

2027-2031

5-YEAR STRATEGIC PLAN

**PRINCE^B
GEORGE**
TOURISM



TOURISM PRINCE GEORGE RESPECTFULLY
ACKNOWLEDGES THE UNCEDED ANCESTRAL LANDS OF
THE LHEIDLI T'ENNEH FIRST NATION.

FOR COUNTLESS GENERATIONS, THE LHEIDLI T'ENNEH
FIRST NATION HAVE BEEN THE STEWARDS OF THESE
LANDS AND WATERS, SHAPING AND CARING FOR THIS
PLACE SINCE TIME IMMEMORIAL. WE ARE COMMITTED
TO BUILDING RESPECTFUL RELATIONSHIPS,
SUPPORTING AUTHENTIC INDIGENOUS TOURISM
EXPERIENCES, AND ENCOURAGING EVERY VISITOR
TO EXPERIENCE PRINCE GEORGE WITH RESPECT,
GRATITUDE, AND A SHARED RESPONSIBILITY TO HELP
CARE FOR THIS PLACE FOR GENERATIONS TO COME.

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ACKNOWLEDGEMENTS

This Tourism Prince George 5-Year Strategic Plan was made possible through the dedication, generosity, and candour of many people who care deeply about Prince George and its future as a destination.

Thank you to Tourism Prince George's Board of Directors for bringing their expertise, experience, and effort to this process. Your willingness to engage honestly — across three workshops and many conversations — shaped every part of this plan.

To the TPG staff team: this plan reflects your knowledge of this destination and your desire to make the community a better place for residents and visitors. Thank you for your time, your insight, and your commitment to Prince George.

Thank you to the tourism operators, community leaders, and organizational partners who gave their time to be interviewed as part of this process. Your perspectives grounded the strategy in the realities of the destination and the people who bring it to life every day.

This plan was facilitated and prepared by Vardo Creative, whose role was to listen carefully, synthesize what was heard, and help Tourism Prince George articulate a clear and ambitious direction for the years ahead.



EXECUTIVE SUMMARY

Tourism Prince George's 2027-2031 Strategic Plan sets the direction for the organization over the next five years. This growth-oriented strategic plan was developed through an extensive engagement process conducted between January and June 2026, facilitated by Vardo Creative.

VISION

Prince George is the heart of Northern British Columbia, serving as a year-round basecamp for unforgettable gatherings, world-class wilderness, legendary events, and authentic cultural experiences that make every journey worth the trip.

MISSION

Tourism Prince George brings people together to grow visitation, create memorable experiences, strengthen partnerships and friendships across communities, and contribute to a welcoming, economically strong, and sustainable future for Prince George and the surrounding Northern Region.

PRINCIPLES & COMMITMENTS

Indigenous Collaboration, Inclusivity, Sustainability, Resilience.

GOALS

1. Maximize the year-round economic impact and community benefits of tourism, growing spring, winter, and fall visitation at a greater rate than summer growth.
2. Strengthen Prince George's reputation as a compelling, welcoming destination.
3. Create more visitor experiences across Prince George and the region that motivate travel.
4. Strengthen TPG's role as a trusted connector, collaborator, and advocate for the tourism sector and community.
5. Advance a sustainable, resilient and inclusive tourism future that reflects the values, culture, and character of Prince George and the traditional territory of the Lheidli T'enneh First Nation.

STRATEGIC PILLARS

- Pillar 1** Focused Marketing & Brand Building (short-term performance)
- Pillar 2** A Gathering Place for Events, Sport, & Business (medium-term growth)
- Pillar 3** Collaborative Destination & Experience Development (long-term development)
- Pillar 4** Winning Organizational Excellence (ongoing impact)

WHILE ALL FOUR STRATEGIC PILLARS ARE IMPORTANT, OUR PRIORITY IS TO CREATE LASTING ECONOMIC AND COMMUNITY BENEFITS BY GROWING OVERNIGHT VISITATION OUTSIDE THE PEAK SUMMER SEASON, STRENGTHENING PRINCE GEORGE'S COMPETITIVE EDGE AS NORTHERN BC'S GATHERING PLACE, AND BUILDING A RESILIENT ORGANIZATION THAT CAN LEAD THE DESTINATION INTO THE FUTURE.





PILLAR 1 STRATEGIES: FOCUSED MARKETING AND BRAND BUILDING

- 1.1 Position and promote Prince George as the Basecamp to Adventure with seasonal consumer campaigns to priority markets.
- 1.2 Continue to evolve the Basecamp brand into a broader strategic positioning encompassing sport, business, Indigenous, and cultural dimensions.
- 1.3 Deliver and inspire exceptional Visitor Services and a cohesive visitor experience.
- 1.4 Lead the promotion and operation of the year-round Nanguz'An Market visitor and community experience.
- 1.5 Lead and support corridor and sector marketing opportunities with partners, and Destination BC, where appropriate.
- 1.6 Aspirationally align TPG marketing and storytelling with The Great Wilderness brand architecture where appropriate.

PILLAR 2 STRATEGIES: A GATHERING PLACE FOR EVENTS, SPORTS AND MEETINGS

- 2.1 Strengthen Prince George's position as Northern BC's Gathering Place by adopting a holistic event approach that advances hosting excellence, event legacy, and the long-term sustainability of signature events alongside event attraction.
- 2.2 Grow Prince George's reputation and capacity as a great hosting destination through sporting events, meetings and conventions, and other festivals & events that generate economic impact.
- 2.3 Pursue opportunities to host more Indigenous conferences and gatherings.

PILLAR 3 STRATEGIES: COLLABORATIVE DESTINATION AND EXPERIENCE DEVELOPMENT

- 3.1 Support the creation, enhancement, diversification, and success of high-quality experiences and product offerings that strengthen destination appeal and competitive edge.
- 3.2 Support improvements that enhance the overall visitor journey to, through, and around Prince George.
- 3.3 Advocate for tourism infrastructure priorities in partnership with the City of Prince George, including multi-use event facility and venue capacity, destination readiness and resilience, and accommodation supply.
- 3.4 Support partners and industry in addressing sustainability and climate change impacts.
- 3.5 Leverage regional destination development initiatives to strengthen Prince George's role as a northern hub and gathering place.

PILLAR 4 STRATEGIES: WINNING ORGANIZATIONAL EXCELLENCE

- 4.1 Strengthen community partnerships and collaborative relationships.
- 4.2 Continue proactive industry communications and engagement.
- 4.3 Strengthen TPG's organizational resilience by building financial sustainability, risk management practices, business continuity, and the capacity to adapt to changing conditions.
- 4.4 Build staff capacity and organizational culture.
- 4.5 Build TPG's data, research, and market intelligence capability.





