



FAIRBANKS

2018 Strategic Marketing Plan

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UAF photo by JR Ancheta



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Mission Statement

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

Long-Term Strategic Priorities

Establish a strong brand identity for the Fairbanks region.

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

Focus efforts on stimulating year-round visitor spending.

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

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

Vision Statement

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

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

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

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

Brand Pillars

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

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

- Midnight Sun Season – April 22 through August 20. The Midnight Sun in the summer sky sets Fairbanks apart with 70 straight days of sunshine
- Winter Season – Fairbanks celebrates “winter” during almost a seven-month season from October through April
- Aurora Season – August 21st through April 21st This eight-month period offers some of the world’s best northern lights viewing. This season encompasses from the end of summer into spring



“Within hours of arriving in Alaska, my wife and I had gone dog-mushing through the woods, driven snowmobiles through the falling dusk to within 20ft of a moose and her newborn, walked around an extraordinary museum at Chena Hot Springs, complete with life-size depictions of jousting knights on rearing horses, all made of ice.”
 – Pico Iyer, Travel Writer, March 2016



“The alpenglow reveals mountains upon mountains – it’s otherworldly – I can’t stop taking the same photo over and over again.”
 – Mitzi Wilson, Travel Writer, March 2016



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, towns and parks 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, rail and road.

"We passed over the highest point of any road in Alaska, zipped by the edge of the Boreal spruce forest and entered a land of glacial-fed river, and green and black mountain peaks. In the Arctic Circle, the land is sparsely populated by humans but is home to bears, moose, sheep, and hares. There are also tiny towns established during the Gold Rush... and nothing to obstruct the views of nature in its purest form."

– Jessica Peterson, Matador Network, August 2017



Brand Pillars

Fairbanks is a wellspring for culture, arts and events

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

On the World Ice Art Championships
 “This is an art that attracts the truly alternative types and as we marveled at the expertise and ingenuity I couldn’t help but feel almost insignificant in front of those massive sculptures. Some of the displays really challenged the imagination and to think that a single block of ice could become what we saw in front of our eyes was unbelievable.”



Offers a authentic Alaskan experience

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

“The trail is the province of rushing dogsleds, ever-busy squirrels, ravens flapping wide arcs and ice dust glistening on dark spruce boughs. Though city streets are mere blocks away, they seem far in the distance.
 – Eric Lucas, Alaska Airlines Magazine, October 2016



Brand Pillars

Fairbanks is renowned as Alaska's Golden Heart

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

"Fairbanks is a vibrant river city with a rich Alaska Native culture. Bisected by the Chena River and surrounded by mountain ranges and pristine lakes, Fairbanks is the gateway to an abundance of natural wonders including the ones overhead—the midnight sun and the Northern Lights. "

– Thom Meintel, Travel Squire, February 2017



Full of light, energy and warmth

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

"In August, they hold a festival to celebrate the nearly 100,000 sandhill cranes that descend on the fields during the month. As we stretch our legs on the walking paths and snap photos of dozens of cranes and other birds feeding on the grassy fields, it's hard to believe this amazing bird refuge is right in the middle of Fairbanks."

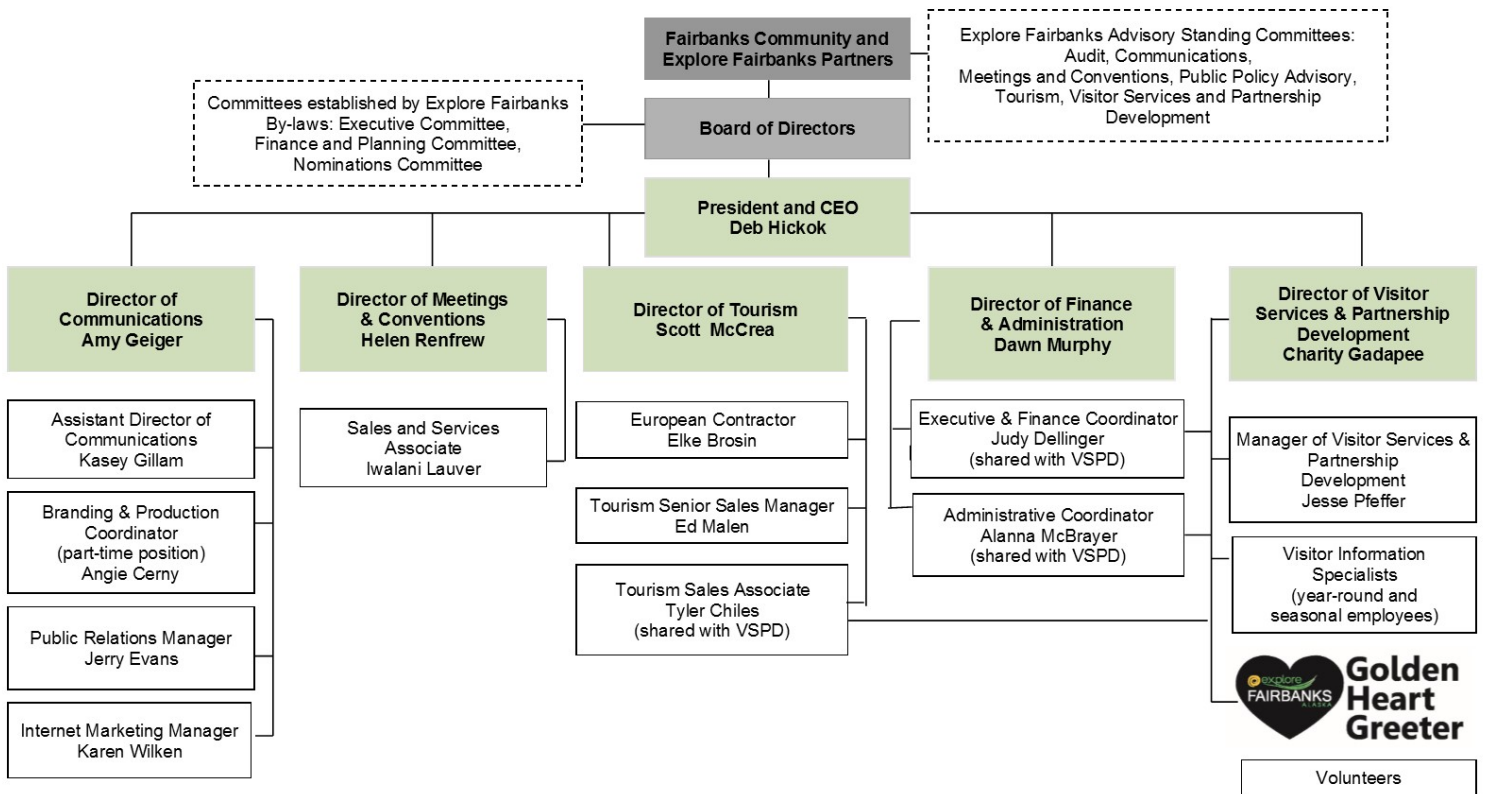
– Bobbie Hasselbring, Motorhome Magazine, March 2017



Explore Fairbanks Organizational Chart



Updated: 10-20-17



2017 Board of Directors

Executive Officers

<p>Seat "N" Conventions Expires 2017</p>	<p>Kory Eberhardt - Chair A Taste of Alaska Lodge 551 Eberhardt Rd Fairbanks, AK 99712 (907) 488-7855 tasteak@mosquitonet.com</p>	<p>Seat "I" Retail Expires 2017</p>	<p>Kathy Hedges - Treasurer Arctic Circle Trading Post PO Box 82991 Fairbanks, AK 99708 (907) 474-8600 kathy@northernalaska.com</p>
<p>Seat "E" Services Expires 2018</p>	<p>Andy Anger –Chair Elect 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) 347-8051 irene.meyer@gonorth-alaska.com</p>
<p>Seat "M" Appointed Expires 2017</p>	<p>Matt Divens – Past Chair HAP Alaska-Yukon 3401 Lathrop St Fairbanks, AK 99701 (907) 455-1910 mdivens@Hagroup.com</p>	<p>President and 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 Event Alaska PO Box 71285 Fairbanks, AK 99707 (907) 590-9351 jason@horstexpediting.com</p>	<p>Seat "H" Transportation Expires 2019</p>	<p>Heather Dudick (2017 appointed) Alaska Railroad PO Box 107500 Anchorage, AK 99510 (907) 265-2622 dudickh@akrr.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 "L" Lodging Expires 2017</p>	<p>Scot Baer Golden North Motel 4888 Old Airport Rd Fairbanks, AK 99709 (907) 479-6201 danielsbaer@hotmail.com</p>
<p>Seat "D" Retail Expires 2019</p>	<p>Bobby Wilken HooDoo Brewing Company 1951 Fox Avenue Fairbanks, AK 99701 (907) 459-2337 bobby@hoodoobrew.com</p>	<p>Seat "O" Appointed Expires 2017</p>	<p>Lei Guo Skylar Travel 400 Merhar Ave Room 124 Fairbanks, AK 99701 (907) 371-3844 leigu@skylartravel.com</p>
<p>Seat "F" Attractions Expires 2019</p>	<p>Ralf Dobrovolny 1st Alaska Tours PO Box 84529 Fairbanks, AK 99708 (907) 590-5900 ralf@1stalaskaoutdoorschool.com</p>	<p>Ex Officio FNSB Rep</p>	<p>Andrew Gray, Assembly Member FNSB Assembly PO Box 71267 Fairbanks, Alaska 99707 (907) 978-3517 agray@fnsb.us</p>
<p>Seat "G" Lodging Expires 2019</p>	<p>Becky Kunkle Wedgewood Resort, Fountainhead Hotels 1501 Queens Way Fairbanks, AK 99701 (907) 458-6123 becky@fdfairbanks.com</p>	<p>Ex Officio City Council Rep</p>	<p>Jonathan Bagwill, City Council Member Fairbanks City Council 800 Cushman St Fairbanks, AK 99701 (907) 479-5909 jbagwill@ci.fairbanks.ak.us</p>

Administration

Department Staff

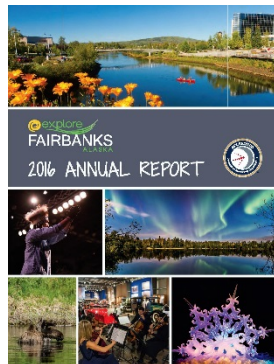
- Deb Hickok, President and CEO
- Dawn Murphy, Director of Finance and Administration
- Judy Dellinger, Executive and Finance Coordinator
- Alanna McBrayer, Administrative Coordinator

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 • Alaska Tourism Marketing Board • 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” Advocacy Material
- Annual Report
- Annual Audit



Highlights

For 2018, the Administration Department will focus our marketing strategies on the following:

- After the results of Phase III of the feasibility study of a downtown-based combined convention and performing arts center are presented in late 2017, the Explore Fairbanks Board of Directors will either give a green light or not to move with partners. If approved at that juncture, then Explore Fairbanks will develop and move forward a public campaign to realize the project. If not greenlighted, then the project will be shelved indefinitely

- Advance the Sustainability Plan for Explore Fairbanks to ensure best practices in conducting business in a socially responsible and ethical manner to benefit the community and state
- Through an Advocacy Plan, celebrate the achievements of and relay the challenges for Explore Fairbanks 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"> • Collaborate with FAI and other community partners to secure additional airlift to Fairbanks • 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"> • Provide financial leadership with an emphasis on programs that directly impact hotel/motel tax collections and sustainability of the organization

2018 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: After the results of Phase III of the feasibility study of a downtown-based co-located convention and performing arts center are presented in early 2018, the Explore Fairbanks Board of Directors will either give a green light or not to move with partners. If approved at that juncture, then Explore Fairbanks will develop and move forward a public campaign to realize the project. If not greenlighted, then the project will be shelved indefinitely (LTSP 2, 3, 4)

