcycle), festivals/events, and outdoor adventure; and our sales content themes include meetings/conferences and sporting events.

### *Target Markets*

This plan targets the following primary and secondary markets:

#### Primary markets:

- Residents of northern BC for leisure travel
- Residents of rest of BC and AB for touring (1+ nights)
- Long-haul visitors touring northern BC and/or Alaska, through Destination BC (1+ nights)
- Corporations and associations based in northern BC or have a strong presence in northern BC for hosting regional/provincial Meetings and Conventions (2+ nights)
- Sporting event organizers or sporting event rights holders of regional, provincial, national and international events (2+ nights)
- Local residents (and Visiting Friends and Relatives market)

#### Secondary markets:

- BC and Alberta anglers, through sector organization (2+ nights)
- Canadian, American and European (primarily German) hunters, through sector organization (2+ nights)
- Tour operators serving European (primarily German) markets, through Destination BC (1+ nights)
- Outdoor Enthusiasts, through various sector organizations (1+ nights)
- Culture and Heritage Seekers (1+ nights)

**Section 2: One-Year Tactical Plan with Performance Measures**

<b>Major Category:</b> Marketing
<b>Activity Title:</b> Project #1: Collateral Production and Distribution
<b>Tactics:</b> <ul style="list-style-type: none"> <li>Enhance the Prince George Visitor Guide with new content.</li> </ul>
<b>Implementation Plan:</b>
<i>Short Description:</i> <ul style="list-style-type: none"> <li>Each annual edition requires updated imagery and new content. Emphasis should be placed on activities that generate revenue for the high motivation products such as outdoor adventure while at the same time, ensuring there is information on the variety of other activities that increase length of stay and visitor satisfaction (such as cultural activities and festivals and events). Within each category, the Visitor Guide should include journalistic articles to better paint a picture of the experience one can have in Prince George. Other categories such as sport tourism, meetings &amp; conventions, and hunting may not belong in the general Visitor Guide as they have very specific audiences that can be better reached through other methods.</li> <li>Present information in an easily-scanned manner, with concise text, informative sub-headings, short paragraphs, and captioned photos</li> </ul>
<i>Quantifiable Objectives:</i> <ul style="list-style-type: none"> <li>40,000 printed guides distributed</li> </ul>
<i>Rationale:</i> <ul style="list-style-type: none"> <li>Visitor guides are important tools as they are used for pre-trip vacation planning and finding things to do once in the destination that may result in increased length of stay.</li> </ul>
<i>Action Steps:</i> <ul style="list-style-type: none"> <li>Review the current Visitor Guide to determine priority topics and areas for improvement.</li> <li>Enlist services of graphic designers to enhance content as directed.</li> <li>Work closely with the selected firm to ensure the end product is consistent with the TPG graphic standards and provides information that potential visitors need.</li> <li>Print the Visitor Guide.</li> <li>Distribute the Visitor Guide.</li> </ul>
<i>Potential Partnerships:</i> <ul style="list-style-type: none"> <li>Advertising in the guide can be purchased by tourism-related businesses.</li> </ul>
<i>Resources:</i> <ul style="list-style-type: none"> <li>Staff time: Manager, Brand &amp; Marketing; Coordinator, Marketing</li> </ul>
<i>Sources of Funding:</i> <ul style="list-style-type: none"> <li>MRDT; paid advertising in the guide</li> </ul>
<i>Responsibilities:</i> <ul style="list-style-type: none"> <li>Tourism Prince George</li> </ul>

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<p><i>Timeframe:</i></p> <ul style="list-style-type: none"> <li>• Ongoing.</li> </ul>
<p><i>Budget:</i></p> <ul style="list-style-type: none"> <li>• \$75,000</li> </ul>
<p><b>Performance Measures:</b></p> <p><u>Output Measures</u></p> <ul style="list-style-type: none"> <li>• 40,000 printed guides distributed</li> </ul> <p><u>Outcome Measures</u></p> <ul style="list-style-type: none"> <li>• Increase in the stakeholder satisfaction</li> <li>• Increase in tourism revenues by 5%</li> </ul>
<p><b>Major Category:</b> Marketing</p>
<p><b>Activity Title:</b> Project #2: Media Advertising and Production</p>
<p><b>Tactics:</b></p> <ul style="list-style-type: none"> <li>• Increase advertising (both traditional and digital) in key markets, taking advantage of co-op program offered through Destination BC and various tourism sector organizations in BC.</li> <li>• Rebrand the destination and launch new brand</li> </ul>
<p><b>Implementation Plan:</b></p> <p><i>Short Description:</i></p> <ul style="list-style-type: none"> <li>• Well-targeted, high impact advertising (both traditional and digital) will be used to help increase Prince George’s awareness and interest among the various and diverse markets. These may be stand-alone destination messages, or they may be accompanied by ads from local tourism operators.</li> <li>• Digital activities will include SEM and digital banners. Contesting and engaging content on our social media channels, including a blog, will also be used to increase impact and build our social community, driving more consumers to our website to learn about the destination.</li> <li>• Although the specific message of each ad may vary, each should be consistent with Prince George’s graphic standards, and each should reinforce the positioning and brand character.</li> <li>• Visit <a href="http://www.tourismpg.com">www.tourismpg.com</a> will be used as the call to action.</li> <li>• For long-haul travellers to northern BC and Alaska, online sites, publications such as the Northern BC Travel Guide. In addition, Milepost is targeting the touring market segment and will also be considered.</li> <li>• For residents of northern BC, online sites, newspapers, other regional publications, and radio that reach targeted communities in northern BC. Print, web (digital) and radio are suitable media. Radio is typically used as a reminder medium and since this target group is likely familiar with Prince George, it is appropriate.</li> <li>• For fishing, hunting, skiing, mountain biking, and Ale Trail, partner with the sector organizations to ensure Prince George is represented in their campaigns.</li> <li>• Partner with DBC and other northern communities to build the “Route 16” co-op campaign directed at motorcycle tourists.</li> <li>• Execute one regional “TakeOnPG” or local ambassadors’ campaign</li> </ul>

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<ul style="list-style-type: none"> <li>• Partner with City to support marketing of local festivals through the “Celebrate Prince George” program</li> <li>• Create and launch a new brand for the destination including giveaways and merchandise.</li> </ul>
<p><i>Quantifiable Objectives:</i></p> <ul style="list-style-type: none"> <li>• 1 brand campaign with new brand (print, digital, consumer shows, website content, social media)</li> <li>• 1 co-op campaign to promote Route 16 for motorcycle touring (website content, social media, influencer trip, digital ads, consumer show, print ads)</li> <li>• Work with partner organizations and sectors in their campaigns (Route 97, fishing, hunting, mountain biking, culinary, ski, golf)</li> <li>• 1 RV touring campaign (website content, social media, digital ads, consumer show, print ads)</li> <li>• One regional “Local” campaign to promote the authentic, and interesting stories and people behind the events, attractions, arts, culture and culinary (radio, digital, social media, contesting)</li> <li>• Partner with City to support marketing efforts of festivals via “Celebrate Prince George” program</li> </ul>
<p><i>Rationale:</i></p> <ul style="list-style-type: none"> <li>• Due to the travel behavior of current long-haul visitors to Prince George, where a trip to Prince George is generally 20% out of a trip of at least two weeks, a trip that includes northern BC, most advertising initiatives (except those targeting northern BC residents) should be in an editorial environment that promotes the region of northern BC.</li> <li>• Our existing brand is 10 years old and it is time for a new brand to be launched while we celebrate our 10th year anniversary of a DMO in 2020. The new brand will be aligned with the DBC brand to leverage their impact.</li> </ul>
<p><i>Action Steps:</i></p> <ul style="list-style-type: none"> <li>• Apply to Destination BC for upcoming co-op advertising opportunities.</li> <li>• Partner with various partners/sector organizations’ campaigns (Route 97, fishing, hunting, mountain biking, culinary, ski, golf)</li> <li>• Develop an annual media plan, select media vehicles (both traditional and digital) that will reach each of the target markets most cost effectively, in the right editorial environment.</li> <li>• Encourage participation by local tourism operators.</li> <li>• Budget for and produce ads of sufficient size and quality to be noticed and effective (includes an allowance for creative/production and media planning/buying)</li> </ul>
<p><i>Potential Partnerships:</i></p> <ul style="list-style-type: none"> <li>• Destination BC, Northern BC Tourism Region, sector organizations, City of Prince George, Regional District of Fraser Fort George, stakeholders other DMOs.</li> </ul>
<p><i>Resources:</i></p> <ul style="list-style-type: none"> <li>• Staff time: Manager, Brand &amp; Marketing; Coordinator, Marketing</li> </ul>
<p><i>Sources of Funding:</i></p> <ul style="list-style-type: none"> <li>• MRDT; Stakeholders (co-op)</li> </ul>
<p><i>Responsibilities:</i></p> <ul style="list-style-type: none"> <li>• Tourism Prince George</li> </ul>