INTRODUCTION

2027-2031 STRATEGIC PLAN

Tourism Prince George's 2027-2031 Strategic Plan sets the direction for the organization over the next five years — and for the destination it serves.

Prince George is on the unceded territory of the Lheidli T'enneh First Nation. It is northern BC's only major urban centre, positioned at the crossroads of two great highway corridors. It is a city of genuine character: welcoming people, a working northern hub with the soul of a basecamp, a growing events scene, and deepening Indigenous cultural ties. These attributes set it apart from other destinations in BC.

This plan builds on a period of real organizational growth, while being honest about the gaps. It is grounded in engagement with the people who know this destination best — the Tourism Prince George Board of Directors, staff, industry partners, and community organizations who gave their time and candour to shape what follows.

The 2027-2031 plan is structured around five goals and four strategic pillars. It provides a clear framework for decision-making, resource allocation, and accountability through to the end of the MRDT renewal period.

ORGANIZATION BACKGROUND

Tourism Prince George (TPG) is Prince George's Destination Management Organization (DMO), operating as a non-profit society funded primarily through the Municipal and Regional District Tax (MRDT).

TPG's mandate is to attract visitors to Prince George, grow overnight visitation and visitor spending, and strengthen the destination's reputation and competitive edge — in partnership with industry, the City of Prince George, and regional and provincial tourism organizations.

TPG operates on the unceded traditional territory of the Lheidli T'enneh First Nation, and is governed by an 11-member volunteer Board of Directors. The organization manages a Visitor Information Centre, delivers destination marketing across consumer and business travel segments, supports sport tourism and event attraction, and plays a catalytic role in destination development.

MRDT revenue — collected as a levy on accommodation — is TPG's primary funding source, supplemented by City of Prince George contributions and project-based grant funding. MRDT revenue reached \$1.8 million in 2025. This strategy supports the renewal application for the 2027-2031 cycle, effective July 1, 2027.

TPG operates with a dedicated staff team and delivers programming comparable to DMOs with substantially larger budgets — a reflection of the team's efficiency and the strength of its partnerships.

PARTNER ENGAGEMENT

This strategic plan was developed through an extensive engagement process conducted between January and June 2026, facilitated by Vardo Creative.

- **Surveys:** Three separate surveys were deployed to Board of Directors (10 responses), TPG staff (8 responses), and industry partners (48 responses), providing insight on strategic priorities, organizational challenges, and where TPG can have the greatest impact over the next five years.
- **Interviews:** 20 one-to-one interviews were conducted with tourism operators, community leaders, and organizational partners across Prince George and the broader northern BC region. This was augmented by interviews from Tourism Prince George with a cross-section of hoteliers.
- **Board Workshops:** Three virtual Board of Directors workshops were facilitated in May 2026, covering destination context, strategic framework development, and plan refinement.
- **Staff Engagement:** TPG staff participated in the survey process and provided direct input through the plan development process, including two of the Board Workshops.

The input gathered through this process — consistent in its themes across all groups — directly shaped the goals, priorities, and initiatives in this plan.



CONTEXT

HIGHLIGHTS

Tourism is one of Prince George's most important economic sectors.

- MRDT revenue — the best available proxy for the hotel economy — reached \$1.81 million in 2024. At the 3% MRDT rate, that implies approximately \$60-65 million in annual hotel room revenue, comparable in scale to recent losses in the local forestry sector. A Prince George-specific economic impact study has not been conducted recently; one is recommended as a priority action in this plan.
- Prince George welcomed approximately 524,500 Canadian visitors in 2025, generating 1.53 million overnight stays, according to Environics VisitorView data. US and international visitor counts are not separately captured in current data tools. The destination currently accounts for 0.1% of BC's total visitor nights — a figure that reflects both the city's scale and the significant growth opportunity ahead.
- Prince George Airport (YXS) hosted 443,366 passengers in 2025, recovering to approximately 90% of pre-pandemic volumes. The airport serves four airlines across eight destinations, with Vancouver accounting for roughly half of all departures. Airport passenger growth is forecast to reach 612,000 by 2029, driven by a steady 3.5% annual growth rate.

The following pages summarize the key themes that shaped this strategy — drawn from destination data, global and provincial trends, and the engagement process with TPG's Board, staff, and industry partners.

KEY LEARNINGS & INSIGHTS

BOLD GROWTH FORECASTS OVER NEXT DECADE – GLOBAL, CANADA AND BC

BC tourism generated \$23 billion in revenue in 2024 — contributing more to provincial GDP than forestry — and the province has set a target of doubling that to \$48 billion by 2036. The Look West Tourism Sector Action Plan (March 2026) commits provincial investment to ensuring smaller, rural, and emerging destinations like Prince George share fully in that growth, making the next five years a critical window to build the foundation.

IMPORTANT ROLE OF PRINCE GEORGE IN NORTHERN BC AND THE GREAT WILDERNESS

Northern BC is BC's largest tourism region, and Prince George is its only major urban centre — making it the essential hub for the region's visitor economy. Significant projects such as The Great Wilderness iconic brand and the Great Northern Circle Route Signage Program bring dedicated marketing investment and experience development to northern BC.

Regional initiatives like these are important enablers of Tourism Prince George's strategy. By participating in these initiatives, Tourism Prince George can leverage provincial investment, strengthen Prince George's position as Northern BC's primary gateway and service hub, and create greater economic benefits for the local visitor economy.





RELIANCE ON DOMESTIC MARKET, INCLUDING REGIONAL SERVICE MARKET

BC residents account for 68% of visitors and Alberta for a further 24% — making Prince George almost entirely dependent on the domestic drive market. Geopolitical tensions make this a strategic short-term opportunity; however, diversifying markets is still important for future growth.

STRENGTHENING RESIDENT, CLIENT AND VISITOR AWARENESS AND PERCEPTIONS

78% of Prince George residents agree that visitors contribute positively to the local economy — a strong foundation. Shifting external perceptions of Prince George from a pass-through service hub to a compelling destination requires consistent, authentic storytelling and positive experience delivery.

NEED TO GROW YEAR-ROUND OVERNIGHT STAYS TO ENSURE HOTELIER AND BUSINESS VIABILITY

Hotel occupancy in Prince George peaks in summer and drops in shoulder and winter months, creating financial instability for accommodation operators. Growing shoulder season visitation is both a strategic priority and a prerequisite for MRDT sustainability.

EVENT-BASED COMPETITIVENESS AND GROWTH – SPORT, BUSINESS MEETINGS AND CONVENTIONS, FESTIVALS AND EVENTS

Prince George recorded 42,310 event participation days in 2025, generating \$1.83 million in direct economic impact from meetings and business events alone. Sport tourism, Indigenous gatherings, and conferences represent the highest-yield growth opportunity for year-round visitation.

