



explore

FAIRBANKS

2023
Strategic
Marketing
Plan



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Strategic Plan 2022-2027

Executive Summary

On May 11, 2022, the Explore Fairbanks Board of Directors, President and CEO, and departmental directors held their annual strategic planning retreat at the Fairbanks Princess Riverside Lodge. Facilitated by the Foraker Group, the retreat discussed strategic priorities for the organization for the next five years as well identifying organizational core values and its envisioned future for both 2027 and 2032.

Over the course of the summer the management team reviewed, discussed and revised the draft document that came out of the retreat provided by Foraker. The revised document was sent to the board for review and input. The board discussed and approved the following plan at its meeting on August 24, 2022.

Mission Statement

The mission of Explore Fairbanks is to be an economic driver in the Fairbanks region by marketing to potential visitors, optimizing the visitor experience, and advocating for a thriving year-round visitor industry.

Core Values

Resiliency * Innovation * Opportunity * Cooperation * Diversity * Quality * Community * Transparency

Core Programs

Destination Marketing & Management * Partner and Visitor Engagement * Economic Development * Industry Advocacy

Envisioned Future (2027)

Explore Fairbanks is the number-one resource of visitor information for our destination, bringing visitors from around the world to Fairbanks and Interior Alaska year-round with strategic marketing based on reliable research data and consistent use of our brand pillars. Our organization and our industry are a shared community value thanks to our collaborative working relationships with key stakeholders and the general public, which helps ensure broad-based, consistent and reliable financial support. We lead the way in advocacy efforts for our industry, championing for product development and infrastructure improvements for the betterment of residents and visitors alike. Internally our organization thrives due to an engaged partnership, a dedicated governance, and a motivated and inspired staff that takes pride in their work and in the destination a whole.

Strategic Priorities 2022-2027

The Explore Fairbanks Board of Directors and management team has identified four overriding strategies it will implement in its efforts to fulfill its mission, achieve its envisioned future, and gain and sustain competitive advantage as the Destination Marketing and Management Organization (DMMO) for the Fairbanks region, including Alaska's Interior and Arctic.

1. Focus marketing efforts on strategic opportunity markets specific to our region as well as identified by Alaska tourism
2. Champion continued strategic product development and infrastructure improvement necessary for a steady, balanced year-round visitor industry
3. Solidify the visitor industry as a community value
4. Maintain a strong, resilient, mission-focused organization with an engaged partnership, dedicated governance, and sustainable staffing.

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

Objectives	Areas of Emphasis
Sustain and grow current key market segments	<ul style="list-style-type: none"> • Core domestic consumer and travel trade markets • Core domestic demographic markets • Small meeting markets • Proven media markets • German-speaking Europe and other strategic markets within Europe • Monitor forecast for prior core international markets to determine market return • Collaborate, when applicable, with statewide DMOs and ATIA, on marketing efforts
Identification and development of emerging market segments	<ul style="list-style-type: none"> • Prioritize emerging international markets to include Latin American and India • Prioritize new domestic markets based upon expanded air service • Identification of, and promotion to, niche/diverse markets
Identification and investment in new marketing strategies and technologies	<ul style="list-style-type: none"> • Utilize research, performance metrics and data to drive new marketing decisions and opportunities • Monitor social media trends to determine which platforms best meet marketing strategies • Incorporate best practices into ongoing improvements to website, to include accessibility issues
Consistent use and refining of brand pillars in marketing endeavors	<ul style="list-style-type: none"> • Midnight Sun, Aurora, and Winter Season • Basecamp to Denali and the Arctic • Alaska Native Culture • Iconic Alaskan Experiences • Golden Heart City

2. Champion continued strategic product development and infrastructure improvement necessary for a steady, balanced year-round visitor industry

Objectives	Areas of Emphasis
Strategic product development	<ul style="list-style-type: none"> • Work closely with Fairbanks International Airport and airlines to maintain existing flights and pursue new service • Encourage product development that provides for more robust offerings during shoulder season and supports destination brand pillars • Promote development of products and programs pertaining to securing Fairbanks as the U.S. gateway to the Arctic

	<ul style="list-style-type: none"> • Champion for products and programs that develop greater awareness of Alaska Native culture tourism • Advocate for a shared industry philosophy focused on regenerative/sustainable tourism
Infrastructure improvement	<ul style="list-style-type: none"> • Continued discussion and collaboration on the potential reality of a convention center for Fairbanks • Partner with economic development entities to advocate for transportation and infrastructure improvements for visitors and residents • Champion for infrastructure projects to address capacity issues in the region
Workforce Development	<ul style="list-style-type: none"> • Promote employment opportunities within the leisure and hospitality industry • Provide front-line customer service training to help ensure for a more qualified workforce • Monitor state and national employment trends and research to determine best practices in workforce recruitment • Build awareness of the industry as a viable career opportunity

3. Solidify the visitor industry as a shared community value

Objectives	Areas of Emphasis
Educate and engage stakeholders	<ul style="list-style-type: none"> • Continually educate local and state elected officials on the importance of the visitor industry • Partner with economic development stakeholders (Chamber, FEDCO, Downtown Association, FNSB) on an ongoing proactive basis
Educate and engage the general public	<ul style="list-style-type: none"> • Educate on the positive impact of the visitor industry to the region (economic and quality of life) • Conduct resident sentiment survey to better understand local community perception on the value of tourism • Pursue opportunities to partner with nonprofits and government entities to identify solutions for community-wide issues • Implementation of a "Tourism Cares" program to communicate industry contribution and support to the community

4. Maintain a mission-focused transparent organization with an engaged partnership, dedicated governance, and sustainable staffing.

Objectives	Areas of Emphasis
Transparency in operations	<ul style="list-style-type: none"> • Regular and accessible publishing of key performance metrics • Regular and accessible publishing of board minutes • Regular and accessible publishing of applicable financial information
Growing and engaged partnership	<ul style="list-style-type: none"> • Development of an inclusive partnership model that better reflects the industry as a whole • Revitalized ATIA Fairbanks Chapter • Utilize aforementioned practice of transparency to better communicate to partners the ROI of their partnership
Robust and dedicated governance	<ul style="list-style-type: none"> • Recruit board members to ensure a more diverse representation of the industry and community • Ongoing board training and mentoring to grow future board leaders • Restructure board meetings to allow for less reporting from staff and more strategic discussion • Provide board members with training and information necessary to be advocates for the organization • Ensure general governance operations are in line with DMAP standards
Stability in funding and financial management	<ul style="list-style-type: none"> • Successful completion of an annual audit each year • Continue following best practices in checks and balances system of accounting • Maintain reserve funding for needs as identified by organizational policy • Regular advocacy of local government to ensure continued reinvestment of bed tax dollars
Sustainable and motivated staffing	<ul style="list-style-type: none"> • Maintain a competitive salary and benefits package • Offer opportunities for staff training and promotion • Stabilize human resources policies and implement consistently • Develop succession plans for leadership positions • Foster a building-wide team environment built around a solid and agreed upon work culture • Ensure staff have the proper tools and technology to perform their jobs

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 including 70 straight days of sunshine.
- **Winter Season** – Fairbanks celebrates winter from late-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 all four seasons.



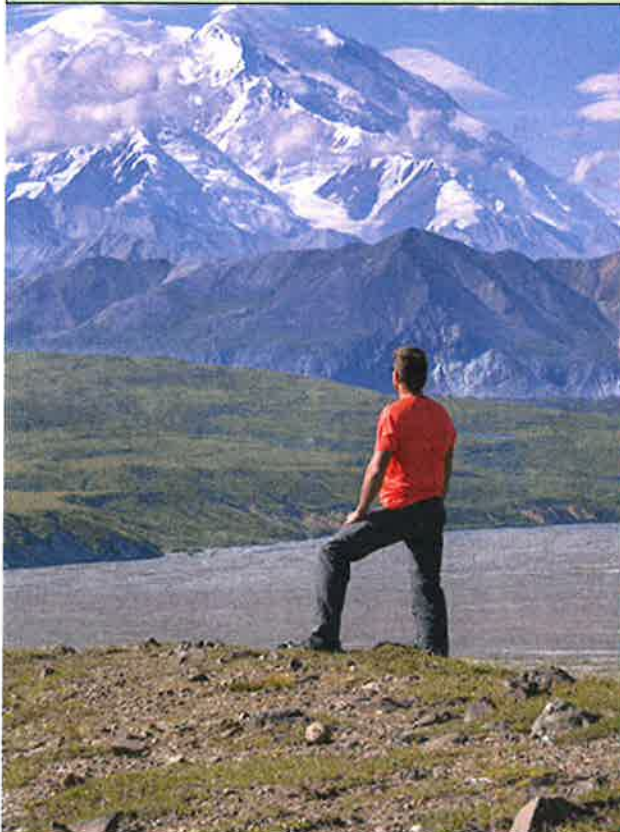
Brand Pillars

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.

Fairbanks celebrates a rich heritage and tapestry of Alaska Native culture and art

Fairbanks takes pride in honoring and acknowledging the first people of Alaska. The Interior and the Arctic regions of the state offer endless opportunities to experience the culture of the Native people of Alaska in ways that are authentic and genuine. Events such as the World Eskimo-Indian Olympics and the Festival of Native Arts bring the culture to life, while museums and specialty shops feature the works of art of Alaska Native artisans.



Brand Pillars

Fairbanks offers iconic Alaskan experiences	Fairbanks is renowned as Alaska's Golden Heart
<p>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 like dog mushing. The often nature-inspired artistic spirit of the residents is expressed in all forms of performing and fine arts, while handcrafted food, drinks and gifts are created from locally sourced produce and materials.</p>	<p>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.</p>



Headwinds, Tailwinds and Tacking

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

Domestic Travel

Headwind:

Alaska benefited this year by domestic travelers still having challenges traveling abroad, thus looking to “exotics locales” within the U.S. to travel to instead (which Alaska fits that bill). With international borders opening back up, combined with the strength of the U.S. dollar resulting in travel to many countries being more affordable, we will have much more competition in 2023. And while the pent-up demand combined with strong savings accounts saw a healthy return of domestic visitors this year, that might not be the case for next year especially if a recession does indeed happen.

Tailwind:

A recent report by Destination Analysts showed that in a survey of U.S. travelers, 54.4% of respondents said that spending money on leisure travel would be a somewhat high priority to an extremely high priority over the next three months. Furthermore, 75% of respondents said they agree or strongly agree that even in an economic recession, they consider travel to be a worthwhile investment. The forecast for Fairbanks for the 2023 winter months, primarily February and March, appear to be strong for both independent and group travel, while summer 2023 is projected to be a record season for the cruise industry, surpassing 2019 levels.



Tacking:

The 2023 Explore Fairbanks Strategic Marketing Plan outlines several strategic objectives and programs to maintain and grow our presence in the domestic market through a number of well-researched and proven channels and tactics, for both the Communications and the Tourism and Meeting Sales departments. We will continue to work with the Fairbanks International Airport and their consultant to try and maintain existing air service and pursue new ones.

International Travel

Headwind:

Though 2022 showed signs of recovery, international travel is coming back at a much slower pace than domestic travel. Nationally, for the summer season, inbound international travel was below only 35% 2019 levels in July 2022; a significant improvement of -41% in May and declines of more than 50% earlier in the year. Despite the full reopening of the border in November of 2021, the recovery has been uneven and a full recovery is not predicted until 2025. This is especially true for Asian markets that have long been the core markets for Interior Alaska, especially during the Aurora Season. Travel from Japan to the U.S., which was the second largest overseas inbound market in 2019, remains 79% below pre-pandemic levels and is the only other “top 10” market other than China which has not returned to its top 10 ranking. Additionally, a deteriorating global economic landscape amidst tightening financial conditions, persistent inflation, and mounting energy supply issues will hinder international travel’

Tailwind:

Despite the challenges, Fairbanks and Alaska remain as desirable destinations in core international countries, German-speaking Europe being a primary one as was evident by the return of Condor Air this summer and their plan to return for summer 2023. And while other international markets might take longer to recover, it is anticipated that when they do they are going to come back pretty strongly, similarly to the “pent-up demand” seen the last two years with the domestic market. In Asia, for example, 52% of Japanese travelers, 39% of Chinese and 45% of Koreans all mention the U.S. as a top-three desired destination.

Tacking:



Fairbanks has continually had a presence in the European market for more than 14 years through our Germany-based contractor Elke Brosin. This summer we saw not just the return of the European traveler through Condor Air coming back to Fairbanks, but our tourism department hosted a multitude of familiarization (FAM) tours with European-based tour operators and travel agents looking to create and sell Interior Alaska tours to their clients. For 2023 we are expanding our international marketing endeavors to include Latin

America and India; two markets that were emerging ones prior to the pandemic and are showing promising signs of return right now. A Brand USA survey of Indian travelers in 2021 found that Alaska was ranked number three as a state of interest. And while Japan and China

might be a couple of years away, other regions such as Taiwan and Southeast Asia are showing signs of return in the coming year; Explore Fairbanks plans to have a presence in both of those regions as well.

Business, Meetings and Conventions Travel

Headwind:

According to the U.S. Travel Association, business travel is resuming but attendance remains depressed, a trend expected to continue into 2023. Forty-two percent of meeting planners report their attendance this year was less than 75 percent of what it was pre-Covid. Though planners expect attendance to grow next year, 55 percent of planners expect their 2023 attendance to be less than 90 percent of their pre pandemic levels. Economic concerns are now the top factor restricting business travel next year. In a report from the Global Business Travel Association (GBTA), 80% said economic concerns are more likely to limit business travel, compared to only 4% that cited COVID-19. Fairbanks is still at a disadvantage in the meetings and conventions arena by not having proper convention space, and those spaces that are available are in short supply in comparison to the demand. Hosting meetings and conventions during certain months is also challenging because hotel occupancies have been so strong.

Tailwind:

Despite some of the concerns outlined above, business travelers have shown a willingness to get back on the road, with 78% expecting to take at least one trip to attend conferences, conventions and tradeshows. By far, business travel respondents expect more recovery and growth for 2023 compared to this year. 2023 is looking positive for Fairbanks in this arena, with notable conferences and conventions to include Alaska ComiCon, Northern American Travel Journalists Association, Alaska Travel Industry Association Annual Convention, the Alaska State Veterinary Medical Association, and others.

Tacking:

The Tourism and Meeting Sales department will continue to monitor the local, state and national meeting landscape and pursue opportunities to bid on events that Fairbanks has the ability to host. This year the department participated in two different conferences focused on the small meeting/niche markets where there was tremendous interest; those efforts will continue into next year. EF will continue to work with the borough and the Carlson Center to



help put the steps in place necessary to bring the Alaska Federation of Natives back to Fairbanks in the coming years.

Visitor Industry Workforce

Headwind:



The leisure and hospitality sector continues to suffer from a greatly reduced workforce. According to the Alaska Department of Labor and Workforce Development, employment in the leisure and hospitality industry in the Fairbanks North Star Borough increased by 15.4% between Q1 and Q2, and year to date through Q2, increased by 28.6% from the previous year. Unemployment rates overall in Alaska are at record lows, and the

challenge is that there are more job openings than there are people on unemployment. Issue such as housing shortages and inflation make it difficult to recruit employees from the Lower 48. The depleted workforce is putting a strain on the industry with those in the industry having to put even in more hours to meet the increase in visitation, resulting in extensive burn-out.

