



FAIRBANKS

2020 Strategic Marketing Plan



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Mission Statement

The mission of Explore Fairbanks is to be an economic driver in the Fairbanks region by marketing to potential visitors and optimizing the visitor experience.

Long-Term Strategic Priorities

Establish a strong brand identity for the Fairbanks region.

Focus marketing efforts on markets defined by Alaska tourism as well as opportunity markets specific to the Fairbanks region.

Focus efforts on stimulating year-round visitor spending.

Provide leadership and serve as a catalyst for strategic product development and infrastructure improvement.

Advocate on behalf of the travel industry for the benefit of the Fairbanks region.

Vision Statement

We sell Fairbanks! While building a marketing machine that maximizes exposure of Fairbanks in existing markets and cultivates new markets, Explore Fairbanks is the number-one resource of visitor information for our destination. We bring people to Fairbanks with effective marketing based on reliable research data. We expand our marketing effectiveness to ensure the quality of our visitors' experience by cooperating with the state, other convention and visitor bureaus and non-traditional partners.

Because we simultaneously enjoy and enhance our natural resources, our destination provides authentic Alaska for everyone. In our vibrant community, we encourage new destination features and envision a convention center that is fully utilized year round. Our neighbors and community leaders value a thriving visitor industry and provide broad-based, consistent and reliable financial support.

The quality of the services provided by Explore Fairbanks is second to none. Located in a world-class visitor center, we enjoy long-term commitments from staff and business partners who are very active in our operations.

As a result of our strategic focus and hard work, Fairbanks is widely recognized by travelers as the ultimate Alaskan experience and the destination that most characterizes Alaska. Everybody who travels to Alaska believes they must visit us, and because there are two Fairbanks, midnight sun and northern lights, everybody wants to see us at least twice. Since we serve as a base destination for an Alaska visit, we attract increasing numbers of visitors from around the world to Fairbanks all year round. Therefore, our business partners enjoy consistently high levels of occupancy and we measurably contribute to the economic prosperity of our community.

Brand Pillars

The Fairbanks region is a year-round visitor destination with three distinguishing seasons

Heralding Fairbanks' location on the globe at the 65th parallel of latitude are three seasons that define Fairbanks style:

- Midnight Sun Season – April 22 through August 20. The midnight sun in the summer sky sets Fairbanks apart with 70 straight days of sunshine.
- Winter Season – Fairbanks celebrates winter from mid-October through the end of March
- Aurora Season – August 21 through April 21. This eight-month period offers some of the world's best northern lights viewing. This season encompasses from the end of summer into spring



“At midsummer the sub-Arctic’s infinite sun bathes Fairbanks in amber light reflected through the green prism of the Northland woods. At midwinter the aurora’s luminescent tapestry makes the sky an Expressionist canvas of colors. It’s like nowhere else on Earth, year-round.”
 – Eric Lucas, Alaska Airlines Magazine



“Ice crystals, kicked up by the 40 paws of 10 sled dogs, pepper the exposed parts of my face. But behind my woolen scarf is a broad smile; this adventure is the stuff of bucket lists.”
 – Jay Jones, Chicago Tribune



Brand Pillars

Fairbanks is the basecamp for Denali, Alaska's Interior and Arctic

Surrounded by wilderness, Fairbanks is just more than two hours from Denali National Park and serves as a leaping off point by air and road to the Arctic Circle, access to villages, towns and parks in Alaska's vast Interior and Arctic. The farthest north city in Alaska and the United States accessible by air, rail and road, Fairbanks' hub-and-spoke positioning is a win-win for the destination and neighboring communities.



"The Alaskan Arctic is truly magical: magnificent peaks of exposed granite erupt from the permafrost tundra and caribou herds stretch to the horizon. Summer wildflowers overshadowed only by the glittering winter snows and shimmering northern lights overhead."
 – Nate Luebbe, Outbound Collective Contributor

"The magnitude of Denali National Park is astounding. Enchanting wildlife and panoramic mountain vistas lie around every bend making each excursion into the park a thrilling journey."
 – Autumn Schrock, photographer/designer



Brand Pillars

Fairbanks is a wellspring for culture, arts and events

The often nature-inspired artistic spirit of the residents is expressed in all forms of performing and fine arts. And the energy of Fairbanks, North Pole and surrounding region is further manifested in the production of sporting and special events year-round, often through a labor of love by cadres of volunteers. Handcrafted food, drinks and gifts are created from locally-sourced produce and materials. Alaska Native artists contribute immensely to the fabric of the region’s cultural depth.

“The city of Fairbanks boasts 70 days in the summer where the sun shines pretty much 24/7, a period when farmers markets, food trucks and local breweries come into their own.”

– Chris Dwyer, CNN Travel

Fairbanks offers iconic Alaskan experiences

Who gets to claim Alaska’s most quintessential experience? Destinations throughout Alaska assert authenticity but Fairbanks with its “last frontier” feel, reputation for resourcefulness and pioneer spirit makes it the ultimate Alaskan locale. Fairbanks has an isolated location with proximity to remote villages, a large population of log cabin dwellers and cold, snowy winters that allow for distinctive sports and events. Fairbanks also has plenty of “Sourdoughs” and gold rush history that contribute to the Alaskan mythos.

“Where else can visitors find handmade wild berry ice cream, pioneer lodges in quiet birch valleys, and hundreds of majestic cranes in one of the most beautiful urban parks in North American? There’s only one Fairbanks.”

– Eric Lucas, Alaska Airlines Magazine



Brand Pillars

Fairbanks is renowned as Alaska's Golden Heart

Fairbanks is known throughout the state and beyond as Alaska's Golden Heart. The triple meaning refers to its gold rush history, the city's location in the center or "heart" of Alaska, and more importantly, to the friendliness of its inhabitants. Hospitality programs such as the Golden Heart Greeter volunteers and the Golden Heart Meeting Ambassadors capitalize on this golden reputation to offer one of the most Authentic Alaskan experiences and visitors often remark about helpful locals.

"As a writer, I love places with a back story and it seems that everywhere you turn in Fairbanks, there's a story waiting to be told. From family-owned restaurants to talented artists who transform ice into masterpieces to a family that turned reindeer into pets ready to hike with visitors, the people of Fairbanks are enterprising, engaging and welcoming."

– Terri Marshall,



Fairbanks is full of light, energy and warmth

After an extensive branding research project, a collaborative community discussion yielded the themes of light, energy and warmth. These three concepts combine to mitigate repetitive misperceptions about the area's climate and daylight.

"Everyone should experience the energizing effects of the midnight sun once in their life and Fairbanks is the perfect location... discover, play, and eat in this land of perpetual summer bliss."

– Rose Palmer,
Quiltripping.com



"An electric green swirl shoots straight down as if taunting the bristly trees below. From our spot, the apparition looms bright and close, at once mythical and awesomely, unbelievably real."

– Stephanie Granada,
Sunset Magazine



Headwinds, Tailwinds and Tacking

Explore Fairbanks' managers provided the below assessments of forecasted travel trends in order to position marketing activities in the context of upcoming challenges.

National and International

Headwind:

According to U.S. Travel Association's Travel Forecast report on July 24, 2019, our overall outlook for the travel industry is continued growth over the next several years, though the pace of growth for both domestic leisure and domestic business travel is expected to decelerate in line with the overall U.S. economy. On the international front, industry experts have expressed concern with visitation from China declining due to trade tensions and visa issues. In 2018 China visitation to the United States decline by 6% over 2017, the first drop in 15 years. The Explore Fairbanks international marketing program does not have the resources to expand significant effort into those markets with promising potential (see below) while continuing to maintain efforts in primary markets.

Tailwind:

There will be increased airlift via American Airlines from domestic hubs of Dallas and Chicago in summer 2019. Meanwhile, we anticipate international inbound travel volume, after stalling in 2019, to recover in subsequent years. Adding to this is that Fairbanks is seeing traction in other emerging markets such as Southeast Asia, India and Latin America. With the China market, partners have suggested that Fairbanks and Alaska might not be as impacted by the visa issues as visitors from that market tend to be repeat U.S. visitors who already and thus already have their visa.

Tacking:

We will continue to monitor headwinds, including the strong dollar, unstable global economies and trade tensions that could have an impact on growth and pace. While Alaska often experiences different travel trends from the Lower 48, the Great Recession reminded us that a national and global recession does negatively impact travel to Alaska as it did in 2009 and subsequent years of recovery in Fairbanks. Fairbanks also continues to benefit by having on the ground representation with our contractors in China and Europe who are able to further monitor the market closely and develop the necessary partnerships and relationships for us to be successful.

Statewide and Local

Headwind:

The State budget crisis has downward negative pressure on local economies, causing local governments to consider using targeted hotel/motel taxes for general services. Vetoed line items and proposed cuts increase UAF budget insecurity. Travel freezes and budget cuts for

State of Alaska employees negatively impact meetings and hotel occupancies. At least one meeting that was scheduled for Fairbanks in 3rd Quarter 2019 was cancelled because of lack of state support. Many Fairbanks meetings, especially the larger international ones, are a result of invitations from UAF departments and research centers. Focus on budget negotiations has distracted potential Golden Heart Meeting Ambassadors, and employment insecurities result in the postponement of prospecting discussions regarding future meeting opportunities.

Tailwind:

While some events are on hold, the 2020 UAF One Health, One Future conference is confirmed and planning continues for this city-wide, international conference expected to bring 500+ attendees. Fairbanks will also host its first ASAA D2 Hockey Tournament in 16 years, and will continue to pursue other statewide ASAA events. With the arrival of the first F-35 fighter jet at Eielson Air Force Base in early 2020, diligent attendance and participation at events hosted by the Airmen and Family Readiness Center is required.

Tacking:

Continue to message that using a targeted tax for government general services is not appropriate. Redirect some meetings and conventions sales efforts to the Small Meetings marketplace. Specifically, in order to investigate additional opportunities for new potential meeting business with less dependence on the State of Alaska budget, staff will attend a trade show targeted at planners who are looking for small markets in which to meet. Continue to educate the roughly 3,300 Air Force personnel and their families expected to arrive over the next two years about Fairbanks and the surrounding area through one-on-one and on-line communication and collateral materials specifically contoured for the Armed Services.

Local Infrastructure

The Convention and Performing Arts Center financial study by Johnson Consulting is complete.

Headwind:

Towards the end of the study, the local arts community came to the conclusion that the performing arts component was not the precise program arrangement that the local arts community desired. Therefore, that component of the project needs to be reimagined with a lens that leans toward more of a community arts center design with lower capital and operating expenses.

Tailwind:

There are still many steps between where we are now and a completed project. The community needs to come together with one voice in support of a project in order to provide access to grant funding available to fund the completion of Phase 1 and Phase 2 reports on the Polaris property. There are many agreements and layers of funding that will be need to be procured before demolition of the blighted and hazardous Polaris building and the development of a cornerstone project for downtown revitalization.

Tacking:

This will happen at the same time that the FNSB is evaluating its delayed maintenance and infrastructure challenges, which may provide an opportunity for the envisioned space to serve as replacement for FNSB spaces that are beyond their useful life expectancy. The arts center configuration may also allow for the incorporation of a residential component in the project. Subsidized low-income senior housing would provide access to additional federal funding, and market rate housing would open the door to private/public partnerships through incentives offered for project funding in Opportunity Zones.

Destination Branding**Headwind:**

Anchorage and other Alaskan locales advertising that they are aurora destinations. Other world-wide destinations such as Russia and Greenland are developing Aurora Tourism.

Tailwind:

As is often the case we believe the reverse is also true: Fairbanks is solidifying its position as an outstanding place to see the aurora.

Tacking:

Key messaging is that Fairbanks' position is based on the science of the aurora coupled with our geographic location. Additionally, the price point in Northern European aurora destinations continues to grow, so positioning Fairbanks as a better option in regards to cost is one that resonates well with several markets. Fairbanks also has a differentiator in comparison to our Canadian competitors by having a more robust infrastructure and a greater variety of aurora viewing options and products.

Headwind:

Climate change continues to be a controversial topic that is of high interest. All the facts are not known about what is happening currently within our purview, but media ask questions that are often trying to paint a bleak picture of Alaska. We have no contemporaneous messaging in regard to what the impact of climate change will be for the short and long term.

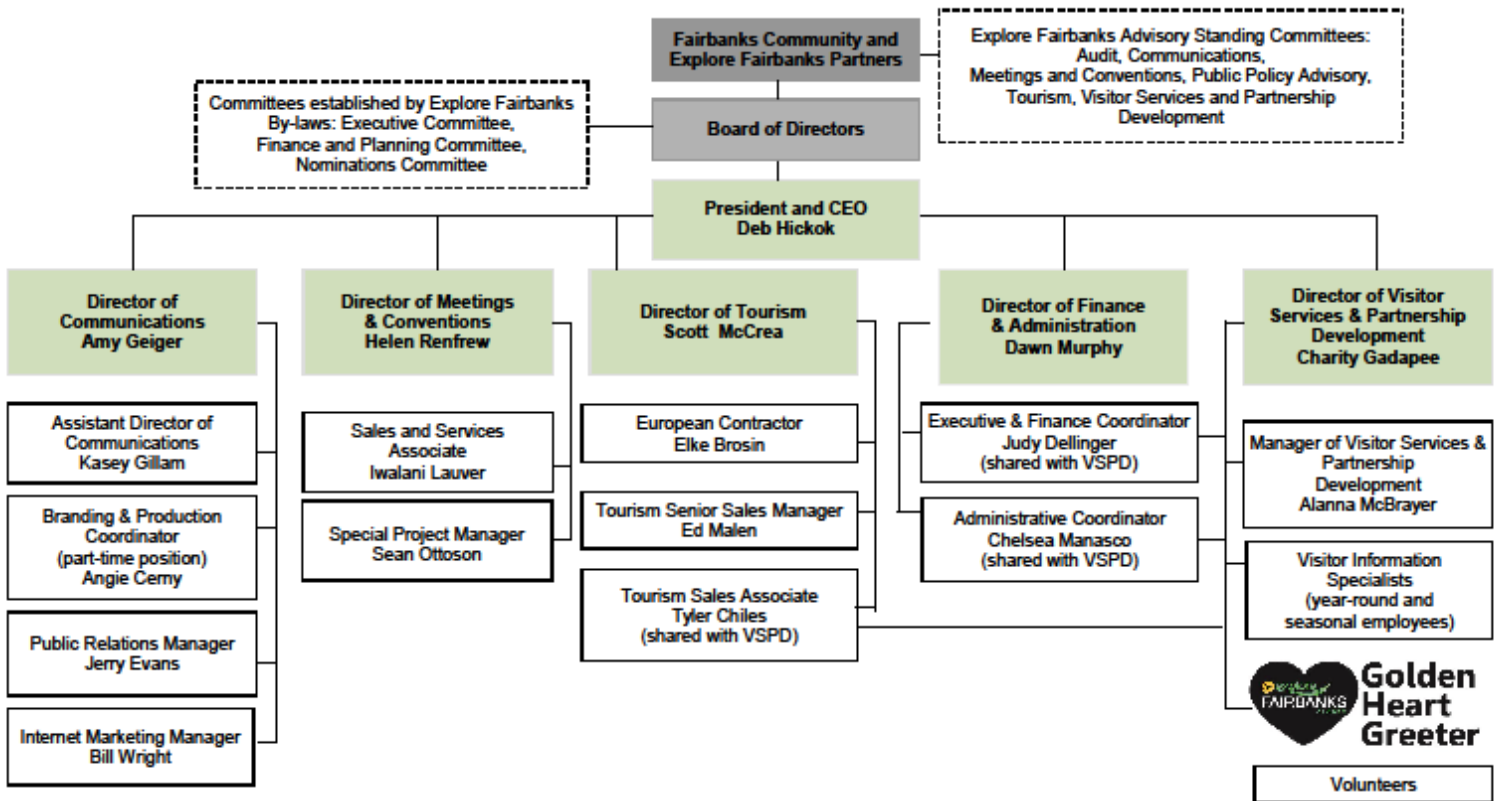
Tailwind:

We can decide how to tell the story of climate change by developing talking points to share. We can support recycling and green initiatives and try to do our part to offset the damage climate change is doing.

Tacking:

We can look to our University of Alaska partners studying climate change for help deciphering fact from fiction. We can rely on these experts to determine what we might expect in the short and long term. We can find scientists that can act as spokespeople in this regard and be a conduit to those experts.

Explore Fairbanks Organizational Chart



2019 Board of Directors

Executive Officers

Seat "I" Retail Expires 2020	Kathy Hedges – Chair Arctic Circle Trading Post PO Box 82991 Fairbanks, AK 99708 (907) 474-8600 kathy@northernalaska.com	Seat "C" Transportation Expires 2021	Buzzy Chiu – Treasurer Premier Alaska Tours 3427 International St Fairbanks, AK 99701-7383 (907) 978-7677 bchiu@touralaska.net
Seat "K" Attractions Expires 2021	Ashley Bradish – Chair Elect Gold Dredge 8 and Riverboat Discovery 1975 Discovery Dr Fairbanks, AK 99709 (907) 479-6673 ashley@riverboatdiscovery.com	Seat "F" Attractions Expires 2019	Ralf Dobrovolny – Secretary 1st Alaska Tours PO Box 84529 Fairbanks, AK 99708 (907) 590-5900 ralf@1stalaskatours.com
Seat "M" Appointed Expires 2019	Andy Anger – Past Chair UAF Community & Technical College 604 Barnette St, Suite 224 Fairbanks, AK 99701 (907) 455-2862 apanger@alaska.edu	President & CEO	Deb Hickok Explore Fairbanks 101 Dunkel St, Ste 111 Fairbanks, AK 99701-4806 (907) 459-3770 dhickok@explorefairbanks.com

Seat "A" Events Expires 2021	Kristin Baysinger Carlson Center 2010 2nd Ave Fairbanks, AK 99701 (907) 347-3522 kbaysinger@fnfb.us	Seat "J" Services Expires 2020	Adriel Butler Aurora Expeditions PO Box 111831 Anchorage, AK 99516 (360) 359-2136 adriel@aexak.com
Seat "B" Lodging Expires 2021	Shalley Villamarin Grande Denali Lodge 2702 Denali St Ste 100 Anchorage, AK 99503 (907) 205-1872 svillamarin@denalialaska.com	Seat "L" Lodging Expires 2020 1-year appointment	Dustin Adams Clarion Hotel & Suites 95 10 th Avenue Fairbanks, AK 99701 (907) 459-2700 dustin@vivlamore.com
Seat "D" Retail Expires 2019	Greg Allison Good, LLC PO Box 83618 Fairbanks, AK 99708 (480) 586-1077 greg@goodalaska.com	Seat "N" Conventions Expires 2020	John Scherzer Westmark Hotel & Conference Center 813 Noble St Fairbanks, AK 99701 (907) 459-7739 jscherzer@HAgroupp.com
Seat "E" Services Expires 2021	Jess Pena Fairbanks Arts Association PO Box 72786 Fairbanks, AK 99707 (907) 456-6485 ext 225 jess@fairbanksarts.org	Seat "O" Appointed Expires 2019	Danielle Hayes HAP Alaska-Yukon 3401 Lathrop St Fairbanks, AK 99701 (907) 455-1910 dhayes@haqgroup.com
Seat "G" Lodging Expires 2019	Becky Kunkle Wedgewood Resort, Fountainhead Hotels 1501 Queens Way Fairbanks, AK 99701 (907) 458-6123 beckyk@fdialaska.com	Ex Officio FNSB Rep	Aaron Lojewski, Assembly Member FNSB Assembly PO Box 71267 Fairbanks, Alaska 99707 (907) 978-1766 call after 1:00pm alojewski@fnfb.us
Seat "H" Transportation Expires 2019	Heather Dudick Alaska Railroad PO Box 107500 Anchorage, AK 99510 (907) 265-2622 dudickh@akrr.com	Ex Officio City Council Rep	Kathryn Ottersten, City Council Member Fairbanks City Council 800 Cushman St Fairbanks, AK 99701 (907) 978-5461 hypatia.a@gmail.com

Administration

Department Staff

- Deb Hickok, President and CEO
- Dawn Murphy, Director of Finance and Administration
- Judy Dellinger, Executive and Finance Coordinator
- Chelsea Manasco, Administrative Coordinator

Target Markets

Key Stakeholders and Business Partners		
Local	State	National / International
<ul style="list-style-type: none"> • Visitor Industry Businesses • Elected Officials • Local Businesses / Organizations • Educational Institutions • General Public • Other Local Economic Development: FNSB, GFCC, FEDC 	<ul style="list-style-type: none"> • Visitor Industry Businesses • Alaska Travel Industry Association • State of Alaska • Travel and Related Travel and Economic Development Associations 	<ul style="list-style-type: none"> • Airlines and other transportation partners • National Parks and other Travel-related Agencies • Travel Media and other Travel Trade Associations

Communication Tools

- President and CEO Reports
- Annual Strategic Plan and Budget
- “Tourism Works for Fairbanks” and
- “Tourism Builds Community” materials
- Annual Report
- Annual Audit



Highlights

For 2020, the Administration Department will focus our marketing and infrastructure strategies on the following:

- Explore Fairbanks is contemplating how to implement “Destination Next,” a program designed for destination marketing and management organizations (DMMOs) to assess communitywide sentiment, trends and strategies in order to elevate their effectiveness. First launched in 2014, DestinationNEXT is used by DMMO boards and management teams around the world as a strategic roadmap for changing the work that they do.
- Demonstrate that tourism builds community by contributing to downtown revitalization through actualizing a Fairbanks Convention and Arts Center.
- Advance the Sustainability Plan for Explore Fairbanks to ensure best practices in conducting business in a socially responsible and ethical manner to benefit the community and state.
- Through an Education Plan, celebrate the achievements of and relay the challenges for Explore Fairbanks as well as the regional and state tourism industry through consistent communications, including the themes of “Tourism Works for Fairbanks” and “Tourism Builds Community.”
- Collaborate to provide a workforce to promote and deliver exceptional and quality customer service to sustain and grow the destination.

