



 explore

FAIRBANKS

1977 (CELEBRATING 40 YEARS) 2017

2017 Strategic Marketing Plan



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Mission Statement

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

Long-Term Strategic Priorities

Establish a strong brand identity for the Fairbanks region.

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

Focus efforts on stimulating year-round visitor spending.

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

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

Vision Statement

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

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

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

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

Brand Pillars

Message three “seasons” that distinguish tourism in the Fairbanks region

Heralding Fairbanks’ location on the globe at the 64th parallel of latitude are three “seasons” redefined Fairbanks style:

- Summer Season – The Midnight Sun in the summer sky sets Fairbanks apart with 70 straight days of sunshine
- Winter – Fairbanks celebrates “winter” during almost a seven-month season from October through April
- Aurora Season – From August 21st through April 21st opportunities for some of the world’s best aurora viewing. This season encompasses from the end of summer into spring.



“I was beyond wowed by its grand and intimate beauty. I saw the northern lights for the first time and literally teared up – huge green and violet curtains pulsating and swirling across the sky. I couldn't believe how vibrant and fast they were. Saw three moose, endless tracts of golden forest, and then this, the alpine tundra alive with color during the slim window of fall. In love.”

– Kate Siber, Travel Writer, September 2015



“I’ve trekked through the snow covered forest, raced cross country on snow-mobiles, had a drink at an ice bar, and swam in hot springs – all against this INSANELY beautiful winter backdrop. It’s honestly one of the most picturesque places I’ve ever been!”

– Reuben Mourad, Australian Travel Writer/Television Personality, March 2015



Brand Pillars

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

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

"Nothing but vast open green spaces of mountains and rivers and tundra and brush. You will never feel claustrophobic here! My head was plastered to the bus window the entire time, just simply enjoying the natural beauty of my surroundings."

– Belle Cordovez, "That Traveling Nurse," May 2015



Brand Pillars

Culture, Arts & Events

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

“A mind-boggling array of exhibits helps tell Alaska’s story – its culture, its history and its wildlife. Photos, artifacts, wood and ivory carvings help visitors discover 2,000 years of Alaskan art.”

– Mark Nichols, Airports of the World, September/October 2015



Authentic Alaskan Experience

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

“Uninhabited wilderness has a unique pull on human beings, particularly today in a world where we seem to be never truly alone. Wild Jack London fantasies flitted through my head as we encroached further onto the desolate bush.”

– Jo Piazza, Yahoo! Travel, February 2015



Brand Pillars

Golden Heart City

Fairbanks is known throughout the state and beyond as Alaska's "Golden Heart City." The triple meaning refers to its gold rush history, 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.

"A huge thank you to the wonderful people of Fairbanks for their incredible hospitality. I had an amazing adventure there, discovering one of the most beautiful parts of the world. I am definitely putting Alaska on my list of places to visit in the near future."
– Reuben Mourad, Australian Travel Writer/Television Personality, March 2015



Light – Energy – Warmth

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

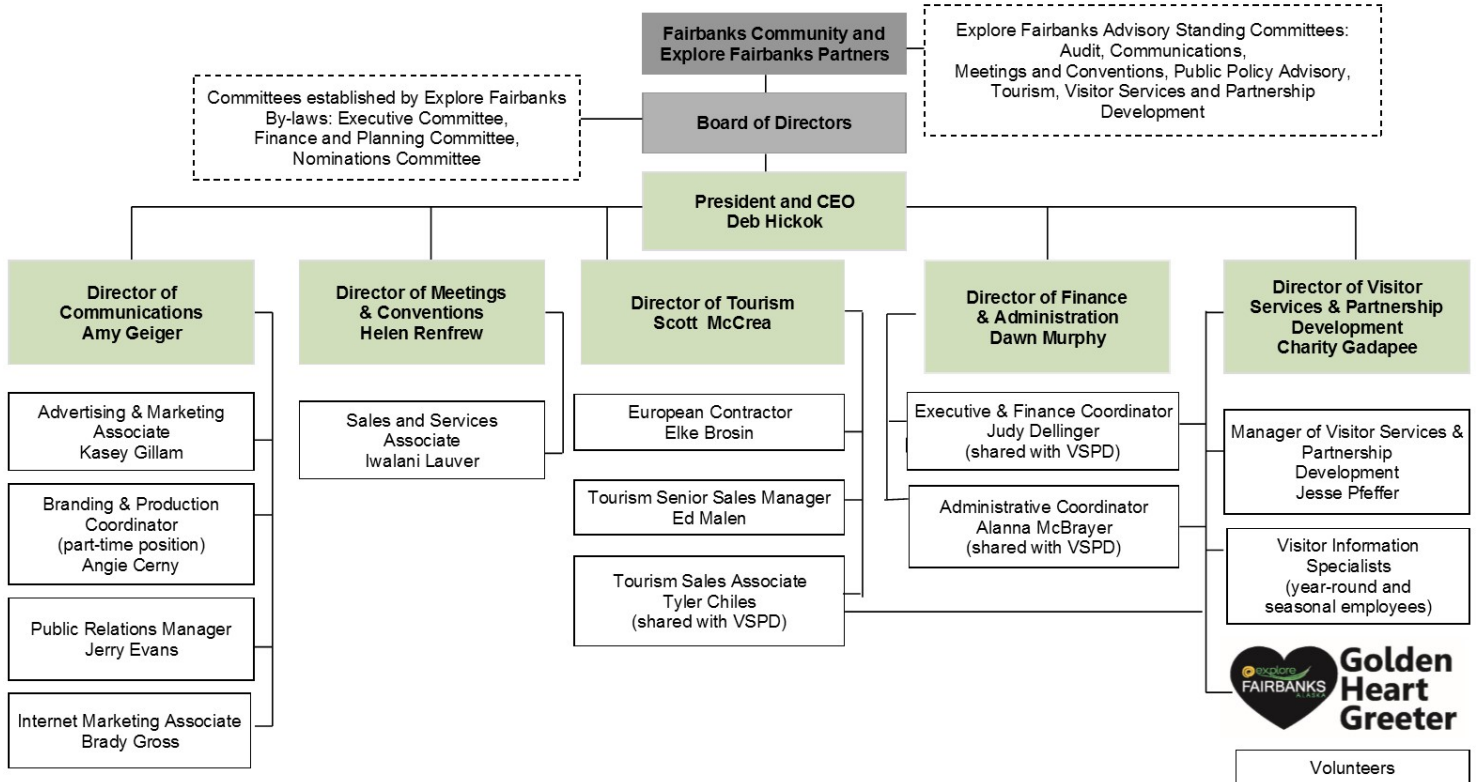
"Surrounded by wilderness the outdoor adventure lover can kayak, canoe, hike, fish and camp in the Fairbanks area and in the winter add to that dog sledding snowmobiling and snowshoeing too."
– Rita Cook, Huffington Post, November 2014



Explore Fairbanks Organizational Chart



Updated: 9-30-16



2016 Board of Directors

Executive Officers

<p>Seat "H" Transportation Expires 2016</p>	<p>Matt Divens - Chair HAP Alaska-Yukon 3401 Lathrop St Fairbanks, AK 99701 (907) 455-1910 mdivens@Hagroup.com</p>	<p>Seat "N" Conventions Expires 2017</p>	<p>Kory Eberhardt - Chair Elect A Taste of Alaska Lodge 551 Eberhardt Rd Fairbanks, AK 99712 (907) 488-7855 tasteak@mosquitonet.com</p>
<p>Seat "E" Services Expires 2018</p>	<p>Andy Anger - Treasurer UAF Community & Technical College 604 Barnette St, Suite 224 Fairbanks, AK 99701 (907) 455-2862 apanger@alaska.edu</p>	<p>Seat "J" Services Expires 2017</p>	<p>Irene Meyer - Secretary GoNorth Alaska Travel Center PO Box 60147 Fairbanks, AK 99706 (907) 479-7271 irene.meyer@gonorth-alaska.com</p>
<p>Seat "L" Lodging Expires 2016</p>	<p>Dustin Adams - Past Chair Regency Fairbanks Hotel 95 Tenth Ave Fairbanks, AK 99701 (907) 459-2700 ext.702 dustin@vivlamore.com</p>	<p>President & CEO</p>	<p>Deb Hickok Explore Fairbanks 101 Dunkel St, Ste 111 Fairbanks, AK 99701-4806 (907) 459-3770 dhickok@explorefairbanks.com</p>

<p>Seat "A" Events Expires 2018</p>	<p>Jason Avery Pioneer Park, Parks & Recreation, FNSB 2300 Airport Way Fairbanks, AK 99701 (907) 459-1087 javery@co.fairbanks.ak.us</p>	<p>Seat "I" Retail Expires 2017</p>	<p>Kathy Hedges Arctic Circle Trading Post PO Box 82991 Fairbanks, AK 99708 (907) 474-8600 kathy@northernalaska.com</p>
<p>Seat "B" Lodging Expires 2018</p>	<p>Patricia Silva Westmark Hotel & Conference Center 813 Noble St Fairbanks, AK 99701 (907) 459-7706 psilva@HAgroup.com</p>	<p>Seat "K" Attractions Expires 2018</p>	<p>Ashley Bradish Gold Dredge 8 and Riverboat Discovery 1975 Discovery Dr Fairbanks, AK 99709 (907) 479-6673 ashley@riverboatdiscovery.com</p>
<p>Seat "C" Transportation Expires 2018</p>	<p>Buzzy Chiu Premier Alaska Tours 3427 International St Fairbanks, AK 99709 (907) 978-7677 bchiu@touralaska.net</p>	<p>Seat "M" Appointed Expires 2016</p>	<p>Bruce LaLonde Alaska Railroad PO Box 107500 Anchorage, AK 99510 (907) 242-1515 LaLondeB@akrr.com</p>
<p>Seat "D" Retail Expires 2016</p>	<p>Debbie Mathews Expressions in Glass 1922 Peger Rd, Ste A Fairbanks, AK 99709 (907) 474-3923 debbie@expressionsinglass.net</p>	<p>Seat "O" Appointed Expires 2016</p>	<p>Ralf Dobrovolny 1st Alaska Tours PO Box 84529 Fairbanks, AK 99708 (907) 590-5900 ralf@1stalaskatoursl.com</p>
<p>Seat "F" Attractions Expires 2016</p>	<p>Mok Kumagai Aurora Borealis Lodge PO Box 72422 Fairbanks, AK 99707 (907) 389-2812 info@auroracabin.com</p>	<p>Ex Officio FNSB Rep</p>	<p>Matt Cooper, Assembly Member Fairbanks North Star Borough 809 Pioneer Rd Fairbanks, AK 99701 (907) 978-7143 mcooper@fnsb.us</p>
<p>Seat "G" Lodging Expires 2016</p>	<p>Becky Kunkle Wedgewood Resort, Fountainhead Hotels 1501 Queens Way Fairbanks, AK 99701 (907) 458-6123 hotels@fdifairbanks.com</p>	<p>Ex Officio City Coun. Rep</p>	<p>Jim Matherly, City Council Member Fairbanks City Council 800 Cushman St Fairbanks, AK 99701 (907) 460-1944 jmatherly@ci.fairbanks.ak.us</p>

Administration

Department Staff

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

Target Markets

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

Communication Tools

- President and CEO Quarterly Reports
- Annual Strategic Plan and Budget
- "Tourism Works for Fairbanks" - Fairbanks Daily News-Miner Supplement
- Annual Report
- Annual Audit

Indicators of GROWTH

2016-2017 Strategic Plan

2016-2017 Strategic Plan

2016-2017 Strategic Plan

Boosting the economy through TRAVEL

Increasing International Visitation

2016-2017 Strategic Plan

Building community relations and generating economic IMPACT

Building Community Relations

2016-2017 Strategic Plan

Enhancing image with MEDIA

Media Relations

2016-2017 Strategic Plan


Online presence essential to MARKETING


Online Marketing

2016-2017 Strategic Plan



PREMIER AND CEO REPORT, APRIL THROUGH JUNE 2016 - WWW.EXPLORFAIRBANKS.COM



Highlights

For 2017, the Administration Department will focus our marketing strategies on the following:

- Intensify efforts to realize a downtown-based combined convention and performing arts center together with partners
- Advance the Sustainability Plan for Explore Fairbanks to ensure best practices in conducting business in a socially responsible and ethical manner to benefit the community and state
- Celebrate the achievements of and challenges for Explore Fairbanks during its 40th anniversary in 2017 through consistent communications
- Collaborate to provide a workforce to promote and deliver exceptional and quality customer service to sustain and grow the destination

Long-term Strategic Priorities	Administration Marketing Platform
Establish a strong brand identity for the Fairbanks region (LTSP 1)	<ul style="list-style-type: none"> • Communicate brand through three “seasons” messaging and economic development video
Focus marketing efforts on markets defined by Alaska tourism as well as opportunity markets specific to the Fairbanks region (LTSP 2)	<ul style="list-style-type: none"> • Assist in establishing a designated funding stream for statewide tourism marketing
Focus efforts on stimulating year-round visitor spending (LTSP 3)	<ul style="list-style-type: none"> • Collaborate with public and private partners to promote and provide a quality workforce • Actively participate in statewide and national tourism efforts
Provide leadership and serve as a catalyst for strategic product development and infrastructure improvement (LTSP 4)	<ul style="list-style-type: none"> • Intensify efforts to realize a downtown-based combined convention and performing arts center • Advance a multi-faceted Sustainability Plan for Explore Fairbanks
Advocate on behalf of the travel industry for the benefit of the Fairbanks region (LTSP 5)	<ul style="list-style-type: none"> • Celebrate the achievements of and challenges for Explore Fairbanks during its 40th anniversary in 2017 through consistent communications • Provide financial leadership with an emphasis on programs that directly impact hotel/motel tax collections and sustainability of the organization

2017 Sales Plan

Objective One

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

Program 1: Intensify efforts to realize a downtown-based combined convention and performing arts center together with partners in the arts, lodging and community stakeholders and the community at large; drill down by analyzing footprint, capital and O&M costs, as well as finance options (LTSP 2, 3, 4)

Measurement: Report and presentations prepared for dissemination

Implementation: By end of year

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

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

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

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

Implementation: On-going

Partnerships: Fairbanks International Airport, EF Board of Directors, travel industry and governmental partners

Staff Responsibility: President and CEO, Director of Tourism



Objective Two

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

Program 1: Advance the Sustainability Plan for Explore Fairbanks to ensure best practices in conducting business in a socially responsible and ethical manner to

benefit the community and state (LTSP 3, 4)

Measurement A: Investigate the feasibility of manufacturing recycle bin in Fairbanks by a local vendor

