



TOURISM PRINCE GEORGE
**2019 ANNUAL REPORT:
THE POWER OF TOURISM**

Tourism
PRINCE GEORGE
www.tourismpg.com



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BOARD OF DIRECTORS

The 11-member Board of Directors is comprised of a variety of sectors that include accommodations, attractions, transportation, food and beverage, and municipal administration.

Elke Hierl-Steinbauer (Chair)
 Lauren Phillips (Secretary)
 Doug Bell (Vice-Chair)
 Jamie Valcourt (Treasurer)
 John Gibson
 Arun Mutalik
 Rena Zatorski
 Rob van Adrichem
 Paul Robison
 Eoin Foley
 Shirley Tiller

BON VOYAGE MOTOR INN
 OVERHANG EDUCATION CENTRE
 NORTHERN LIGHTS ESTATE WINERY
 COURTYARD BY MARRIOTT
 AVIATION CONSULTANT
 COAST PRINCE GEORGE BY APA
 LHEIDLI T'ENNEH FIRST NATION
 CITY OF PRINCE GEORGE
 SUPER 8 PRINCE GEORGE
 NANCY O'S RESTAURANT GROUP
 RAMADA PLAZA PRINCE GEORGE



MESSAGE FROM THE CEO

I have been blessed to work in many areas of Canada, in both urban and rural locations. I think the City of Prince George and surrounding area have many untapped experiences and tourism products yet to be explored and developed. I was drawn to this cool city on the edge of wilderness with so much to offer. I was particularly excited about the vibrant arts/culture sector, culinary and unique retail offerings. I want to thank all of our stakeholders, businesses, community partners, and locals who have shown me such a warm welcome as I settle into a new city.

I am excited to continue the great work of Tourism Prince George. We have a talented and creative team and an engaged Board of Directors. I would like to extend a big thank you to our Interim Chief Executive Officer, Sarah Kirk, who has been instrumental in keeping the momentum going on the strategic objectives for Tourism Prince George along with modelling a positive collaborative culture for the staff and tourism partners.

I am eager to implement the 2020-2024 Tourism Prince George Strategic Plan, and particularly look forward to supporting Indigenous tourism experiences through the partnership with the Lheidli

Tenneh First Nation. Our plan will stay nimble and pivot as needed and align with the core pillars of Destination B.C. which are:

1. Supporting people and communities
2. Sustainably growing the visitor economy
3. Respecting nature and the environment

Tourism is an economic, environmental, cultural, social and community driver. Tourism done in an environmentally friendly way can be a powerful tool to preserve and protect the culture, heritage and wildlife of an area. It can turn economies around or diversify them and is one of the fastest growing industries in the world. The tourism industry has contributed the largest added value to the BC economy between 2007 and 2017 relative to other primary resource industries such as oil and gas extraction, mining and quarrying, forestry and logging, and agriculture and fishing (Source: DBC).

Tourism is a celebration of a place, its people and culture. Locals need to be a part of the brand, the story-telling and the advocacy because tourism done well builds a pride of place, jobs and offers a place where authenticity lives.

Sincerely,

Tracey McBride
CEO, Tourism Prince George

MESSAGE FROM THE BOARD CHAIR

2019 was an absolutely fantastic year for Tourism Prince George. As you will see throughout this report, our staff continue to deliver on ambitious projects and initiatives that span visitor services, marketing, destination development, and organizational effectiveness. I want to thank all Tourism Prince George staff for their dedication every day to making our city a premier destination for regional, provincial, national, and global visitors. I would also like to thank our Board of Directors for providing support and governance oversight to Tourism Prince George – your knowledge and expertise of the local economy and culture are invaluable.

The year also saw the departure of previous CEO, Erica Hummel, in October 2019. Following this change, the Board appointed a search committee to hire the next CEO. I thank Erica for her strong leadership and the excellent work she accomplished here – we all wish her well on her future endeavours. I would also like to recognize Sarah Kirk for stepping into the role of Interim CEO during

the search process, and express our gratitude to the entire team for their exceptional work during the transition period.

On behalf of the Board of Directors, I want to express how excited we are to have Tracey McBride joining the team. We are confident that Tracey will continue the great work that is happening here at Tourism Prince George, and look forward to seeing how she executes her vision for tourism in this city.

The power of tourism is in its ability to draw together community partners who work in tandem to elevate the draw and reputation of our city. We have an incredible network of organizations and individuals who ensure that Prince George continues to shine on the world stage, that the next generation of leaders and changemakers can learn and get their start here, and that our city is a basecamp for weary travellers, modern adventurers, and those looking to take on the North.

Sincerely,

Elke HiérI-Steinbauer
Board Chair, Tourism Prince George

STAFF PROFILES



TRACEY MCBRIDE
CEO

Tracey has over 18 years of experience in municipal, regional and provincial tourism marketing and development. She has worked in all tourism sectors of sports, conferences, media relations, travel trade and leisure markets with international events and audiences.

ROLE OVERVIEW

Oversight of all staff, projects, budgets, and initiatives. Executes strategic plan and reports to the Board of Directors.

POWER OF TOURISM

Tourism is an industry that educates and advocates for the planet, the people and animals through sustainable tourism practices. It is our responsibility to make sure our events, bids, and offerings are developed with sustainability in mind.



KIRSTYN WALLACE
MARKETING COORDINATOR

A graduate of the College of New Caledonia's Business Management Program, Kirstyn Wallace brings over six years of experience in marketing and communications to the team. Kirstyn has logged many hours exploring and travelling northern BC and has spent extensive time abroad in a variety of different countries.

ROLE OVERVIEW

Reporting to the Manager, Marketing & Brand, executes social media campaigns, oversees website and develops visitor guide.

POWER OF TOURISM

Modern tourists are looking to social media more and more to influence their travel decisions. Having strong social media channels and campaigns helps our city stand out and draws guests from around the province, country, and the world.



ANNIE DORAN
MANAGER, MARKETING & BRAND

Annie graduated from UNBC with Bachelor of Science in Outdoor Recreation & Conservation. She began as a Visitor Counsellor at TPG VIC in 2007 and worked her way up to Marketing Coordinator and then to Marketing Manager. Annie enjoys riding her motorcycle and being active outdoors.

ROLE OVERVIEW

Manages leisure marketing initiatives, develops regional initiatives and campaigns. Provides oversight of brand and visual identity.

POWER OF TOURISM

Harnessing the power of collaboration and partnerships to offer once in a life time experiences to our visitors. Working collectively to share the unique experiences of our region and communities - that's the power of tourism.