Long-term Strategic Priorities	Administration Marketing Platform
Establish a strong brand identity for the Fairbanks region (LTSP 1)	<ul style="list-style-type: none"> • Continue to monitor consistency in brand, especially messaging about three “seasons” – summer/midnight sun, winter and aurora – of tourism opportunities in the Fairbanks region
Focus marketing efforts on markets defined by Alaska tourism as well as opportunity markets specific to the Fairbanks region (LTSP 2)	<ul style="list-style-type: none"> • Pro-actively participate in organizations, trade shows and conferences for international and domestic travel media
Focus efforts on stimulating year-round visitor spending (LTSP 3)	<ul style="list-style-type: none"> • Collaborate with public and private partners to promote and provide a quality workforce • Actively participate in statewide and national tourism efforts

<p>Provide leadership and serve as a catalyst for strategic product development and infrastructure improvement (LTSP 4)</p>	<ul style="list-style-type: none"> • Actualize a downtown, co-located combined convention and arts center • Implement “Destination Next” • Lure, secure and sustain competitive domestic and international air passenger service • Analyze, coordinate/participate in discussions about and achieve consensus regarding development projects that affect or enhance the industry
<p>Advocate on behalf of the travel industry for the benefit of the Fairbanks region (LTSP 5)</p>	<ul style="list-style-type: none"> • Provide financial leadership with an emphasis on programs that directly impact hotel/motel tax collections and sustainability of the organization • Collaborate with various public agencies for education, training and access to career pathways within the industry

2020 Sales Plan

Objective One

Stimulate long-term product development projects that advance the Fairbanks region as a travel destination (LTSP 1, 2, 3, 4)

Program 1: Actualize a downtown-based co-located convention and arts center (LTSP 2, 3, 4)

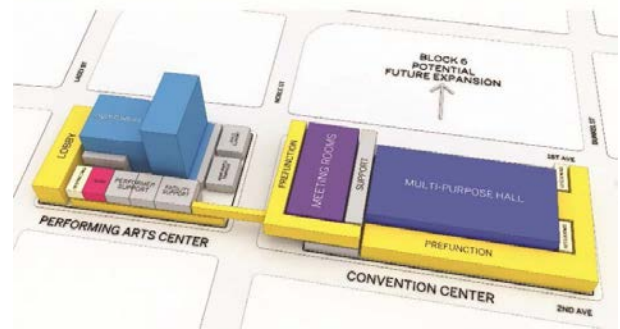
Measurement: Demolition of the Polaris Building scheduled for 2022

Partnerships: EF Board of Directors, Federal elected officials, Polaris Work Group, arts, lodging and community stakeholders and the community at large

Staff Responsibility: President and CEO, Director of Meetings and Conventions, contractor-to-be-hired (if appropriate)

Program 2: Lure, secure and sustain competitive domestic and international air passenger service to Fairbanks (LTSP 2, 3, 4)

Program Arrangement A
Option 1



Measurement: Stable current air passenger service as well as expanded service from domestic, Asian and other markets; competitive airfares and robust schedules

Implementation: On-going; and attend IPW 2020

Partnerships: Fairbanks International Airport, EF Board of Directors, community stakeholders, travel industry and governmental partners, United, American, Delta and Alaska Airlines

Staff Responsibility: President and CEO, Director of Tourism



Program 3: Continue to monitor consistency in brand, especially messaging about three “seasons” – summer/midnight sun, winter and aurora – of tourism opportunities in the Fairbanks region through projects and by integrating in all aspects of marketing. Particularly focus on midnight sun messages and summer travel initiatives (LTSP 1, 3)

Measurement: Integration into brand pillars and unilateral messaging in collateral, sales and other marketing materials

Implementation: On-going monitoring; and attend North American Travel Journalists Association annual convention to promote 2021 convention

Staff Responsibility: President and CEO, Director of Communications, Branding and Production Coordinator, Management Team

Objective Two

Provide leadership and serve as a catalyst for strategic product development and infrastructure improvement (LTSP 2, 3, 4)

Program 1: Consider how to implement “Destination Next” in tandem with a more comprehensive analysis to include visitor experience and resident sentiment that would be of value to Explore Fairbanks and other economic development partners (LTSP 2, 3, 4)

Measurement: Completion of assessment and strategic processes

Implementation: Throughout year

Partnerships: Work group with the community at large and stakeholders in collaboration with economic development partners, tourism and other business partners, EF Board of Directors

Staff Responsibility: President and CEO, Director of Finance and Administration, Executive and Finance Coordinator, Administrative Coordinator

Program 2: Advance the Sustainability Plan for Explore Fairbanks to ensure best

practices in conducting business in a socially responsible and ethical manner to benefit the community and state (LTSP 3, 4)

Measurement A: Continuation of recycle bin legacy project
 Implementation: On-going
 Partnerships: Work group with community stakeholders in collaboration with Green Star of Interior Alaska, Fairbanks North Star Borough and other public entities, tourism and other business partners, EF Board of Directors
 Staff Responsibility: President and CEO, Special Project Manager

Measurement B: Participate in Adventure Green Alaska advisory committee
 Implementation: On-going
 Partnerships: Alaska Travel Industry Association
 Staff Responsibility: President and CEO



Measurement C: Prepare for reaccreditation in Adventure Green Alaska
 Implementation: November
 Partnerships: Morris Thompson Cultural and Visitors Center, Alaska Travel Industry Association
 Staff Responsibility: President and CEO, Special Project Manager

Program 3: Internally, establish 2020 as the Year of “Tourism Builds Community” where Explore Fairbanks business partners and staff coalesce individual efforts on a collective vision for the betterment of the tourism industry and the community
 Implementation: On-going
 Partnerships: EF business partners and staff
 Staff Responsibility: President and CEO, Director of Finance and Administration

Objective Three

Strive to analyze, coordinate/participate in discussions about and achieve consensus with the Fairbanks visitor industry and community partners regarding development projects that affect or enhance the industry (LTSP 4)

Program 1: Using Board-established guidelines to address the following: consider potential advocacy issues as they arise; conduct research and due diligence on the topic; positively relate the advocacy issue to Explore Fairbanks mission and vision; consider the well-being (economic and market) of partners; assess the potential political consequences on Explore Fairbanks and partners
 Measurement: To be determined per project
 Implementation: Continuous
 Partnerships: Board of Directors, Public Policy Advisory Committee, travel industry and the community at large

Staff Responsibility: President and CEO

Program 2: Examine and offer solutions to zoning regulations as they apply to Explore Fairbanks partners, specifically winter businesses

Measurement: To be determined

Implementation: Follow-up as pertinent from discussions began in 2019

Partnerships: Board of Directors, Public Policy Advisory Committee, travel industry and the community at large

Staff Responsibility: President and CEO

Program 3: Examine issues, such as climate change, to assess the potential impacts on the tourism industry

Measurement: To be determined

Implementation: Follow-up as pertinent from discussions began in 2019

Partnerships: Board of Directors, Public Policy Advisory Committee, travel industry and the community at large

Staff Responsibility: President and CEO

Objective Four

Assure “best practices” for Explore Fairbanks as a professional association in the destination marketing and management arena (LTPS 4, 5)



Program 1: Coalesce with other economic development organizations to collaborate more formally on projects that move the region forward

Partnerships: Fairbanks North Star Borough, Greater Fairbanks Chamber of Commerce, Fairbanks Economic Development Corporation, University of Alaska Fairbanks and other government agencies and organizations involved in economic development

Staff Responsibility: President and CEO

Program 2: Keep abreast and implement new guidelines offered by Destination International by participation in Destination Marketing Accreditation Program

Measurement: To be determined per project

Implementation: Continuous

Partnerships: EF Board of Directors, business partners and the community at large

Staff Responsibility: President and CEO, Director of Finance and Administration

Program 3: Provide assistance in crisis management through the Family Assistance Foundation

Implementation: As needed
 Partnerships: Alaska Travel Industry Association, Alaska Railroad, business and community partners
 Staff Responsibility: President and CEO, Director of Finance and Administration and other Explore Fairbanks team members and partners who have been certified

Objective Five

Provide financial leadership with an emphasis on programs that directly impact hotel/motel tax collections and sustainability of the organization (LTSP 5)

Program 1: Assure all aspects of fiscal accountability with thorough and timely recordkeeping, oversight, and reporting
 Measurement: Monthly reports to Finance and Planning Committee and Board of Directors
 Implementation: 12 monthly reports by 15th of month
 Staff Responsibility: Director of Finance and Administration, Executive and Finance Coordinator, Administrative Coordinator, Management Team, President and CEO

Program 2: Coordinate the annual budget process to ensure resources are invested carefully and efficiently
 Measurement: Balanced and approved Budget Reserve Designation, Revenue and Expense budget
 Implementation: Continuous with annual deadline of September 30th
 Partnerships: All department committees, EF Board of Directors
 Staff Responsibility: Director of Finance and Administration, Management Team, President and CEO

Program 3: Update internal controls and accounting procedures to ensure that EF maintains effective controls to help the organization achieve its operations, financial reporting and compliance objectives
 Measurement: A timely "Good Clean Opinion" from auditors by March 31st
 Implementation: Continuous
 Partnerships: Audit Committee, EF Board of Directors and stakeholders
 Staff Responsibility: Director of Finance and Administration, Executive and Finance Coordinator, Administrative Coordinator

Objective Six

Actively participate in local, statewide and national tourism and related industry efforts.



Program 1: President and CEO will continue to serve on the following boards of

Directors: United States Travel Association and Alaska Travel Industry Association (ATIA). She will also be a member of the Greater Fairbanks Chamber of Commerce Government Relations Committee

Implementation: On-going
 Partnerships: Respective organization board of directors and partners
 Staff Responsibility: President and CEO

Program 2: Director of Finance and Administration will continue to serve on the FNSB School District Career and Technical Education Advisory Committee, AkCan Interior Steering Committee, Alaska Travel Industry Association Workforce Development Committee, and Destination Marketing Association International Operations Committee

Implementation: On-going
 Partnerships: Respective organization
 Staff Responsibility: Director of Finance and Administration

Objective Seven

Institutionalize and expand Explore Fairbanks’ positive image in the community through a consistent communications plan by executing the Education Plan which celebrates the achievements of and relays the challenges for Explore Fairbanks as well as the regional and state tourism industry (LTSP 5)

Program 1: In light of budget challenges of the State of Alaska and its downward pressure on local governments, pro-actively deliver messages on the value of tourism and importance on reinvesting hotel/motel tax revenue into destination marketing

Measurement: Community stakeholders’ support of and collaboration with EF; stabilized and/or expanded funding

Implementation: On-going
 Partnerships: Local, state and federal elected officials, community stakeholders (Rotarians, chamber members etc.), EF Board of Directors
 Staff Responsibility: President and CEO, Directors and Management Team

Program 2: Deliver the “Tourism Works for Fairbanks,” “Tourism Builds Community,” and #travelmatters messaging not only during Charity Walk and Be a Visitor in Your Own Town but also ITC/Job Fair, “About Explore Fairbanks” section of press releases, Summer Sizzles, Winter Rocks, and in community presentations and participation

Measurement: In-person discussions and presentations; regular press releases; messaging in event promotions

Implementation: On-going
 Partnerships: EF Board of Directors
 Staff Responsibility: President and CEO, Communications Department specifically Director,

Internet Marketing Manager and Public Relations Manager, Directors and Management Team

Program 3: Produce a series of short YouTube style videos that feature testimonials by local businesses and individuals who benefit from the tourism industry
 Measurement: In-person discussions and presentations; regular press releases; messaging in event promotions
 Implementation: On-going
 Partnerships: EF Board of Directors, tourism industry and tourism-related businesses
 Staff Responsibility: President and CEO, Communications Department specifically Internet Marketing Manager, Directors and Management Team

Program 4: Produce an “Infographics” one-pager with pertinent tourism data
 Measurement: In-person discussions and presentations; regular press releases; messaging in event promotions
 Implementation: On-going
 Partnerships: EF Board of Directors, tourism industry and tourism-related businesses
 Staff Responsibility: President and CEO, Communications Department specifically Branding and Production Coordinator, Directors and Management Team

Objective Eight

Collaborate with various agencies to attract, recruit, develop, retain and sustain a high performing, diverse workforce for Explore Fairbanks and its business partners (LTSP 1, 3, 4, 5)

Program 1: Collaborate with various public agencies for education, training and access to career pathways within the industry
 Measurement: Strong labor market with workforce skills required by industry
 Implementation: Continuous
 Staff Responsibility: Director of Finance and Administration, Director of Visitor Services and Partnership Development, President and CEO

Program 2: Ensure recruitment and selection of a high-quality, diverse workforce for EF and industry partners
 Measurement: Job Fair in conjunction with Interior Tourism Conference
 Implementation: January
 Staff Responsibility: Director of Finance and Administration, Director of Visitor Services and Partnership Development, President and CEO

Program 3: Implement Professional Development Plan to provide training and tools so staff has the necessary knowledge, skills and is continuously being developed for performance excellence in their current and future roles.

Measurement: Performance Metrics and reporting
Implementation: Continuous
Staff Responsibility: Director of Finance and Administration, President and CEO, Management Team

Program 4: Maintain competitive compensation, human resource benefits and polices that ensure a positive working environment
Measurement: Annual performance evaluations
Implementation: Continuous
Staff Responsibility: Director of Finance and Administration, President and CEO, Management Team

Communications

Department Staff

- Amy Geiger, Director of Communications
- Kasey Gillam, Assistant Director of Communications
- Jerry Evans, Public Relations Manager
- Bill Wright, Internet Marketing Manager
- Angie Cerny, Branding and Production Coordinator

Target Markets

Target Markets: International Marketing		
Primary	Secondary	Emerging
<ul style="list-style-type: none"> • Japan • German Speaking Europe (GSE) • Australia/New Zealand • China • Taiwan 	<ul style="list-style-type: none"> • South Korea • Northern Europe • United Kingdom • Canada • Latin America 	<ul style="list-style-type: none"> • India • Southeast Asia
Target Markets: Domestic Marketing		
Primary	Secondary	Emerging
<ul style="list-style-type: none"> • Pacific Northwest • California • Minneapolis • Denver • San Francisco 	<ul style="list-style-type: none"> • East Coast • Southern US 	<ul style="list-style-type: none"> • Southwest

Communication Tools

- | | | |
|--|---|---|
| <ul style="list-style-type: none"> • Fairbanks Visitors Guide • Fairbanks Winter Guide • Aurora Viewing Map and Guide | <ul style="list-style-type: none"> • Facebook • Twitter • Pinterest • Instagram • YouTube • TripAdvisor | <ul style="list-style-type: none"> • Website • Advertising • Weibo Account (China) • WeChat Account (China) |
|--|---|---|

Highlights

For 2020, the Communications Department will focus our marketing strategies on the following:

- Target high-quality prospective visitors through diverse methods, especially through online and related technologies.
- Actively manage, proactively enhance and advance website through analysis, new content, search engine optimization, creative ideas and refinement.
- Continue to develop an online culture by encouraging, educating and engaging partners about the website and extranet database.
- Maximize messaging to consumer markets and support direct flights through media tours, advertising, direct marketing, social media and online content and blog.
- Continue developing and employing an overall social media policy focusing on engagement to include Facebook, Instagram, Twitter and renewed enhancement of YouTube and Pinterest. Also utilize social media as a source for user generated content and imagery from local photographers.
- Continue refining marketing collateral, advertising and media tours to emphasize Fairbanks three seasons - Aurora, Summer/Midnight Sun and Winter. Capitalize on the new Aurora and Midnight Sun Tracker.
- Strategically advertise and encourage visitation to the Morris Thompson Cultural and Visitors Center (MTCVC) as a first stop for visitor information.
- Continue to be proactive with media tours in response to the conservative statewide tourism budget. Invite past media to return, attend travel/media conferences, engage through social media and work with ATIA and statewide DMOs. Develop a plan for new online social media and web media creators.
- Release 20 plus targeted and timely press releases and communiques to local, statewide, national and international editors, media and PR professionals as well as to the Explore Fairbanks media database.
- Produce content for dissemination through new portals including quarterly e-news, ATIA e-news, Alaskan Spirit magazine (Ravn Air) and more.
- Review, refine and strategically distribute the new Aurora Viewing Map and Guide.