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

Measurement B: Approved for Adventure Green Alaska certification

Implementation: Application submitted by September 1st

Partnerships: Morris Thompson Cultural and Visitor Center partners and EF Staff

Staff Responsibility: President and CEO

Measurement C: Improve air quality in the Fairbanks North Star Borough

Implementation: On-going

Partnerships: Fairbanks North Star Borough Mayor's Air Quality Working Group

Staff Responsibility: President and CEO

Measurement D: Formalize Sustainability Plan

Implementation: Plan for Board approval by end of year

Staff Responsibility: President and CEO

Program 2: Prepare for and host Arctic Council Ministerial Meeting establishing Fairbanks as the Arctic hub for the United States

Implementation: Week of May 8th

Partnerships: Work group with community stakeholders, in collaboration with University of Alaska Fairbanks, Fairbanks North Star Borough, and other public entities, tourism and other business partners, EF Board of Directors

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

Program 3: Designate 2017 as the year of "establishing an on-line culture" with Explore Fairbanks business partners and staff to assist the industry in continually adjusting to and yielding the maximum benefit from on-line technology and tools embraced by the traveling public as well as pro-actively anticipating future opportunities

Implementation: On-going

Partnerships: EF business partners and Staff

Staff Responsibility: President and CEO, Communications Department

Program 4: Assist in establishing a designated funding stream for statewide tourism marketing

Implementation: On-going and 2017 State Legislative Session

Partnerships: Alaska Travel Industry Association, Alaska Tourism Marketing Board, EF Board of Directors, business partners

Staff Responsibility: President and CEO

Objective Three

Establish a strong brand identity for the Fairbanks region (LTSP 1)

Program 1: Produce an economic development video conveying that Fairbanks is a supra-alluring place to live, work, play and give

Implementation: Completed by May 1
Partnerships: Fairbanks North Star Borough and other government agencies and organizations involved in economic development, local musicians

Staff Responsibility: President and CEO, Communications Department, contractor



Program 2: Strategically brand three “seasons” – summer/midnight sun, winter and aurora – of tourism opportunities in the Fairbanks region through projects and by integrating in all aspects of marketing (LTSP 1, 3)

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

Implementation: On-going

Staff Responsibility: President and CEO, Director of Communications, Branding and Production Coordinator, and other members of management team

Objective Four

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

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

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

Staff Responsibility: President and CEO

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

Measurement: To be determined per project

Implementation: Continuous

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

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



Program 3: Provide opportunities for training in crisis management through the Family Assistance Foundation

Implementation: Two-day session in February and on-going

Partnerships: Alaska Travel Industry Association, Alaska Railroad, business and community partners

Staff Responsibility: President and CEO

Objective Five

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

Program 1: Assure all aspects of fiscal accountability with thorough and timely recordkeeping, oversight, and reporting

Measurement: Monthly reports to Finance and Planning Committee and Board of Directors

Implementation: 12 monthly reports by 15th of month

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

Program 2: Coordinate the annual budget process to ensure resources are invested carefully and efficiently

Measurement: Balanced and approved Budget Reserve Designation, Revenue and Expense budget

Implementation: Continuous with annual deadline of September 30th

Partnerships: All department committees, Board of Directors

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

Program 3: Update internal controls and accounting procedures to ensure that EF maintains effective controls to help the organization achieve its operations, financial reporting and compliance objectives

Measurement: A timely "Good Clean Opinion" from auditors by March 31st

Implementation: Continuous

Partnerships: Audit Committee, EF Board of Directors and stakeholders

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

Objective Six

Actively participate in statewide and national tourism efforts.

Program 1: President and CEO will continue to serve on the following: Board of Directors' Executive Committee of the Alaska Travel Industry Association (ATIA) as Chair of Tourism Policy and Planning; Alaska Tourism Marketing Board; and the boards of directors for the Greater Fairbanks Chamber of Commerce and the Morris Thompson Cultural and Visitors Center

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, Alaska Travel Industry Association Workforce Development Committee, and Destination Marketing Association International Operations Committee

Implementation: On-going

Partnerships: Respective organization

Staff Responsibility: Director of Finance and Administration

Objective Seven

Institutionalize and expand Explore Fairbanks' positive image in the community through a consistent communications plan by executing the Board-approved Advocacy Plan 2015-2016 (LTSP 5)

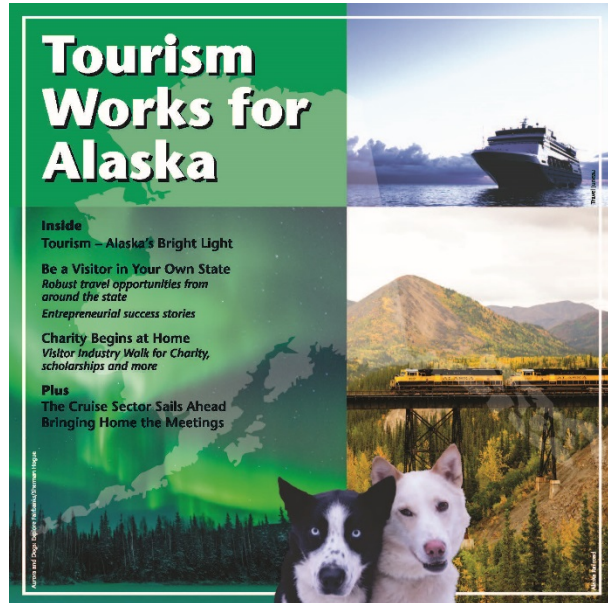
Program 1: Celebrate the achievements of and challenges for Explore Fairbanks during its 40th anniversary in 2017 through consistent communications

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

Implementation: On-going

Partnerships: Local, state and federal elected officials; community stakeholders (Rotarians, chamber members etc.); EF Board of Directors
 Staff Responsibility: President and CEO, Directors and senior staff

Program 2: Regular efforts and communications with the general public incorporating "Tourism Works for Fairbanks" messaging
 Measurement: Publication of newspaper supplement; regular press releases; messaging in event promotions
 Implementation: On-going with deadlines as appropriate
 Partnerships: EF Board of Directors
 Staff Responsibility: President and CEO, management team and senior staff



Objective Eight

Collaborate with various agencies to attract, recruit, develop, retain and sustain a high performing, diverse workforce for Explore Fairbanks and its business partners (LTSP 1, 2, 3, 4, 5)

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

Program 2: Ensure recruitment and selection of a high-quality, diverse workforce for EF and industry partners
 Measurement: Job Fair in conjunction with Interior Tourism Conference



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

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

Measurement: Performance Metrics and reporting

Implementation: Continuous

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

Program 4: Maintain competitive compensation, human resource benefits and polices that ensure a positive working environment

Measurement: Annual performance evaluations

Implementation: Continuous

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

Communications

Department Staff

- Amy Geiger, Director of Communications
- Kasey Gillam, Advertising and Marketing Associate
- Jerry Evans, Public Relations Manager
- Brady Gross, Internet Marketing Associate
- Angie Cerny, Branding and Production Coordinator

Target Markets

Target Markets: International Marketing		
Core	Growth	Emerging
<ul style="list-style-type: none"> • Japan • German Speaking Europe (GSE) • Northern Europe • United Kingdom • Australia/New Zealand • Canada 	<ul style="list-style-type: none"> • South Korea • Taiwan • Mainland China 	<ul style="list-style-type: none"> • Latin America • India • Brazil
Target Markets: Domestic Marketing		
Core	Growth	Emerging
<ul style="list-style-type: none"> • Pacific Northwest • Seattle • Northern California 	<ul style="list-style-type: none"> • Minneapolis • Denver • Portland 	<ul style="list-style-type: none"> • Chicago

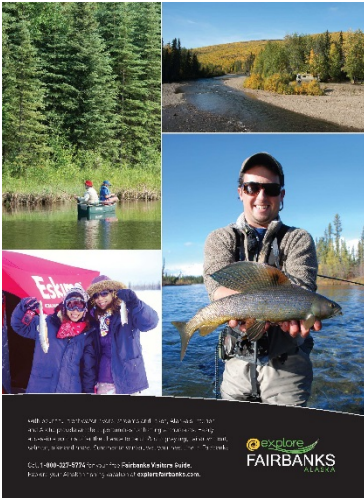
Communication Tools

- Fairbanks Visitors Guide
- Fairbanks Winter Guide
- Facebook
- Twitter
- Instagram
- YouTube
- TripAdvisor
- Website
- Advertising

Highlights

For 2017, the Communications Department will focus our marketing strategies on the following:

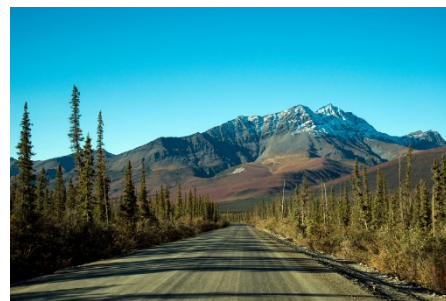
- Target high-quality prospective visitors through diverse methods, especially through online and related technologies
- Focus on and actively manage new responsive website through analysis, new content, creative ideas and continued refinement
- Develop an online culture through encouraging, educating and engaging partners about the new responsive website and ensuring correct integration of website with database



- Maximize messaging to consumer markets and support direct flights through media, advertising placement, direct marketing, online messages and tools
- Move 10% of advertising budget from print to on-line and social media advertising.
- Construct and employ an overall social media policy, recognizing both existing and emerging social media as well as statewide, national and international markets
- Acknowledge and promote various anniversaries, including Explore Fairbanks 40th, UAF 100th and Alaska's Sesquicentennial (150 years)
- Strategically advertise and encourage visitation to the Morris Thompson Cultural and Visitors Center (MTCVC)

as a first stop for visitor information

- Be proactive with media tours in response to the reduction in the statewide tourism budget. Reach out to prospective media through non-traditional means such as social media. Work in conjunction with other statewide DMOs
- Release multiple, targeted and timely press releases and communiques to local, statewide, national and international editors, PR professionals, and potential media
- Review, update and incorporate new imagery, content and design in advertisements and publications
- Continue to take a leadership role in the facilitation of filming in Fairbanks, the Interior and the Arctic
- Increase community and statewide awareness and celebrate the 40th anniversary of Explore Fairbanks through various means including the "Tourism Works" supplement
- Work in conjunction with the Meetings and Conventions Department to promote, facilitate and welcome the 2017 Ministerial meetings in May of 2017. Focusing on Fairbanks being the Arctic hub



Long-term Strategic Priorities

Communications Marketing Platform

Establish a strong brand identity for the Fairbanks region (LTSP 1)	<ul style="list-style-type: none">Review, update and incorporate new imagery and content in publications, advertising and website, utilizing current travel trends, new regional opportunities and new web elements such as fonts, colors, design features
Focus media marketing efforts on markets defined by Alaska tourism as well as opportunity markets specific to the Fairbanks region (LTSP 2)	<ul style="list-style-type: none">Conduct media tours working independently, through our European representative, with the statewide tourism office and other Alaskan DMOs. Recognize that statewide budget limitations will impact media tours and proactively seek media tours through alternate means
Focus efforts on stimulating year-round visitor spending (LTSP 3)	<ul style="list-style-type: none">Maximize messaging to consumer markets through media, advertising placement, direct marketing, online messages, social media and other toolsShift advertising budget toward on-line and social media opportunitiesActively manage and refine new website
Provide leadership and serve as a catalyst for strategic product development and infrastructure improvement (LTSP 4)	<ul style="list-style-type: none">Continue to lead the development of the Fairbanks Film Council
Advocate on behalf of the travel industry for the benefit of the Fairbanks region (LTSP 5)	<ul style="list-style-type: none">Strategically advertise to maximize visitation to the Morris Thompson Cultural and Visitors Center (MTCVC) as a first stop for visitor informationIncrease community and statewide awareness of Explore Fairbanks through various tactics

2017 Strategic Plan



Objective One

Maximize messaging to consumer markets and support direct flights through online messages, advertising placement, media, direct marketing, social media and other tools. Reinforce messaging by adhering to Explore Fairbanks branding platforms (LTSP 1, 2, 3, 5)

Program 1: Develop new web-based (and social media) placements sometimes in conjunction with print and other media placements
Measurement: Increase direct inquiries and traffic to explorefairbanks.com
Implementation: Ongoing
Partnerships: Advertising sales representatives, website contractors, Internet Marketing Associate
Staff Responsibility: Advertising and Marketing Associate, Internet Marketing Associate

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: Ongoing
Partnerships: Advertising sales representatives; airline representatives
Staff Responsibility: Advertising and Marketing Associate

Program 3: Increase external communications via targeted press releases and other correspondence
Measurement: Issue newsworthy updates locally, statewide, nationally and internationally through social media, press releases and website updates
Implementation: Ongoing
Partnerships: EF staff, State of Alaska tourism, European contractor
Staff Responsibility: Director of Communications, Internet Marketing Associate, Public Relations Manager, Advertising and Marketing Associate

Program 4: Monitor editorial calendars for advertising opportunities
Measurement: Annual schedule of stories and dates for key publications



Implementation: Ongoing
 Partnerships: Media sources
 Staff Responsibility: Advertising and Marketing Associate, Public Relations Manager

Program 5: Continue existing and create new co-op advertising programs
 Measurement: Increased co-op revenue
 Implementation: Ongoing
 Partnerships: Advertising sales representatives, Explore Fairbanks business partners
 Staff Responsibility: Advertising and Marketing Associate



Objective Two
 Focus on developing an on-line culture and actively managing the new responsive website through analysis, new content, creative ideas and continued refinement (LTSP 1, 2, 3)

Program 1: Seek new website beta testing from internal and external committees
 Measurement: Convene committees with diverse representation
 Implementation: Ongoing
 Partnerships: Partners and associated organizations
 Staff Responsibility: Internet Marketing Associate, Director of Communications, EF staff

Program 2: Work with web developer to maintain new responsive site and integrate website elements such as weather widget, booking solution, advertising and database
 Measurement: Communicate regularly
 Implementation: Continuous
 Partnerships: Website contractor, third party vendors
 Staff Responsibility: Internet Marketing Associate, Director of Communications, Advertising and Marketing Associate, EF staff

Program 3: Maintain new web site; refresh content and monitor for efficacy
 Measurement: Update website regularly and review analytics
 Implementation: Ongoing
 Partnerships: Website contractor
 Staff Responsibility: Internet Marketing Associate

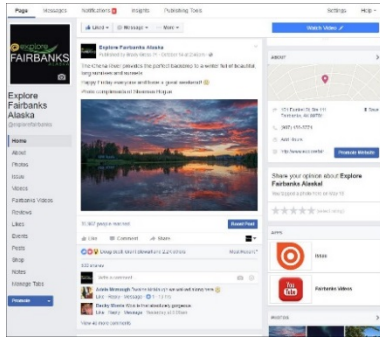
Program 4: Develop online culture through encouraging, educating and engaging partners about the new responsive website

Measurement: Update website regularly and review analytics

Implementation: Ongoing

Partnerships: Website contractor

Staff Responsibility: Internet Marketing Associate



Objective Three
Strategically evaluate social media and formulate a plan to grow and optimize Explore Fairbanks exposure through different types of social media including: Facebook, Instagram, Twitter, Pinterest and YouTube as well as engage international markets (LTSP 1, 2, 3)