Measurement: If greenlighted, benchmarks for campaign

Implementation: If greenlighted, throughout 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 including working to obtain and execute a Small Community Air Service Development Program grant (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, community stakeholders, travel industry and governmental partners

Staff Responsibility: President and CEO, Director of Tourism

Program 3: Position the Fairbanks brand with a key group of tourism marketers and buyers by hosting the Annual Convention of the Alaska Travel Industry Association (ATIA) (LTSP 2, 3, 4)

Measurement: Successful convention in October

Implementation: On-going

Partnerships: ATIA Fairbanks Chapter, EF Board of Directors, travel industry and community partners

Staff Responsibility: President and CEO, Visitor Services and Partnership Development, all staff

Program 4: 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. Particularly focus on midnight sun messages and summer travel initiatives (LTSP 1, 3)

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

Implementation: On-going

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

Objective Two

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

Program 1: Advance the Sustainability Plan for Explore Fairbanks to ensure best practices in conducting business in a socially responsible and ethical manner to benefit the community and state (LTSP 3, 4)

Measurement A: Continuation of recycle bin legacy project

Implementation: On-going

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

Staff Responsibility: President and CEO

Measurement B: 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 C: Participate in Adventure Green Alaska

Implementation: On-going

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

Staff Responsibility: President and CEO

Program 2: 2018 as Year 2 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

Objective Three

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

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

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

Staff Responsibility: President and CEO

Program 2: Keep abreast and implement new guidelines offered by Destination International by participation in Destination Marketing Accreditation Program 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 assistance in crisis management through the Family Assistance Foundation

Implementation: As needed
Partnerships: Alaska Travel Industry Association, Alaska Railroad, business and community partners
Staff Responsibility: President and CEO

Objective Four

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

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

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

Implementation: 12 monthly reports by 15th of month

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

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

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

Implementation: Continuous with annual deadline of September 30th

Partnerships: All department committees, EF Board of Directors

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

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

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

Implementation: Continuous

Partnerships: Audit Committee, EF Board of Directors and stakeholders

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

Objective Five

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

Program 1: Assist in establishing a designated funding stream for statewide tourism marketing through a statewide Tourism Improvement District (TID)

Implementation: On-going and 2018 State Legislative Session

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

Staff Responsibility: President and CEO

Program 2: President and CEO will continue to serve on the following: Board of Directors of the Alaska Travel Industry Association (ATIA); 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 3: 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 Six

Institutionalize and expand Explore Fairbanks’ positive image in the community through a consistent communications plan by executing the Advocacy Plan (LTSP 5)

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

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

Implementation: On-going

Partnerships: Local, state and federal elected officials, community stakeholders (Rotarians, chamber members etc.), EF Board of Directors

Staff Responsibility: President and CEO, Directors and Management Team

Program 2: Regular efforts and communications with the general public incorporating “Tourism Works for Fairbanks” messaging

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

Implementation: On-going with deadlines as appropriate

Partnerships: EF Board of Directors

Staff Responsibility: President and CEO, Directors and Management Team

Objective Seven

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, Assistant Director of Communications
- Jerry Evans, Public Relations Manager
- Karen Wilken, Internet Marketing Manager
- 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 • California 	<ul style="list-style-type: none"> • Minneapolis • Denver • Portland 	<ul style="list-style-type: none"> • Chicago

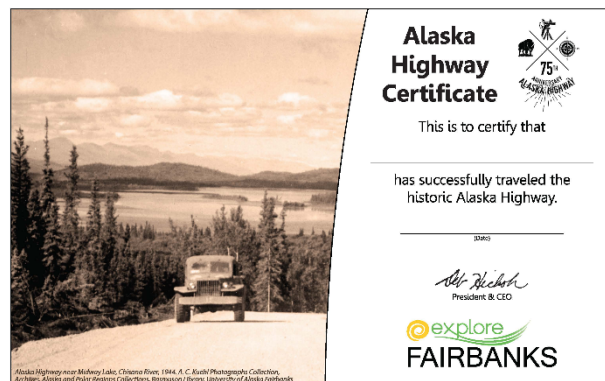
Communication Tools

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

Highlights

For 2018, the Communications Department will focus our marketing strategies on the following:

- Target high-quality prospective visitors through diverse methods, especially through online and related technologies
- Actively manage and continuously enhance and advance new responsive website through analysis, new content, continued meta-tagging, creative ideas and refinement
- Continue to develop an online culture by encouraging, educating and engaging partners about the new responsive website and extranet database
- Maximize messaging to consumer markets and support direct flights through media, advertising placement, direct marketing, online messages and tools
- Construct and employ an overall social media policy, recognizing both existing and emerging social media as well as statewide, national and international markets
- Develop new marketing collateral, advertising and media tours to further articulate Fairbanks as an aurora and the midnight sun destination including a piece on where to view the aurora as well as the science behind the aurora
- Strategically advertise and encourage visitation to the Morris Thompson Cultural and Visitors Center (MTCVC) as a first stop for visitor information
- Continue to be proactive with media tours in response to the reduction in the statewide tourism budget. Reach out to prospective media by all means including: inviting past media to return, through additional travel/media conferences, through social media and by working in conjunction with other statewide DMOs
- Release 20 plus targeted and timely press releases and communiques to local, statewide, national and international editors, media and PR professionals as well as to the Explore Fairbanks media database
- 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



Long-term Strategic Priorities

Communications Marketing Platform

<p>Establish a strong brand identity for the Fairbanks region (LTSP 1)</p>	<ul style="list-style-type: none"> • Review, update and incorporate new imagery and content in publications, advertising and website, utilizing current travel trends, new regional opportunities and new web elements such as fonts, colors, design features • Further define the aurora and the midnight sun as natural phenomenon integral to Fairbanks
<p>Focus media marketing efforts on markets defined by Alaska tourism as well as opportunity markets specific to the Fairbanks region (LTSP 2)</p>	<ul style="list-style-type: none"> • Conduct media tours working independently, through our European 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
<p>Focus efforts on stimulating year-round visitor spending (LTSP 3)</p>	<ul style="list-style-type: none"> • Maximize messaging to consumer markets through media, advertising placement, direct marketing, online messages, social media and other tools • Shift advertising budget toward on-line and social media opportunities • Actively manage and refine new website
<p>Provide leadership and serve as a catalyst for strategic product development and infrastructure improvement (LTSP 4)</p>	<ul style="list-style-type: none"> • Continue to lead the development of the Fairbanks Film Council
<p>Advocate on behalf of the travel industry for the benefit of the Fairbanks region (LTSP 5)</p>	<ul style="list-style-type: none"> • Strategically advertise to maximize visitation to the Morris Thompson Cultural and Visitors Center (MTCVC) as a first stop for visitor information • Increase community and statewide awareness of Explore Fairbanks through various tactics

2018 Sales 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: On-going
Partnerships: Advertising sales representatives, website contractors
Staff Responsibility: Assistant Director of Communications, Internet Marketing Manager

Program 2: Focus on visitors with access to direct flights to Fairbanks and provide support for direct flights
Measurement: Increase inquiries from direct flight markets
Implementation: On-going
Partnerships: Advertising sales representatives; airline representatives
Staff Responsibility: Assistant Director of Communications

Program 3: Increase external communications via targeted press releases and other correspondence
Measurement: Issue newsworthy updates locally, statewide, nationally and internationally through social media, press releases and website updates
Implementation: On-going

Partnerships: State of Alaska tourism, European contractor
 Staff Responsibility: Director of Communications, Internet Marketing Manager, Public Relations Manager, Assistant Director of Communications

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



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

Objective Two

Continue developing an online culture and actively maintain the new responsive website through analysis, new content, meta-tagging, creative ideas and continued refinement (LTSP 1, 2, 3)

Program 1: Seek to optimize search engine optimization through research and analysis, external examination and internal efforts such as continued meta-tagging
 Measurement: Increased quantity and quality of traffic to the website through search engine results
 Implementation: On-going
 Partnerships: Website contractor, third party vendors
 Staff Responsibility: Internet Marketing Manager, Director of Communications, EF Staff

Program 2: Work with web developer to maintain new responsive site and continue to refine website elements such as weather widget and new media and refreshing content through blog and other means
 Measurement: Communicate regularly
 Implementation: Continuous
 Partnerships: Website contractor, third party vendors
 Staff Responsibility: Internet Marketing Manager, Director of Communications, Assistant Director of Communications, EF staff

Program 3: Maintain new web site; refresh content and monitor for efficacy including booking solution, advertising and database

Measurement: Update website regularly and review analytics

Implementation: On-going

Partnerships: Website contractor

Staff Responsibility: Internet Marketing Manager



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

Measurement: Update website regularly and review analytics

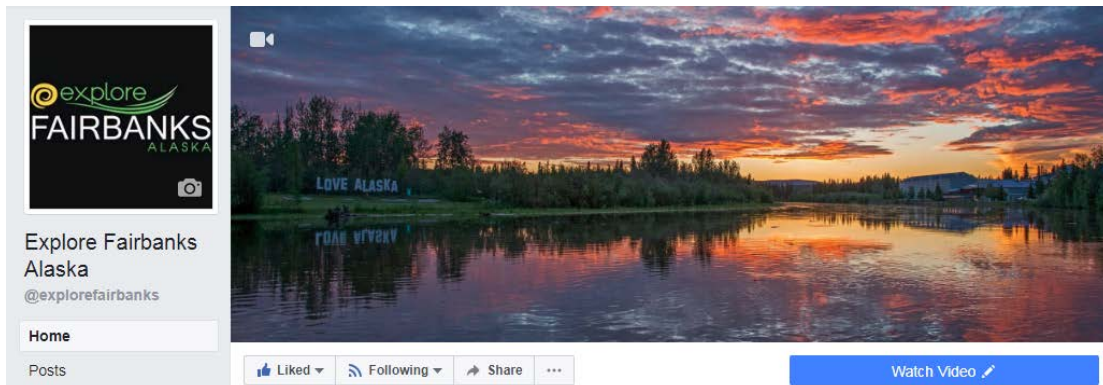
Implementation: On-going

Partnerships: Website contractor

Staff Responsibility: Internet Marketing Manager

Objective Three

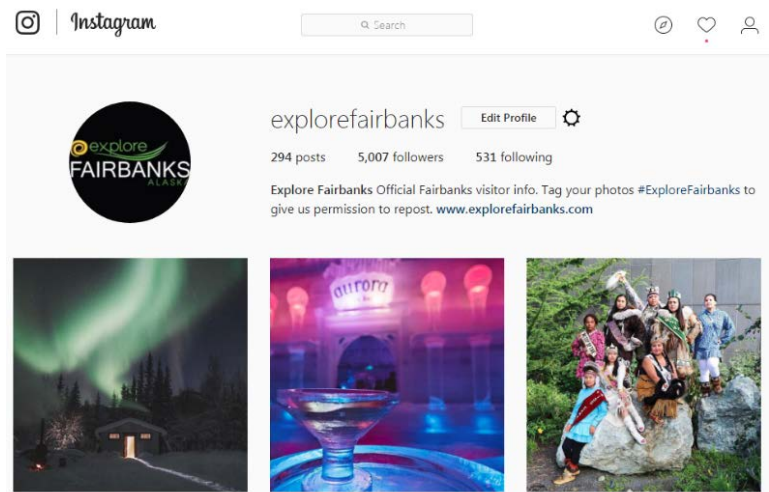
Strategically evaluate social media and formulate a plan to grow and optimize Explore Fairbanks exposure through different types of social media including: Facebook; Instagram; Twitter; Pinterest; and YouTube as well as engage international markets (LTSP 1, 2, 3)



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



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: On-going
Partnerships: Social media platforms
Staff Responsibility: Internet Marketing Manager, Assistant Director of Communications