Long-term Strategic Priorities

Communications Marketing Platform

<p>Establish a strong brand identity for the Fairbanks region (LTSP 1)</p>	<ul style="list-style-type: none"> • Review, update and incorporate new imagery and content in publications, advertising and website, utilizing current travel trends, new regional opportunities and new web elements such as fonts, colors, and design features • Capitalize on the Aurora and Midnight Sun Tracker to further define the aurora and midnight sun as natural phenomena integral to Fairbanks
<p>Focus media marketing efforts on markets defined by Alaska tourism as well as opportunity markets specific to the Fairbanks region (LTSP 2)</p>	<ul style="list-style-type: none"> • Conduct media tours working independently, through our European and Chinese representatives, with the statewide tourism office and other Alaskan DMOs. Recognize that statewide budget limitations will impact media tours and proactively seek media tours through alternate means
<p>Focus efforts on stimulating year-round visitor spending (LTSP 3)</p>	<ul style="list-style-type: none"> • Maximize aurora, midnight sun and winter messaging to consumer markets through media, advertising placements, direct marketing, online messages, social media and other tools • Continue to shift advertising budget towards online and social media opportunities • Actively manage and refine new website
<p>Provide leadership and serve as a catalyst for strategic product development and infrastructure improvement (LTSP 4)</p>	<ul style="list-style-type: none"> • Create content and secure imagery for external distribution • Via blogs, event posts and other web content, seek out, articulate and promote topical Fairbanks happenings
<p>Advocate on behalf of the travel industry for the benefit of the Fairbanks region (LTSP 5)</p>	<ul style="list-style-type: none"> • Strategically advertise to maximize visitation to the Morris Thompson Cultural and Visitors Center (MTCVC) as a first stop for visitor information • Increase community and statewide awareness of Explore Fairbanks through various tactics

2020 Sales Plan

Objective One

Maximize messaging to consumer markets and support direct flights through online messages, advertising placements, media, direct marketing, social media and other tools. Articulate and promote Fairbanks’ three seasons – Aurora, Midnight Sun and Winter – and reinforce messaging by adhering to Explore Fairbanks branding platforms (LTSP 1, 2, 3, 5)



Program 1: Continue to develop new and refine existing web-based and social media advertising placements with an increased emphasis on retargeting programs

Measurement: Increase direct inquiries and traffic to explorefairbanks.com

Implementation: On-going

Partnerships: Advertising sales representatives, website contractors

Staff Responsibility: Assistant Director of Communications, Internet Marketing Manager

Program 2: Focus on visitors with access to direct flights to Fairbanks and provide support for direct flights

Measurement: Increase inquiries from direct flight markets

Implementation: On-going

Partnerships: Advertising sales representatives, airline representatives

Staff Responsibility: Assistant Director of Communications



Explore Fairbanks Alaska
Sponsored

United Airlines is now flying non-stop direct to San Francisco from Fairbanks! Use these summer season flights to visit the Bay Area’s landmarks including the Golden Gate Bridge, cable cars and Fisherman’s Wharf among others. One-way flights as low as \$185. Check out www.explorefairbanks.com/united for more information.



Program 3: Increase external communications via targeted press releases and other correspondence
 Measurement: Issue newsworthy updates locally, statewide, nationally and internationally through social media, press releases and website updates
 Implementation: On-going
 Partnerships: State of Alaska tourism, European and Chinese contractors
 Staff Responsibility: Director of Communications, Internet Marketing Manager, Public Relations Manager, Assistant Director of Communications

Program 4: Monitor editorial calendars for advertising opportunities
 Measurement: Annual schedule of stories and dates for key publications
 Implementation: On-going
 Partnerships: Media sources
 Staff Responsibility: Assistant Director of Communications, Public Relations Manager

Program 5: Refine existing and create new co-op advertising programs
 Measurement: Increased co-op revenue
 Implementation: On-going
 Partnerships: Advertising sales representatives, EF business partners
 Staff Responsibility: Assistant Director of Communications

Program 6: Create new Fairbanks destination video and updated television commercial for use in promoting the area
 Measurement: Completed video and ad
 Implementation: 2020
 Partnerships: Video contractor, EF business partners
 Staff Responsibility: Assistant Director of Communications, Internet Marketing Manager, Director of Communications

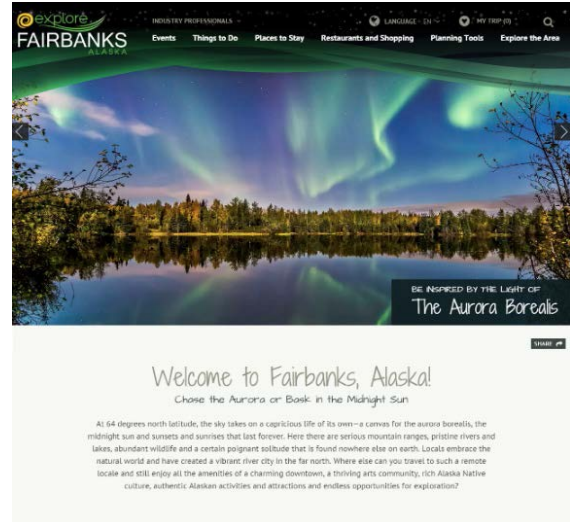
Objective Two

Proactively maintain the website through search engine optimization, privacy compliance, research and analysis. Develop and integrate creative ideas and trends, new content, including video and also continue to refine and grow existing content. Continue working with the Fairbanks Film Council and continue developing an online culture (LTSP 1, 2, 3)

Program 1: Perform routine search engine optimization and website maintenance through research and analysis, external examination and internal efforts based on current best practices within strict compliance of all privacy and personal data laws domestically and internationally
 Measurement: Increased quantity and quality of traffic to the website through organic search engine results. Privacy compliance self-assessments.

Implementation: On-going
 Partnerships: Website contractor, third party vendors
 Staff Responsibility: Internet Marketing Manager, Director of Communications, EF staff

Program 2: Continue to holistically create, develop and maintain website content. Secure new media and refresh content through blog, calendar and other means.



Measurement: Website metrics including partner bookings, length of session, returning users, top pages, etc. Check current events and topics

Implementation: On-going
 Partnerships: Website contractor, third party vendors
 Staff Responsibility: Internet Marketing Manager, Director of Communications, Assistant Director of Communications, EF staff

Program 3: Grow video assets and content using in-house and external partner resources; integrate videos onto multiple platforms

Measurement: Six video projects completed
 Implementation: 2020, On-going
 Partnerships: Brand USA, local and statewide production houses, EF business partners
 Staff Responsibility: Internet Marketing Manager, Assistant Director of Communications, EF Staff

Program 4: Update and maintain Film Fairbanks pages on website and continue assisting film industry professionals and projects

Measurement: Number of page views, film inquiries and projects assisted
 Implementation: 2020, On-going
 Partnerships: EF business partners, local industry professionals, Fairbanks Arts Association, UAF Film Department
 Staff Responsibility: Public Relations Manager, Director of Communications, Internet Marketing Manager

Program 5: Continue to develop an online culture through encouraging, educating and engaging partners about the website and extranet

Measurement: Extranet logins, media uploads and updates to listings and partner-specific analytics
 Implementation: On-going

Partnerships: Website contractor, Director of Visitor Services and Partnership Development
 Staff Responsibility: Internet Marketing Manager

Objective Three

Strategically employ social media and continue developing a plan to grow and optimize Explore Fairbanks’ exposure and brand awareness through different types of social media including: Facebook, Instagram, Twitter and update and refresh Pinterest and YouTube platforms; continue to engage and grow international markets (LTSP 1, 2, 3)

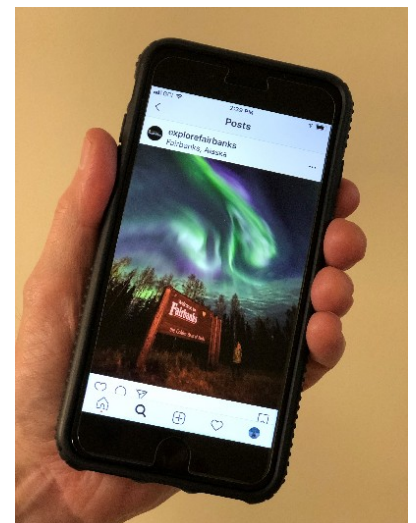
Program 1: Advance use of social media and monitor content
 Measurement: Increase amplification (reach) and engagement, increase direct inquiries and traffic to explorefairbanks.com
 Implementation: On-going
 Partnerships: Social media platforms
 Staff Responsibility: Internet Marketing Manager, Assistant Director of Communications, Director of Communications



Program 2: Expand use of advertising and strategically sponsored posts on social media
 Measurement: Increased brand awareness, increased engagement in key domestic and Alaskan markets, increased direct inquiries and traffic to explorefairbanks.com
 Implementation: On-going
 Partnerships: Social media platforms
 Staff Responsibility: Internet Marketing Manager, Assistant Director of Communications

Program 3: Continue to refine and implement a social media policy
 Measurement: Implementation of the social media policy
 Implementation: On-going
 Partnerships: Communications Committee, EF Board, President and CEO
 Staff Responsibility: Director of Communications, Internet Marketing Manager

Program 4: Engage in international social media environment, particularly in China through Weibo and WeChat
 Measurement: Increased brand awareness and growth within



targeted international social media platforms. On-going assessments from Chinese contractor

Implementation: On-going

Partnerships: International social media contractors, local and visiting photographers including KOLs

Staff Responsibility: Internet Marketing Manager, Director of Communications, Director of Tourism

Objective Four

Proactively find and invite media to Fairbanks and work with media that travel to our purview independently. Solicit and engage media by attending conferences with a travel media component, through State of Alaska Tourism, working in conjunction with statewide DMOs and EF’s European and Chinese contractors (LTSP 1, 2, 3)

Program 1: Proactively identify and invite appropriate media to cover the Fairbanks region throughout the year

Measurement: Host multiple targeted media in 2020

Implementation: First Quarter 2020, On-going

Partnerships: State of Alaska Tourism

Staff Responsibility: Public Relations Manager, Director of Communications

Program 2: Create custom itineraries for visiting media

Measurement: Host between 25 and 30 media tours in 2020

Implementation: First Quarter 2020, On-going

Partnerships: GSE contractor, independent media, State of Alaska Tourism, Statewide DMOs

Staff Responsibility: Public Relations Manager, Director of Communications



Program 3: Conduct one integrated marketing campaign in the early summer focusing on midnight sun activities and events

Measurement: Create custom midnight sun itinerary and secure media participation

Implementation: 2020, On-going

Partnerships: Invited media

Staff Responsibility: Public Relations Manager

Program 4: Create a plan to and expand outreach and interaction with online media, including bloggers, social media influencers and web content providers

Measurement: Increased involvement with vetted online media and journalists
 Implementation: 2020, On-going
 Partnerships: Online travel media
 Staff Responsibility: Public Relations Manager, Director of Communications, Internet Marketing Manager

Program 5: Attend various shows/conferences with a media component including North American Travel Journalists Association, Travel & Words, Outdoor Writers Association of America, IPW, Society of American Travel Writers

Measurement: Connect with and host multiple targeted media
 Implementation: First Quarter 2020, On-going
 Partnerships: State of Alaska Tourism, other Media organizations, Partners
 Staff Responsibility: Public Relations Manager, Director of Communications

Program 6: Utilize Simpleview to expand the Explore Fairbanks media database and consistently communicate to media

Measurement: Input new and maintain existing data for media contacts
 Implementation: First Quarter 2020, On-going
 Partnerships: State of Alaska Tourism; past, current and future media
 Staff Responsibility: Public Relations Manager

Objective Five

Promote Fairbanks locally, statewide, domestically and internationally through multiple, targeted and timely press releases and other collateral adhering to Explore Fairbanks’ branding messages (LTSP 1, 2, 3, 4, 5)

Program 1: Utilize TravMedia to distribute story ideas and press releases to domestic and international media

Measurement: Write and/or disseminate content and execute press release plan and timeline
 Implementation: 2020, On-going
 Partnerships: TravMedia personnel
 Staff Responsibility: Public Relations Manager, Director of Communications

Program 2: Utilize PRWeb to distribute press releases to domestic editors and other media

Measurement: Write and/or disseminate content and execute press release plan and timeline
 Implementation: 2020, On-going
 Partnerships: PRWeb personnel
 Staff Responsibility: Public Relations Manager, Director of Communications

Program 3: Disseminate local and statewide press releases and communications to

media and PR professionals regarding EF's internal and community-wide events and other current topics

Measurement: Write and/or disseminate content and execute press release plan and timeline

Implementation: 2020, On-going

Partnerships: EF business partners, media

Staff Responsibility: Public Relations Manager, Director of Communications, Internet Marketing Manager

Program 4: Work in conjunction with the Meetings and Conventions Department to build awareness regarding the economic impact of meetings and conventions

Measurement: Determine, write and disseminate monthly releases reporting potential economic activity generated from meetings and conventions

Implementation: 2020, On-going

Partnerships: Planners holding meetings and conventions in Fairbanks

Staff Responsibility: Public Relations Manager, Meetings and Conventions Director

Objective Six

Strategically advertise to maximize visitation to the Morris Thompson Cultural and Visitors Center (MTCVC) as the first stop for visitor information and as a resource for residents, military, and their respective visiting friends and relatives (LTSP 1, 2, 3, 5)

Program 1: Reach independent travelers through travel publications that are distributed in key entry points and high-volume traffic areas in-state, specifically targeting ports of entry into Alaska and the Fairbanks region

Measurement: Increased visitation to MTCVC

Implementation: Ads to be placed in fall 2019/spring 2020, by appropriate deadlines

Partnerships: Advertising sales representatives

Staff Responsibility: Assistant Director of Communications

Program 2: Work with publications, websites and social media to optimize copy points

Measurement: Updated editorial content for 2020

Implementation: Proactively contact in first quarter 2020

Partnerships: Advertising sales representatives and editors

Staff Responsibility: Assistant Director of Communications, Director of Communications, Public Relations Manager



Program 3: Promote Explore Fairbanks and MTCVC through the *Fairbanks Daily News-Miner*, other local media including radio and social media
Measurement: Increased visitation to MTCVC
Implementation: On-going
Partnerships: Advertising sales representatives, editorial staff, MTCVC staff
Staff Responsibility: Assistant Director of Communications, Internet Marketing Manager, Public Relations Manager

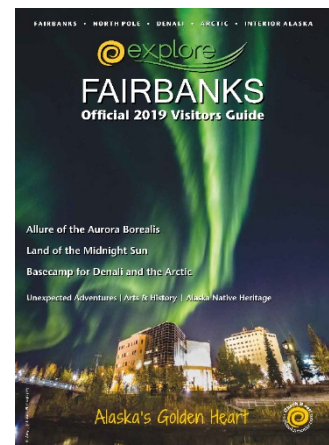
Program 4: Promote MTCVC through media tours
Measurement: Increased copy about and awareness of MTCVC
Implementation: On-going
Partnerships: Hosted/visiting media
Staff Responsibility: Public Relations Manager

Program 5: Promote MTCVC events such as First Fridays, the Charity Walk and public lectures to local and statewide audiences
Measurement: Increased attendance to events at MTCVC
Implementation: On-going
Partnerships: MTCVC partners and event coordinators
Staff Responsibility: Communications staff, Director of Visitor Services and Partnership Development

Objective Seven

Continue to review and update content and design in advertising, publications, responsive website and social media according to current travel trends, capitalizing on, reinforcing and adhering to EF brand platform. Articulate and promote Fairbanks’ three seasons – Aurora, Midnight Sun and Winter – capitalizing on the Aurora and Midnight Sun Tracker. Create new Aurora Viewing Map & Guide (LTSP 1, 2, 3, 4)

Program 1: Continue integrating new content and imagery into publications and create new Aurora Viewing Map & Guide
Measurement: Messages and imagery reflected in publications, website, social media and advertising
Implementation: Winter Guide (spring/summer), Visitors Guide (fall), Aurora Viewing Map & Guide, and other collateral
Partnerships: Design and publishing contractors
Staff Responsibility: Branding and Production Coordinator, Communications staff



Program 2: Continue to incorporate new web design features and capitalize on the Aurora and Midnight Sun Tracker
 Measurement: Integrate new website fonts, colors, designs and content into publications, collateral and advertising
 Implementation: First Quarter 2020, On-going
 Partnerships: Design and publishing contractors
 Staff Responsibility: Director of Communications, Branding and Production Coordinator

Program 3: Review research from state, national and international sources for trends and strategic planning
 Measurement: Compilation of available information
 Implementation: First Quarter 2020
 Partnerships: DMAI, USTA, FNSB, State of Alaska Tourism
 Staff Responsibility: Director of Communications

Program 4: Promote the aurora and midnight sun as natural phenomena integral to Fairbanks and drive traffic to the tracker; review and refine new Aurora Viewing Map and Guide
 Measurement: Heightened interest in the aurora and midnight sun. Advertising and media tours focused solely on either the aurora or midnight sun. Strategically distribute the new Aurora Viewing Map and Guide
 Implementation: 2020, On-going
 Partnerships: EF business partners, media outlets
 Staff Responsibility: Communications staff

Objective Eight

Plan and produce content for dissemination through ATIA e-news, Alaskan Spirit magazine (Ravn Air), quarterly e-news to multiple audiences and more (LTSP 1, 2, 3, 4,5)

Program 1: Plan, write and secure imagery for various publications and online websites and e-news
 Measurement: Creation and submission of stories and imagery
 Implementation: 2020, On-going
 Partnerships: State of Alaska Tourism, Ravn Air
 Staff Responsibility: Director of Communications, Assistant Director of Communications, Public Relations Manager, Internet Marketing Manager

Program 2: Develop and write Quarterly e-news and disseminate to multiple audiences
 Measurement: Increase viewership
 Implementation: 2020, On-going

Partnerships: Local partners, Event managers
 Staff Responsibility: President and CEO, all EF Directors, Director of Communications, Assistant Director of Communications, Internet Marketing Manager, Public Relations Manager

Objective Nine

Increase positive media and public relations efforts to reach local and in-state audiences for community awareness and advocacy purposes. Institutionalize and expand Explore Fairbanks’ positive image in the community through a consistent communications plan (LTSP 1, 5)

Program 1: Monitor FDNM, ADN and other statewide editorial calendars
 Measurement: Annual schedule of stories and dates for key publications
 Implementation: Fourth Quarter 2019 (for 2020)
 Partnerships: Media sources
 Staff Responsibility: Assistant Director of Communications, Public Relations Manager

Program 2: Promote and maximize the effectiveness and attendance of the Interior Tourism Conference
 Measurement: Increase attendance, issue press release
 Implementation: Fourth Quarter 2019 (for 2020)
 Partnerships: State of Alaska Tourism, local media, local businesses
 Staff Responsibility: Director of Communications, Director of Visitor Services and Partnership Development

Program 3: Deliver the “Tourism Works for Fairbanks,” “Tourism Builds Community,” and #travelmatters messaging not only during Charity Walk and Be a Visitor in Your Own Town but also ITC/Job Fair, “About Explore Fairbanks” section of press releases, Summer Sizzles and Winter Rocks
 Measurement: In-person discussions and presentations; regular press releases; messaging in event promotions
 Implementation: On-going
 Partnerships: EF Board of Directors
 Staff Responsibility: President and CEO, Communications Department specifically Director and Internet Marketing Manager and Public Relations Manager, Directors and Management Team

Program 4: Produce a series of short YouTube style videos that feature testimonials by local businesses and individuals who benefit from the tourism industry
 Measurement: In-person discussions and presentations; regular press releases; messaging in event promotions
 Implementation: On-going

Partnerships: EF Board of Directors, tourism industry and tourism-related businesses
 Staff Responsibility: President and CEO, Communications Department specifically Internet Marketing Manager, Directors and Management Team

Program 5: Produce an updated “Infographics” one-pager with pertinent tourism data
 Measurement: In-person discussions and presentations; regular press releases; messaging in event promotions
 Implementation: On-going
 Partnerships: EF Board of Directors, tourism industry and tourism-related businesses
 Staff Responsibility: President and CEO, Communications Department specifically Branding and Production Coordinator, Directors/Management Team

Program 6: Support industry workforce development by continually refreshing and updating tourism industry employment pages on the website and strategically and continually promoting the jobs section of the website utilizing social media, radio and press releases
 Measurement: Regular updates to website, increased traffic to tourism industry employment pages
 Implementation: On-going
 Partnerships: Director of Visitor Services and Partnership Development, Explore Fairbanks business partners
 Staff Responsibility: Assistant Director of Communications, Internet Marketing Manager, Public Relations Manager

Objective Ten

Ready the EF crisis communication plan for action (LTSP 4)

Program 1: Update information notebooks
 Measurement: Notebooks updated, proofed and distributed to key staff
 Implementation: 2020
 Staff Responsibility: Management Team, Executive and Finance Coordinator

Program 2: Conduct crisis communication drills with EF staff
 Measurement: Execute appropriate scenarios for the season, make adjustments to the plan as responses dictate
 Implementation: Quarterly
 Partnerships: EF business partners, local community, MTCVC partners
 Staff Responsibility: EF Core Safety Team

Objective Eleven

Proactively look for opportunities to conduct visitor research that will provide valuable information for guiding future marketing decisions (LTSP 1, 2, 3,4)

Program 1: Explore opportunities for independently conducting research about visitation to the Fairbanks area
Measurement: Assess research companies and potential options, initiate if appropriate
Implementation: 2020, On-going
Partnerships: Research companies
Staff Responsibility: Assistant Director of Communications, Director of Communications, President and CEO

Program 2: Consider possibilities to cooperatively participate in research projects conducted by other tourism industry organizations such as ATIA, Destinations International, DMA West, etc
Measurement: Review opportunities and participate if appropriate
Implementation: 2020, On-going
Partnerships: Research companies, tourism industry organizations
Staff Responsibility: Assistant Director of Communications, Director of Communications, President and CEO

Meetings and Conventions (M&C)

Department Staff

- Helen Renfrew, Director of Meetings and Conventions
- Sean Ottoson, Special Project Manager
- Iwalani Lauver, Sales and Services Associate

Target Markets

Target Markets: Meetings and Conventions		
Local	State	New Business Generation
<ul style="list-style-type: none"> • Golden Heart Meeting Ambassadors • UAF Faculty and Staff • Business Community • Front-line Training • Community Building and Organizational Sustainability 	<ul style="list-style-type: none"> • Anchorage • Juneau • AFN 	<ul style="list-style-type: none"> • Prospecting Research • Pre- and Post- Convention Visitation • Circumpolar/ Arctic Hub • Potential Convention Center Study • Small Market Trade Show

Communication Tools

- Meeting Planner Guide
- Golden Heart Gala Invitation
- Bid Packets
- www.meetfairbanks.com
- Meeting Planner Event Invitations
- Meeting Planner E-newsletter
- Promotional Postcards

Highlights

For 2020, the Meetings and Conventions Department will focus our marketing strategies on the following:

- Support and expand the Golden Heart Meeting Ambassador Program.
- Increase the number of leads/service requests sent out by the Department.