ENSURING INFRASTRUCTURE IS IN PLACE FOR BUILDING ON STRENGTHS AND PREPARING FOR GROWTH

Competing for major events requires evidence of strong community amenities, flexible venue capacity, and accommodation supply — areas where Prince George has room to grow. TPG's role is to advocate alongside the City and partners to ensure infrastructure investment keeps pace with destination ambitions.

STRENGTHENING AIR ACCESS AND TRANSPORTATION SYSTEMS

Prince George Airport served 443,370 passengers in 2025, outpacing comparable cities, but limited direct routes and high airfares remain barriers for some visitor segments. TPG's role is to generate demand that supports the business case for expanded air service, working in partnership with the Prince George Airport Authority.





IMPROVING THE ON-THE-GROUND VISITOR EXPERIENCE, WAYFINDING, AND DOWNTOWN VITALITY

Visitors consistently identify wayfinding, airport-to-city transportation, and downtown vibrancy as gaps in the Prince George experience. Closing these gaps is essential to helping visitors find things to do and contribute to the local economy, and converting first-time visitors into return visitors and advocates.

ENHANCING THE DESTINATION — MORE THINGS TO DO AND ENJOY

Prince George has strong natural and cultural assets but a limited supply of bookable, guided, or packaged visitor experiences — a gap that directly affects length of stay and visitor spending. Supporting operators to develop market-ready products is one of the highest-impact actions TPG can take.

LHEIDLI T'ENNEH NATION PARTNERSHIPS AND INDIGENOUS TOURISM DEVELOPMENT

Prince George is positioned on the unceded territory of the Lheidli T'enneh, whose cultural heritage and growing tourism vision are central to the destination's identity and appeal. Demand for Indigenous cultural experiences — particularly from conference and event delegates — significantly exceeds current supply.

STRENGTHENING PARTNERSHIPS AND COLLABORATIVE MARKETING AND DEVELOPMENT EFFORTS

TPG operates at the centre of a broad ecosystem of partners — Destination BC, Northern BC Tourism Association, the City of Prince George, Downtown Prince George, the Prince George Airport Authority, industry operators, and more. Strengthening these relationships in alignment can amplify TPG's impact far beyond what the organization can achieve on its own.

BUILDING ON THE BASECAMP POSITIONING

The Basecamp brand has strong recognition and authentic resonance with Prince George's identity, but needs to evolve beyond adventure tourism to encompass sport, business events, Indigenous culture, and urban experiences. Expanding the brand story rather than replacing it is the direction confirmed by both Board and staff.

BUILDING RESILIENCE IN AN INCREASINGLY UNCERTAIN ENVIRONMENT

Tourism is becoming more vulnerable to economic uncertainty, climate events, transportation disruptions, changing visitor expectations, labour shortages, and evolving funding models. Strengthening the resilience of both the destination and TPG will enable the organization to adapt, respond proactively, and continue delivering value regardless of changing conditions.

ORGANIZATIONAL STABILITY, DATA-DRIVEN DECISION MAKING, FINANCIAL STABILITY AND INDUSTRY ENGAGEMENT

TPG delivers comparable programming to destinations that operate with twice the budget — a testament to the team's efficiency, but also a structural constraint on growth. Building organizational resilience through funding diversification, data capability, and staff capacity is foundational to everything else in this plan.





STRENGTHS

- Largest urban and service centre in Northern BC
- Established role as Northern BC's gathering place for events, business, services, sport, and culture
- Friendly people of Prince George
- Event hosting experience and amenities, including hosting Indigenous gatherings
- Strong transportation connectivity through air, highway, and regional transportation networks
- Proximity to wilderness and northern touring routes
- Strong local event and business travel base
- Established Lheidli T'enneh partnership and growing Indigenous tourism foundation
- Strong resident pride and community advocacy for tourism (78% value visitor contribution to local economy)

WEAKNESSES

- Lower destination awareness
- Limited leisure brand recognition compared with coastal and interior tourism destinations
- Perception challenges related to weather, remoteness, drive time, and urban social issues
- Loss of tourism training programs
- Limited iconic tourism “signature” experiences recognized nationally
- Air service availability, connectivity, and cost competitiveness relative to larger southern markets
- Smaller DMO budget relative to comparable peer cities (Kamloops, Nanaimo)
- Limited shoulder and winter season visitor product to support year-round hotel viability
- Bookable, guided and packaged visitor experiences underdeveloped relative to natural and cultural assets
- Downtown perception challenges affecting event and conference bid competitiveness

OPPORTUNITIES

- Increasing popularity of outdoor recreation
- Growing market for Indigenous tourism experiences
- Transportation and aviation growth
- Ancient Forest/Chun T’oh Whudujut Park as a signature experience anchor
- Lheidli T’enneh cultural and Indigenous tourism opportunities
- Growth of national economic development projects in northern BC could impact business travel, remote work and flexible travel trends
- Growing alignment with The Great Wilderness Iconic brand and Destination BC’s northern BC destination development investment for regional touring opportunities
- Increase in available data to inform decision making
- Domestic travel surge driven by Canada-US trade tensions and “Buy Canadian” sentiment
- Sport tourism growth — appetite from organizers for northern BC hosting
- Digital marketing maturity, technology advancements, and data-driven visitor targeting tools
- Multi-day touring itineraries and regional touring opportunities (including co-operative partnerships)

THREATS

- Climate change, natural hazards, and increasing weather-related disruptions to tourism and event hosting (wildfire, shorter winters, irregular snowfall)
- Economic uncertainty that influences travel demand and discretionary spending, business investment, and tourism revenues
- Funding and financial stability, reliance on MRDT funding
- Increased competition from destinations and event-hosting communities with greater resources and market visibility
- Geopolitical tensions and US tariffs reducing cross-border and US visitor traffic
- Labour shortages and workforce challenges; housing affordability undermining hospitality workforce recruitment
- Transportation and air service costs and disruptions affecting destination accessibility and competitiveness
- Public health emergencies and other external disruptions affecting travel demand and visitor confidence

These external challenges reinforce the need for Tourism Prince George to build a resilient destination and organization that can anticipate change, adapt to evolving conditions, and continue delivering value for visitors, businesses, and the community.





VISION

Prince George is the heart of Northern British Columbia, serving as a year-round basecamp for unforgettable gatherings, world-class wilderness, legendary events, and authentic cultural experiences that make every journey worth the trip.