SARAH KIRK
MANAGER, ADMINISTRATION

Born and raised in Prince George, Sarah spent 19 years in economic development and has been with TPG since it officially became a society in 2010. Sarah holds a Bachelor of Arts in Psychology from UBC. In her spare time, Sarah enjoys spending time with her family and enjoying the outdoors.

ROLE OVERVIEW

Responsible for a comprehensive range of executive and administrative support to the CEO, Board of Directors and staff.

POWER OF TOURISM

Tourism is a huge contributor to the provincial and local economy as it has a trickling effect on every business and across many sectors. In Prince George, visitors can experience both the busy city life and the serenity of the outdoors.



CAMILA SANCHEZ
MANAGER, COMMUNICATIONS & ENGAGEMENT

Camila has over a decade of experience in communications, research, and marketing. Born and raised in Vancouver, she moved to Prince George to attend UNBC in 2010. Her experience is diverse and includes working with non-profit organizations, in higher education, and with First Nations communities.

ROLE OVERVIEW

Manages external relations, corporate communications, and media relations. Leads stakeholder development.

POWER OF TOURISM

Tourism has the power to share stories on a global stage. Investing in storytelling (both written and visual) means that our local stakeholders, attractions, and offerings can shine and draw visitors to our region to share in that special experience.



SHERRY MCKAY
MANAGER, VISITOR SERVICES

Sherry has been with TPG for 18 years, and brings a wealth of experience and knowledge in the tourism, hospitality, and customer service sectors. Born and raised in northern BC, she has two children and three grandchildren. Sherry likes to golf and is active in the local branch of the Royal Canadian Legion.

ROLE OVERVIEW

Manages the Visitor Information Center and mobile visitor services. Hires summer staff and reports visitor statistics.

POWER OF TOURISM

We have something truly special in Prince George, and over the years I have assisted thousands of visitors from all over the world to learn more about our city. I look forward to the continued growth of tourism in our region and enhancing visitor services.



COLIN CARSON
MANAGER, SPORT TOURISM

Colin grew up in Prince George and attended TRU to complete a Bachelor of Business Administration. After graduation, he spent a year in Denmark playing professional volleyball followed by a year working in China before returning to Prince George. He continues to be involved in the community where he grew up.

ROLE OVERVIEW

Works with all levels of sporting groups to attract sporting events and supports every step in the event and bid process.

POWER OF TOURISM

The power of tourism lies in the ability of sport tourism to bring together different countries, on a local stage. High-profile sport events in Prince George not only showcase our city, but have great financial impact and help diversify our economy.



SHIRLY PROKOPCHUK
MANAGER, MEETINGS & CONVENTIONS

Born and raised in Prince George, Shirly is a single mom to four fantastic children and grandma to a two-year-old German Shepard. Her all-time favourite activity is soccer (indoor and outdoor). With over 20+ years of experience, Shirly's passion is event planning and managing events.

ROLE OVERVIEW

Promotes Prince George as a premier destination for meetings, conventions and tradeshow. Leads the Industry Engagement Team.

POWER OF TOURISM

The power of tourism is to create a fun, exciting and unique experience that entices the visitor to expand their opportunities - which in turn, contributes to economic success for the entire community.

JEFF BARTLETT PHOTO



MARKETING & BRAND

In 2019, the Marketing & Brand team attended two consumer shows which resulted in over 2500 direct interactions in their booth. Route 16 continued to be a major campaign, and the team hosted four influencers from the USA. Influencer content is being created and will be launched in 2020. The Route 16 website had strong engagement numbers (23,000 users, 27,000 sessions, 37,000+ pageviews, 6,900 users from the USA) with a digital campaign in market in BC, AB & WA. The campaign had the following results:

- Digital: 130,000 video impressions, 547 clicks, 65% video completion rate, 0.42% click through rate
- Google: 1.2 million impressions, 1280 clicks, 0.10% click through rate
- Facebook: 75,000 impressions, 1220 clicks, 1.61% click through rate

Regional campaigns, directly targeting short-haul visitors living in Northern BC and the Cariboo region, ran throughout the year. A total of 11 #takeonPG Facebook contest ran, including the SIP Wine Festival, Plaid Friday and Family Winter Getaway. #takeonPG contests had a total reach of 97,557 and total engagement/clicks of 13,000+.

Seven local events were supported through a grant funding partnership in collaboration with the City of Prince George (CelebratePG). Promotion included print ads to promote events in SOAR magazine and programmatic digital campaigns.

To promote the fishing sector, a digital social media campaign was started on July 25 with Angler's Atlas, targeting lower BC and Alberta. Total reach was 16,822, with 7,316 video views. A partnership with Fishing BC was also established to gather video content to profile Reel North Adventures, a local operator. A new webpage was launched to feature video, photo and written content specific to fishing on the Tourism Prince George website.

A mountain bike page was launched on the Tourism Prince George website to showcase photo, video and written content from local influencer Kyle Norbraten. Tourism Prince George worked with Mountain Bike BC to enhance the Ride North mountain bike initiative. The regional campaign achieved 4.6 million ad impressions, 15,000 ad clicks and almost 12K landing page visits. An influencer, Nate Hills, was hosted in Prince George which generated over 123,000 video views on YouTube.

2019 BY THE NUMBERS



1 MILL

SOCIAL MEDIA REACH*



38,000+

USES OF #TAKEONPG



27,294

TOTAL SOCIAL MEDIA FOLLOWERS



262,587

TOTAL WEBSITE SESSIONS

*Facebook, Instagram, and Twitter

2020: THE YEAR AHEAD

Strong Partnerships

Continued partnerships with provincial tourism sectors and regional partners to grow tourism in the North including Golf, Mountain Bike, Ale Trail, Guide Outfitters Association of BC, Fishing, and the BC Camping Coalition.

New Brand

Tourism Prince George is excited to launch a new brand and website during Tourism Week at the end of May 2020. The brand will position the largest DMO in Northern BC as a basecamp to the North, focusing on a balance of rural and urban - rural urbanity, we're making it a thing!



SPORT TOURISM

One of the highlights for Sport Tourism in 2019 was the World Para Nordic Skiing Championships (WPNSC), which was the first world championship of any sport to be held in Prince George. Over \$850,000 of improvements were made to the Caledonia Nordic Ski Club and over \$100,000 of those were for accessibility improvements. The championships had 145 athletes, 340 volunteers and approximately 4,000 spectators throughout the competition. This event has been nominated for the 2019 Canadian Sport Tourism Alliance’s International Sport Event of the Year (Group A) and the Tourism Industry Association of BC’s 2019 Accessible Tourism Award.