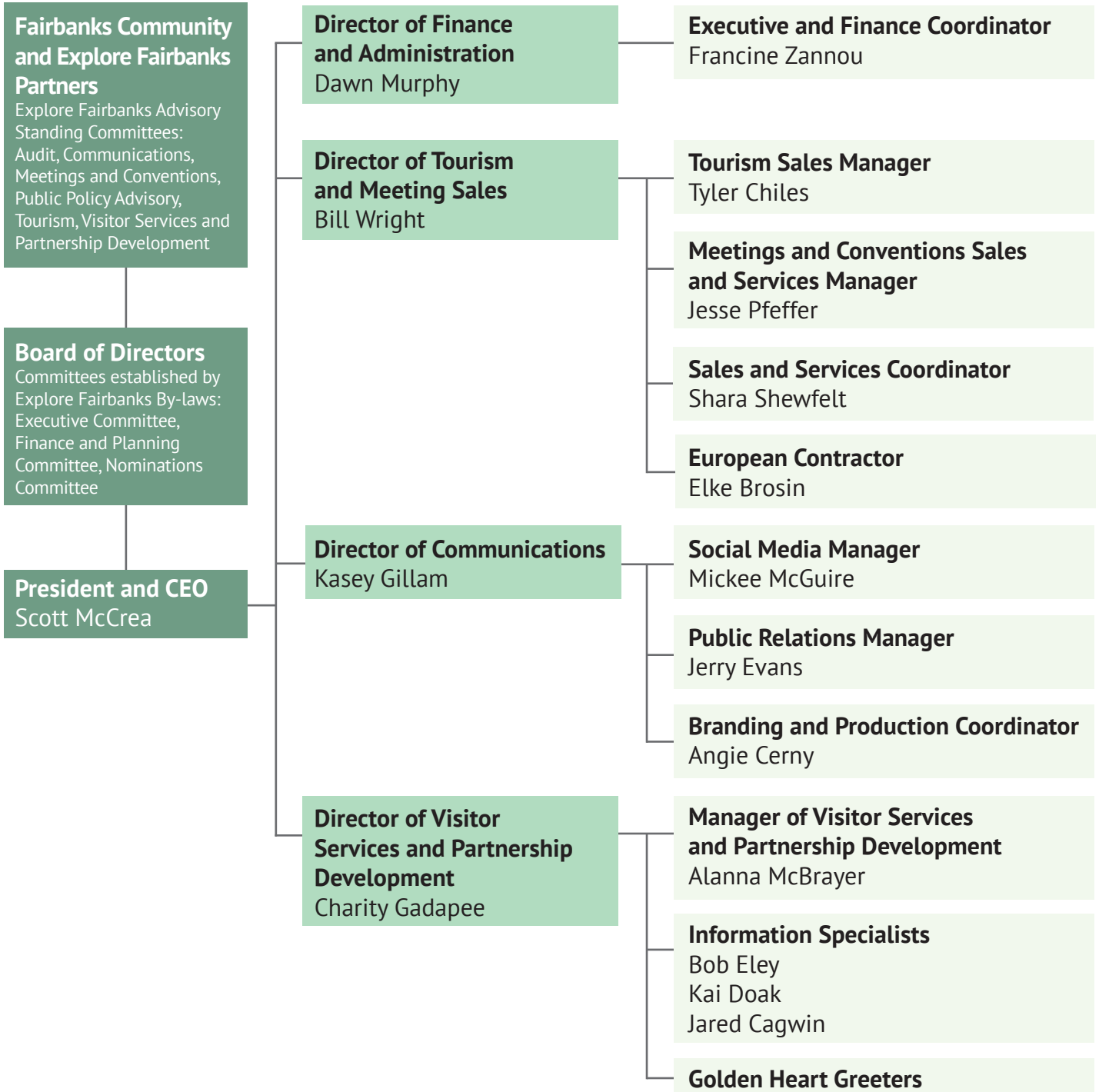
Tailwind:

2022 did show signs of promise with the return of the J1 program, and though the number of students was not as high as pre-pandemic levels, it did provide some relief to the industry and it is anticipated that the program will continue to grow. Summer businesses focused on rebuilding their labor pool this summer and it is projected that they will be able to fall back in the regular pattern of having employees return for the next season. Fairbanks is also at somewhat of an advantage with so many companies operating year-round and thus being able to keep employees on board throughout an entire year as opposed to just a few months within the summer season.

Tacking:

Explore Fairbanks will do its part to aid the industry in rebuilding its workforce by connecting partners with the resources and agencies to help them find employment, hosting job fairs, and providing marketing materials that tout the benefits of working in the visitor industry. Efforts are underway to partner with the school district to find ways to introduce the visitor industry as a career path beginning at the middle school level.

2022 Organizational Chart



Explore Fairbanks 2022 Board of Directors (revised August 2022)

Executive Officers

<p>Seat L Lodging Expires 2023</p>	<p>Kory Eberhardt – Chair A Taste of Alaska Lodge 551 Eberhardt Rd Fairbanks, AK 99712 (907) 488-7855 Kory@atasteofalaskalodge.com</p>	<p>Seat E Services Expires 2024</p>	<p>Adriel Butler - Treasurer Aurora Expeditions PO Box 111831 Anchorage, AK 99516 (360) 359-2136 adriel@borealisbasecamp.net</p>
<p>Seat K Attractions Expires 2024</p>	<p>Kathy Hedges -Chair Elect Northern Alaska Tour Company PO Box 82991 Fairbanks, AK 99708 (907) 474-8600 kathy@northernalaska.com</p>	<p>Seat F Attractions Expires 2022</p>	<p>Ralf Dobrovlny – Secretary 1st Alaska Tours PO Box 84529 Fairbanks, AK 99708 (907) 590-5900 ralf@1stalaskatours.com</p>
<p>Seat O Appointed Expires 2022</p>	<p>Buzzy Chiu – Past Chair Premier Alaska Tours 3427 International St Fairbanks, AK 99701-7383 (907) 978-7677 bchiu@touralaska.net</p>	<p>President & CEO Ex Officio</p>	<p>Scott McCrea Explore Fairbanks 101 Dunkel St, Ste 111 Fairbanks, AK 99701-4806 (907) 459-3770 smccrea@explorefairbanks.com</p>

<p>Seat A Events Expires 2024</p>	<p>Gina Kalloch World Eskimo Indian Olympics 535 2nd Avenue Fairbanks, AK 99701 (907) 452-6646 weio@weio.org</p>	<p>Seat I Retail Expires 2023</p>	<p>Erica Moeller The Roaming Root Cellar 372 Old Chena Pump Rd. #D Fairbanks, AK 99709 (907) 251-7083 admin@roamingrootak.com</p>
<p>Seat B Lodging Expires 2024</p>	<p>Elizabeth Griswold Pike's Waterfront Lodge 1850 Hoselton Road Fairbanks, AK 99709 (907) 374-7110 GM@pikeslodge.com</p>	<p>Seat J Services Expires 2023</p>	<p>Andy Anger UAF Community & Technical College 604 Barnette St, Suite 224 Fairbanks, AK 99701 (907) 455-2862 apanger@alaska.edu</p>
<p>Seat C Transportation Expires 2024</p>	<p>Tracy Zadra Alaska Railroad 411 West 1st Avenue Anchorage, AK 99501 (907) 265-2386 ZadraT@akrr.com</p>	<p>Seat M Conventions Expires 2023</p>	<p>Carly Nelson Wedgewood Resort 212 Wedgewood Dr. Fairbanks, AK 99701 (907) 450-2166 carlyn@fountainheadhotels.com</p>
<p>Seat D Retail Expires 2022</p>	<p>Greg Allison Good Cannabis 365 Old Steese Fairbanks, AK 99701 (480) 586-1077 greg@goodalaska.com</p>	<p>Seat N Appointed Expires 2022</p>	<p>Doug Toelle Running Reindeer Ranch 1470 Ivans Alley Fairbanks, AK 99709 (907) 455-4998 doug@runningreindeer.com</p>
<p>Seat G Lodging Expires 2022</p>	<p>John Scherzer Westmark Fairbanks Hotel 813 Noble Street Fairbanks, AK 99701 (907) 459-7739 jscherzer@HAGroup.com</p>	<p>Ex Officio FNSB Rep</p>	<p>Jimi Cash, Assembly Member FNSB Assembly PO Box 71267 Fairbanks, Alaska 99707 (907) 799-2692 jimi.cash@fnsb.us</p>
<p>Seat H Transportation Expires 2022</p>	<p>Danielle Hayes HAP Alaska-Yukon 3401 Lathrop St Fairbanks, AK 99701 (907) 455-1919 dhayes@hagroup.com</p>	<p>Ex Officio City Council Rep</p>	<p>Lonny Marney, City Council Member Fairbanks City Council 800 Cushman St Fairbanks, AK 99701 (907) 590-8313 lmarney@fairbanks.us</p>

Administration

Department Staff

- Scott McCrea, President and CEO
- Dawn Murphy, Director of Finance and Administration
- Francine Garcia, Executive and Finance 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 • Military 	<ul style="list-style-type: none"> • Visitor industry businesses • Congressional delegation & staff • Alaska Travel Industry Association • State of Alaska • Other travel and economic development associations 	<ul style="list-style-type: none"> • Airlines and other transportation partners • National Parks and other travel-related federal agencies • Travel Trade Associations (DI, DMA West, USTA) • U.S. Commercial Services

Communication Tools

- President and CEO reports
- Annual strategic plan and budget
- Partnership events & communications
- “Tourism Works for Fairbanks” materials
- Government and community presentations
- Annual report
- Annual audit

Objectives

For 2023, the Administration Department will focus efforts and marketing strategies on the following:

- Provide financial leadership with an emphasis on programs that directly impact hotel/motel tax collections and sustainability of the organization.
- Collaborate with partners and other organizations to rebuild and retain the visitor industry workforce to the level that is needed in order to sustain and grow the destination.
- Analyze, coordinate/participate in discussions about, and achieve consensus with, the Fairbanks visitor industry and community partners regarding development and infrastructure projects that affect or enhance the industry.
- Provide leadership, facilitate discussions, and strive for collaboration on public policy and advocacy issues that impact the visitor industry.
- Assure “best practices” for Explore Fairbanks as a professional association in the destination marketing and management arena.
- Institutionalize and expand Explore Fairbanks’ positive image with its partnership and in the community through outreach and involvement and a consistent communications plan which celebrates the achievements and importance of Explore Fairbanks as well as the regional and state tourism industry.
- Ensure that the organization is leading the way in the local visitor industry in promoting and fostering an atmosphere of diversity, equity and inclusion (DEI).
- Actively participate in local, statewide and national tourism and related industry efforts.

2023 Administration Sales Plan

Objective One

Provide financial leadership with an emphasis on programs that directly impact hotel/motel tax collections and sustainability of the organization. (SP 4)

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, 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 Two

Collaborate with partners and other organizations to rebuild and retain the visitor industry workforce externally and internally to the level that is needed in order to sustain and grow the destination. (SP 2, 4)

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
 Partnerships: ATIA, FNSB School District, University of Alaska, Department of Labor Fairbanks Job Center
 Staff Responsibility: President and CEO, Director of Finance and Administration, Director of Visitor Services and Partnership Development

Program 2: Assist with recruitment and selection of a high-quality, diverse workforce for EF and industry partners
 Measurement: Implementation of recruitment plan/campaign
 Implementation: Ongoing
 Staff Responsibility: Director of Finance and Administration, Director of Visitor Services and Partnership Development, President and CEO, Director of Communications

Program 3: Offer, when applicable, professional development opportunities so EF staff has the necessary knowledge and skills to excel at their jobs.
 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, retention of current employees, hiring of additional employees when needed
 Implementation: Continuous
 Staff Responsibility: Director of Finance and Administration, President and CEO, Management Team

Objective Three

Analyze, coordinate/participate in discussions about, and achieve consensus with, the Fairbanks visitor industry and community partners regarding development and infrastructure projects that affect or enhance the industry. (SP 2)

Program 1: Participate in and facilitate discussions on next steps for the Polaris Building site
 Implementation: Ongoing
 Partnerships: Polaris Working Group, City of Fairbanks, Fairbanks North Star Borough, Congressional Delegation,
 Staff Responsibility: President and CEO, Director of Tourism and Meeting Sales



Program 2: Continue the advocacy for a convention center for Fairbanks using research to demonstrate need and economic impact
 Measurement: Achieving buy in and widespread support for center
 Implementation: Ongoing
 Partnerships: EF Board of Directors, EF hotel partners
 Staff Responsibility: President and CEO, Director of Tourism and Meeting Sales, Meetings and Conventions Sales and Services Manager

Program 3: 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 4: Lure, secure and sustain competitive domestic and international air passenger service to Fairbanks
 Measurement: Stable current air passenger service as well as expanded service from domestic markets; competitive airfares and robust schedules
 Implementation: On-going

Partnerships: Fairbanks International Airport & consultant, EF Board of Directors, community stakeholders, travel industry and governmental partners, airline industry

Staff Responsibility: President and CEO, Director of Tourism and Meetings Sales

Program 5: Continued work on 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

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

Objective Four

Provide leadership, facilitate discussions, and strive for collaboration on public policy and advocacy issues that impact the visitor industry. (SP 2, 4)

Program 1: Using Board-established guidelines to address potential advocacy issues as they arise to assess the potential political consequences on Explore Fairbanks and partners

Measurement: To be determined per project

Implementation: Continuous

Partnerships: EF Board of Directors and partners, 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

Measurement: To be determined

Implementation: Ongoing

Partnerships: EF Board of Directors and applicable partners, Public Policy Advisory Committee, and the Fairbanks North Star Borough

Staff Responsibility: President and CEO

Program 3: Examine issues to assess the potential impacts on the tourism industry

Measurement: To be determined

Implementation: Ongoing

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

Staff Responsibility: President and CEO

Objective Five

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

Program 1: Apply for Destination Marketing Accreditation Program (DMAP) renewal
Measurement: Successful reaccreditation
Implementation: First half of 2023
Partnerships: EF Board of Directors
Staff Responsibility: President and CEO, Director of Finance and Administration



Program 2: Consider how to implement Destinations International Community Alignment Roadmap to help align public support around a shared vision for the destination
Measurement: Gradual implementation of the plan
Implementation: Ongoing
Partnerships: EF Board of Directors
Staff Responsibility: President and CEO, Management Team

Objective Six

Institutionalize and expand Explore Fairbanks’ positive image with its partnership and in the community through outreach and involvement and a consistent communications plan which celebrates the achievements, importance and challenges of Explore Fairbanks as well as the regional and state tourism industry. (SP 3, 4)

Program 1: Pro-actively deliver “Tourism Works for Fairbanks” 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 funding
Implementation: On-going
Partnerships: Local, state and federal elected officials, community stakeholders (Rotary, Chamber, etc.), EF Board of Directors
Staff Responsibility: President and CEO, Management Team

Program 2: Continue establishing Explore Fairbanks as an organization that regularly

engages with the community in other ways outside of the visitor industry

Measurement: Successful execution of a new charity program, military outreach programs, and organizational/staff participation in other volunteer/community-focused endeavors

Implementation: Ongoing

Partnerships: EF partners, local non-profits, military community, Greater Fairbanks Chamber of Commerce

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

Program 3: Operate in a transparent manner by regularly providing organizational/industry data and information in an easy to find and accessible manner for any interested individual or entity

Measurement: Creation and launch of a web page to provide up to date information

Implementation: Ongoing

Partnerships: Madden Voyage, local government

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

Objective Seven

Ensure that the organization is leading the way in the local visitor industry in promoting and fostering an atmosphere of diversity, equity and inclusion (DEI). (SP 4)

Program 1: Strive to achieve DEI within the Explore Fairbanks team and the board of directors

Measurement: Diversity within staff and board of directors

Implementation: Ongoing

Partnerships: EF Board of Directors

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

Program 2: Offer DEI training for management team, all employees and board of directors

Measurement: Successful implementation and completion of training

Implementation: To be completed by June 2023

Partnerships: EF Board of Directors, Destinations International, RMG Consulting

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

Program 3: Ensure that marketing materials (Visitors Guide, website, social media postings, videos, advertising, presentations) reflect the diversity of the destination and community whenever possible

Measurement: Proper representation in the aforementioned endeavors

Implementation: Ongoing

Partnerships: EF partners, local civic organizations, Alaska Native organizations

Staff Responsibility: Director of Communications, President and CEO

Program 4: Identify ways to interact with DEI-focused civic and community groups as well as Alaska Native organizations to develop interaction and inclusion in the regional visitor industry

Measurement: Number of interactions

Implementation: Ongoing

Partnerships: Local civic and community groups, Alaska Native organizations

Staff Responsibility: President and CEO, Management Team

Objective Eight

Actively participate in local, statewide and national tourism and related industry efforts. (SP 4, 1)

Program 1: President and CEO will continue to serve on the following boards of Directors: Alaska Travel Industry Association (ATIA) and pertinent committees, Greater Fairbanks Chamber of Commerce and pertinent committees, and the Rotary Club of Fairbanks

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

Communications

Department Staff

- Kasey Gillam, Director of Communications
- Jerry Evans, Public Relations Manager
- Angie Cerny, Branding and Production Coordinator
- Mickee McGuire, Social Media Manager
- Vacant, Digital Communications Specialist

Target Markets

Target Markets: International Visitors	
Primary	Secondary
<ul style="list-style-type: none"> • German Speaking and Northern Europe • Latin America • Canada • India • Australia/New Zealand • Taiwan 	<ul style="list-style-type: none"> • United Kingdom • Japan • South Korea • China • Southeast Asia
Target Markets: Domestic Visitors	
Primary	Secondary
<ul style="list-style-type: none"> • Pacific Northwest • Midwest • California 	<ul style="list-style-type: none"> • East Coast • Southern U.S.