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<p><i>Timeframe:</i></p> <ul style="list-style-type: none"> <li>• Ongoing.</li> </ul>
<p><i>Budget:</i></p> <ul style="list-style-type: none"> <li>• \$280,000</li> </ul>
<p><b>Performance Measures:</b></p> <p><u>Output Measures</u></p> <ul style="list-style-type: none"> <li>• 1 brand campaign using new brand (print, digital, consumer shows, website content, social media)</li> <li>• 1 campaign to promote Route 16 for motorcycle touring (website content, social media, influencer trip, digital ads, consumer show, print ads)</li> <li>• 1 campaign to promote Route 97 for touring (social media, influencer trip, digital ads, print ads)</li> <li>• Partner/sector organization campaigns (Route 97, fishing, hunting, mountain biking, culinary, ski, golf)</li> <li>• 1 RV touring campaign (website content, social media, digital ads, print ads)</li> <li>• One regional “Local Stories” campaign to market authentic experiences and people of Prince George year-round (radio, digital, social media, contesting)</li> <li>• Partner with City to support marketing efforts of festivals via “Celebrate Prince George” program</li> </ul> <p><u>Outcome Measures</u></p> <ul style="list-style-type: none"> <li>• 5% increase in number of followers and level of engagement on our various social media channels</li> <li>• 5% increase in traffic to the website</li> <li>• Increase in tourism revenues by 5%</li> <li>• Increase in stakeholder satisfaction</li> </ul>

<p><b>Major Category:</b> Marketing</p>
<p><b>Activity Title:</b> Project #3: Website</p>
<p><b>Tactics:</b></p> <ul style="list-style-type: none"> <li>• Maintain destination website with fresh content.</li> </ul>
<p><b>Implementation Plan:</b></p> <p><i>Short Description:</i></p> <ul style="list-style-type: none"> <li>• Emphasis should be placed on activities that generate revenue for the high motivation products such as outdoor adventure while at the same time, ensuring there is information on the variety of other activities that increase length of stay and visitor satisfaction (such as cultural activities and festivals and events). Within each category, the website should include current journalistic articles (blogs, videos) to better paint a picture of the authentic and unique experiences one can have in Prince George. Other categories such as sport tourism, meetings &amp; conventions, media and corporate info will also have microsites within the main site.</li> <li>• Present information in a consumer -friendly way, with intuitive tabs, concise text, large images and short videos. The key is to keep it simple yet engaging</li> </ul>

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<p>so that it holds one’s interest and inspires them to learn more about the destination increasing the likeliness that they will make a trip to Prince George.</p> <ul style="list-style-type: none"> <li>• Ensure an accessible website that is inclusive for all users</li> </ul>
<p><i>Quantifiable Objectives:</i></p> <ul style="list-style-type: none"> <li>• Create new aligned branded content for site pages</li> </ul>
<p><i>Rationale:</i></p> <ul style="list-style-type: none"> <li>• Keeping content current on our website is important as more and more travellers are using the web for vacation planning and booking.</li> <li>• SEO will help ensure that those seeking information on visiting the area are directed to the most appropriate pages.</li> </ul>
<p><i>Action Steps:</i></p> <ul style="list-style-type: none"> <li>• Review the current website to determine areas for improvement.</li> <li>• Create content for the site. (photography, videography, stories, maps)</li> <li>• Enlist services of web developer to develop the site</li> </ul>
<p><i>Potential Partnerships:</i></p> <ul style="list-style-type: none"> <li>• B.C. Spinal Cord Injury Association</li> </ul>
<p><i>Resources:</i></p> <ul style="list-style-type: none"> <li>• Staff time: Manager, Brand &amp; Marketing; Coordinator, Marketing; Manager, Sport Development; Sales Manager, Meetings &amp; Conventions; Manager, Visitor Services, Manager, Communications &amp; Engagement.</li> </ul>
<p><i>Sources of Funding:</i></p> <ul style="list-style-type: none"> <li>• MRDT</li> </ul>
<p><i>Responsibilities:</i></p> <ul style="list-style-type: none"> <li>• Tourism Prince George</li> </ul>
<p><i>Timeframe:</i></p> <ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<p><i>Budget:</i> \$25,000</p>
<p><b>Performance Measures:</b></p> <p><u>Output Measures</u></p> <ul style="list-style-type: none"> <li>• Content updates on all site pages</li> </ul> <p><u>Outcome Measures</u></p> <ul style="list-style-type: none"> <li>• Increase in tourism revenues by 5%</li> <li>• Increase in stakeholder satisfaction</li> </ul>

<p><b>Major Category:</b> Marketing</p>
<p><b>Activity Title:</b> Project #4: Travel Media Relations</p>
<p><b>Tactics:</b></p> <ul style="list-style-type: none"> <li>• Foster relationships with travel media</li> <li>• Create and pitch story ideas</li> <li>• Media and influencer FAM hosting/support</li> <li>• Attendance at media marketplaces and conferences</li> </ul>
<p><b>Implementation Plan:</b></p>
<p><i>Short Description:</i></p>

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<ul style="list-style-type: none"> <li>• Proactively seek opportunities to conduct in-market media visits with media reps and freelancers.</li> <li>• Create and pitch story ideas that are consistent with our brand and focus on priority product categories, such as outdoor adventure, time-limited experiences, history/heritage, Indigenous experiences, culinary, festivals and events.</li> <li>• Invite media and influencers to attend FAMs. Also support the FAMs that come to Prince George led by NBCT and other industry partners</li> <li>• Attend media marketplaces and conferences either on our own or with NBCT</li> <li>• Develop and manage travel media pages on our website</li> <li>• Develop and maintain travel media tools</li> </ul>
<p><i>Quantifiable Objectives:</i></p> <ul style="list-style-type: none"> <li>• Number of story ideas created</li> <li>• Number of FAMs hosted</li> <li>• Number media marketplace events and conferences attended</li> <li>• Number of meetings with media reps or influencers</li> <li>• Number of stories (print or video) published about Prince George (print or online)</li> </ul>
<p><i>Rationale:</i></p> <ul style="list-style-type: none"> <li>• Editorial coverage is cost effective and has high credibility among readers.</li> </ul>
<p><i>Action Steps:</i></p> <ul style="list-style-type: none"> <li>• Work closely with the Northern BC Tourism Region travel media specialist to establish a list of targeted publications and media marketplace events to attend.</li> <li>• Determine whether prepared stories, press releases, familiarization tours, or other methods of achieving editorial coverage are appropriate for each.</li> <li>• Create a list of travel stories; pitch and distribute them to appropriate media through appropriate channels</li> <li>• Attend media marketplaces</li> <li>• Enhance existing media relationships</li> <li>• Develop new media relationships</li> <li>• Extend national reach</li> <li>• Curate and develop more stories on experiences and unique venues, attractions, culinary and events through local travel writers</li> <li>• Enhance media content on our website.</li> <li>• Develop and manage travel media pages on the TPG website</li> <li>• Develop and maintain travel media tools</li> </ul>
<p><i>Potential Partnerships:</i></p> <ul style="list-style-type: none"> <li>• Destination BC; Northern BC Tourism Region, ITBC</li> <li>• Tourism businesses and community groups.</li> </ul>
<p><i>Resources:</i></p> <ul style="list-style-type: none"> <li>• Staff time: Manager, Brand &amp; Marketing; Coordinator, Marketing, Manager of Communications and Engagement</li> </ul>
<p><i>Sources of Funding:</i></p> <ul style="list-style-type: none"> <li>• MRDT</li> </ul>