Other notable 2019 events were the Les Sinnott Memorial BCSA Boys Provincial B Cup and the BC Ringette Provincials. The former was the B-cup provincial championship for boy’s soccer from ages 13 and under to 18 and under and saw over 1200 participants compete for a title across the five age groups. In the BC Ringette Provincials, over 700 athletes participated across four categories. It was also an excellent test event for the 2020 Western Canadian Ringette Championships.

In October 2019, Tourism Prince George hosted the editor of Adrenalin Magazine. She was shown all the sport venues and some of the great restaurants and parks that Prince George has to offer. The two-page spotlight on Prince George will appear in the 2020 Spring issue of Adrenalin Magazine.

Sport Tourism was also highlighted on the conference stage, at the 2019 Northern BC Tourism Summit. During the Summit, Tourism PG’s Manager of Sport Tourism appeared on a panel to talk about the value of hosting sport events and specifically how Tourism PG helps attract and support these events. He was joined on the panel by representatives from Hockey Canada, the 2019 World Para Nordic Skiing Championships, and Dawson Creek Tourism.

Tourism Prince George hired a consultant to conduct a facility gap analysis of the sport facilities in Prince George. The report was developed to establish the capacity of each venue’s ability to host provincial, national, and international calibre events.

2019 BY THE NUMBERS



75%

SUCCESS RATE ON BID SUBMISSIONS



\$223,000

TOURISM EVENTS PROGRAM FUNDING



23

EVENTS SUPPORTED BY SPORTPG GRANT



4.4

WPNSC ESTIMATED ECONOMIC IMPACT (MILLIONS)

2020: THE YEAR AHEAD

2020 World Women’s Curling Championships

Second ever World Championship of any sport to be held in Prince George. This event will feature 13 countries competing to become the World Champion at the CN Centre.

2020 Western Canadian Ringette Championships

This event will bring over 500 athletes from BC, Alberta, Saskatchewan, and Manitoba to Prince George. The event will take over all the rinks in at Exhibition Park as well as the Rolling Mix Arena in downtown.

2020 Canadian Masters Badminton Championships

This national championship is also open to international participants! We’re expecting approximately 250 badminton players from around the world to take over the Northern Sport Centre for the last week of April.

2020 Canadian Native Fastball Championships

A huge event with approximately 1200 athletes and another 1200 spectators comes to Prince George for the August Long Weekend.



MEETINGS & CONVENTIONS

2019 continued to be a strong year for Meetings & Conventions. The Manager, Meetings & Conventions provides a “One Stop Shop” service to all clients, from bid submissions, letters of support, and enhancement items to airline discounts and much more.

A total of 18 bids were submitted in 2019, as follows:

- 0-100 delegates – 9 bids submitted (all 9 booked)
- 101-250 delegates – 4 bids submitted (3 booked)
- 251-350 delegates – 2 bids submitted (1 booked, 1 unsuccessful)
- 351-400 delegates – 0 bids
- 401-500+ delegates - 3 bids (awaiting a decision on all)

Together with the Sport Tourism department, Meetings & Conventions leads the “Show Your Badge” program, which encourages meeting/conference delegates and sport event

participants to visit local restaurants and businesses in exchange for a discount. Three new businesses signed up to participate in the “Show Your Badge” program in 2019.

A total of 254 business prospects were obtained in 2019, and 56 events were supported through the enhancement program. Six fam trips/site inspections were offered, and 29 sales trips, conferences, and events were attended (6 sales trips, 6 out-of-town conferences/events, 11 local industry events, and 6 industry exhibit shows).

On the marketing side, four printed ads and two digital ad campaigns were ran in 2019. Digital engagement, as measured through Google analytics for website page views, increased 20% throughout the year.

The Manager, Meetings & Conventions also leads the Industry Engagement Team which consists of the convention centre and the main hotels that can hold a city-wide conference.

2019 BY THE NUMBERS*



350

EVENTS HOSTED



176,176

EVENT PARTICIPATION DAYS



\$7.3

ESTIMATED DELEGATE SPEND (MILLIONS)



\$17.5

TOTAL ECONOMIC IMPACT (MILLIONS)

*Statistics from Prince George Conference Centre

2020: THE YEAR AHEAD

BC Chamber of Commerce Conference and AGM

Chamber members from across the province will be brought together to connect, learn and debate policies that will drive the BC chamber network’s advocacy efforts for the year ahead. The city will host over 250 delegates.

North Central Local Government Association Conference

Community leaders will meet to deliberate issues affecting northern communities, and to pass resolutions that will be forwarded to other levels of government for consideration and support. The city will host over 400 delegates.

BC Principals’ & Vice Principals’ Association Conference

BCPVPA is a voluntary professional association representing school leaders employed as principals and vice-principals in BC’s public education system that provides its members with the professional services and supports they need to provide exemplary leadership in public education. The city will host over 350 delegates.

Chartered Professionals in Human Resources of BC & Yukon 16th Annual Northern Symposium

The Chartered Professionals in Human Resources of British Columbia and Yukon (CPHR BC & Yukon) propels the HR profession forward by supporting its members with education and advocacy. The city will host over 100 delegates.

VISITOR SERVICES

The Visitor Information Centre (VIC) continued to provide invaluable travel information, maps, and activity suggestions to visitors and tourists. A total 8,091 parties visited the VIC, a 16% increase over the previous year. A total of 13,396 visitors stopped by the VIC, an 8% increase over 2018.

As captured by the visitor statistics survey, those who stopped by the VIC spent a total of 4,610 nights in Prince George - an 8% increase over the previous year.

Tourism Prince George attended 14 mobile events, including concerts and live theater events, Caledonia Ramblers hiking initiatives, Christmas events, postsecondary orientations (CNC and UNBC) and sports events including Prince George Cougars Hockey, Prince George Spruce Kings Hockey, and UNBC Basketball. The team heard from many locals that they were

pleased that TPG was at these events. Any visitors to Prince George were also able to stop by mobile services to get any needed information on the city and region.

Tourism Prince George hired five summer students and had two senior counsellors to cover the VIC and mobile services. The organization received a federal grant of \$18,244.00 to go towards the cost of additional summer staff. All seasonal staff received additional training from Destination British Columbia.

Tourism Prince George continued its Artnership program in collaboration with the Community Arts Center. Artnership showcases local artists (with a particular focus on Indigenous artists) at the VIC and invites visitors and locals alike to come and learn from the artist, watch them at work, and perhaps even participate in creating the artwork!