Communication Tools

- | | |
|--|--|
| <ul style="list-style-type: none"> • Fairbanks Visitors Guide • Fairbanks Winter Guide • Aurora Viewing Map and Guide • Facebook • Twitter • Pinterest | <ul style="list-style-type: none"> • Instagram • YouTube • TikTok • Website • Advertising • Press Releases |
|--|--|

Objectives

For 2023, the Communications Department will focus marketing strategies utilizing our brand pillars on the following:

- Maximize messaging to consumer markets and support direct flights through online content, advertising placements, media, direct marketing, social media and other tools
- Proactively maintain the website through search engine optimization, research and analysis. Identify, develop and integrate creative ideas and trends, new content as well as refine and grow existing content.
- Strategically employ social media and continue growing Explore Fairbanks' exposure and brand awareness through existing social media platforms and add new platforms when viable.
- Proactively identify and bring media to Fairbanks and work with media that travel to our area independently and maintain relationships with media within our database.
- Promote Fairbanks locally, statewide, domestically and internationally through multiple, targeted and timely press releases and other collateral.
- Promote 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.
- Continue to review and update content and design in advertising, publications, website, quarterly newsletters and social media according to current travel trends.
- Increase positive media and public relations efforts to reach local and in-state audiences for community awareness, advocacy and workforce development purposes.

2023 Communications Sales Plan

Objective One

Maximize messaging to consumer markets and support direct flights through online content, advertising placements, media, direct marketing, social media and other tools. (SP 1, 2)

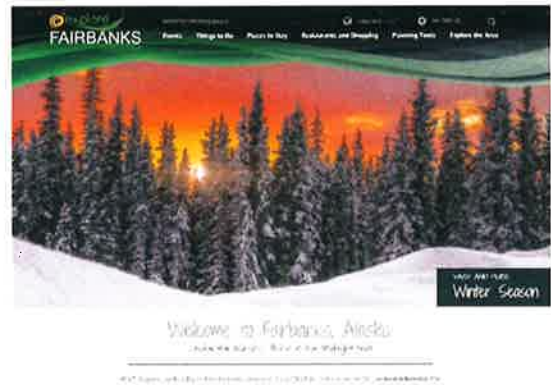
- Program 1:** Continue to develop new and refine existing web-based and social media advertising placements with an increased emphasis on retargeting programs
 Measurement: Increase direct inquiries and traffic to explorefairbanks.com
 Implementation: On-going
 Partnerships: Advertising sales representatives
 Staff Responsibility: Director of Communications, Digital Communications Specialist, Social Media 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: Director of Communications, Public Relations Manager, Social Media Manager
- Program 3:** Increase external communications via targeted press releases, newsletters and other correspondence
 Measurement: Issue newsworthy updates through social media, press releases and website updates to appropriate markets
 Implementation: On-going
 Partnerships: ATIA, European contractor
 Staff Responsibility: Director of Communications, Public Relations Manager, Digital Communications Specialist, Social Media Manager
- 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: 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: Director of Communications
- Program 6:** Develop new Fairbanks destination video and updated television commercials for use in promoting the area

Measurement: Completed video and ad
 Implementation: October 2023
 Partnerships: Video contractor, EF business partners
 Staff Responsibility: Director of Communications, Digital Communications Specialist, Social Media Manager

Objective Two

Proactively maintain the website through search engine optimization, research and analysis. Identify, develop and integrate creative ideas and trends, new content as well as refine and grow existing content. (SP 1)

Program 1: Perform routine search engine optimization and website maintenance guided by research and analysis of current website analytics. Maintain 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: Digital Communications Specialist, Director of Communications, EF staff

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

Measurement: Website metrics including length of session, returning users, top pages, etc.

Implementation: On-going
 Partnerships: Website contractor, third party vendors
 Staff Responsibility: Digital Communications Specialist, Director of Communications, Social Media Manager, EF staff

Program 3: Update photos, hyperlinks, text and other content on the website to comply with Americans with Disabilities Act (ADA) recommendations

Measurement: Items updated as appropriate

Implementation: On-going
 Partnerships: Website contractor
 Staff Responsibility: Digital Communications Specialist, Director of Communications

Program 4: Grow video and photography assets and content using in-house and external

partner resources; integrate imagery onto multiple platforms
 Measurement: Video projects completed; new images acquired
 Implementation: 2023, On-going
 Partnerships: Local and statewide production houses, ATIA, EF business partners, photographers/videographers
 Staff Responsibility: Branding and Production Coordinator, Social Media Manager, Digital Communications Specialist, Director of Communications

Objective Three

Strategically employ social media and continue growing Explore Fairbanks' exposure and brand awareness through existing social media platforms and add new platforms when viable. (SP 1)

Program 1: Proactively look for ways to advance and expand use of social media by monitoring trends, reviewing platforms and diversifying types of media and content.

Measurement: Increased reach and engagement
 Implementation: On-going
 Partnerships: Social media platforms
 Staff Responsibility: Social Media Manager, Director of Communications, Digital Communications Specialist



Program 2: Expand use of advertising and 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: Director of Communications, Social Media Manager

Program 3: Continue to post compelling imagery and increase engagement on social media platforms

Measurement: Social media data
 Implementation: On-going
 Partnerships: Photographers, videographers, social media influencers
 Staff Responsibility: Social Media Manager, Digital Communications Specialist, Director of Communications

Program 4: Develop and maintain a regularly updated social media content calendar. Strive to include a broader range of content types and messaging.

Measurement: Calendar creation

Implementation: On-going
 Partnerships: Social media platforms, HootSuite
 Staff Responsibility: Social Media Manager, Director of Communications

Program 5: Review existing social media platforms for efficacy and evaluate new platforms.
 Measurement: Social media data
 Implementation: On-going
 Partnerships: Social media platforms
 Staff Responsibility: Social Media Manager, Director of Communications

Objective Four

Proactively identify and bring media to Fairbanks and work with media that travel to our area independently, and maintain relationships with media within our database. (SP 1, 2)

Program 1: Proactively identify and invite appropriate media to cover the Fairbanks region throughout the year
 Measurement: Host multiple targeted media in 2023
 Implementation: On-going
 Partnerships: ATIA, European contractor
 Staff Responsibility: Public Relations Manager, Director of Communications

Program 2: Create custom itineraries for visiting media
 Measurement: Effective, customized itineraries
 Implementation: On-going
 Partnerships: European contractor, independent media, ATIA, statewide DMOs, EF business partners
 Staff Responsibility: Public Relations Manager, Director of Communications

Program 3: Conduct multi-person targeted media tour in the mid-December focusing on winter and holiday activities
 Measurement: Create custom itinerary and secure media participation
 Implementation: 2023
 Partnerships: Invited media, EF business partners
 Staff Responsibility: Public Relations Manager, Director of Communications

Program 4: Continue to 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: 2023, On-going
 Partnerships: Online travel media
 Staff Responsibility: Public Relations Manager, Social Media Manager, Director of Communications

Program 5: Attend shows/conferences with a media component including TravMedia

International Media Marketplace, Travel & Words, IPW, Society of American Travel Writers, Alaska Media Road Show
 Measurement: Connect with and host multiple targeted media
 Implementation: On-going
 Partnerships: ATIA, media organizations
 Staff Responsibility: Public Relations Manager, Director of Communications

Program 6: Utilize Simpleview and other tools to increase the Explore Fairbanks media database and consistently communicate to media
 Measurement: Input new and maintain existing data for media contacts
 Implementation: On-going
 Partnerships: ATIA; past, current and future media
 Staff Responsibility: Public Relations Manager

Program 7: Prepare for and successfully host the 2023 North American Travel Journalists Association (NATJA) Conference and Marketplace. Track media coverage generated as a result of hosting conference.
 Measurement: Meeting completion, media coverage
 Implementation: May 2023
 Partnerships: NATJA, EF business partners, media
 Staff Responsibility: Public Relations Manager, Director of Communications, Tourism and Meeting Sales Department

Objective Five

Promote Fairbanks locally, statewide, domestically and internationally through multiple, targeted and timely press releases and other collateral. (SP 1, 2, 3)

Program 1: Utilize TravMedia to regularly 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: 2023, On-going
 Partnerships: TravMedia
 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: 2023, On-going
 Partnerships: PRWeb
 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: 2023, On-going
 Partnerships: EF business partners, media
 Staff Responsibility: Public Relations Manager, Director of Communications

Program 4: Work in conjunction with the Tourism and Meeting Sales Department to build awareness regarding the economic impact of meetings and conventions
 Measurement: Determine, write and disseminate press releases reporting potential economic activity generated from meetings and conventions
 Implementation: 2023, On-going
 Partnerships: Planners holding meetings and conventions in Fairbanks
 Staff Responsibility: Public Relations Manager, Director of Tourism and Meeting Sales

Objective Six

Promote 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. (SP 1, 3)

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 2022/spring 2023, by appropriate deadlines
 Partnerships: Advertising sales representatives
 Staff Responsibility: Director of Communications

Program 2: Work with publications and websites to update and optimize copy points
 Measurement: Updated editorial content for 2023
 Implementation: On-going
 Partnerships: Advertising sales representatives and editors
 Staff Responsibility: Director of Communications, Public Relations Manager, Digital Communications Specialist

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: Director of Communications, Social Media Manager, Public Relations Manager

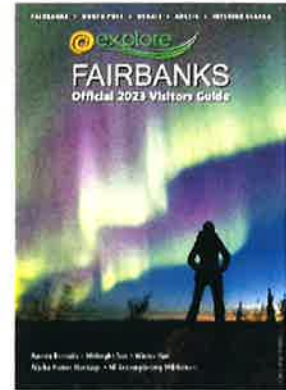
Program 4: Promote MTCVC through media tours
 Measurement: Increased copy about and awareness of MTCVC
 Implementation: On-going

Partnerships: Hosted/visiting media
 Staff Responsibility: Public Relations Manager, Director of Communications

Objective Seven

Continue to review and update content and design in advertising, publications, website, quarterly newsletters and social media according to current travel trends. (SP 1, 2)

Program 1: Continue integrating new content and imagery into publications and online content.
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, Director of Communications, Digital Communications Specialist, Social Media Manager



Program 2: Refresh design and copy of Visitors Guide and Winter Guide
Measurement: Updated layouts, copy, format
Implementation: Winter Guide (spring/summer), Visitors Guide (fall)
Partnerships: Graphic designer, President and CEO, VSPD staff
Staff Responsibility: Branding and Production Coordinator, Director of Communications

Program 3: Refresh design and copy of print and digital advertising to correspond with and complement Visitors Guide and Winter Guide
Measurement: Updated layouts, copy, format
Implementation: Winter Guide (spring/summer), Visitors Guide (fall)
Partnerships: Graphic designer, President and CEO, VSPD staff
Staff Responsibility: Branding and Production Coordinator, Director of Communications

Program 4: Promote the aurora and midnight sun as natural phenomena integral to Fairbanks and drive traffic to the tracker; further promote 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.
Implementation: 2023, On-going
Partnerships: EF business partners, media outlets
Staff Responsibility: Communications staff

Program 5: Continue to engage consumers, meeting planners, media and travel trade professionals through engaging quarterly e-newsletters. Work to increase open rate and engaged readers.

Measurement: Number of emails sent, click throughs and open rates
 Implementation: Quarterly
 Partnerships: Mailchimp
 Staff Responsibility: Digital Communications Specialist, Director of Communications

Program 6: Review research from state, national and international sources for trends and strategic planning
 Measurement: Compilation of available information
 Implementation: On-going
 Partnerships: DMAI, USTA, ATIA, Voyage
 Staff Responsibility: Director of Communications

Objective Eight

Increase positive media and public relations efforts to reach local and in-state audiences for community awareness, advocacy and workforce development purposes. (SP 1, 3)

Program 1: Monitor FDNM, ADN and other statewide editorial calendars
 Measurement: Annual schedule of stories and dates for key publications
 Implementation: Fourth Quarter 2022 (for 2023)
 Partnerships: Media sources
 Staff Responsibility: 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 2022 (for 2023)
 Partnerships: ATIA, local media, local businesses
 Staff Responsibility: Public Relations Manager, Director of Communications, Director of Visitor Services and Partnership Development

Program 3: Deliver relevant tourism industry messages through print and online content, events and presentations.
 Measurement: In-person discussions and presentations; regular press releases; messaging in event promotions
 Implementation: On-going
 Partnerships: EF Board of Directors
 Staff Responsibility: Communications staff

Program 4: Support industry workforce development by continually updating tourism industry employment pages on the website 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, President and CEO
Staff Responsibility: Director of Communications, Digital Communications Specialist, Public Relations Manager, Social Media Manager

Tourism & Meeting Sales

Department Staff

- Bill Wright, Director of Tourism and Meeting Sales
- Tyler Chiles, Tourism Sales Manager
- Jesse Pfeffer, Meetings & Convention Sales and Services Manager
- Shara Shewfelt, Tourism and Meeting Sales and Services Coordinator

Contractors

- Elke Brosin, European Contractor

Target Markets: Tourism

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

Communication Tools: Tourism

- | | |
|--|---|
| <ul style="list-style-type: none"> • German Lure Brochure • Chinese Rack Card • China Lure Brochure • Cruise land tour publication | <ul style="list-style-type: none"> • Travel Trade Section of EF Website • Fairbanks Aurora & Midnight Sun (FAMS) • Other Online Training Opportunities |
|--|---|

Target Markets: Meetings & Conventions

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: Meetings & Conventions

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

Objectives: Tourism

For 2023, the department will focus our primary tourism marketing strategies on the following:

- 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
- 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
- Set goals within the Tourism and Meeting Sales Department performance metrics to measure department success
- Utilize Simpleview database to proactively keep in touch with contacts, expand the database, and measure activity

- Continue to promote Fairbanks as a year-round destination to domestic markets
- Promote Gulf of Alaska cruise/land tours
- Work closely with the Fairbanks International Airport, airlines and tour operators to maintain existing flights and pursue new service
- Collaborate and partner with ATIA and other DMOs in the state to ensure Fairbanks' inclusion in sales missions and FAMs when strategically feasible
- Expand participation of Explore Fairbanks' industry partners in FAM tours
- Monitor traditionally core and emerging international markets to gauge future visitation and allocate marketing resources and activities accordingly
- Encourage advanced planning in all consumer and travel trade marketing

2023 Tourism Sales Plan

Objective One

Continue to promote visitation to the Morris Thompson Cultural and Visitors Center as a first-stop for orientation to destination (SP 1,3)

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 and Meeting Sales 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 and Meeting Sales 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 and Meeting Sales Department

Objective Two

Incorporate Explore Fairbanks branding pillars and messaging into travel trade communications and marketing endeavors (SP 1)

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 and Meeting Sales 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 and Meeting Sales 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 and Meeting Sales 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 and Meeting Sales 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 and Meeting Sales Department, Communications Department

Objective Three

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 (SP 1, 2)

Program 1: Attend the MidAtlantic and the ITB Berlin tradeshow.
Measurement: Stable or increase in qualified contacts over 2022 and/or growth in itineraries that include Fairbanks
Implementation: Jan (MidAtlantic), March (ITB)
Partnerships: Visit Anchorage or ATIA (booth share at ITB Berlin)
Staff Responsibility: European Contractor, Director of Tourism and Meeting Sales

Program 2: Participate in market appropriate sales missions and roadshows with Visit USA Committees (Germany, Switzerland, etc)
Measurement: Stable or increase in sales calls over 2022 and/or growth in itineraries that include Fairbanks
Implementation: On-going
Partnerships: Visit USA Committees and Condor Airlines
Staff Responsibility: European Contractor, Director of Tourism and Meeting Sales

Program 3: Target qualified European operators at GoWest and IPW
Measurement: Maintain or increase in qualified contacts over 2022 and/or growth in itineraries with Fairbanks
Implementation: March (GoWest), May (IPW)
Partnerships: EF industry partners
Staff Responsibility: Tourism and Meeting Sales Department