**PRINCE GEORGE 2020 MRDT ONE-YEAR TACTICAL PLAN**

<p><i>Responsibilities:</i></p> <ul style="list-style-type: none"> <li>• Tourism Prince George</li> </ul>
<p><i>Timeframe:</i></p> <ul style="list-style-type: none"> <li>• Ongoing.</li> </ul>
<p><i>Budget:</i></p> <ul style="list-style-type: none"> <li>• \$10,000</li> </ul>
<p><b>Performance Measures:</b></p> <p><u>Output Measures</u></p> <ul style="list-style-type: none"> <li>• 20 story ideas created</li> <li>• 4 FAMs hosted</li> <li>• 1 media marketplace event or conference attended</li> <li>• 8 meetings with media reps or influencers</li> <li>• 10 stories published about Prince George (print or online)</li> </ul> <p><u>Outcome Measures</u></p> <ul style="list-style-type: none"> <li>• Increase in tourism revenues by 5%</li> <li>• Increase in stakeholder satisfaction</li> </ul>
<p><b>Major Category:</b> Marketing</p>
<p><b>Activity Title:</b> Project #5: Consumer Shows and Events</p>
<p><b>Tactics:</b></p> <ul style="list-style-type: none"> <li>• Attend three consumer shows in select markets.</li> </ul>
<p><b>Implementation Plan:</b></p> <p><i>Short Description:</i></p> <ul style="list-style-type: none"> <li>• Attend a minimum of three consumer shows with northern partners, including Early Bird RV Show, Vancouver Outdoor Adventure Show and Calgary Outdoor Adventure Show</li> <li>• Support stakeholders to attend consumer shows</li> <li>• Explore other show that could be a good fit.</li> <li>• Visit <a href="http://www.tourismpg.com">www.tourismpg.com</a> will be used as the call to action.</li> </ul>
<p><i>Quantifiable Objectives:</i></p> <ul style="list-style-type: none"> <li>• Number of consumer shows attended or supported</li> <li>• Number of direct consumer interactions</li> </ul>
<p><i>Rationale:</i></p> <ul style="list-style-type: none"> <li>• Consumer shows are a way to make direct contact with niche consumer markets and increase awareness of Prince George and Northern BC's experiences.</li> </ul>
<p><i>Action Steps:</i></p> <ul style="list-style-type: none"> <li>• Partner with others in the north to attend as a northern team</li> <li>• Attend shows with an activation to encourage consumer interaction</li> <li>• Select and support local guide outfitters, event managers and tour operators to attend shows</li> <li>• Evaluate results</li> </ul>
<p><i>Potential Partnerships:</i></p>

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<ul style="list-style-type: none"> <li>• Other DMOs such as Smithers, Terrace, Prince Rupert, Fort Nelson (NE Consortium)</li> <li>• North Central Guide Outfitters;, other operators.</li> </ul>
<p><i>Resources:</i></p> <ul style="list-style-type: none"> <li>• Staff time: Manager, Brand &amp; Marketing; Coordinator, Marketing</li> </ul>
<p><i>Sources of Funding:</i></p> <ul style="list-style-type: none"> <li>• MRDT, partners</li> </ul>
<p><i>Responsibilities:</i></p> <ul style="list-style-type: none"> <li>• Tourism Prince George and partners</li> </ul>
<p><i>Timeframe:</i></p> <ul style="list-style-type: none"> <li>• Ongoing.</li> </ul>
<p><i>Budget:</i></p> <ul style="list-style-type: none"> <li>• \$50,000</li> </ul>
<p><b>Performance Measures:</b></p> <p><u>Output Measures</u></p> <ul style="list-style-type: none"> <li>• Attend minimum of 3 consumer shows</li> <li>• 2000 direct consumer interactions per show</li> </ul> <p><u>Outcome Measures</u></p> <ul style="list-style-type: none"> <li>• 5% increase in traffic to the website</li> <li>• Increase in tourism revenues by 5%</li> <li>• Increase in stakeholder satisfaction</li> </ul>

<p><b>Major Category:</b> Marketing</p>
<p><b>Activity Title:</b> Project #6: Sport Tourism Industry Engagement</p>
<p><b>Tactics:</b></p> <ul style="list-style-type: none"> <li>• Build relationships with Local Sport Organizations (LSOs)</li> <li>• Renew membership with Canadian Sport Tourism Alliance (CSTA)</li> <li>• Attend CSTA Sport Events Congress</li> <li>• Attend BC Sport Tourism Network Annual Meeting</li> <li>• Develop sport tourism content for B2B E-newsletter</li> <li>• Host LSO networking event</li> <li>• Conduct stakeholder survey</li> </ul>
<p><b>Implementation Plan:</b></p>
<p><i>Short Description:</i></p> <ul style="list-style-type: none"> <li>• It is important that TPG maintain a connection with industry organizations to be aware of bidding, networking and learning opportunities. Events provide TPG with forums to promote Prince George as a sport-hosting destination to Provincial Sport Organizations (PSOs) and National Sport Organizations (NSOs).</li> </ul>
<p><i>Quantifiable Objectives:</i></p> <ul style="list-style-type: none"> <li>• Publish a minimum of four sport-related news items in B2B e-newsletters</li> <li>• Hold a minimum of four meetings with LSOs per month</li> <li>• Host one LSO networking event with a minimum of 25 attendees</li> </ul>

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<p><i>Rationale:</i></p> <ul style="list-style-type: none"> <li>• Building relationships is central to sport hosting. By maintaining relationships with LSOs, PSOs, NSOs, and other industry stakeholders we'll be aware of hosting opportunities and best practices.</li> </ul>
<p><i>Action Steps:</i></p> <ul style="list-style-type: none"> <li>• Attend the Active Living Markets to network with LSOs</li> <li>• Develop and release sport tourism content in quarterly B2B E-newsletter</li> <li>• Attend and seek out meetings with LSOs</li> <li>• Stay connected to LSOs via email updates/newsletters (update contact list as needed)</li> <li>• Regularly seek out training opportunities for stakeholders</li> <li>• Send out stakeholder survey to assess their perception of the work TPG is doing</li> <li>• Renew CSTA membership</li> <li>• Attend CSTA Sport Events Congress</li> <li>• Attend BC Sport Tourism Network Annual Meeting (if one occurs)</li> <li>• Evaluate events attended</li> <li>• Evaluate ROI for CSTA membership</li> <li>• Host LSO networking event</li> </ul>
<p><i>Potential Partnerships:</i></p> <ul style="list-style-type: none"> <li>• City of Prince George Community Partnerships Department; Stakeholders; Canadian Sport Tourism Alliance (CSTA)</li> </ul>
<p><i>Resources:</i></p> <ul style="list-style-type: none"> <li>• Staff time: Manager, Sport Tourism</li> </ul>
<p><i>Sources of Funding:</i></p> <ul style="list-style-type: none"> <li>• MRDT</li> </ul>
<p><i>Responsibilities:</i></p> <ul style="list-style-type: none"> <li>• Tourism Prince George</li> </ul>
<p><i>Timeframe:</i></p> <ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<p><i>Budget:</i></p> <ul style="list-style-type: none"> <li>• \$9,000</li> </ul>
<p><b>Performance Measures:</b></p> <p><u>Output Measures</u></p> <ul style="list-style-type: none"> <li>• Publish a minimum of four sport-related news items in B2B e-newsletters</li> <li>• Hold a minimum of four meetings with LSOs per month</li> <li>• Host one LSO networking event with a minimum of 25 attendees</li> </ul> <p><u>Outcome Measures</u></p> <ul style="list-style-type: none"> <li>• Increase in tourism revenues by 5%</li> <li>• Increase in stakeholder satisfaction</li> </ul>