Program 3: Create and implement social media policy
Measurement: Implementation and observance of the social media policy
Implementation: On-going
Partnerships: EF Board
Staff Responsibility: Director of Communications, Internet Marketing Manager

Program 4: Engage international social media environment
Measurement: Research and establish social media placements
Implementation: On-going
Partnerships: International social media platforms, contractors
Staff Responsibility: Internet Marketing Manager, Director of Tourism

Objective Four

Proactively find and encourage media to come to Fairbanks and accommodate media that travel to the Interior independently. Solicit and engage media by attending conferences with a travel/ media component, through State of Alaska Tourism office, through working in conjunction with statewide CVBs and EF's European contractor and via social media. Due to the states reduction in funding these activities have become imperative (LTSP 1, 2, 3)



Program 1: Proactively identify and invite appropriate media to cover the Fairbanks Region
Measurement: Host multiple targeted media in 2018
Implementation: First Quarter 2018, On-going
Partnerships: State of Alaska Tourism
Staff Responsibility: Public Relations Manager, Director of Communications

Program 2: Create custom itineraries for visiting media
Measurement: Host between 15 and 20 media tours in 2018
Implementation: First Quarter 2018, On-going
Partnerships: GSE contractor, independent media, State of Alaska Tourism, Statewide DMO's
Staff Responsibility: Public Relations Manager, Director of Communications



Program 3: Conduct one integrated marketing campaign in the early summer focusing on midnight sun activities and events
Measurement: Create custom midnight sun itinerary and secure media participation
Implementation: 2018, On-going
Staff Responsibility: Public Relations Manager, Director of Communications

Program 4: Utilize Simpleview to grow the Explore Fairbanks media database and consistently communicate to media

Measurement: Input new and maintain existing data for media contacts
 Implementation: First Quarter 2018, On-going
 Partnerships: State of Alaska Tourism, past, current and future media
 Staff Responsibility: Public Relations Manager

Objective Five

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

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

Measurement: Write and/or disseminate content and execute press release plan and timeline
 Implementation: 2018, On-going
 Partnerships: TravMedia personnel
 Staff Responsibility: Public Relations Manager, Director of Communications

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

Measurement: Write and/or disseminate content and execute press release plan and timeline
 Implementation: 2018, On-going
 Partnerships: PR Web personnel
 Staff Responsibility: Public Relations Manager, Director of Communications

Program 3: Disseminate local and statewide press releases and communications to Media and PR professionals regarding EF’s internal and community wide events and other current topics

Measurement: Write and/or disseminate content and execute press release plan and timeline
 Implementation: 2018, On-going
 Partnerships: EF business partners, media
 Staff Responsibility: Public Relations Manager, Director of Communications, Internet Marketing Manager

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

Measurement: Write and disseminate monthly releases reporting potential economic activity generated from meetings and conventions
 Implementation: 2018, On-going
 Partnerships: Planners holding meetings and conventions in Fairbanks
 Staff Responsibility: Public Relations Manager and Meetings and Conventions Director

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 and to celebrate the center's 10th anniversary in 2018 (LTSP 1, 2, 3, 5)

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

Measurement: Increased visitation to MTCVC

Implementation: Ads to be placed in fall 2018/spring 2018; by appropriate deadlines

Partnerships: Advertising sales representatives

Staff Responsibility: Assistant Director of Communications



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

Measurement: Updated editorial content for 2018

Implementation: Proactively contact in first quarter 2018

Partnerships: Advertising sales representatives and editors

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

Program 3: Promote Explore Fairbanks and MTCVC through the *Fairbanks Daily News-Miner*, other local media and social media

Measurement: Increased visitation to MTCVC

Implementation: On-going

Partnerships: Advertising sales representatives, editorial staff, MTCVC staff

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

Program 4: Promote MTCVC through media tours

Measurement: Increase copy about and awareness of MTCVC

Implementation: On-going

Partnerships: Hosted/visiting media

Staff Responsibility: Public Relations Manager

Program 5: Promote MTCVC events such as First Fridays, the Charity Walk and public lectures to local and statewide audiences

Measurement: Increase attendance to events at MTCVC

Implementation: On-going

Partnerships: MTCVC partners and event coordinators

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

Objective Seven

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

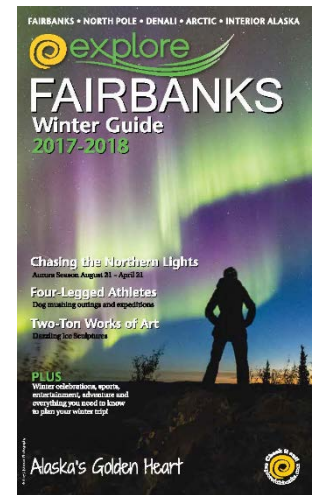
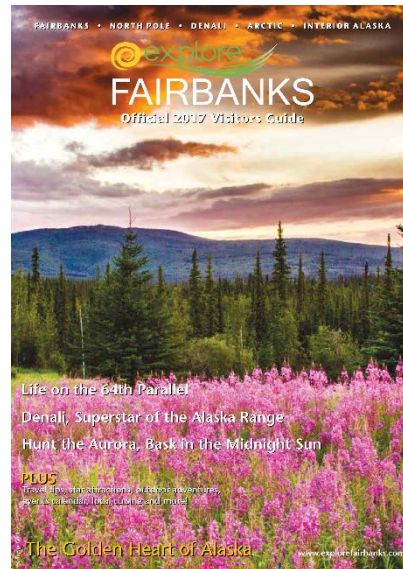
Program 1: Continue integrating new content and imagery into publications

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: Continue to incorporate new web design features

Measurement: Integrate new website fonts, colors, designs and content into publications, collateral and advertising

Implementation: First Quarter 2018, On-going

Partnerships: Design and publishing contractors

Staff Responsibility: Director of Communications, Branding and Production Coordinator

Program 3: Review research from state, national and international sources for trends and strategic planning

Measurement: Compilation of available information

Implementation: First Quarter 2018

Partnerships: DMAI, USTA, FNSB, State of Alaska Tourism

Staff Responsibility: Director of Communications

Program 4: Further define the aurora and the midnight sun as natural phenomenon integral to Fairbanks
Measurement: Heightened interest in the aurora and the midnight sun. New collateral, advertising and media tours focused solely on either the aurora or the midnight sun. Produce report on aurora viewing locations and the science behind the aurora
Implementation: 2018, on-going
Partnerships: EF business partners, media outlets
Staff Responsibility: Communications staff

Objective Eight

Increase positive media and public relations efforts to reach local and in-state audiences for community awareness and advocacy purposes (LTSP 1, 5)

Program 1: Monitor FDNM and ADN editorial calendars
Measurement: Annual schedule of stories and dates for key publications
Implementation: Fourth Quarter 2017 (for 2018)
Partnerships: Media sources
Staff Responsibility: Assistant Director of Communications, Public Relations Manager

Program 2: Promote and maximize the effectiveness and attendance of the Interior Tourism Conference
Measurement: Increase attendance, issue press release
Implementation: Fourth Quarter 2017 (for 2018)
Partnerships: State of Alaska Tourism, local media, local businesses
Staff Responsibility: Director of Communications, Director of Visitor Services and Partnership Development

Objective Nine

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

Program 1: Update information notebooks
Measurement: Notebooks updated, proofed and distributed to key staff
Implementation: 2018
Staff Responsibility: Management Team, Executive and Finance Coordinator

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

Objective 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: 2018
 Partnerships: EF businesses, local and statewide community, UAF Film Department
 Staff Responsibility: Public Relations Manager, Director of Communications

Program 2: Continue developing and updating Fairbanks Film webpages
 Measurement: Additional content on the Film Fairbanks site
 Implementation: 2018, On-going
 Partnerships: EF business partners, Local film professionals, UAF Film Department
 Staff Responsibility: Internet Marketing Manager, Public Relations Manager, Director of Communications

Program 3: Continue assisting film industry professionals and projects
 Measurement: Number of film projects assisted
 Implementation: 2018, On-going
 Partnerships: EF business partners, Local film professionals, UAF Film Department
 Staff Responsibility: Public Relations Manager, Director of Communications

Program 4: Develop and ultimately host an annual Fairbanks film festival
 Measurement: Host first film festival
 Implementation: 2018, On-going
 Partnerships: Fairbanks Film Council, Fairbanks Arts Association, 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 2018, the Meetings and Conventions Department will focus our marketing strategies on the following:

- Support and expand the Golden Heart Meeting Ambassador Program
- Increase the number of leads/service requests sent out by the Department by 5 percent
- Actively pursue the hosting of the Alaska Federation of Natives (AFN) Convention
- Position Fairbanks as the destination for Arctic meetings
- Support an online culture and increase business partner engagement through Meetings and Conventions Departmental activities
- Potentially continue discussions and research regarding the feasibility of a future Fairbanks convention center/performing arts center

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
<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 • Expand prospecting and sales efforts based on contacts discovered during contracted activities
<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 /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

2018 Sales Plan

Objective One

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



Program 1: Reinforce the GHMAs as a prestigious group honored by the community through public events and award presentations (LTSP 3, 5)

Measurement A: Host the Golden Heart Gala (in conjunction with VSPD) to honor and present awards to the previous years' complement of Ambassadors. Invite past, future and potential Ambassadors as well as state and local officials and key community members

Implementation: February

Measurement B: On at least two occasions, present announcement of Ambassadors' accomplishments at Chamber of Commerce GMLs to which the Ambassador has been invited

Implementation: On-going

Measurement C: 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: On-going

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 A: Schedule two presentations to community organizations or individuals that educate about the importance of the meetings industry as an economic generator and ask for community member referrals and commitments to join the ranks of Meeting Ambassadors

Implementation: As scheduled

Measurement B: Include GHMA recruiting information in all presentations to local groups

Implementation: As Needed

Measurement C: Identify a minimum of 5 new potential Meeting Ambassadors from referrals generated through previously contracted research

Measurement D: Have five ongoing campaigns with targeted individuals active or completed by year-end

Implementation: On-going

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

Implementation: January, May, August, November



Thank you UAF Golden Heart Meeting Ambassadors!



In the last seven years, Explore Fairbanks and more than 50 University of Alaska Fairbanks Golden Heart Meeting Ambassadors have collaborated to host 69 meetings in the Fairbanks community. These events represent a wonderful partnership over the years bringing meetings, conferences, conventions, symposiums, workshops and colloquies to Fairbanks. Explore Fairbanks sends best wishes to UAF during this Centennial Celebration year.

Golden Heart Meeting Ambassadors invite their association or organization to meet in Fairbanks. Call the Explore Fairbanks Meetings & Conventions team at (907) 459-3765 or email meetings@explorefairbanks.com and learn how you can become an ambassador.

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

Implementation: June and September

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

Implementation: March

Measurement D: Distribute monthly press releases on upcoming meetings.