Program 4: Host 2023 summer European tour operator FAM
Measurement: Successful completion of FAM with qualified tour operators
Implementation: September (summer)
Partnerships: EF industry partners, Condor Airlines
Staff Responsibility: European Contractor, Tourism and Meeting Sales Department



Program 5: 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 Manager

Program 6: 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 and Meeting Sales, Director of Communications

Objective Four

Set goals within the Tourism and Meeting Sales Department performance metrics to measure department success (SP 2, 4)

Program 1: Adjust goals and objectives based on 2022 performance
Measurement: Increase and/or decrease metrics accordingly
Implementation: January
Staff Responsibility: Tourism and Meeting Sales Department

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

Objective Five

Utilize Simpleview database to proactively keep in touch with contacts, expand the database, and measure activity (SP 1, 2, 4)

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 and Meeting Sales 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

Measurement: the Tourism Module
 Contacts regularly updated
 Implementation: On-going
 Staff Responsibility: Tourism and Meeting Sales 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 and Meeting Sales Department

Objective Six

Continue to promote Fairbanks as a year-round destination to domestic markets (SP 1)

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 2022
 Implementation: Quarterly
 Staff Responsibility: Tourism and Meeting Sales Department, Communications 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, statewide DMOs and domestic travel advisor consortiums
 Staff Responsibility: Tourism and Meeting Sales Department, Communications Department

Program 3: Participate in the following trade shows attended by domestic operators: American Bus Association (ABA), GoWest Summit, American Society of Travel Advisors (ASTA) National Tour Association (NTA) and United States Tour Operators (USTOA)
 Measurement: Increase in tour operator and travel agent contacts
 Implementation: January (ABA), March (GoWest), May (ASTA), November (NTA), December (USTOA)
 Partnerships: EF industry partners
 Staff Responsibility: Tourism and Meeting Sales Department

Program 4: Attend consumer shows/conduct sales calls in destinations with air lift to FAI to promote Fairbanks in those markets
 Measurement: Successful continuation of air service

Implementation: As needed
Partnerships: EF industry partners
Staff Responsibility: Tourism Sales Manager, Director of Tourism and Meeting Sales

Objective Seven

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

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 and Meeting Sales Department

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

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: April
Partnerships: EF industry partners
Staff Responsibility: Director of Tourism and Meeting Sales

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 and Meeting Sales Department

Program 5: Explore opportunities to purchase leads to travel agents selling land tour packages
Measurement: Increase in travel agent contacts, participation in the 2023 ASTA Conference
Implementation: On-going
Partnerships: EF industry partners
Staff Responsibility: Director of Tourism and Meeting Sales

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 and Meeting Sales Department

Objective Eight

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

Program 1: Conduct airline corporate sales calls as needed and maintain close relationships with current providers

Measurement: Stability or expansion of existing service
 Implementation: On-going
 Partnerships: Fairbanks International Airport, Airport ASM Consultant, community partners
 Staff Responsibility: Director of Tourism and Meeting Sales, 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
 Staff Responsibility: Director of Tourism and Meeting Sales, Tourism Sales Manager

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 ASM Consultant
 Staff Responsibility: Director of Tourism and Meeting Sales, President and CEO

Program 4: Attend Routes Americas trade show in Chicago to promote air service to Fairbanks

Measurement: Successful continuation of service
 Implementation: March
 Partnerships: Fairbanks International Airport, ASM Consultant
 Staff Responsibility: Director of Tourism and Meeting Sales

Objective Nine

Collaborate and partner with ATIA and other DMOs in the state to ensure Fairbanks' inclusion in sales missions and FAMs when strategically feasible (SP 4)

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 over 2021
Implementation: On-going
Partnerships: EF industry partners
Staff responsibility: Tourism and Meeting Sales Department

Objective Ten

Expand participation of Explore Fairbanks’ industry partners in FAM tours (SP 4)

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 and Meeting Sales 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 and Meeting Sales 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 and Meeting Sales 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 over 2022
Implementation: On-going
Partnerships: EF industry partners
Staff responsibility: Tourism and Meeting Sales Department

Program 5: Reach out to new partners when they join Explore Fairbanks to introduce them to the Tourism and Meeting Sales 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 and Meeting Sales Department, Visitor Services and Partnership Development

Objective Eleven

Monitor traditionally core and emerging international markets to gauge future visitation and allocate marketing resources and activities accordingly (SP 1)

Program 1: Develop and implement strategy to establish EF presence in the Latin America and India markets
Measurement: Successful execution of training, trade show/sales mission attendance, hosted FAMs from those markets and increase of travel trade contacts from those markets in Simpleview
Implementation: Ongoing
Partnerships: U.S. Commercial Services, Brand USA, ATIA, EF partners, other Alaska DMOs
Staff Responsibility: Meeting and Sales Department, President and CEO

Program 1: Target tour operators, wholesalers and travel agents from core and secondary markets at GoWest Summit and IPW
Measurement: Increase in number of travel trade contacts from those markets and/or growth in itineraries with Fairbanks February (GoWest), June (IPW)
Implementation: Ongoing
Partnerships: EF industry partners
Staff Responsibility: Tourism and Meeting Sales Department



Program 2: Maintain strong relationships with qualified international 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 and Meeting Sales Department

Program 3: Look for opportunities to host FAM tours for travel trade from Core and Secondary international markets

Measurement: Successful implementation of FAM(s)
 Implementation: Summer/Winter
 Partnerships: EF industry partners, ATIA and other Alaska DMO's
 Staff Responsibility: Tourism and Meeting Sales Department

Program 4: 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: Fairbanks International Airport and Airport ASM Consultant
 Staff Responsibility: Director of Tourism and Meeting Sales, President and CEO

Program 5: In conjunction with Communications Department, identify advertising opportunities specific to core and secondary markets

Measurement: Identification and placement of new advertising opportunities
 Implementation: On-going
 Staff Responsibility: Director of Tourism and Meeting Sales, Director of Communications

Program 6: Participate in trade shows and sales missions in core international markets as they emerge

Measurement: Increase in number of qualified travel trade contacts from these markets and/or growth in itineraries with Fairbanks

Implementation: On-going
 Partnerships: EF industry partners, Brand USA, ATIA, US Commercial Services and other Alaska DMO's

Staff Responsibility: Director of Tourism and Meeting Sales, Tourism Sales Manager

Program 7: Utilize online travel agent training (Fairbanks Aurora and Midnight Sun – FAMS) to promote international travel to Fairbanks

Measurement: Number of agents participating in training

Implementation: Year-round as needed

Partnerships: EF industry partners

Staff Responsibility: Tourism and Meeting Sales Department

Program 8: Monitor travel trends/forecasts in international markets to determine scope of marketing efforts

Measurement: To be determined

Implementation: On-going

Partnerships: U.S. Travel Association ATIA

Staff Responsibility: Tourism and Meeting Sales Department

Objectives: Meetings & Conventions

For 2023, the department will focus our primary Meetings & Conventions marketing strategies on the following:

- Support and rebuild 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.
- Support an online culture and increase business partner engagement
- Continue to communicate the value of meetings in Fairbanks to local audiences and tourism/hospitality staff, incorporating “Tourism Works” messaging.
- Partner with Alaska Native organizations to host local meetings and events and encourage cultural customs and traditions into local meetings and events
- Monitor and develop best practices in health and safety for meeting and events.

2023 Meetings & Conventions Sales Plan

Objective One

Support, rebuild, and engage with the Golden Heart Meeting Ambassador (GHMA) program (SP 3, 4)

Program 1: Reinforce the GHMAs as a prestigious group honored by the community through public events, socials and/or awards presentations

Measurement A: Successful execution of event(s) and programs to recognize GHMA

Implementation: On-going, GHMA of the year honored at annual banquet in April

Partnerships: COF, FNSB, TCC, Doyon, and UAF affiliated meeting planners among others. Accommodations and conference/conventions host partners.

Staff Responsibility: Tourism and Meeting Sales Department, VSPD Department

Program 2: Recruit new GHMAs through speaking engagements, small group presentations and targeted one-on-one meetings, incorporating “Tourism Works” messaging

Measurement A: Schedule two presentations to community organizations or individuals that educate



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,” “Diversity Equity and Inclusion (DEI)” and “Tourism Builds Community” 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 Tourism and Meeting Sales, Meetings & Convention Sales & Services Manager

Program 3: Recruit Ambassadors by educating the community about the financial impact of meetings in Fairbanks, incorporating “Tourism Works” messaging (SP 3, 4)

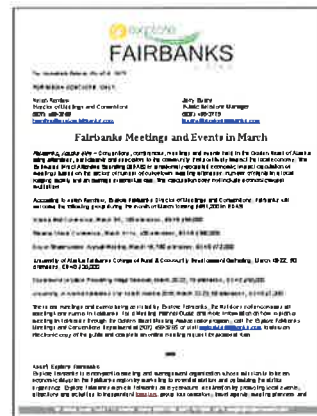
Measurement A: Place semi-annual print ads in the *Fairbanks Daily News-Miner* focusing on the impact of meetings in the Fairbanks community and awareness for GHMA recruitment

Implementation: June and September

Measurement B: Distribute press releases to highlight meetings and ambassadors throughout the year with the theme “Tourism Builds Community.”

Partnerships: Local and statewide media

Staff Responsibility: Tourism and Meeting Sales Department, Public Relations Manager



Measurement C: Utilize Explore Fairbanks partnership and public social media channels to educate local Fairbanks community members of the impact of meetings and awareness for GHMA recruitment on a quarterly basis by showcasing specific GHMAs.

Partnerships: Current GHMAs, meeting planners from UAF, local government, and other local organizations

Staff Responsibility: Tourism and Meeting Sales Department, Communications Department

Program 4: Support GHMAs by coordinating leads and bid packets, providing assistance with bid presentations, offering site inspections for their

organizations' decision makers and providing materials to promote their Fairbanks-based meetings
Measurement A: Actively assist at least 30 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: Tourism and Meeting Sales Department



Measurement C: Offer at least two pre-arranged and guided site inspection/familiarization trips of local accommodations properties to local meeting planners (with special invitation to UAF meeting planners) to keep them current on services offered by our partners and to foster relationships between planners and partners
Implementation: March/April
Partnerships: EF business partners
Staff Responsibility: Tourism and Meeting Sales Department

Measurement D: Offer at least two pre-arranged and guided site inspection/familiarization trips to highlight *alternative meeting and event venues and ideas for pre- and post- event tours/attractions* that do not include lodging to local meeting planners (with special invitation to UAF meeting planners) to keep them current on services offered by our partners and to foster relationships between planners and partners
Implementation: July/August (summer focus) and November/December (winter focus)
Partnerships: EF business partners
Staff Responsibility: Tourism and Meeting Sales Department

Objective Two

Increase the number of leads/service requests sent out by the Department (SP 1, 4)

Program 1: Utilize Simpleview database to stay updated on current business, to qualify known prospects, and to target new business (SP 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: Tourism and Meeting Sales Department
- Program 2:** Develop a strategy for targeted outreach on a regional and/or national level (SP 2, 3)
- Measurement A: Continue follow-up with regional/national planners identified during contracted research and prospecting
- Measurement B: Attend the following meeting planning/sales missions:
- Small Meetings Conference—September 27-29 in Cedar Rapids, Iowa
 - Northstar Meetings Group, Destination West—May 11-13 in Denver Colorado
 - Northstar Meetings Group, Small & Boutique Meetings—November 7-9 in Tucson, Arizona
 - Other sales missions upon research as appropriate
- 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: Tourism and Meeting Sales Department

Objective Three

Support academic meetings in conjunction with the University of Alaska Fairbanks and meetings/sporting events with the Fairbanks North Star Borough School District (SP 1, 3, 4)

- Program 1:** Increase visibility as a resource for University-related meetings
- 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: Tourism and Meeting Sales Department

Program 2: Maintain visibility and relationships established in the key market of Anchorage (SP 1, 3, 4)

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

Staff Responsibility: Tourism and Meeting Sales Department



Objective Four

Position Fairbanks as the destination for Arctic meetings (SP 1, 2, 3, 4)

Program 1: Maintain relationships and lead discussions with key stakeholders to support the positioning of Fairbanks as the destination for all arctic meetings

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

Implementation: On-going

Partnerships: Fairbanks Economic Development Corporation, Chamber of Commerce, Alaska congressional delegation, UAF, COF, FNSB, U.S. Department of State and other stakeholders

Staff Responsibility: Tourism and Meeting Sales Department, President and CEO

Objective Five

Support an online culture and increase business partner engagement (SP 2, 4)

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

Measurement A: Meet with representatives of EF business partners to discuss M&C opportunities

Implementation: On-going

Partnerships: EF partner businesses

Staff Responsibility: Tourism and Meeting Sales Department—and VSPD Department as they on-board new partners

Program 2: Train partners on how to use Extranet to access leads and additional information

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: Tourism and Meeting Sales Department

Program 3: Identify businesses that would benefit from participating in Tourism and Meeting Sales Department programs; invite them to sign up for leads and/or the calendar, respond to leads, and/or participate in luncheons and functions

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: Tourism and Meeting Sales Department

Objective Six

Continue to communicate the value of meetings in Fairbanks to local audiences, incorporating “Tourism Works” messaging (SP 2, 3, 4)

Program 1: Create a communications plan, incorporating “Tourism Works” messaging, that includes the updated economic, fiscal and deficit impact information

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

Implementation: Ongoing

Measurement B: Create updated 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: As needed
 Staff Responsibility: President and CEO, Director of Tourism and Meeting Sales and Branding and Production Coordinator

Program 3: Ensure best practices in conducting business in a socially responsible and ethical manner to benefit the community and state

Measurement: Establishment of guidelines and incorporation of guidelines into local meetings, conferences, and events

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, Tourism and Meeting Sales Department



Program 4: Foster incentive and recognition of exemplary tourism/hospitality staff for their hard work and dedication to the industry and helping to position Fairbanks as a top destination for meetings and conventions

Measurement A: Incorporate a nominations-based awards program within the annual banquet for partners of Explore Fairbanks to recognize their top-performing staff members with awards as well as tangible prizes.

Implementation: January (nominations period), April (awards banquet)

Measurement B: Recognize award recipients through social media and other outreach channels to inspire other staff members in the industry through incentivizing performance and to boost the appeal of the industry to new jobseekers (workforce development)

Implementation: Publish award recipient photos and bios following the banquet

Partnerships: EF business partners

Staff Responsibility: Tourism and Meeting Sales Department, VSPD, Communications Department

Objective Seven

Partner with Alaska Native organizations to host local meetings and events and encourage cultural customs and traditions into local meetings and events (SP 1, 2, 3, 4)

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

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, Tourism and Meeting Sales Department

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

Measurement: Attend AFN board meetings
 Implementation: February, May, October, and December
 Staff Responsibility: President and CEO, Tourism and Meeting Sales Department

Program 3: Pay respect to Alaska Natives by fostering the use of Land Acknowledgement Statement in local meetings

Implementation: Ongoing
 Partnerships: GHMP's, Native Leadership and Community Committee (NLCC) and other stakeholders
 Staff Responsibility: President and CEO, Tourism and Meeting Sales Department

Objective Eight

Monitor and develop best practices in health and safety for meeting and events (SP 2, 3, 4)

Program 1: Stay updated on current and developing guidelines from federal state and local government and public health officials.

Measurement A: Create a best practices list that includes input from EF board committee, and from local, state and national conventions, trade shows and meetings that encompass successful health and planning methods.

Implementation: On-going

Measurement B: Publish best practice guidelines in print and on meetfairbanks.com website.