MISSION

Tourism Prince George brings people together to grow visitation, create memorable experiences, strengthen partnerships and friendships across communities, and contribute to a welcoming, economically strong, and sustainable future for Prince George and the surrounding Northern Region.

PRINCIPLES & COMMITMENT: HONOURING OUR COMMUNITY

We are Inclusive and Accessible for all.

Prince George is a place where cultures connect and everyone is welcome. We are proud to collaborate with the Lheidli T'enneh First Nation, celebrate diversity, and ensure all visitors feel at home.

Supporting tourism provides:

- Indigenous Collaboration: Meaningful partnerships with First Nation communities
- Inclusivity: Welcoming spaces and accessible facilities for all visitors
- Sustainability: Responsible stewardship of the places and spaces that make Prince George worth visiting
- Resilience: Build the capacity of Tourism Prince George, the tourism sector, and the destination to anticipate, adapt to, and recover from changing environmental, economic, social, and operational conditions





GOALS

Maximize the year-round economic impact and community benefits of tourism, growing spring, winter, and fall visitation at a greater rate than summer growth

Strengthen Prince George's reputation as a compelling, welcoming destination

KPIs

Primary:

- Economic Impact of tourism (5-year measure: total visitors, visitor spend, off-peak visitor spend, total economic impact)
- Total MRDT revenue year-over-year (overnight room revenues)
- Off-peak room revenue as % of total annual room revenue
- Delegate and competitor days annually (sport, business, events)

Secondary:

- Hotel occupancy rate by season
- Average length of stay (hotel data)

Primary:

- Destination brand awareness
- Visitor Net Promoter Score (exit survey, every 2-3 years)
- Resident sentiment index (survey, every 2-3 years)

Secondary:

- Earned media value (annual)

GOALS

Create more visitor experiences across Prince George and the region that motivate travel

KPIs

Primary:

- Number of new bookable visitor experiences developed with operator support

Secondary:

- Visitor Net Promoter Score (exit survey, every 2–3 years)(shared with Goal 2)
- Number of Indigenous cultural experiences available to visitors
- Investment in experiences

Strengthen TPG’s role as a trusted connector, collaborator, and advocate for the tourism sector and community

Primary:

- Stakeholder satisfaction score (annual survey)

Secondary:

- Stakeholder participation with TPG
- Industry communications engagement rate (newsletter open rate)
- Number of active partnership agreements or aligned strategic plans

Advance a sustainable and inclusive tourism future that reflects the values, culture, and character of Prince George and the traditional territory of the Lheidli T’enneh First Nation

Primary:

- Number of Indigenous tourism businesses actively supported by TPG

Secondary:

- Resident sentiment score (shared with Goal 2)
- Number of sustainability actions implemented or supported annually





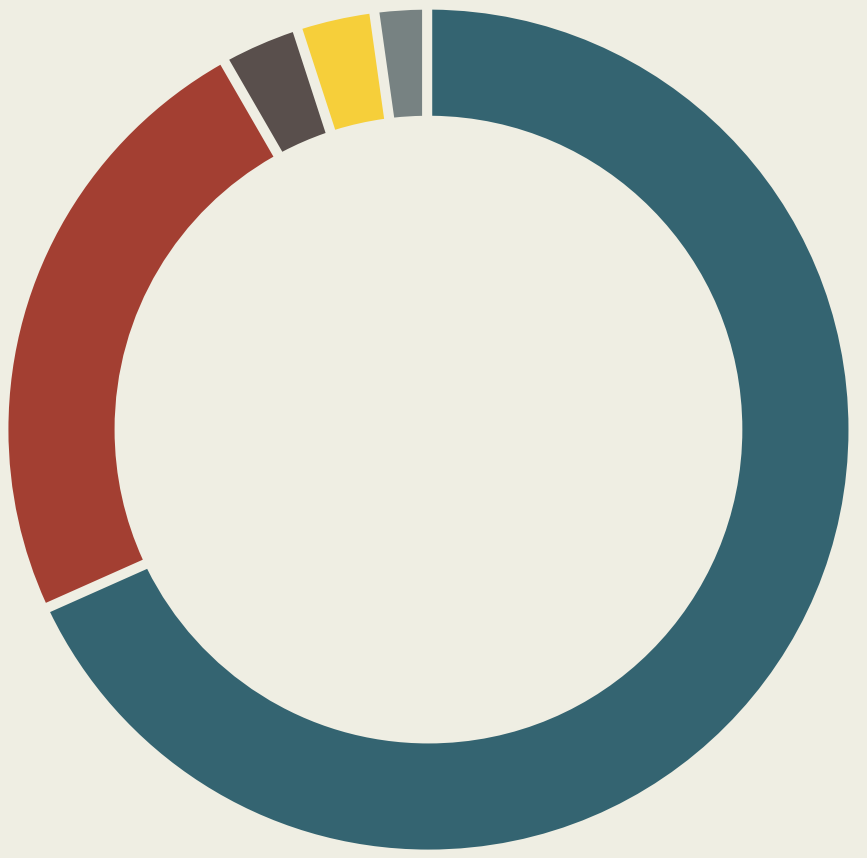
TARGET MARKETS

OUR VISITORS TODAY

GEOGRAPHIC ORIGINS

- 68% BRITISH COLUMBIA
- 24% ALBERTA
- 3% ONTARIO
- 3% WASHINGTON STATE
- 2% OTHER

Key insight: Prince George is primarily a domestic drive market. 54% of Northern BC visitor spending comes from BC residents.



EXPERIENTIAL SEGMENTS

Touring	BC, Alberta, Long-haul Canada, US and International markets: through Destination Canada and Destination BC efforts
Shoulder and winter season visitors	BC, Alberta
Younger outdoor travellers (20-30s)	BC, Alberta
Conference and meeting planners and participants	BC, Alberta, National events
Indigenous conference and gathering delegates	Canada
Sport event participants, families, and organizers	Canada

DESTINATION CANADA TRAVELLER SEGMENTS

Prince George aligns with the following Destination Canada Traveller Segments:

- Outdoor Explorers
- Culture Seekers
- Purpose Driven Families





BRAND PLATFORM

BRAND EVOLUTION

Tourism Prince George will continue to expand the Basecamp to Adventure brand platform to support long term destination differentiation and recognize the community's unique positioning both as a northern hub and as a gathering place for sport, business, Indigenous tourism, culture, and outdoor recreation.

This evolution will build on existing brand equity while creating a more inclusive and versatile narrative that resonates with visitors, event organizers, investors, residents, and community partners. Through a brand evolution process, Tourism Prince George will validate the destination's unique value proposition and ensure alignment with long-term community aspirations.