- Support academic meetings and UAF Ambassadors.
- Position Fairbanks as the destination for Arctic meetings.
- Communicate the value of meetings in Fairbanks to local audiences, incorporating “Tourism Works” messaging.
- Demonstrate that tourism builds community by contributing to downtown revitalization through actualizing a Fairbanks Convention and Arts Center.
- Demonstrate Explore Fairbanks’ commitment to community by expanding sustainability efforts.

Long-term Strategic Priorities	M&C Marketing Platform
Establish a strong brand identity for the Fairbanks region (LTSP 1)	<ul style="list-style-type: none"> • Support and expand the Golden Heart Meeting Ambassador Program • Encourage recognition of the Explore Fairbanks brand with consistent and current messaging
Focus marketing efforts on markets defined by Alaska tourism as well as opportunity markets specific to the Fairbanks region (LTSP 2)	<ul style="list-style-type: none"> • Remain primarily focused on statewide meetings with local outreach and in- state sales missions • Participate in one targeted small market trade show promoting Fairbanks as a meeting destination • Capitalize on pre-/post-convention visitation opportunities
Focus efforts on stimulating year-round visitor spending (LTSP 3)	<ul style="list-style-type: none"> • Increase the number of leads and service requests distributed to partners • Maintain relationships with AFN staff and board • Expand focused sales efforts based on opportunities discovered during contracted activities • Collaborate with stakeholders to target new markets

<p>Provide leadership and serve as a catalyst for strategic product development and infrastructure improvement (LTSP 4)</p>	<ul style="list-style-type: none"> • Demonstrate that tourism builds community by contributing to downtown revitalization through actualizing a Fairbanks Convention and Arts Center • Communicate meetings economic impact information using best practices and industry standards • Incorporate “Tourism Works” messaging in communications • Support community building through green initiatives and by expanding the legacy recycling project
<p>Advocate on behalf of the travel industry for the benefit of the Fairbanks region (LTSP 5)</p>	<ul style="list-style-type: none"> • Recruit Ambassadors by educating the community about the financial impact of meetings in Fairbanks • Update and communicate financial impact of meetings in Fairbanks • Share industry achievements and activities with stakeholder groups • Incorporate “Tourism Works” messaging

2020 Sales Plan

Objective One

Support and expand the Golden Heart Meeting Ambassador (GHMA) program (LTSP 1, 2, 3, 5)

- Program 1:** Reinforce the GHMAs as a prestigious group honored by the community through public events and award presentations (LTSP 3, 5)
- Measurement A: Host the Golden Heart Gala (in conjunction with VSPD) to honor and present awards to the previous years’ complement of Ambassadors. Invite past, future and potential Ambassadors as well as hoteliers, the Explore Fairbanks board, state and local officials and key community members
- Implementation: February
- Measurement B: For awards not distributed at the Gala, schedule public presentations, such as City Council meetings, FNSB Assembly meetings, and Chamber or Rotary lunches, if possible

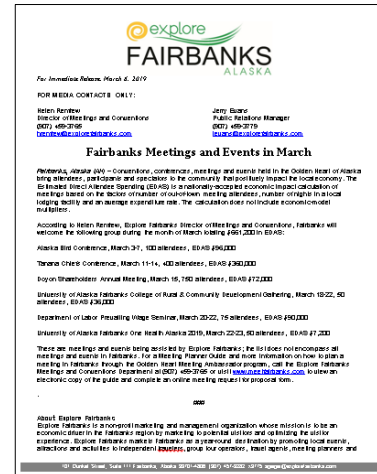
Implementation: On-going
 Partnerships: Fairbanks City Council, FNSB Assembly, GFCC, Rotary Clubs
 Staff Responsibility: Meetings and Conventions Department



Program 2: Recruit new GHMAs through speaking engagements, small group presentations and targeted one-on-one meetings, incorporating “Tourism Works” messaging (LTSP 3, 5)
 Measurement A: Schedule two presentations to community organizations or individuals that educate about the importance of the meetings industry as an economic generator and ask for community member referrals and commitments to join the ranks of Meeting Ambassadors
 Implementation: As scheduled
 Measurement B: Include GHMA recruiting information and “Tourism Works” messaging in all presentations to local groups
 Implementation: On-going
 Measurement C: Have five on-going campaigns with individuals targeted as potential Meeting Ambassadors active or completed by year-end
 Implementation: On-going
 Partnerships: Service Clubs, GFCC, UAF, local organizations, stakeholders
 Staff Responsibility: Director of Meetings and Conventions

Program 3: Recruit Ambassadors by educating the community about the financial impact of meetings in Fairbanks, incorporating “Tourism Works”

- Measurement A: messaging (LTSP 5) Place two print ads in the *Fairbanks Daily News-Miner* honoring Golden Heart Meeting Ambassadors
- Implementation: May and November
- Measurement B: Place semi-annual print ads in the *Fairbanks Daily News-Miner* focusing on the economic impact of meetings in the Fairbanks community and GHMA recruitment
- Implementation: June and September
- Measurement C: Place an ad in the *Fairbanks Daily News-Miner* after the Golden Heart Gala
- Implementation: March
- Measurement D: Distribute press releases for the Golden Heart Gala and to highlight meetings and ambassadors throughout the year
- Partnerships: Local and statewide media
- Staff Responsibility: Meetings and Conventions Department, Public Relations Manager



Program 4: Support GHMAs by coordinating leads and bid packets, offering assistance with bid presentations, offering site inspections for their organizations’ decision makers and providing materials to promote their Fairbanks-based meetings (LTSP 1, 2, 3)

- Measurement A: Actively assist at least 50 meetings with at least one of the above
- Implementation: On-going
- Measurement B: Distribute Meeting Planner Guides with support materials to meeting planners
- Implementation: On-going
- Staff Responsibility: Meetings and Conventions Department, Communications Department
- Measurement C: Offer three pre-arranged and guided site inspection/fam trips to local meeting planners, including UAF meeting planners, to keep them current on services offered by our partners and support relationships between planners and partners
- Implementation: March
- Partnerships: EF business partners
- Staff Responsibility: Meetings and Conventions Department



Measurement D: Offer one pre-arranged and guided site inspection/fam trip to local meeting planners, including UAF meeting planners, to highlight alternative meeting and event venues and support relationships between planners and partners
 Implementation: July or August
 Partnerships: EF business partners
 Staff Responsibility: Meetings and Conventions Department

Objective Two

Increase the number of leads/service requests sent out by the Department by 5 percent (LTSP 2, 3, 4)

Program 1: Increase visibility as a resource for University-related meetings (LTSP 2, 3, 4)

Measurement A: Host a Meeting and Event planner luncheon for meeting planners and administrative staff in various University Departments

Implementation: September/October

Measurement B: Make appointments /continue relationships with faculty identified as potential GHMAs

Implementation: On-going

Measurement C: Continue support of Arctic research focused meetings and UAF's position within Arctic-focused associations

Implementation: On-going

Partnerships: UAF Community and University Events, EF business partners

Staff Responsibility: Meetings and Conventions Department

Program 2: Maintain visibility and relationships established in the key markets of Anchorage and Juneau (LTSP 2, 3)

Measurement A: Conduct one meeting planner luncheon and two other sales trips to Anchorage

Implementation: April and as scheduled

Measurement B: Continue to pursue opportunities for hosting statewide Alaska School Activities Association events

Implementation: On-going

Measurement C: Conduct at least one sales trip to Juneau

Staff Responsibility: Meetings and Conventions Department



Program 3: Utilize Simpleview database to stay updated on current business, to qualify known prospects, and to target new business (LTSP 2, 3)

Measurement A: Track leads, service requests, partner referrals and other Simpleview-based statistical metrics

Implementation: On-going

Measurement B: Contact planners in a timely basis to offer leads and bids for upcoming events

Implementation: As needed

Measurement C: Pursue opportunities identified during contracted research and prospecting

Implementation: On-going

Staff Responsibility: Meetings and Conventions Department



Program 4: Develop a strategy for targeted outreach on a regional and/or national level (LTSP 2, 3)

Measurement A: Continue follow-up with regional/national planners identified during contracted research and prospecting

Measurement B: Attend one targeted small market meeting planner trade show

Measurement C: Identify associates for third-party planning organizations with Alaska in their territory and offer FAM opportunities

Measurement D: Offer pre- and post-conference visitation opportunities for Anchorage-based meetings

Implementation: On-going

Partnerships: EF business partners, Fairbanks community, Potential GHMAs

Staff Responsibility: Meetings and Conventions Department

Objective Three

Secure the return of the First Alaskans Institute Elders & Youth Conference and the Alaska Federation of Natives (AFN) Convention (LTSP 2, 3)

Program 1: Maintain relationships with key statewide stakeholders to remain aware of the discussions regarding challenges, opportunities, and site selection priorities (LTSP 2, 3)

Implementation: On-going



Partnerships: Alaska Federation of Natives, First Alaskans Institute, Doyon Ltd., Tanana Chiefs Conference, Fairbanks Native Association, City of Fairbanks, Fairbanks North Star Borough, Native Leadership and Community Committee (NLCC) and other stakeholders

Staff Responsibility: President and CEO, Director of Meetings and Conventions

Program 2: Attend AFN meetings to maintain relationships and encourage support of Fairbanks as the location for future annual conventions (LTSP 2, 3)

Measurement: Attend AFN board meetings

Implementation: February, May, October, and December

Staff Responsibility: Director of Meetings and Conventions

Objective Four

Position Fairbanks as the destination for Arctic meetings (LTSP 2, 3, 4, 5)

Program 1: Maintain relationships and lead discussions with key stakeholders to support the positioning of Fairbanks as the destination for all arctic meetings (LTSP 2, 3, 4)

Measurement: Prospect for Arctic-focused meetings with connections to local community members

Implementation: On-going

Partnerships: Fairbanks Economic Development Corporation, Chamber of Commerce, UAF, City of Fairbanks, FNSB, and other stakeholders

Staff Responsibility: Meetings and Conventions Department

Objective Five

Support an online culture and increase business partner engagement (LTSP 5)

Program 1: Review current and potential departmental sales tool subscribers, and conduct trainings on the optimal use of each tool (LTSP 5)

Measurement A: Meet with representatives of partner businesses to discuss M&C opportunities

Implementation: On-going

Partnerships: EF partner businesses

Staff Responsibility: Meetings and Conventions Department

Program 2: Train partners on how to use Extranet 4.0 to access leads and additional information (LTSP 5)

Measurement A: Ensure that M&C leads list subscribers respond to leads using the Extranet

Implementation: On-going

Measurement B: Conduct trainings with partners on the functionality of the Extranet and the ways in which they can use it to access their information and partner benefits

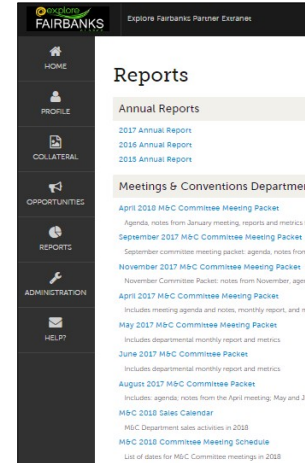
Implementation: As needed

Measurement C: Post departmental reports and committee packets to the Extranet, encouraging partners to access the information online

Implementation: Monthly

Partnerships: EF partner businesses

Staff Responsibility: Meetings and Conventions Department



Program 3: Identify businesses that would benefit from participating in Meetings and Conventions Department programs; invite them to sign up for leads and/or the calendar, respond to leads, and/or participate in luncheons and functions (LTSP 5)

Measurement: Increase leads list by 5 percent; add 3 new business partner participants to events throughout the year; increase value of in-kind participation by 5 percent

Implementation: On-going

Partnerships: EF partner businesses

Staff Responsibility: Meetings and Conventions Department

Program 4: Prepare for the roll-out of a Destination Management System (DMS)

Measurement A: Schedule the implementation of the new system for Explore Fairbanks

Implementation: After May 2020

Measurement B: Design and produce training documentation for internal use

Implementation: Prior to roll-out of new CRM

Measurement C: Schedule and conduct training for all Explore Fairbanks Departmental staff

Partnerships: Simpleview

Staff Responsibility: All Explore Fairbanks Departmental Staff

Objective Six

Demonstrate that tourism builds community by contributing to downtown revitalization through actualizing a Fairbanks Convention and Arts Center (LTSP 3, 4, 5)

Program 1: Prepare for and engage in next-step planning for the Fairbanks Convention and Art Center

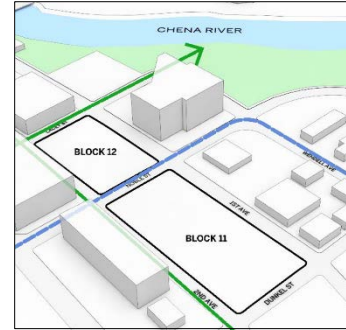
Measurement A: Revise scope to include potential housing component, if needed

Measurement B: Award contract for further action
 Implementation: Upon funding certainty

Program 2: Maintain relationships and continue engaging stakeholder groups
 Measurement A: Establish a stakeholder steering committee with members encompassing skill sets and interests that will be needed in the upcoming phase of the project

Measurement B: Continue participation in the Polaris Work Group
 Implementation: On-going

Measurement C: Continue communication with federal, state and local governmental representatives, the arts community and other applicable organizations.
 Implementation: On-going



Measurement D: Share presentation with any stakeholders who have not yet seen the results of previous studies and research, or who have not yet seen the latest version

Implementation: As needed
 Partnerships: Elected officials, governmental entities, hotel partners, Fairbanks Arts Association, Downtown Association, Fairbanks Neighborhood Housing, and other stakeholders

Staff Responsibility: President and CEO, Director of Meetings and Conventions

Program 3: Create a communications plan, incorporating “Tourism Works” messaging, that includes the updated economic, fiscal and deficit impact information for this project (LTSP 3, 4, 5)

Measurement A: Using the information from the Destinations International Economic Impact Calculator, create an updated model to use for present and future meetings

Measurement B: Use these updated and third-party developed figures to inform discussions and communications regarding the economic benefit of meetings and this project to the Fairbanks economy

Measurement C: Develop a website to provide information to the public and answer frequently asked questions

Measurement D: Create updated project presentation content as needed for community discussions and presentations, using new EIC figures and data from the Johnson study to show economic impact of the convention center program

Implementation: on-going
 Staff Responsibility: President and CEO, Director of Meetings and Conventions, Internet Marketing Manager, Branding and Production Coordinator

Objective 7

Support community building by providing cross-departmental support for special projects and immediate-needs staffing for events, as well as an avenue for promoting and executing community relationship development projects (LTSP 4, 5)

Program 1: Plan and execute community focused events (LTSP 1, 4, 5)

Measurement A: Support VSPD in the planning and production of the Visitor Industry Walk for Charity

Measurement B: Organize and conduct a “Be a Visitor in Your Own Backyard” tour for local community members

Measurement C: Lead effort to create and promote Golden Days Parade float, delivering “Tourism Works” messaging to the local community

Implementation: May 2020

Partnerships: EF Partners, ATIA-Fairbanks Chapter, local non-profit organizations, GFCC

Staff Responsibility: Special Project Manager, VSPD Director



Program 2: Plan and conduct a FNSB Assembly Winter Tour (LTSP 4, 5)

Measurement A: Attract partners outside of city limits to showcase their rural businesses

Implementation: November

Partnerships: EF Partners

Staff Responsibility: Special Project Manager, President and CEO

Program 3: Support web and print media content development (LTSP 2, 3)

Measurement A: Develop and organize a photo database to enable Explore Fairbanks staff to more easily locate and utilize stock photos for use in web and print media

Staff Responsibility: Special Project Manager, Communications Department

Program 4: Plan and develop seasonal workshop “showcases” in which various stakeholders and constituencies are exposed to local partners with offerings and events occurring during a given season (LTSP 1, 3)

Measurement A: Present two showcases per year, currently called “Winter Rocks” and “Summer Sizzles”

Implementation: Bi-Annually

Partnerships: EF Partners and Staff

Staff Responsibility: Special Project Manager, Director of Visitor Services and Partnership Development

Program 5: Advance the Sustainability Plan for Explore Fairbanks to ensure best practices in conducting business in a socially responsible and ethical manner to benefit the community and state (LTSP 4)

Measurement A: Support community building through the continuation of the recycle bin legacy project

Implementation: On-going

Partnerships: Community stakeholders, Green Star of Interior Alaska, Fairbanks North Star Borough and other public entities, tourism and other business partners, EF Board of Directors

Staff Responsibility: President and CEO, Special Project Manager



Measurement B: Prepare for reaccreditation in Adventure Green Alaska

Implementation: November

Partnerships: Morris Thompson Cultural and Visitors Center, Alaska Travel Industry Association

Staff Responsibility: President and CEO, Special Project Manager

2020 Tourism Marketing Plan

Department Staff

- Scott McCrea, Director of Tourism
- Ed Malen, Tourism Senior Sales Manager
- Tyler Chiles, Tourism Sales Associate

Contractors

- Elke Brosin, European Contractor
- EastWest Marketing, China/Taiwan Contractor

Target Markets

Target Markets: International Visitors		
Primary	Secondary	Emerging
<ul style="list-style-type: none"> • Japan • German Speaking Europe (GSE) • China • Taiwan • Australia/New Zealand 	<ul style="list-style-type: none"> • United Kingdom • South Korea • Northern Europe • Latin America • Canada 	<ul style="list-style-type: none"> • India • Southeast Asia
Target Markets: Domestic Visitors		
Primary	Secondary	Emerging
<ul style="list-style-type: none"> • Chicago • Minneapolis • Pacific Northwest • San Francisco • Denver 	<ul style="list-style-type: none"> • East Coast • Southern U.S. 	<ul style="list-style-type: none"> • Southwest U.S.