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<b>Major Category:</b> Marketing
<b>Activity Title:</b> Project #7: Sport Event Enhancement Program
<b>Tactics:</b> <ul style="list-style-type: none"> <li>• Implement Sport Event Enhancement Program</li> <li>• Implement Show Your Badge Program</li> </ul>
<b>Implementation Plan:</b>
<i>Short Description:</i> <ul style="list-style-type: none"> <li>• This program will support booked events with in-kind enhancements such as welcome bags, visitor services, VIP gifts, and more.</li> </ul>
<i>Quantifiable Objectives:</i> <ul style="list-style-type: none"> <li>• A minimum of 30 events supported through programs</li> <li>• Sign up a minimum of 10 new business partners for Show Your Badge</li> </ul>
<i>Rationale:</i> <ul style="list-style-type: none"> <li>• TPG can enhance and assist sport events by providing in-kind support such as welcome bags, visitor services, VIP gifts, etc. This helps to build strategic relationships with event organizers and PSOs/NSOs while enticing visiting participants to increase spending in the community.</li> </ul>
<i>Action Steps:</i> <ul style="list-style-type: none"> <li>• Administer rolling applications throughout the year</li> <li>• Evaluate program</li> </ul>
<i>Potential Partnerships:</i> <ul style="list-style-type: none"> <li>• Other event sponsors, DBIA, Chamber of Commerce</li> </ul>
<i>Resources:</i> <ul style="list-style-type: none"> <li>• Staff time: Manager, Sport Tourism</li> </ul>
<i>Sources of Funding:</i> <ul style="list-style-type: none"> <li>• MRDT</li> </ul>
<i>Responsibilities:</i> <ul style="list-style-type: none"> <li>• Tourism Prince George</li> </ul>
<i>Timeframe:</i> <ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<i>Budget:</i> <ul style="list-style-type: none"> <li>• \$25,000</li> </ul>
<b>Performance Measures:</b> <p><u>Output Measures</u></p> <ul style="list-style-type: none"> <li>• A minimum of 30 events supported through programs</li> <li>• Sign up a minimum of 10 new business partners for Show Your Badge</li> </ul> <p><u>Outcome Measures</u></p> <ul style="list-style-type: none"> <li>• Increase in tourism revenues by 5%</li> <li>• Increase in stakeholder satisfaction</li> <li>•</li> </ul>

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<b>Major Category:</b> Marketing
<b>Activity Title:</b> Project #8: Sport Tourism Sales Activities
<b>Tactics:</b> <ul style="list-style-type: none"> <li>• Establish leads</li> <li>• Host familiarization trips and site inspections</li> <li>• Bid on events</li> <li>• Measure economic impact of events</li> <li>• Create and execute Sport Event Travel Pilot Program</li> </ul>
<b>Implementation Plan:</b> <i>Short Description:</i> <ul style="list-style-type: none"> <li>• Sales activities are an important part of building the sport tourism sector. We need to consistently be seeking out new hosting opportunities, hosting familiarization trips to promote our facilities to those who have never experienced them, create compelling and professional bid packages, be on the ground at target events, and continue to measure the economic impact of events. All of these activities are pieces that fit together to form a strong and competitive event hosting growth strategy.</li> </ul>
<i>Quantifiable Objectives:</i> <ul style="list-style-type: none"> <li>• Meet with a minimum of eight NSOs at the CSTA Sport Events Congress</li> <li>• Establish a minimum of ten leads</li> <li>• Bid on (or provide support for a bid on) a minimum of five major sport events</li> <li>• Host at least one site visit/fam tour</li> <li>• Identify Local Organizing Committee and event occurring in the following fiscal year, send representatives to promote attendance at Prince George event.</li> <li>• Perform economic assessments for a minimum of seven events</li> </ul>
<i>Rationale:</i> <ul style="list-style-type: none"> <li>• In order to maintain a competitive edge in the sport tourism sector, we need to continually be searching for new opportunities and present a consistently professional and world-class host city image.</li> </ul>
<i>Action Steps:</i> <ul style="list-style-type: none"> <li>• Consult with LSOs' hosting plans and inform them of bid opportunities</li> <li>• Maintain regular contact with CSTA to keep on top of bid opportunities</li> <li>• Work with the City of Prince George to implement bidding strategy</li> <li>• Do regular online searches to generate suitable leads on events</li> <li>• Attend CSTA Sports Congress sales events</li> <li>• Research and target NSOs/events to host fam trips</li> <li>• Create and execute Sport Event Travel Pilot Program</li> <li>• Measure economic impact of events using STEAM reports</li> </ul>
<i>Potential Partnerships:</i> <ul style="list-style-type: none"> <li>• Local Sport Organizations (LSOs); Canadian Sport Tourism Alliance (CSTA)</li> </ul>
<i>Resources:</i> <ul style="list-style-type: none"> <li>• Staff time: Manager, Sport Tourism</li> </ul>
<i>Sources of Funding:</i>

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<ul style="list-style-type: none"> <li>MRDT</li> </ul>
<i>Responsibilities:</i> <ul style="list-style-type: none"> <li>Tourism Prince George</li> </ul>
<i>Timeframe:</i> <ul style="list-style-type: none"> <li>Ongoing.</li> </ul>
<i>Budget:</i> <ul style="list-style-type: none"> <li>\$30,000</li> </ul>
<p><b>Performance Measures:</b></p> <p><u>Output Measures</u></p> <ul style="list-style-type: none"> <li>Meet with a minimum of eight NSOs at the CSTA Sport Events Congress</li> <li>Establish a minimum of ten leads</li> <li>Bid on (or provide support for a bid on) a minimum of five major sport events</li> <li>Host at least one site visit/fam tour</li> <li>Identify Local Organizing Committee and event occurring in the following fiscal year, send representatives to promote attendance at Prince George event.</li> <li>Perform economic assessments for a minimum of seven events</li> </ul> <p><u>Outcome Measures</u></p> <ul style="list-style-type: none"> <li>Increase in tourism revenues by 5%</li> <li>Increase in stakeholder satisfaction</li> </ul>

<p><b>Major Category:</b> Marketing</p>
<p><b>Activity Title:</b> Project #9: SportPG Brand Campaign</p>
<p><b>Tactics:</b></p> <ul style="list-style-type: none"> <li>Implement SportPG Brand Campaign</li> </ul>
<p><b>Implementation Plan:</b></p> <p><i>Short Description:</i></p> <ul style="list-style-type: none"> <li>The “SportPG” brand campaign includes both traditional and digital media buys. Messaging promotes our destination by leading with our remarkable venues and volunteers and our brand promise to host successful sporting events year-round.</li> </ul> <p><i>Quantifiable Objectives:</i></p> <ul style="list-style-type: none"> <li>Two 2-page print ads in Adrenalin Magazine</li> <li>5-10 targeted online ads</li> <li>10 new photos</li> <li>1 new video</li> </ul> <p><i>Rationale:</i></p> <ul style="list-style-type: none"> <li>In 2015, TPG developed the “SportPG” brand. TPG will continue to invest in the brand to build awareness that Prince George is a premier sport tourism destination in Canada.</li> </ul> <p><i>Action Steps:</i></p> <ul style="list-style-type: none"> <li>Develop content</li> <li>Create advertising strategy</li> <li>Book advertising space</li> </ul>

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<ul style="list-style-type: none"> <li>• Create ads</li> <li>• Track impact</li> </ul>
<i>Potential Partnerships:</i> <ul style="list-style-type: none"> <li>• City of Prince George</li> </ul>
<i>Resources:</i> <ul style="list-style-type: none"> <li>• Staff time: Manager, Sport Tourism</li> </ul>
<i>Sources of Funding:</i> <ul style="list-style-type: none"> <li>• MRDT</li> </ul>
<i>Responsibilities:</i> <ul style="list-style-type: none"> <li>• Tourism Prince George</li> </ul>
<i>Timeframe:</i> <ul style="list-style-type: none"> <li>• Ongoing.</li> </ul>
<i>Budget:</i> <ul style="list-style-type: none"> <li>• \$11,000</li> </ul>
<b>Performance Measures:</b> <p><u>Output Measures</u></p> <ul style="list-style-type: none"> <li>• Two 2-page print ads in Adrenalin Magazine</li> <li>• 5-10 targeted online ads</li> <li>• 10 new photos</li> <li>• 1 new video</li> </ul> <p><u>Outcome Measures</u></p> <ul style="list-style-type: none"> <li>• Increase in tourism revenues by 5%</li> <li>• Increase in stakeholder satisfaction</li> </ul>

<b>Major Category:</b> Marketing
<b>Activity Title:</b> Project #10: M&C Industry Engagement
<b>Tactics:</b> <ul style="list-style-type: none"> <li>• Build relationships with local stakeholders</li> <li>• Renew membership with industry associations</li> <li>• Develop M&amp;C content for B2B E-Newsletter</li> </ul>
<b>Implementation Plan:</b>
<i>Short Description:</i> <ul style="list-style-type: none"> <li>• It is important that TPG maintain a connection with industry organizations to be aware of bidding, networking and learning opportunities. Memberships provide TPG with forums to promote Prince George as a meetings destination to the association, government, and business sectors.</li> </ul>
<i>Quantifiable Objectives:</i> <ul style="list-style-type: none"> <li>• Publish meetings-related stories for all four B2B e-newsletters.</li> <li>• Sponsor and attend reception for local M&amp;C industry stakeholders.</li> </ul>
<i>Rationale:</i> <ul style="list-style-type: none"> <li>• It is important that TPG maintains connections with industry stakeholders and organizations to be aware of bidding, networking and learning opportunities.</li> </ul>