Program 1: Advance use of social media and monitor content

Measurement: Increase number of followers, increase direct inquiries and traffic to explorefairbanks.com

Implementation: Ongoing

Partnerships: Social media platforms

Staff Responsibility: Internet Marketing Associate, Advertising and Marketing Associate

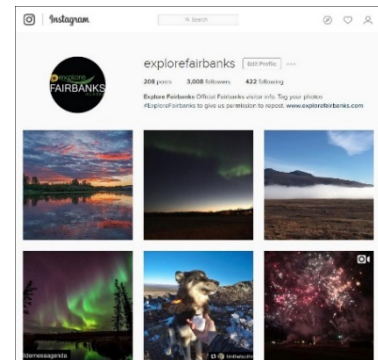
Program 2: Expand use of advertising on social media

Measurement: Increase exposure, increase number of followers, increase direct inquiries and traffic to explorefairbanks.com

Implementation: Ongoing

Partnerships: Social media platforms

Staff Responsibility: Internet Marketing Associate, Advertising and Marketing Associate



Program 3: Create and implement social media policy

Measurement: Implementation and observance of the social media policy

Implementation: Ongoing

Partnerships: EF Board

Staff Responsibility: Director of Communications, Internet Marketing Associate

Program 4: Engage international social media environment

Measurement: Research and establish social media placements

Implementation: Ongoing

Partnerships: International social media platforms, contractors

Staff Responsibility: Internet Marketing Associate, Director of Tourism



Objective Four

Proactively find and encourage media to come to Fairbanks as well as accommodate media that travel to the Interior independently, through State of Alaska Tourism office and DMOs, our European contractor, and via social media. Acknowledge the reduction in the statewide tourism budget and solicit media proactively. Work with other Alaskan CVBs to coordinate some media tours economically (LTSP 1, 2, 3)

Program 1: Proactively identify and invite appropriate media to cover the Fairbanks Region
 Measurement: Host multiple targeted media in 2017
 Implementation: First Quarter 2017, Ongoing
 Partnerships: State of Alaska Tourism
 Staff Responsibility: Public Relations Manager, Director of Communications

Program 2: Create excellent itineraries, paying attention to significant anniversaries and events
 Measurement: Host between 15 and 20 media tours in 2017
 Implementation: First Quarter 2017, Ongoing
 Partnerships: GSE contractor, independent media, State of Alaska Tourism, Statewide DMO's
 Staff Responsibility: Public Relations Manager, Director of Communications

Program 3: Conduct two integrated marketing campaigns surrounding winter/spring and early summer activities and events
 Measurement: Create, communicate and implement plan and timeline
 Implementation: 2017, Ongoing
 Partnerships: EF Communications Department staff
 Staff Responsibility: Advertising and Marketing Associate, Director of Communications, Statewide PR professionals

Program 4: Utilize Simpleview database to expand the in-house maintained media database in order to consistently communicate to media.
 Measurement: Input data for past and potential media contacts
 Implementation: First Quarter 2017, Ongoing
 Partnerships: State of Alaska Tourism; past, current and future media
 Staff Responsibility: Public Relations Manager





Objective Five

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

Program 1: Utilize Travmedia to disseminate story ideas and press releases to domestic and international media
 Measurement: Write content, disseminate and implement plan and timeline
 Implementation: 2017, Ongoing
 Partnerships: EF Communications Department staff and Travmedia personnel
 Staff Responsibility: Public Relations Manager, Director of Communications

Program 2: Utilize PR Web to disseminate press releases to domestic editors and other media
 Measurement: Write content, disseminate and implement plan and timeline
 Implementation: 2017, Ongoing
 Partnerships: EF Communications Department staff and PR Web personnel.
 Staff Responsibility: Public Relations Manager, Director of Communications

Program 3: Disseminate local and statewide press releases and communications to PR professionals regarding EF’s internal and community wide events
 Measurement: Write content, disseminate and implement plan and timeline
 Implementation: 2017, Ongoing
 Partnerships: EF business partners, media
 Staff Responsibility: Public Relations Manager, Director of Communications, Internet Marketing Associate

Program 4: Work in conjunction with the Meetings and Conventions Department to promote, facilitate and welcome the 2017 Ministerial meetings in May of 2017. Focusing on Fairbanks being the Arctic hub.
 Measurement: Awareness of Ministerial meetings and of Fairbanks being the Arctic hub.
 Implementation: Fourth Quarter 2016, 2017
 Partnerships: Ministerial administration, UAF
 Staff Responsibility: Director of Communications, Communications Staff





Objective Six

Strategically advertise to maximize visitation to the Morris Thompson Cultural and Visitor Center (MTCVC) as the first stop for visitor information and as a resource for residents and VFRs (LTSP 1, 2, 3, 5)

- Program 1:** Reach independent travelers through travel publications that are distributed in key entry points and high-volume traffic areas in-state, specifically targeting ports of entry into Alaska and the Fairbanks region
- Measurement: Utilize updated ads for 2017
- Implementation: Ads to be placed in fall 2017/spring 2017; by appropriate deadlines
- Partnerships: Advertising sales representatives
- Staff Responsibility: Advertising and Marketing Associate
- Program 2:** Work with publications, websites and social media to optimize copy points
- Measurement: Updated editorial content for 2017
- Implementation: Proactively contact in first quarter 2017
- Partnerships: Advertising sales representatives and editors
- Staff Responsibility: Advertising and Marketing Associate, Director of Communications, Public Relations Manager
- Program 3:** Promote Explore Fairbanks and MTCVC through the *Fairbanks Daily News-Miner*, other local media and social media
- Measurement: Increased visitation to MTCVC
- Implementation: Ongoing
- Partnerships: Advertising sales representatives, editorial staff, EF & MTCVC staff
- Staff Responsibility: Advertising and Marketing Associate, Internet Marketing Associate, Public Relations Manager
- Program 4:** Promote MTCVC through media tours
- Measurement: Increase copy about and awareness of MTCVC
- Implementation: Ongoing
- Partnerships: Hosted/visiting media
- Staff Responsibility: Public Relations Manager

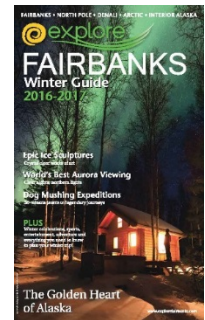
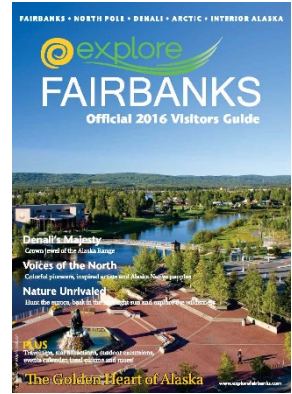
Objective Seven

Continue to review and update content and design in advertising, publications, responsive website and social media according to current travel trends, capitalizing on, reinforcing and adhering to EF brand platform (LTSP 1, 2, 3)

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

Program 2: Incorporate new web design features
Measurement: Integrate new website fonts, colors, designs and content into publications, collateral and advertising
Implementation: First Quarter 2017, Ongoing
Partnerships: Design and publishing contractors
Staff Responsibility: Director of Communications, Branding and Production Coordinator

Program 3: Review research from state, national and international sources for trends and strategic planning
Measurement: Compilation of available information
Implementation: First Quarter 2017
Partnerships: DMAI, USTA, FNSB, State of Alaska Tourism
Staff Responsibility: Director of Communications



Objective Eight

Increase positive media and public relations efforts to reach local and in-state audiences for community awareness and advocacy purposes. Promote and celebrate Explore Fairbanks 40th anniversary (LTSP 1, 5)

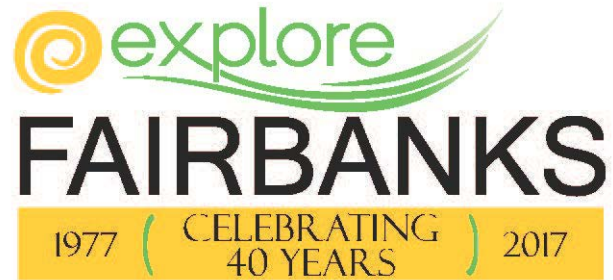
Program 1: Monitor FDNM and ADN editorial calendars
 Measurement: Annual schedule of stories and dates for key publications
 Implementation: Fourth Quarter 2016 (for 2017)
 Partnerships: Media sources
 Staff Responsibility: Advertising and Marketing Associate, Public Relations Manager

Program 2: Plan for, draft and publish the “Tourism Works” supplement
 Measurement: Increase tourism awareness
 Implementation: Annually in the fall
 Partnerships: EF staff, State of Alaska Tourism, other DMOs
 Staff Responsibility: Director of Communications, EF Staff, President and CEO, FDNM staff

Program 3: Promote and maximize the effectiveness and attendance of the Interior Tourism Conference
 Measurement: Increase attendance, issue press release
 Implementation: Fourth Quarter 2016 (for 2017)
 Partnerships: State of Alaska Tourism, local media, local businesses
 Staff Responsibility: Director of Communications, Director of VS and PD

Program 4: Promote and celebrate Explore Fairbanks 40th Anniversary

Measurement: Increase awareness of EF’s activities and accomplishments, create new logo incorporating the 40 year anniversary.
 Implementation: Fourth Quarter 2016 and 2017
 Partnerships: State of Alaska Tourism, local media, local businesses
 Staff Responsibility: Director of Communications, Communications staff, President and CEO



Objective Nine

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

Program 1: Develop updated informational notebooks
 Measurement: Notebooks updated, proofed and distributed to key staff
 Implementation: 2017
 Partnerships: Management, Executive and Finance Coordinator
 Staff Responsibility: Executive and Finance Coordinator

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



Objective Ten
Provide leadership for the local Film Council and continue developing strategies and tools to facilitate and encourage filming in Fairbanks, the Interior and the Arctic (LTSP 3, 4, 5)

Program 1: Create a strategic plan
Measurement: Communicate and implement strategic plan
Implementation: 2017
Partnerships: EF businesses, local and statewide community, Alaska Film Office, UAF Film Department
Staff Responsibility: Public Relations Manager, Director of Communications

Program 2: Continue developing Fairbanks Film webpages, determine strategy to integrate webpages into new EF website
Measurement: Expanded content on the Film Fairbanks site
Implementation: First Quarter 2017, Ongoing
Partnerships: EF business partners, Local film professionals, UAF Film Department
Staff Responsibility: Internet Marketing Associate, Public Relations Manager, Director of Communications

Program 3: Continue assisting film industry professionals and projects
Measurement: Number of film projects assisted
Implementation: 2017
Partnerships: EF business partners, Local film professionals, UAF Film Department
Staff Responsibility: Public Relations Manager, Director of Communications

Meetings and Conventions (M&C)

Department Staff

- Helen Renfrew, Director of Meetings and Conventions
- Iwalani Lauver, Sales and Services Associate

Target Markets

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

Communication Tools

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

Highlights

For 2017, the Meetings and Conventions Department will focus our marketing strategies on the following:

- Support and expand the Golden Heart Meeting Ambassador Program (LTSP 1, 2, 3, 5)
- Increase the number of leads/service requests sent out by the Department by 5 percent (LTSP 2, 3, 4)
- Actively pursue the hosting of the Alaska Federation of Natives (AFN) Convention (LTSP 2, 3)
- Position Fairbanks as the destination for Arctic meetings (LTSP 2, 3, 4, 5)

- Support an online culture and increase business partner engagement through Meetings and Conventions Departmental activities (LTSP 5)
- Continue discussions and research regarding the feasibility of a future Fairbanks convention center (LTSP 3, 4, 5)

Long-term Strategic Priorities

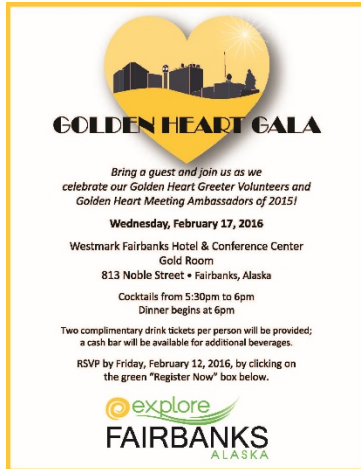
M&C Marketing Platform

<p>Establish a strong brand identity for the Fairbanks region (LTSP 1)</p>	<ul style="list-style-type: none"> • Support and expand the Golden Heart Meeting Ambassador Program • Encourage recognition of the Explore Fairbanks brand with consistent and current messaging
<p>Focus marketing efforts on markets defined by Alaska tourism as well as opportunity markets specific to the Fairbanks region (LTSP 2)</p>	<ul style="list-style-type: none"> • Remain focused on statewide meetings with local outreach and in-state sales missions • Capitalize on pre-/post-convention visitation opportunities • Successfully host the Arctic Council Ministerial Meeting
<p>Focus efforts on stimulating year-round visitor spending (LTSP 3)</p>	<ul style="list-style-type: none"> • Increase the number of leads and service requests distributed to partners • Maintain relationships with AFN staff and board • Establish relationships with qualified meeting and incentive planners
<p>Provide leadership and serve as a catalyst for strategic product development and infrastructure improvement (LTSP 4)</p>	<ul style="list-style-type: none"> • Continue discussions and research regarding the feasibility of a future Fairbanks convention center and/or performing arts center
<p>Advocate on behalf of the travel industry for the benefit of the Fairbanks region (LTSP 5)</p>	<ul style="list-style-type: none"> • Recruit Ambassadors by educating the community about the financial impact of meetings in Fairbanks • Increase partner engagement through support of an online culture • Share industry achievements and activities with stakeholder groups

2017 Sales Plan

Objective One

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



Program 1:	Reinforce the GHMAs as a prestigious group honored by the community through public events and award presentations (LTSP 3 & 5)
Measurement:	Host the Golden Heart Gala (in conjunction with VSPD) to honor and present awards to the previous years' complement of Ambassadors. Invite past, future and potential Ambassadors as well as state and local officials and key community members
Implementation:	February
Measurement:	On at least three occasions, present announcement of Ambassadors' accomplishments at Chamber of Commerce GMLs to which the Ambassador has been invited
Implementation:	Ongoing
Measurement:	On at least three occasions each, inform City Council and Borough Assembly members of Ambassadors' accomplishments during Operation Information. Invite Ambassadors whose events are being highlighted to the meetings
Implementation:	Ongoing
Partnerships:	Meetings and Conventions Committee members, GFCC, Fairbanks City Council, FNSB Assembly
Staff Responsibility:	Meetings and Conventions Department
Program 2:	Recruit new GHMAs through speaking engagements, small group presentations and targeted one-on-one meetings (LTSP 3 & 5)
Measurement:	Schedule two presentations to community organizations or individuals that educate about the importance of the meetings industry as an economic generator and ask for community member referrals and commitments to join the ranks of Meeting Ambassadors
Implementation:	As scheduled

Measurement: Include GHMA recruiting information in all presentations to local groups
 Implementation: As Needed
 Measurement: Identify a minimum of 5 new potential Meeting Ambassadors from referrals generated through previously contracted research
 Measurement: Have ten ongoing campaigns with targeted individuals active or completed by year-end
 Implementation: Ongoing
 Partnerships: Service Clubs, GFCC, local organizations, stakeholders
 Staff Responsibility: Director of Meetings and Conventions

Program 3: Recruit Ambassadors by educating the community about the financial impact of meetings in Fairbanks (LTSP 5)

Measurement: Place four print ads in the *Fairbanks Daily News-Miner* honoring Golden Heart Meeting Ambassadors

Implementation: January, May, August, November

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

Implementation: June and September

Measurement: Place an ad in the *Fairbanks Daily News-Miner* after the Golden Heart Gala.

