

# PRINCE<sup>BC</sup> GEORGE

## TOURISM PRINCE GEORGE SOCIETY

### PRINCE GEORGE 2022 MRDT ONE-YEAR TACTICAL PLAN

**Designated Recipient:**

**Designated Accommodation Area:**

**Date Prepared:**

**MRDT Repeal Date:**

**Five-Year Period:**

**City of Prince George**

**City of Prince George**

**May 18, 2021**

**June 30, 2022**

**July 1, 2017 - June 30, 2022**

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# SECTION 1: OVERVIEW AND UPDATE TO FIVE-YEAR STRATEGIC CONTEXT

## *Strategic Direction*

### **Mission**

The Mission for Tourism Prince George is as follows:

*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 Northern Region.*

### **Vision**

The vision for Tourism Prince George is as follows:

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

## **Key Learnings and Conclusions from 2021**

### Project #1: Collateral Production and Distribution

#### Visitor Guide

Continued to distribute excess 2020 Visitor Guides in 2021. Development of new lure pieces and complimentary pamphlets to be completed in Q4.

### Project #2: Media Advertising and Production

Continued support and participation in sector and coop marketing activities. Developed Tier 1 Brand videos highlighting destination offerings (culinary, sport & meetings). Website redevelopment for Route 16 (ongoing). Preparation to launch Route 16 marketing campaigns in July in BC & Alberta markets. Brand awareness campaign highlight our Destination running May to Sept to BC audiences. Acquired new tradeshow materials.

### Project #3: Website

Website visits remained volatile for half of 2021 due to COVID-19 and travel restrictions. Content focused on evergreen pieces, highlighting a variety of new brand pillars aligning with target markets/EQs and strong SEO positioning. Updates and intro of the Know Before You Go webpage for traveller confidence. More on-brand content was added to a wide

variety of pages. Continue to update tools and additional website function features such as Check-In Canada (Book Now button), calendar of events submission button, newsletter sign up form and Media Hub (Crowdriff).

#### Project #4: Media Relations/Local Ambassadors

Piloted stakeholder features project. Successes: On-brand content, better marketing understanding for key tourism products and helpful partnership for elevating stakeholders. 4 extra features to be complete in Q4. Initiated Tourism Takeovers, with the Marketing Assistant acting as a weekly virtual tour guide to show online audiences a variety of tourism experiences and products. Featured over 50 businesses in 2021, the project ran June-Sept.

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

Any Sport Tourism content published in b2b newsletter. Held meetings with stakeholder groups when applicable. Did not hold networking event due to COVID-19.

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

Only event held that was supported was the Grand Tour of Caledonia Ski Race. They were able to hold an event as there were no gathering of people involved. No other events held in 2021. TPG implemented GetintheLoop, however it was cancelled due to lack of pick up. Former Manager of Sport Tourism was selected as a Director for 2022 BC Summer Games.

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

Worked with City to re-secure the 2022 World Women's Curling Championships. Work is also being done to re-secure the 2022 Canadian Native Fastball Championships.

#### Project #8: Sport Brand Campaign

Worked with Manager, Marketing and Brand to gather content (photos and video) for future Sport Tourism needs.

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

Stakeholder meetings continued to be held with industry. Any relevant content was shared in B2B Newsletter.

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

TPG implemented GetintheLoop, however it was cancelled due to lack of pick up. Top of Mind gift boxes were sent to conferences that were booked for 2021 that had to be cancelled.

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

Confirmed the booking for the 2022 BC Tourism and Hospitality Conference. Began working on potentially bid for the 2025 Eastern Star Conference. One FAM currently being planned to late in 2021.

#### Project #12: Meetings Brand Campaign

Worked with Manager, Marketing and Brand to gather content (photos and video) for future conference promotional needs.

#### Project #13: Product Experience Enhancement and Training

Tourism PG had a seat on the Destination Development Committees throughout Northern BC. The Northern Circle Route Signage strategy is currently being developed. Tourism PG is still working with the LTN to develop an agreement to support their tourism initiatives, agreement should be in place by Q4. Continued working with Spinal Cord Injury BC on accessibility for tourism stakeholders in Prince George.

#### Project #14: Visitor Information Services Research

On boarded Shopify to sell merchandise online and to realize new revenue opportunities. Report to be completed in 2021 with Visitor Centre location options. Hired three students to assist with Visitor Services in the summer. Ran mobile visitor services at 10 events.

### **Conclusions**

Prince George continued to be hit hard like all tourism destinations during the world-wide COVID-19 pandemic. Tourism Prince George continued to leverage provincial and federal programs to offset costs and continue to market when allowed. Many aspects of the 2021 tactical plan had to pivot due to budget constraints, the halt of travel and federal and provincial health orders. The emphasis for 2021 was on rebuilding after a devastating 2020. With restrictions being lifted approximately halfway through 2021, we were able to launch new campaigns and begin to see the new brand in its full effect.

As challenging as the crisis was and still will be, it did bring the team closer, connected community partners, revitalized the importance of tourism as an industry and the need for creative partnerships and collaboration.

### **Our Winning Aspiration for 2022-2026**

Over the next five years, Tourism Prince George and its partners will grow the industry, increasing industry-wide revenue and creating positive social impact for the City of Prince George and the surrounding region.

## **Goals & Objectives**

Tourism Prince George has a revised five-year Strategic Plan for 2022-2026. The 2022 action plan activates the new key performance indicators established in that plan under the **'Key Result Areas'** of:

1. Marketing
2. Visitor Services
3. Destination Development
4. Industry Outreach
5. Business Development
6. Organizational Effectiveness

Our success will be measured by;

- Increasing the positive image of Prince George as a welcoming and inclusive destination.
- Increasing tourism revenues and economic diversification.
- Supporting and facilitating industry development of market readiness for products and experiences.
- Growing stakeholder engagement and satisfaction.