2019 BY THE NUMBERS



8,091

TRAVEL PARTIES
VISITING
THE VIC



13,396

TOTAL VISITORS
VISITING
THE VIC



4,610

NIGHTS SPENT IN
PRINCE GEORGE BY
VIC VISITORS



4,514

TOTAL GUESTS
ASSISTED BY
MOBILE SERVICES

2020: THE YEAR AHEAD

Continued Artnership Program

The Artnership collaboration between Tourism Prince George and the Community Arts Council will continue, and the organization hopes to showcase even more local and regional artists. The 2020 Artnership Initiative will involve a comprehensive media strategy in order to maximize earned media coverage and showcase the artists.

10th Anniversary Celebration

2020 marks the 10th anniversary of Tourism Prince George, and work is well underway to plan various celebrations for this incredible milestone. Our 10th anniversary celebrations will coincide with the launch of the new brand and website, which is an exciting new chapter for the organization.



ADMINISTRATION

In 2019, our goal was to increase the capacity and effectiveness of Tourism Prince George in the areas of governance, staff capabilities, and policies and procedures.



Governance

The Board of Directors continued to provide effective governance and serve as ambassadors for Tourism Prince George by:

- Ensuring that the Board composition represented diverse sectors in the tourism industry such as accommodations, transportation, attractions, food and beverage, Indigenous tourism, and communications/administration
- Recruiting Directors with specific skills according to the Board Skills Matrix
- Fully implementing the directions and policies set forth in the governance manual
- Identifying and attending Board development and training opportunities
- Participating and creating a new five-year Strategic Plan commencing in 2020
- Actively and thoughtfully participating in Board meetings and events
- Serving as ambassadors for Tourism Prince

George by increasing their visibility in the community and wearing their “tourism hats” at events

- Timely and accurate evaluation of the CEO’s performance
- Monitoring internal and external factors that could impact Tourism Prince George and its stakeholders by regularly reviewing and updating the Society’s risk register



Staff Capabilities

We ensure that Tourism Prince George attracts, develops, and retains team members who are enthusiastic, capable, and who feel valued by:

- Promoting our values of being welcoming, proud, collaborative, accountable and fun
- Conducting annual performance and self-evaluation reviews, both individual and team
- Providing professional development opportunities for personal and career growth
- Providing staff appreciation by celebrating work anniversary dates

- Engaging in team building and offsite strategic planning retreats
- Monitor and increase team capacity and capabilities as needed to respond to key industry trends



Policy and Procedures

We continued to enhance Tourism Prince George’s effectiveness by:

- Updating and creating new relevant operational policies and procedures that are communicated to staff

- Timely submission of various reports (MRDT, financial statements, performance related to annual tactical plans and the strategic plan)
- Accurate reporting to Destination BC, City of Prince George, and other partners
- Timely completion of key initiatives

2020: THE YEAR AHEAD

Overall Goals

In 2020, we will begin to implement the objectives, outputs, and outcomes identified in the new five-year strategic plan:

- Ensure that the Board continues to provide effective governance and serve as ambassadors for Tourism Prince George
- Ensure that Tourism Prince George provides value to and engages its stakeholders and partners through listening, communicating, and collaborating
- Ensure that Tourism Prince George continues to attract, develop, and retain team members who are enthusiastic, skilled, and feel valued
- Monitor, adapt, or increase team member capacity and skills needed to respond to key industry trends
- Continue to enhance Tourism Prince George’s effectiveness by monitoring and adopting best practices and improving existing and implementing new operational policies and procedures
- Monitor internal and external factors that could impact operational effectiveness and respond as needed



COMMUNICATIONS & ENGAGEMENT

The role of Manager, Communications & Industry Relations was vacant for Q2 and Q3 in 2019, and a new Manager, Communications & Industry Relations was hired in Q4. The title was then changed to better reflect the new role and job description.

The Manager, Communications & Engagement is responsible for media relations, corporate communications, and stakeholder engagement/development.

Media relations includes working with local, provincial and national media outlets to share newsworthy updates, initiatives, and happenings at Tourism Prince George. Media relations work in 2019 included building a comprehensive media contact list for Prince George and the surrounding communities, and establishing collaborative working relations with media stakeholders.

Work in 2019 also included revisiting the media strategy and procedure to ensure a streamlined communications process and workflow, with strong messaging and spokespeople designated to speak to the media.

The Manager, Communications & Engagement worked closely with the Lheidli T'enneh First Nation Economic Development Manager and Tourism Coordinator to support the development of Indigenous tourism.

Corporate communications work included drafting posts on LinkedIn and improving engagement, gathering content and distributing the quarterly B2B newsletter, and regularly producing reports and presentations.

2019 BY THE NUMBERS



86

STAKEHOLDERS
ON MEDIA LIST



223

SUBSCRIBERS
TO B2B
NEWSLETTER



5,257

SUBSCRIBERS
TO B2C
NEWSLETTER



927

LINKEDIN
FOLLOWERS

2020: THE YEAR AHEAD

Enhanced Corporate Communications

Work is ongoing to develop the crisis communications strategy and emergency preparedness plan for Tourism Prince George. With the new brand rollout in May 2020, there is a fantastic opportunity to re-visit and re-design the layout of corporate communications, including presentations, reports, and newsletters and how they are presented on the website.

Stakeholder Development

The Manager, Communications & Engagement will continue to work with the CEO to support tourism stakeholders, which may include hosting workshops, learning sessions, and different learning opportunities to help stakeholders meet their marketing, strategic, and operational goals.