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<p><i>Action Steps:</i></p> <ul style="list-style-type: none"> <li>• Develop and release M&amp;C content in quarterly B2B E-newsletter</li> <li>• Connect with stakeholders via email</li> <li>• Renew memberships to industry associations</li> </ul>
<p><i>Potential Partnerships:</i></p> <ul style="list-style-type: none"> <li>• Prince George Civic Centre, City of Prince George, Conference Hotels, other venues</li> </ul>
<p><i>Resources:</i></p> <ul style="list-style-type: none"> <li>• Staff time: Manager, Meetings &amp; Conventions</li> </ul>
<p><i>Sources of Funding:</i></p> <ul style="list-style-type: none"> <li>• MRDT</li> </ul>
<p><i>Responsibilities:</i></p> <ul style="list-style-type: none"> <li>• Tourism Prince George</li> </ul>
<p><i>Timeframe:</i></p> <ul style="list-style-type: none"> <li>• One year</li> </ul>
<p><i>Budget:</i></p> <ul style="list-style-type: none"> <li>• \$15,000</li> </ul>
<p><b>Performance Measures:</b></p> <p><u>Output Measures</u></p> <ul style="list-style-type: none"> <li>• Publish meetings-related stories for all four B2B e-newsletters.</li> <li>• Sponsor and attend reception for local M&amp;C industry stakeholders.</li> </ul> <p><u>Outcome Measures</u></p> <ul style="list-style-type: none"> <li>• Increase in tourism revenues by 5%</li> <li>• Increase in stakeholder satisfaction</li> </ul>

<p><b>Major Category:</b> Marketing</p>
<p><b>Activity Title:</b> Project #11: M&amp;C Event Enhancement Program</p>
<p><b>Tactics:</b></p> <ul style="list-style-type: none"> <li>• Implement the Event Enhancement Program, including “Show Your Badge”</li> </ul>
<p><b>Implementation Plan:</b></p>
<p><i>Short Description:</i></p> <ul style="list-style-type: none"> <li>• This program will support booked events with in-kind enhancements such as providing discounts at local businesses, welcome bags, visitor services, VIP gifts, and more.</li> </ul>
<p><i>Quantifiable Objectives:</i></p> <ul style="list-style-type: none"> <li>• A minimum of thirty events supported through program</li> </ul>
<p><i>Rationale:</i></p> <ul style="list-style-type: none"> <li>• TPG wants to enhance the meeting and convention experience in ways that are in-kind, memorable and solve problems for event planners.</li> </ul>
<p><i>Action Steps:</i></p> <ul style="list-style-type: none"> <li>• Revise program based of feedback from previous year</li> <li>• Administer rolling applications throughout the year</li> </ul>

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<ul style="list-style-type: none"> <li>• Evaluate program</li> </ul>
<i>Potential Partnerships:</i> <ul style="list-style-type: none"> <li>• Other event sponsors, DBIA, Chamber of Commerce</li> </ul>
<i>Resources:</i> <ul style="list-style-type: none"> <li>• Staff time: Manager, Meetings &amp; Conventions</li> </ul>
<i>Sources of Funding:</i> <ul style="list-style-type: none"> <li>• MRDT</li> </ul>
<i>Responsibilities:</i> <ul style="list-style-type: none"> <li>• Tourism Prince George</li> </ul>
<i>Timeframe:</i> <ul style="list-style-type: none"> <li>• One year</li> </ul>
<i>Budget:</i> <ul style="list-style-type: none"> <li>• \$9,000</li> </ul>
<b>Performance Measures:</b>  <u>Output Measures</u> <ul style="list-style-type: none"> <li>• A minimum of thirty events supported through program</li> </ul> <u>Outcome Measures</u> <ul style="list-style-type: none"> <li>• Increase in tourism revenues by 5%</li> <li>• Increase in stakeholder satisfaction</li> </ul>

<b>Major Category:</b> Marketing
<b>Activity Title:</b> Project #12: M&C Sales Activities
<b>Tactics:</b> <ul style="list-style-type: none"> <li>• Prospecting (250+ delegates)</li> <li>• Establish leads</li> <li>• Meet with prospective clients on sales trips</li> <li>• Host familiarization trips and site inspections</li> <li>• Bid on events</li> </ul>
<b>Implementation Plan:</b>
<i>Short Description:</i> <ul style="list-style-type: none"> <li>• Sales activities are an important part of building the meetings &amp; conventions sector. We need to consistently be seeking out new hosting opportunities, hosting familiarization trips to promote our facilities to those who have never experienced them and create compelling and professional bid packages. All of these activities are pieces that fit together to form a strong and competitive event hosting growth strategy.</li> </ul>
<i>Quantifiable Objectives:</i> <ul style="list-style-type: none"> <li>• Establish a minimum of 250 leads (250+ attendees)</li> <li>• Attend a minimum of 4 trade shows</li> <li>• Bid on a minimum of 10 conferences (250+ attendees)</li> <li>• Host a minimum of 5 fam tours</li> <li>• Book a minimum of 5 conferences (250+ attendees)</li> </ul>

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<p><i>Rationale:</i></p> <ul style="list-style-type: none"> <li>• In order to maintain a competitive edge in this sector, we need to continually be searching for new opportunities and present a consistently professional host city image.</li> </ul>
<p><i>Action Steps:</i></p> <ul style="list-style-type: none"> <li>• Refresh and reprint sales kit with current content as needed.</li> <li>• Maintain regular contact with local stakeholders to understand their event hosting plans and inform them of bid opportunities</li> <li>• Do regular online searches to generate suitable leads on events</li> <li>• Research and target event planners to host on fam trips</li> <li>• Attend industry tradeshow (with partners when appropriate)</li> <li>• Set up sales trips to meet with prospective clients (minimum of 12 per year)</li> <li>• Evaluate process using survey</li> </ul>
<p><i>Potential Partnerships:</i></p> <ul style="list-style-type: none"> <li>• Other M&amp;C stakeholders</li> </ul>
<p><i>Resources:</i></p> <ul style="list-style-type: none"> <li>• Staff time: Manager, Meetings &amp; Conventions</li> </ul>
<p><i>Sources of Funding:</i></p> <ul style="list-style-type: none"> <li>• MRDT</li> </ul>
<p><i>Responsibilities:</i></p> <ul style="list-style-type: none"> <li>• Tourism Prince George</li> </ul>
<p><i>Timeframe:</i></p> <ul style="list-style-type: none"> <li>• Ongoing.</li> </ul>
<p><i>Budget:</i></p> <ul style="list-style-type: none"> <li>• \$35,000</li> </ul>
<p><b>Performance Measures:</b></p> <p><u>Output Measures</u></p> <ul style="list-style-type: none"> <li>• Establish a minimum of 250 leads (250+ attendees)</li> <li>• Attend a minimum of 4 trade shows</li> <li>• Bid on a minimum of 10 conferences (250+ attendees)</li> <li>• Host a minimum of 5 fam tours</li> <li>• Book a minimum of 5 conferences (250+ attendees)</li> </ul> <p><u>Outcome Measures</u></p> <ul style="list-style-type: none"> <li>• Increase in tourism revenues by 5%</li> <li>• Increase in stakeholder satisfaction</li> </ul>
<p><b>Major Category:</b> Marketing</p>
<p><b>Activity Title:</b> Project #13: MeetingsPG Brand Campaign</p>
<p><b>Tactics:</b></p> <ul style="list-style-type: none"> <li>• Implement MeetingsPG Brand Campaign</li> </ul>
<p><b>Implementation Plan:</b></p>
<p><i>Short Description:</i></p>