As part of the expansion of the brand, Tourism Prince George will develop updated brand guidelines and supporting tools to enable consistent application of the refreshed positioning across partner organizations, tourism operators, event hosts, and industry stakeholders. The guidelines will provide clear direction on messaging, visual identity, storytelling, and brand usage, helping to strengthen destination awareness, improve market differentiation, and ensure a unified representation of Prince George across all promotional and visitor-facing channels.



STRATEGIC PILLARS

STRATEGIC INTENT: WHERE ARE WE HEADING?

Over the next five years, Tourism Prince George will build on the momentum of the Basecamp to Adventure brand to strengthen Prince George's position as the northern hub and gathering place.

Our focus is to grow year-round visitation by giving people more reasons to choose Prince George, stay longer, and return more often. We will achieve this by strengthening the destination brand, attracting more sport, business and cultural events, supporting the development of compelling visitor experiences, supporting Indigenous tourism, and working collaboratively with partners to enhance the destination.

While all four strategic pillars are important, our priority is to create lasting economic and community benefits by growing overnight visitation outside the peak summer season, strengthening Prince George's competitive edge as northern BC's gathering place, and building a resilient organization that can lead the destination into the future.

While the first three pillars focus on the outcomes Tourism Prince George is working to achieve for the destination, Pillar 4 focuses on the organization itself. It outlines the governance, people, financial sustainability, partnerships, research and organizational resilience needed to successfully deliver the strategy. A strong, focused and adaptable organization provides the foundation for implementing the strategic priorities, responding to change, and creating lasting benefits for Prince George's visitor economy.

Together, the four strategic pillars provide the roadmap for achieving this vision and ensuring every investment contributes to a stronger destination, stronger tourism businesses, and a stronger community.

STRATEGIC PILLARS

FOCUSED MARKETING & BRAND BUILDING (SHORT-TERM PERFORMANCE)

Build desire for Prince George as a compelling, welcoming, year-round destination through bold, distinctive storytelling and visitor engagement

A GATHERING PLACE FOR EVENTS, SPORT, & BUSINESS (MEDIUM-TERM GROWTH)

Grow Prince George's role as a gathering place for festivals & events, sport tourism, business meetings and conferences that bring people together and support sustainable visitation year-round

COLLABORATIVE DESTINATION & EXPERIENCE DEVELOPMENT (LONG-TERM DEVELOPMENT)

Collaborate with partners to build a visitor-ready destination that offers outstanding experiences, supports sustainable tourism growth, and strengthens Prince George's role as the northern hub and gathering place

WINNING ORGANIZATIONAL EXCELLENCE (ONGOING IMPACT)

Share expertise, build partnerships, and lead with accountability and innovation to deliver meaningful impact for visitors, industry, and the broader community

A strong, adaptable and resilient organization can successfully deliver Pillars 1-3, which creates destination outcomes and achieves the strategic goals.





PILLAR 1 • STRATEGIES

FOCUSED MARKETING AND BRAND BUILDING

- 1.1 Position and promote Prince George as the Basecamp to Adventure with seasonal consumer campaigns to priority markets.
- 1.2 Continue to evolve the Basecamp brand into a broader strategic positioning encompassing sport, business, Indigenous, and cultural dimensions.
- 1.3 Deliver and inspire exceptional Visitor Services and a cohesive visitor experience.
- 1.4 Lead the promotion and operation of the year-round Nanguz'An Market visitor and community experience.
- 1.5 Lead and support corridor and sector marketing opportunities with partners, and Destination BC, where appropriate.
- 1.6 Aspirationally align TPG marketing and storytelling with The Great Wilderness brand architecture where appropriate.

KEY PERFORMANCE INDICATORS (KPIs)

- Destination Brand Awareness
- Net Promoter Score
- Overnight Visitation
- Visitor Spending
- Off-peak Visitor Spending

PILLAR 2 · STRATEGIES

A GATHERING PLACE FOR EVENTS, SPORTS AND MEETINGS

2.1 Strengthen Prince George's position as Northern BC's Gathering Place by adopting a holistic event approach that advances hosting excellence, event legacy, and the long-term sustainability of signature events alongside event attraction.

2.2 Grow Prince George's reputation and capacity as a great hosting destination through sporting events, meetings and conventions, and other festivals & events that generate economic impact.

2.3 Pursue opportunities to host more Indigenous conferences and gatherings.

KEY PERFORMANCE INDICATORS (KPIS)

- Delegate and competitor days
- Room nights attributed to sport, meetings and events
- Sport and Meeting campaign results
- Qualified leads generated
- Bid success rates
- Conversion Actions: meeting and event planner downloads, events/meetings booked
- Economic impact studies

PILLAR 3 · STRATEGIES

COLLABORATIVE DESTINATION AND EXPERIENCE DEVELOPMENT

3.1 Support the creation, enhancement, diversification, and success of high-quality experiences and product offerings that strengthen destination appeal and competitive edge.

3.2 Support improvements that enhance the overall visitor journey to, through, and around Prince George.

3.3 Advocate for tourism infrastructure priorities in partnership with the City of Prince George, including multi-use event facility and venue capacity, destination readiness and resilience, and accommodation supply.

3.4 Support partners and industry in addressing sustainability and climate change impacts.

3.5 Leverage regional destination development initiatives to strengthen Prince George's role as a northern hub and gathering place.

KEY PERFORMANCE INDICATORS (KPIS)

- Number of new bookable visitor experiences developed with operator support
- Number of Indigenous cultural experiences available to visitors
- Ancient Forest/Chun T'oh Whudujut Park is considered a market-ready experience
- Visitor satisfaction survey - Visitor Net Promoter Score
- Investment - number and value of projects supported
- Sustainability initiatives supported
- Number of regional initiatives or projects supported

PILLAR 4 - STRATEGIES

WINNING ORGANIZATIONAL EXCELLENCE

- 4.1 Strengthen community partnerships and collaborative relationships.
- 4.2 Continue proactive industry communications and engagement.
- 4.3 Strengthen TPG's organizational resilience by building financial sustainability, risk management practices, business continuity, and the capacity to adapt to changing conditions.
- 4.4 Build staff capacity and organizational culture.
- 4.5 Build TPG's data, research, and market intelligence capability.

KEY PERFORMANCE INDICATORS (KPIs)

- Stakeholder/Partner satisfaction
- Industry engagement (total engagement)
- Staff satisfaction
- Organizational financial stability





PILLAR 1 FOCUSED MARKETING AND BRAND BUILDING

1.1 Position and promote Prince George as the Basecamp to Adventure with seasonal consumer campaigns to priority markets.