OUTCOMES FROM THE 2019 TACTICAL PLAN

MARKETING - CONSUMER/LEISURE

Project #1: Collateral Production and Distribution

Tactic: Enhance the Prince George Visitor Guide with new content

Outcome	<ul style="list-style-type: none"> 35,000 guides sent to print for Q1 2020 Sold \$40,000 in ads for 2020 guide Distribution of 6000+ guides to AB and Yukon
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Project #2: Media Advertising and Production

Tactic: Increase advertising (both traditional and digital) in key markets, taking advantage of co-op program offered through Destination BC and various tourism sector organizations in BC

Outcome	<p>Brand campaign</p> <ul style="list-style-type: none"> Brand agency hired with work ongoing Began phasing out old brand/swag/marketing materials for preparation for new brand launch May 2020 <p>RV Touring campaign</p> <ul style="list-style-type: none"> RV touring promotion throughout the year, targeting long-haul American travellers and BC short hauls to target peak season camping opportunities <p>Route 16 campaign</p> <ul style="list-style-type: none"> Hosted 4 influencers from USA, content is being created and will be launched in 2020 Website statistics - 23,000 users and 27,000 sessions Digital campaign in market in BC, AB & WA <p>TakeOnPG campaign</p> <ul style="list-style-type: none"> #takeonPG campaign targets regional visitors Contests help increase stats and grow following on social platforms and website <p>Celebrate Prince George</p> <ul style="list-style-type: none"> Supported 7 local events through grant funding partnership in collaboration with the City of PG Promoted/assisted 7 local events through marketing efforts to target regional visitors <p>Fishing campaign</p> <ul style="list-style-type: none"> Co-op with Fishing BC Sector Digital campaign launched including landing page, new video content, and social media campaign <p>Hunting campaign</p> <ul style="list-style-type: none"> MOU signed with North Central Guide Outfitters <p>Mountain bike campaign</p> <ul style="list-style-type: none"> Mountain biking is a tourist attraction in Prince George & northern BC Strong collaboration with northern communities to promote Ride North as a mountain bike destination Influencer trip produced video and photo assets that was showcased on new webpage <p>Culinary/Ale Trail campaign</p> <ul style="list-style-type: none"> Co-op with BC Ale Trail to develop map and brochure New video production, social media content developed for culinary sector Influencer hosted for Ale Trail <p>Ski campaign</p> <ul style="list-style-type: none"> Connected with VIA Rail to promote the Ski the Skeena video <p>Golf campaign</p> <ul style="list-style-type: none"> Influencer trip produced video and photo assets that will be launched in spring 2020 New partnerships were formed with golf courses <p>Overall digital engagement</p> <ul style="list-style-type: none"> Total followers on Facebook - 15,538 (increased by 5.87%) Total followers on Instagram - 6,092 (increased by 12.7%)
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Project #3: Website

Tactic: Enhance the Tourism Prince George website with fresh content

Outcome	<ul style="list-style-type: none"> Total users for 2019 - 185,703 Total sessions for 2019 - 262,587
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MARKETING - COMMUNICATIONS

Project #4: Media Tours

Tactic: Media relations (primary and secondary target groups)

Outcome	<ul style="list-style-type: none"> Q1 - BBC requested video from PG Q2 - Hosted BC was Awesome who developed video story on Sandblast Q3 - Dino Trails was released on Amazon Prime Q4: SOAR Magazine, winter article Media interviews requested and accepted about new mountain bike page on TPG website, CEO resignation, Tourism Events Program funding, artistic swimming training camp, Maclean's city rankings, 2019 in review, and sport hosting. 2 interviews requested and denied 9 media releases distributed with 1 major media event Manager, Communications & Industry Relations position vacant in Q2 and Q3. Role filled in Q4.
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MARKETING - SPORT TOURISM DEVELOPMENT

Project #5: Sport Tourism Industry Engagement

Tactics:

- Build relationships with Local Sport Organizations (LSOs)
- Renew membership with Canadian Sport Tourism Alliance (CSTA)
- Attend CSTA Sport Events Congress
- Attend BC Sport Tourism Network Annual Meeting
- Develop sport tourism content for B2B E-newsletter
- Host LSO networking event
- Conduct stakeholder survey

Outcome	<ul style="list-style-type: none"> 184 stakeholder meetings conducted CSTA membership renewed, attended CSTA Congress and BC Sport Tourism Meeting in addition to several other sport tourism and community events Held the SportPG Appreciation night at Sonar Comedy - total attendance of 58 sport stakeholders Facility Gap Analysis complete and report handed over to the City of Prince George to help with their budget allocations Contributed sport content for B2B newsletter Finalized the 2019 Sport Tourism Stakeholder Survey to be released in Q1 2020
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MARKETING - SPORT TOURISM DEVELOPMENT CNTD.

Project #6: Sport Event Enhancement Program

Tactics:
 Implement Sport Event Enhancement Program
 Implement Show Your Badge Program

Outcome	<ul style="list-style-type: none"> Supported 27 events 18 events participated in Show Your Badge program Hosted VIP event for World Para Nordic Skiing Championships Completed Tourism Events Program applications for the 2020 World Women's Curling Championship (\$250,000) and 2020 Canadian Masters Badminton Championship (\$15,000) Supported various sport hosting group in applying for other grants (including NDI) and presenting to City Council
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Project #7: Sport Tourism Sales Activities

Tactics:
 Establish leads
 Host familiarization trips and site inspections
 Bid on events
 Measure economic impact of events
 Create and execute Sport Event Travel Pilot Program

Outcome	<ul style="list-style-type: none"> STEAM analysis conducted for 29 events Leads established at CSTA, CSTA Forum and Sport Leadership Conference Regular familiarization trips for local to international events Sport Event Travel Pilot Program utilized for representatives from Western Ringette Championships, World Women's Curling Championship, Badminton Masters, Canadian Native Fastball Championships Successful bids for 2020 Canadian Native Fastball Championships, 2020 Western Ringette Championships, Canadian Olympic Team Training Camp (artistic swimming team)
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Project #8: SportPG Brand Campaign

Tactics:
 Implement SportPG Brand Campaign

Outcome	<ul style="list-style-type: none"> Advertising booked in Adrenalin magazine (spring and fall) and newsletter, 2019 Canadian Masters Badminton Championship program, Active Living Guide (2019 Fall and 2020 Spring) Hosted fam trip with the editor from Adrenalin Magazine. An article about Sport Hosting in Prince George will be released in the 2020 Spring issue Hundreds of new photos captured at 2019 WPNSC event and reception and 2019 BC Soccer Provincials
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MARKETING - MEETINGS & CONVENTIONS

Project #9: M&C Industry Engagement

Tactics:
 Build relationships with local stakeholders
 Renew membership with industry associations
 Attend industry conferences
 Develop M&C content for B2B E-Newsletter

Outcome	<ul style="list-style-type: none"> Attended three conferences (GOWEST, CIC19, CSAE Showcase) and three out-of-town events (MPI BC AGM, MPI BC Gala Awards, MPI BC/PCMA/ILEA Holiday event) Attended 11 local Industry Engagement Events and 23 meetings with local stakeholders 1 press release distributed M&C content published in three B2B newsletters MeetingsPG Host Grant - two clients submitted (successful) Five post-event surveys sent out and drew a winner for 2018 Post Survey Draw Communications/information forwarded to 11 organizations Industry Engagement Group Meetings/Events - two meetings/one event One webinar attended Sponsored four events (Ambassador's Rec & MPI BC Gala Awards, MPI BC Annual Sustaining) 32 business prospects obtained
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Project #10: M&C Event Enhancement Program