Implementation: March and updates as needed

Measurement C: Continue appropriate communication with federal, state and local governmental stakeholders and other applicable organizations regarding progress on health conditions in Fairbanks and Interior Alaska

Implementation: On-going
 Staff Responsibility: President and CEO, Tourism and Meeting Sales Department

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; Full-time – Bob Eley, Kai Doak; Part-Time – Jared Cagwin; Summer Seasonal - Julia Parzick

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 	<ul style="list-style-type: none"> • Military Newcomer’s Orientations: <ul style="list-style-type: none"> ○ Fort Wainwright Army Base ○ Eielson Air Force Base • Visitor Industry Walk for Charity • Alaska Railroad Open House • 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 tradeshows • 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

Objectives

For 2022, the Visitor Services and Partnership Development Department will focus our marketing strategies to educate partners and the community on the benefits of why and how “Tourism Works for Fairbanks” through the following programs:

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

2022 Sales Plan

Objective One

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

Program 1: Work with local tour operators and local businesses to familiarize them with the services available (SP 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: 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 (SP 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: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development

Program 3: Provide year-round guided Fairbanks city tours to Fort Wainwright military personnel and their dependents while exploring the opportunity to provide the same for First Term Airmen at Eielson Air Force Base (SP 1, 3)

Measurement: Conduct at least 40 city tours for FTWW

Implementation: Weekly

Partnerships: Fort Wainwright ACS & MWR, Greater Fairbanks Chamber of Commerce, University of Alaska Museum of the North, UAF Admissions Office, Elected Officials

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

Program 4: Release the newcomers self-guided driving tour via PocketSights app (SP 1, 3)

Measurement: Release one driving tour

Implementation: June

Partnerships: Fort Wainwright ACS & MWR, Greater Fairbanks Chamber of Commerce,

University of Alaska Museum of the North, Fairbanks North Star Borough Parks and Rec Dept.

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

Program 5: Promote Armed Services webpage on explorefairbanks.com, highlighting partner military discount information while attending Fort Wainwright Spouse-to-Spouse seminars and First Term Airmen Center (FTAC) Pioneer Start information fairs at Eielson Air Force Base. (SP 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 ACS & MWR, Eielson FTAC

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

Program 6: Continue to network with other CVBs in the state and other tourism organizations to exchange ideas on new and improved services (SP 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 7: Promote the Morris Thompson Cultural and Visitors Center as the first stop when visiting Fairbanks to in-state guests by attending in-state consumer tradeshow

Measurement: Purchase booth space at three tradeshow – Fairbanks Outdoor Show, Great Alaska Sportsman Show (Anchorage), GoWinter Expo (Fairbanks)

Implementation: March, April, October

Partnerships: Aurora Productions, 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 8: 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 9: Promote the Morris Thompson Cultural and Visitors Center as the first stop when visiting Fairbanks at the Tok Visitors Center
 Measurement: Send at least 15 cases of Visitors and Winter Guides for distribution
 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

Expand the number and activities in the “Golden Heart Greeter” Program (SP 3)

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, 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

Program 3: Encourage community support of Golden Heart Greeters by spotlighting their assistance in press releases and e-news
 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 4: Staff Explore Fairbanks Visitor Information Center and other information kiosks with bi- or multilingual staff/Golden Heart Greeters whenever possible (SP 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 5: Increase awareness of program with “Meet A Real Alaskan” section in the Fairbanks Visitors Guide with testimonials from greeters and visitors (SP 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 6: Increase awareness of program with meeting planners and local events (SP 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 & Conventions Sales & Services Manager

Program 7: Schedule Golden Heart Greeters for requested services to assist meeting, convention planners and local event organizers (SP 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 & Conventions Sales & Services Manager

Program 8: Highlight a Golden Heart Greeter in Partner e-news

Measurement: Quarterly

Implementation: Year-round

Partnerships: Golden Heart Greeters

Staff Responsibility: Director of Visitor Services and Partnership Development

Program 9: Increase awareness of program with military families.

Measurement: Conduct personal greets

Implementation: Year-round

Partnerships: Golden Heart Greeters

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

Program 10: Highlight Golden Heart Greeter volunteering opportunities to military spouses
Measurement: Share as available
Implementation: Year-round
Partnerships: Golden Heart Greeters, Non-profit agencies
Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development

Objective Three

Implement educational seminars, online trainings, and events for Explore Fairbanks Partners (SP 3)

Program 1: Host Annual Interior Tourism Conference and Tourism Works for Fairbanks job fair 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 (SP 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: Coordinate the Visitor Industry Walk for Charity while incorporating “Tourism Works” messaging

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

Program 4: Execute Partner Spotlight Program. List newly joined partners in the e-news. The e-news will include a description about the business along with contact information

Implementation: As needed

Partnerships: Explore Fairbanks new partners
 Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development

Program 5: Execute familiarization tours to partner places of business for Visitor Services staff

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 6: Populate partner extranet portal with educational webinars called “Partner 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

Program 7: 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 8: 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

Program 9: Update “Marketing with Explore Fairbanks” promotional piece to include facts and figures to spotlight how “Tourism Works for Fairbanks”

Measurement: Produce one promotional handout

Implementation: October

Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, President and CEO, Director of Communications, and Branding & Production Coordinator

Objective Four

Provide workforce development and customer service training to current and potential frontline staff (SP 2)

- Program 1:** Facilitate seasonal frontline training showcases in which frontline staff learn about the MTCVC, events and partners while including “Tourism Works” messaging (SP 2)
- Measurement: Attract 25 partners & 25 frontline representatives per showcase
- Implementation: Bi-Annually
- Partnerships: Frontline Staff
- Staff Responsibility: 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 (SP 2)
- 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, as well as Explore Fairbanks-developed modules: Ask Me About Winter and Cross-Cultural Awareness (SP 2)
- 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
-
- 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 May
- Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development

Administration Marketing Calendar

Industry Calendar

- Alaska Travel Industry Association (ATIA) Board of Directors, approximately six meetings per year
- Destinations International CDME Training (March)
- Destinations International Annual Convention (July)
- DMA West Leadership Summit (TBA)



North American
Travel Journalists
Association



Communications Marketing Calendar

Media Event Calendar

- Travel & Words, November
- North American Travel Journalists Association, May
- Outdoor Writers Association of America, June
- International IPW, May/June
- Alaska Travel Industry Association, January and October
- Host Society of American Travel Writers – Western Chapter

Publication Calendar

- Annual Report Release, April
- Winter Guide Release, August
- Visitors Guide Release, October
- Aurora Viewing Map and Guide, January

Co-op Advertising Calendar

- Magic Days of Summer, May-September
- Guidebooks, Seasonal
- Alaska Magazine, December

Social Media Calendar

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



North American
Travel Journalists
Association

2022 Tourism & Meetings Marketing Calendar

Sales Missions (tentative)

- India 3/20-24
- Latin America 3/27-31
- Australia/New Zealand (December)

Tradeshow Calendar

- Iceland Air Mid-Atlantic (Reykjavik), 1/26-29
- America Bus Association (Detroit, MI), 2/4-7
- Go West Summit (Anchorage), 2/27-3/2
- Routes Americas (San Antonio, TX), 2/15 – 2/17
- ITB International Travel/Trade Berlin, 3/7-9
- Routes Americas (Chicago, IL), 3/21-23
- SeaTrade Cruise Global (Ft. Lauderdale, FL), 3/27-30
- CLIA Cruise360 (Ft. Lauderdale, FL), 4/18-23
- IPW (San Antonio, TX), 5/20-24
- American Society of Travel Advisors (ASTA) Global Convention (San Juan, PR), 5/2-4
- NorthStar Destinations West (Denver, CO) 5/11-13
- NATJA Conference (Fairbanks) 5/16-20
- AFN Convention (Anchorage) 10/19-21
- ATIA Convention (Fairbanks) 10/23-27
- NorthStar Small & Boutique Meetings (Tucson, AZ), 11/7-9
- National Tour Association Exchange (Shreveport-Bossier, LA), 11/12-15
- USTOA (Los Angeles, CA), 12-2/6
- Various European Trade Shows TBA

Consumer Shows

- Chicago Travel & Adventure Show – 1/14-15
- New York Travel & Adventure Show – 1/28-29
- Los Angeles Travel & Adventure Show – 2/18-19
- Denver Travel & Adventure Show – 2/25-26
- Holland America Vancouver Cruise & Travel Show – 3/11
- Holland America Seattle Cruise & Travel Show – 3/18

Familiarization (FAM) Tours

- Explore Fairbanks GoWest Post FAM – 3/3-7
- AGENT FAM – mid-June
- Explore Fairbanks Summer European FAM – 8/31-9/7

Visitor Services and Partnership Development Marketing Calendar

Visitor Services

Annually

- Mat-Su Outdoorsman Show (Wasilla), March 24-26
- Fairbanks Outdoor Show, April 14-16
- Great Alaska Sportsman Show (Anchorage), April 8-10
- Visitor Center begins summer hours, May 27
- Pioneer Park Visitor Kiosk Opens, May 27
- Golden Heart Greeter Recruitment & Orientation, June, July, August
- Go Winter Expo, October 21-22
- Golden Heart Giving pop-ups (Walk for Charity replacement), varies



Golden Heart Greeter



Partnership Development

Partnership Luncheons & Special Events

- Interior Tourism Conference, February 1
- Tourism & Hospitality Job Fair (Fairbanks Job Center), February 23
- Luncheon, March 15
- Annual Explore Fairbanks Awards Banquet, April 21
- Luncheon, October 4
- Annual Meeting, November 29

General Event Information

- Partnership Renewal deadline, January 31
- Partnership Renewal begins, October

Explore Fairbanks 2023 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.

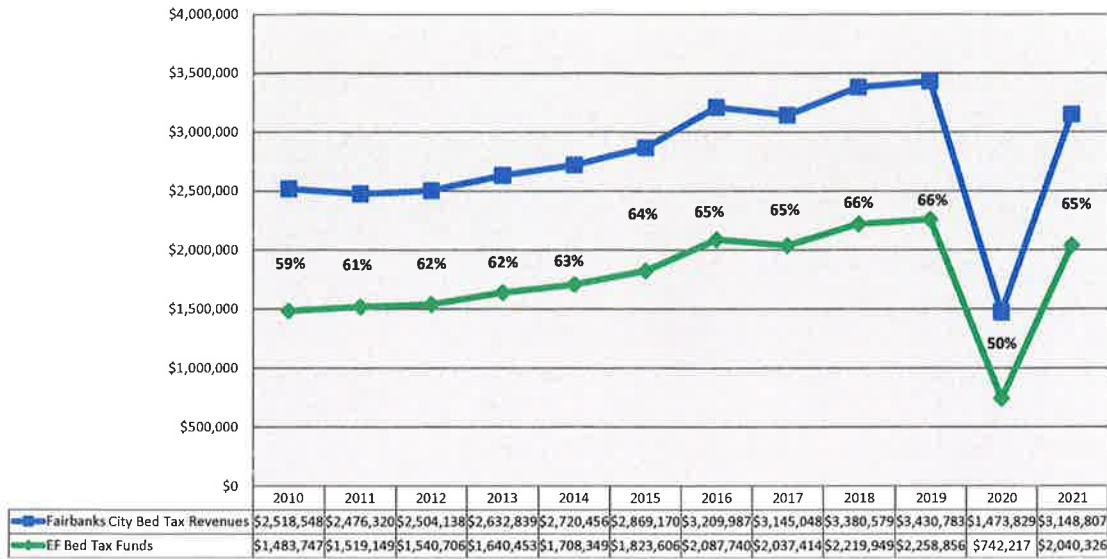
The Explore Fairbanks Board of Directors voted on September 29, 2022 to reserve for 2023 as allocated below.

2023 Budget Reserve		
Estimated Fund Balance 12/31/22		\$1,098,107
2023 Fund Balance		\$41,660
2023 Designated Reserve:		
Convention Center Research	30,000	
Future Bid Incentive Fund-AFN, ATIA, etc.	50,000	
ATIA Convention		
AFN Convention		
Future Familiarization/Media Tours	20,000	
Contratural Services	30,000	
Video Project	20,000	
Internet/SEO/Social Media	20,000	
Research/Education	25,000	
AWG Recycling (restricted)	6,893	
New Market Development	34,554	
2023 Budget Reserve Designation TOTAL		\$236,447
2023 Association Reserve Fund Balance**		\$820,000

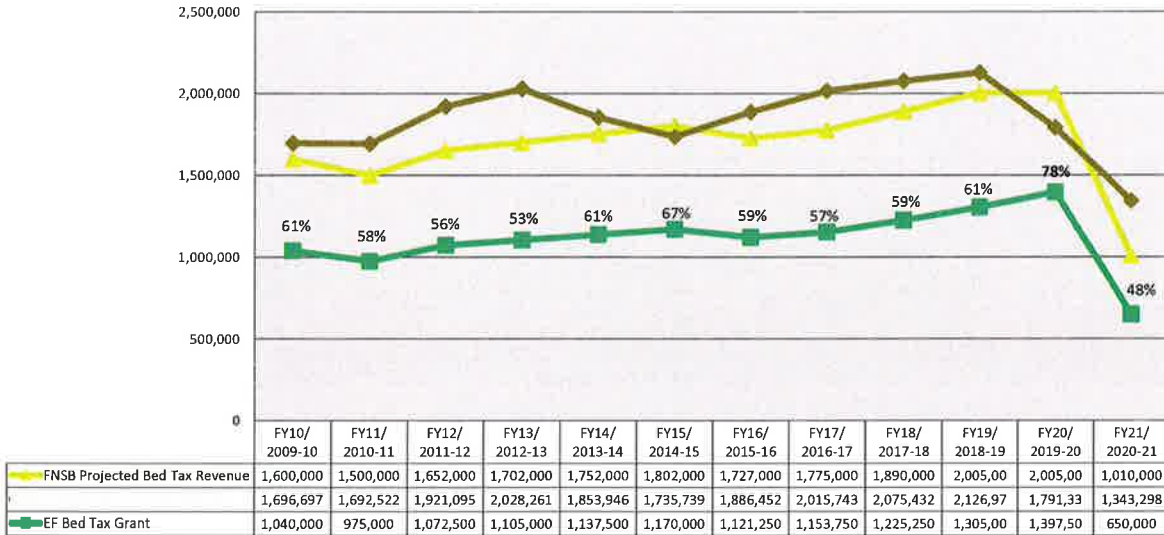
*Calculation based on Fund Balance 12/31/21	\$1,724,898
Estimated fund Balance used to balance 2022 Budget	<u>\$626,791</u>
Estimated Fund Balance 12/31/2022	\$1,098,107

**Based on 19% of the 2023 Budget \$4,356,919

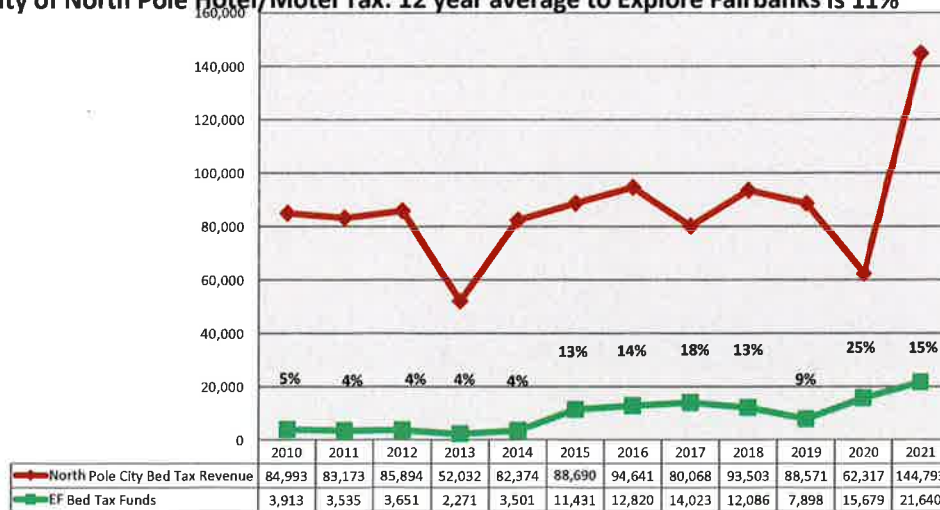
City of Fairbanks Hotel/Motel Tax: 12 year average to Explore Fairbanks is 63%



Fairbanks North Star Borough Hotel/Motel Tax: 12 year average to Explore Fairbanks is 60%