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

### **Key Result Areas**

#### Marketing

Objectives:

- Position Prince George as a 'Basecamp' for northern tourism experiences.
- Apply the 'Basecamp' brand to the priority sectors of greatest opportunity.
- Collaborate and support LTN's new tourism strategy.
- Partner with NBCTA, DBC, and other regional partners to facilitate campaigns and other initiatives.

#### Visitor Services

Objectives:

- Implement and honour the recommended strategies contained in the 2021 Visitor Services Strategy.
- Adopt an integrated 'Basecamp' approach to servicing visitors.
- Establish a 'Whole of Prince George' service model
- Create a visitor centric organization.

## Destination Development

### Objectives:

- Support Indigenous tourism development, working closely with the LTN.
- Support regional corridor development, through collaborative partnerships and initiatives with NBCTA and regional community partners.
- Work with the Prince George Airport Authority to maximize air access opportunities to draw more national and international markets and partnerships.

## Industry Outreach

### Objectives:

- Maintain regular engagement with tourism stakeholders, local government and the LTN.
- Consistent engagement through corporate communications including town halls, workshops, newsletters and one-on-one meetings.
- Work and partner with tourism industry associations.
- Partner with NBCTA, DBC, and other regional partners to facilitate positive media relations activity.

## Business Development

### Objectives:

- Review and implement the post COVID-19 revived sports, conference and events strategy recommendations with applicable Prince George partners.
- Work with the City of Prince George and other partners to grow the sectors that extend overnight stays:
  - City-wide conferences and conventions
  - Provincial, national and international sport events
  - Arts and culture festivals that draw overnight visitors

## Organizational Effectiveness

### Objectives:

- Continue effective governance provided by Board Members.
- Encourage Board Members to serve as engaged promoters of the brand.
- Strengthen the inclusivity of organization policies, celebrating the diversity of the Board and the industry.
- Ensure Tourism Prince George streamlines processes and adapts technology to assist with overall cost and organizational effectiveness.
- Ensure Tourism Prince George strives towards achieving the organizational values.

## ***2022 Strategies***

Tourism Prince George's focus into 2022 will be on our six key strategic pillars. We will take steps to complete the recommendations from the Visitor Services & Engagement Strategy and the Conferences, Sports and Events Strategy. The organization will continue utilizing leading edge market research, technology and insights to drive decisions and create content. We will be a leader in sustainable tourism development and invest into meaningful partnerships like with the LTN.

Continued partnerships with local governments, tourism stakeholders and industry associations will be crucial to ensuring the growth and recovery of the tourism industry in Prince George.

### ***Target Markets***

This plan targets the following primary and secondary markets:

#### **Primary Markets**

- Domestic visitors from BC, Alberta, Ontario for leisure travel and touring (1+ nights).
- Provincial associations, government, corporate and Indigenous organizations for hosting regional/provincial meetings, conventions, conferences and tradeshows.
- Sport event organizers or sport event rights holders of regional, provincial, national events (2+ nights).
- Close-by States for Alaska routes.

#### **Secondary Markets**

- Rest of Canada - outdoor enthusiasts, culture seekers.
- Targeted European Countries.
- Other states for Alaska routes.

## SECTION 2: ONE-YEAR TACTICAL PLAN WITH PERFORMANCE MEASURES

<p><b>Major Category</b> Marketing</p>
<p><b>Activity Title</b> Project #1: Collateral Production and Distribution</p>
<p><b>Tactics</b></p> <ul style="list-style-type: none"> <li>• Create a new lure piece to transition from a full visitor guide.</li> <li>• Re-designed route maps, city maps, hiking maps for more digital distribution and limited quantity for tear-offs.</li> </ul>
<p><b>IMPLEMENTATION PLAN</b></p>
<p><b>Short Description</b></p> <ul style="list-style-type: none"> <li>• Visitor guides are going digital and mobile-versions, lure guides for print is a good transition to full digital supplemented by specific maps and niche guides for hiking, biking or backcountry opportunities.</li> <li>• Visitor Information research shows demand for city-wide maps and specialized maps for hiking and popular touring routes. These will be distributed as downloads and tear-offs in 2022.</li> </ul>
<p><b>Quantifiable Objectives</b></p> <ul style="list-style-type: none"> <li>• Redesign 2021 Visitor Guide to be a timeless lure piece.</li> <li>• Develop brochures for specific sectors, based on demand, with downloadable versions for the website.</li> </ul>
<p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>• Print pieces are still important trip planning and itinerary tools that can enhance experiences and may result in increased length of stay.</li> <li>• Advertising in the guide has decreased every year, in future more digital products such as maps of both corridors, routes and niche activities will be produced to limit print.</li> </ul>
<p><b>Action Steps</b></p> <ul style="list-style-type: none"> <li>• Review the visitor experience strategy and action more digital information suggestions that align with current visitor research for Prince George and Northern BC.</li> <li>• Distribute the 2022 print pieces and guides like route and niche activity maps to relevant markets.</li> </ul>
<p><b>Potential Partnerships</b></p> <ul style="list-style-type: none"> <li>• City of Prince George, tourism stakeholders, DPG, outfitters, recreation clubs.</li> </ul>
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Staff time: Manager, Brand &amp; Marketing and Marketing Coordinator, Marketing Assistant, Manager, Visitor Services</li> </ul>
<p><b>Sources of Funding</b></p> <ul style="list-style-type: none"> <li>• MRDT</li> </ul>
<p><b>Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Tourism Prince George</li> </ul>
<p><b>Timeframe</b></p> <ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<p><b>Budget</b></p> <ul style="list-style-type: none"> <li>• \$70,000 - continued distribution and digital re-designs</li> </ul>

**Performance Measures**Output Measures

- 10,000 total maps and guides (print and digital distribution).
- Two new brochures developed.