Partnerships: Local and statewide media

Staff Responsibility: Meetings and Conventions Department, Assistant Director of Communications, Public Relations Manager



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

Measurement A: Actively assist at least 50 meetings with at least one of the above

Implementation: On-going



Measurement B: Distribute Meeting Planner Guides with support materials to meeting planners working on Fairbanks meetings

Implementation: On-going

Measurement C: Offer three pre-arranged and guided site inspection/fam trips to local meeting planners, including UAF meeting planners, to keep them current on services offered by our partners and support relationships between planners and partners

Implementation: March

Partnerships: EF business partners

Staff Responsibility: Meetings and Conventions Department

Objective Two

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

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

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

Implementation: September/October

Measurement B: Make appointments/continue relationships with faculty identified during Incremental Meeting Market Demand (IMMD) research, New Business Prospecting research, and referrals

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

Implementation: On-going

Partnerships: UAF Community and University Events, EF business partners

Staff Responsibility: Meetings and Conventions Department

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

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

Implementation: April and as scheduled



Measurement B: Conduct at least one sales call trip to Juneau

Implementation: August

Staff Responsibility: Meetings and Conventions Department

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

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



Implementation: On-going

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

Implementation: As Needed

Measurement C: Pursue opportunities identified during the database review and clean-up

Implementation: On-going

Measurement D: Through functionality of new CMS and CRM integration increase the number of online RFP submissions by 5 percent
 Implementation: On-going
 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 A: Continue follow-up with planners referred to the department during the IMMD research and the New Business Prospecting research

Measurement B: Pursue opportunities discovered during the interview process of the Financial Plan and Management/Operating Plan and Budget study

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

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

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

Partnerships: EF business partners, Fairbanks community, Potential GHMAs
 Staff Responsibility: Meetings and Conventions Department

Objective Three

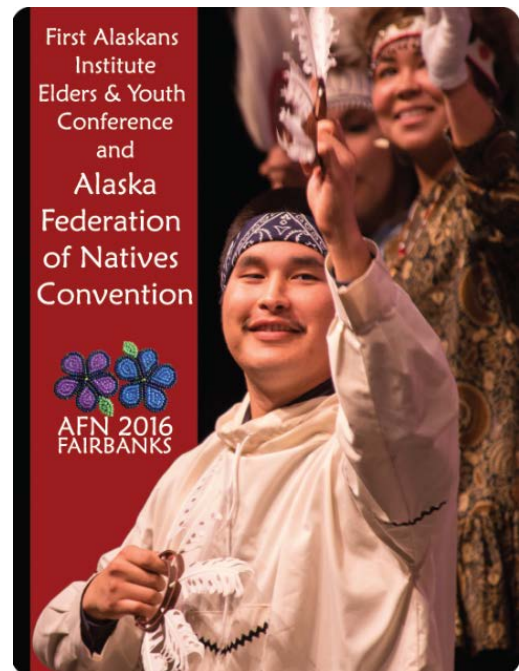
Actively pursue the hosting of the Alaska Federation of Natives (AFN) Convention (LTSP 2, 3)

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

Implementation: On-going

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 2019 and future annual conventions (LTSP 2, 3)

Measurement A: Attend AFN board meetings
Implementation: May, October, and December

Measurement B: 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, EF 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 2019 (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)

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

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



Partnerships: Fairbanks Economic Development Corporation, Chamber of Commerce, UAF, City of Fairbanks, FNSB, and other stakeholders
 Staff Responsibility: Meetings and Conventions Department

Objective Five

Support an online culture and increase business partner engagement 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: On-going

Partnerships: EF 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 A: Ensure that M&C Leads list subscribers respond to leads using the system

Implementation: On-going

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

Implementation: As needed

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

Implementation: Monthly

Partnerships: EF partner businesses

Staff Responsibility: Meetings and Conventions Department

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

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

Implementation: On-going

Partnerships: EF partner businesses

Staff Responsibility: Meetings and Conventions Department

Objective Six

Contingent upon the determination made at the conclusion of phase 1 of the Financial Plan and Management/Operating Plan and Budget study, be prepared to continue discussions and research regarding the feasibility of a future Fairbanks convention center (LTSP 3, 4, 5)

Program 1: If the decision is made to continue pursuit of this infrastructure, conduct discussions with stakeholders regarding the progress of the project (LTSP 3, 4, 5)

Measurement A:
Implementation: Continue participation in the Polaris Workgroup
On-going

Measurement B:
Implementation: Present the updated 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
As needed

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

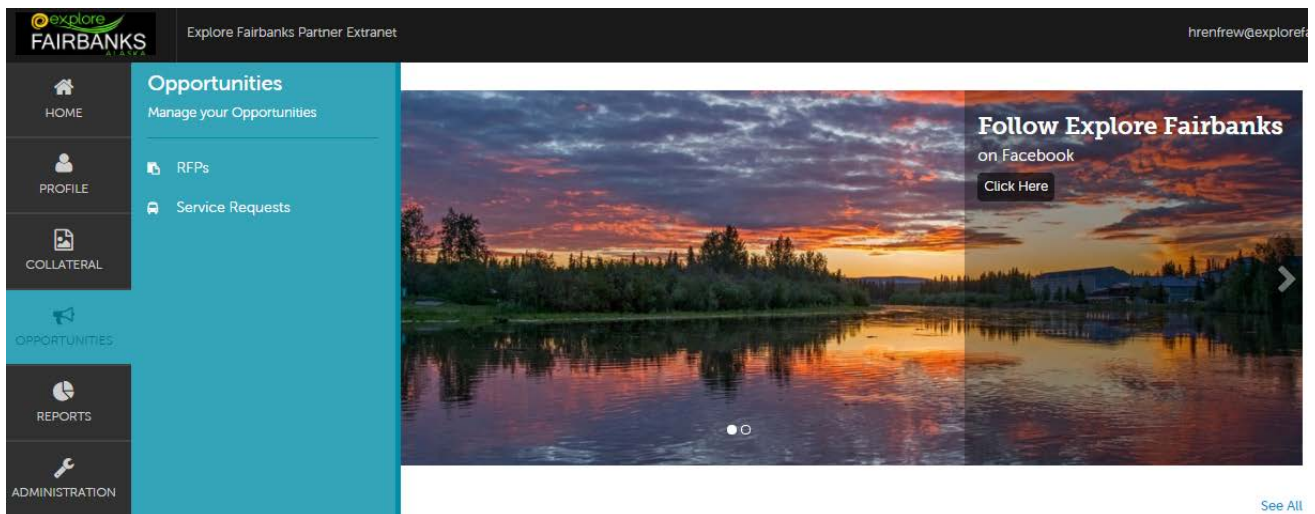


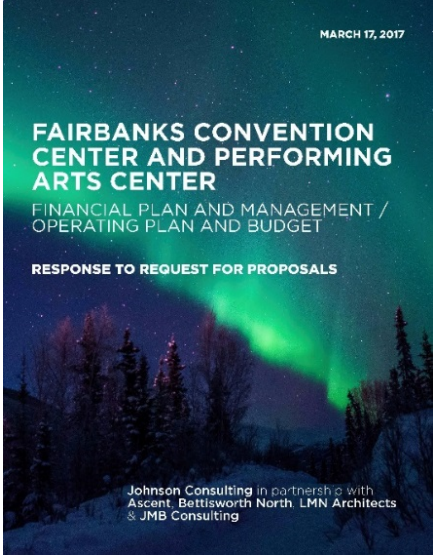
Measurement C:
Implementation: Begin preliminary discussions with legislators to introduce the project
On-going

Measurement D:
Implementation: Begin community presentations
On-going

Measurement E:
Implementation: Maintain communication with the arts community
On-going
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:	<p>If the decision is made to continue pursuit of this infrastructure, oversee research into partnership models, construction financing, operations revenue options and management agreements (LTSP 3, 4, 5)</p>	
Measurement A:	<p>Work with Johnson Consulting team to finalize the Financial Plan and Management/Operating Plan and Budget study</p>	
Measurement B:	<p>Work with the consultant team to develop a communications plan and materials for the project</p>	
Implementation:	<p>On-going</p>	
Partnerships:	<p>Fairbanks Arts Association, EF Board of Directors, Steering Committee, Polaris Workgroup, and other stakeholders</p>	
Staff Responsibility:	<p>President and CEO, Director of Meetings and Conventions</p>	

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		
Primary	Secondary	Emerging
<ul style="list-style-type: none"> • Chicago • Minneapolis • Pacific Northwest • California 	<ul style="list-style-type: none"> • East Coast • Southern U.S. 	<ul style="list-style-type: none"> • Southwest U.S.

Communication Tools

- Japanese Lure Piece
- Japanese Rack Card
- German Lure Brochure
- Chinese Rack Card
- China Lure Brochure
- Travel Trade Section of EF Website

Highlights

For 2018, the Tourism Department will focus our marketing strategies on the following:

- Developing and implementing strategies and partnerships for international marketing efforts in the continued absence of state support and coordination
- Continued focus on enhancing marketing efforts related to the Mainland China market, to include partner education efforts
- Renewed focus on marketing to cruise companies and operators to increase Cross-Gulf Alaska cruise/land tour packages and numbers
- Work collaboratively with Fairbanks International Airport and consultant to secure new carrier (domestic or international) to the Fairbanks market
- Enhancing our online presence on the Explore Fairbanks website to offer more services for the travel trade market

Long-term Strategic Priorities

Tourism Marketing Platform

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

2018 Sales Plan

Objective One

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

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

Measurement: Increase in tour groups coming to MTCVC

Implementation: On-going

Partnerships: MTCVC partners, tour operators

Staff Responsibility: Tourism Department

Program 2: Incorporate MTCVC into all FAMs

Measurement: All FAMs feature MTCVC in itinerary

Implementation: On-going

Partnerships: EF business partners, MTCVC partners

Staff Responsibility: Tourism Department

Objective Two

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

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

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

Program 3: Utilize Explore Fairbanks-approved verbiage for describing why Fairbanks is an ideal destination for aurora viewing
 Measurement: Consistent usage within travel trade marketing materials and presentations as well as integration into FAM tour itineraries
 Implementation: On-going
 Staff Responsibility: Tourism Department, Communications Department

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

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 2017
 Implementation: Attend sales missions in April; JATA in September
 Partnerships: EF business partners, other DMOs, Brand USA, U.S. Commercial Services, Alaska Seafood Marketing Institute
 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: EF business partners, Delta Airlines, Japan Airlines
 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 and/or growth in itineraries with Fairbanks
 Implementation: GoWest in February; IPW in June
 Partnerships: EF business partners
 Staff Responsibility: Tourism Senior Sales Manager

Program 4: Continue to maintain strong working relationship with Japan Airlines
 Measurement: Continuation of JAL service into 2018/2019
 Implementation: On-going
 Partnerships: Fairbanks International Airport, Japanese tour operators, Japanese receptive operators, EF business partners
 Staff Responsibility: Tourism Senior Sales Manager, Director of Tourism

Program 5: Continue to build on relationship with other potential air carriers that provide charter services, to include All Nippon Airways, Korean Airlines and Uzbekistan Air
 Measurement: Introduction of new service or continuation of service with any of the above airlines in 2018/2019
 Implementation: On-going
 Partnerships: Fairbanks International Airport, Japanese tour operators, Japanese receptive operators, EF business 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 and or training seminars conducted
 Implementation: On-going
 Partnerships: EF business 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: On-going
 Staff Responsibility: Tourism Senior Sales Manager, Internet Marketing Manager

Program 8: Maintain strong relationships with Japanese tour operators, travel agents and receptive operators
 Measurement: Increased number of Japanese travel trade contacts and/or growth in itineraries with Fairbanks
 Implementation: On-going
 Partnerships: EF business 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: On-going
 Staff Responsibility: Tourism Senior Sales Manager, Director of Tourism, Communications Department

Objective Four

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

Program 1: Attend the following trade shows:
 MidAtlantic; ITB; World Travel Market (WTM)
 Measurement: Stable or increase in qualified contacts over 2017 and/or growth in itineraries that include Fairbanks
 Implementation: January (MidAtlantic), March (ITB), November (WTM)
 Partnerships: EF business partners, Visit Anchorage
 Staff Responsibility: European Contractor, Tourism Sales Associate, Director of Tourism



Program 2: Participate in market appropriate sales missions and roadshows with Visit USA Germany, Visit USA Switzerland, Condor, and other European partners

Measurement: Stable or increase in sales calls over 2017 and/or growth in itineraries that include Fairbanks

Implementation: On-going

Partnerships: Visit USA Germany, Visit USA Switzerland, Condor Airlines

Staff Responsibility: European Contractor, Tourism Sales Associate

Program 3: Target qualified European operators at 2018 IPW and GoWest

Measurement: Stable or increase in qualified contacts over 2017 and/or growth in itineraries with Fairbanks