Implementation: March

Measurement: Distribute monthly press releases on upcoming meetings.

Partnerships: Local & statewide media

Staff Responsibility: Meetings and Conventions Department, Advertising and Marketing Associate, PR Manager



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



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

Objective Two

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

- Program 1:** Increase visibility as a resource for University-related meetings (LTSP 2, 3 & 4)
- Measurement: Host one Meeting & Event planner luncheon for meeting planners and administrative staff in various University Departments
- Implementation: September/October
- Measurement: Make appointments/continue relationships with faculty identified during Incremental Meeting Market Demand (IMMD) research, New Business Prospecting research, and referrals
- Measurement: Continue support of Arctic research focused meetings and UAF's position within Arctic-focused associations
- Implementation: Ongoing, with focus on events surrounding the May Ministerial Meeting
- Partnerships: UAF Community and University Events, Explore Fairbanks business partners

Staff Responsibility: Meetings and Conventions Department



Program 2: Maintain visibility and relationships established in the key markets of Anchorage and Juneau (LTSP 2 & 3)
Measurement: Conduct one meeting planner luncheon and two other sales call trips to Anchorage
Implementation: April and as scheduled
Measurement: Conduct one meeting planner luncheon and sales call trip to Juneau
Implementation: November
Partnerships: Explore Fairbanks business partners
Staff Responsibility: Meetings and Conventions Department

Program 3: Utilize Simpleview database to stay updated on current business, to qualify known prospects, and to target new business (LTSP 2 & 3)
Measurement: Track leads, service requests, partner referrals and other Simpleview-based statistical metrics
Implementation: Ongoing
Measurement: Contact planners in a timely basis to offer leads and bids for upcoming events
Implementation: As Needed
Measurement: Through functionality of new CMS and CRM integration increase the number of online RFP submissions by 10 percent
Implementation: Ongoing
Partnerships: Simpleview
Staff Responsibility: Meetings and Conventions Department



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

Measurement: Continue follow-up with planners referred to the department during the IMMD research and the New Business Prospecting research

Measurement: Identify organizations and offer a FAM opportunity to qualified planners during the time of year their meeting could be held in Fairbanks

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

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

Partnerships: Explore Fairbanks business partners, Fairbanks community, Potential GHMAs

Staff Responsibility: Meetings and Conventions Department



Objective Three

Actively pursue the hosting of the Alaska Federation of Natives (AFN) Convention (LTSP 2, 3)

Program 1: Maintain relationships with key statewide stakeholders to remain aware of the discussion regarding site selection (LTSP 2 & 3)

Implementation: Ongoing

Partnerships: Alaska Federation of Natives, Doyon Ltd., Tanana Chiefs Conference, City of Fairbanks, Fairbanks North Star Borough, Native Leadership and Community Committee and other stakeholders

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

Program 2: Attend AFN meetings to encourage support of Fairbanks as the location for the 2018 and future annual conventions (LTSP 2 & 3)

Measurement: Attend AFN board meetings

Implementation: May, October, and December

Measurement: Attend Annual Convention in Anchorage as an exhibitor and at the banquet



Implementation: October
Partnerships: Alaska Federation of Natives, Doyon Corporation, Tanana Chiefs Conference, City of Fairbanks, Fairbanks North Star Borough, Native Leadership and Community Committee, Explore Fairbanks business partners and other stakeholders
Staff Responsibility: Meetings and Conventions Department, Manager of VSPD


Program 3: Coordinate meetings of the Native Leadership and Community Committee in preparation for hosting the AFN Convention in 2018 (LTSP 2 & 3)

Measurement: Conduct initial meeting to begin planning and community-wide preparation, establish committees and recruit committee chairs.

Implementation: December
Partnerships: Alaska Federation of Natives, Doyon Ltd., Tanana Chiefs Conference, City of Fairbanks, Fairbanks North Star Borough, Native Leadership and Community Committee and other stakeholders

Staff Responsibility: Meetings and Conventions Department, VSPD Department, Communication Department

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



Arctic Council Ministerial Meeting Venues
 March 17, 2016

Participants:

1. Marilynne Bennett - Arctic Council
2. Leibel Gates - Arctic Council
3. Agnès Druel - Arctic Council
4. Ann-Mariela - Arctic Council

Time	Location	Event
10:30 am - 11:00 am	Debra Simpson - Explore Fairbanks	Meeting: Strategic Cultural & Tourism Center
11:00 am - 11:30 am	Explore Fairbanks - Conference Center	Meeting: Arctic Council
11:30 am - 12:00 pm	Explore Fairbanks - Conference Center	Meeting: Arctic Council
12:00 pm - 12:30 pm	Explore Fairbanks - Conference Center	Meeting: Arctic Council
12:30 pm - 1:00 pm	Explore Fairbanks - Conference Center	Meeting: Arctic Council

2017 Arctic Council ministerial meeting will be in Fairbanks

By The Associated Press - January 26, 2016



Fairbanks has been selected to host the next ministerial meeting of the Arctic Council in 2017.

The Fairbanks Daily News-Miner reports U.S. special representative to the Arctic Adm. Robert Papp revealed the location Monday at the Arctic Frontiers 2016 meeting in Norway. Next year's meeting is scheduled for May 2017.

The Arctic Council is an intergovernmental forum that allows nations with Arctic assets to meet and discuss policy. It includes the U.S., Canada, Finland, Iceland, Norway, Russia, Sweden and Denmark.

The ministerial meetings take place every two years at the handing over of the chairmanship. Secretary of State John Kerry is serving as the U.S. minister and as chair of the Arctic Council during the U.S. chairmanship, which ends in 2017.

Program 1: Successfully host the Arctic Council Ministerial Meeting (LTSP 2 & 3)
Measurement: Collaborate with community stakeholder groups to create programs that will effectively address the needs of the Ministerial Meeting
Measurement: Establish the community support infrastructure to host a cross-cultural, city-wide meeting that may need extensive assistance with accommodations, fundraising, security, and additional community events
Implementation: Ongoing through May
Partnerships: State Department, State of Alaska's Alaska Host Committee, UAF, City of Fairbanks, FNSB, and other stakeholders
Staff Responsibility: President and CEO, Director of Meetings & Conventions

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

Measurement: Participate in statewide and local planning meetings

Measurement: Support State Department planners and the Arctic Council Secretariat as needed

Implementation: Ongoing

Partnerships: Carlson Center, Chamber of Commerce, UAF, City of Fairbanks, FNSB, and other stakeholders

Staff Responsibility: President and CEO, Meetings & Conventions Department, Communications Department, other staff as needed

Program 3: Capitalize on this opportunity to craft and distribute Fairbanks-focused messaging (LTSP 2, 3 & 5)

Measurement: Create and distribute collateral that positions Fairbanks as the US Arctic Hub community for meetings, research, business, and visitation

Implementation: January – May and Ongoing

Partnerships: Chamber of Commerce, UAF, FEDC, City of Fairbanks, FNSB, and other stakeholders

Staff Responsibility: Meetings & Conventions Department, VSPD Department, Communications Department



Objective Five
Support an online culture and increase business partner engagement through Meetings and Conventions Departmental activities (LTSP 5)

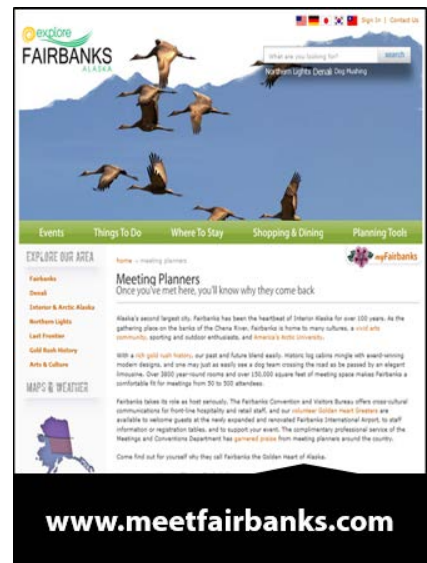
Program 1: Conduct one-on-one appointments with those businesses that are currently active in departmental activities to be sure that their needs and concerns are being met (LTSP 5)

Measurement: Meet with representatives of all businesses that participate in lunches, leads, sales calls and at the committee level

Implementation: Ongoing

Partnerships: Explore Fairbanks partner businesses

Staff Responsibility: Meetings and Conventions Department



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

Measurement: Ensure that M&C Leads list subscribers respond to leads using the system

Implementation: Ongoing

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

Implementation: Monthly

Partnerships: Explore Fairbanks partner businesses

Staff Responsibility: Meetings and Conventions Department

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

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

Implementation: Ongoing

Partnerships: Explore Fairbanks partner businesses

Staff Responsibility: Meetings and Conventions Department



Objective Six

Continue discussions and research regarding the feasibility of a future Fairbanks convention center (LTSP 3, 4, 5)

Program 1: Continue discussions with stakeholders regarding the progression of the project (LTSP 3, 4 & 5)

Measurement: Continue participation in the Polaris Workgroup

Implementation: Ongoing

Measurement: Present the PowerPoint synopsis to any stakeholders who have not yet seen the results of previous studies and research, or who have not yet seen the latest version

Implementation: As needed
Measurement: Begin preliminary discussions with legislators to introduce the project

Feasibility Study of a New Convention Center and/or Performing Arts Center

Implementation: Ongoing
Measurement: Begin community presentations

PRESENTED BY



Implementation: Ongoing
Measurement: Maintain communication with the arts community

Implementation: Ongoing
Partnerships: Elected officials, governmental entities, hotel partners, Fairbanks Arts Association, Downtown Association, and other stakeholders

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

Program 2: Oversee research into partnership models, construction financing, operations revenue options and management agreements (LTSP 3, 4 & 5)

Measurement: Hire a consultant(s) to craft an RFP and/or initiate a communication plan

Implementation: Ongoing

Partnerships: Fairbanks Arts Association, Explore Fairbanks Board of Directors, Steering Committee, Polaris Workgroup, and other stakeholders

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

Tourism

Department Staff

- Scott McCrea, Director of Tourism
- Ed Malen, Tourism Senior Sales Manager
- Tyler Chiles, Tourism Sales Associate
- Elke Brosin, European Contractor

Target Markets

Target Markets: International Visitors		
Primary	Secondary	Emerging
<ul style="list-style-type: none"> • Japan • German Speaking Europe (GSE) • Mainland China • Taiwan 	<ul style="list-style-type: none"> • United Kingdom • South Korea • Northern Europe • Australia/New Zealand • Canada 	<ul style="list-style-type: none"> • Latin America • India
Target Markets: Domestic Visitors		
Core	Growth	Emerging
<ul style="list-style-type: none"> • Chicago • Seattle • Los Angeles • Minneapolis 	<ul style="list-style-type: none"> • East Coast • Southern U.S. 	<ul style="list-style-type: none"> • Southwest U.S.

Communication Tools

- Group Tour Manual
- Japanese Lure Piece
- Japanese Rack Card
- German Lure Brochure
- Chinese Rack Card
- China Lure Brochure

Highlights

For 2017, the Tourism Department will focus our marketing strategies on the following:

- Developing and implement strategies and partnerships for international marketing efforts in the absence of state support and coordination
- Continued focus on enhancing marketing efforts related to the Mainland China market
- Developing Fairbanks-centric FAMs for core international markets similar to the annual European FAM
- Enhancing outreach to Explore Fairbanks partners, with an emphasis on new partners, for FAM support/participation and tourism partnership opportunities
- Developing new content for Explore Fairbanks international language web pages

Long-term Strategic Priorities

Tourism Marketing Platform

<p>Establish a strong brand identity for the Fairbanks region (LTSP 1)</p>	<ul style="list-style-type: none"> • Continue to promote visitation to the Morris Thompson Cultural & Visitors Center as a first-stop for orientation to destination • Incorporate Explore Fairbanks branding pillars and messaging into travel trade communications and marketing endeavors
<p>Focus marketing efforts on markets defined by Alaska tourism as well as opportunity markets specific to the Fairbanks region (LTSP 2)</p>	<ul style="list-style-type: none"> • Meet our goals and tactics in Japan by continuing to promote Fairbanks as a year-round destination • Meet our goals and tactics in Northern and German speaking Europe and UK by working with our European Contractor to prioritize our marketing activities accordingly to promote Fairbanks as a year-round destination • Meet our goals and tactics in Mainland China and Taiwan by continuing to promote Fairbanks as a year-round destination and looking for new opportunities for market penetration • Continue to pursue South Korea, Australia/New Zealand and Canada as secondary markets • Monitor Latin America and India as emerging markets and identify opportunities for market penetration

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

2017 Sales Plan

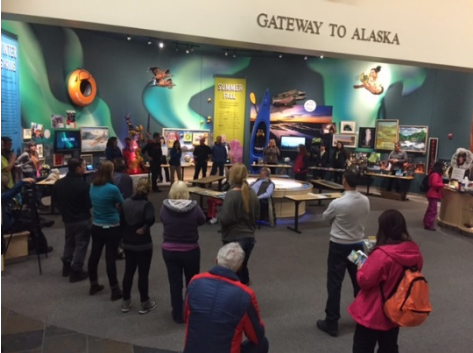
Objective One

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

Program 1: Work with tour operators coming to Fairbanks as well as those making plans to feature the center in their itineraries as a “first-stop” in Fairbanks

Measurement: Increase in tour groups coming to MTCVC
 Implementation: Ongoing
 Partnerships: MTCVC partners, tour operators
 Staff Responsibility: Tourism Department

Program 2: Incorporate MTCVC into all FAMs
 Measurement: All FAMs feature MTCVC in itinerary
 Implementation: Ongoing
 Partnerships: Explore Fairbanks partners, ATIA
 Staff Responsibility: Tourism Department



Objective Two

Incorporate Explore Fairbanks branding pillars and messaging into travel trade communications and marketing endeavors