Outcome Measures

- Increase in the stakeholder satisfaction.
- Increase in resident sentiment satisfaction.
- Return MRDT to 2019 levels.

**Major Category**

Marketing

**Activity Title**

Project #2: Media Advertising and Production

**Tactics**

- Create relevant on brand paid and earned advertising (both traditional and digital) geared to primary and secondary markets.
- Participate in cooperative partnerships that assist with Northern BC dispersion and iconic strategies that leverage funding and exposure through DBC and various BC tourism sector organizations.
- Enhance existing microsites and focused campaigns with specific new content, media engagement and advertising as well as Prince George specific campaigns that drive overnight and extended stays during identified need periods.
- Advertising will focus on Prince George's strengths from outdoor adventure year-round, to culinary and cultural activities, Indigenous tourism experiences, history attractions and the basecamp for all Northern adventures.
- Continue with content curation (video, stills, written) through partnerships with the City of Prince George, NBCTA, LTN, DPG and others to align with DBC's iconic Northern Wilds and ensure all platforms have content to promote moving forward.
- Share content with stakeholders like DBC, industry and municipal partners to increase pride of place, economic development initiatives, recruitment and quality of life.

**IMPLEMENTATION PLAN****Short Description**

- Well-targeted, high impact advertising (both traditional and digital) that follows brand guidelines 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 bookable experiences with local tourism operators.
- Digital activities will include SEM, digital banners, contesting and engaging content on our social media channels. This will be used to increase impact and build Tourism Prince George's social community, driving more consumers to the website to learn about the destination.
- Curate and work with partners to gather new visual assets based on our gaps and utilizing diverse models.
- 'Visit [www.tourismpg.com](http://www.tourismpg.com)' will be used as the call to action.
- Continue to launch new applicable and on-brand merchandise and promotional items.

**Rationale**

<ul style="list-style-type: none"> <li>• Partnerships throughout the North are still critical for dispersion and extended stays.</li> <li>• Partnering with LTN to create content and assist their new tourism strategy.</li> <li>• Content aligned with brand, target markets and tourism-specific segmentation will assist with response, return-on-investment and effectiveness.</li> <li>• A year-round content approach will create engaging and influential messaging that will drive overnights and increase revenues.</li> </ul>
<p><b>Action Steps</b></p> <ul style="list-style-type: none"> <li>• Continue to work with partners regarding advertising opportunities for both the new brand and the co-op initiatives with the existing provincial and federal marketing supports.</li> <li>• Work closely with LTN on promotion of identified priority areas.</li> <li>• Refine the creative for all areas of the website and continue to update all forms.</li> <li>• Continue to update tradeshow booths, swag and merchandise to match new brand.</li> <li>• Curate and access content that depicts our diverse population in terms of age, ethnicity, and accessibility in a variety of sectors.</li> </ul>
<p><b>Potential Partnerships</b></p> <ul style="list-style-type: none"> <li>• DBC, NBCTA, sector organizations, City of Prince George, Regional District of Fraser Fort George, LTN, Spinal Cord Injury BC, Prince George Airport, stakeholders, Accommodations Prince George, and other DMOs.</li> </ul>
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Staff time: Manager, Brand &amp; Marketing, Marketing Coordinator, Marketing Assistant</li> </ul>
<p><b>Sources of Funding</b></p> <ul style="list-style-type: none"> <li>• MRDT</li> <li>• Stakeholders (co-op)</li> <li>• DBC</li> </ul>
<p><b>Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Tourism Prince George</li> </ul>
<p><b>Timeframe</b></p> <ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<p><b>Budget</b></p> <ul style="list-style-type: none"> <li>• \$255,000</li> </ul>
<p><b>Performance Measures</b></p> <p><u>Output Measures</u></p> <ul style="list-style-type: none"> <li>• 4 brand campaigns.</li> <li>• 1 campaign in support of LTN.</li> <li>• New creative to reflect brand on merchandise, swag, tradeshow booths, handouts, forms, vehicle wrap, and signage.</li> <li>• 1-2 campaigns from content created to promote Route 16 for motorcycle touring.</li> <li>• Promote partner or sector organization campaigns.</li> <li>• 6 Stakeholder Features highlighting authentic tourism experiences and people of Prince George.</li> <li>• New content and enhancement of the sports, events and conference sections of the website.</li> <li>• New imagery and videos for the visitor services section and know-before you go section of the website.</li> </ul>

- 5% increase in number of followers and level of engagement on our various social media channels.
- 5% increase in traffic to the website.

Outcome Measures

- Increase in the stakeholder satisfaction.
- Increase in resident sentiment satisfaction.
- Return MRDT to 2019 levels.

**Major Category**

Marketing

**Activity Title**

Project #3: Website and User Experience Enhancement

**Tactics**

- Utilizing tools (like Crowdriff, Simpleview, and Check-In Canada) plug-ins to refine content, provide more accurate visitor information on tourismvg.com and microsities.
- Utilize Google analytics, DBC, and NBCTA research to improve SEO and UX features, deliver reports to stakeholders on engagement and measure tactics that drive revenues.
- Review research from the visitor services, conferences, sports and event reports along with the new marketing plan to improve all sections of the website to reflect appropriate and engaging content, information, and the overall visitor experience.

**IMPLEMENTATION PLAN**

**Short Description**

- The tourismvg.com website will take a visitor-centric approach and ensure the information is relevant and easy to attain to drive stays and revenues to our partners.
- Content will depict authentic and unique experiences in Prince George that showcase a diverse range of people, ages, identities, and interests.
- Continually refreshing sections with new photos, stories, blogs, videos.
- Improving SEO strategies to track visitation, campaigns, and provide analytic reports.
- Accessible design will be followed and adapted when applicable.
- Work with LTN to ensure any content will be co-created.
- Continue to implement appropriate marketing technology and software for improved user experience and engagement.
- Addition of TikTok as a social media platform to reach millennial demographics.
- Increasing engagement and reach on social channels specifically Instagram with addition of Reels and more stories.