Communication Tools

- | | |
|---|---|
| <ul style="list-style-type: none"> • Japanese Lure Piece • Japanese Rack Card • German Lure Brochure • Chinese Rack Card • China Lure Brochure | <ul style="list-style-type: none"> • WeChat Account (China) • Weibo Account (China) • Cruise land tour publication • Travel Trade Section of EF Website • Travel agent online training program |
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Highlights

For 2020, the Tourism Department will focus our primary marketing strategies on the following:

- In conjunction with EastWest Marketing, continue focus on growing market share from China and Taiwan.
- Development and implementation of strategies to maintain/grow market share from Japan.
- Development of new strategies for creation and execution of successful FAMs to include implementation of a tracking system to determine ROI and product development as a result of the FAM(s).
- Continued emphasis on marketing to cruise companies, tour operators and travel agents to increase Cross-Gulf Alaska cruise/land tour packages and numbers with an emphasis on May and early June.
- Work collaboratively with Fairbanks International Airport and community partners to ensure success of new flights from San Francisco, Denver, Dallas, and Chicago.
- Enhancing our online presence on the Explore Fairbanks website to offer more services for the travel trade market to include development and launch of a travel agent training program.
- Begin planning and implementing new strategies to address potential losses in certain domestic and international markets due to airlines, economy, etc.

Long-term Strategic Priorities

Tourism Marketing Platform

<p>Establish a strong brand identity for the Fairbanks region (LTSP 1)</p>	<ul style="list-style-type: none"> • Continue to promote visitation to the Morris Thompson Cultural and Visitors Center as a first-stop for orientation to destination • Incorporate Explore Fairbanks branding pillars and messaging into travel trade communications and marketing endeavors
<p>Focus marketing efforts on markets defined by Alaska tourism as well as opportunity markets specific to the Fairbanks region (LTSP 2)</p>	<ul style="list-style-type: none"> • Meet our goals and tactics in Japan by continuing to promote Fairbanks as a year-round destination • Meet our goals and tactics in Northern and German speaking Europe and UK by working with our European Contractor to prioritize our marketing activities accordingly to promote Fairbanks as a year-round destination

	<ul style="list-style-type: none"> • Meet our goals and tactics in Mainland China and Taiwan by continuing to promote Fairbanks as a year-round destination and looking for new opportunities for market penetration • Meet our goals and tactics in Australia and New Zealand by continuing to promote Fairbanks as a year-round destination and looking for new opportunities for market penetration • Continue to pursue South Korea, Latin America and Canada as secondary markets • Monitor India and Southeast Asia as emerging markets and identify opportunities for market penetration • Set goals within the Tourism Department performance metrics to measure department success • Utilize Simpleview database to proactively keep in touch with contacts, expand the database and measure activity
<p>Focus efforts on stimulating year-round visitor spending (LTSP 3)</p>	<ul style="list-style-type: none"> • Continue to promote Fairbanks as a year-round destination to domestic markets • Promote Gulf of Alaska cruise land tours
<p>Provide leadership and serve as a catalyst for strategic product development and infrastructure improvement (LTSP 4)</p>	<ul style="list-style-type: none"> • Work closely with Fairbanks International Airport, airlines and tour operators to maintain existing flights and pursue new service, both scheduled and chartered
<p>Advocate on behalf of the travel industry for the benefit of the Fairbanks region (LTSP 5)</p>	<ul style="list-style-type: none"> • Collaborate and partner, when strategically feasible, with ATIA, Visit Anchorage and other statewide entities, on international sales missions and trade shows • Expand participation of partners in FAMs and participation in travel trade shows

2020 Sales Plan

Objective One

Continue to promote visitation to the Morris Thompson Cultural and Visitors Center as a first-stop for orientation to destination (LTSP 1)

Program 1: Work with tour operators coming to Fairbanks as well as those making plans to feature the center in their itineraries as a “first-stop” in Fairbanks
 Measurement: Increase in tour groups coming to MTCVC
 Implementation: On-going
 Partnerships: MTCVC partners, tour operators
 Staff Responsibility: Tourism Department

Program 2: Incorporate MTCVC into all FAMs
 Measurement: All FAMs feature MTCVC in itineraries
 Implementation: On-going
 Partnerships: EF industry partners, MTCVC partners
 Staff Responsibility: Tourism Department

Program 3: Include information about MTCVC in presentations and trainings
 Measurement: Consistently use information in all presentations and trainings
 Implementation: Ongoing
 Partnership: MTCVC partners
 Staff Responsibility: Tourism Department

Objective Two

Incorporate Explore Fairbanks branding pillars and messaging into travel trade communications and marketing endeavors (LTSP 2)

Program 1: Focus on the “three seasons of Fairbanks” (Midnight Sun, Aurora, and Winter) when promoting Fairbanks as a year-round destination
 Measurement: Consistent usage within travel trade marketing materials and presentations
 Implementation: On-going
 Staff Responsibility: Tourism Department, Communications Department

Program 2: Promotion of Fairbanks as the “Basecamp” for Denali, the Arctic and the Interior of Alaska
 Measurement: Consistent usage within travel trade marketing materials and presentations as well as integration into FAM tour itineraries
 Implementation: On-going
 Staff Responsibility: Tourism Department, Communications Department

Program 3: Utilize Explore Fairbanks-approved verbiage for describing why Fairbanks is an ideal destination for aurora viewing compared to competitors/rival destinations
Measurement: Consistent usage within travel trade marketing materials and presentations as well as integration into FAM tour itineraries and observe similar language in materials produced by participants
Implementation: On-going
Staff Responsibility: Tourism Department, Communications Department

Program 4: Utilize Explore Fairbanks-approved verbiage for summer descriptors (civil twilight, midnight sun season, etc.) for renewed marketing focus on early summer season
Measurement: Consistent usage within trade marketing materials and presentation
Implementation: On-going
Staff Responsibility: Tourism Department, Communications Department

Program 5: Incorporate branding pillars into online travel agent training program
Measurement: Consistent usage within training program
Implementation: Ongoing
Staff Responsibility: Tourism Department, Communications Department

Objective Three

Meet our goals and tactics in Japan by continuing to promote Fairbanks as a year-round destination (LTSP 1, 2, 3)

Program 1: Develop and implement new strategies for success in the Japan Market
Measurement: Increase in Japan visitation in future years
Implementation: In place for Japan sales mission in April and Tourism Expo Japan in September
Partnerships: EF industry partners, Japan-based tour operators and travel agents
Staff Responsibility: Tourism Senior Sales Manager

Program 2: Conduct one-on-one sales calls and destination training workshops in conjunction with annual sales mission and Tourism Expo Japan (LTSP 1, 2, 3)
Measurement: Stable or increase in sales calls over 2019
Implementation: Attend sales mission in April, Tourism Expo in September
Partnerships: EF industry partners, Visit Anchorage, U.S. Commercial Services
Staff Responsibility: Tourism Senior Sales Manager

Program 3: Host a Japan tour operator/travel agent winter FAM
Measurement: Successful implementation of FAM with qualified tour operators

Implementation:	February or March
Partnerships:	EF industry partners, Delta Airlines, Japan Airlines
Staff Responsibility:	Tourism Senior Sales Manager
Program 4:	Target Japanese tour operators, wholesalers and travel agents at GoWest, IPW and ITB Asia
Measurement:	Increased number of qualified Japan-based tour operators and travel agent contacts and/or growth in itineraries with Fairbanks
Implementation:	GoWest in March, IPW in June, ITB Asia in October
Partnerships:	EF industry partners
Staff Responsibility:	Tourism Senior Sales Manager, Director of Tourism
Program 5:	Continue to maintain a strong working relationship with Japan Airlines (JAL)
Measurement:	Continuation or growth of JAL service into 2020/2021
Implementation:	On-going
Partnerships:	Fairbanks International Airport, Japanese tour operators, Japanese receptive operators, EF industry partners
Staff Responsibility:	Tourism Senior Sales Manager, Director of Tourism
Program 6:	Continue to build on relationship with other potential air carriers that provide charter services, to include All Nippon Airways, Korean Airlines and Uzbekistan Air
Measurement:	Introduction of new service or continuation of service with any of the above airlines in 2020/2021
Implementation:	On-going
Partnerships:	Fairbanks International Airport, Japanese tour operators, Japanese receptive operators, EF industry partners
Staff Responsibility:	Tourism Senior Sales Manager, Director of Tourism
Program 7:	Provide cultural informational material/training for Explore Fairbanks industry partners as needed
Measurement:	Information distributed to partners and or training seminars conducted
Implementation:	On-going
Partnerships:	EF industry partners
Staff Responsibility:	Tourism Senior Sales Manager
Program 8:	Maintain strong relationships with Japanese tour operators, travel agents and receptive operators
Measurement:	Increased number of qualified Japanese travel trade contacts and/or growth in itineraries with Fairbanks
Implementation:	On-going
Partnerships:	EF industry partners, Japan travel trade industry
Staff Responsibility:	Tourism Senior Sales Manager

Program 9: In conjunction with Communications Department, identify advertising opportunities specific to Japan market
 Measurement: Identification and placement of new advertising opportunities
 Implementation: On-going
 Staff Responsibility: Tourism Senior Sales Manager, Director of Tourism, Communications Department

Objective Four

Meet our goals and tactics in German speaking and Northern Europe and United Kingdom by working with our European Contractor to prioritize our marketing activities accordingly to promote Fairbanks as a year-round destination (LTSP 1, 2, 3)

Program 1: Attend the MidAtlantic and ITB tradeshows.
 Measurement: Stable or increase in qualified contacts over 2019 and/or growth in itineraries that include Fairbanks
 Implementation: January (MidAtlantic), March (ITB)
 Partnerships: ATIA (booth share at ITB Berlin)
 Staff Responsibility: European Contractor, Director of Tourism

Program 2: Participate in market appropriate sales missions and roadshows with Visit USA Germany, Visit USA Switzerland, Condor and other European partners
 Measurement: Stable or increase in sales calls over 2019 and/or growth in itineraries that include Fairbanks
 Implementation: On-going
 Partnerships: Visit USA Germany, Visit USA Switzerland and Condor Airlines
 Staff Responsibility: European Contractor, Director of Tourism

Program 3: Participate in World Travel Market (WTM) in London
 Measurement: Number of appointments with qualified travel trade operators and travel agents; new product development for market
 Implementation: December
 Partnerships: Visit Anchorage, Alaska tourism partners
 Staff Responsibility: European Contractor, Director of Tourism

Program 4: Target qualified European operators at GoWest and IPW
 Measurement: Maintain or increase in qualified contacts over 2019 and/or growth in itineraries with Fairbanks
 Implementation: March (GoWest), June (IPW)
 Partnerships: EF industry partners
 Staff Responsibility: Tourism Department

Program 5: Host 2020 winter and summer European tour operator FAM
 Measurement: Successful completion of FAM with qualified tour operators
 Implementation: February (winter), September (summer)
 Partnerships: EF industry partners, Condor Airlines
 Staff Responsibility: Tourism Department

Program 6: Maintain strong relationships with European tour operators, travel agents and receptive operators
 Measurement: Stable or increased number of qualified European tour operators and travel agent contacts and/or growth in itineraries with Fairbanks
 Implementation: On-going
 Partnerships: EF industry partners
 Staff Responsibility: European Contractor, Tourism Sales Associate

Program 7: In conjunction with Communications Department, identify advertising opportunities specific to market
 Measurement: Identification and placement of new advertising opportunities
 Implementation: Ongoing
 Partnerships: Visit USA Committees (Germany, Austria, Denmark and Switzerland)
 Staff Responsibility: European Contractor, Director of Tourism, Assistant Director of Communications

Objective Five

Meet our goals and tactics in Mainland China and Taiwan by continuing to promote Fairbanks as a year-round destination and looking for new opportunities for market penetration (LTSP 1, 2, 3)

Program 1: In conjunction with East West Marketing and Visit Anchorage, coordinate an annual statewide sales mission to China and Taiwan
 Measurement: Increase in number of qualified travel trade contacts from Mainland China and Taiwan and/or growth in itineraries with Fairbanks
 Implementation: October
 Partnerships: Visit Anchorage, ATIA, EF industry partners
 Staff Responsibility: Director of Tourism

Program 2: Attend ITB China in Shanghai and identify and participate in sales mission/training opportunities in conjunction with show in both China and Taiwan
 Measurement: Increase in number of qualified travel trade contacts from Mainland China and Taiwan and/or growth in itineraries with Fairbanks
 Implementation: May
 Partnerships: BrandUSA

Staff Responsibility: Director of Tourism

Program 3: Attend the NAJ Active America China Tradeshow in San Diego
Measurement: Increase in number of qualified travel trade contacts from Mainland China and/or growth in itineraries that include Fairbanks

Implementation: March

Partnerships: EF industry partners

Staff Responsibility: Director of Tourism

Program 4: Provide cultural informational material/training for Explore Fairbanks partners as needed

Measurement: Information distributed to partners

Implementation: On-going

Partnerships: EastWest Marketing, EF industry partners

Staff Responsibility: Director of Tourism

Program 5: Maintain strong relationships with Chinese/Taiwanese tour operators, travel agents and receptive operators

Measurement: Increase in number of qualified travel trade contacts from Mainland China and Taiwan and/or growth in itineraries with Fairbanks

Implementation: On-going

Partnerships: EastWest Marketing

Staff Responsibility: Director of Tourism

Program 6: Target Chinese/Taiwanese tour operators, wholesalers and travel agents at GoWest Summit and IPW

Measurement: Increase in number of travel trade contacts from Mainland China and/or growth in itineraries that include Fairbanks

Implementation: February (GoWest), June (IPW)

Partnerships: EastWest Marketing, EF industry partners

Staff Responsibility: Director of Tourism, Tourism Senior Sales Manager

Program 7: Working in conjunction with Fairbanks International Airport and its consultant to continue outreach to potential Asian carriers for chartered or scheduled service

Measurement: Identification of new carriers, establishment of new service

Implementation: On-going

Partnerships: East West Marketing, Fairbanks International Airport and Airport Consultant

Staff Responsibility: Director of Tourism, President and CEO

Program 8: In conjunction with EastWest Marketing, host at least one FAM from Mainland China

Measurement: Successful implementation of FAM

Implementation: March
Partnerships: EastWest Marketing, EF industry partners
Staff Responsibility: Director of Tourism

Objective Six

Meet our goals and tactics in Australia and New Zealand by continuing to promote Fairbanks as a year-round destination and looking for new opportunities for market penetration (LTSP 1, 2, 3)

Program 1: Participate in the Visit Anchorage Down Under Sales Mission
Measurement: Stable or increase in sales calls over 2019 and/or growth in itineraries that include Fairbanks
Implementation: December
Partnerships: Visit Anchorage, EF industry partners
Staff Responsibility: Director of Tourism

Program 2: Look for opportunities to host FAM tours for travel trade from Australia and New Zealand
Measurement: Successful implementation of FAM(s)
Implementation: Summer/Winter
Partnerships: Visit Anchorage, EF industry partners
Staff Responsibility: Director of Tourism

Program 3: Target tour operators, wholesalers and travel agents from those markets at GoWest Summit, IPW and ITB Asia
Measurement: Increase in number of travel trade contacts from those markets and/or growth in itineraries with Fairbanks
Implementation: February (GoWest), June (IPW), October (ITB Asia)
Partnerships: EF industry partners
Staff Responsibility: Tourism Department

Program 4: In conjunction with Communications Department, identify advertising opportunities specific to those markets
Measurement: Identification and placement of new advertising opportunities
Implementation: On-going
Staff Responsibility: Director of Tourism, Assistant Director of Communications

Objective Seven

Continue to pursue South Korea, Latin America and Canada as secondary markets (LTSP 1, 2, 3)

Program 1: Maintain strong relationships with qualified tour operators and travel

agents in each respective market
 Measurement: Increase in number of qualified travel trade contacts from those markets and/or growth in itineraries that include Fairbanks

Implementation: On-going
 Partnerships: EF industry partners
 Staff Responsibility: Tourism Department

Program 2: Target tour operators, wholesalers and travel agents from those markets at GoWest Summit and IPW

Measurement: Increase in number of travel trade contacts from those markets and/or growth in itineraries with Fairbanks and/or growth in itineraries that include Fairbanks

Implementation: February (GoWest), June (IPW)
 Partnerships: EF industry partners
 Staff Responsibility: Tourism Department

Program 3: In conjunction with Communications Department, identify advertising opportunities specific to those markets

Measurement: Identification and placement of new advertising opportunities

Implementation: On-going
 Staff Responsibility: Director of Tourism, Assistant Director of Communications

Program 4: Develop and implement new strategies for greater success in South Korea market

Measurement: Increase in tour operators and travel agents from market who are selling Alaska itineraries including Fairbanks

Implementation: Ongoing
 Partnerships: AVIA Reps, Visit USA Korea, Visit Anchorage, EF industry partners
 Staff Responsibility: Tourism Senior Sales Manager

Objective Eight

Monitor India and Southeast Asia as emerging markets and identify opportunities for market penetration (LTSP 1, 2, 3)

Program 1: Target qualified tour operators, wholesalers and travel agents at GoWest, ITB Asia and IPW

Measurement: Increased number of qualified tour operators and travel agents and/or growth in itineraries that include Fairbanks

Implementation: January (GoWest), May (IPW), October (ITB Asia)
 Partnerships: EF industry partners
 Staff Responsibility: Tourism Department

Program 2: In conjunction with Communications Department, identify advertising

opportunities specific to market
 Measurement: Identification and placement of new advertising opportunities
 Implementation: On-going
 Partnerships: Brand USA
 Staff Responsibility: Director of Tourism, Communications Department

Objective Nine

Set goals within the Tourism Department performance metrics to measure department success (LTSP 1, 2, 3)

Program 1: Adjust goals and objectives based on 2019 performance
 Measurement: Increase and/or decrease metrics accordingly
 Implementation: January
 Staff Responsibility: Tourism Department

Program 2: Implement method to measure FAM success/ROI
 Measurement: Increase in new product development from FAM participants
 Implementation: Ongoing
 Staff Responsibility: Tourism Department

Objective Ten

Utilize Simpleview database to proactively keep in touch with contacts, expand the database, and measure activity (LTSP 1, 2, 3)

Program 1: In conjunction with other departments, conduct partner training in extranet on a semi-annual basis
 Measurement: Training completed, number of partners participating in training
 Implementation: As needed
 Partnerships: EF industry partners
 Staff Responsibility: Tourism Department, Meetings and Conventions, Communications Department, Visitor Services and Partnership Development

Program 2: Maintain all active tourism contacts and update/clean-up as needed in the Tourism Module
 Measurement: Contacts regularly updated
 Implementation: On-going
 Staff Responsibility: Tourism Department

Program 3: Pursue leads and distribute service requests to subscribing industry partners
 Measurement: Regular distribution of service requests
 Implementation: On-going