Program 1: Focus on the “three seasons of Fairbanks” (summer, winter and aurora) when promoting Fairbanks as a year-round destination
Measurement: Consistent usage within travel trade marketing materials and presentations
Implementation: Ongoing
Partnerships: None
Staff Responsibility: Tourism Department, Communications Department



Program 2: Promotion of Fairbanks as the “basecamp” for Denali and the Arctic
Measurement: Consistent usage within travel trade marketing materials and presentations as well as integrated into FAM tour itineraries
Implementation: Ongoing
Partnerships: None
Staff Responsibility: Tourism Department, Communications Department

Program 3: Utilize Explore Fairbanks-approved verbiage for describing why Fairbanks is an ideal destination for aurora viewing
Measurement: Consistent usage within travel trade marketing materials and presentations as well as integrated into FAM tour itineraries
Implementation: Ongoing
Partnerships: None
Staff Responsibility: Tourism Department, Communications Department

Objective Three

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

Program 1: Conduct one-on-one sales calls and destination training workshops in conjunction with annual sales mission and the Japanese Association of Travel Agents (JATA) Tradeshow

Measurement: Stable or increase in sales calls over 2016

Implementation: Attend sales missions in April; JATA in September

Partnerships: Explore Fairbanks partners, other DMOs, Brand USA, U.S. Commercial Services

Staff Responsibility: Tourism Senior Sales Manager



Program 2: Host a Japan tour operator winter FAM

Measurement: Successful implementation of FAM with qualified tour operators

Implementation: February or March

Partnerships: Explore Fairbanks partners

Staff Responsibility: Tourism Senior Sales Manager

Program 3: Target Japanese tour operators, wholesalers, and travel agents at GoWest and IPW

Measurement: Increased number of qualified international tour operators and travel agent contacts

Implementation: GoWest in February; IPW in June

Partnerships: Explore Fairbanks partners

Staff Responsibility: Tourism Department

Program 4: Continue to maintain strong working relationship with Japan Airlines

Measurement: Continuation and increase of JAL service over 2016

Implementation: Ongoing

Partnerships: Fairbanks International Airport, Japanese tour operators, Japanese receptive operators, Explore Fairbanks partners

Staff Responsibility: Tourism Senior Sales Manager, Director of Tourism

Program 5: Continue to build on relationship with Uzbekistan Air and ANA

Measurement: Continuation and increase of service over 2016

Implementation: Ongoing

Partnerships: Fairbanks International Airport, Japanese tour operators, Japanese receptive operators, Explore Fairbanks partners
Staff Responsibility: Tourism Senior Sales Manager, Director of Tourism

Program 6: Provide cultural informational material/training for Explore Fairbanks partners as needed
Measurement: Information distributed to partners
Implementation: Ongoing
Partnerships: Explore Fairbanks partners
Staff Responsibility: Tourism Senior Sales Manager

Program 7: Continue to monitor web page analytics and develop strategies to increase traffic
Measurement: Increase in site traffic
Implementation: Ongoing
Partnerships: None
Staff Responsibility: Tourism Senior Sales Manager, Communications Department

Program 8: Maintain strong relationships with Japanese tour operators, travel agents, and receptive operators
Measurement: Increased number of Japanese tour operators and travel agent contacts
Implementation: Ongoing
Partnerships: Explore Fairbanks partners, Japan travel trade industry
Staff Responsibility: Tourism Senior Sales Manager

Program 9: In conjunction with Communications Department, identify advertising opportunities specific to market
Measurement: Identification and placement of new advertising opportunities
Implementation: Ongoing
Partnerships: None
Staff Responsibility: Tourism Senior Sales Manager, Director of Tourism, Communications Department

Objective Four

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

Program 1: Attend the following trade shows: ITB and MidAtlantic Workshops
Measurement: Stable or increase in qualified contacts over 2016
Implementation: February (MidAtlantic), March (ITB)
Partnerships: Visit Anchorage, Explore Fairbanks partners
Staff Responsibility: European Contractor, Director of Tourism, Tourism Sales Associate

Program 2: Participate in market appropriate sales missions and roadshows with Visit USA, Condor, and other partners
Measurement: Stable or increase in sales calls over 2016
Implementation: Ongoing
Partnerships: Visit USA, Condor Airlines
Staff Responsibility: European Contractor, Tourism Department

Program 3: Target operators at 2017 IPW
Measurement: Stable or increase in qualified contacts over 2016
Implementation: June
Partnerships: Explore Fairbanks partners
Staff Responsibility: Tourism Department

Program 4: Host 2017 European tour operator FAM
Measurement: Successful completion of FAM with qualified tour operators
Implementation: September
Partnerships: Explore Fairbanks partners, Condor
Staff Responsibility: European Contractor, Tourism Department



Program 6: Continue to monitor German web page analytics and develop strategies to increase traffic
Measurement: Increase in site visits
Implementation: Ongoing
Partnerships: None
Staff Responsibility: European Contractor, Director of Tourism, Communications Department

Program 7: 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
Implementation: Ongoing
Partnerships: Explore Fairbanks partners
Staff Responsibility: European Contractor, Tourism Department

Objective Five

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

Program 1: Attend the China Outbound Tourism and Travel Market in Beijing; identify and participate in sales mission/training opportunities in conjunction with show

Measurement: Increase in number of travel trade contacts from Mainland China
Implementation: March
Partnerships: Explore Fairbanks partners, NTA
Staff Responsibility: Director of Tourism

Program 2: Attend the NAJ Active America China Tradeshow

Measurement: Increase in number of qualified travel trade contacts from Mainland China
Implementation: April
Partnerships: Explore Fairbanks partners
Staff Responsibility: Director of Tourism

Program 3: Attend the International Travel Fair in Taipei; identify and participate in sales mission/training opportunities in conjunction with the show

Measurement: Increase in number of qualified travel trade contacts from Taiwan
Implementation: November
Partnerships: Explore Fairbanks partners, BrandUSA, Visit Anchorage
Staff Responsibility: Director of Tourism

Program 4: Continue to monitor web page analytics and develop strategies to increase traffic

Measurement: Increased traffic to Chinese web site
Implementation: Ongoing
Partnerships: None
Staff Responsibility: Director of Tourism, Communications Department

Program 5: In conjunction with Communications Department, identify advertising opportunities specific to market

Measurement: Identification and placement of new advertising opportunities

Implementation: Ongoing
Partnerships: None
Staff Responsibility: Director of Tourism, Communications Department

Program 6: Provide cultural informational material/training for Explore Fairbanks partners as needed
Measurement: Information distributed to partners
Implementation: Ongoing
Partnerships: Explore Fairbanks partners
Staff Responsibility: Director of Tourism



Program 7: Maintain strong relationships with Chinese/Taiwanese tour operators, travel agents, and receptive operators
Measurement: Increase in number of qualified travel trade contacts from Mainland China and Taiwan
Implementation: Ongoing
Partnerships: Explore Fairbanks partners
Staff Responsibility: Director of Tourism

Program 8: Target Chinese/Taiwanese tour operators, wholesalers and travel agents at GoWest Summit and IPW
Measurement: Increase in number of travel trade contacts from Mainland China
Implementation: February (GoWest), June (IPW)
Partnerships: Tour operators, wholesalers, travel agents
Staff Responsibility: Director of Tourism, Tourism Senior Sales Manager

Program 9: Host a China tour operator winter FAM
Measurement: Increased number of Chinese tour operators and travel agent contacts
Implementation: February or March
Partnerships: Explore Fairbanks partners
Staff Responsibility: Director of Tourism

Program 10: Working in conjunction with Fairbanks International Airport and its consultant, continue outreach to potential Asian carriers for charter service
Measurement: Identification of new carriers, establishment of new service
Implementation: Ongoing
Partnerships: Fairbanks International Airport, Sixel Consulting
Staff Responsibility: Director of Tourism, President/CEO

Program 11: Continue to maintain strong working relationship with China Airlines
Measurement: Continuation or increase of service over 2016
Implementation: Ongoing
Partnerships: Fairbanks International Airport, China Airlines Alaska PAK, Explore Fairbanks partners
Staff Responsibility: Director of Tourism

Program 12: Continue to build upon using WeChat as a marketing platform for the Chinese market
Measurement: Growth in WeChat subscribers
Implementation: Ongoing
Partnerships: Explore Fairbanks partners
Staff Responsibility: Director of Tourism, Communications Department

Objective Six

Continue to pursue South Korea, Australia/New Zealand and Canada as secondary markets (LTSP 1,2,3)

Program 1: Maintain strong relationships with qualified tour operators and travel agents in those markets
Measurement: Increase in number of qualified travel trade contacts from those markets.
Implementation: Ongoing
Partnerships: None
Staff Responsibility: Tourism Department

Program 2: Participate in a sales mission/destination training in Australia/New Zealand
Measurement: Stable or increase in number of qualified travel trade contacts from Australia/New Zealand
Implementation: October/November
Partnerships: Visit Anchorage, Explore Fairbanks partners
Staff Responsibility: Director of Tourism

Program 3: Participate in a sales mission/destination training in South Korea.
Measurement: Stable or increase in number of qualified travel trade contacts from South Korea
Implementation: April
Partnerships: Visit USA Korea, Visit Anchorage, Explore Fairbanks partners
Staff Responsibility: Tourism Senior Sales Manager

Program 4: Target tour operators, wholesalers and travel agents from those markets at GoWest Summit and IPW
Measurement: Increase in number of travel trade contacts from those markets
Implementation: February (GoWest), June (IPW)
Partnerships: Explore Fairbanks partners, ATIA
Staff Responsibility: Tourism Department



Program 5: In conjunction with Communications Department, identify advertising opportunities specific to those markets
Measurement: Identification and placement of new advertising opportunities
Implementation: Ongoing
Partnerships: None
Staff Responsibility: Director of Tourism, Communications Department

Objective Seven

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

Program 1: Monitor newly-launched Spanish-language website analytics and develop strategies to increase traffic

Measurement: Increased number of site visits

Implementation: Ongoing

Partnerships: None

Staff Responsibility: Director of Tourism, Communications Department

Program 2: Develop cultural information/training for Explore Fairbanks partners as needed.

Measurement: Number of partners participating in training

Implementation: Ongoing

Partnerships: Explore Fairbanks partners

Staff Responsibility: Tourism Department

Program 3: Target qualified Latin America and India tour operators, wholesalers and travel agents at GoWest and IPW

Measurement: Increased number of qualified Latin America tour operators and travel agents

Implementation: February (GoWest), May (IPW)

Partnerships: Explore Fairbanks partners

Staff Responsibility: Tourism Department

Program 4: In conjunction with Communications Department, identify advertising opportunities specific to market

Measurement: Identification and placement of new advertising opportunities

Implementation: Ongoing

Partnerships: ATIA

Staff Responsibility: Director of Tourism, Communications Department

Objective Eight

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

Program 1: Adjust goals and objectives based on 2016 performance

Measurement: Increase and/or decrease metrics accordingly

Implementation: January

Partnerships: None

Staff Responsibility: Tourism Department

Objective Nine

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

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

Program 2: Maintain all active tourism contacts and update as needed
Measurement: Contacts regularly updated
Implementation: Ongoing
Partnerships: None
Staff Responsibility: Tourism Department

Program 3: Pursue leads and distribute service requests
Measurement: Regular distribution of service requests
Implementation: Ongoing
Partnerships: Explore Fairbanks partners
Staff Responsibility: Tourism Department

Objective Ten

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

Program 1: Maintain regular contact, to include quarterly mass emails, with 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 contact over 2016
Implementation: Quarterly
Partnerships: None
Staff Responsibility: Tourism Department

Program 2: Look for and pursue opportunities to host FAMs for domestic tour operators
Measurement: Successful implementation of FAMs
Implementation: Ongoing
Partnerships: Explore Fairbanks partners, statewide DMOs
Staff Responsibility: Tourism Department

Program 3: Participate in the following trade shows attended by domestic operators: NTA, ABA, GoWest Summit, and NACTA
Measurement: Increase in tour operator and travel agent contacts
Implementation: January (ABA); February (GoWest, NTA); September (NACTA); December (NTA)
Partnerships: ATIA, Explore Fairbanks partners
Staff Responsibility: Tourism Department



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

Program 1: Distribute brochures at the Seatrade Tradeshow
Measurement: Increase in distribution of visitor guides
Implementation: March
Partnerships: ATIA
Staff Responsibility: Tourism Senior Sales Manager

Program 2: Promote land tour options to travel agent/trade contacts
Measurement: Expansion or revisions to land tour packages to include Fairbanks
Implementation: Ongoing
Partnerships: Explore Fairbanks partners
Staff Responsibility: Tourism Department

Program 3: Utilize membership with ASTA to pursue leads to travel agents selling land tour packages
Measurement: Increase in travel agent contacts
Implementation: Ongoing
Partnerships: None
Staff Responsibility: Tourism Senior Sales Manager

Program 4: Maintain connections with cruise industry contacts to track Gulf of Alaska cruise land tour statistics
 Measurement: Successful recording of statistics
 Implementation: Ongoing
 Partnerships: Cruise industry
 Staff Responsibility: Director of Tourism

Objective Twelve

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



Program 1: Conduct airline corporate sales calls and maintain close relationships with current providers
 Measurement: Stability or expansion of existing service
 Implementation: Ongoing
 Partnerships: Fairbanks International Airport, Sixel Consulting
 Staff Responsibility: Director of Tourism

Program 2: Track yearly load factors
 Measurement: Monthly recording of statistics
 Implementation: Ongoing
 Partnerships: Fairbanks International Airport
 Staff Responsibility: Tourism Sales Associate

Program 3: In conjunction with airport and their consultant, identify and pursue potential new carriers, domestically and internationally
 Measurement: Identification of new carriers and increase in contacts
 Implementation: Ongoing
 Partnerships: Fairbanks International Airport, Sixel Consulting

Staff Responsibility: Director of Tourism, President and CEO

Program 4: In conjunction with Communications Department, promote current and new flights to Fairbanks through a combination of co-op ads, web promotions and press releases

Measurement: Implementation of advertising

Implementation: Ongoing

Partnerships: Fairbanks International Airport

Staff responsibility: Communications Department, Director of Tourism

Objective Thirteen

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



Program 1: Participate in ATMB International Marketing subcommittee

Measurement: Number of meetings participated in

Implementation: Ongoing

Partnerships: ATIA, ATMB

Staff Responsibility: Director of Tourism

Program 2: Look for opportunities to take the lead on FAMs and sales missions/trade shows specific to the Fairbanks market

Measurement: Increase in Fairbanks-led/Fairbanks-centric FAMs and sales missions/trade shows

Implementation: Ongoing

Partnerships: Explore Fairbanks partners

Staff responsibility: Tourism Department

Objective Fourteen

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

Program 1: Look for opportunities to include new partners into FAMs

Measurement: Increase in new partner participation

Implementation: Ongoing

Partnerships: Explore Fairbanks partners

Staff Responsibility: Tourism 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: Ongoing
Partnerships: Explore Fairbanks partners
Staff responsibility: Tourism Department