**Quantifiable Objectives**

- Increase in unique website traffic
- Increase in engagement on the “Know Before You Go” section.
- # of downloads for digitized brochures and maps.
- # of referrals to partner sites
- # of requests for shared content.
- # of digital visitor inquiries.

<ul style="list-style-type: none"> <li>• % of increase in user-generated content.</li> <li>• Metrics from Crowdriff, Meltwater and Shopify.</li> </ul>
<p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>• Keeping content current on our website is important as more travelers are planning and booking their trips digitally.</li> <li>• SEO and tagging will help ensure that those seeking information on visiting the area are directed to the most appropriate pages.</li> </ul>
<p><b>Action Steps</b></p> <ul style="list-style-type: none"> <li>• Review the current website to determine areas for improvement such as accessibility, diversity, and gaps in content.</li> <li>• Create content for the site based on that analysis.</li> <li>• Continue to perform website audits.</li> </ul>
<p><b>Potential Partnerships</b></p> <ul style="list-style-type: none"> <li>• City of Prince George, NBCTA, Spinal Cord Injury BC, LTN</li> </ul>
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Staff time: Manager, Brand &amp; Marketing, Marketing Coordinator, Manager, Visitor Services, Marketing Assistant, and Specialist, Business Development.</li> </ul>
<p><b>Sources of Funding</b></p> <ul style="list-style-type: none"> <li>• MRDT</li> </ul>
<p><b>Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Tourism Prince George</li> </ul>
<p><b>Timeframe</b></p> <ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<p><b>Budget</b></p> <ul style="list-style-type: none"> <li>• \$20,000 (software fees/maintenance)</li> <li>• \$20,000 (developer fees)</li> </ul>
<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> <li>• Increased usage for media bank, increase in user-generated content.</li> <li>• Increased downloads from digital maps, information.</li> <li>• Increased time spent on the site and page views.</li> <li>• Increased partner referrals.</li> </ul> <p><u>Outcome Measures</u></p> <ul style="list-style-type: none"> <li>• Increase in the stakeholder satisfaction.</li> <li>• Increase in resident sentiment satisfaction.</li> <li>• Return MRDT to 2019 levels.</li> </ul>

<p><b>Major Category</b></p> <p>Marketing</p>
<p><b>Activity Title</b></p> <p>Project #4: Travel Media &amp; Influencers</p>
<p><b>Tactics</b></p> <ul style="list-style-type: none"> <li>• Foster relationships with travel media ambassadors in partnership with NBCTA.</li> <li>• Create stories through local personalities and ambassadors for different sectors.</li> <li>• Host or support influencers, media, and others to expand on stories of Prince George for leisure, business, industry, events, and sports segments.</li> </ul>

## IMPLEMENTATION PLAN

### Short Description

- Proactively seek opportunities to conduct in-market media visits with media reps and freelancers.
- Create and pitch story ideas that are consistent with our brand and focus on priority product categories.
- Cultivate new local ambassadors who can tell our authentic story of Prince George focusing on our unique experiences and diverse voices.
- Develop and maintain media tools and reporting.

### Quantifiable Objectives

- # of story ideas and/or testimonials created.
- # of editorial-style stories (print or video) published about Prince George.
- # of media impressions and value.
- # of media influencer visits.

### Rationale

- Editorial and earned coverage is cost effective and has high credibility among readers.
- Unique locals and passionate testimonials from those who have already experienced Prince George is important.
- Micro-influencers are growing and resonates with target markets.

### Action Steps

- Work closely with the NBCTA travel media specialist to coordinate shared ambassador tactics and content shoots, story ideas, and hosting opportunities.
- Create a list of story ideas, pitch, and distribute them to appropriate media through appropriate channels.
- Enhance existing media relationships and develop new media relationships.
- Curate and develop more stories on experiences, unique venues, attractions, culinary, and events through local content creators.
- Enhance media content on our website.

### Potential Partnerships

- Tourism businesses and community groups.

### Resources

- Staff time: Manager, Brand & Marketing and Marketing Coordinator

### Sources of Funding

- MRDT

### Responsibilities

- Tourism Prince George

### Timeframe

- Ongoing

### Budget

- \$65,000

### Performance Measures

#### Output Measures

- 5 stories (print or video) or testimonials published about Prince George.
- 10% increase of media impressions and values from 2021.
- 2-4 of media or influencer trips.

#### Outcome Measures

- Increase in the stakeholder satisfaction.

- Increase in resident sentiment satisfaction.
- Return MRDT to 2019 levels.

**Major Category**

Marketing/Business Development

**Activity Title**

Project #5: Event Attraction Marketing Campaign

**Tactics**

- Implement New Brand Elements for Sports, Conferences, and Arts and Culture Events

**IMPLEMENTATION PLAN**

**Short Description**

- Utilize and align the new branding for Prince George for sports, conference and event hosting.
- Implementing applicable research on event audiences to assist in aligning EQ types for marketing and extending stay pre and post events.

**Quantifiable Objectives**

- New imagery (stills and video) and enhanced overall content for sports, conference, and events section of all advertising.
- New research to capture pre and post event attendance as well as postal code analysis for Northern American attendees to assist with EQ audience market research.
- Enhanced website pages for hosting of events.
- Influencer campaign for sports, conferences and events.
- New bid packages (downloadable and up loadable to CVENT and other meeting planners and hosting organizations).

**Rationale**

- TPG will continue to invest in the new brand to build awareness that Prince George is a premier event destination in Canada.
- The main goal for 2022 will be working with partners like the City of Prince George and other industry stakeholders, and influencers to create compelling reasons to book more events.