Tactics:
 Implement the Event Enhancement Program, including "Show Your Badge"

Outcome	<ul style="list-style-type: none"> Supported 56 events (all enhancement items and holiday event) One partnership Seven enhancement purchases and enhancement items purchased for six meetings One sponsorship (BCMA) Show Your Badge - three new businesses, three winners drawn for participating businesses, new media sponsor chosen, six meetings One room drop New TPG chocolate supplier chosen
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Project #11: M&C Sales Activities

Tactics:
 Prospecting (250+ delegates)
 Establish leads
 Meet with prospective clients on sales trips
 Host familiarization trips and site inspections
 Bid on events

Outcome	<ul style="list-style-type: none"> Bids by delegate category: 0-100 - 9 (9 booked); 101-250 - 4 (3 booked); 251-350 - 2 (1 booked, 1 unsuccessful); 351-400 - 0; 401-500+ - 3 21 meetings/communication regarding potential conferences, six sales trips, six exhibit shows attended, six FAM trips/site inspections 254 business prospects obtained 2020 exhibit shows - two registered Communications without other DMOs - Economic Impact Calculator - one RFPs for accommodations only - two
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MARKETING - MEETINGS & CONVENTIONS CNTD.

Project #12: MeetingsPG Brand Campaign

Tactics:
Implement MeetingsPG Brand Campaign

Outcome	<ul style="list-style-type: none"> Advertising - Print - 4 ads; booked 1 for 2020 Advertising - Digital - 2 programs LinkedIn/Twitter posts - 34 Google Analytics - page views up an average of 20% over the year Updated current running ads - 2 throughout year MPI Newsbrief Canada Metrics - seen by over 7289 - Canada; .4% click throughs - first 6 months of year CME&E metrics - total impressions 455, clicks 373, 82.5% of people visiting the web page
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DESTINATION AND PRODUCT EXPERIENCE MANAGEMENT

Project #13: Soft Adventure Experience Development

Tactics:
Support the market-ready development of soft adventure experiences

Outcome	<ul style="list-style-type: none"> CEO and Manager, Marketing & Brand sit on the working committees of both the Northeast and Northwest sub regions and continue to attend meetings regularly
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Project #14: Indigenous Tourism Development

Tactics:
Support the market-ready development of indigenous experiences

Outcome	<ul style="list-style-type: none"> Lheidli T'enneh First Nation (LTFN) hired a Tourism Coordinator who began work in Q4 2019 Manager, Communications and Engagement has begun weekly work sessions with the LTFN Tourism Coordinator in Q4 Preparatory work for the RFP was ongoing by LTFN with support offered by TPG. RFP to be distributed in 2020 LTFN and TPG started meeting on a monthly basis to provide update on progress and ensure collaboration and knowledge is being shared
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Project #15: Sponsor Northern BC Tourism Summit

Tactics:
Support Northern BC Tourism to promote and deliver tourism education programs and provide training tools to tourism-related businesses in Prince George

Outcome	<ul style="list-style-type: none"> \$15,000 sponsorship provided to Northern BC Tourism Summit which included tickets for tourism stakeholders, Board of Directors, and TPG staff
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Project #16: Sponsor Chamber's Business Excellence Awards

Tactics:
Support the Prince George Chamber of Commerce to facilitate their Business Excellence Awards for tourism-related business categories in Prince George

Outcome	<ul style="list-style-type: none"> Sponsored three awards at the 2019 Business Excellence Awards: Remarkable Visitor Experience (winner: Cross-Roads Street Festival Series), Excellence in Food & Beverage (winner: Trench Brewing & Distilling), and Excellence in Hospitality (Salmon Valley Campground)
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VISITOR SERVICES

Project #17: Ambassador Program

Tactics:
To implement the Ambassador Program

Outcome	<p>Open House</p> <ul style="list-style-type: none"> 2019 Open House for Tourism Week was a success for both events <p>Mobile ambassador program</p> <ul style="list-style-type: none"> Mobile visitor services has attend events around town and has been a huge success with the Prince George residents and visitors Total mobile visitors for 2019 - 4,514 <p>Digital kiosks</p> <ul style="list-style-type: none"> TPG has hired a local company (Ascentech) to perform kiosk maintenanc <p>Artnership program</p> <ul style="list-style-type: none"> Artnership has been a huge success again this year. Six artists were featured in summer 2019, an increase from 2018 (five artists)
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ORGANIZATIONAL INFO

MISSION, VISION AND VALUES

MISSION

Operating on the traditional territory of the Lheidli T'enneh First Nation, Tourism Prince George exists to attract visitors, increase their length of stay, encourage them to share their amazing experiences with the world and, ultimately, increase the direct and indirect economic benefits to Prince George and the surrounding region.

VISION

Our vision is for Prince George to be BC's year-round "Northern Gateway to Adventure", a vibrant destination known for its diverse wilderness experiences, urban adventures and iconic events.

VALUES

Our decisions are guided by the following core values.

Welcoming	We are excited to welcome the world and offer amazing experiences
Proud	We are proud of Prince George and the contribution that we make to our incredible community
Collaborative and Inclusive	We foster open communication, inclusiveness, teamwork and community engagement, ultimately building trust with our stakeholders and regional partners
Accountable	We are dedicated to operating in a transparent and fiscally responsible manner
Responsible	We strive to operate and encourage our stakeholders to operate in an environmentally, socially and economically sustainable manner
Progressive	We monitor emerging best practices for DMO management and operations, and adopt new practices that will help us excel
Fun	We are passionate about creating and sustaining an enjoyable atmosphere in all we do

2020-24 STRATEGIC PLAN GOALS & OBJECTIVES

GOALS & OBJECTIVES

Tourism Prince George will strive to achieve the following goals and objectives by 2024, in support of our mission, vision, and values. Specific tactics will be defined annually to support the achievement of these goals. Four overarching goals are shown first. These are followed by key result areas and supporting goals and objectives.

Four overarching goals for Tourism Prince George are listed below. The work we do to achieve the more detailed goals and objectives (see further down) will help us achieve these overarching goals - please see our full 2020-24 Strategic Plan document for more details.