Program 3: Tourism Department conduct department FAMs and site visits to become better familiarized with partners' products
Measurement: Number of department FAMs conducted
Implementation: Seasonally
Partnerships: Explore Fairbanks partners
Staff responsibility: Tourism Department, Partner Services



Program 4: Encourage new members to participate in FAM receptions by including more participant information
Measurement: Increase in attendance at FAM receptions
Implementation: Ongoing
Partnerships: Explore Fairbanks partners
Staff responsibility: Tourism Department

Visitor Services and Partnership Development (VSPD)

Staff

- Charity Gadapee, Director of Visitor Services and Partnership Development
- Jesse Pfeffer, Manager of Visitor Services and Partnership Development
- Visitor Services staff; Year-Round – Bob Eley, Gabrielle Johnson, Julia Parzick, Shelly Smith

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 & meetings, and events • Increase number of participants in program • Host customer service training seminars • Golden Heart Gala Appreciation Dinner 	<ul style="list-style-type: none"> • Military Newcomer's Orientations: <ul style="list-style-type: none"> ○ Fort Wainwright Army Base ○ Eielson Air Force Base • Be-A-Visitor In Your Own Town • Holiday Open House • First Friday Artist Receptions • Visitor Industry's Walk for Charity • Alaska Railroad Open House 	<ul style="list-style-type: none"> • Provide customer service training • Provide seasonal informational binders • Social seminar introducing frontline staff to the Morris Thompson Cultural and Visitors Center

Target Markets: Partnership Development

Industry Partners	Downtown Fairbanks
<ul style="list-style-type: none"> • Business Partner Spotlight Nights • Partner-to-Partner Open Houses • Interior Tourism Conference • Annual Awards Banquet • Frontline Seminars for Summer & Winter products 	<ul style="list-style-type: none"> • Tour Operator Familiarization Tour • Lunch guest count distribution • Deliver multilingual Welcome signs

Communication Tools

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

Highlights

For 2017, the Visitor Services and Partnership Development Department will focus our marketing strategies on the following:

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

Long-term Strategic Priorities

VSPD Marketing Platform

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

2017 Sales Plan

Objective One

Increase awareness of the Morris Thompson Cultural and Visitors Center

Program 1:	Work with local tour operators and local businesses to familiarize them with the services available (LTSP 1, 3)
Measurement:	Invite tour operators and local businesses for three building orientations
Implementation:	March, June & October
Partnerships:	APLIC, TCC Cultural Programs
Staff Responsibility:	Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, President and CEO

Program 2: Coordinate the Visitor Industry Walk for Charity and host Celebration Station at the walk's finish inside the Morris Thompson Cultural and Visitors Center

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

Implementation: Second Friday in May

Partnerships: ATIA-Fairbanks Chapter, Explore Fairbanks Partners

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



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

Measurement: Participation by at least 120 residents

Implementation: Spring

Partnerships: Transportation business partners

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

Program 4: Provide year-round tour and attraction information to military personnel at Fort Wainwright Newcomers Orientations and First Term Airmen Center (FTAC) winter briefing at Eielson Air Force Base, along with other special events. Research opportunities to promote to personnel at Joint Base Elmendorf Richardson (LTSP 1, 3)

Measurement: Attend at least 20 Fort Wainwright Newcomers orientations; attend at least one winter briefing at Eielson

Implementation: Bi-Monthly

Partnerships: Fort Wainwright MWR, Eielson FTAC

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

Program 5: Explore Fairbanks to host First Fridays at the MTCVC (LTSP 3)

Measurement: Feature local artists monthly

Implementation: Monthly

Partnerships: APLIC, Alaska Geographic Store, Morris Thompson Cultural and Visitors Center

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



Program 6: Continue to network with other CVBs in the state and other tourism organizations to exchange ideas on new and improved services (LTSP 1, 3)
Measurement: Attend meetings as scheduled
Implementation: Attend the Highway Neighbors Conference in the spring, 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, GoWinter Expo
Implementation: March, April, October
Partnerships: Aurora Productions, Carlson Center, KO Productions
Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Visitor Information Staff, Golden Heart Greeters

Objective Two

Increase the number of volunteers in the “Golden Heart Greeter” Program

Program 1: Increase the number of Golden Heart Greeters in program through recruiting in the newspaper & area civic group newsletters (LTSP 1)
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, Manager of Visitor Services and Partnership Development

Program 2: Schedule orientation workshops throughout the year to inform potential Golden Heart Greeters about Explore Fairbanks (LTSP 1)
Measurement: Schedule two workshops and obtain at least two new volunteers at each workshop
Implementation: Complete by September
Partnerships: Explore Fairbanks business partners
Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development

Objective Three

Continue implementation of the “Golden Heart Greeter” Program

Program 1: Provide Golden Heart Greeter assistance to Arctic Council Ministerial Meeting planner (LTSP 1, 3)
Measurement: Provide 20 Greeters for task completion
Implementation: May
Partnerships: Golden Heart Greeters
Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Meetings and Conventions Department

Program 2: Provide Golden Heart Greeter assistance to Society of American Travel Writers Western Chapter Annual Meeting (LTSP 1, 3)
Measurement: Provide 10 Greeters for task completion
Implementation: May
Partnerships: Golden Heart Greeters
Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Communications Department



Program 3: Continue an incentive and recognition program for Explore Fairbanks Golden Heart Greeters
Measurement: Develop a schedule that awards once a year
Implementation: Awards and recognition banquet once a year in the spring
Partnerships: Explore Fairbanks partner businesses
Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development

Program 4: Encourage community support of Golden Heart Greeters by spotlighting their assistance in FDNM and Enews (LTSP 1)
Measurement: Provide one photo and photo credit to Fairbanks Daily News-Miner Applause Section & Explore Fairbanks Enews
Implementation: Quarterly
Partnerships: Fairbanks Daily News-Miner
Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Communications Department

Program 5: Staff Explore Fairbanks Visitor Information Center and other information kiosks with bi- or multilingual staff/Golden Heart Greeters whenever possible (LTSP 1, 3)
Measurement: Attract at least two additional persons who have bi- or multilingual abilities
Implementation: Continuous
Partnerships: Golden Heart Greeters
Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development

Program 6: Increase awareness of program with “Meet A Real Alaskan” section in the Fairbanks Visitors Guide with testimonials from greeters and visitors (LTSP 1, 3)
Measurement: Provide one testimonial for publication in Visitors Guide and on website
Implementation: Continuous
Partnerships: Golden Heart Greeter of the Year
Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Branding & Production Coordinator, Internet Marketing Associate

Program 7: Increase awareness of program with meeting planners and local events (LTSP 1, 3)
Measurement: Increase the number of activities in 2017 by 5%
Implementation: Year-round
Partnerships: Explore Fairbanks Arts, Culture & Entertainment Partners
Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Meetings and Convention Sales & Services Associate

Program 8: Schedule Golden Heart Greeters for requested services to assist meeting, convention planners and local event organizers (LTSP 1, 3)
Measurement: Schedule as needed and keep track of time Greeters donate
Implementation: Year-round
Partnerships: Golden Heart Greeters

Staff Responsibility: Director of Visitor Services and Partnership Development, Meetings and Convention Sales & Services Associate

Program 9: Highlight a Golden Heart Greeter in the Monthly Partner Enews (LTSP 1)
Measurement: Monthly
Implementation: Year-round
Partnerships: Golden Heart Greeters
Staff Responsibility: Director of Visitor Services and Partnership Development, Meetings and Convention Sales & Services Associate

Objective Four

Implement educational seminars and events highlighting Explore Fairbanks Partners

Program 1: Host Annual Interior Tourism Conference to provide educational seminars to Explore Fairbanks partners and public about current topics affecting the tourism business climate (LTSP 1, 3)
Measurement: Register 75 full-day participants; 100 luncheon attendees
Implementation: January
Partnerships: Explore Fairbanks partners, State of AK DCCED, ATIA, Seattle Bookings
Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, President & 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: Explore Fairbanks partners
Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, President & CEO, Branding & Production Coordinator



Program 3: Execute Partner Spotlight Program. Each month pick a new partner to be spotlighted in the Partner enews. The enews will include a description about the business along with contact information
Measurement: Include at least three new partners

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

Program 4: Execute Partner-to-Partner open houses focusing on geographic location
Measurement: Highlight a minimum of three partners
Implementation: Quarterly
Partnerships: Explore Fairbanks Partners
Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development

Program 5: Populate partner extranet portal with partner networking event recap videos
Measurement: Produce six networking event videos
Implementation: January-March; October-December
Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Communications Department

Objective Five

Provide customer service training to frontline staff.

Program 1: Facilitate a frontline training tradeshow in which frontline staff visits the MTCVC to learn about the MTCVC, events and partners (LTSP 1, 3)
Measurement: Attract 25 frontline representatives per seminar
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 informational binder to frontline staff highlighting Explore Fairbanks partners and trip planning resources (LTSP 1, 3)
Measurement: Provide to a minimum of 20 hotel/motel partners
Implementation: April and October
Partnerships: Accommodation Partners
Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Visitor Information Staff

Program 3: Teach in-person customer service classes from the AlaskaHost curriculum: Customer Service Essentials, Know Your Own Backyard, Telephone Customer Service, Serving International Visitors, Serving

Customers with Disabilities, Tour Guide Training, as well as Explore Fairbanks-developed modules: Ask Me About Winter and Cross Cultural Awareness (LTSP 1, 3)

Measurement: Provide instruction to a minimum of 100 students

Implementation: Quarterly

Partnerships: Fairbanks businesses

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 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

Tradeshow Calendar (tentative)

- Seatrade Cruise Global, March
- Society of American Travel Writers Western Chapter
- ATIA Spring in NY, March/April
- Society of American Travel Writers Annual Convention
- North American Travel Journalists

Industry Calendar

- Alaska Travel Industry Association Board Meetings, approximately six per year
- Alaska Tourism Marketing Board, approximately six per year
- Alaska Travel Industry Association Annual Convention, Anchorage, October 3–5
- Destination Marketing Association International Operations Summit, October



North American
Travel Journalists
Association



Communications Marketing Calendar

Media Event Calendar

- Alaska Travel Industry Association, October
- Alaska Media Road Show, October
- Outdoor Writers Association of America, July

Publication Calendar

- Visitors Guide Release, November
- Winter Guide Release, July
- Annual Report Release, April

Co-op Advertising Calendar

- Alaska Airlines Magazine, Feb; May-October
- Alaska Magazine, December
- TripAdvisor, Ongoing

Social Media Calendar

- New website launch 2017
- Annual contest, Facebook
- Simpleview Summit



Meetings & Conventions Marketing Calendar

Meetings and Conventions Calendar

- Golden Heart Gala, February 15
- Local Guided Site Inspections, March 28-30
- Anchorage Spring Meeting Planner Lunch and Sales Mission, April 18-20
- Ministerial Meeting & Arctic Assembly, May 9-12
- UAF Fall Meeting Planner Lunch, September 27
- AFN Convention Week (in Anchorage), October 19-21
- Juneau Meeting Planner Lunch and Sales Mission, October 31-November 2

Sales Events, as needed

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



Tourism Marketing Calendar

Sales Missions

- Japan/Korea (April)
- Australia (October)
- Taiwan (November)

Tradeshaw Calendar

- American Bus Association, 1/14 – 1/17
- IcelandAir Mid-Atlantic, 1/26 – 1/29
- RoutesAmerica, 2/14-2/16
- Go West Summit, 2/20 – 2/23
- National Tour Association, 2/26-3/2, 12/14-12/18
- International Tourism Bourse (Berlin), 3/8 – 3/12
- China Outbound Travel and Tourism Market, 3/29 – 3/31
- Active America China Tradeshaw, 4/23 – 4/25
- International Pow Wow, 6/3 – 6/7
- National Association of Career Travel Agents, 9/13 - 9/16
- Japanese Association of Travel Agents (JATA) (September)
- International Travel Fair (November)

Projected FAM Calendar

- Japan Winter FAM (February/March)
- Korea Winter FAM (February/March)
- China Winter FAM (February/March)
- NACTA FAM (September)
- EF European Tour Operator FAM, 8/24 – 8/31



Visitor Services and Partnership Development Marketing Calendar

Visitor Services

Monthly

- First Friday Artist Receptions, Monthly

Annually

- Golden Heart Gala, February 15
- Great Alaska Sportsman Show (Anchorage), March
- Highway Neighbors Conference, April
- Summer Product Tradeshow, April
- Fairbanks Outdoor Show, April
- Be A Visitor In Your Own Town, May 6
- Visitor Industry's Walk for Charity, May 12
- Visitor Center begins summer hours, May 13
- Pioneer Park Visitor Kiosk Opens, May 27
- Golden Heart Greeter Recruitment & Orientation, June, July, August, September
- Go Winter Expo, October 14-15
- Winter Product Tradeshow, November



Partnership Development

Partnership Luncheons & Special Events

- January 25 – Interior Tourism Conference
- February 22 – Breakfast
- March 22 – Luncheon
- March 30 – Alaskan Neighbors Breakfast (Anchorage)
- April 21 – Annual Explore Fairbanks Awards Banquet
- October 4 - Luncheon
- November 1 - Luncheon
- December 6 – Annual Meeting

General Event Information

- Partnership Renewal deadline, January 31
- Prospect Seminars
- Partner Orientations
- Partnership Renewal begins, October 1
- Alaska Travel Industry Association Convention, Kodiak – October

2017 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 21, 2016 to maintain a reserve for 2017 as allocated below.