ACTIONS	TIMING	MEASURE
Plan, develop and execute seasonal campaigns to drive visitation and visitor spending in Prince George.	Ongoing	Increased visitation and spend
Build and implement a robust social media content calendar that supports Basecamp to Adventure Brand and local initiatives.	Ongoing	Social media engagement
Identify and host brand aligned influencers to help amplify the Basecamp to Adventure brand.	Ongoing	Followers, engagement
Create brand aligned written, photo and video assets for use across all distribution channels.	Ongoing	Asset utilization, engagement

PILLAR 1

FOCUSED MARKETING AND BRAND BUILDING

1.1 Position and promote Prince George as the Basecamp to Adventure with seasonal consumer campaigns to priority markets.

ACTIONS	TIMING	MEASURE
Activate targeted marketing and messaging support for local and regional initiatives that align with Tourism Prince George organizational goals, that support a positive visitor and resident experience.	Ongoing	Positive perception increases
Collaborate with Prince George Airport Authority to support air service retention, growth, and route awareness through coordinated destination marketing initiatives.	Ongoing	Participation in initiatives, campaign performance, website visits and visitor inquiries, increased visitation from target markets

PILLAR 1

FOCUSED MARKETING AND BRAND BUILDING

1.2 Evolve the Basecamp to Adventure brand into a broader strategic positioning encompassing sport, business, Indigenous, and cultural dimensions.

ACTIONS	TIMING	MEASURE
Provide a Basecamp to Adventure brand onboarding workshop for the Board of Directors.	2027	Workshop complete, Increased knowledge
Identify opportunities and support the local adoption of the Basecamp brand. Develop updated brand guidelines, toolkits and templates for industry use.	2027	# partners, increase in brand awareness
Work closely with the Lheidli T'enneh to understand opportunities to authentically represent Indigenous stories and cultural experiences within the evolving brand architecture.	2027	Positive relationship with Lheidli T'enneh
Create new brand aligned assets to support the expanded brand architecture.	Ongoing	Engagement
Build new destination stories around sport, meetings, Indigenous experiences and culture for use in marketing.	Ongoing	Content creation

PILLAR 1 FOCUSED MARKETING AND BRAND BUILDING

1.3 Deliver and inspire exceptional Visitor Services and a cohesive visitor experience.

ACTIONS	TIMING	MEASURE
Operate a year-round Visitor Services center that provides reliable information on visiting Prince George.	Ongoing	Visit numbers, visitor satisfaction
Design and develop in digital and hard copy relevant Visitor Experience Guides and maps for distribution online and in person.	Ongoing	Downloads of guide
Operate a merchandising program that features local artisans and Prince George souvenirs.	Ongoing	Revenue generation

PILLAR 1 FOCUSED MARKETING AND BRAND BUILDING

1.4 Lead the promotion and operation of the year-round Nanguz’An Market visitor and community experience.

ACTIONS	TIMING	MEASURE
Lead the coordination of all aspects of the year-round operation on Nanguz’An Market include operating dates and times, vendor selection, entertainment and special events.	Ongoing	Attendance Revenue generation
Conduct all marketing activities to support the awareness and promotion of the Nanguz’An Market.	Ongoing	Marketing metrics
Ensure ongoing coordination with the City of Prince George where applicable.	Ongoing	Increase in community presence
Identify any funding opportunities, where appropriate, to support the ongoing operation of Nanguz’An Market	Ongoing	Leveraged dollars

PILLAR 1

FOCUSED MARKETING AND BRAND BUILDING

1.5 Lead and support corridor and sector marketing opportunities with partners, and Destination BC, where appropriate.

ACTIONS	TIMING	MEASURE
Lead and coordinate all partners for the Route 16 program.	Ongoing	Partner participation
Coordinate and implement the annual marketing plan for Route 16.	Ongoing	Awareness, visitation
Liaise with Destination BC on funding opportunities.	Ongoing	Leveraged dollars
Support other partnership marketing opportunities where appropriate.	Ongoing	Leverage dollars

PILLAR 1

FOCUSED MARKETING AND BRAND BUILDING

1.6 Aspirationally align Tourism Prince George marketing and storytelling with The Great Wilderness brand architecture, where appropriate.

ACTIONS	TIMING	MEASURE
Work with Destination BC to identify opportunities for brand alignment.	2027-2028	Opportunities identified
Incorporate The Great Wilderness brand elements into seasonal Tourism Prince George consumer campaigns where appropriate.	Ongoing	Brand awareness
Include The Great Wilderness brand elements in photo and video asset collection where appropriate.	Ongoing	Engagement
Identify and participate in The Great Wilderness/ Destination BC leveraged marketing opportunities where appropriate.	Ongoing	Awareness, leveraged dollars



PILLAR 2 A GATHERING PLACE FOR EVENTS, SPORT & BUSINESS

2.1 Strengthen Prince George’s position as Northern BC’s Gathering Place by adopting a holistic event approach that advances hosting excellence, event legacy, and the long-term sustainability of signature events alongside event attraction.

ACTIONS	TIMING	MEASURE
Establish a destination-wide hosting excellence program that creates consistent visitor, delegate and participant experiences across all events.	2027-2028	Program creation
Develop hosting standards, welcome programs and volunteer training that reflect Prince George’s identity and hospitality.	2027-2028	Development of standards
Develop an Event Legacy Framework that identifies desired economic, community, cultural and environmental outcomes for major events.	2027-2028	Framework development
Support the long-term growth and sustainability of Prince George’s signature events through multi-year planning and organizational capacity building.	Ongoing	Long-term plan

PILLAR 2

A GATHERING PLACE FOR EVENTS, SPORT & BUSINESS

2.1 Strengthen Prince George’s position as Northern BC’s Gathering Place by adopting a holistic event approach that advances hosting excellence, event legacy, and the long-term sustainability of signature events alongside event attraction.

ACTIONS	TIMING	MEASURE
Identify infrastructure, accommodation, transportation and venue investments needed to support future event growth.	Ongoing	Investment
Encourage sustainable event practices through waste reduction, local procurement, accessibility and low-carbon transportation initiatives.	Ongoing	Increase in events who implement sustainable practices
Develop an annual event performance framework measuring visitation, economic impact, participant satisfaction, volunteer engagement, community pride and legacy outcomes.	2027-2028	Event dashboard

PILLAR 2

A GATHERING PLACE FOR EVENTS, SPORT & BUSINESS

2.2 Grow Prince George’s reputation and capacity as a great hosting destination through sporting events, meetings and conventions, and other festivals & events that generate economic impact.