Implementation: January (GoWest), May (IPW)

Partnerships: EF business partners

Staff Responsibility: Tourism Department

Program 4: Host 2018 European tour operator FAM

Measurement: Successful completion of FAM with qualified tour operators

Implementation: September

Partnerships: EF business partners, Condor

Staff Responsibility: European Contractor, Tourism Department

Program 5: Continue to monitor German web page analytics and develop strategies to increase traffic

Measurement: Increase in site visits

Implementation: On-going

Staff Responsibility: European Contractor, Tourism Sales Associate, Internet Marketing Manager

Program 6: Maintain strong relationships with European tour operators, travel agents, and receptive operators

Measurement: Stable or increased number of qualified European tour operators and travel agent contacts and/or growth in itineraries with Fairbanks

Implementation: On-going

Partnerships: EF business partners

Staff Responsibility: European Contractor, Tourism Sales Associate

Program 7: In conjunction with Communications Department, identify advertising opportunities specific to market

Measurement: Identification and placement of new advertising opportunities

Partnerships: Brand USA, Visit USA

Staff Responsibility: European Contractor, Director of Tourism, Assistant Director of Communications

Objective Five

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

Program 1: Attend the China International Travel Market in Shanghai, identify and participate in sales mission/training opportunities in conjunction with show
 Measurement: Increase in number of travel trade contacts from Mainland China and/or growth in itineraries with Fairbanks
 Implementation: November
 Partnerships: EF business partners, Other DMO's, Brand USA, U.S. Commercial Services
 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 and/or growth in itineraries that include Fairbanks
 Implementation: March
 Partnerships: EF business partners, Visit Anchorage
 Staff Responsibility: Director of Tourism

Program 3: In conjunction with NAJ Active America, host a pre-summit FAM for qualified tour operators
 Measurement: Successful completion of FAM with qualified tour operators
 Implementation: March
 Partnerships: EF business partners, Visit Anchorage
 Staff Responsibility: Director of Tourism



Program 4: 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 and/or growth in itineraries that include Fairbanks
 Implementation: November
 Partnerships: EF business partners, Brand USA, Visit Anchorage
 Staff Responsibility: Director of Tourism

- Program 5:** Continue to monitor web page analytics and develop strategies to increase traffic
 Measurement: Increased traffic to Chinese web site
 Implementation: On-going
 Staff Responsibility: Director of Tourism, Internet Marketing Manager
- Program 6:** In conjunction with Communications Department, identify advertising opportunities specific to market
 Measurement: Identification and placement of new advertising opportunities
 Implementation: On-going
 Staff Responsibility: Director of Tourism, Assistant Director of Communications
- Program 7:** Provide cultural informational material/training for Explore Fairbanks partners as needed
 Measurement: Information distributed to partners
 Implementation: On-going
 Partnerships: EF business partners
 Staff Responsibility: Director of Tourism
- Program 8:** Maintain strong relationships with Chinese/Taiwanese tour operators, travel agents, and receptive operators
 Measurement: Increase in number of qualified travel trade contacts from Mainland China and Taiwan and/or growth in itineraries with Fairbanks
 Implementation: On-going
 Partnerships: EF business partners
 Staff Responsibility: Director of Tourism
- Program 9:** Target Chinese/Taiwanese tour operators, wholesalers and travel agents at GoWest Summit and IPW
 Measurement: Increase in number of travel trade contacts from Mainland China and/or growth in itineraries that include Fairbanks
 Implementation: February (GoWest), June (IPW)
 Partnerships: Tour operators, wholesalers, travel agents
 Staff Responsibility: Director of Tourism, Tourism Senior Sales Manager
- Program 10:** Working in conjunction with Fairbanks International Airport and its consultant, continue outreach to potential Asian carriers for charter or scheduled service
 Measurement: Identification of new carriers, establishment of new service
 Implementation: On-going
 Partnerships: Fairbanks International Airport, Airport Consultant
 Staff Responsibility: Director of Tourism, President and CEO

Program 11: Continue to maintain strong working relationship with China Airlines
 Measurement: Continuation or increase of service over 2017
 Implementation: On-going
 Partnerships: Fairbanks International Airport, China Airlines Alaska PAK, EF business 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 traffic
 Implementation: On-going
 Partnerships: EF business partners
 Staff Responsibility: Director of Tourism, Internet Marketing Manager

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 each respective market
 Measurement: Increase in number of qualified travel trade contacts from those markets and/or growth in itineraries that include Fairbanks.
 Implementation: On-going
 Staff Responsibility: Tourism Department

Program 2: Participate in a sales mission/destination training in South Korea.
 Measurement: Stable or increase in number of qualified travel trade contacts from South Korea and/or growth in itineraries with Fairbanks
 Implementation: April
 Partnerships: Visit USA Korea, AVIA reps, Visit Anchorage, EF business partners
 Staff Responsibility: Tourism Senior Sales Manager

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

Program 4: In conjunction with Communications Department, identify advertising opportunities specific to those markets
 Measurement: Identification and placement of new advertising opportunities

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

Objective Seven

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

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

Measurement: Increased number of site visits

Implementation: On-going

Staff Responsibility: Director of Tourism, Communications Department

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

Measurement: Number of EF partners participating in training

Implementation: On-going

Partnerships: EF business 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 and/or growth in itineraries that include Fairbanks

Implementation: January (GoWest), May (IPW)

Partnerships: EF business 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: On-going

Partnerships: Brand USA

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 2017 performance

Measurement: Increase and/or decrease metrics accordingly

Implementation: January

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: EF business partners
 Staff Responsibility: Tourism Department, Meetings and Conventions Department, Communications Department, Visitor Services and Partnership Development Department

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

Program 3: Pursue leads and distribute service requests to subscribing partners
 Measurement: Regular distribution of service requests
 Implementation: On-going
 Partnerships: EF business 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 2017
 Implementation: Quarterly
 Staff Responsibility: Tourism Department

Program 2: Look for and pursue opportunities to host FAMs for domestic tour operators
 Measurement: Successful implementation of FAMs
 Implementation: On-going
 Partnerships: EF business partners, statewide DMOs
 Staff Responsibility: Tourism Department

Program 3: Participate in the following trade shows attended by domestic operators: ABA, GoWest Summit, Cruise360, NACTA and NTA
Measurement: Increase in tour operator and travel agent contacts
Implementation: January (Go West, ABA), April (Cruise360), September (NACTA), December (NTA)
Partnerships: EF business partners
Staff Responsibility: Tourism Department



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

Program 1: Maintain an inventory of current Gulf of Alaska cruise land tours and use inventory to help guide marketing efforts.
Measurement: Inventory updated on an annual basis
Implementation: On-going
Partnerships: EF business partners, cruise industry contacts
Staff Responsibility: Tourism Sales Associate, Director of Tourism

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

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

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

Program 5: Utilize membership with ASTA/NACTA to pursue leads to travel agents selling land tour packages
Measurement: Increase in travel agent contacts, participation in the 2018 NACTA Conference
Implementation: On-going
Partnerships: EF business partners
Staff Responsibility: Director of Tourism

Program 6: Participate in a sales mission(s) to cruise companies to promote Gulf of Alaska cruises and land tours
Measurement: Successful participation in mission(s)
Implementation: October
Partnerships: ATIA, EF business partners, rail belt partners
Staff Responsibility: Director of Tourism, President and CEO

Program 7: Produce collateral material with a focus on Fairbanks as a destination for Gulf of Alaska land tour packages
Measurement: Production and distribution of collateral
Implementation: February
Staff Responsibility: Director of Tourism, Communications Department

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: On-going
Partnerships: Fairbanks International Airport, Airport Consultant
Staff Responsibility: Director of Tourism, President and CEO

Program 2: Track yearly load factors
Measurement: Monthly recording of statistics
Implementation: On-going
Partnerships: Fairbanks International Airport, Omni Logistics
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: On-going
Partnerships: Fairbanks International Airport, Airport Consultant
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: On-going

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: On-going

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: On-going

Partnerships: EF business 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: On-going

Partnerships: EF business partners

Staff Responsibility: Tourism Department, Visitor Services and Partnership Development Department



- Program 2:** Follow-up with partners after FAM participation and solicit feedback on a regular basis
 Measurement: Feedback/response from Explore Fairbanks partners
 Implementation: On-going
 Partnerships: EF business partners
 Staff responsibility: Tourism Department
- Program 3:** Conduct department FAMs and site visits to become better familiarized with partners' products
 Measurement: Number of department FAMs conducted
 Implementation: Seasonally
 Partnerships: EF business partners
 Staff responsibility: Tourism Department, Visitor Services and Partnership Development Department
- Program 4:** Encourage new members to participate in FAM receptions by including more participant information
 Measurement: Increase in attendance at FAM receptions
 Implementation: On-going
 Partnerships: EF business partners
 Staff responsibility: Tourism Department
- Program 5:** Reach out to new partners when they join to introduce them to the tourism department and what role we play
 Measurement: Successfully sending email to each new partner during the year
 Implementation: On-going
 Partnerships: EF business partners
 Staff responsibility: Tourism Department, Visitor Services and Partnership Development 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, Julia Parzick, Brenna Schaaake, 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 and meetings, and events • Increase number of participants in program • Host customer service training seminars • Golden Heart Gala Appreciation Dinner 	<ul style="list-style-type: none"> • Military Newcomer’s Orientations: <ul style="list-style-type: none"> ○ Fort Wainwright Army Base ○ Eielson Air Force Base • Be-A-Visitor In Your Own Town • First Friday Artist Receptions • Visitor Industry Walk for Charity • Alaska Railroad Open House • Visit Anchorage Volunteer In-Service 	<ul style="list-style-type: none"> • Provide customer service training • Provide seasonal/holiday informational updates • 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 Showcase • Staff Familiarization Tours • Interior Tourism Conference • Annual Awards Banquet • Frontline Seminars for Summer and Winter products 	<ul style="list-style-type: none"> • Tour Operator Familiarization Tour • Lunch guest count distribution • Deliver multilingual Welcome signs

Communication Tools

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

Highlights

For 2018, 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
- Host in conjunction with ATIA Fairbanks Chapter and tourism-related businesses, Community Night during Alaska Travel Industry’s Association Annual Convention
- Provide workforce development activities to include a job fair and customer service seminars at area high schools
- Provide customer service training to frontline staff from the AlaskaHost curriculum and Explore Fairbanks–developed customer service modules
- Work to maintain our partnership with military communities in Alaska
- 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

2018 Sales Plan

Objective One

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

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

Program 2: Coordinate the Visitor Industry Walk for Charity and host Celebration Station at the walk's finish inside the Morris Thompson Cultural and Visitors Center
 Measurement: Attract at least 55 area non-profits to register
 Implementation: Second Friday in May
 Partnerships: ATIA-Fairbanks Chapter, EF business partners
 Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Visitor Information Staff



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 100 residents
 Implementation: May
 Partnerships: Transportation business partners
 Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Special Projects Coordinator

Program 4: Provide year-round tour and attraction information to military personnel at Fort Wainwright Newcomers Orientations and First Term Airmen Center (FTAC) 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, MTCVC
 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
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- Program 7:** Promote the Morris Thompson Cultural and Visitors Center as the first stop when visiting Fairbanks to in-state guests by attending in-state consumer tradeshow
- Measurement: Purchase booth space at three tradeshow – Fairbanks Outdoor Show, Great Alaska Sportsman Show (Anchorage), GoWinter Expo (Fairbanks)
- Implementation: March, April, October
- Partnerships: Aurora Productions, 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
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- Program 8:** Promote the Morris Thompson Cultural and Visitors Center as the first stop when visiting Fairbanks during Visit Anchorage volunteer in-service sessions
- Measurement: Attend two sessions annually promoting seasonal updates
- Implementation: May, November
- Partnerships: Visit Anchorage
- Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development
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- Program 9:** Work with visitor industry businesses to assist with orchestrating the Alaska Travel Industry Association Convention Community Night in Fairbanks in October 2018
- Measurement: Continue with planning process in winter, spring and summer 2018
- Implementation: January-October
- Partnerships: ATIA statewide, visitor industry businesses
- Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, President and CEO