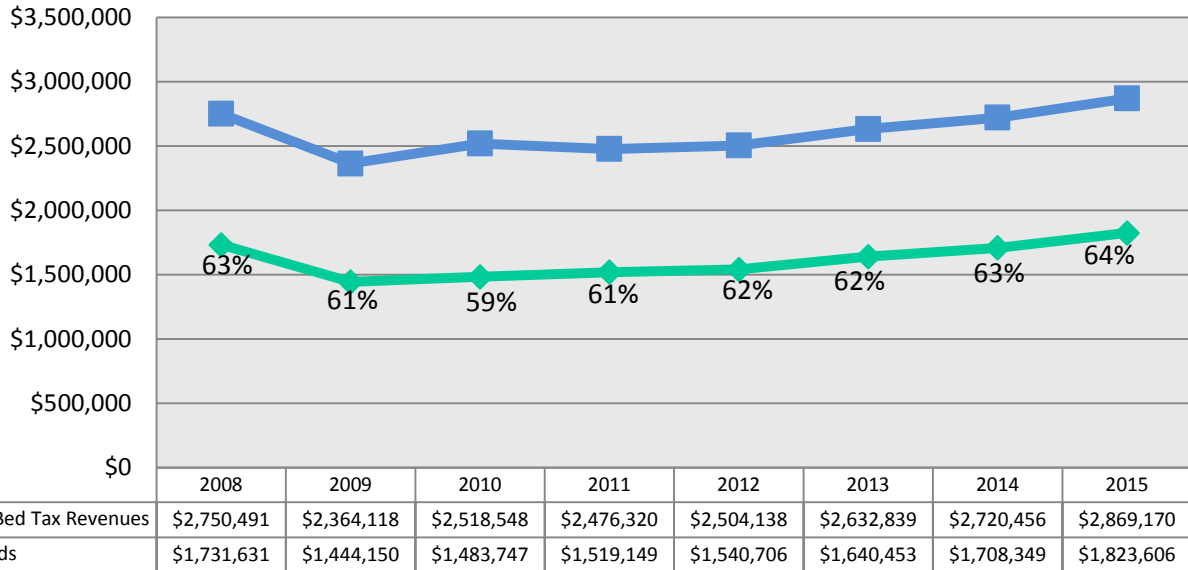
2017 Budget Reserve		
Estimated Fund Balance 12/31/16*		\$792,851
2017 Fund Balance		\$188,451
2017 Designated Reserve:		
Convention Center Development	80,000	
2018 AFN Conference	40,000	
2018 ATIA Convention	23,000	
New Market Development	42,000	
2017 Budget Reserve Designation TOTAL		\$185,000
2017 Association Reserve Fund Balance**		\$419,400

*Calculation based on audited Fund Balance 12/31/15	\$1,077,846
Estimated fund Balance used to balance 2016 Budget	<u>(284,995)</u>
Estimated Fund Balance 12/31/2016	\$792,851

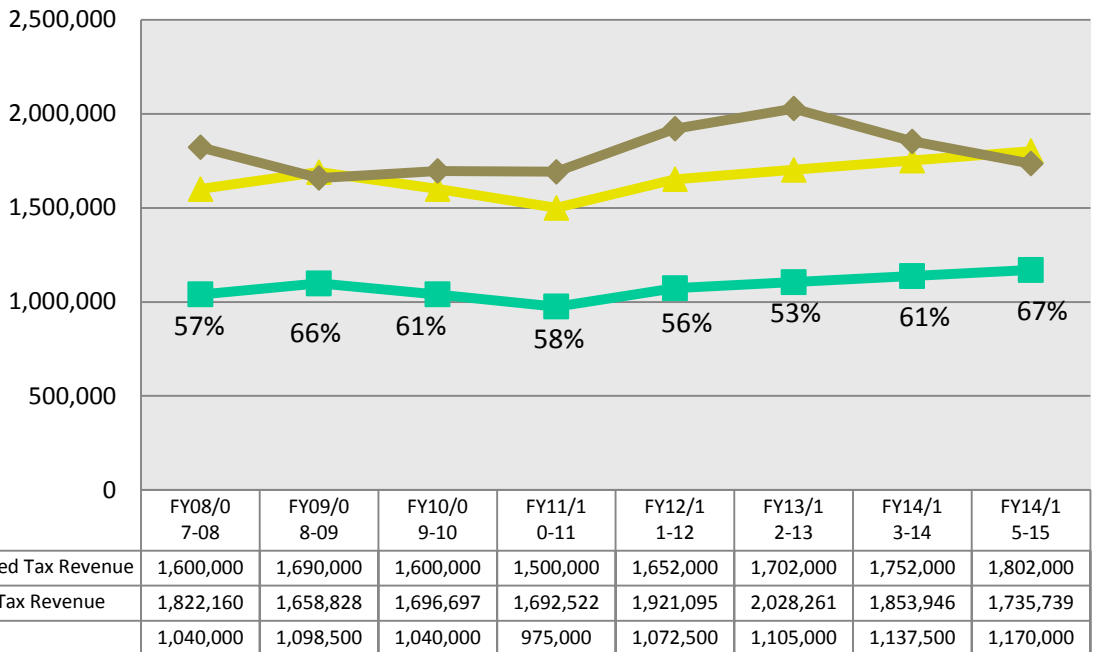
**Based on 12% of the 2017 Expense Projection of \$3,502,576

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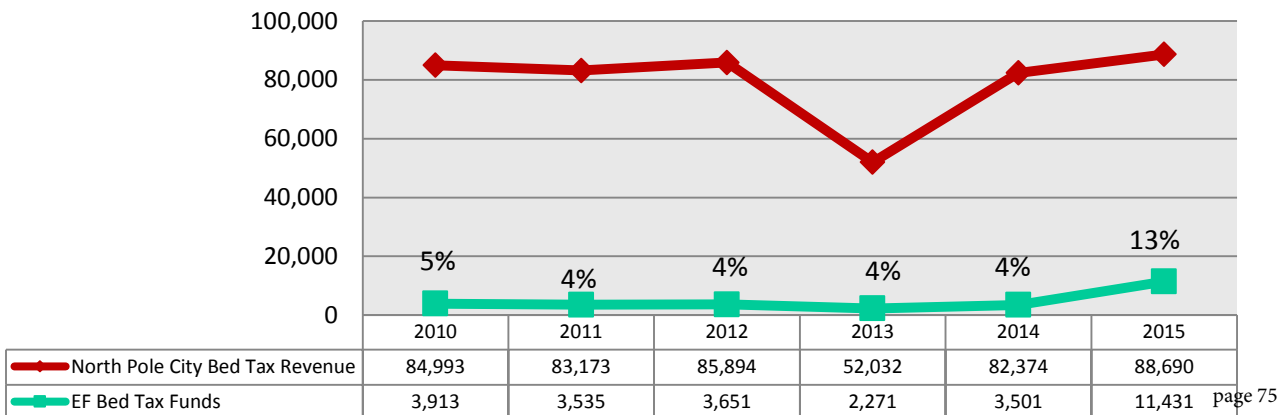
City of Fairbanks Bed Tax: 8 year average to Explore Fairbanks is 62%



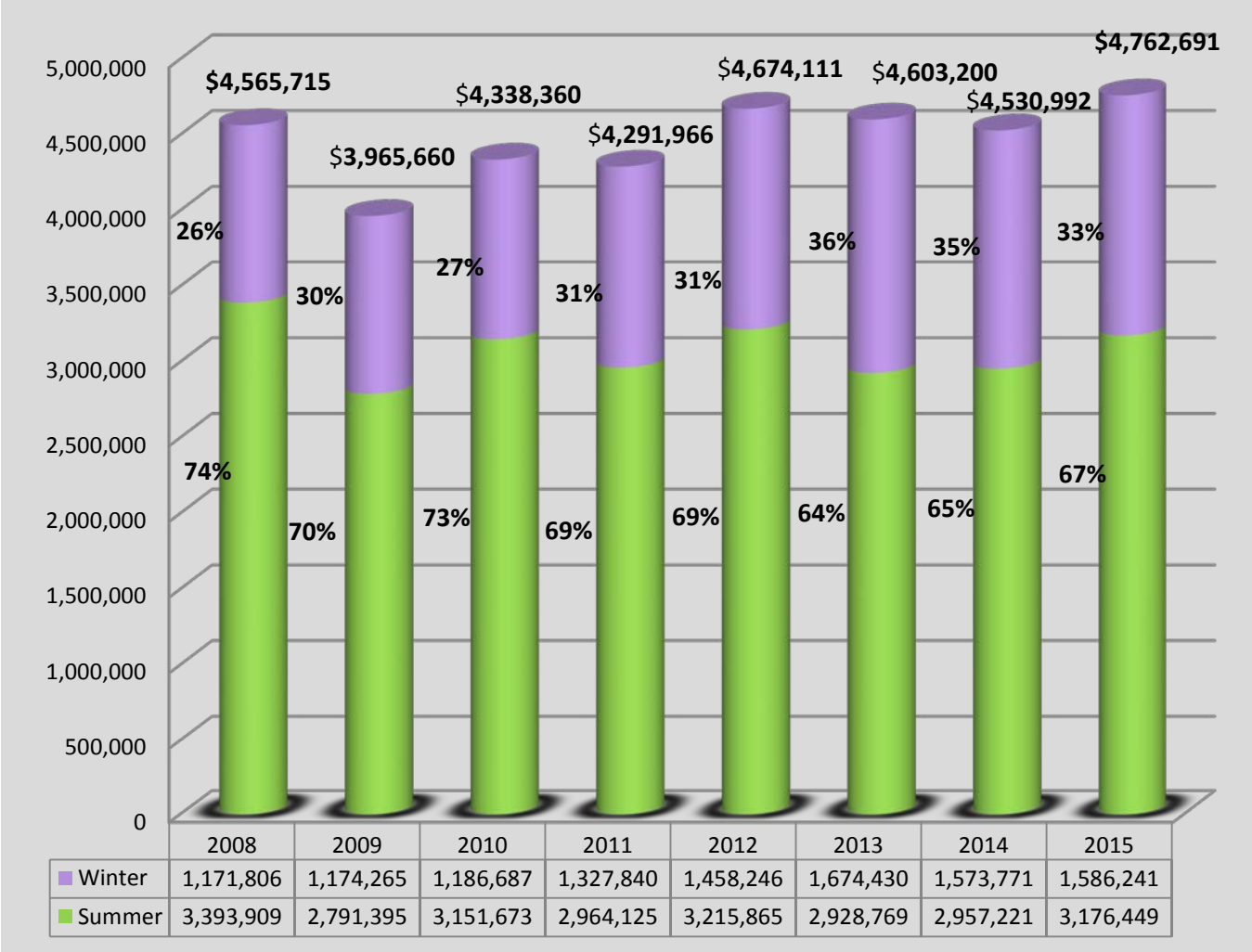
Fairbanks North Star Borough Bed Tax: 8 year average to Explore Fairbanks is 60%



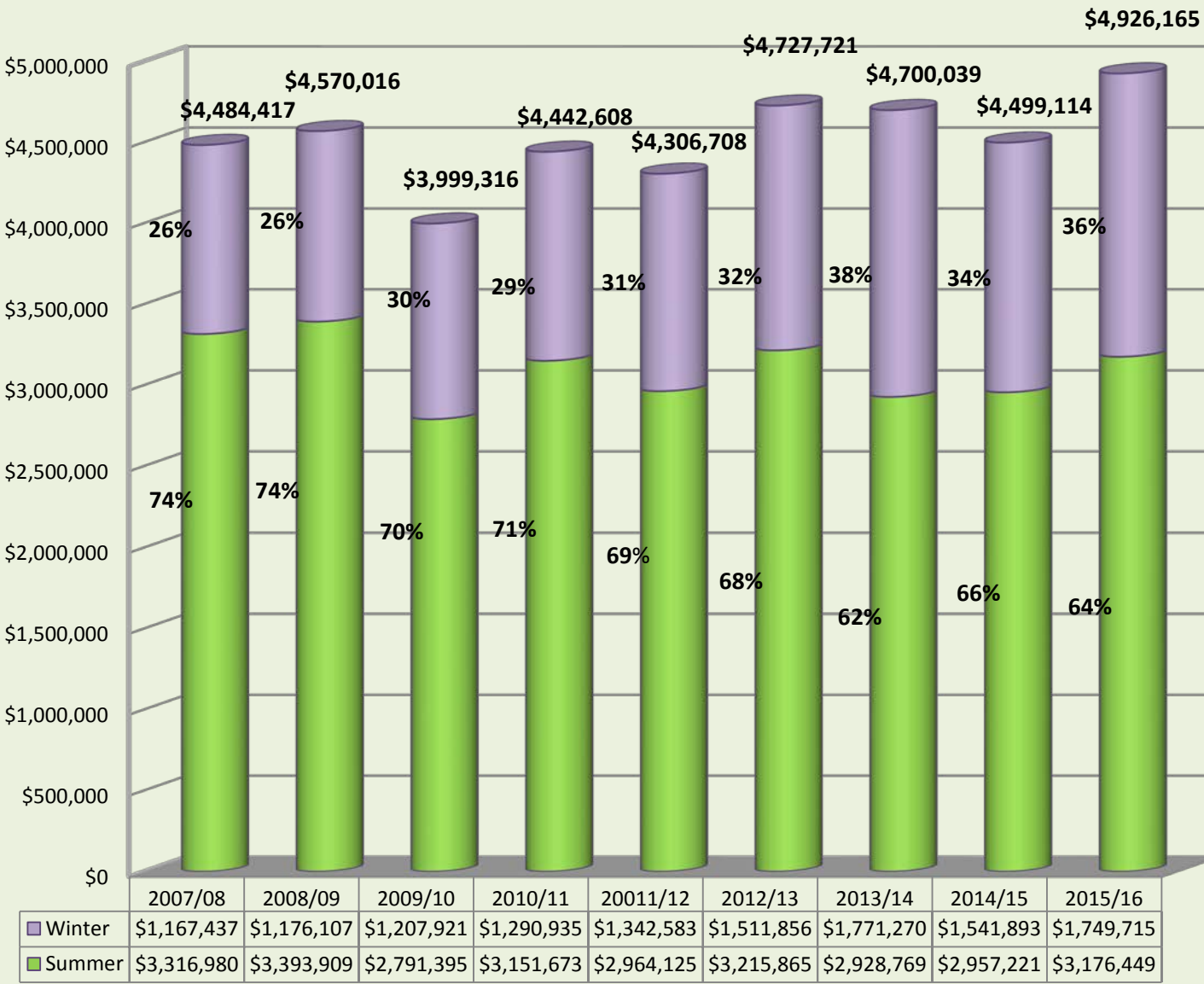
City of North Pole Bed Tax: 6 year average to Explore Fairbanks is 6%