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<ul style="list-style-type: none"> <li>The “MeetingsPG” brand campaign includes both traditional and digital media buys. Messaging promotes our destination by leading with our remarkable experiences for groups and our brand promise to host successful meetings and conventions year-round.</li> </ul>
<p><i>Quantifiable Objectives:</i></p> <ul style="list-style-type: none"> <li>One print ad in industry magazine</li> <li>3-5 digital ads</li> <li>10 new photos</li> <li>1 new video</li> </ul>
<p><i>Rationale:</i></p> <ul style="list-style-type: none"> <li>In 2015, TPG developed the “MeetingsPG” brand. TPG will continue to invest in the brand to build awareness that Prince George is a premier conference destination in western Canada.</li> </ul>
<p><i>Action Steps:</i></p> <ul style="list-style-type: none"> <li>Develop content</li> <li>Create advertising strategy</li> <li>Book advertising space</li> <li>Create ads (in-house when possible)</li> <li>Track impact</li> <li>Evaluate campaign results</li> </ul>
<p><i>Potential Partnerships:</i></p> <ul style="list-style-type: none"> <li>Stakeholders</li> </ul>
<p><i>Resources:</i></p> <ul style="list-style-type: none"> <li>Staff time: Manager, Meetings &amp; Conventions</li> </ul>
<p><i>Sources of Funding:</i></p> <ul style="list-style-type: none"> <li>MRDT</li> </ul>
<p><i>Responsibilities:</i></p> <ul style="list-style-type: none"> <li>Tourism Prince George</li> </ul>
<p><i>Timeframe:</i></p> <ul style="list-style-type: none"> <li>Ongoing.</li> </ul>
<p><i>Budget:</i> \$16,000</p>
<p><b>Performance Measures:</b></p> <p><u>Output Measures</u></p> <ul style="list-style-type: none"> <li>One print ad in industry magazine</li> <li>3-5 digital ads</li> <li>10 new photos</li> <li>1 new video</li> </ul> <p><u>Outcome Measures</u></p> <ul style="list-style-type: none"> <li>Increase in tourism revenues by 5%</li> <li>Increase in stakeholder satisfaction</li> </ul>

**Major Category:**

Destination and Product Experience Management
<b>Activity Title:</b> Project #14: Product Experience Enhancement and Training
<p><b>Tactics:</b></p> <ul style="list-style-type: none"> <li>• New business and experience development.</li> <li>• Corridor development.</li> <li>• Indigenous tourism development.</li> <li>• Ecotourism and outdoor adventure experience development.</li> <li>• Sport, conference and event hosting development.</li> <li>• Improve customer service and experience quality.</li> <li>• Address labour supply and/or training issues.</li> <li>• Responsible tourism development.</li> <li>• Destination development planning.</li> <li>• Travel trade business development.</li> </ul>
<p><b>Implementation Plan:</b></p> <p><i>Short Description:</i></p> <ul style="list-style-type: none"> <li>• Serve as a “catalyst” for local and regional destination enhancement and product development by establishing a platform for new business and experience development.</li> <li>• As the gateway to Northern BC, play a leadership role in corridor development.</li> <li>• Offer to support Indigenous tourism development.</li> <li>• Support the market-ready development of ecotourism and outdoor adventure experiences.</li> <li>• Build on past success to further develop Prince George as a premier sport, conference and event hosting city within chosen markets.</li> <li>• Continually improve service and experience quality.</li> <li>• Work with partners, including government, to address labour supply and training issues.</li> <li>• 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.</li> <li>• Create a destination development plan framework that compliments the Northern BC 10-Year Destination Development Strategy and the City of Prince George Economic Development Strategy.</li> <li>• Work with tourism operators and partners to continually increase the accessibility of tourism products and services.</li> <li>• Work with partners in the travel trade (via Destination BC and Northern BC Tourism) on creative market development opportunities 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.</li> </ul> <p><i>Quantifiable Objectives:</i></p> <ul style="list-style-type: none"> <li>• New platform/tool for business and experience development.</li> <li>• Support for corridor development initiatives with NBCT and other communities and partners.</li> <li>• Joint initiatives with LTN, ITBC, NBCT and Indigenous operators.</li> <li>• Number of market-ready ecotourism and outdoor adventure experiences.</li> <li>• Support for activities to build on sport, conference and event hosting.</li> <li>• Initiatives to improve service and experience quality.</li> </ul>

**PRINCE GEORGE 2020 MRDT ONE-YEAR TACTICAL PLAN**

<ul style="list-style-type: none"> <li>• Partnerships and initiatives that aim to address labour supply and training issues.</li> <li>• Initiatives in responsible tourism development.</li> <li>• Development of a Destination Development Strategy Framework.</li> <li>• Initiatives aimed at increasing accessibility.</li> <li>• Initiatives aimed at increasing travel trade business.</li> </ul>
<p><i>Rationale:</i></p> <ul style="list-style-type: none"> <li>• Tourism is still very much a developing industry in Prince George. There are major product and service gaps that we need to continue to work on filling with community/industry partners in order to create more demand from the leisure/touring market. We continue to work closely with Destination BC as they build a long-term destination development strategy for various sub-regions in the north. We will continue to align with DBC on this initiative as it moves into implantation. We will also work with DBC to support the further delivery of their Remarkable Experiences initiative over the next several years.</li> </ul>
<p><i>Action Steps:</i></p> <ul style="list-style-type: none"> <li>• Serve as a “catalyst” for local and regional destination enhancement and product development by establishing a platform for new business and experience development.</li> <li>• As the gateway to Northern BC, play a leadership role in corridor development.</li> <li>• Offer to support Indigenous tourism development.</li> <li>• Support the market-ready development of ecotourism and outdoor adventure experiences.</li> <li>• Build on past success to further develop Prince George as a premier sport, conference and event hosting city within chosen markets.</li> <li>• Continually improve service and experience quality.</li> <li>• Work with partners, including government, to address labour supply and training issues.</li> <li>• 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.</li> <li>• Create a destination development plan framework that compliments the Northern BC 10-Year Destination Development Strategy and the City of Prince George Economic Development Strategy.</li> <li>• Work with tourism operators and partners to continually increase the accessibility of tourism products and services.</li> <li>• Work with partners in the travel trade (via Destination BC and Northern BC Tourism) on creative market development opportunities 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.</li> </ul>
<p><i>Potential Partnerships:</i></p> <ul style="list-style-type: none"> <li>• DBC, NBCT, LTN; ITBC, ABDC, Community Futures, Chamber of Commerce, Small Business BC, NDIT, City of PG Ec Dev, WorkBC, BC Parks, SCIBC, City of PG Accessibility Committee</li> </ul>
<p><i>Resources:</i></p> <ul style="list-style-type: none"> <li>• Staff time: Manager, Communications &amp; Industry Relations; CEO</li> </ul>
<p><i>Sources of Funding:</i></p> <ul style="list-style-type: none"> <li>• MRDT</li> </ul>

## PRINCE GEORGE 2020 MRDT ONE-YEAR TACTICAL PLAN

### *Responsibilities:*

- Tourism Prince George

### *Timeframe:*

- Ongoing.

### *Budget:*

- \$47,000

### **Performance Measures:**

#### Output Measures

- New platform/tool for business and experience development.
- Support for corridor development initiatives with NBCT and other communities and partners.
- Joint initiatives with LTN, ITBC, NBCT and Indigenous operators.
- Number of new market-ready ecotourism and outdoor adventure experiences.
- Support for activities to build on sport, conference and event hosting.
- Initiatives to improve service and experience quality.
- Partnerships and initiatives that aim to address labour supply and training issues.
- Initiatives in responsible tourism development.
- Development of a Destination Development Strategy Framework.
- Initiatives aimed at increasing accessibility.
- Initiatives aimed at increasing travel trade business.

#### Outcome Measures

- Increase in the number and diversity of new market and export-ready products and experiences.
- Further enhancement of corridors to support touring
- Development of authentic market-ready, and, eventually, export-ready Indigenous experiences.
- Enhanced capacity and capability to host sport events, conferences and special events.
- Increase in the Net Promoter Score
- Feedback from tourism operators regarding alleviation of labour attraction and training issues.
- Feedback from visitors and operators about the quality of the natural and cultural environment.
- Feedback from visitors about the sustainable practices of hotels and other tourism businesses
- Sensitive areas, such as the Ancient Forest, are protected from over-use by visitors.
- Positive changes when accessibility audits are conducted.
- Increase in overall market readiness of the destination.
- Increase in stakeholder satisfaction.
- Increase in tourism revenues by 2.5 % annually.