Objective Two

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

- Program 1:** Hire a Special Projects Coordinator to develop key program components including recruitment, education, and scheduling
 Measurement: Hire one coordinator for an 11-month contract
 Staff Responsibility: Director of Visitor Services and Partnership Development, President and CEO
- Program 2:** Increase the number of Golden Heart Greeters in program through recruiting on social media and area civic group newsletters and meetings
 Measurement: Attract at least one new greeter per recruitment campaign biannually
 Partnerships: *Fairbanks Daily News-Miner*, local civic groups
 Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Communications Department
- Program 3:** Schedule orientation workshops throughout the year to inform potential Golden Heart Greeters about Explore Fairbanks
 Measurement: Schedule two workshops and obtain at least two new volunteers at each workshop
 Implementation: Complete by September
 Partnerships: EF business partners
 Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development

Objective Three

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

- Program 1:** Provide Golden Heart Greeter assistance to Annual Alaska Travel Industry Association Convention (LTSP 1, 3)
 Measurement: Provide 20 Greeters for task completion
 Implementation: October
 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: 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: EF business partners

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



Program 3: 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 and Explore Fairbanks E-news

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 4: 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 5: Increase awareness of program with “Meet A Real Alaskan” section in the Fairbanks Visitors Guide with testimonials from greeters and visitors (LTSP 1, 3)

Measurement: Provide one testimonial for publication in Visitors Guide and on website

Implementation: Continuous

Partnerships: Golden Heart Greeter-of-the-Year

Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Branding and Production Coordinator, Internet Marketing Manager

Program 6: Increase awareness of program with meeting planners and local events (LTSP 1, 3)
 Measurement: Increase the number of activities in 2018 by two events
 Implementation: Year-round
 Partnerships: EF Arts, Culture and Entertainment Partners
 Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, Meetings and Convention Sales and Services Associate

Program 7: Schedule Golden Heart Greeters for requested services to assist meeting, convention planners and local event organizers (LTSP 1, 3)
 Measurement: Schedule as needed and keep track of Greeters' volunteer hours
 Implementation: Year-round
 Partnerships: Golden Heart Greeters
 Staff Responsibility: Director of Visitor Services and Partnership Development, Meetings and Convention Sales and Services Associate

Program 8: Highlight a Golden Heart Greeter in Partner E-news (LTSP 1)
 Measurement: Quarterly
 Implementation: Year-round
 Partnerships: Golden Heart Greeters
 Staff Responsibility: Director of Visitor Services and Partnership Development, Meetings and Convention Sales and Services Associate

Objective Four

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

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

Measurement: Register 80 full-day participants; 100 luncheon attendees
 Implementation: January
 Partnerships: EF business 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 and CEO



Program 2: Host Annual Banquet recognizing Explore Fairbanks partners for their exemplary contributions to the visitor industry
 Measurement: Nominate four partners from current partners
 Implementation: April
 Partnerships: EF business partners
 Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development, President and CEO, Branding and Production Coordinator

Program 3: Execute new Partner Spotlight Program. Each month list newly joined partners in the E-news. The E-news will include a description about the business along with contact information
 Measurement: Include at least two new partners
 Implementation: Monthly
 Partnerships: Explore Fairbanks new partners
 Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development

Program 4: Execute familiarization tours to partners' place of business for Visitor Services staff, with open invitation to partners to join, while focusing on geographic location
 Measurement: Highlight a minimum of six partners
 Implementation: Quarterly
 Partnerships: EF business partners
 Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development

Program 5: Populate partner extranet portal with 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

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

Program 1: Develop department-specific introduction letters and FAQs to be sent to new partners
 Measurement: Develop five letters with FAQs
 Implementation: January

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

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

Measurement: Contact 12 partners weekly

Implementation: February through October

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

Program 3: Utilize partnership database “Account Recap” reporting to pinpoint partnership successes and areas of possible greater involvement

Measurement: Download targeted recap reports for upcoming phone calls

Implementation: Weekly, February through October

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

Objective Six

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

Program 1: Facilitate seasonal frontline training tradeshows in which frontline staff 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 electronic informational updates to frontline staff highlighting Explore Fairbanks partners and trip planning resources (LTSP 1, 3)

Measurement: Provide to a minimum of 20 accommodation partners

Implementation: April and October

Partnerships: Accommodation Partners

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

Program 3: Teach in-person customer service classes from the AlaskaHost curriculum: Customer Service Essentials, Know Your Own Backyard, Telephone Customer Service, Serving International Visitors, Serving Customers with Disabilities, Tour Guide Training, as well as Explore Fairbanks-developed modules: Ask Me About Winter and Cross Cultural Awareness (LTSP 1, 3)

Measurement: Provide instruction to a minimum of 100 attendees

Implementation: Quarterly

Partnerships: Fairbanks businesses and area high schools
Staff Responsibility: Director of Visitor Services and Partnership Development, Manager of Visitor Services and Partnership Development

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, Fairbanks, October 9-11
- 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, January
- International Pow Wow, June
- North American Travel Journalists Association, April
- Outdoor Writers Association of America, July

Publication Calendar

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

Co-op Advertising Calendar

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

Social Media Calendar

- Annual contest, Facebook
- Simpleview Summit



North American
Travel Journalists
Association



Meetings and Conventions Marketing Calendar

Meetings and Conventions Calendar

- Golden Heart Gala, February 7
- Local Guided Site Inspections, March 27-29
- Anchorage Spring Meeting Planner Lunch and Sales Mission, April 17-19
- UAF Fall Meeting Planner Lunch, September 27
- ATIA Convention, October 3-5
- AFN Convention Week (in Anchorage), October 18-20

Sales Events, as needed

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



Tourism Marketing Calendar

Sales Missions

- Cruise Ship Sales Calls (TBA)
- Airline Sales Calls (TBA)
- Northern Europe (January)
- Japan/Korea (April)
- Taiwan/China (October - November)

Tradeshaw Calendar

- Go West Summit, 1/16-1/19
- IcelandAir Mid-Atlantic, 1/25-1/28
- American Bus Association, 1/26-1/30
- Visit USA Switzerland, 1/31
- International Tourism Bourse (ITB), 3/7-3/11
- NAJ Active America China, 3/25-3/27
- Cruise360, 4/17-23
- IPW, 5/19-5/23
- JumpStart, 6/3-6/6
- Japanese Association of Travel Agents (JATA), September
- National Association of Career Travel Agents (NACTA), September
- International Travel Fair (ITF), October/November
- China International Travel Market, November
- World Travel Market, November
- National Tour Association, 11/4 – 11/8

Projected FAM Calendar

- Japan Winter FAM
- Active America China FAM, March
- GoWest Summer FAM
- EF European Tour Operator FAM, 8/30-9/6



Visitor Services and Partnership Development Marketing Calendar

Visitor Services

Monthly

- First Friday Artist Receptions, Monthly

Annually

- Golden Heart Gala, February 7
- Great Alaska Sportsman Show (Anchorage), March
- Summer Product Tradeshow, April
- Fairbanks Outdoor Show, April
- Be A Visitor In Your Own Town, May 5
- Visitor Industry's Walk for Charity, May 11
- Visitor Center begins summer hours, May 12
- Pioneer Park Visitor Kiosk Opens, May 26
- Golden Heart Greeter Recruitment and Orientation, June, July, August, September
- Go Winter Expo, October
- Winter Product Tradeshow, November



Partnership Development

Partnership Luncheons and Special Events

- January 24 – Interior Tourism Conference
- February 21 – Breakfast
- March 21 – Luncheon
- April 5 – Alaskan Neighbors Breakfast (Anchorage)
- April 20 – Annual Explore Fairbanks Awards Banquet
- November 7 – Luncheon
- December 5 – Annual Meeting

General Event Information

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

Explore Fairbanks 2018 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 27, 2017 to revise the reserve for 2018 as allocated below.

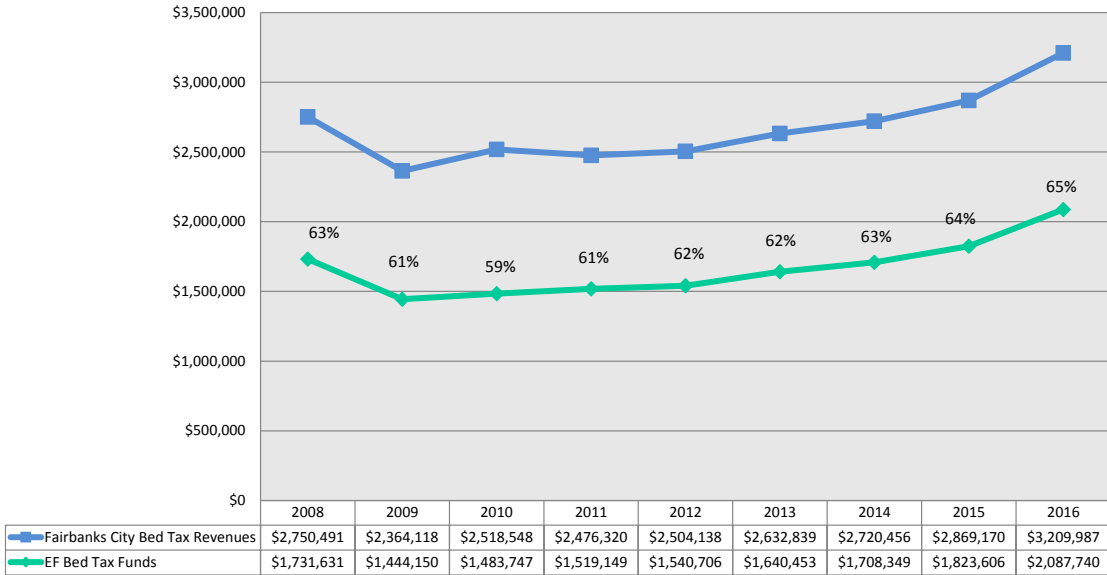
2018 Budget Reserve		
Estimated Fund Balance 12/31/17*		\$985,378
2018 Fund Balance		\$91,928
2018 Designated Reserve:		
Convention Center Development	50,000	
2019 AFN Conference	40,000	
Special Promotions Contractor	55,000	
Cruise/Land Tour Development	30,000	
Internet/SEO/Social Media	20,000	
FAI SCASD Grant	40,000	
New Market Development	65,000	
2017 Budget Reserve Designation TOTAL		\$300,000
2017 Association Reserve Fund Balance**		\$593,450

*Calculation based on audited Fund Balance 12/31/16	\$1,456,628
Estimated fund Balance used to balance 2017 Budget	(471,250)
Estimated Fund Balance 12/31/2017	\$985,378