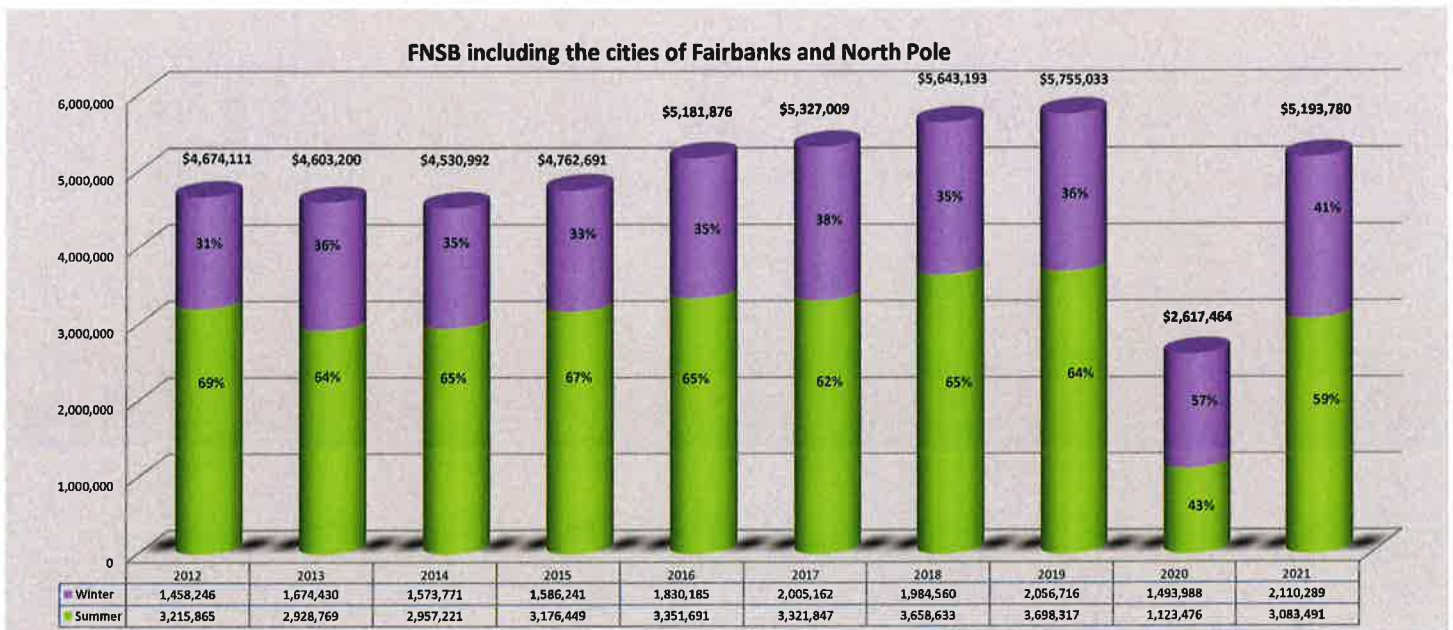


City of North Pole Hotel/Motel Tax: 12 year average to Explore Fairbanks is 11%

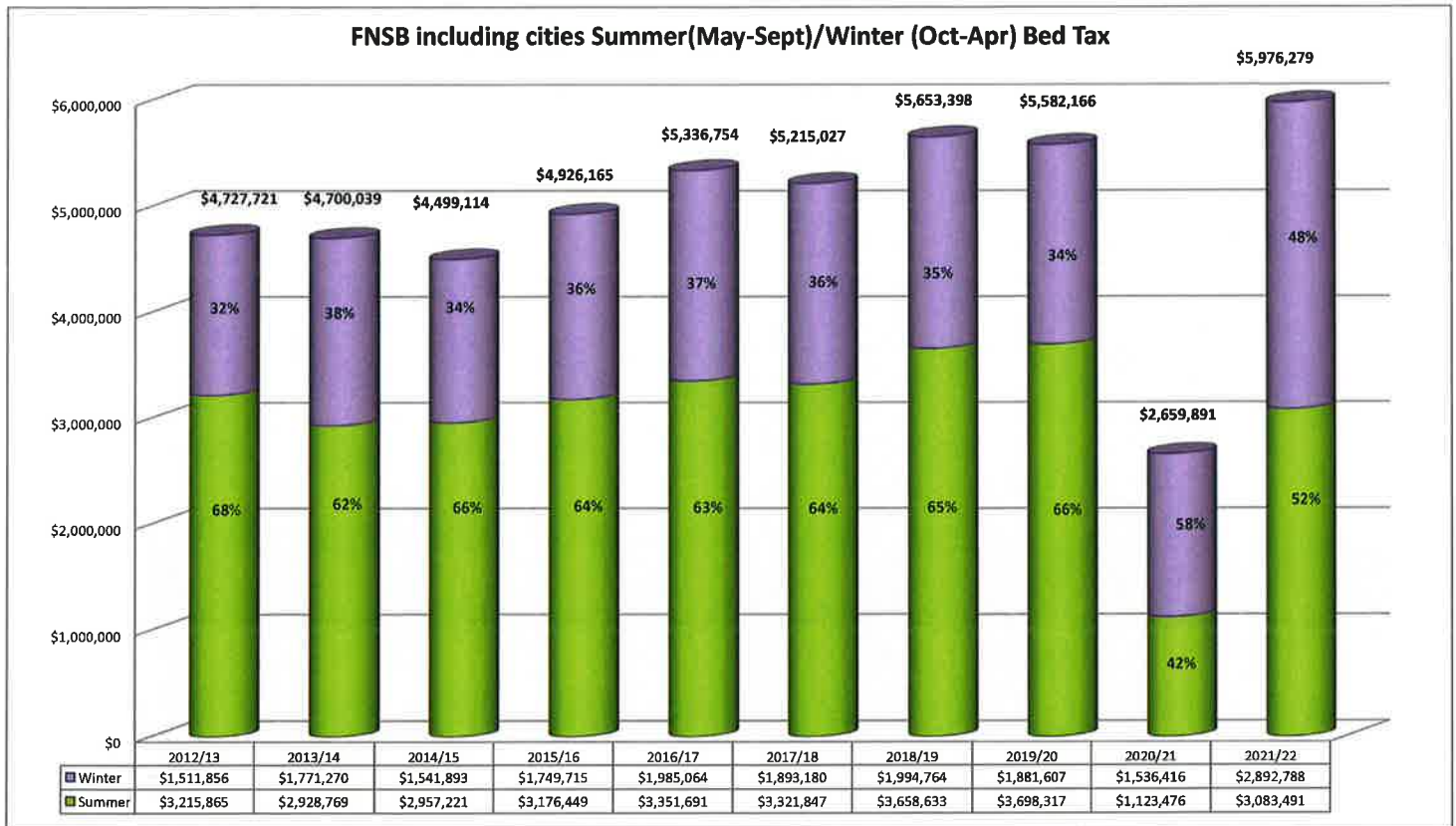


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FNSB including cities of Fairbanks and North Pole Hotel/Motel Tax Collections

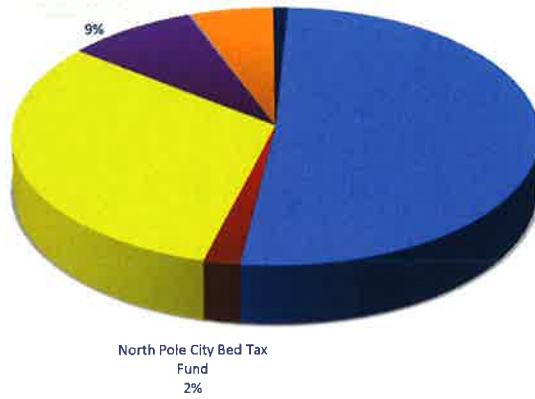


FNSB including cities of Fairbanks and North Pole Hotel/Motel Tax Collections



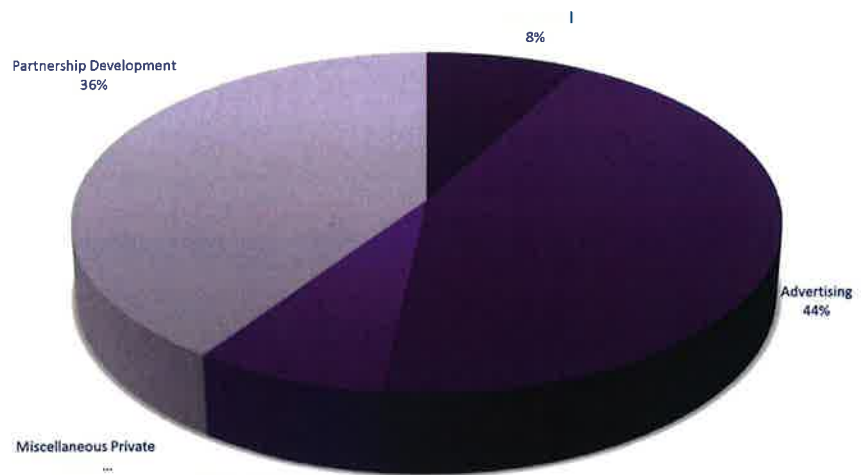
*FNSB figures are subject to change. FNSB records when entered and accrue only at fiscal year-end June 30th the accrual process is normally complete by November. FNSB cuts off their posting around the 25th of the month so any funds received after that time are posted to the next month.

Projected Revenue



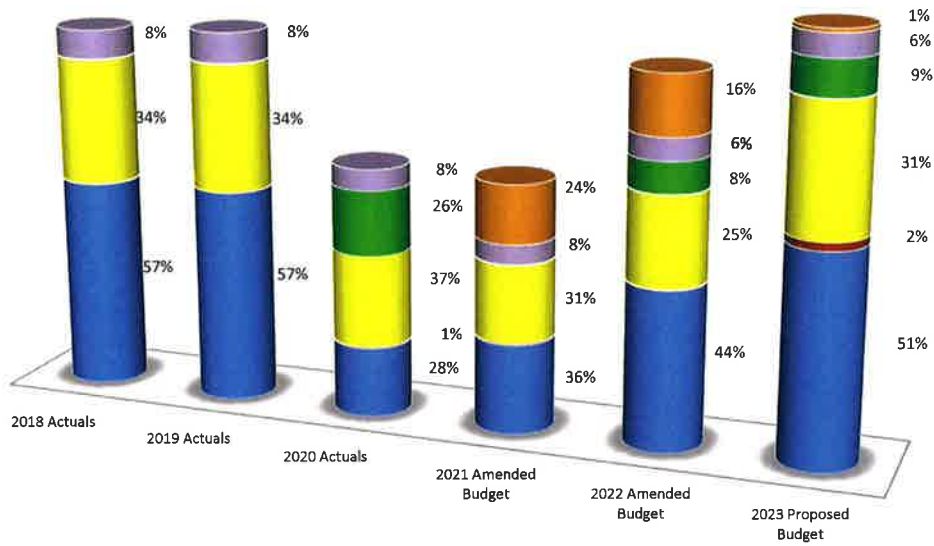
2023 Revenue by Department

Fairbanks City Bed Tax Fund	2,230,000
North Pole City Bed Tax Fund	89,000
FNSB Bed Tax Grant	1,371,474
FNSB ARPA Grant	375,000
FAI Marketing Grant	10,000
EF Private Source Funding	239,785
Fund Balance	41,660
Total	4,356,919



Revenue Comparison

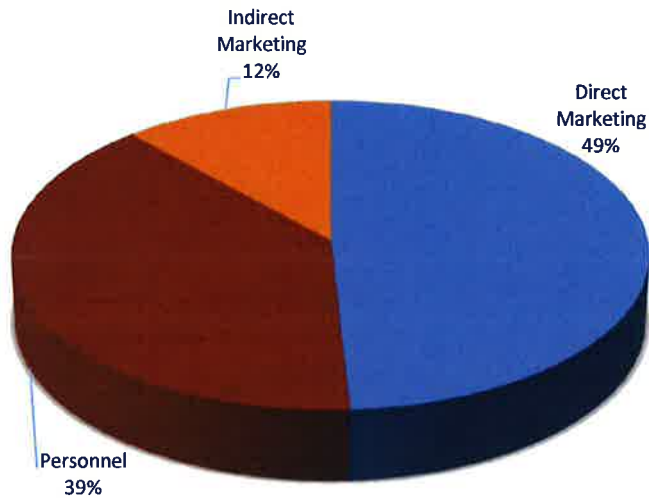
2018 thru 2023



	2018 Actuals	2019 Actuals	2020 Actuals	2021 Amended Budget	2022 Amended Budget	2023 Proposed Budget
■ Fund Balance				616,330	626,791	41,660
■ EF Private Source Funding	306,692	320,172	221,871	204,085	236,085	239,785
			686,250		325,000	375,000
■ FAI Grant	11,262	8,544		10,000	10,000	10,000
■ FNSB Grant	1,329,930	1,350,349	973,117	815,500	942,500	1,371,474
■ North Pole Bed Tax	12,086	7,897	15,679	16,607	11,685	89,000
■ Fairbanks City Bed Tax	2,219,949	2,258,856	742,217	951,912	1,686,577	2,230,000
Total Revenue	\$3,540,761	\$3,909,504	\$3,954,819	\$2,819,997	\$3,534,904	\$3,442,169

2023 Proposed Expense Budget

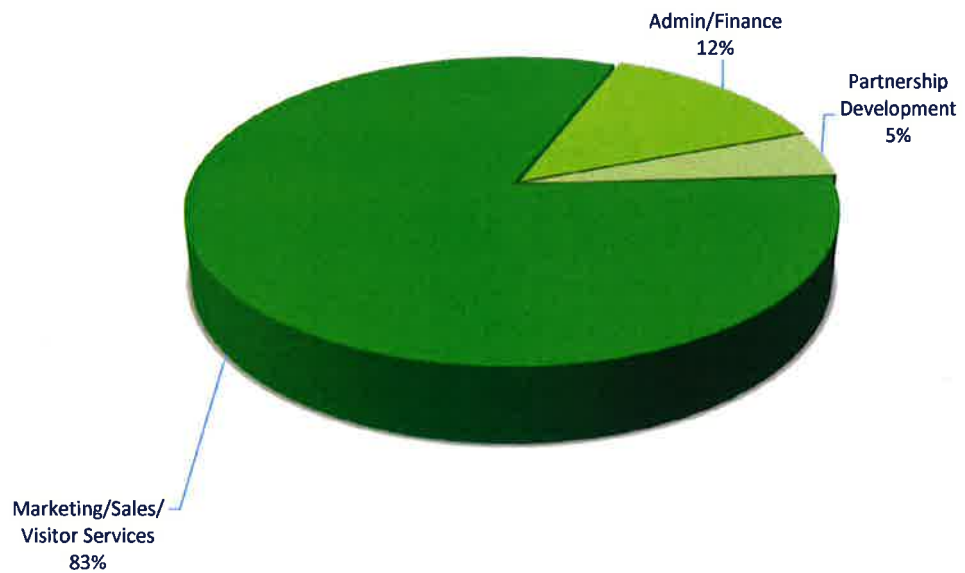
2023 Expense Budget
\$4,356,919



2022 Expenses by Department

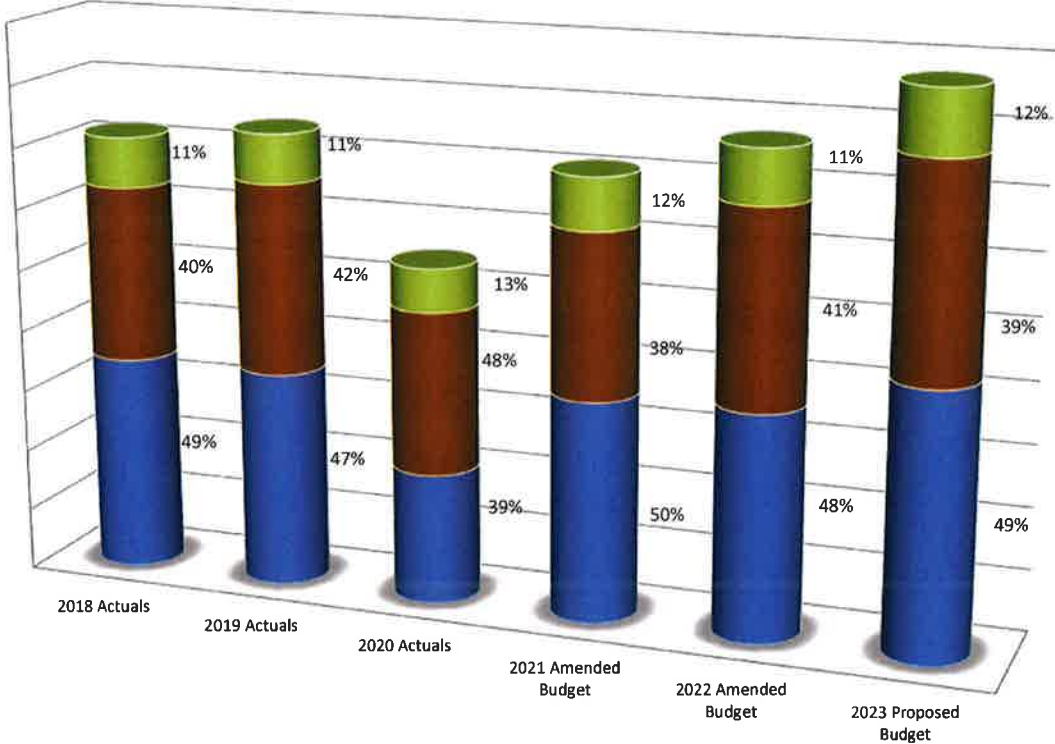
Admin	629,367
Partnership	208,444
Communications	1,799,403
Tourism & Meeting Sales	1,103,121
Visitor Svs	616,584
	<u>4,356,919</u>