ACTIONS	TIMING	MEASURE
Identify and respond to bids that match Prince George’s capacity to host.	Ongoing	Increase in events and delegate days
Create a network of champions who can advocate for meeting in Prince George within their First Nation, professional, academic, cultural, and industry associations.	2027	Increase in qualified leads and hosting
Plan, develop and execute paid marketing campaigns targeting meeting and event planners and local, provincial and national sport organizations.	Ongoing	Increased visitation and spend
Identify and attend relevant trade shows and conferences to highlight Prince George’s hosting capabilities.	Ongoing	Increase in qualified leads and hosting
Maintain a current hosting facility inventory.	Ongoing	Info used in decision making
Maintain ongoing relationships and support for Local Sport Organizations (LSO).	Ongoing	Positive Hosting reputation

PILLAR 2 A GATHERING PLACE FOR EVENTS, SPORT & BUSINESS

2.2 Grow Prince George’s reputation and capacity as a great hosting destination through sporting events, meetings and conventions, and other festivals & events that generate economic impact.

ACTIONS	TIMING	MEASURE
Provide in destination support to events and conferences as identified in alignment with organizational goals.	Ongoing	Positive Hosting reputation
Support in-destination activation for events and conferences.	Ongoing	Positive Hosting reputation
Coordinate event start up support for identified signature community events.	Ongoing	Positive Hosting reputation
Support community wide activation for site selection committees.	Ongoing	Event secured
Support the City of Prince George in the development of a new 10-year Sport Tourism Strategy and other event attraction strategies.	2027-2028	Strategy completion

PILLAR 2 A GATHERING PLACE FOR EVENTS, SPORT & BUSINESS

2.3 Pursue opportunities to host more Indigenous conferences and gatherings.

ACTIONS	TIMING	MEASURE
Work closely with Lheidli T’enneh to understand opportunities to support bids for hosting Indigenous conferences and gatherings.	Ongoing	Positive relationship with Lhleidli T’enneh
Attend provincial and national events to create awareness for Prince George for hosting opportunities.	Ongoing	Increase in Indigenous events hosted

PILLAR 3

COLLABORATIVE DESTINATION & EXPERIENCE DEVELOPMENT

3.1 Support the creation, enhancement, diversification, and success of high-quality experiences and product offerings that strengthen destination appeal and competitive edge.

ACTIONS	TIMING	MEASURE
Work with operators to improve market readiness and develop more bookable visitor experiences and multi-night, packaged itineraries.	2028-2030	Number of new bookable visitor experiences
Support the development of new signature, bookable tourism products and experiences through programming and partnerships, including guided and non-guided experiences.	2028-2030	Number of new bookable visitor experiences
Support Indigenous tourism development with Lheidli T'enneh, including by working with partners on the Ancient Forest/Chun T'oh Whudujut Park as a signature product in partnership with Lheidli T'enneh.	Ongoing	Ancient Forest/Chun T'oh Whudujut Park is considered a market-ready experience



PILLAR 3

COLLABORATIVE DESTINATION & EXPERIENCE DEVELOPMENT

3.2 Support improvements that enhance the overall visitor journey to, through, and around Prince George.

ACTIONS	TIMING	MEASURE
Support improvement of the into-town and on-the-ground visitor experience across all touchpoints.	Ongoing	Visitor Net Promoter Score
Work with Spinal Cord BC and other partners to continue to improve accessibility within Prince George so every visitor can have the opportunity to explore the city and surrounding area comfortably and confidently.	Ongoing	Investment - number of projects
Work with City of Prince George and other community partners to enhance the urban centre and downtown vibrancy through placemaking and activation.	Ongoing	Visitor Net Promoter Score, Investment - number of projects
Assess future opportunity to develop visitor experience districts and destination hubs throughout Prince George that encourage exploration, extend length of stay, and strengthen the city's identity as Northern BC's gathering place and basecamp for adventure.	2029-2030	Study is complete

PILLAR 3

COLLABORATIVE DESTINATION & EXPERIENCE DEVELOPMENT

3.3 Advocate for tourism infrastructure priorities in partnership with the City of Prince George, including multi-use event facility and venue capacity, destination readiness and resilience, and accommodation supply.

ACTIONS	TIMING	MEASURE
Develop a business case for the development of a multi-use event facility and venue capacity that increases capacity for group hosting.	2027-2028	Business case complete
Conduct a beautification, wayfinding and signage audit.	2028	Audit complete
Advocate for improved airport-to-city transportation options.	2027	Improvements have progressed
Conduct engagement and develop an approach for determining and developing future accommodation needs.	2030-2031	Approach considered and moved ahead

PILLAR 3

COLLABORATIVE DESTINATION & EXPERIENCE DEVELOPMENT

3.4 Support partners and industry in addressing sustainability and climate change impacts.

ACTIONS	TIMING	MEASURE
Encourage tourism operators to complete climate adaptation plans and track sustainability measures.	Ongoing	Number of plans in place, Prepared for Immediate Natural Hazard, Environmental Sustainability Investments
Work towards creating and supporting more sustainable and inclusive tourism offerings that help position Prince George as a leader in sustainable travel options.	Ongoing	Number of sustainability actions implemented or supported annually
Support Northern BC Tourism continued biosphere certification for sustainability for the region.	Ongoing	Biosphere Certification in place

PILLAR 3

COLLABORATIVE DESTINATION & EXPERIENCE DEVELOPMENT

3.5 Leverage regional destination development initiatives to strengthen Prince George's role as a northern hub and gathering place.

ACTIONS	TIMING	MEASURE
Collaborate with Northern BC Tourism and Destination BC on The Great Wilderness and Great Northern Circle Route initiatives that increase visitation to Prince George.	Ongoing	Investment - number of projects
Support gateway, hub and transportation initiatives that position Prince George as the primary gateway, service centre and overnight hub for regional touring.	Ongoing	Investment - number of projects
Support regional projects that improve visitor experiences and strengthen Prince George's competitive edge, including trail access, management and infrastructure in support of The Great Wilderness. Participate in regional investment, infrastructure and experience development initiatives.	Ongoing	Investment - number of projects



PILLAR 4

WINNING ORGANIZATIONAL EXCELLENCE

4.1 Strengthen community partnerships and collaborative relationships.

ACTIONS	TIMING	MEASURE
Align with five-year strategic plans being developed by the City of Prince George, Prince George Airport Authority, and new City Council.	2027	Alignment of strategic plans
Work with the City of Prince George and Downtown Prince George to support implementation of the Downtown Strategy.	Ongoing	Investment - number of projects
Continue to build meaningful relationships and support projects that advance the Lheidli T'enneh tourism aspirations.	Ongoing	Support is provided when asked
Maintain relationship with DMF entity and co-ordinate marketing efforts to avoid duplication of effort.	2027, Ongoing	DMF plans developed and implemented
Work with the hoteliers and other tourism businesses to conduct pulse surveys (short, simple quarterly surveys) that identify forward looking needs periods.	2027	Needs periods are known and plans adjusted as needed