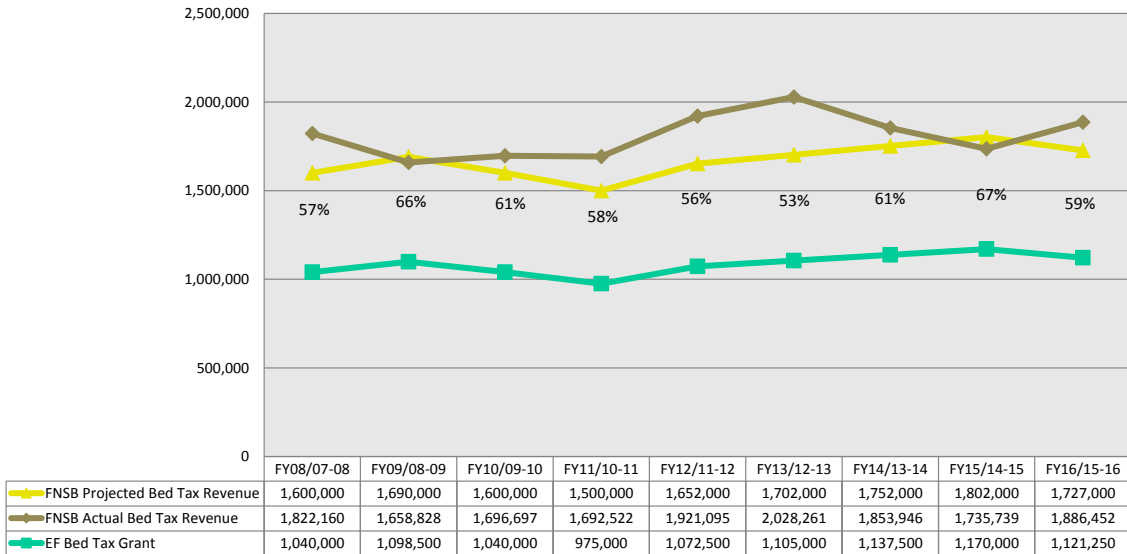
**Based on 16% of the 2018 Budget \$3,698,367

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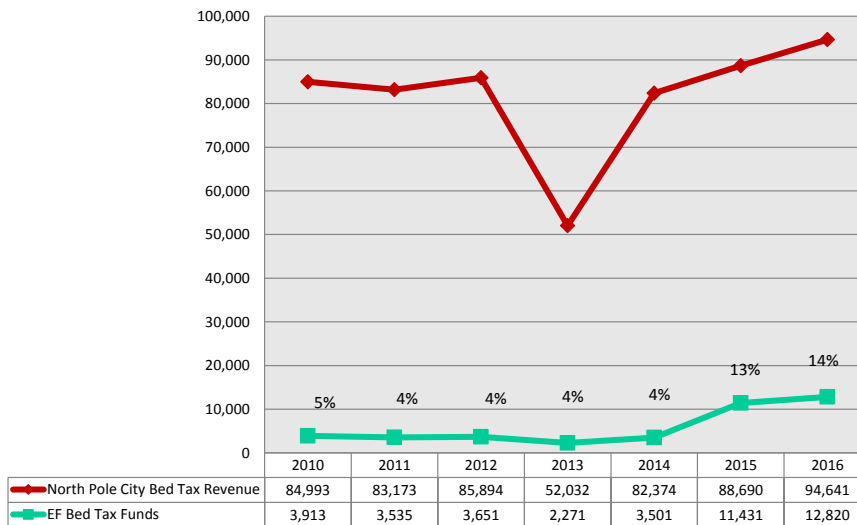
City of Fairbanks Bed Tax: 9 year average to Explore Fairbanks is 62%



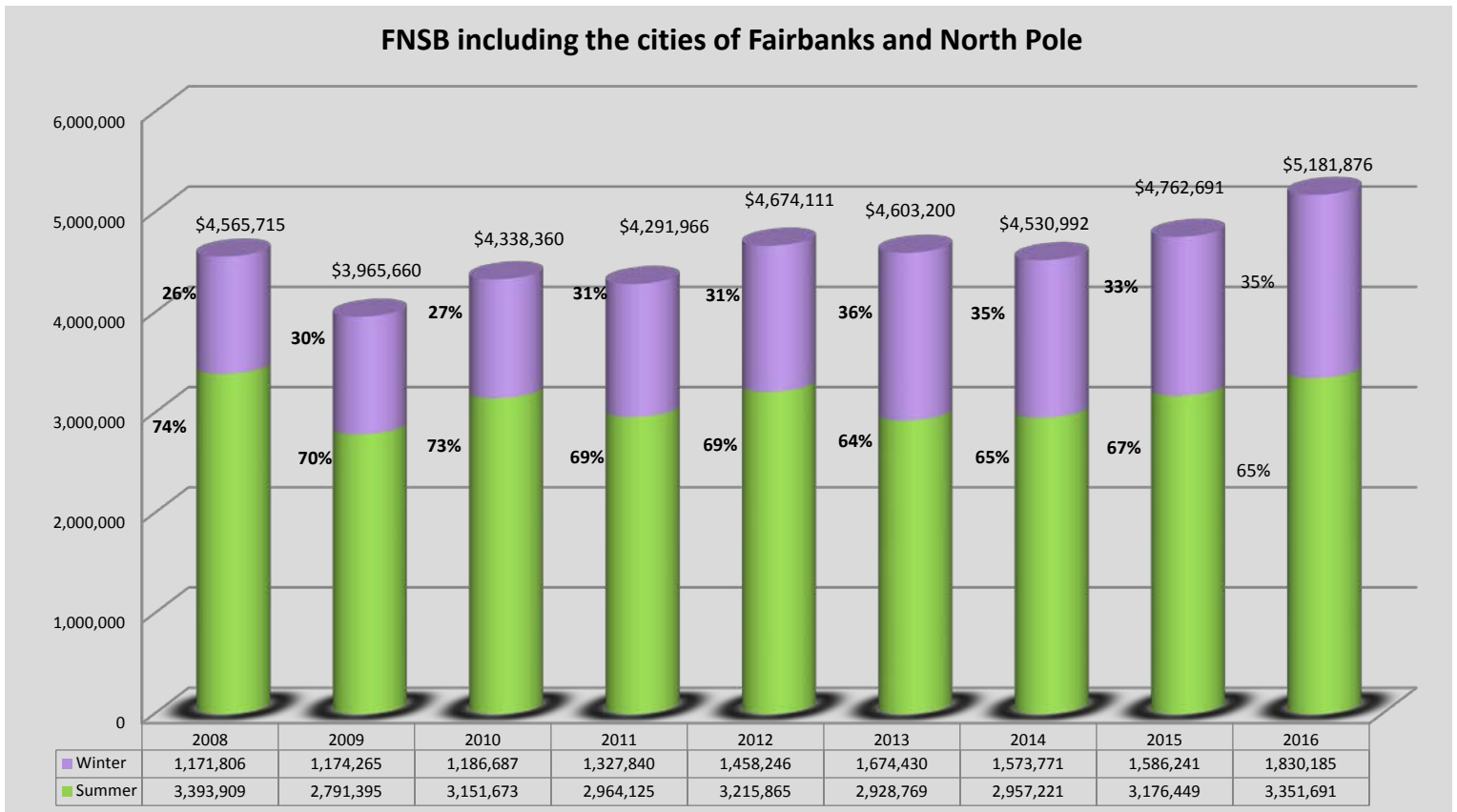
Fairbanks North Star Borough Bed Tax: 9 year average to Explore Fairbanks is 60%



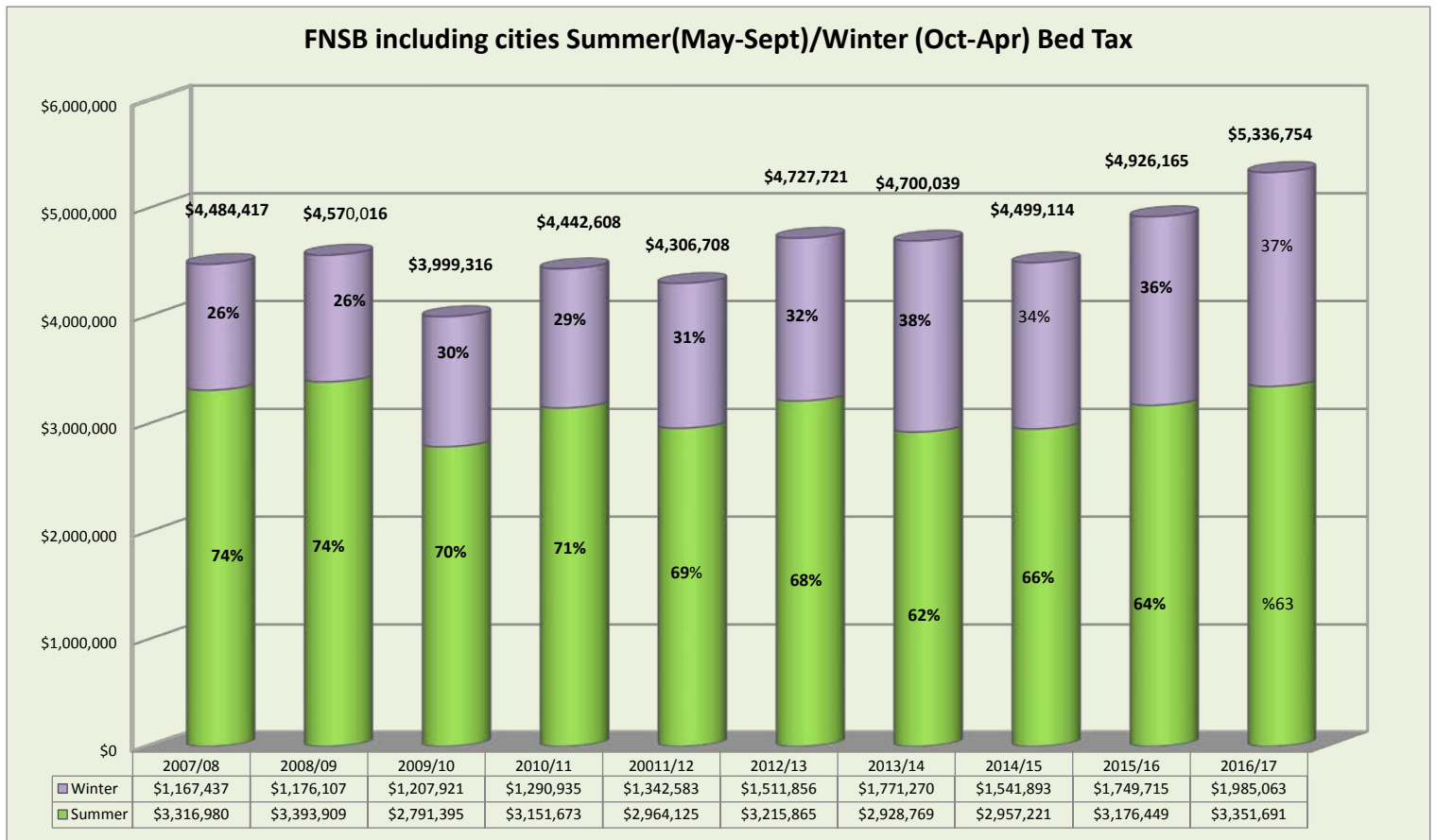
City of North Pole Bed Tax: 7 year average to Explore Fairbanks is 7%



FNSB including cities of Fairbanks and North Pole Annual Bed Tax

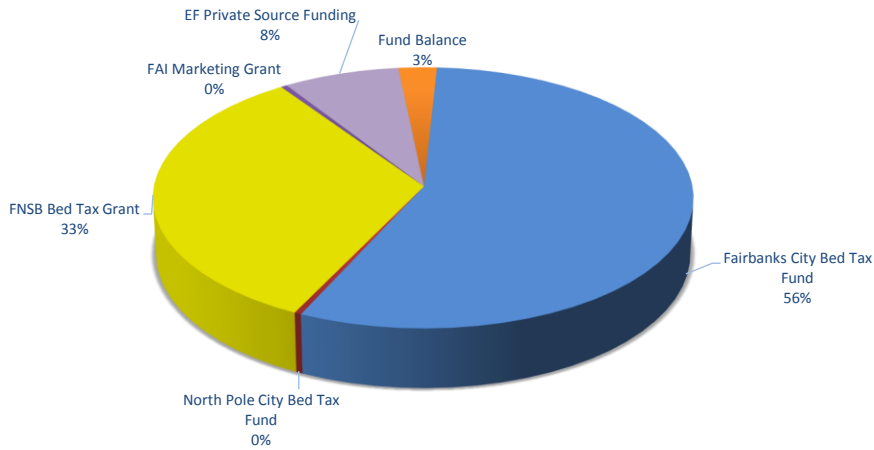


FNSB including cities Bed Tax: Summer (May-Sept)/Winter (Oct-Apr)