2023 Expense Budget by Program



Expense Comparison

2018 thru 2023



	2018 Actuals	2019 Actuals	2020 Actuals	2021 Amended Budget	2022 Amended Budget	2023 Proposed Budget
■ Indirect Marketing Expense	408,118	398,238	349,932	419,353	434,515	510,495
■ Personnel Expense	1,420,066	1,542,759	1,314,299	1,331,079	1,580,481	1,705,865
■ Direct Marketing Expense	1,749,654	1,749,305	1,058,983	1,784,472	1,823,642	2,140,559
Total Expense	\$3,577,838	\$3,390,302	\$2,732,214	\$3,534,904	\$3,838,638	\$4,356,919

**Explore Fairbanks
2023 Revenue Summary**

	2019 Amended Budget	2019 Actuals	2020 Amended Budget	2020 Actuals	2021 Budget	2021 Amended Budget	2022 Budget	2022 Amended Budget	2023 Projected Budget
HOTEL/MOTEL BED TAX									
31000 Fairbanks City Bed Tax Funds	2,093,746	2,258,856	584,518	742,217	951,912	951,912	1,686,577	1,686,577	2,230,000
31500 North Pole City Bed Tax Funds	7,898	7,897	15,679	15,679	16,607	16,607	11,685	11,685	89,000
33000 FNSB Bed Tax Grant	1,425,000	1,350,349	1,116,823	973,117	815,500	815,500	922,500	942,500	1,371,474
MISCELLANEOUS PRIVATE SOURCE INCOME									
32200 SBA Economic Injury Disaster Grant			10,000	10,000					
32300 COF CARES Funding			426,950	426,950					
32300 AIDEA State of AK CARES Funding				100,000					
32310 AK Community Foundation CARES Grant				25,300					
32400 FNSB CARES Act BIG Grant				40,000					
32450 North Pole CARES Grant				84,000					
32320 FNSB ARPA Grant					10,000			325,000	375,000
32600 Payroll Protection Program Grant						571,830			
36050 Denver Airport Grant	10,000	10,000							
36500 State of Alaska Grant						348,640			
37000 FAI Marketing Grant	15,000	8,544	10,000			10,000	10,000	10,000	10,000
37000 Asia Promotion	2,250	1,875							
37500 European Promotion							1,500	1,500	
48100 Interest		3,455		2,631					
48900 Miscellaneous -Private Source	500								
FUND BALANCE RESERVE									
00000 From Fund Balance	264,714		453,307		991,103	616,330	597,922	626,791	41,660
MEMBERSHIP REVENUE									
41000 Basic Membership	79,000	80,775	72,500	79,684	72,500	72,500	72,500	72,500	72,500
41010 Nonprofit Membership	2,900	3,000	2,600	2,900	2,600	2,600	2,600	2,600	2,600
41100 Airport Brochure Distribution	6,900	6,895	6,795	6,440	6,795	6,795	6,795	6,795	6,795
41120 Railroad Brochure Distribution	2,500	2,500	2,460	2,340	2,460	2,460	2,460	2,460	2,460
41130 Pioneer Park Distribution	2,500	2,760	2,640	2,060	2,640	2,640	2,640	2,640	2,640
41150 Additional Brochure Distribution	2,750	3,250	2,650	3,015	2,650	2,650	2,650	2,650	2,650
41210 Internet Listing/Link	2,800	3,805	4,000	4,030	4,000	4,000	4,000	4,000	4,000
41220 Booking Solution	300		100		100	100	100	100	100
41250 Convention Leads	900	1,150	925	1,000	925	925	925	925	925
41300 Convention Calendar	400	525	450	500	450	450	450	450	450
41350 Tourism Leads	1,600	1,850	1,575	1,625	1,575	1,575	1,575	1,575	1,575
SPONSORSHIP REVENUE									
48000 Tradeshow Booth Share	40,600	37,324			10,000	10,000	10,000	10,000	18,000
42000 Co-Op Ad Sales	5,000	5,450	4,800		4,800	4,800	700	700	700
EDUCATIONAL SERVICES REVENUE									
43000 Event Hosting Miscellaneous	37,000	37,724	4,250	3,825	8700	8,700	14,900	37,500	17,500
43100 Membership Lunch	2,000	2,415	635	2,205			1,500	1,500	1,500
MISCELLANEOUS SALE OF GOODS									
44500 Labels		119		414					
46000 Miscellaneous Sale of Goods	1,000	891	700	30	250	250	250	250	250
ADVERTISING REVENUE									
46700 Visitor Guide Ad Sales	76,000	71,674	48,240	59,659	48,240	48,240	48,240	48,240	48,240
41450 Visitor Guide Narrative	10,000	8,985	8,700	7,388	8700	8,700	8,700	8,700	8,700
41500 Visitor Guide Multiple Listing	12,000	11,768	9,500	9,923	9,500	9,500	9,500	9,500	9,500
46510 Winter Activities Guide Ads	4,500	5,100	4,700	5,400	4,700	4,700	4,700	4,700	4,700
46600 Meeting Planner Ad Sales			12,000	11,185					10,000
47000 Website Advertising	15,000	16,882	12,500	15,618	12,500	12,500	16,800	16,800	24,000
TOTAL REVENUE	4,124,758	3,945,819	2,819,997	2,639,134	2,989,207	3,534,904	3,442,169	3,838,638	4,356,919

**Explore Fairbanks
2023 Expense Budget Summary**

	2019 Amended Budget	2019 Actuals	2020 Amended Budget	2020 Actuals	2021 Budget	2021 Amended Budget	2022 Budget	2022 Amended Budget	2023 Proposed Budget
DIRECT MARKETING EXPENSES									
60100 Production	43,075	2,978	26,500	1,117	21,000	32,200	26,500	32,500	34,000
60200 Media Placement	589,300	552,645	503,310	496,636	638,361	1,001,801	614,520	719,520	835,114
61000 Collateral Material	172,100	149,780	90,587	117,056	92,450	108,150	122,150	136,150	189,500
61500 Website Development	45,650	38,572	43,550	44,366	43,550	53,550	43,790	43,790	61,250
62000 Promo Merchandise	28,600	25,535	11,450	4,239	4,900	11,900	19,150	19,150	25,650
63000 FAM/Site Visits	105,100	110,506	31,800	33,397	34,000	44,000	63,000	85,000	85,000
64000 Trade Shows	142,645	124,118	35,504	25,109	80,665	82,330	94,945	126,200	139,905
65000 Travel	125,550	94,364	13,820	13,495	49,250	44,750	79,450	99,770	118,000
65500 Local Meetings	14,250	9,989	7,750	4,642	11,250	11,550	11,575	11,575	11,575
66000 Special Promotions	266,860	204,454	65,144	45,928	68,239	78,489	81,764	106,764	108,470
66800 International Marketing	165,048	164,216	91,833	90,830	63,773	63,773	83,100	88,100	116,100
66500 Research	3,850	3,850	9,500	9,500		4,000		5,000	39,250
67000 Event Hosting	65,800	48,645	12,290	7,352	4,000	24,750	22,250	90,124	136,636
67500 Telephone	16,180	13,203	15,580	11,809	14,080	14,580	14,620	14,620	15,240
68000 Dues/Subscriptions	19,625	23,515	19,555	18,160	19,304	19,814	23,334	23,334	30,749
68500 (800) Inquiry Service	360	300	360	50	360	360	120	120	120
69000 Mail Fulfillment/Postage	187,615	149,766	109,533	112,478	155,975	163,975	165,500	187,800	173,000
69500 Direct Mail	35,635	32,892	25,725	22,822	21,000	24,500	24,500	34,125	21,000
Subtotal Direct Marketing	2,027,243	1,749,305	1,113,791	1,058,983	1,322,157	1,784,472	1,490,268	1,823,642	2,140,559
PERSONNEL EXPENSES									
50000 Wages/Taxes/Benefits	1,620,915	1,542,759	1,308,101	1,314,299	1,357,498	1,331,079	1,524,981	1,580,481	1,705,865
Subtotal Personnel	1,620,915	1,642,759	1,308,101	1,314,299	1,367,498	1,331,079	1,524,981	1,580,481	1,705,865
INDIRECT MARKETING EXPENSES									
76000 Computer	67,420	57,629	66,640	65,451	61,910	67,300	67,250	\$67,250	68,800
78000 Education/Training	15,955	9,707	400	129	2,000	5,665	8,100	\$8,995	15,445
79000 Equipment Rental	20,515	11,573	20,515	13,406	19,200	20,860	21,900	\$21,900	21,900
80000 General Insurance	18,000	14,362	18,000	14,958	15,600	18,000	16,500	\$16,500	19,400
81000 Interest/Finance Charge	3,100		3,100	109	4,500	4,500	4,500	\$4,500	4,500
81500 Bank Card Fees	12,450	8,691	12,450	9,090	7,050	12,450	12,450	\$12,450	13,200
83000 Professional Fees	25,600	20,679	25,600	18,391	23,800	25,600	26,500	\$26,500	30,500
84000 Rent/Storage	223,350	218,438	193,390	184,233	185,235	202,548	211,200	\$211,200	242,100
86000 Supply/Office Expense	17,640	11,798	15,640	7,524	15,540	17,640	15,840	\$15,840	17,700
88000 Licenses & Taxes	36,350	36,723	39,350	35,555	39,350	39,350	39,350	\$39,350	41,350
89000 Other (Miscellaneous) Expenses	720	2	720		600	720	630	\$630	1,200
90000 Capital Outlay	35,500	8,616	2,300	1,085	4,700	4,700	2,700	\$9,400	34,400
Subtotal Indirect Marketing	476,600	398,238	398,105	349,932	379,486	419,353	426,920	\$434,515	510,495
GRAND TOTAL	4,124,768	3,690,302	2,819,997	2,723,214	3,069,140	3,534,904	3,442,169	3,838,638	4,366,919

Explore Fairbanks 2023 Expense Budget

	2023 Budget by Department					2023 Proposed Budget	2022 Budget	2022 Amended Budget
	Admin Dept.	Communications Dept.	Tourism and Meeting Sales Dept.	Visitor Services Dept.	Partnership Dept.			
DIRECT MARKETING EXPENSES								
60100 Production		31,000	2,500		500	34,000	26,500	32,500
60200 Media Placement		832,314	2,500		300	835,114	614,520	719,520
61000 Collateral Material	1,200	175,250	9,000		800	189,500	122,150	136,150
61500 Website Development		61,250				61,250	43,790	43,790
62000 Promo Merchandise	900	2,000	22,250		250	25,650	19,150	19,150
63000 FAMs/Site Visits/Press Tours		40,000	45,000			85,000	63,000	85,000
64000 Trade Shows	1,800	16,900	114,815	3,690	2,700	139,905	94,945	126,200
65000 Travel	15,600	23,300	63,900	7,400	7,800	118,000	79,450	99,770
65500 Local Meetings	2,100	3,600	4,000	1,275	600	11,575	11,575	11,575
66000 Special Promotions	21,055	22,500	20,000	24,365	20,550	108,470	81,764	106,764
66800 International Marketing			116,100			116,100	83,100	88,100
66500 Research		20,000	19,250			39,250	-	5,000
67000 Event Hosting			112,386		24,250	136,636	22,250	90,124
67500 Telephone	3,000	4,200	5,400	1,320	1,320	15,240	14,620	14,620
68000 Dues/Subscriptions	5,244	3,865	17,550	2,090	2,000	30,749	23,334	23,334
68500 (800) Inquiry Service				120		120	120	120
69000 Mail Fulfillment/Postage	2,000	55,000	9,500	105,000	1,500	173,000	165,500	187,800
69500 Direct Mail		21,000				21,000	24,500	34,125
Subtotal Direct Marketing	52,899	1,312,179	564,151	146,310	65,020	2,140,559	1,490,268	1,823,642
PERSONNEL EXPENSES								
50000 Wages/Taxes/Benefits	417,838	396,864	451,810	381,689	57,664	1,705,865	1,524,981	1,580,481
Subtotal Personnel	417,838	396,864	451,810	381,689	57,664	1,705,865	1,524,981	1,580,481
INDIRECT MARKETING EXPENSES								
76000 Computer	17,500	14,400	14,400	12,600	9,900	68,800	67,250	67,250
78000 Education/Training	6,100	3,000	1,500	3,145	1,700	15,445	8,100	8,995
79000 Equipment Rental	4,380	4,380	4,380	4,380	4,380	21,900	21,900	21,900
80000 General Insurance	3,600	3,600	3,600	5,000	3,600	19,400	16,500	16,500
81000 Interest/Finance Charge	4,500					4,500	4,500	4,500
81500 Bank Fees	7,500				5,700	13,200	12,450	12,450
83000 Professional Fees	11,000	5,000	5,000	4,500	5,000	30,500	26,500	26,500
84000 Rent/Storage	48,420	48,420	48,420	48,420	48,420	242,100	211,200	211,200
86000 Supply/Office Expense	5,040	3,120	3,120	3,300	3,120	17,700	15,840	15,840
88000 Licenses and Taxes	41,350					41,350	39,350	39,350
89000 Other (Misc) Expenses	240	240	240	240	240	1,200	630	630
90000 Capital Outlay	9,000	8,200	6,500	7,000	3,700	34,400	2,700	9,400
Subtotal Indirect Marketing	158,630	90,360	87,160	88,585	85,760	510,495	426,920	434,515
GRAND TOTAL	629,367	1,799,403	1,103,121	616,584	208,444	4,356,919	3,442,169	3,838,638

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**Explore Fairbanks
2023 Revenue Summary
Administration**

	2019 Amended Budget	2019 Actuals	2020 Amended Budget	2020 Actuals	2021 Budget	2021 Amended Budget	2022 Budget	2022 Amended Budget	2023 Proposed Budget
HOTEL/MOTEL BED TAX									
31000 City Bed Tax Funds	2,093,746	2,258,856	584,518	742,217	951,912	951,912	1,686,577	1,686,577	2,230,000
31500 North Pole Bed Tax Funds	7,898	7,897	15,679	15,679	16,607	16,607	11,685	11,685	89,000
33000 FNSB Bed Tax Grant	1,325,000	1,250,349	1,116,823	973,117	815,500	815,500	922,500	922,500	1,371,474
MISCELLANEOUS PRIVATE SOURCE INCOME									
32200 SBA Economic Injury Disaster Grant			10,000	10,000					
32300 COF CARES Funding			426,950	426,950					
32300 AIDEA State of AK CARES Funding				100,000					
32310 AK Community Foundation CARES Grant				25,300					
32400 FNSB CARES Act BIG Grant				40,000					
32450 North Pole CARES Grant				84,000					
32320 FNSB ARPA Grant									375,000
32600 Payroll Protection Program Grant						571,830			
36050 Denver Airport Grant	10,000	10,000							
36000 FAI Marketing Grant	15,000	8,544	10,000		10,000	10,000	10,000	10,000	10,000
36500 State of Alaska Marketing Grant						348,940			
48100 Interest		3,455		2,631					
FUND BALANCE RESERVE									
00000 From Fund Balance	188,041		453,307		991,103	616,330	597,922	761,821	41,660
TOTAL REVENUE	3,639,685	3,539,102	2,617,277	2,419,894	2,785,122	3,331,119	3,226,684	3,392,583	4,117,134