**Action Steps**

- Develop content that reflects the brand and particular needs of each sector and improve upon the existing sections of the website.
- Provide good images for bid packages, CVENT listings and other third party sites.
- Generate applicable marketing materials.
- Reach out to influencers in the sport, conference, and arts and culture sector.

**Potential Partnerships**

- City of Prince George, UNBC, LTN, NBCTA.

**Resources**

- Staff time: Manager of Marketing & Brand working with Business Development Specialist.

**Sources of Funding**

- MRDT, City of Prince George

**Responsibilities**

- Tourism Prince George

**Timeframe**

<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<b>Budget</b> <ul style="list-style-type: none"> <li>• \$40,000 in video and photo assets</li> <li>• \$10,000 in influencers</li> </ul>
<b>Performance Measures</b> <u>Output Measures</u> <ul style="list-style-type: none"> <li>• Acquire b-roll from signature events.</li> <li>• New imagery and enhanced written content per sector.</li> <li>• # of earned media stories and influencer blogs and testimonials.</li> <li>• # of postal codes captures per event.</li> <li>• # of inquiries and packages sent out.</li> </ul> <u>Outcome Measures</u> <ul style="list-style-type: none"> <li>• Increase in the stakeholder satisfaction.</li> <li>• Increase in resident sentiment satisfaction.</li> <li>• Return MRDT to 2019 levels.</li> </ul>

<b>Major Category</b> Business Development
<b>Activity Title</b> Project #6: Event Hosting Enhancements
<b>Tactics</b>  <i>*dependent on provincial health orders and limitations for attendance numbers</i>
<b>IMPLEMENTATION PLAN</b>
<b>Short Description</b> <ul style="list-style-type: none"> <li>• This program will support booked events with in-kind enhancements such as welcome bags, SWAG, visitor services, VIP gifts, and more.</li> </ul>
<b>Quantifiable Objectives</b> <ul style="list-style-type: none"> <li>• A minimum of five events supported through programs if events are able to take place in 2022.</li> </ul>
<b>Rationale</b> <ul style="list-style-type: none"> <li>• TPG can enhance and assist events by providing support such as visitor services or staff time to help the event.</li> <li>• This helps to build strategic relationships with event organizers while enticing visiting participants to increase spending in the community.</li> </ul>
<b>Action Steps</b> <ul style="list-style-type: none"> <li>• Evaluate applications throughout the year.</li> <li>• Evaluate program.</li> <li>• Act as liaison for major events (2022 BC Summer Games, 2022 BC Tourism &amp; Hospitality Conference, and 2022 World Women’s Curling Championship).</li> </ul>
<b>Potential Partnerships</b> <ul style="list-style-type: none"> <li>• Other event sponsors, City of Prince George</li> </ul>
<b>Resources</b> <ul style="list-style-type: none"> <li>• Staff time: Business Development Specialist, Visitor Services Staff</li> </ul>
<b>Sources of Funding</b> <ul style="list-style-type: none"> <li>• MRDT</li> </ul>
<b>Responsibilities</b> <ul style="list-style-type: none"> <li>• Tourism Prince George</li> </ul>

<b>Timeframe</b> <ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<b>Budget</b> <ul style="list-style-type: none"> <li>• \$5000 (SWAG and Corporate Gifts/incentive programs)</li> </ul>
<b>Performance Measures</b> <p><u>Output Measures</u></p> <ul style="list-style-type: none"> <li>• A minimum of five events supported in 2022</li> </ul> <p><u>Outcome Measures</u></p> <ul style="list-style-type: none"> <li>• Increase in the stakeholder satisfaction.</li> <li>• Increase in resident sentiment satisfaction.</li> <li>• Return MRDT to 2019 levels.</li> </ul>

<b>Major Category</b> Business Development
<b>Activity Title</b> Project #7: Group Sales Strategy
<b>Tactics</b> <ul style="list-style-type: none"> <li>• Establish 20 of leads for sports and City-wide events.</li> <li>• Host a familiarization trip or site inspections with applicable partners.</li> <li>• Bid on events when applicable.</li> <li>• Measure economic impact of events.</li> <li>• Maintain CRM listings and other relevant channels for reports for stakeholders.</li> <li>• Conduct regular group business stakeholder meetings and announcements on B2B.</li> <li>• Attract events using TPG Event Support Program.</li> <li>• It is important that TPG maintain a connection with industry organizations to be aware of bidding, networking and learning opportunities.</li> </ul> <p><i>*dependent on provincial health orders and limitations for attendance numbers</i></p>

### IMPLEMENTATION PLAN

<b>Short Description</b> <ul style="list-style-type: none"> <li>• Sales activities are an important part of building up high impact group events that fill need periods for hotels and other ancillary services.</li> <li>• Provincial associations, government, corporate and Indigenous organizations for hosting regional/provincial meetings, conventions, conferences and tradeshow are key areas to focus for Meeting and Conference attraction.</li> <li>• Sport event organizers or sport event rights holders of regional, provincial, national events (2+ nights) are key areas to focus for sport events.</li> <li>• Lead generation will drive sales.</li> <li>• Unique and innovative technology will assist in familiarization tours post-COVID and promote safety-first protocols.</li> <li>• Measure the potential and real economic impact of events post events.</li> </ul>
<b>Quantifiable Objectives</b> <ul style="list-style-type: none"> <li>• Establish a minimum of seven leads per sector.</li> <li>• Bid on (or provide support for a bid on) a minimum of two major sport events* and five city-wide events per year.</li> <li>• Support in attraction of a minimum of two signature arts and culture events.</li> <li>• Create and maintain the CRM listings and other tools (Cvent) for all sales activities.</li> </ul>