2018 Projected Revenue

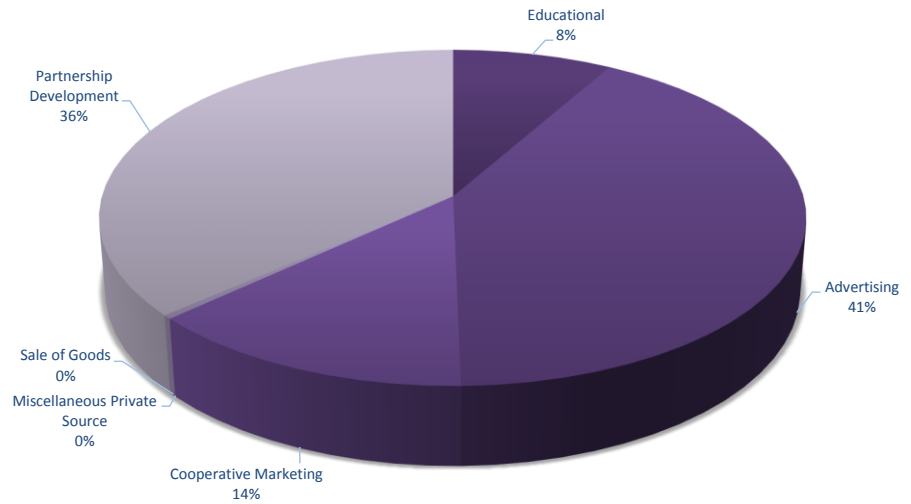
2018 Explore Fairbanks Revenue Goals



2018 Revenue by Department

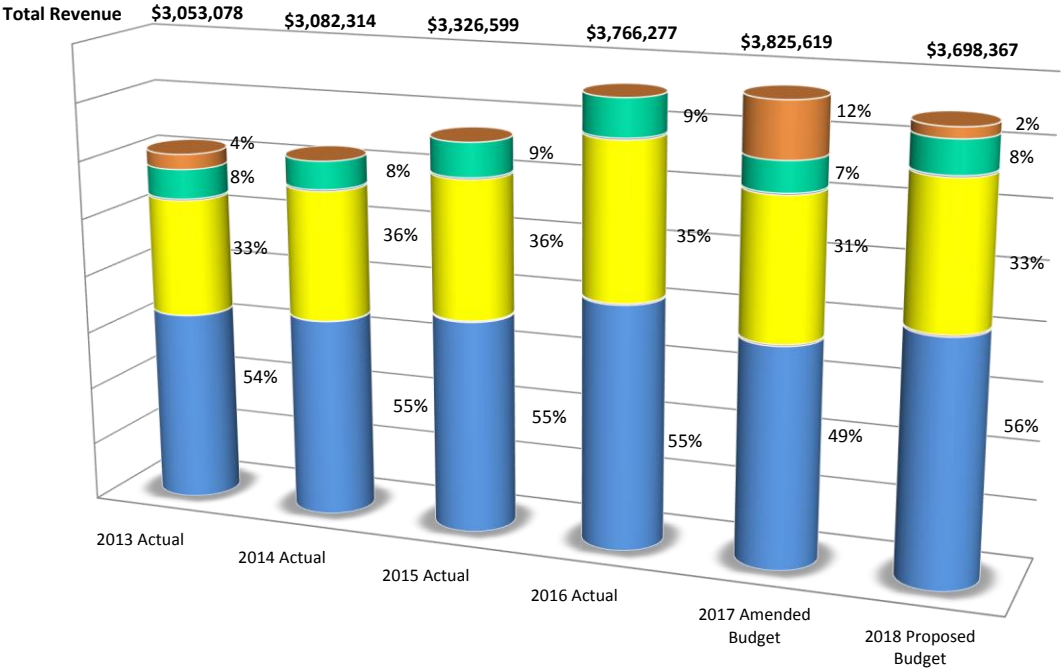
Fairbanks City Bed Tax Fund	2,073,016
North Pole City Bed Tax Fund	14,023
FNSB Bed Tax Grant	1,225,250
FAI Marketing Grant	15,000
EF Private Source Funding	276,900
Fund Balance	91,928
Total	<u>3,696,117</u>

2018 Explore Fairbanks Private Source Funding



Revenue Comparison

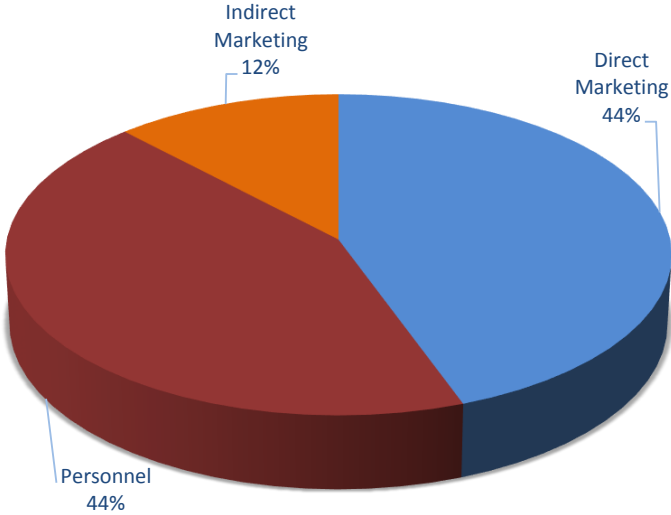
2013 thru 2018 Revenue Comparison



	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Amended Budget	2018 Proposed Budget
Fund Balance	131,139	0	0	0	471,250	91,928
EF Private Source Funding	254,957	240,568	291,780	322,013	256,950	279,150
FAI Grant	15,000	15,000	15,000	15,000	15,000	15,000
FNSB Grant	1,009,180	1,114,894	1,184,782	1,328,705	1,196,650	1,225,250
North Pole Bed Tax	2,349	3,501	11,431	12,820	14,023	14,023
Fairbanks City Bed Tax	1,640,453	1,708,352	1,823,607	2,087,740	1,871,746	2,073,016

2018 Proposed Expense Budget

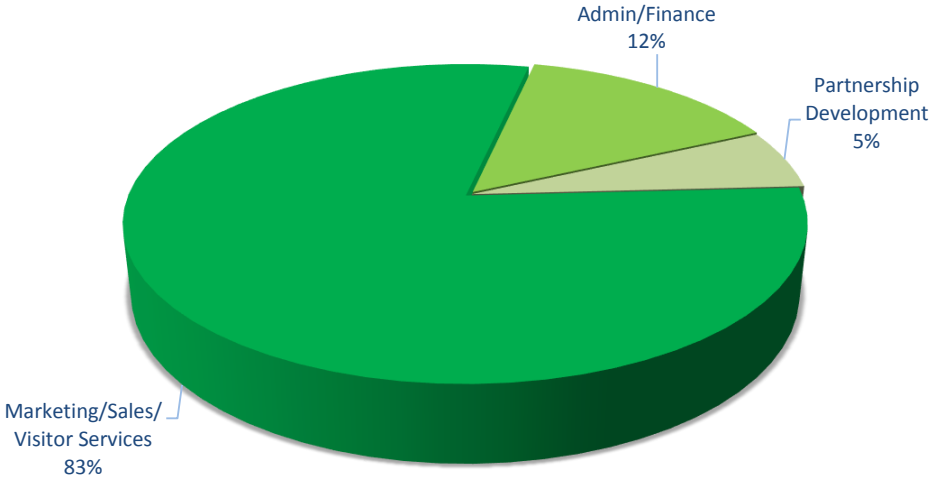
2018 Expense Budget
\$3,698,367



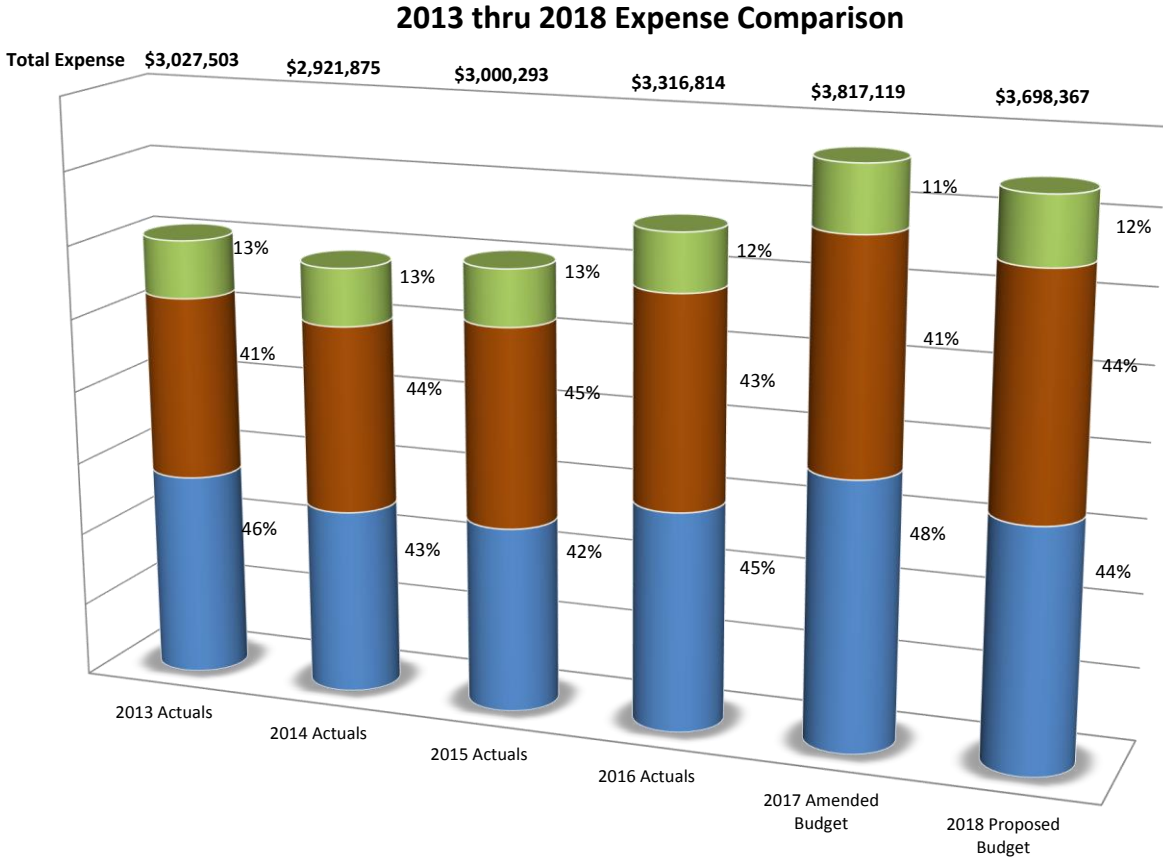
2018 Expenses by Department

Admin	593,900
Partnership	221,421
Communications	1,364,778
Mtgs & Conv	385,975
Tourism	577,248
Visitor Svs	555,045
	<u>3,698,367</u>

2018 Expense Budget by Program



Expense Comparison



	2013 Actuals	2014 Actuals	2015 Actuals	2016 Actuals	2017 Amended Budget	2018 Proposed Budget
Indirect Marketing Expense	394,454	391,836	383,750	391,341	440,614	447,349
Personnel Expense	1,245,069	1,271,660	1,352,392	1,431,950	1,552,385	1,607,355
Direct Marketing Expense	1,387,980	1,258,379	1,264,152	1,493,524	1,824,120	1,643,663