### **Major Category:**

Destination and Product Experience Management – Industry Development and Training

**PRINCE GEORGE 2020 MRDT ONE-YEAR TACTICAL PLAN**

<b>Activity Title:</b> Project #15: Sponsor Northern BC Tourism Summit
<b>Tactics:</b> <ul style="list-style-type: none"> <li>Sponsor the Northern BC Tourism Summit to promote and deliver tourism education programs and provide training tools to tourism-related businesses in Prince George.</li> </ul>
<b>Implementation Plan:</b>
<i>Short Description:</i> <ul style="list-style-type: none"> <li>As tourism is a developing industry in Prince George, there is a need to provide information and education to current and potential tourism businesses in Prince George. The information and education could take the form of a "Tourism Summit" event that offers facilitated workshops on various topics of interest to stakeholders.</li> </ul>
<i>Quantifiable Objectives:</i> <ul style="list-style-type: none"> <li>Sponsor the Northern BC Tourism Summit</li> <li>Sponsor staff and board members' registration fees to attend the event</li> </ul>
<i>Rationale:</i> <ul style="list-style-type: none"> <li>Education and training tools will improve the success of tourism businesses in Prince George, leading to a better visitor experience in Prince George.</li> </ul>
<i>Action Steps:</i> <ul style="list-style-type: none"> <li>Investigate opportunities to partner with Northern BC Tourism to sponsor the Northern BC Tourism Summit.</li> <li>Promote the Tourism Summit to tourism-related businesses in Prince George.</li> <li>Attend workshops</li> </ul>
<i>Potential Partnerships:</i> <ul style="list-style-type: none"> <li>Northern BC Tourism; Destination BC</li> </ul>
<i>Resources:</i> <ul style="list-style-type: none"> <li>Staff time: Manager, Communications &amp; Industry Relations</li> </ul>
<i>Sources of Funding:</i> <ul style="list-style-type: none"> <li>MRDT</li> </ul>
<i>Responsibilities:</i> <ul style="list-style-type: none"> <li>Tourism Prince George</li> </ul>
<i>Timeframe:</i> <ul style="list-style-type: none"> <li>Annual, ongoing.</li> </ul>
<i>Budget:</i> <ul style="list-style-type: none"> <li>\$15,000</li> </ul>
<b>Performance Measures:</b> <p><u>Output Measures</u></p> <ul style="list-style-type: none"> <li>Sponsor the Northern BC Tourism Summit</li> <li>Sponsor staff and board members' registration fee to attend the event</li> </ul> <p><u>Outcome Measures</u></p> <ul style="list-style-type: none"> <li>Increase in market-readiness of the destination.</li> <li>Increase in stakeholder satisfaction</li> </ul>

**PRINCE GEORGE 2020 MRDT ONE-YEAR TACTICAL PLAN**

<p><b>Major Category:</b> Destination and Product Experience Management - Industry Development and Training</p>
<p><b>Activity Title:</b> Project #16: Sponsor Chamber’s Business Excellence Awards</p>
<p><b>Tactics:</b></p> <ul style="list-style-type: none"> <li>Partner with the Prince George Chamber of Commerce and support the “Business Excellence Awards” for tourism-related business categories in Prince George.</li> </ul>
<p><b>Implementation Plan:</b></p>
<p><i>Short Description:</i></p> <ul style="list-style-type: none"> <li>To celebrate businesses that are doing an excellent job of providing exceptional experiences and services to visitors in Prince George in the areas of Accommodations, Food Service and Remarkable Experiences (attractions, tours, and festivals).</li> </ul>
<p><i>Quantifiable Objectives:</i></p> <ul style="list-style-type: none"> <li>Sponsorship of the Chamber’s Business Excellence Awards</li> </ul>
<p><i>Rationale:</i></p> <ul style="list-style-type: none"> <li>The awards help to motivate tourism businesses to raise their standards in customer service and experience development so they can benefit from the community-wide acknowledgment of being a nominee or a winner.</li> </ul>
<p><i>Action Steps:</i></p> <ul style="list-style-type: none"> <li>Establish partnership agreement with the Chamber of Commerce</li> <li>Promote the opportunity to nominate local businesses through our networks.</li> <li>Attend events</li> </ul>
<p><i>Potential Partnerships:</i></p> <ul style="list-style-type: none"> <li>Prince George Chamber of Commerce</li> </ul>
<p><i>Resources:</i></p> <ul style="list-style-type: none"> <li>Staff time: CEO</li> </ul>
<p><i>Sources of Funding:</i></p> <ul style="list-style-type: none"> <li>MRDT</li> </ul>
<p><i>Responsibilities:</i></p> <ul style="list-style-type: none"> <li>Tourism Prince George</li> </ul>
<p><i>Timeframe:</i></p> <ul style="list-style-type: none"> <li>Annual, ongoing.</li> </ul>
<p><i>Budget:</i></p> <ul style="list-style-type: none"> <li>\$8,000</li> </ul>
<p><b>Performance Measures:</b></p> <p><u>Output Measures</u></p> <ul style="list-style-type: none"> <li>Sponsorship of the Chamber’s Business Excellence Awards</li> </ul> <p><u>Outcome Measures</u></p>

**PRINCE GEORGE 2020 MRDT ONE-YEAR TACTICAL PLAN**

- Increase in stakeholder satisfaction
- Increase in overall market-readiness of the destination

**Major Category:**

Destination and Product Experience Management – Industry Capacity and Experience Development Training

**Activity Title:** Project #17: Industry Capacity Training

**Tactics:**

- Partner with digital/communications, accessibility and other partners to increase tourism industry knowledge on emerging trends, values and experience development for certain market sectors to exceed visitor expectations and grow export-ready experiences through a series of training workshops.
- Develop presentations on tourism to increase local awareness and foster interest in career opportunities.

**Implementation Plan:**

*Short Description:*

- Host a series of workshops to train operators on digital literacy from photography with smart phones, to framing for Instagram, Facebook Live, stories, writing for the web all in an assessable and inclusive manner.

*Quantifiable Objectives:*

- Increase number of businesses with advanced digital literacy training from photography via smart phones, writing for the web, social media and accessibility/inclusion for the websites and collateral material

*Rationale:*

- Increase stakeholder’s digital literacy, experience development and overall market-readiness to eventually become export ready tourism potential

*Action Steps:*

- Create presentation on the Power of Tourism
- Create a communications plan for advocacy and local awareness
- Create and host a series of workshops for digital literacy, branding/marketing, accessibility, inclusion and experience development

*Potential Partnerships:*

- Prince George Chamber of Commerce, UNBC, Industry partners, Northern B.C. Tourism, New Caledonia College, City of Prince George, Downtown Prince George

*Resources:*

- Staff time: CEO/ Manager of Communications & Engagement

*Sources of Funding:*

- MRDT

*Responsibilities:*

- Tourism Prince George

*Timeframe:*

- Annual, ongoing.

**PRINCE GEORGE 2020 MRDT ONE-YEAR TACTICAL PLAN**

<p><i>Budget:</i></p> <ul style="list-style-type: none"><li>• \$25,000</li></ul>
<p><b>Performance Measures:</b></p> <p><u>Output Measures</u></p> <ul style="list-style-type: none"><li># of training workshops held for enhancing social, digital and experience development</li><li># of industry attendees</li><li># of local earned media stories</li><li># of ambassadors trained</li><li># of Power of Tourism Ambassador presentations</li></ul> <p><u>Outcome Measures</u></p> <ul style="list-style-type: none"><li>• Increase in stakeholder satisfaction</li><li>• Increase in overall market-readiness of the destination</li><li>• Local media values</li></ul>
<p><b>Major Category:</b> Visitor Services</p>
<p><b>Activity Title:</b> Project #18: Ambassador Program</p>
<p><b>Tactics:</b></p> <ul style="list-style-type: none"><li>• Adopt innovative best practices</li><li>• Digital Kiosk Program</li><li>• Mobile Visitor Services Program</li><li>• SuperHost “Destination Ambassador” Training Program</li><li>• Artnership Program</li><li>• Tourism Week Program</li><li>• Visitor Centre Relocation Planning</li></ul>
<p><b>Implementation Plan:</b></p> <p><i>Short Description:</i></p> <ul style="list-style-type: none"><li>• Monitor innovations in visitor services that have worked elsewhere, then select and implement new tools/programs that are appropriate for Prince George.</li><li>• Continue to maintain the Digital Kiosk Program that provides web-based visitor information at high traffic tourist areas throughout the community.</li><li>• Continue to deliver mobile visitor services at local festivals and events.</li><li>• Facilitate SuperHost “Destination Ambassador” training to support stakeholders, Board Members, other tourism contact points and residents to be well-informed, proud ambassadors for Prince George.</li><li>• Continue to work with the Community Arts Council to deliver the Artnership Program to activate the Visitor Centre during the summer.</li><li>• Plan and deliver activities at the Visitor Centre during tourism week.</li><li>• Prepare the groundwork for a feasibility study to relocate the Visitor Centre with key partners. (Study to take place in 2021.)</li></ul> <p><i>Quantifiable Objectives:</i></p> <ul style="list-style-type: none"><li>• Complete review of best practices and implement at least two new tools/programs.</li><li>• Maintain 25 Digital Kiosks at key locations.</li></ul>