FNSB including cities of Fairbanks and North Pole Annual Bed Tax

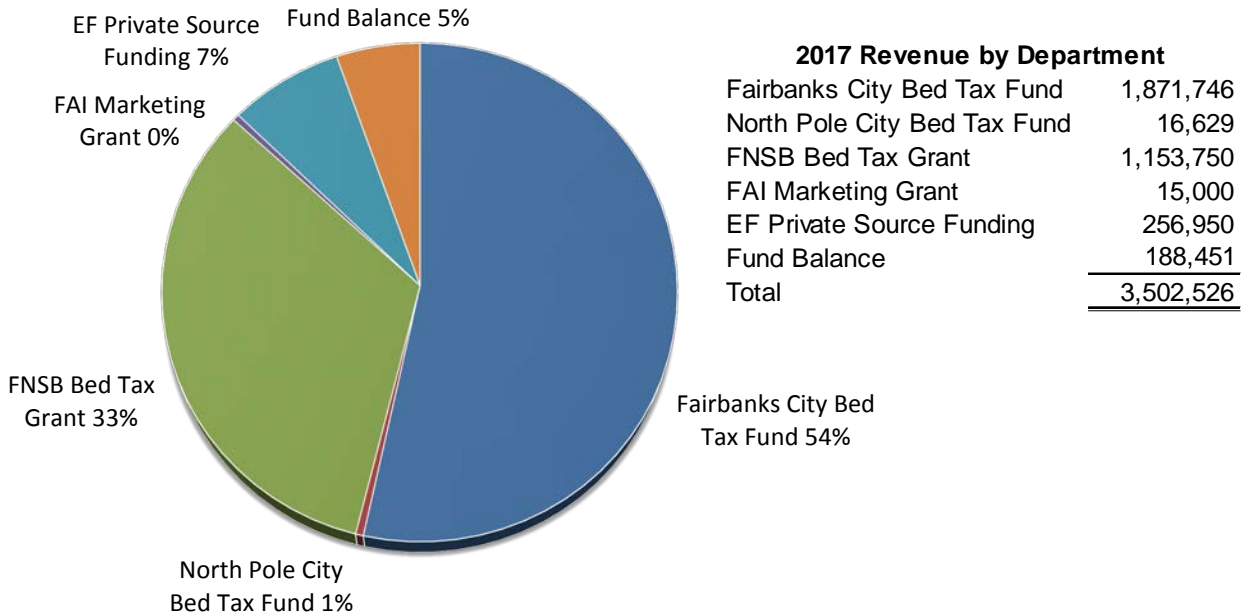


FNSB including cities Bed Tax: Summer (May-Sept)/Winter Oct-Apr

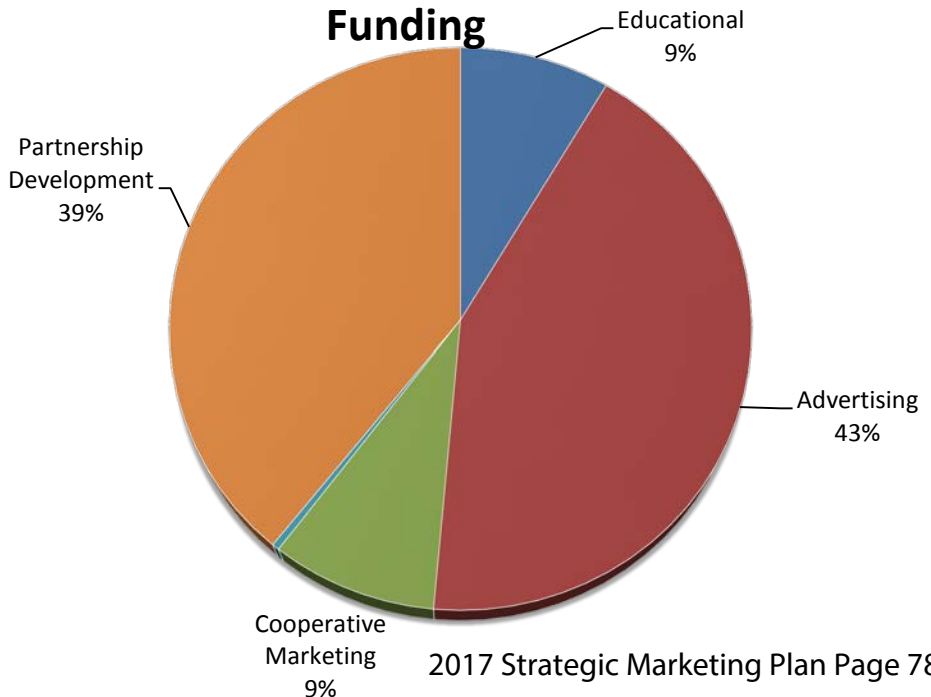


2017 Projected Revenue

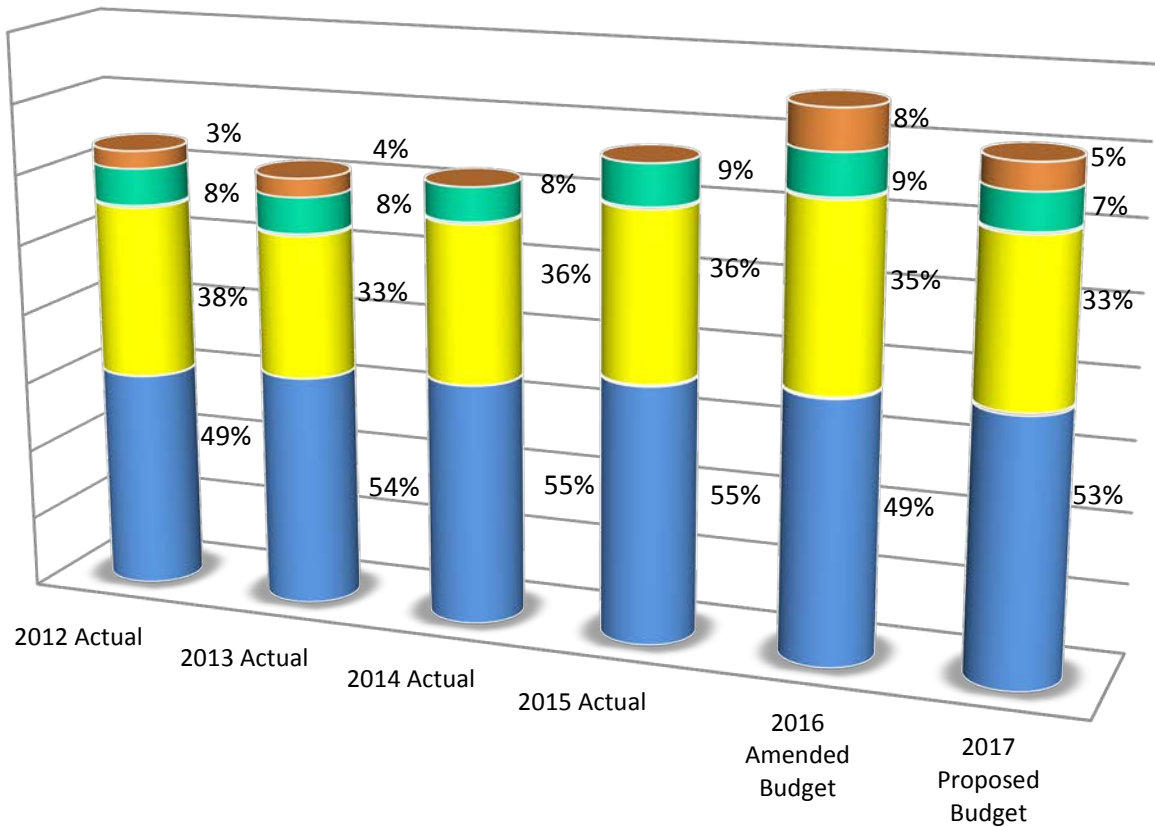
2017 Explore Fairbanks Revenue Goals



2017 Explore Fairbanks Private Source Funding



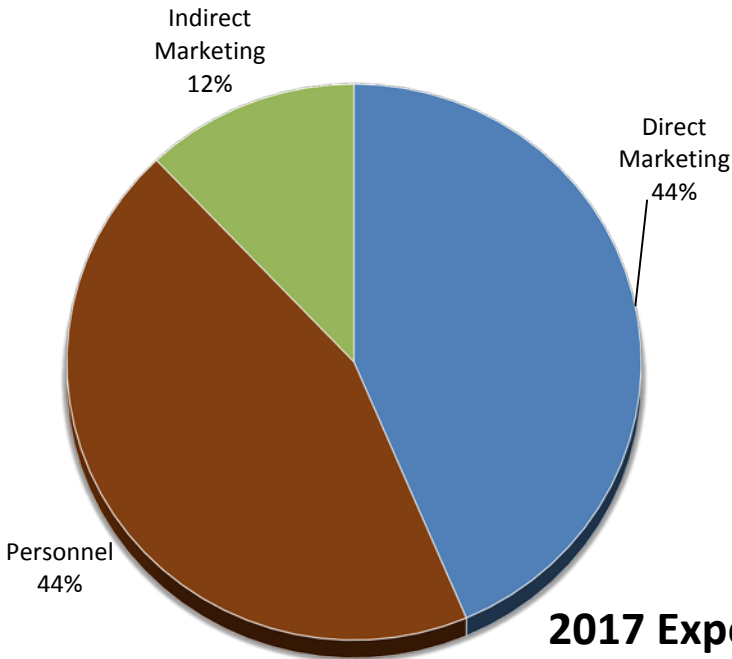
2012 thru 2017 Revenue Comparison



	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Amended Budget	2017 Proposed Budget
■ Fund Balance	126,116	131,139	0	0	284,995	188,451
■ EF Private Source Funding	261,422	256,007	240,568	291,780	292,570	256,950
■ FAI Grant	15,000	15,000	15,000	15,000	15,000	15,000
■ FNSB Grant	1,216,550	1,009,180	1,114,894	1,184,782	1,300,750	1,153,750
■ North Pole Bed Tax	3,696	2,349	3,501	11,431	12,820	16,629
■ Fairbanks City Bed Tax	1,540,706	1,640,453	1,708,352	1,823,607	1,860,079	1,871,746

2017 Proposed Expense Budget

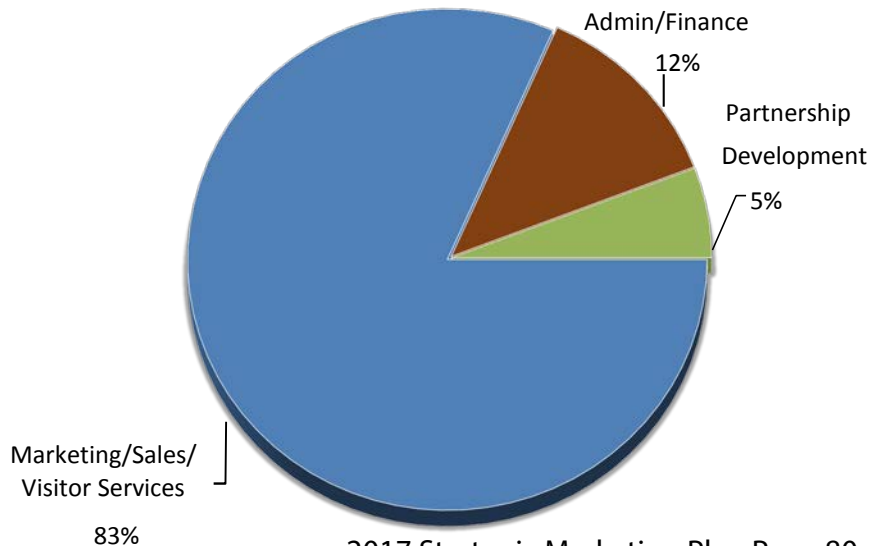
2017 Expense Budget \$3,502,526



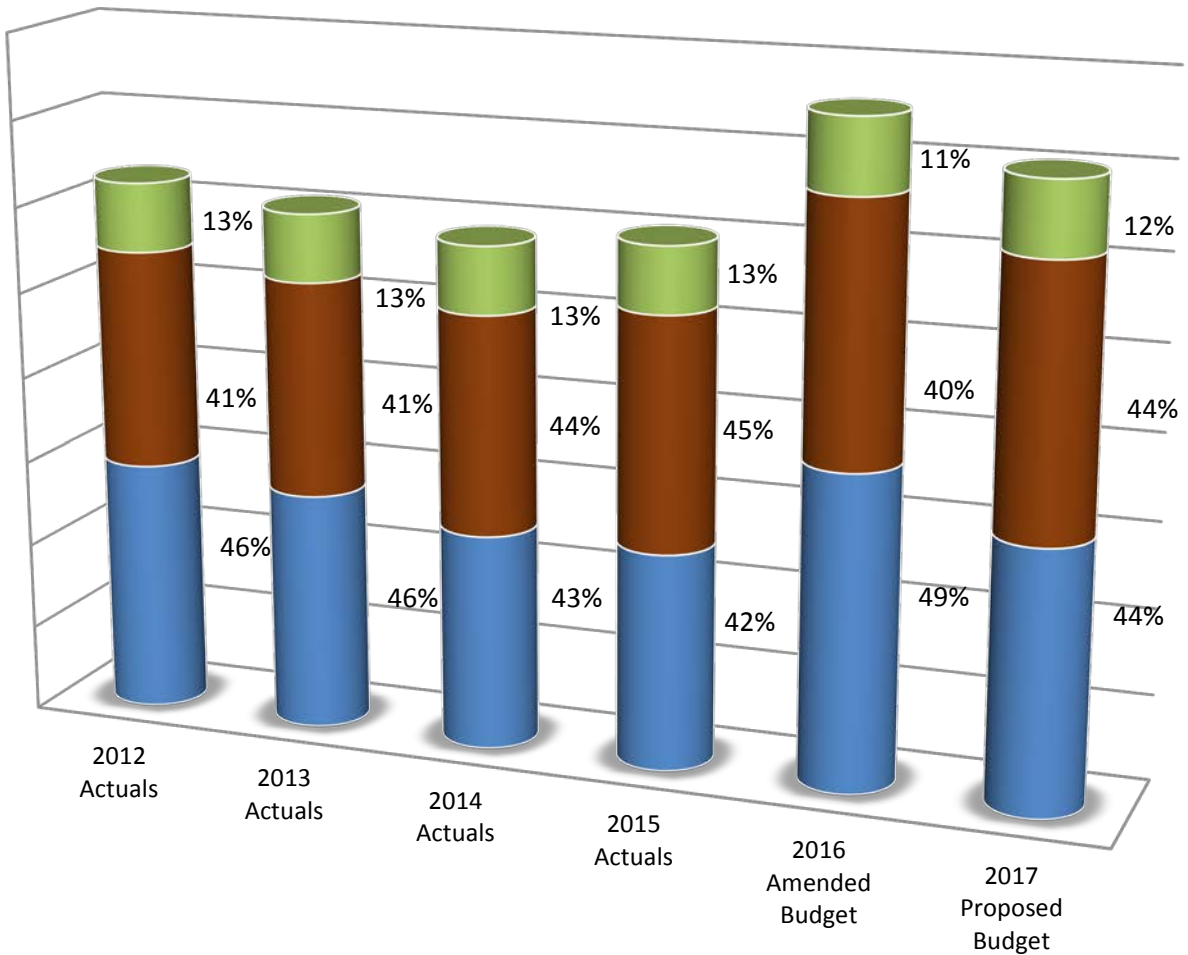
2017 Expenses by Department

Admin	581,565
Partnership	202,957
Communications	1,297,269
Mtgs & Conv	361,916
Tourism	533,064
Visitor Svs	525,755
	<u>3,502,526</u>

2017 Expense Budget by Program



2012 thru 2017 Expense Comparison



	2012 Actuals	2013 Actuals	2014 Actuals	2015 Actuals	2016 Amended Budget	2017 Proposed Budget
■ Indirect Marketing Expense	402,251	394,454	391,836	383,750	428,484	423,014
■ Personnel Expense	1,265,340	1,245,069	1,271,660	1,352,392	1,503,266	1,552,385
■ Direct Marketing Expense	1,466,199	1,387,980	1,258,379	1,264,152	1,834,464	1,527,127