<ul style="list-style-type: none"> <li>• Maintain all data on tracking of events.</li> <li>• Perform economic assessments with applicable partners.</li> <li>• Track all sales activities and provide quarterly reports and updates.</li> <li>• Support the attraction of events by assisting with financial contribution.</li> <li>• Attend sector events to help attract events (Sport Tourism Canada Conference, MPI events)</li> </ul> <p><i>* dependent on provincial health orders and limitations for attendance numbers</i></p>
<p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>• In order to maintain a competitive edge in event attraction, we need to continually be searching for new opportunities, supporting those events that have interest, and presenting a consistently professional and world-class host city image.</li> </ul>
<p><b>Action Steps</b></p> <ul style="list-style-type: none"> <li>• Consult with stakeholder hosting plans and inform them of bid or other event hosting opportunities.</li> <li>• Maintain regular contact with Sport Tourism Canada, CSAE, MPI and other relevant organization.</li> <li>• Work with the City of Prince George to implement bidding strategy.</li> <li>• Do regular online searches to generate suitable leads for conferences, sports, and arts and culture events.</li> <li>• Measure economic impact of events using STEAM reports and other applicable measurement tools as per DBC and DMAI.</li> <li>• Provide support to help events to be secured.</li> </ul> <p><i>*Dependent on provincial health orders</i></p>
<p><b>Potential Partnerships</b></p> <ul style="list-style-type: none"> <li>• Local Sport Organizations (LSOs), Sport Tourism Canada, City of Prince George, LTN, Accommodations Prince George.</li> </ul>
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Staff time: Business Development Specialist</li> </ul>
<p><b>Sources of Funding</b></p> <ul style="list-style-type: none"> <li>• MRDT, City of Prince George</li> </ul>
<p><b>Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Tourism Prince George</li> </ul>
<p><b>Timeframe</b></p> <ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<p><b>Budget</b></p> <ul style="list-style-type: none"> <li>• \$20,000 for sales software (CVENT, etc.), bid packages.</li> <li>• \$20,000 tradeshows, sales trips, and applicable conferences.</li> <li>• \$35,000 Event attraction and support.</li> </ul>
<p><b>Performance Measures</b></p> <p><u>Output Measures</u></p> <ul style="list-style-type: none"> <li>• # of leads generated per sector.</li> <li>• # of bids won.</li> <li>• # of site visits and fam tours.</li> <li>• # of events secured and supported.</li> <li>• Economic assessments.</li> <li>• Increase activity in CRM database reports.</li> </ul> <p><u>Outcome Measures</u></p>

- Increase in the stakeholder satisfaction.
- Increase in resident sentiment satisfaction.

Return MRDT to 2019 levels.\**Dependent on provincial health orders or if events are able to take place in 2021*

<b>Major Category</b>
Destination Development & Industry Engagement
<b>Activity Title</b>
Project #8: Product Experience Enhancement and Industry Training
<b>IMPLEMENTATION PLAN</b>
<b>Short Description</b>
<ul style="list-style-type: none"> <li>• Serve as a “catalyst” for local and regional destination enhancement and product development by establishing collaborative partnerships.</li> <li>• As the basecamp to Northern BC, play a leadership role in assisting with corridor development as per all Northern BC destination development plans.</li> <li>• Support Indigenous tourism development as per LTN’s new tourism plan.</li> <li>• Continually improve service and experience quality both at the Visitor Centre and with tourism industry partners.</li> <li>• Continually monitor and address trends in the tourism sector, such as COVID-19 and natural disasters.</li> <li>• Work with tourism operators and partners to continually increase the accessibility of tourism products and services that showcase the diversity of Prince George.</li> <li>• Attend events that support local stakeholders who drive visitation.</li> </ul>
<b>Quantifiable Objectives</b>
<ul style="list-style-type: none"> <li>• Support for destination development initiatives with NBCTA, LTN, and other organizations, communities and partners.</li> <li>• Initiatives to improve service and experience quality such as hosting workshops and providing training.</li> <li>• Partnerships and initiatives that target relevant and specific industry challenges (such as Support PG).</li> <li>• Initiatives aimed at increasing accessibility and diversity for Prince George.</li> <li>• Hosting collaborative industry conferences and training opportunities/partnerships such as BC Hospitality and Tourism Conference.</li> <li>• Support and build upon if possible, NBCTA’s Northern Circle Route signage strategy.</li> </ul>
<b>Rationale</b>
<ul style="list-style-type: none"> <li>• Tourism product and experience development is still needed to enhance existing experiences and to extend to year-round opportunities.</li> <li>• Working closely with NBCTA and aligning with the priority areas of DBC on destination development on iconic attractions and bookable experiences will enable Prince George to grow audiences and revenues for the future.</li> <li>• Addressing product gaps, training needs, and financial supports is essential in terms of building a Prince George destination development plan that aligns with the 10-year development strategies for Northern BC.</li> </ul>
<b>Action Steps</b>