Partnerships: EF industry partners
Staff Responsibility: Tourism Department

Objective Eleven

Continue to promote Fairbanks as a year-round destination to domestic markets (LTSP 1, 2, 3)

Program 1: Maintain regular contact by sending quarterly mass emails to active travel agents, AAA contacts, and tour operators in main consumer markets to keep Fairbanks in the forefront as a year-round destination

Measurement: Increase in qualified contacts over 2019

Implementation: Quarterly

Staff Responsibility: Tourism Department

Program 2: Look for and pursue opportunities to host FAMs for domestic tour operators

Measurement: Successful implementation of FAMs

Implementation: On-going

Partnerships: EF industry partners, ATIA, ASTA, statewide DMOs

Staff Responsibility: Tourism Department

Program 3: Participate in the following trade shows attended by domestic operators: American Bus Association (ABA), GoWest Summit, Cruise360, American Society of Travel Advisors (ASTA) and National Tour Association (NTA)

Measurement: Increase in tour operator and travel agent contacts

Implementation: January (ABA), March (GoWest), May (Cruise360) August (ASTA), November (NTA)

Partnerships: EF industry partners

Staff Responsibility: Tourism Department

Program 4: Attend consumer shows/conduct sales calls in San Francisco and Denver to promote Fairbanks in those markets

Measurement: Successful continuation of air service

Implementation: February (Denver), March (San Francisco)

Partnerships: EF industry partners

Staff Responsibility: Tourism Sales Associate, Director of Tourism

Objective Twelve

Promote Gulf of Alaska cruise/land tours (LTSP 1, 2, 3)

Program 1: Maintain an inventory of current Gulf of Alaska cruise land tours and use

inventory to help guide marketing efforts.
 Measurement: Inventory updated on an annual basis
 Implementation: On-going
 Partnerships: EF industry partners, cruise industry contacts
 Staff Responsibility: Tourism Sales Associate, Director of Tourism

Program 2: Have a presence at the Seatrade Tradeshow in March
 Measurement: Distribution of visitor guides/attendance at the tradeshow
 Implementation: March
 Partnerships: ATIA
 Staff Responsibility: President and CEO, Director of Tourism

Program 3: Participation in the Cruise360 trade show to include booth and destination training event
 Measurement: Successful attendance at training event, increase in contacts
 Implementation: March
 Partnerships: EF industry partners
 Staff Responsibility: Director of Tourism

Program 4: Promote land tour options to travel trade contacts
 Measurement: Expansion or revisions to land tour packages to include Fairbanks
 Implementation: On-going
 Partnerships: EF industry partners, rail belt partners, ATIA
 Staff Responsibility: Tourism Department

Program 5: Utilize membership with ASTA to pursue leads to travel agents selling land tour packages
 Measurement: Increase in travel agent contacts, participation in the 2020 ASTA Conference
 Implementation: On-going
 Partnerships: EF industry partners
 Staff Responsibility: Director of Tourism

Program 6: Utilize online travel agent training to promote Cross Gulf of Alaska cruise/land tours
 Measurement: Number of agents participating in training
 Implementation: February
 Partnerships: EF industry partners
 Staff Responsibility: Tourism Department

Objective Thirteen

Work closely with the Fairbanks International Airport, airlines and tour operators to maintain existing flights and pursue new service (LTSP 1, 2, 3, 4, 5)

Program 1: Conduct airline corporate sales calls and maintain close relationships with current providers
 Measurement: Stability or expansion of existing service
 Implementation: On-going
 Partnerships: Fairbanks International Airport, Airport Consultant, community partners
 Staff Responsibility: Director of Tourism, President and CEO

Program 2: Track yearly load factors and use data to help drive marketing efforts
 Measurement: Monthly recording of statistics
 Implementation: On-going
 Partnerships: Fairbanks International Airport, Omni Logistics
 Staff Responsibility: Director of Tourism, Tourism Sales Associate

Program 3: In conjunction with airport and their consultant, identify and pursue potential new carriers both domestically and internationally
 Measurement: Identification of new carriers and increase in contacts
 Implementation: On-going
 Partnerships: Fairbanks International Airport, Airport Consultant
 Staff Responsibility: Director of Tourism, President and CEO

Program 4: Attend consumer shows/conduct sales calls in San Francisco and Denver to promote air service from those two new markets
 Measurement: Successful continuation of service
 Implementation: February (Denver), March (San Francisco)
 Partnerships: Fairbanks International Airport
 Staff Responsibility: Tourism Sales Associate, Director of Tourism

Objective Fourteen

Collaborate and partner with ATIA and other DMOs in the state to ensure Fairbanks' inclusion in sales missions and FAMs when strategically feasible (LTSP 1, 2, 3, 5)

Program 1: Look for opportunities to take the lead on FAMs and sales missions/trade shows specific to the Fairbanks market
 Measurement: Increase in Fairbanks-led/Fairbanks-centric FAMs and sales missions/trade shows
 Implementation: On-going
 Partnerships: EF industry partners
 Staff responsibility: Tourism Department

Objective Fifteen

Expand participation of Explore Fairbanks; industry partners in FAM tours (LTSP 5)

Program 1: Look for opportunities to include new industry partners into FAMs
 Measurement: Increase in new partner participation
 Implementation: On-going
 Partnerships: EF industry partners
 Staff Responsibility: Tourism Department, Visitor Services and Partnership Development Department

Program 2: Follow-up with partners after FAM participation and solicit feedback on a regular basis
 Measurement: Feedback/response from Explore Fairbanks partners
 Implementation: On-going
 Partnerships: EF industry partners
 Staff responsibility: Tourism Department

Program 3: Conduct department FAMs and site visits to become better familiarized with the current products offered by EF industry partners
 Measurement: Number of department FAMs conducted
 Implementation: On-going
 Partnerships: EF industry partners
 Staff responsibility: Tourism Department, Visitor Services and Partnership Development Department

Program 4: Encourage new members to participate in FAM networking events by including more participant information
 Measurement: Increase in attendance at FAM networking events
 Implementation: On-going
 Partnerships: EF industry partners
 Staff responsibility: Tourism Department

Program 5: Reach out to new partners when they join Explore Fairbanks to introduce them to the Tourism Department and what role we play
 Measurement: Successfully sending email to each new partner during the year
 Implementation: On-going
 Partnerships: EF industry partners
 Staff responsibility: Tourism Department, Visitor Services and Partnership Development

Visitor Services and Partnership Development (VSPD)

Staff

- Charity Gadapee, Director of Visitor Services and Partnership Development
- Alanna McBrayer, Manager of Visitor Services and Partnership Development
- Visitor Services staff; Year-Round – Bob Eley, Joe Ortis, Julia Parzick, Sarah Seifert

Target Markets

Target Markets: Visitor Services			
Visitors	Golden Heart Greeters	Community-At-Large	Frontline Staff
<ul style="list-style-type: none"> • Morris Thompson Cultural and Visitors Center • Brochure distribution at: <ul style="list-style-type: none"> ○ Fairbanks International Airport ○ Pioneer Park ○ Alaska Railroad Depot • Brochure Distribution statewide through Chambers and Visitors Centers 	<ul style="list-style-type: none"> • Volunteering at community festivals, conferences and meetings, and events • Increase number of participants in program • Host customer service training seminars • Golden Heart Gala Appreciation Dinner 	<ul style="list-style-type: none"> • Military Newcomer’s Orientations: <ul style="list-style-type: none"> ○ Fort Wainwright Army Base ○ Eielson Air Force Base • Be-A-Visitor In Your Own Town • First Friday Artist Receptions • Visitor Industry Walk for Charity • Alaska Railroad Open House • Visit Anchorage Volunteer In-Service • Incorporate “Tourism Works” messaging 	<ul style="list-style-type: none"> • Provide customer service training • Provide seasonal/holiday informational updates • Business Showcase open houses introducing frontline staff to the Morris Thompson Cultural and Visitors Center and partners • Visit Anchorage Summer & Winter frontline staff tradeshow • Incorporate “Tourism Works” messaging

Target Markets: Partnership Development	
Industry Partners	Downtown Fairbanks
<ul style="list-style-type: none"> • Business Partner Spotlight Showcase • Staff Familiarization Tours • Interior Tourism Conference • Annual Awards Banquet • Frontline Showcases for Summer and Winter products 	<ul style="list-style-type: none"> • Tour Operator Familiarization Tour • Lunch guest count distribution • Deliver multilingual Welcome signs

Communication Tools

- Fairbanks Area Map
- Business Partner Electronic Newsletter
- Prospective Partner Marketing Flyer
- Visitors Guide Advertising Opportunities Flyer

Highlights

For 2020, the Visitor Services and Partnership Development Department will focus our marketing strategies on the following:

- Increase awareness of the Morris Thompson Cultural and Visitors Center as the first-stop for visitor information.
- Expand the number and activities of the Golden Heart Greeter Program, the Explore Fairbanks cadre of volunteers.
- Host educational events such as the Interior Tourism Conference and Annual Banquet spotlighting tourism-related businesses and issues.
- Provide workforce development activities to include a job fair and customer service seminars at area high schools.
- Provide customer service training to frontline staff from the AlaskaHost curriculum and Explore Fairbanks–developed customer service modules.
- Work to maintain our partnership with military communities in Alaska.
- Provide summer and winter business showcase open houses to educate frontline staff about the Morris Thompson Cultural and Visitors Center and Explore Fairbanks partners.

Long-term Strategic Priorities

VSPD Marketing Platform

Establish a strong brand identity for the Fairbanks region (LTSP 1)	<ul style="list-style-type: none"> Increase the number of volunteers and continue implementation of the “Golden Heart Greeter” Program
Focus marketing efforts on markets defined by Alaska tourism as well as opportunity markets specific to the Fairbanks region (LTSP 2)	<ul style="list-style-type: none"> Teach customer service classes including Explore Fairbanks-created Ask Me About Winter and Cross Cultural Communication classes
Focus efforts on stimulating year- round visitor spending (LTSP 3)	<ul style="list-style-type: none"> Implement educational seminars and events highlighting Explore Fairbanks partners to local businesses
Provide leadership and serve as a catalyst for strategic product development and infrastructure improvement (LTSP 4)	<ul style="list-style-type: none"> Increase awareness of the Morris Thompson Cultural and Visitors Center with tour operators and local businesses Provide first-rate customer service year-round, seven days a week at the Morris Thompson Cultural and Visitors Center, seasonally in the summer at Pioneer Park
Advocate on behalf of the travel industry for the benefit of the Fairbanks region (LTSP 5)	<ul style="list-style-type: none"> Work with downtown businesses by coordinating tours and events Efficiently stock and maintain brochure racks at the Fairbanks International Airport and the Alaska Railroad Depot

2020 Sales Plan

Objective One

Increase awareness of the Morris Thompson Cultural and Visitors Center (LTSP 1, 3)

Program 1: Work with local tour operators and local businesses to familiarize them with the services available (LTSP 1, 3)

Measurement: Invite tour operators and local businesses for three building orientations

Implementation: February, June, October

Partnerships: APLIC, TCC Cultural Programs
 Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, President and CEO

Program 2: Coordinate the Visitor Industry Walk for Charity while incorporating “Tourism Works” messaging and host Celebration Station at the walk’s finish inside the Morris Thompson Cultural and Visitors Center

Measurement: Attract at least 55 area non-profits to register

Implementation: Second Friday in May

Partnerships: ATIA-Fairbanks Chapter, EF business partners

Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Visitor Information Staff, Special Project Manager



Program 3: Coordinate a FAM to expose tourism personnel and Fairbanks residents to the visitor industry through the “Be a Visitor in Your Own Town” concept with city tours while incorporating “Tourism Works” messaging (LTSP 1, 3)

Measurement: Participation by at least 100 residents

Implementation: May

Partnerships: Transportation business partners

Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Special Project Manager

Program 4: Coordinate a Tourism Works for Fairbanks float in the annual Golden Days Parade incorporating “Tourism Works” messaging (LTSP 3)

Measurement: Participation by at least 10 partners

Implementation: July

Partnerships: EF Business Partners

Staff Responsibility: Special Project Manager, Director of Visitor Services and Partnership Development, President and CEO



Program 5: Provide year-round tour and attraction information to military personnel at Fort Wainwright Spouse-to-Spouse and First Term Airmen

Center (FTAC) Pioneer Start information fairs at Eielson Air Force Base, along with other special events. Research opportunities to promote to personnel at Joint Base Elmendorf Richardson (LTSP 1, 3)

Measurement: Attend at least six Fort Wainwright Spouse-to-Spouse information fairs; attend at least 12 First Term Airmen Pioneer Start info fairs at Eielson

Implementation: Monthly

Partnerships: Fort Wainwright MWR, Eielson FTAC

Staff Responsibility: Special Project Manager, Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development

Program 6: Promote partner military discount information to personnel at Fort Wainwright Spouse to Spouse and First Term Airmen Center (FTAC) Pioneer Start information fairs at Eielson Air Force Base. (LTSP 1, 3)

Measurement: Attend at least 6 Fort Wainwright Spouse to Spouse information fairs; attend at least 12 First Term Airmen Right Start information fairs at Eielson

Implementation: Monthly

Partnerships: Fort Wainwright MWR, Eielson FTAC

Staff Responsibility: Special Project Manager, Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development,

Program 7: Explore Fairbanks to host First Fridays at the MTCVC (LTSP 3)

Measurement: Feature local artists and/or presenters three times throughout the year

Implementation: Quarterly except December

Partnerships: APLIC, Alaska Geographic Store, MTCVC, TCC Cultural Program, Denakkanaaga

Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Visitor Information Staff

Program 8: Continue to network with other CVBs in the state and other tourism organizations to exchange ideas on new and improved services (LTSP 1, 3)

Measurement: Attend meetings as scheduled

Implementation: Local ATIA meetings, ATIA Convention in October

Partnerships: Visitors Bureaus and Chamber of Commerce Partners

Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development

Program 9: Promote the Morris Thompson Cultural and Visitors Center as the first stop when visiting Fairbanks to in-state guests by attending in-state consumer tradeshows

Measurement: Purchase booth space at three tradeshows – Fairbanks Outdoor Show,

Great Alaska Sportsman Show (Anchorage), GoWinter Expo (Fairbanks)
 Implementation: March, April, October
 Partnerships: Aurora Productions, Carlson Center, KO Productions
 Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Visitor Information Staff, Golden Heart Greeters

Program 10: Promote the Morris Thompson Cultural and Visitors Center as the first stop when visiting Fairbanks during Visit Anchorage volunteer in-service sessions

Measurement: Attend two sessions annually promoting seasonal updates
 Implementation: May, November
 Partnerships: Visit Anchorage
 Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development

Program 11: Promote the Morris Thompson Cultural and Visitors Center as the first stop when visiting Fairbanks during Visit Anchorage summer and winter frontline staff tradeshow

Measurement: Attend two sessions annually promoting seasonal updates
 Implementation: May, October
 Partnerships: Visit Anchorage
 Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Visitor Information Staff

Program 12: Promote the Morris Thompson Cultural and Visitors Center as the first stop when visiting Fairbanks at the Tok Visitors Center

Measurement: Construct and install new brochure distribution kiosk
 Implementation: May
 Partnerships: Tok Chamber of Commerce
 Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Communications Department

Objective Two

Increase the number of volunteers in the “Golden Heart Greeter” Program (LTSP 1)

Program 1: Increase the number of Golden Heart Greeters in program through recruiting on social media and area civic group newsletters and meetings



Measurement: Attract at least one new greeter per recruitment campaign biannually
 Partnerships: Fairbanks Daily News-Miner, local civic groups
 Staff Responsibility: Director of Visitor Services and Partnership Development, Executive and Finance Coordinator, Communications Department

Program 2: Schedule orientation workshops throughout the year to inform potential Golden Heart Greeters about Explore Fairbanks
 Measurement: Schedule two workshops and obtain at least two new volunteers at each workshop
 Implementation: Complete by September
 Partnerships: EF business partners
 Staff Responsibility: Director of Visitor Services and Partnership Development, Special Project Manager

Objective Three

Continue implementation of the “Golden Heart Greeter” Program (LTSP 1, 3)

Program 1: Continue an incentive and recognition program for Explore Fairbanks Golden Heart Greeters

Measurement: Develop a schedule which awards once a year

Implementation: Awards and recognition banquet once a year in the spring

Partnerships: EF business partners

Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Meetings and Conventions Department



Program 2: Encourage community support of Golden Heart Greeters by spotlighting their assistance in press releases and e-news (LTSP 1)
 Measurement: Provide one photo and photo credit to Fairbanks Daily News-Miner Applause Section and Explore Fairbanks e-news

Implementation: Annually

Partnerships: Fairbanks Daily News-Miner

Staff Responsibility: Director of Visitor Services and Partnership Development, Communications Department

Program 3: Staff Explore Fairbanks Visitor Information Center and other information kiosks with bi- or multilingual staff/Golden Heart Greeters whenever

possible (LTSP 1, 3)
 Measurement: Attract at least two additional persons who have bi- or multilingual abilities
 Implementation: Continuous
 Partnerships: Golden Heart Greeters
 Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development

Program 4: Increase awareness of program with “Meet A Real Alaskan” section in the Fairbanks Visitors Guide with testimonials from greeters and visitors (LTSP 1, 3)

Measurement: Provide one testimonial for publication in Visitors Guide and on website
 Implementation: Continuous
 Partnerships: Golden Heart Greeter-of-the-Year
 Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Branding and Production Coordinator, Internet Marketing Manager

Program 5: Increase awareness of program with meeting planners and local events (LTSP 1, 3)

Measurement: Provide Greeter assistance at a minimum of 8 events
 Implementation: Year-round
 Partnerships: EF Arts, Culture and Entertainment Partners
 Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Meetings and Convention Sales and Services Associate

Program 6: Schedule Golden Heart Greeters for requested services to assist meeting, convention planners and local event organizers (LTSP 1, 3)

Measurement: Schedule as needed and keep track of Greeters’ volunteer hours
 Implementation: Year-round
 Partnerships: Golden Heart Greeters
 Staff Responsibility: Director of Visitor Services and Partnership Development, Meetings and Convention Sales and Services Associate

Program 7: Highlight a Golden Heart Greeter in Partner e-news (LTSP 1)

Measurement: Quarterly
 Implementation: Year-round
 Partnerships: Golden Heart Greeters
 Staff Responsibility: Director of Visitor Services and Partnership Development, Meetings and Convention Sales and Services Associate

Program 8: Increase awareness of program with military families. (LTSP 1)

Measurement: Conduct personal greets

Implementation: Year-round
 Partnerships: Golden Heart Greeters
 Staff Responsibility: Special Project Manager, Director of Visitor Services and Partnership Development

Program 9: Highlight Golden Heart Greeter volunteering opportunities to military spouses (LTSP 1)

Measurement: Share as available
 Implementation: Year-round
 Partnerships: Golden Heart Greeters, Non-profit agencies
 Staff Responsibility: Special Project Manager, Director of Visitor Services and Partnership Development

Objective Four

Implement educational seminars and events highlighting Explore Fairbanks Partners (LTSP 1, 3)

Program 1: Host Annual Interior Tourism Conference to provide educational seminars to Explore Fairbanks partners and public about current topics affecting the tourism business climate to include highlights of Tourism Works for Fairbanks campaign (LTSP 1, 3)

Measurement: Register 80 full-day participants; 100 luncheon attendees
 Implementation: January
 Partnerships: EF business partners, ATIA
 Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, President and CEO

Program 2: Host Annual Banquet recognizing Explore Fairbanks partners for their exemplary contributions to the visitor industry