**PRINCE GEORGE 2020 MRDT ONE-YEAR TACTICAL PLAN**

<ul style="list-style-type: none"> <li>• Number of visitor interactions with mobile booth.</li> <li>• Number of certified destination ambassadors (SuperHost)</li> <li>• Number of Artnership activations.</li> <li>• Number of activations during tourism week.</li> <li>• Number of visitors at Visitor Centre.</li> <li>• Customer satisfaction scores.</li> <li>• Net Promoter Score.</li> <li>• Complete ground work for feasibility study on the relocation of the Visitor Centre. (Study to take place in 2021.)</li> </ul>
<p><i>Rationale:</i></p> <ul style="list-style-type: none"> <li>• Tourists have several interactions with residents while exploring a destination. These interactions (both good and bad) can have a huge impact on their overall experience leading to their likelihood to recommend and/or return to the destination.</li> </ul>
<p><i>Action Steps:</i></p> <ul style="list-style-type: none"> <li>• Monitor innovations in visitor services that have worked elsewhere, then select and implement new tools/programs that are appropriate for Prince George.</li> <li>• Continue to maintain the Digital Kiosk Program that provides web-based visitor information at high traffic tourist areas throughout the community.</li> <li>• Continue to deliver mobile visitor services at local festivals and events. Purchase branded swag for giveaways.</li> <li>• Facilitate SuperHost “Destination Ambassador” training to support stakeholders, other tourism contact points and residents to be well-informed, proud ambassadors for Prince George.</li> <li>• Continue to work with the Community Arts Council to deliver the Artnership Program to activate the Visitor Centre during the summer.</li> <li>• Plan and deliver activities at the Visitor Centre during tourism week.</li> <li>• Prepare the groundwork for a feasibility study to relocate the Visitor Centre with key partners. (Study to take place in 2021.)</li> <li>• Conduct visitor survey.</li> </ul>
<p><i>Potential Partnerships:</i></p> <ul style="list-style-type: none"> <li>• Destination BC, Spinal Cord Injury BC, Community Arts Council, City of Prince George, Chamber of Commerce; Downtown Business Improvement Association; Accommodations Prince George; Tourism operators</li> </ul>
<p><i>Resources:</i></p> <ul style="list-style-type: none"> <li>• Staff time: Manager, Visitor Services</li> </ul>
<p><i>Sources of Funding:</i></p> <ul style="list-style-type: none"> <li>• MRDT, NDIT</li> </ul>
<p><i>Responsibilities:</i></p> <ul style="list-style-type: none"> <li>• Tourism Prince George</li> </ul>
<p><i>Timeframe:</i></p> <ul style="list-style-type: none"> <li>• Ongoing.</li> </ul>

## PRINCE GEORGE 2020 MRDT ONE-YEAR TACTICAL PLAN

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*Budget:*

- \$15,000

**Performance Measures:**

Output Measures

- Completed review of best practices and implemented at least two new tools/programs.
- Maintain 25 Digital Kiosks at key locations.
- 5000 visitor interactions with mobile booth.
- 20 certified destination ambassadors (SuperHost)
- 6 Artnership activations.
- 1 activation during tourism week
- Completed ground work for feasibility study on the relocation of the Visitor Centre. Study to take place in 2021.

Outcome Measures

- Increase in Net Promoter Score.
- Increase in tourism revenues by 2.5% (MRDT).
- Increase in number of visitors at Visitor Centre.
- Customer satisfaction scores average 80%.

**PRINCE GEORGE 2020 MRDT ONE-YEAR TACTICAL PLAN**

<b>Revenues</b>	<b>BUDGET \$</b>
Carry-forward from previous calendar year	100,000
MRDT	1,213,000
MRDT from online accommodation platforms	5,000
<b>MRDT Subtotal</b>	<b>1,318,000</b>
Local government contribution	-
Stakeholder contributions (i.e. membership dues)	-
Co-op funds received (e.g. DBC Coop; DMO-led projects)	87,000
Grants - Federal	
Grants - Provincial	23,000
Grants/Fee for Service - Municipal	327,000
Retail Sales	30,000
Interest	
Other (Advertising Revenue)	37,500
<b>Total Revenues</b>	<b>1,822,500</b>
<b>Expenses</b>	<b>BUDGET \$</b>
<b>Marketing</b>	
Marketing staff - wage and benefits	485,000
Media advertising and production	190,000
Website - hosting, development, maintenance	25,000
Social Media	35,000
Consumer Shows, events	50,000
Collateral production and distribution	95,000
Travel media relations	10,000
Travel trade	5,000
Consumer-focused asset development (imagery, video, written content)	30,000
<b>Subtotal</b>	<b>925,000</b>
<b>Destination &amp; Product Experience Management</b>	
Destination & Product Experience Management Staff - wages and benefits	
Industry Development and Training	47,000
Product experience enhancement and training	23,000
Research, evaluation and analytics	-
Communications and Engagement	25,000
<b>Subtotal</b>	<b>95,000</b>

**PRINCE GEORGE 2020 MRDT ONE-YEAR TACTICAL PLAN**

<b>Expenses</b>	<b>BUDGET \$</b>
<b>Visitor Services</b>	
Visitor Services activities	15,000
Other (Visitor Services staff - wages and benefits)	132,800
<b>Subtotal</b>	<b>147,800</b>
<b>Meetings, Conventions, Events &amp; Sport</b>	
Sport Tourism sales & marketing activities	75,000
Meeting and Convention sales & marketing activities	75,000
<b>Subtotal</b>	<b>150,000</b>
<b>Administration</b>	
Management and staff unrelated to program implementation - wages and benefits	-
Finance staff - wages and benefits	57,000
Human Resources staff - wages and benefits	57,000
Board of Directors costs	15,000
Information technology costs - workstation-related costs (i.e. computers, telephone, support, networks)	22,000
Office lease/rent	105,000
General office expenses	43,500
<b>Subtotal</b>	<b>299,500</b>
<b>Affordable Housing</b>	
General MRDT revenue	-
Revenues from online accommodation platforms	-
<b>Subtotal</b>	<b>-</b>
<b>Other</b>	
All other wages and benefits not included above	-
Other (COGS)	11,000
Other (Security Guard at VC)	15,000
Other (Vehicle Overhead, Mileage, Parking)	8,000
Other (Staff Training and Development)	15,000
Other (Capital Equipment and Building Improvements)	71,000
Other (Memberships)	9,500
<b>Subtotal</b>	<b>129,500</b>
<b>Total Expenses</b>	<b>1,746,800</b>
<b>Balance or Carry Forward</b>	<b>75,700</b>

**PRINCE GEORGE 2020 MRDT ONE-YEAR TACTICAL PLAN**

**Projected Spend by Market (broad estimate) for LEISURE activities and projected percentage of spend forecast on each season (broad estimate)**

Geographic Market	Total Marketing Budget by Market (\$)	% of Total \$ by Market	% of Total \$ for (Jan-Mar) Season	% of Total \$ for (Apr-June) Season	% of Total \$ for (July-Sept) Season	% of Total \$ for (Oct-Dec) Season	% Total
BC	420,000	70	5	10	55	25	100%
Alberta	120,000	20	5	10	55	25	100%
Ontario	50,000	8	5	5	50	30	100%
Other Canada <i>(please specify)</i>							
Washington State	5000	1	0	0	50	50	100%
California	5,000	1	0	0	50	50	100%
Other USA <i>(please specify)</i>							
Mexico							
China							
UK							
Germany							
Australia							
Japan							
Other International <i>(Please specify)</i>							
<b>Total</b>	<b>600,000</b>	<b>100%</b>					