<ul style="list-style-type: none"> <li>• Provide collaborative and inventive training, and support for new business and experience development.</li> <li>• As the basecamp to Northern BC, play a leadership role in corridor development with NBCTA.</li> <li>• Monitor visitor experience gaps and work with partners to pilot experiences and training for potential tourism entrepreneurs.</li> <li>• Continue partnerships with UNBC, BC Spinal Cord Injury Association on accessible research, accessibility audits, and enhancements.</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>• Support LTN's tourism strategy pillars through enabling and partnering on aligned key priorities.</li> <li>• Support and build upon if possible, NBCTA's Northern Circle Route signage strategy.</li> </ul>
<p><b>Potential Partnerships</b></p> <ul style="list-style-type: none"> <li>• DBC, NBCTA, LTN, ITBC, UNBC, CNC, Community Futures, Chamber of Commerce, Small Business BC, NDIT, City of Prince George Economic Development, WorkBC, BC Parks, Spinal Cord Injury BC, City of Prince George Accessibility Committee, TIABC, BC Hotel Association</li> </ul>
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Staff time: CEO, Manager, Marketing &amp; Brand, Manager, Visitor Services, Manager, Administration, Marketing Coordinator, Marketing Assistant.</li> </ul>
<p><b>Sources of Funding</b></p> <ul style="list-style-type: none"> <li>• MRDT</li> </ul>
<p><b>Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Tourism Prince George</li> </ul>
<p><b>Timeframe</b></p> <ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<p><b>Budget</b></p> <ul style="list-style-type: none"> <li>• \$70,000</li> </ul>
<p><b>Performance Measures</b></p> <p><u>Output Measures</u></p> <ul style="list-style-type: none"> <li>• Support tourism priorities as per LTN's tourism strategy</li> <li>• Partnerships and initiatives that address tourism sector issues (such as BC Hospitality and Tourism Conference)</li> <li>• Initiatives in responsible tourism development.</li> <li>• Support local initiatives to showcase destination offerings such as Business Excellence Awards and NBCTA Conference.</li> <li>• Support businesses that are looking to become export-ready.</li> <li>• Development of authentic market-ready, and, eventually, export-ready Indigenous experiences as directed by LTN.</li> <li>• Continue to support NBCTA on corridor development and signage plans.</li> </ul> <p><u>Outcome Measures</u></p> <ul style="list-style-type: none"> <li>• Increase in overall market readiness of the destination.</li> <li>• Increase in the stakeholder satisfaction.</li> <li>• Increase in resident sentiment satisfaction.</li> <li>• Return MRDT to 2019 levels.</li> </ul>

<p><b>Major Category</b> Visitor Services</p>
<p><b>Activity Title</b> Project #9: Visitor Information Services Engagement</p>
<p><b>Tactics</b></p> <ul style="list-style-type: none"> <li>• Increase engagement in all visitor channels.</li> <li>• Transition to multi-channel visitor services model.</li> <li>• Elevate visitor experiences throughout Prince George.</li> <li>• Develop an organization model that integrates visitor services into all touchpoints.</li> <li>• Enhanced research and performance tracking.</li> </ul>
<p><b>IMPLEMENTATION PLAN</b></p>
<p><b>Short Description</b></p> <ul style="list-style-type: none"> <li>• A seamless end-to-end visitor experience, through an integrated, innovative and whole of Prince George approach to visitor servicing which will meet and exceed industry and consumer needs.</li> <li>• Enhancement of visitor services in all channels.</li> <li>• Continue to build gift shop sales by providing a selection of Prince George products.</li> <li>• Improve research to enhance visitor services and determine economic impact.</li> <li>• Visitor services training is needed for tourism industry to improve pride of place and visitor experience.</li> <li>• Continue to evaluate options for future location of Visitor Centre. Prepare pre-feasibility study when needed.</li> </ul>
<p><b>Quantifiable Objectives</b></p> <ul style="list-style-type: none"> <li>• # of visitors engaged</li> <li>• # of frontline and ambassador training achieved</li> <li>• \$ of sales online/in store</li> <li>• Customer satisfaction scores via surveys.</li> <li>• Net Promoter Score</li> <li>• New visitor centre feasibility plan for Tourism Prince George if applicable</li> </ul>
<p><b>Rationale</b></p> <ul style="list-style-type: none"> <li>• Visitor services are evolving rapidly to more digital interactions both for information and online shopping.</li> <li>• Post COVID-19 there is an opportunity to implement innovative visitor engagement that follows the path to purchase model and reaches the visitors at every touchpoint.</li> <li>• Strong in-market research is needed to establish a good overview of all visitors to assist with sales and marketing strategies.</li> <li>• Development of authentic market-ready, and, eventually, export-ready Indigenous experiences.</li> <li>• Visitor Centre signage has been lacking and identified as a priority to ensure visitor-readiness and improve overall satisfaction scores.</li> <li>• Visitor-readiness ensures that residents and front-line staff are welcoming and knowledgeable on the destination. This can be done through training and</li> </ul>

aligning with DBC programs and local partnerships that train on diversity, accessibility and inclusion.
<p><b>Action Steps</b></p> <ul style="list-style-type: none"> <li>• Monitor and track third party review and destination sites and forums for opportunities to provide trip planning assistance.</li> <li>• Provide on-site Visitor Services for signature events.</li> <li>• Use appropriate social media management and website tools (e.g., Facebook Business, Hootsuite, LiveChat) to elevate two-way engagement opportunities.</li> <li>• Improve digital maps.</li> <li>• Improve signage for the visitor centre.</li> <li>• Prepare a pre-feasibility paper for a new partnered visitor centre with operational plan and two-year budget if applicable.</li> <li>• Conduct visitor survey with postal code capture to assist with future marketing research.</li> <li>• Work with other organizations for more front-line training on overall knowledge of tourism assets in Prince George</li> </ul>
<p><b>Potential Partnerships</b></p> <ul style="list-style-type: none"> <li>• DBC, Spinal Cord Injury BC, Community Arts Council, City of Prince George, Chamber of Commerce, DPG, Accommodations Prince George, Prince George Airport Authority, CNC, UNBC and tourism operators.</li> </ul>
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Staff time: Manager, Visitor Services, Manager, Marketing &amp; Brand, Marketing Coordinator</li> </ul>
<p><b>Sources of Funding</b></p> <ul style="list-style-type: none"> <li>• MRDT, City of Prince George Service Agreement</li> </ul>
<p><b>Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Tourism Prince George</li> </ul>
<p><b>Timeframe</b></p> <ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<p><b>Budget</b></p> <ul style="list-style-type: none"> <li>• \$20,000 pre-feasibility study.</li> <li>• \$25,000 content and website improvements (Live Chat, new videos/Shopify licensing).</li> <li>• \$20,000 mobile and event specific visitor services (Partnership)</li> </ul>
<p><b>Performance Measures</b></p> <p><u>Output Measures</u></p> <ul style="list-style-type: none"> <li>• # of visitors engaged</li> <li>• # of frontline and ambassador training achieved</li> <li>• \$ of sales online/in store</li> <li>• # of downloads and interactions on the visitor services section of the website.</li> <li>• Customer satisfaction scores via surveys.</li> <li>• New visitor centre feasibility plan for Tourism Prince George, if applicable.</li> <li>• Baseline captured for resident satisfaction scores</li> <li>• # of postal codes captured</li> <li>• # of events attended for visitor engagement</li> </ul>