**Explore Fairbanks
2023 Revenue Summary
Communications**

	2019 Amended Budget	2019 Actuals	2020 Amended Budget	2020 Actuals	2021 Budget	2021 Amended Budget	2022 Budget	2022 Amended Budget	2023 Proposed Budget
SPONSORSHIP REVENUE									
42000 Co-Op Ad Sales	5,000	5,450	4,800		4,800	4,800	700	700	700
ADVERTISING REVENUE									
46700 Visitor Guide Ad Sales	76,000	71,674	48,240	59,659	48,240	48,240	48,240	48,240	48,240
41450 Visitor Guide Narrative	10,000	8,985	8,700	7,388	8,700	8,700	8,700	8,700	8,700
41500 Visitor Guide Multiple Listing	12,000	11,768	9,500	9,923	9,500	9,500	9,500	9,500	9,500
46510 Winter Activities Guide Ad Sales	4,500	5,100	4,700	5,400	4,700	4,700	4,700	4,700	4,700
47000 Website Advertising	15,000	16,882	12,500	15,618	12,500	12,500	16,800	16,800	24,000
TOTAL REVENUE	122,500	119,859	88,440	97,988	88,440	88,440	88,640	88,640	95,840

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**Explore Fairbanks
2023 Revenue Summary
Tourism and Meeting Sales**

	2019 Amended Budget	2019 Actuals	2020 Amended Budget	2020 Actuals	2021 Budget	2021 Amended Budget	2022 Budget	2022 Amended Budget	2023 Proposed Budget
MISCELLANEOUS SOURCE INCOME									
33000 FNSB Grant	100,000	100,000							
37000 Asia Promotion	2,250				2,250				
37500 European Promotion					1,500		1,500	1,500	
FUND BALANCE RESERVE									
00000 From Fund Balance	181,500				103,700				
EDUCATIONAL SERVICES REVENUE									
43000 Event Hosting Miscellaneous	15,500	7,026						22,600	2,500
MISCELLANEOUS SALE OF GOODS									
46000 Miscellaneous Sale of Good	1,000	891	700	30	1,000	250	250	250	250
ADVERTISING REVENUE									
46600 Meeting Planner Ad Sales	12,000		12,000	11,185					10,000
SPONSORSHIP REVENUE									
48000 Tradeshow Booth Share	40,600				52,600	10,000	10,000	10,000	18,000
TOTAL REVENUE	352,850	107,917	12,700	11,215	161,050	10,250	11,750	34,350	30,750

**Explore Fairbanks
2023 Expense Budget
Tourism and Meeting Sales**

	2019 Amended Budget	2019 Actuals	2020 Amended Budget	2020 Actuals	2,021 Budget	2021 Amended Budget	2022 Budget	2022 Amended Budget	2023 Proposed Budget
DIRECT MARKETING EXPENSES									
60100 Production	13,100	1,555		17					2,500
Group Tour Manual	2,000								
Website Translations	6,600								
Chinese Lure Piece	1,500								
Japanese Lure Piece	500								
Meetings and Convention Production ads	2,000								2,500
AFN Production ads	500								
60200 Media Placement	20,000	20,134			2,500	2,500	2,500	2,500	2,500
Media Placement AFN	20,000				2,500	2,500	2,500		2,500
61000 Collateral Material	27,850	7,972	11,900	9,828	5,000	5,000	7,000	7,000	9,000
Cruise Land Tour Publication									1,500
Aurora Certificates							500		
Japanese Lure Piece	1,000								
German Lure Piece							2,500		
Meeting Planner Guide	14,000		10,000						6,000
Tradeshows Displays	600		1,000		1,000	1,000	3,000	3,000	
AFN Printed Material	3,750		500						
Miscellaneous Printed Material	500		400		4,000	4,000	1,000	1,000	1,500
61500 Website Development									
62000 Promo Merchandise	33,200	23,113	9,050	4,230	4,000	9,000	16,250	16,250	22,250
Backpacks, huskies, hats, mugs, lapel pins, etc	28,700		5,550		1,000	9,000	12,750	12,750	17,750
Items for AFN	1,500								1,000
Items for Special Projects/Events	6,000		3,500		3,000		3,500		3,500
63000 FAM Tours/Site Inspection	64,600	69,408	14,300	14,993	14,000	19,000	30,000	40,000	45,000
European FAM	7,000		5,000		6,000	6,000	6,000	6,000	6,000
Japan Winter FAM	5,000								
China FAM	10,000		6,000						
Alaska-hosted Conferences	10,000								
GoWest FAM								10,000	10,000
In State Meeting Planner FAM (inc AFN)	4,000						4,000	4,000	4,000
Site Inspections	600				1,500	1,500	1,500	1,500	1,500
Others	28,000		3,300		6,500	11,500	18,500	18,500	23,500
64000 Trade Shows	117,075	107,471	31,511	22,375	65,770	65,770	71,785	73,065	114,815
IPW	24,405		360		25,925	25,925	23,500	24,780	33,500
NTA Exchange	1,300		670		1,300	1,300	1,300	1,300	1,395
Japan Workshops	12,000								
International Tourism Boerse - Berlin	4,000		4,000		4,000	4,000	4,000	4,000	6,000
Mid-Atlantic Tradeshow	2,000		2,000				2,000	2,000	2,000
Taiwan Sales Mission	4,000								
ABA Market Place	2,000		1,595		1,695	1,695	1,595	1,595	1,645
Down Under Sales Mission (formerly ATIA workshops)	3,000		0				3,000	3,000	3,500
ATIA Convention	1,275		425		850	850	1,200	1,200	2,250
JATA World Congress	6,100				6,500	6,500	6,500	6,500	
NAJ Active America	4,000								
American Society of Travel Advisors (formerly NACTA)	5,600				3,500	3,500	3,500	3,500	4,100
Chinese International Travel Market	8,000								
China Sales Mission	12,000								
International Travel Boerse - China			3,600						
International Travel Boerse - Asia			750						
Denver Travel and Adventure Show			3,495						3,895
New York Travel and Adventure									3,895
LA Travel and Adventure									3,895
Chicago Travel and Adventure									3,895
San Francisco Travel & Adventure Show	4,000		2,726						
United States Tour Operators Association (USTOA)									2,000
Other Trade Shows					2,000	2,000	4,000	4,000	7,300
Routes	2,000		1,800				2,000	2,000	2,000
SeaTrade Convention	3,500						3,500	3,500	3,500
cruise3sixty	9,395						9,395	9,395	10,045
GoWest	2,500		2,795				2,795	2,795	3,000
AFN									2,500
Northstar Small and Boutique Meetings									4,000
Northstar Destinations West									4,000
Pre-Event Promotion	2,000						1,500	1,500	1,500
Virtual Event Platform					20,000	20,000	2,000	2,000	5,000
65000 Travel	66,350	56,013	8,700	9,747	19,000	19,000	38,800	40,520	63,900
IPW	4,000				4,000	4,000	5,000	6,720	7,500
NTA	2,500				1,800	1,800	1,800	1,800	1,800
Japan Workshops	3,000								
Korea Workshops	3,000								
Taiwan Sales Mission	2,000								
ABA Market Place	2,650		2,000		1,500	1,500	1,500	4,000	3,000
Down Under Sales Mission (formerly ATIA workshops)	4,000						4,000	4,200	4,200
ATIA Convention	2,000				1,200	1,200	4,200	2,500	
JATA - Japan	2,500				3,000	3,000	2,500		
NAJ Active America	1,200							2,000	
American Society of Travel Advisors (formerly NACTA)	3,000				2,000	2,000	2,000		3,000
Chinese International Travel Market	2,000								
China Sales Mission	5,000								
Denver Travel and Adventure Show			2,200					2,000	2,000
New York Travel and Adventure									2,000
LA Travel and Adventure									2,000
Chicago Travel and Adventure									2,000
San Francisco Travel & Adventure Show	3,000		2,500						
United States Tour Operators Association (USTOA)									2,000
Routes	3,000		2,000				2,000	2,000	2,200
Airline Development								1,200	
cruise3sixty	3,000						2,000		3,000
Cruise Ship Sales								1,500	

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**Explore Fairbanks
2023 Revenue Summary
Visitor Services**

	2019 Amended Budget	2019 Actuals	2020 Amended Budget	2020 Actuals	2021 Amended Budget	2021 Amended Budget	2022 Budget	2022 Amended Budget	2023 Proposed Budget
SPONSORSHIP REVENUE									
EDUCATIONAL SERVICES REVENUE									
TOTAL REVENUE									

**Explore Fairbanks
2023 Expense Budget
Visitor Services**

	2019 Amended Budget	2019 Actuals	2020 Amended Budget	2020 Actuals	2021 Budget	2021 Amended Budget	2022 Budget	2022 Amended Budget	2023 Proposed Budget
DIRECT MARKETING EXPENSES									
60100 Production	100	70							
Visitor In Your Own Town	100								
60200 Media Placement									
61000 Collateral Material	800	241							800
Alaska Host Material	800								800
62000 Promo Merchandise	250		250						250
63000 FAM Tours/Site Inspection	3,300								
Visitor In Your Own Town Tour	3,300								
64000 Trade Shows	3,095	2,777	2,075	2,244	1,195	1,195	3,095	3,095	3,690
ATIA Convention	495				495	495	495	495	495
Fairbanks Outdoor Show	700		700		700	700	700	700	700
Fairbanks Winter Show	425		425			425	425	425	425
In-state Consumer Shows	1,475		950				1,475	1,475	2,070
65000 Travel	7,200	5,051	920	1,401	1,700	1,700	3,250	3,250	7,400
Tok/Denali Satellite Upkeep	250		500						500
ATIA	1,700				1,700	1,700	1,800	1,800	
Highway Neighbors	750								
DMAI or DMA West (formerly WACVB) or other trainin	3,000								3,500
In-state Consumer Shows	1,500		420				1,450	1,450	3,400
65500 Local Meetings	1,875	1,954	1,475	601	1,275	1,275	1,275	1,275	1,275
Misc/Mileage/Local Mtgs	1,875		1,475		1,275	1,275	1,275	1,275	1,275
66000 Special Promotions	14,980	12,447	15,206	9,146	10,904	10,904	14,664	14,664	24,365
Tok Contract	3,500		3,500		350	350	3,500	3,500	3,500
Tok Display	300		3,500						10,000
Staff/Volunteer Uniforms	1,175		1,175		250	250	500	500	500
Midnight Sun T-Shirts	200		200				200	200	200
Ice Sculpture at MTCVC	1,500				2,000	2,000	2,000	2,000	2,000
Misc. Special Promotions	2,400		926		2,699	2,699	2,699	2,699	2,400
Visitor Guide Distribution in Anch	5,905		5,905		5,605	5,605	5,765	5,765	5,765
67000 Event Hosting									
67500 Telephone	1,200	1,596	1,200	1,134	1,200	1,200	1,300	1,300	1,320
Phone Charges	1,200		1,200		1,200	1,200	1,300	1,300	1,320
68000 Dues/Subscriptions	1,380	1,399	1,430	842	1,430	1,430	1,760	1,760	2,090
DI (formerly DMAI)	1,100		1,150		1,150	1,150	1,400	1,400	1,700
DMA West (formerly WACVB)	220		220		220	220	300	300	300
Costco (formerly Sam's)	60		60		60	60	60	60	90
68500 (800) Inquiry Service	120	100	120	17	120	120	120	120	120
Inquiry Calls	120		120		120	120	120	120	120
69000 Mail Fulfillment/Postage	119,500	91,826	104,500	70,073	105,000	105,000	105,000	105,000	105,000
Postage for Inquiry Call Mail outs	119,500		104,500		105,000	105,000	105,000	105,000	105,000
SUBTOTAL DIRECT MARKETING	153,800	117,461	127,176	85,458	122,824	122,824	130,464	130,464	146,310
PERSONNEL EXPENSES									
90000 Wages/Taxes/Benefits	344,525	270,937	218,079	197,271	189,081	210,179	310,675	310,675	381,689
SUBTOTAL PERSONNEL	344,525	270,937	218,079	197,271	189,081	210,179	310,675	310,675	381,689
INDIRECT MARKETING EXPENSES									
76000 Computer	9,960	11,388	9,960	11,721	10,680	10,680	12,250	12,250	12,600
Computer Maintenance Contract	7,080		7,080		7,080	7,080	8,050	8,050	8,400
AT&T Tablet					600	600	600	600	600
Simpleview Database	2,280		2,280		3,000	3,000	3,600	3,600	3,600
78000 Education/Training	4,245	1,218	400		2,000	2,000	2,000	2,000	3,145
CPR Training/First Aid	500		500						500
Staff Training	3,100		-100		2,000	2,000	2,000	2,000	2,000
DMAI or DMA West (formerly WACVB) or other trainin	645								645
79000 Equipment Rental	3,420	1,938	3,420	2,233	3,480	3,480	4,380	4,380	4,380
Copiers	2,400		2,400		2,400	2,400	3,000	3,000	3,000
Postage Machines	1,020		1,020		1,080	1,080	1,380	1,380	1,380
80000 General Insurance	3,000	2,404	3,000	2,532	3,000	3,000	3,300	3,300	5,000
General Liability/Dishonesty Bond	3,000		3,000		3,000	3,000	3,300	3,300	5,000
83000 Professional Fees	3,600	3,296	3,600	2,927	3,600	3,600	4,500	4,500	4,500
Audit/Legal Fees	3,600		3,600		3,600	3,600	4,500	4,500	4,500
84000 Rent/Storage	37,225	36,406	33,367	30,706	33,955	33,955	42,240	42,240	48,420
Office lease/Storage Units	444		445		445	445	540	540	720
MTCVC	36,781		32,922		33,510	33,510	41,700	41,700	47,700
86000 Supply/Office Expense	3,300	1,789	2,900	1,146	3,300	3,300	3,300	3,300	3,300
Office Supplies	3,300		2,900		3,300	3,300	3,300	3,300	3,300
89000 Other (Miscellaneous) Expenses	120		120		120	120	120	120	240
90000 Capital Outlay	6,000	3,217							7,000
Furnishings & Signage									3,500
Hardware Purchases	6,000								3,500
SUBTOTAL INDIRECT MARKETING	70,870	61,657	56,767	51,264	60,135	60,135	72,090	72,090	88,585
GRAND TOTAL	569,195	450,055	402,022	333,993	372,040	393,138	513,229	513,229	616,584

**Explore Fairbanks
2023 Revenue Summary
Partnership Development**

	2019 Amended Budget	2019 Actuals	2020 Amended Budget	2020 Actuals	2021 Budget	2021 Amended Budget	2022 Budget	2022 Amended Budget	2023 Proposed Budget
MEMBERSHIP REVENUE									
41000 Basic Membership	79,000	80,775	72,500	79,684	72,500	72,500	72,500	72,500	72,500
41010 Nonprofit Membership	2,900	3,000	2,600	2,900	2,600	2,600	2,600	2,600	2,600
41100 Airport Brochure Distribution	6,900	6,895	6,795	6,440	6,795	6,795	6,795	6,795	6,795
41120 Railroad Brochure Distribution	2,500	2,500	2,460	2,340	2,460	2,460	2,460	2,460	2,460
41130 Pioneer Park Brochure Distribution	2,500	2,760	2,640	2,060	2,640	2,640	2,640	2,640	2,640
41150 Additional Brochure Distribution	2,750	3,250	2,650	3,015	2,650	2,650	2,650	2,650	2,650
41210 Internet Listing/Link	2,800	3,805	4,000	4,030	4,000	4,000	4,000	4,000	4,000
41220 Booking Solution	300		100		100	100	100	100	100
41250 Convention Leads	900	1,150	925	1,000	925	925	925	925	925
41300 Convention Calendar	400	525	450	500	450	450	450	450	450
41350 Tourism Leads	1,600	1,850	1,575	1,625	1,575	1,575	1,575	1,575	1,575
EDUCATIONAL SERVICES REVENUE									
43000 Event Hosting Miscellaneous	8,500	10,451	4,250	3,825	6,200	6,200	6,200	6,200	5,000
43000 Event Hosting Charity Walk	13,000	10,747			8,700	8,700	8,700	8,700	10,000
43100 Membership Lunch	2,000	2,415	635	2,205	1,500	1,500	1,500	1,500	1,500
MISCELLANEOUS SALE OF GOODS									
44500 Labels		119		414					
MISCELLANEOUS PRIVATE SOURCE INCOME									
48900 Miscellaneous-Private Source	500								
TOTAL REVENUE	126,550	130,241	101,580	110,038	113,095	113,095	113,095	113,095	113,195