GOAL	MEASUREMENT
Increase the net promoter score year-over-year	Changes in the net promoter score
Increase tourism revenues by 5% annually	Changes in MRDT revenue*
Increase the overall market readiness of the destination	Changes in the number of market and export ready experiences
Increase in stakeholder satisfaction	Changes in stakeholder satisfaction as reflected in periodic stakeholder surveys

** Note that Tourism Prince George realizes that MRDT revenue can be impacted by both tourism and resource-based visitation and that increases in MRDT revenue may not be 100% attributable to the activities of Tourism Prince George.*

2019 FINANCIAL STATEMENTS

Tourism Prince George Society
Contents
For the year ended December 31, 2019

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Tourism Prince George Society
Financial Statements
December 31, 2019

Independent Auditor's Report

To the Members of Tourism Prince George Society:

Opinion

We have audited the financial statements of Tourism Prince George Society (the "Society"), which comprise the statement of financial position as at December 31, 2019, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Society as at December 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

The financial statements of the Society for the year ended December 31, 2018 were audited by Deloitte LLP of Prince George, BC, Canada. Deloitte LLP expressed an unmodified opinion on those statements on March 13, 2019.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Prince George, British Columbia

March 10, 2020

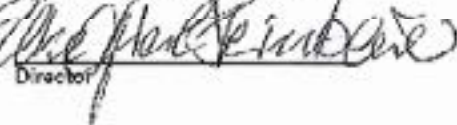
MNP LLP

Chartered Professional Accountants

Tourism Prince George Society
Statement of Financial Position
As at December 31, 2019

	2019	2018
Assets		
Current		
Unrestricted cash	208,552	116,020
Accounts receivable	291,851	338,042
Inventory	8,892	3,432
Prepaid expenses and deposits	106,884	91,592
	610,759	512,536
Restricted investments (Note 3)	353,005	300,129
Tangible capital assets (Note 4)	52,057	53,477
Intangible assets (Note 5)	74,778	20,468
	1,095,599	916,609
Liabilities		
Current		
Accounts payable and accounts	93,001	59,427
Government remittance payable	52,383	30,433
Deferred contributions (Note 6)	48,345	51,391
	197,329	141,251
Commitments (Note 3)		
Net Assets		
Invested in tangible capital and intangible assets	126,832	108,944
Internally restricted (Note 7)	353,005	300,129
Unrestricted	418,433	370,086
	898,270	775,050
	1,095,599	916,609

Approved on behalf of the Board


 Director


 Director

The accompanying notes are an integral part of these financial statements

Tourism Prince George Society
Statement of Operations
For the year ended December 31, 2019

	2019	2018
Revenue		
Hotel room tax grant	1,264,761	1,243,546
City of Prince George - Service agreement	327,000	327,000
Province of British Columbia	66,092	68,492
Advertising	51,566	60,158
Partnership programs	61,509	63,882
Merchandise sales	29,541	21,801
Federal government	18,244	3,356
Sales commission	2,638	1,901
	1,821,351	1,790,136
General and administrative expenses (Schedule 1)	1,701,227	1,626,956
Excess of revenue over expenses before other income	120,124	163,180
Other income (expense)		
Miscellaneous	3,088	(58)
Loss on disposal of tangible capital assets	-	(1,110)
	3,088	(1,168)
Excess of revenue over expenses	123,212	162,012

The accompanying notes are an integral part of these financial statements

Tourism Prince George Society
Statement of Changes in Net Assets
For the year ended December 31, 2019

	<i>Invested in tangible capital and intangible assets</i>	<i>Internally restricted</i>	<i>Unrestricted</i>	2019	2018
Net assets, beginning of year,	103,944	300,129	370,985	775,058	613,046
Excess of revenue over expenses	-	-	123,212	123,212	162,012
Interfund transfers	-	52,876	(52,876)	-	-
Amortization of tangible capital assets	(31,421)	-	31,421	-	-
Intangible assets additions funded by operations	67,922	-	(67,922)	-	-
Amortization of intangible assets	(13,613)	-	13,613	-	-
Net assets, end of year	126,832	353,005	418,433	898,270	775,058

The accompanying notes are an integral part of these financial statements

Tourism Prince George Society
Statement of Cash Flows
For the year ended December 31, 2019

	2019	2018
Cash provided by (used for) the following activities		
Operating		
Excess of revenue over expenses	123,212	162,012
Amortization - tangible capital assets	31,421	38,936
Amortization - intangible assets	13,613	13,613
Loss on disposal of tangible capital assets	-	1,110
	168,246	215,671
Changes in working capital accounts		
Accounts receivable	38,991	(35,881)
Inventory	(5,290)	8,187
Prepaid expenses and deposits	(45,302)	15,821
Accounts payable and accruals	37,174	(52,649)
Government remittance payable	21,948	2,259
Deferred contributions	(3,346)	(15,535)
	212,421	137,873
Investing		
Purchase of tangible capital assets funded by operations	-	(22,335)
Purchase of intangible assets funded by operations	(67,922)	-
Purchase of restricted investments	(52,876)	(48,154)
	(120,798)	(70,489)
Increase in unrestricted cash resources	91,623	67,384
Unrestricted cash resources, beginning of year	116,929	49,545
Unrestricted cash resources, end of year	208,552	116,929

The accompanying notes are an integral part of these financial statements

Tourism Prince George Society
Notes to the Financial Statements
For the year ended December 31, 2019

1. Incorporation and nature of the organization

The purpose of the Tourism Prince George Society (the "Society") is to promote and market tourism in the Prince George area. The Society evaluates, develops, and implements marketing programs on behalf of various industry stakeholders. The Society is also responsible for visitor services activities within the Prince George area. The Society is incorporated under the Society Act (British Columbia) and is a non-profit organization pursuant to Section 149(1)(l) of the Income Tax Act.

2. Significant accounting policies

The financial statements of the Society have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant policies:

Restricted investments

Restricted investments are stated at fair value and consist of short-term guaranteed investment certificates ("GIC's"). In determining fair values, adjustments have not been made for transaction costs. The difference between the fair value and cost of investments at the beginning and end of each year is reflected under internally restricted in the statement of changes in net assets.

Inventory

Inventory is valued at the lower of cost and net realizable value, with cost determined on a first-in, first-out basis. Net realizable value is the estimated selling price less the estimated costs necessary to make the sale.

Tangible capital assets

The Society has established a threshold for each class of assets to determine what amount is to be capitalized. Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to the acquisition, construction, development or betterment of the asset. Amortization is determined at the following annual rates:

	Method	Rate
Automotive	declining balance	30 %
Computer equipment	declining balance	55 %
Furniture and fixtures	declining balance	20 %
Leasehold improvements	straight-line	4 years

Impairment of tangible capital assets

When a tangible capital asset no longer has any long-term service potential to the organization, the excess of its net carrying amount over any residual value should be recognized as an expense in the statement of operations. A write-down should not be reversed.