- # of visitors at Visitor Centre and Mobile Services

Outcome Measures

- Increase in the stakeholder satisfaction.
- Increase in resident sentiment satisfaction.
- Return MRDT to 2019 levels.
- Customer satisfaction scores average 80%.
- Improvement in overall market-readiness

## **APPENDIX A: ABBREVIATIONS**

*The following abbreviations are used throughout the 2021 MRDT One-Year Tactical Plan:*

<b>Abbreviation</b>	<b>Meaning</b>
ABDC	Aboriginal Business Development Centre
CNC	College of New Caledonia
CRM	Customer Relationship Management software
DBC	Destination British Columbia
DPG	Downtown Prince George
ITBC	Indigenous Tourism British Columbia
LSO	Local Sport Organization
LTN	Lheidli T'enneh First Nation
MRDT	Municipal & Regional District Tax
NBCTA	Northern British Columbia Tourism Association
NDIT	Northern Development Initiative Trust
NSO	National Sport Organization
PSO	Provincial Sport Organization
SEM	Search Engine Marketing
SEO	Search Engine Optimization
STEAM	Sport Tourism Economic Assessment Model
UGC	User Generated Content
UNBC	University of Northern British Columbia

**Section 3: Budget for One-Year Tactical Plan**

<b>Revenues (MRDT and Non-MRDT)</b>	<b>Budget \$</b>	Project #
Ending Carry Forward from Previous Year (All Net Assets Restricted and Unrestricted)	0	
General MRDT (net of admin fees)	991,809	
MRDT from online accommodation platforms (OAP)	20,000	
Local government contribution	0	
Stakeholder contributions (i.e. membership dues)	0	
Estimated Co-op funding (e.g. CTO; DMO-led projects)	39,457	
Grants - Federal	0	
Grants - Provincial	23,000	
Grants/Fee for Service - Municipal	327,000	
Retail Sales	22,000	
Interest	0	
Other (please describe):	0	
<b>Total Revenues</b>	<b>\$1,423,266</b>	
<b>Expenses (MRDT and Non-MRDT)</b>	<b>Budget \$</b>	
<b>Marketing</b>		
Marketing staff – wage and benefits	422,080	
Media advertising and production	250,000	2
Website - hosting, development, maintenance	40,000	3
Social media (included under Media advertising and production)		2
Consumer shows, events	5,000	2
Collateral production and distribution	70,000	1
Travel media relations	65,000	4
Travel trade	0	
Consumer focused asset development (written content, video, photography)	0	
Other (please describe)	0	
<b>Subtotal</b>	<b>\$852,080</b>	
<b>Destination &amp; Product Experience Management</b>		
Destination and product experience management staff – wage and benefits	0	
Industry development and training	0	
Product experience enhancement and training	70,000	8
Research and evaluation	0	
Other (please describe)	0	
<b>Subtotal</b>	<b>\$70,000</b>	
<b>Visitor Services</b>		
Visitor Services Wages and Benefits	89,600	
Visitor Services Operating Expenses	65,000	9
Other (please describe)		
<b>Subtotal</b>	<b>\$154,600</b>	

<b>Meetings, Conventions, Events &amp; Sport</b>		
Staff – wages and benefits	57,000	
Meetings, conventions, conferences, events, sport, etc.	130,000	5 to 7
<b>Subtotal</b>	<b>\$187,000</b>	
<b>Administration</b>		
Management and staff unrelated to program implementation - wages and benefits	0	
Finance staff – wages and benefits	51,330	
Human Resources staff – wages and benefits	51,330	
Board of Directors costs	2,000	
Information technology costs – workstation related costs (i.e. computers, telephone, support, networks)	47,180	
Office lease/rent	108,010	
General office expenses	49,990	
<b>Subtotal</b>	<b>\$309,240</b>	
<b>Affordable Housing (if applicable)</b>		
OAP Revenue	0	
General MRDT Revenue	0	
<b>Subtotal</b>	<b>\$0</b>	
<b>Other</b>		
All other wages and benefits not included above (please describe)	0	
Other (COGS) Cost of Goods	20,000	
Other (Security Guard at VIC)	55,200	
Other (Vehicle Overhead, Mileage, Parking)	6,020	
Other (Staff Training and Development)	5,500	
Other (Capital Website, Memberships, Software)	20,000	
<b>Subtotal</b>	<b>\$106,720</b>	
<b>Total Expenses</b>	<b>\$1,679,640</b>	
<b>Estimated Carry Forward - all Net Assets Restricted and Unrestricted</b>	<b>-\$256,374</b>	

**Section 3: Projected Spend by Market (*broad estimate*) for LEISURE activities only & projected percentage of spend focused on each season (*broad estimate*)**

*(Add more rows as needed)*

<b>Geographic Market</b>	<b>Total Marketing Budget by Market</b>	<b>% of Total \$ by Market</b>
BC	\$297,000	60%
Alberta	\$99,000	20%
Ontario	\$59,400	12%
Other Canada (please specify)		
Washington	\$39,600	8%
California		
Other USA (please specify)		
Mexico		
China		
UK		
Germany		
Australia		
Japan		
Other International ( <i>Please specify</i> )		
<b>Total</b>	<b>\$495,000</b>	<b>100%</b>

Totals for **LEISURE** only. Does not include business development (sport, meetings attraction and destination development activities in tactical plan.