PILLAR 4

WINNING ORGANIZATIONAL EXCELLENCE

4.2 Continue proactive industry communications and engagement.

ACTIONS	TIMING	MEASURE
Continue regular engagement with tourism stakeholders/partners, local government and the Lheidli T'enneh First Nation, ensuring feedback loops are in place to ensure engagement meets the needs of tourism operators and other partners and highlights the initiatives that yield growth.	Ongoing	Stakeholder satisfaction score
Continue ongoing engagement through corporate communications including town halls, workshops, newsletters and one-on-one meetings.	Ongoing	Industry communications engagement rate
Implement 'report out' workshops that share data and insights that assist with business and community decision making.	Ongoing	Stakeholder satisfaction score

PILLAR 4

WINNING ORGANIZATIONAL EXCELLENCE

4.3 Strengthen TPG's organizational resilience by building financial sustainability, risk management practices, business continuity, and the capacity to adapt to changing conditions.

ACTIONS	TIMING	MEASURE
Ensure MRDT, DMF activation (if proceeds), and City of Prince George funding contribution remain in place.	Ongoing	Funding received, reporting complete
Pursue opportunities to increase revenue through partnerships, grants, sponsorships, and earned revenue.	Ongoing	Increase in revenues, where it makes sense
Maintaining a disciplined approach to governance, performance monitoring, and strategic review.	Ongoing	Regular reviews and reporting

PILLAR 4

WINNING ORGANIZATIONAL EXCELLENCE

4.4 Build staff capacity and organizational culture.

ACTIONS	TIMING	MEASURE
Stay on top of emerging DMO trends and determine when to adopt for TPG.	Ongoing	Annual and as needed review
Provide AI support and training to staff.	2027-2029	Training complete
Ensure that Tourism Prince George attracts, develops, and retains team members who are enthusiastic, capable, and who feel valued.	Ongoing	Staff satisfaction, turnover
Conduct staff satisfaction survey annually.	Ongoing	Staff satisfaction

PILLAR 4

WINNING ORGANIZATIONAL EXCELLENCE

4.5 Build TPG’s data, research, and market intelligence capability.

ACTIONS	TIMING	MEASURE
Conduct an Economic Impact Study.	2027	Study is complete
Establish a regular reporting schedule that shares performance tracking and destination insights to support data-driven decisions within Tourism Prince George and throughout the industry.	2027, Ongoing	Tracking shared with Board and industry on a regular cadence
Leverage industry related data and data sharing for ongoing market intelligence.	Ongoing	Info used in decision making



IMPLEMENTATION

GOVERNANCE & ACCOUNTABILITY

This Strategic Plan is intended to guide Tourism Prince George's decisions and investments over the five-year period from 2027 to 2031. While the tourism environment will continue to evolve, the long-term direction established by this plan should remain consistent. By maintaining a disciplined approach to governance, performance monitoring, and strategic review, Tourism Prince George will remain focused on achieving its long-term vision while adapting to changing circumstances and opportunities. The role of the Board of Directors is to provide strategic leadership, oversee progress, and ensure Tourism Prince George remains focused on delivering the outcomes outlined in this plan.

To support effective governance and accountability, the Board and Executive Director will work together to:

ANNUAL BUSINESS PLANNING

- Develop annual business plans and budgets that align with the strategic priorities and initiatives identified in this plan.
- Prioritize investments and projects based on available resources and emerging opportunities.

PERFORMANCE MONITORING

- Review progress against the strategic goals, key performance indicators, and measures of success at least twice annually.
- Monitor visitor economy performance, organizational performance, and progress on major strategic initiatives.

BOARD OVERSIGHT

- Regularly review strategic risks, emerging trends, and opportunities that may influence Tourism Prince George or the visitor economy.
- Ensure governance practices, policies, and Board development support effective decision making and organizational leadership.

STRATEGY REVIEW AND RENEWAL

- Conduct an annual review of the Strategic Plan to confirm priorities remain relevant and make adjustments where required in response to significant changes in the operating environment.
- Complete a comprehensive review and refresh of the Strategic Plan before the end of the 2027-2031 planning period.



IMPLEMENTATION CONSIDERATIONS

- **Funding and Organizational Capacity:** Delivering on this strategy requires sustained investment in destination marketing, destination development, event attraction, and partnership initiatives. Tourism Prince George will continue to pursue opportunities to maximize MRDT revenues, leverage grant funding, and secure strategic partnerships to support priority initiatives. As the organization expands its role in destination development and event attraction, additional staffing, contractor support, or project-based resources may be required.
- **Stakeholder and Industry Collaboration:** The success of this strategy depends on strong collaboration across Prince George's tourism ecosystem. Tourism Prince George will work closely with community partners to enhance visitor experiences, grow visitation, and strengthen the destination's competitive position. Ongoing engagement will help ensure that initiatives align with industry needs and market opportunities.
- **Community Support and Resident Perspectives:** Tourism works best when residents see its benefits firsthand through its benefits to their quality of life. Tourism Prince George will continue to engage with residents, community organizations, and local leaders to understand priorities, identify concerns, and demonstrate the economic and community benefits that tourism creates.

- **Partnerships with First Nations and Community Organizations:** Advancing tourism opportunities in Prince George requires meaningful collaboration with Lheidli T'enneh First Nation, neighbouring First Nation communities, local governments, economic development organizations, educational institutions, and cultural partners. Tourism Prince George will support opportunities for Indigenous tourism development, cultural storytelling, and collaborative destination-building initiatives that showcase the best of Prince George.
- **Destination Infrastructure and Accessibility:** Attracting visitors, events, and conferences depends on the availability of transportation, accommodations, venues, amenities, and visitor services. Continued investment in destination infrastructure, air access, event facilities, and visitor experiences will be important to achieving the goals outlined in this strategy. External factors such as economic conditions, transportation capacity, labour availability, and changing travel patterns may also influence implementation and require ongoing monitoring and adaptation.

FUNDING SOURCES

Tourism Prince George's funding is primarily derived from the Municipal and Regional District Tax (MRDT), commonly known as the hotel tax, which is collected through overnight accommodation providers in Prince George.

In addition to MRDT revenues, Tourism Prince George receives funding through its service agreement with the City of Prince George, municipal and provincial grants, cooperative marketing partnerships, merchandise sales, and other project-based agreements. This diversified funding model provides the organization with the resources needed to support both tourism growth and long-term destination development priorities.





2027-2031

5-YEAR STRATEGIC PLAN