Measurement: Nominate four partners from current partners

Implementation: April
 Partnerships: EF business partners
 Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, President and CEO, Branding and Production Coordinator

Program 3: Execute Partner Spotlight Program. Each month list newly joined

partners in the e-news. The e-news will include a description about the business along with contact information

Measurement: Include at least two new partners

Implementation: Monthly

Partnerships: Explore Fairbanks new partners

Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development

Program 4: Execute familiarization tours to partner places of business for Visitor Services staff, with open invitation to partners to join, while focusing on geographic location

Measurement: Highlight a minimum of six partners

Implementation: Quarterly

Partnerships: EF business partners

Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development

Program 5: Populate partner extranet portal with educational webinars called "Member Benefits Explained"

Measurement: Produce six webinar videos

Implementation: January-March, October-December

Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Communications Department

Objective Five

Implement Partner outreach program to highlight services and online tools available (LTSP 3)

Program 1: Develop department-specific introduction letters and FAQs to be sent to new partners

Measurement: Develop five letters with FAQs

Implementation: January

Staff Responsibility: Director of Visitor Services and Partnership Development, Administration and Communication Departments

Program 2: Develop a weekly contact plan outlining partners to be contacted to discuss involvement through partnership with Explore Fairbanks

Measurement: Contact 12 partners weekly

Implementation: February through October

Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Tourism Sales Associate

Program 3: Utilize partnership database “Account Recap” reporting to pinpoint partnership successes and areas of possible greater involvement
Measurement: Download targeted recap reports for upcoming phone calls
Implementation: Weekly, February through October
Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Tourism Sales Associate

Objective Six

Provide customer service training to frontline staff (LTSP 1, 3)

Program 1: Facilitate seasonal frontline training showcases in which frontline staff learn about the MTCVC, events and partners while including “Tourism Works” messaging (LTSP 1, 3)
Measurement: Attract 25 partners & 25 frontline representatives per showcase
Implementation: Bi-Annually
Partnerships: Frontline Staff
Staff Responsibility: Special Project Manager, Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Visitor Information Staff

Program 2: Provide electronic informational updates to frontline staff highlighting Explore Fairbanks partners and trip planning resources to include factoids about impact of tourism on Fairbanks (LTSP 1, 3)
Measurement: Provide to a minimum of 20 accommodation partners
Implementation: April and October
Partnerships: Accommodation Partners
Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Visitor Information Staff

Program 3: Teach in-person customer service classes from the AlaskaHost curriculum: Customer Service Essentials, Know Your Own Backyard, Telephone Customer Service, Serving International Visitors, Serving Customers with Disabilities, Tour Guide Training, as well as Explore Fairbanks-developed modules: Ask Me About Winter and Cross Cultural Awareness (LTSP 1, 3)
Measurement: Provide instruction to a minimum of 100 attendees
Implementation: Quarterly
Partnerships: Fairbanks businesses and area high schools
Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Administrative Coordinator

Program 4: Create Customer Service Essentials video tutorials for frontline staff
Measurement: Create 10-minute tutorials for each section: What is customer service?
Alaska Tourism Industry and Tourism Works for Fairbanks Statistics,
Dealing With Angry Customers
Implementation: Complete by June
Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of
Visitor Services and Partnership Development, Administrative
Coordinator

Workforce Development

2020 Sales Plan

Objective One

Actively participate in local, statewide and national tourism and related industry efforts.

Program 1: Director of Finance and Administration will continue to serve on the FNSB School District Career and Technical Education Advisory Committee, AkCan Interior Steering Committee, Alaska Travel Industry Association Workforce Development Committee, and Destination Marketing Association International Operations Committee

Implementation: On-going

Partnerships: Respective organization

Staff Responsibility: Director of Finance and Administration

Objective Two

Collaborate with various agencies to attract, recruit, develop, retain and sustain a high performing, diverse workforce for Explore Fairbanks and its business partners (LTSP 1, 3, 4, 5)

Program 1: Collaborate with various public agencies for education, training and access to career pathways within the industry

Measurement: Strong labor market with workforce skills required by industry

Implementation: Continuous

Staff Responsibility: Director of Finance and Administration, Director of Visitor Services and Partnership Development, President and CEO

Program 2: Ensure recruitment and selection of a high-quality, diverse workforce for EF and industry partners

Measurement: Job Fair in conjunction with Interior Tourism Conference

Implementation: January

Staff Responsibility: Director of Finance and Administration, Director of Visitor Services and Partnership Development, President and CEO

Program 3: Teach in-person customer service classes from the Alaska-Host curriculum: Customer Service Essentials, Know Your Own Backyard, Telephone Customer Service, Serving International Visitors, Serving Customers with Disabilities, Tour Guide Training, as well as Explore



Fairbanks-developed modules: Ask Me About Winter and Cross Cultural Awareness (LTSP 1, 3)

Measurement: Provide instruction to a minimum of 100 attendees
Implementation: Quarterly
Partnerships: Fairbanks businesses and area high schools
Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Administrative Coordinator

Program 4: Create Customer Service Essentials video tutorials for frontline staff
Measurement: Create 10-minute tutorials for each section: What is customer service? Alaska Tourism Industry and Tourism Works for Fairbanks Statistics, Dealing With Angry Customers

Implementation: Complete by June
Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Administrative Coordinator

Program 5: Support industry workforce development by continually refreshing and updating tourism industry employment pages on the website and strategically and continually promoting the jobs section of the website utilizing social media, radio and press releases

Measurement: Regular updates to website, increased traffic to tourism industry employment pages

Implementation: On-going
Partnerships: Director of Visitor Services and Partnership Development, Explore Fairbanks business partners

Staff Responsibility: Assistant Director of Communications, Internet Marketing Manager, Public Relations Manager

Administration Marketing Calendar

Tradeshow Calendar

- North American Travel Journalists Association, May
- IPW, May/June

Industry Calendar

- Alaska Travel Industry Association Board of Directors, approximately six meetings per year
- US Travel Association Board of Directors, approximately three meetings per year
- Destination Marketing Association International Operations Summit, October



North American
Travel Journalists
Association



Communications Marketing Calendar

Media Event Calendar

- Travel & Words, April
- North American Travel Journalists Association, May
- Outdoor Writers Association of America, June
- International IPW, May/June
- Alaska Travel Industry Association, October

Publication Calendar

- Annual Report Release, April
- Winter Guide Release, July
- Visitors Guide Release, October
- Aurora Viewing Map and Guide, November

Co-op Advertising Calendar

- Alaska Airlines Magazine, February/October
- TripAdvisor, Ongoing
- Magic Days of Summer, May-August
- Guidebooks, Seasonal
- Alaska Magazine, December

Social Media Calendar

- Annual contest, Facebook
- Simpleview Summit, May
- ATIA Twitter Chat, Monthly
- Facebook/Instagram Cross Promotions, Ongoing



North American
Travel Journalists
Association

Meetings & Conventions Marketing Calendar

Meetings and Conventions Calendar

- Golden Heart Gala, February 5
- Local Guided Site Inspections, March 24-26
- Anchorage Spring Meeting Planner Lunch and Sales Mission, April 14-17
- Alternate Venues Site Inspections, July 15 Juneau Sales Calls, August 11-13
- UAF Fall Meeting Planner Lunch, September 24
- Small Market Meetings Trade Show, October 2-4
- AFN Convention (in Anchorage), October 14-17

Sales Events, As Needed

- Site Inspections and Familiarization Tours
- Bid Presentations
- Pre-Event Promotion
- Target Market Sales Calls



2020 Tourism Marketing Calendar

Sales Missions

- Japan/Korea (April)
- China/Taiwan(October)
- Australia/New Zealand (December)

Tradeshaw Calendar

- America Bus Association (Omaha), 1/10-1/14
- IcelandAir Mid-Atlantic, 1/30 – 2/2
- VisitUSA Switzerland (2/4-2/5)
- Routes America (Indianapolis), 2/4 – 2/6
- Visit USA Denmark, 3/1-3/2
- ITB Berlin, 3/4 -3/8
- Holland America Event (Vancouver) 3/6-3/8
- Europe Aviareps roadshow, 3/17-3/19
- NTA Contact (Anchorage), 3/18-3/21
- Go West Summit (Portland), 3/24 – 3/27
- Active America China (San Diego), 3/31-4/2
- Cruise360 (Vancouver) 5/12-5/18
- ITB China (Shanghai), 5/13 – 5/15
- IPW (Las Vegas), 6/1 – 6/5
- American Society of Travel Advisors (DC), 8/25 – 8/29
- Visit USA Netherlands 9/28-9/30
- Visit USA Belgium, 10/1
- Tourism Expo Japan, 10/29-11/1
- ITB Asia (Singapore), 10/21-10/23
- National Tour Association (Reno), 11/15-11/19
- Netherlands USA Canada Trade Seminar, October/November
- Visit USA Austria, November
- World Travel Market (London), (11/2-11/4)
- Visit USA Germany (TBA)

Consumer Shows

- Chicago Travel & Adventure Show, 2/8 – 2/9
- Denver Travel & Adventure Show, 2/22 – 2/23
- Dallas Travel & Adventure Show, 3/28 – 3/29

Projected FAM Calendar

- ASTA San Francisco Winter FAM, 1/27 – 1/31
- Explore Fairbanks European Winter FAM, 2/8 – 2/15
- NTA Contact FAM(s), mid-March
- Explore Fairbanks European Summer FAM, 8/27-9/3
- EastWest/Delta FAM (TBA)

Visitor Services and Partnership Development Marketing Calendar

Visitor Services

Quarterly

- First Friday Artist Receptions, Quarterly

Annually

- Golden Heart Gala, February 5
- Summer Sizzles Business Showcase, April
- Great Alaska Sportsman Show (Anchorage), April 3-5
- Fairbanks Outdoor Show, April 24-26
- Be A Visitor In Your Own Town, May 2
- Visitor Industry Walk for Charity, May 8
- Visitor Center begins summer hours, May 9
- Pioneer Park Visitor Kiosk Opens, May 23
- Golden Heart Greeter Recruitment & Orientation, June, July, August
- Go Winter Expo, October
- Winter Rocks! Business Showcase, November



**Golden
Heart
Greeter**



Partnership Development

Partnership Luncheons & Special Events

- January 22 – Interior Tourism Conference & Job Fair
- February 19 – Breakfast
- March 18 – Lunch
- April 3 – Alaskan Neighbors Breakfast (Anchorage)
- April 24 – Annual Explore Fairbanks Awards Banquet
- November 4 – Luncheon
- December 2 – Annual Meeting

General Event Information

- Partnership Renewal deadline, January 31 Prospect Seminars
- Partner Orientations
- Partnership Renewal begins, October



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Explore Fairbanks 2020 Budget Reserve Designation

Explore Fairbanks reserves fund resources in order to: (A) maintain operating cash in the general fund to smooth short-term imbalances between revenues and expenditures; (B) accumulate reserves to enable Explore Fairbanks to respond to short-term and long-term needs and opportunities consistent with our strategic priorities; and (C) ensure availability of funds to meet long-term obligations.

The Explore Fairbanks Board of Directors voted on September 25, 2019 to reserve for 2020 as allocated below.

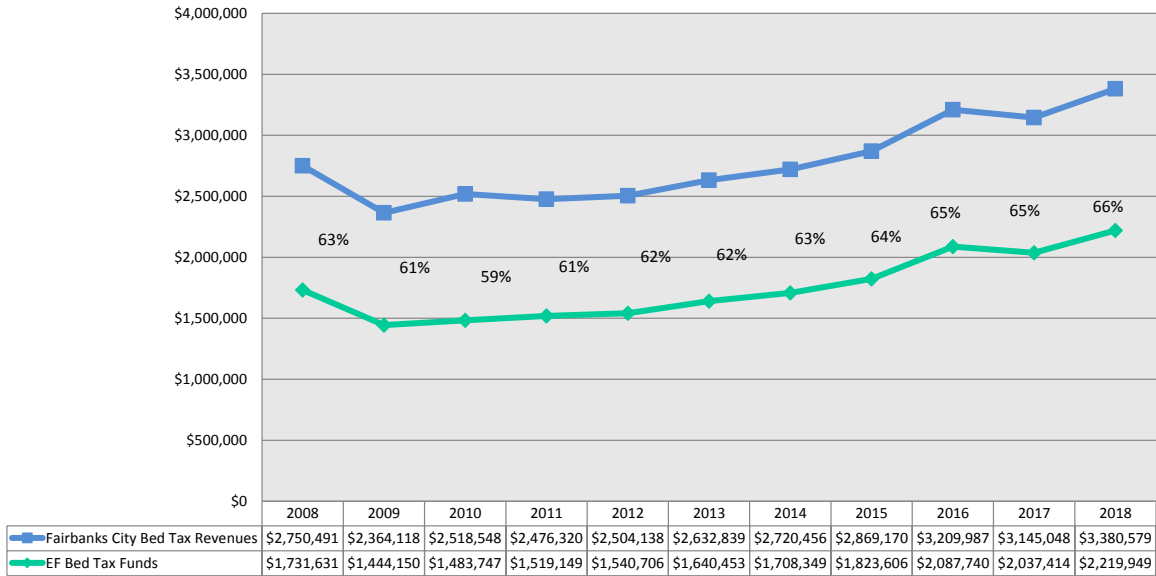
2020 Budget Reserve		
Estimated Fund Balance 12/31/19*		\$1,624,542
2020 Fund Balance		\$257,450
2020 Designated Reserve:		
Convention Center Development	100,000	
Future Bid Incentive Fund	100,000	
ATIA Convention 2022	26,600	
AFN Convention	40,000	
Future Familiarization Tours	10,000	
Special Promotions Contractor	22,000	
China Contractor (extended through June 2023)	220,000	
Research/Destination Next	25,000	
Internet/SEO/Social Media	20,000	
AWG Recycling (restricted)	6,893	
New Market Development	51,750	
2020 Budget Reserve Designation TOTAL		\$622,243
2020 Association Reserve Fund Balance**		\$744,849

*Calculation based on audited Fund Balance 12/31/18	\$1,994,083
Estimated fund Balance used to balance 2019 Budget	<u>369,541</u>
Estimated Fund Balance 12/31/2019	\$1,624,542

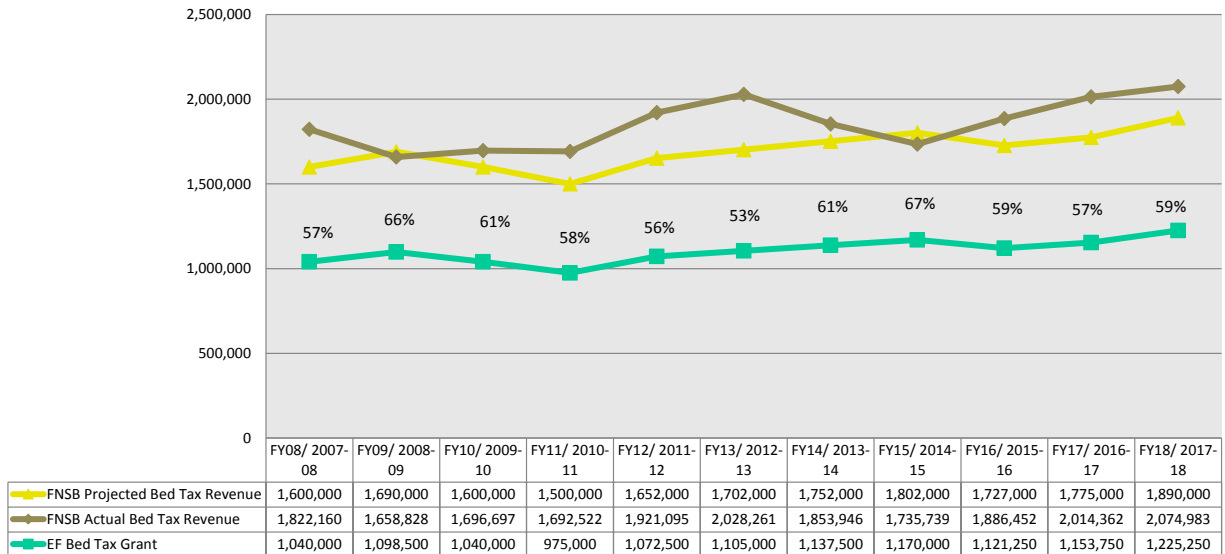
**Based on 18% of the 2020 Budget \$4,109,080

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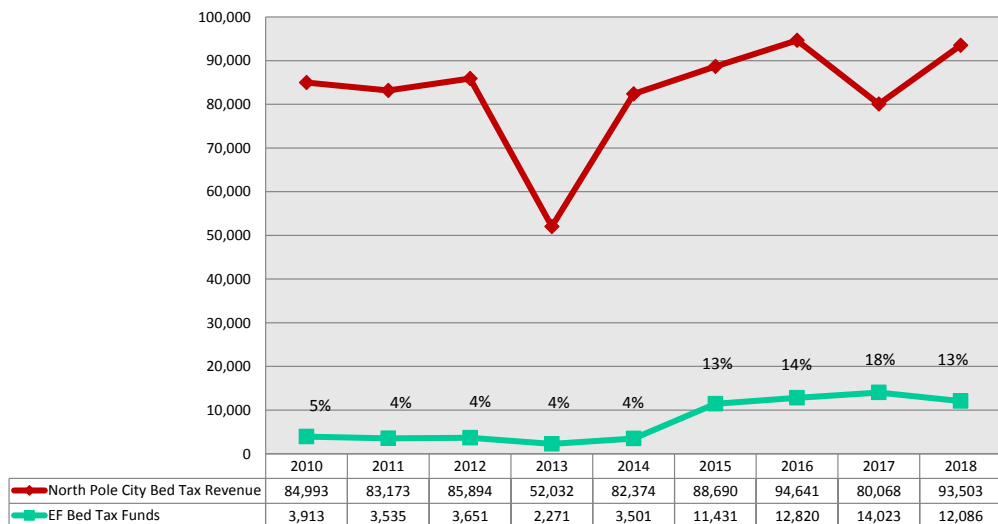
City of Fairbanks Bed Tax: 11 year average to Explore Fairbanks is 63%