Intangible assets

Separately acquired intangible assets are recorded at cost which includes all amounts that are directly attributable to the purchase and preparation of the asset for its intended use. Amortization is recognized straight-line over the asset's useful life. The useful life of the website is estimated to be 4 years.

Impairment of intangible assets

When an intangible asset no longer has any long-term service potential to the organization, the excess of its net carrying amount over any residual value should be recognized as an expense in the statement of operations. A write-down should not be reversed.

Revenue recognition

Unrestricted sources of income are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated or collection is reasonably assured. Contributions restricted internally or by donors for specific purposes are deferred to the extent that they are unexpended at the year-end. When expenditures are made in subsequent years, related deferred contributions are amortized and recorded as revenue in the statement of operations.

Tourism Prince George Society
Notes to the Financial Statements
For the year ended December 31, 2019

2. Significant accounting policies (Continued from previous page)**Measurement uncertainty (use of estimates)**

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period.

By their nature, these judgments are subject to measurement uncertainty, and the effect on the financial statements of changes in such estimates and assumptions in future years could be material. These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in excess of revenues over expenses in the years in which they become known.

Financial instruments

Restricted investments are recorded at fair value on initial recognition and are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs, which are amortized using the effective interest rate method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Society determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Society expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future year, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

3. Restricted investments

Restricted investments at December 31, 2019 consisted of one guaranteed investment certificate that matures December 16, 2020 and two guaranteed investment certificates that mature on December 20 and 23, 2020 held at a rate of 1.5% (1.0% in 2018) and valued at fair value. This investment is internally restricted by the Board of Directors.

4. Tangible capital assets

	Cost	Accumulated amortization	2019 Net book value	2018 Net book value
Automotive	43,522	41,389	2,133	3,047
Computer equipment	59,995	50,887	9,108	22,541
Furniture and fixtures	174,688	133,872	40,816	51,020
Leasehold improvements	33,735	33,735	-	6,869
	311,940	259,883	52,057	83,477

Tourism Prince George Society
Notes to the Financial Statements
For the year ended December 31, 2019

5. Intangible assets

	<i>2019</i>	<i>2018</i>
Website	6,856	20,468
Brand development	67,922	-
	74,778	20,468

Amortization of \$13,613 (2018 – \$13,613) related to intangible asset, is included in current year earnings. The brand development intangible asset was in process at year end and has not been amortized as it was not available for use at the date of these financial statements.

6. Deferred contributions

Deferred contributions consist of unspent contributions externally restricted for the production of Visitors tourism guide for 2020. Recognition of these amounts as revenue is deferred to periods when the specified expenditures are made. Changes in the deferred contribution balance are as follows:

	<i>2019</i>	<i>2018</i>
Balance, beginning of year	51,691	67,226
Amount received during the year	48,345	51,691
Less: Amount recognized as revenue during the year	(51,691)	(67,226)
Balance, end of year	48,345	51,691

7. Internally restricted

The Society's Board of Directors internally restricted these funds to be used for capital investment and business development purposes. These internally restricted amounts are not available for other purposes without approval of the Board of Directors. The investment is maintained in a separate investment account, and is shown as restricted investment in the statement of financial position.

During the year, the Directors resolved to transfer \$50,000 from the unrestricted fund to the restricted fund.

8. Commitments

The Society has entered into an operating lease commitment for office equipment which expires March 27, 2020.

The Society has entered into an agreement for the lease of their premises including repairs and maintenance and use of signs expiring December 31, 2019. The agreement also provides for the payment of additional rent based on a certain percentage of the operating expenses of the lessor. The Society is currently on a month to month agreement until a new lease negotiation become finalized.

The minimum lease and office equipment lease payments in the next year is:

2020	890
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9. Economic dependence

The Society is dependent upon the provision of operations funding from the City of Prince George and the allocation of the hotel room tax grants from the City of Prince George as they are the Society's primary sources of revenue. The loss of this relationship would have a significant impact on the Society's operations.

Tourism Prince George Society
Notes to the Financial Statements
For the year ended December 31, 2019

10. Financial instruments

Financial assets

The Society's financial assets consist of cash, restricted investments and accounts receivable. All of these financial assets except restricted investments are measured at amortized cost. Restricted investments are measured at fair value.

Credit risk

The Society has a long history of dealing with its diverse client base and does not believe it is exposed to an unusual level of credit risk with respect to its accounts receivable.

Interest rate risk

The Society is exposed to interest rate risk on its fixed rate financial instruments due to changes in fair value and changes in interest cash flows. The maturity date of the fixed rate guaranteed investment certificates included in restricted investments is annual but within one month of year end. Interest income is not a material source of revenue for the Society. The exposure to interest rate risk is therefore minimal.

Liquidity risk

The Society's objective is to have sufficient liquidity to meet its liabilities when due. The Society monitors its cash balances and cash flows generated from operations to meet its requirements. As at December 31, 2019, the most significant financial liabilities are accounts payable and accrued liabilities.

Market risk

The Society's revenue is derived from government grants, which are subject to approval from funding agencies. Decrease in funding received would have a negative impact upon revenue and affect the Society's ability to operate.

Tourism Prince George Society
Schedule 1 – Schedule of Expenses
 For the year ended December 31, 2019

	2019	2018
Operating		
Amortization – tangible capital assets	31,421	38,936
Amortization – intangible assets	13,613	13,613
Bank charges and interest	4,886	4,612
Board expenses	48,981	8,838
Insurance	6,217	6,068
Internet and computer services	8,722	9,008
Merchandise purchases	10,644	20,397
Office expenses	18,291	22,798
Professional fees	18,860	21,081
Rent	47,933	47,933
Repairs and maintenance	81,237	57,543
Telephone	13,777	14,913
Vehicle expenses	6,763	7,288
Visitor service program	16,780	—
	328,125	273,028
Salaries		
Training and professional development	18,046	13,657
Wages and benefits	663,541	650,460
	681,587	664,117
Marketing		
Advertising	448,837	395,727
Business and community development	45,149	85,177
Marketing memberships	4,310	7,747
Print, video, and photo	73,895	84,904
Tradeshaw, sales and meetings	112,744	113,205
Website	6,580	3,051
	691,515	689,811
	1,701,227	1,626,956

Tourism
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