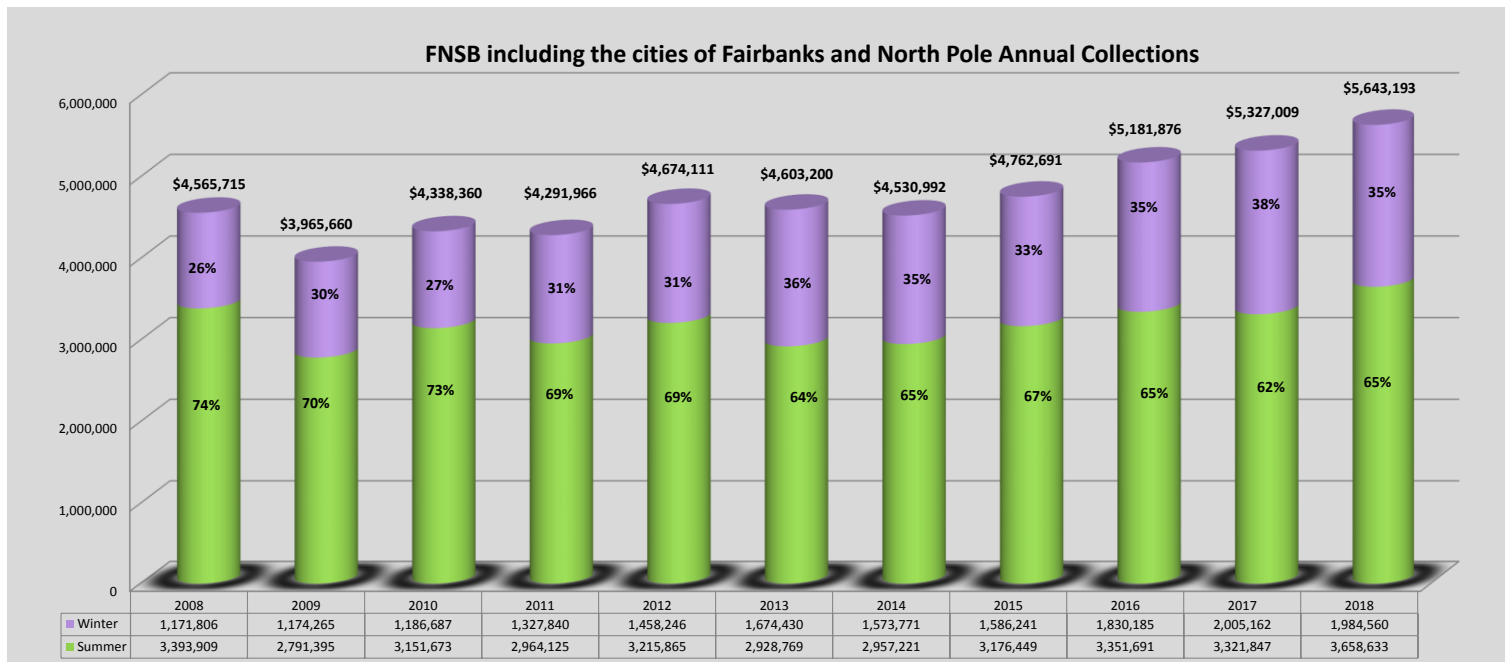
Fairbanks North Star Borough Bed Tax: 11 year average to Explore Fairbanks is 60%



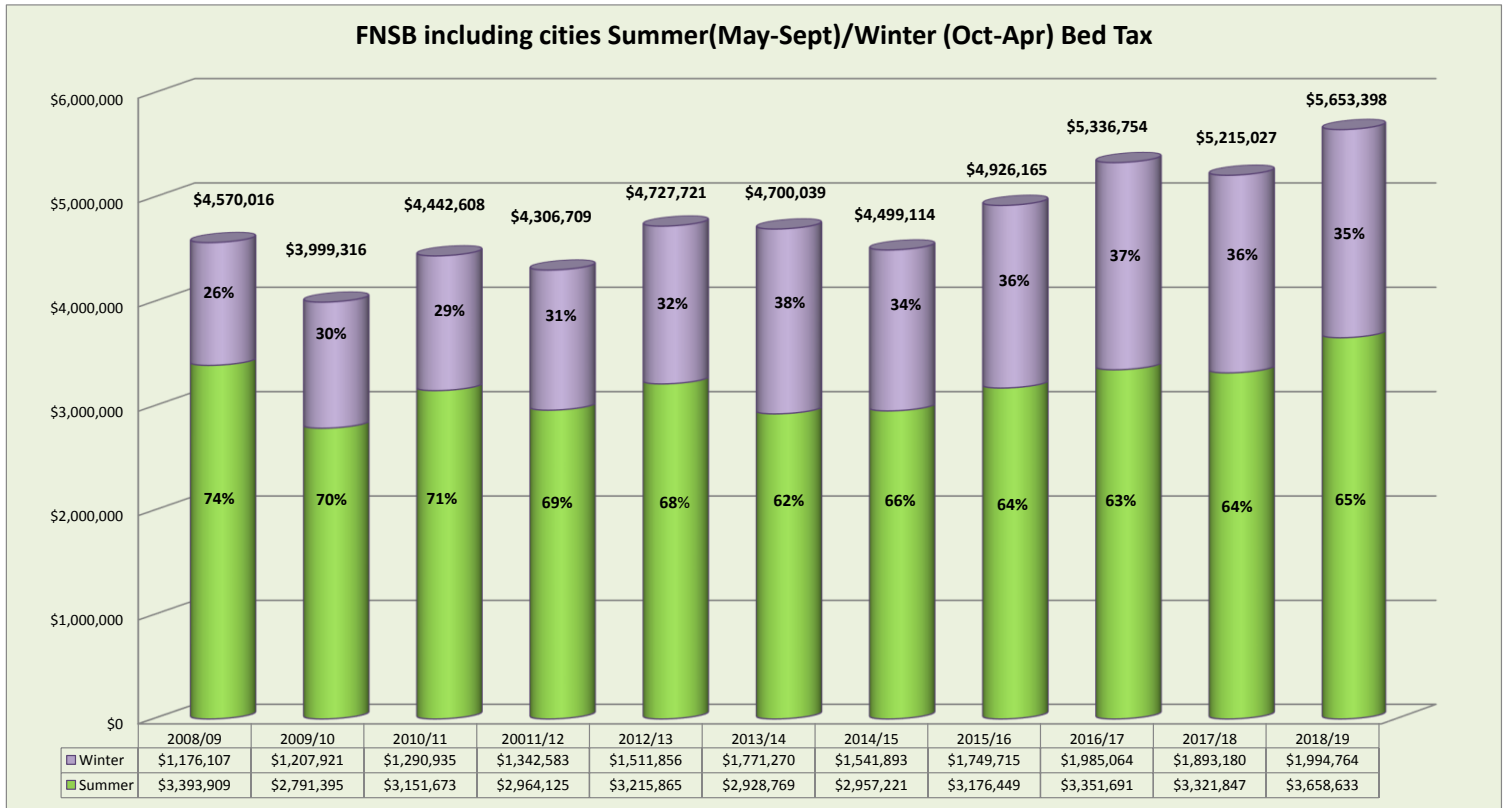
City of North Pole Bed Tax: 9 year average to Explore Fairbanks is 9%



FNSB including cities of Fairbanks and North Pole Bed Tax Collections



FNSB including cities Bed Tax: Summer (May-Sept)/Winter (Oct-Apr)



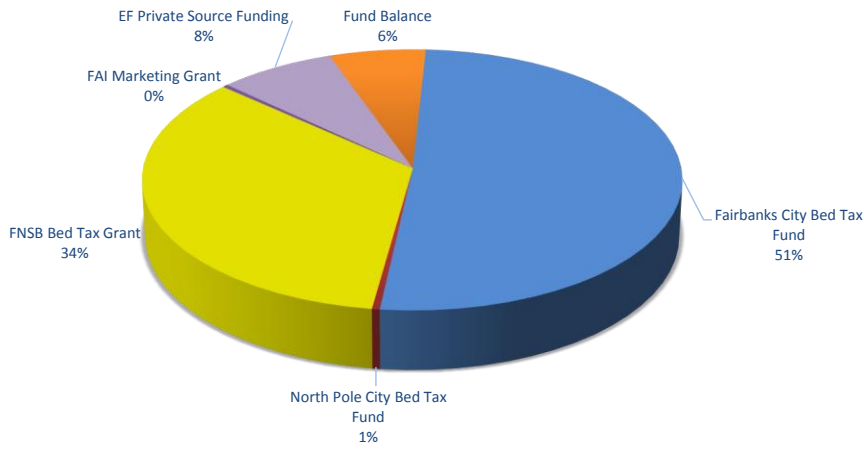
Notes:

*FNSB figures are subject to change. FNSB records when entered and accrue only at fiscal year-end June 30th the accrual process is normally complete by November. FNSB cuts off their posting around the 25th of the month so any funds received after that time are posted to the next month.

**In 2018, January through April the City of Fairbanks was down 2% from 2017, May through September 2018 saw an increase of 8% over the same period in 2017, and a 12% increase October through December over the prior year with an overall increase of 7.5% for 2018. In 2019, January through April the City of Fairbanks was down 2% from 2018, May through August is up 4% over 2018 bringing the year-to-date through August to a 1% decrease from 2018.

2020 Projected Revenue

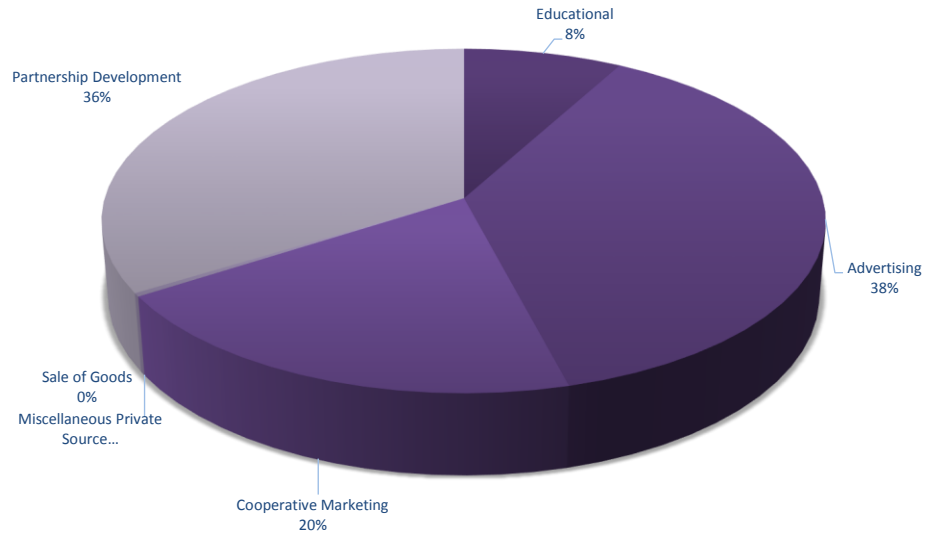
2020 Explore Fairbanks Revenue Goals



2020 Revenue by Department

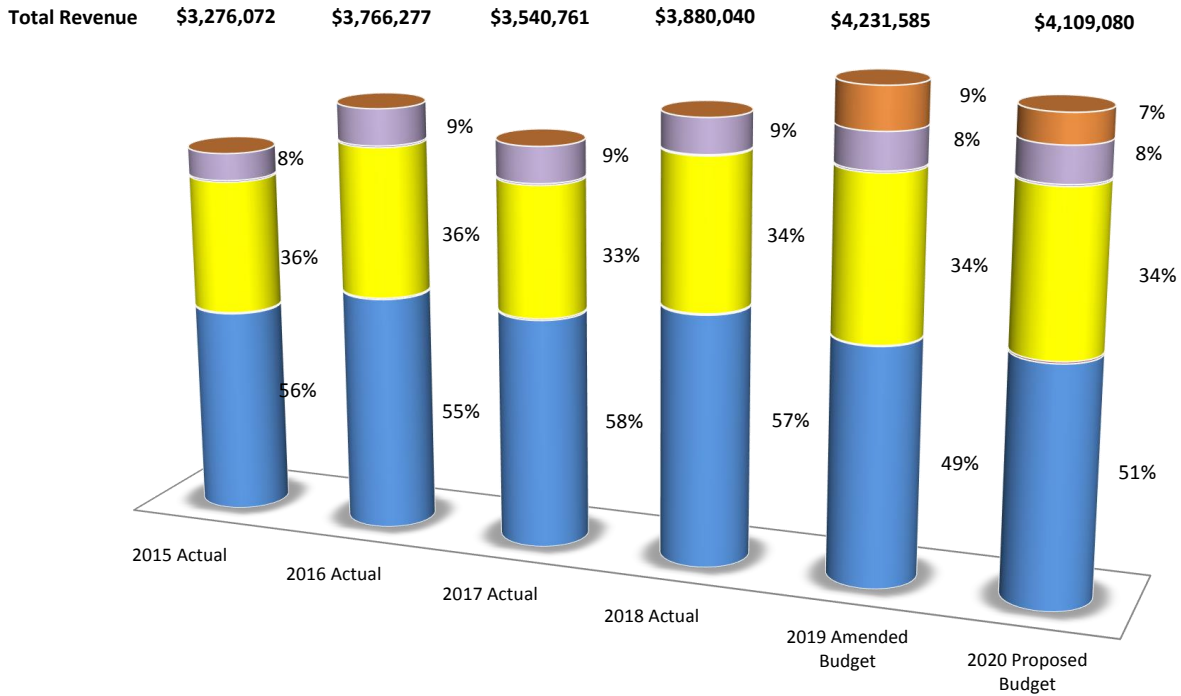
Fairbanks City Bed Tax Fund	2,093,748
North Pole City Bed Tax Fund	17,532
FNSB Bed Tax Grant	1,414,000
FAI Marketing Grant	15,000
EF Private Source Funding	311,350
Fund Balance	257,450
Total	<u>4,109,080</u>

2020 Explore Fairbanks Private Source Funding



Explore Fairbanks 2020 Revenue Comparison

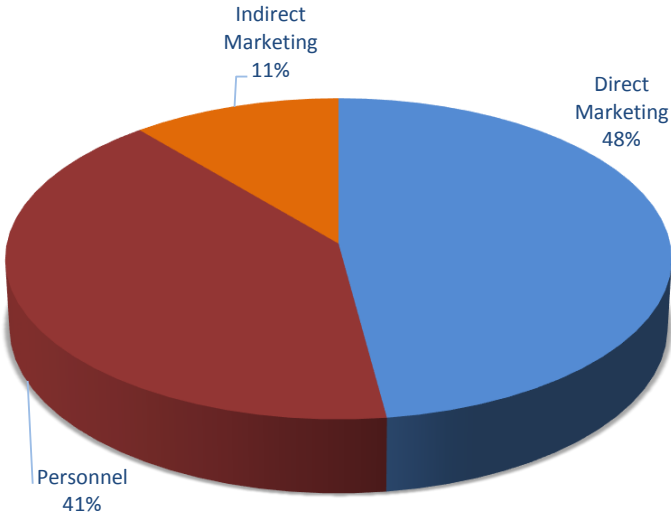
2015 thru 2020



	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Amended Budget	2020 Proposed Budget
Fund Balance	0	0	0	0	369,541	257,450
EF Private Source Funding	241,253	322,013	317,249	306,813	320,400	311,350
FAI Grant	15,000	15,000	15,000	11,262	15,000	15,000
FNSB Grant	1,184,782	1,328,705	1,157,076	1,329,930	1,425,000	1,414,000
North Pole Bed Tax	11,431	12,820	14,023	12,086	7,898	17,532
Fairbanks City Bed Tax	1,823,607	2,087,740	2,037,413	2,219,949	2,093,746	2,093,748

2020 Proposed Expense Budget

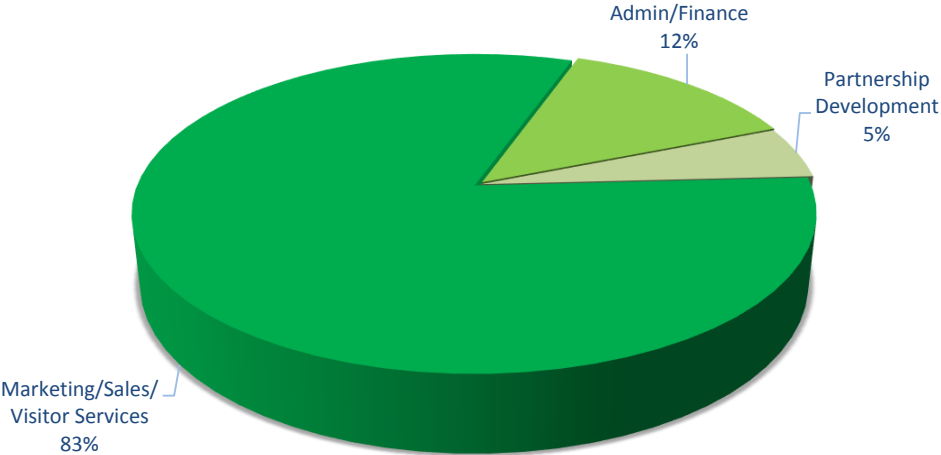
2020 Expense Budget
\$4,109,080



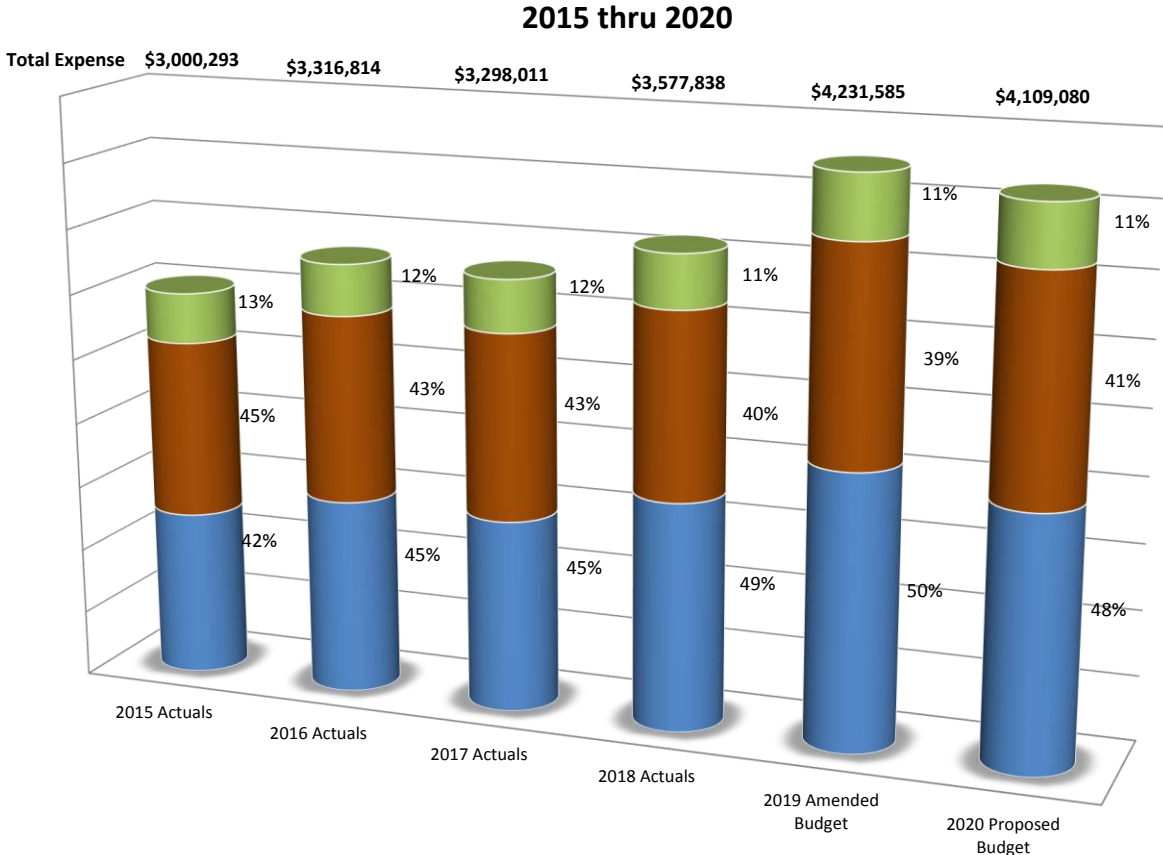
2020 Expenses by Department

Admin	640,310
Partnership	215,225
Communications	1,507,485
Mtgs & Conv	465,190
Tourism	715,625
Visitor Svs	565,245
	<u>4,109,080</u>

2020 Expense Budget by Program



Expense Comparison



	2015 Actuals	2016 Actuals	2017 Actuals	2018 Actuals	2019 Amended Budget	2020 Proposed Budget
Indirect Marketing Expense	383,750	391,341	399,995	408,118	481,600	462,715
Personnel Expense	1,352,392	1,431,950	1,423,092	1,420,066	1,644,415	1,704,615
Direct Marketing Expense	1,264,152	1,493,524	1,474,924	1,749,654	2,105,570	1,941,750