


# 2020 ANNUAL REPORT

Tourism Prince George

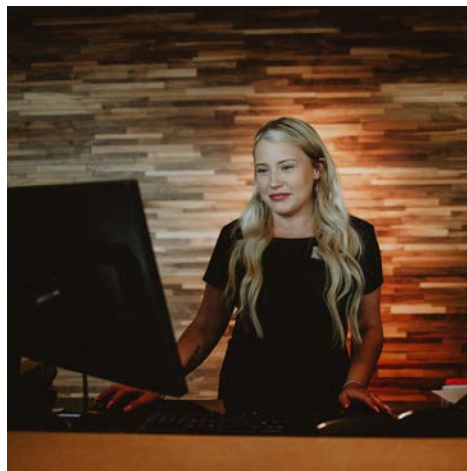
22.04.2021

**PRINCE<sup>B</sup>  
GEORGE**

ENTER THE CENTRE



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**THE FOCUS MOVING FORWARD WILL BE ON COLLABORATION, INCLUSION, SUSTAINABILITY, VISITOR-CENTRIC APPROACH, DATA-DRIVEN, STRATEGIC, INNOVATIVE, ENHANCED COMMUNICATIONS AND ORGANIZATIONAL EFFICIENCIES.**

During 2020 and the global COVID-19 pandemic many business sectors were affected, but none was hit harder than BC's \$21.5 billion visitor economy (normalized year) which represents some 19,300 businesses and 161,000 workers that directly service travellers.

Tourism is the only business sector that exists in every BC community and is a key part of Prince George's economy. Because tourism relies on the discretionary movement of people - travel restrictions, the closure of international borders to non-essential travellers, and other provincial orders these directives have deeply impacted all tourism and hospitality businesses in Prince George.

The entire sector has endured extensive employee layoffs while countless businesses have either ceased operation for the foreseeable future, closed permanently, or are desperately trying to maintain solvency. Therefore, there is still a great need for continuation of funding, programs and policies that will keep tourism businesses viable into the future.



**Local Impacts**

In Prince George, an estimated 100 events were either cancelled or did not occur due to COVID-19. The estimated economic impact of these events are over \$21 million dollars to the local economy. In addition, an estimated 40,000 hotel room nights were not realized either. Most of our major municipal venues for sports and conferences remain closed into 2021.

There has been permanent lay-offs in both private and public sectors with considerable revenue loss into the future. These are very conservative estimates and do not fully measure the impact of all events in 2020 and continuing into 2021.

## Recovery Plans

There has been some excellent work done across Canada with many association sectors collaborating to inform policies, restart safety plans and recovery tactics. Several one-time federal and provincial funding aids from wage subsidies, to marketing and operational support assisted Tourism Prince George in remaining operational. This allowed us to collaborate, brainstorm and change up our tactical plans to address the situation at hand. There is still a lot of unknown timelines in terms of full global recovery which is estimated that 2019 levels will not be realized until 2026.

## Partnerships are Key

As challenging as the crisis was and still will be, it did bring the team closer, connected community partners, revitalized the importance of tourism as an important industry and community driver. It also solidified the need for innovative, creative partnerships and collaboration to ensure the industry remained vibrant and strong into the future.

Tourism Prince George has a dedicated, strong team that is compassionate and innovative. It was a tough year but everyone pulled together to ensure that we could connect with all our partners, listen effectively and then advise government on Prince George tourism sector realities for policies and programs. One-on-one calls, meetings socially distanced and then on digital platforms were weekly occurrences to ensure all opportunities were realized and no stone was unturned that might assist us to remain resilient and strong for the future.

## Conclusion

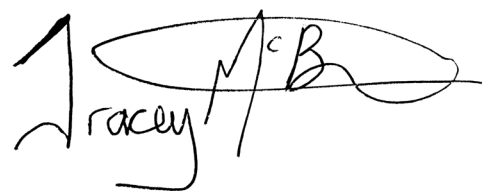
All aspects of the Tourism Prince George 2020 tactical plan had to pivot and adapt to the unknown. The emphasis for 2020 was on industry engagement, fostering connections, enhanced communications and overall partnerships to navigate the unknown and to share resources and information.

All the work done in 2020 in terms of new branding, content creation, new processes & technology, collaborating with community partners, pooling resources, information and research will ensure that Prince George will be poised for growth in the future when travel is reinstated.

The focus moving forward in all future strategies and tactics will be on collaboration, inclusion, sustainability, visitor-centric approach, data-driven, strategic, innovative, enhanced communications and organizational efficiencies.

I want to thank my team, my Board of Directors and all partners who really came together as a community and were the silver lining in this unprecedented global crisis!

Cheers,

A handwritten signature in black ink. The name 'Tracey' is written in a cursive style, followed by 'McBride' in a more stylized, blocky cursive. The signature is written over a horizontal line.



## **OUR NEW BRAND POSITIONS US AS THE BASECAMP FOR THE NORTH AS WE LEAD THE CHARGE FOR NEW GROWTH IN THE FUTURE FROM ALL TOURISM SECTORS:**

## **LEISURE, BUSINESS AND SPORTS.**

During the pandemic of COVID-19, the Hospitality/Tourism Sector has been hit extremely hard locally and world-wide. Tourism Prince George is actively tackling the challenge.

At Tourism Prince George we are fighting hard, and we have a great and dedicated team of Staff and Directors of the Board to support Tourism Prince George and all local businesses in the sector through this taxing period.

Tourism Prince George fared better than some communities across the province in terms of final revenues due to a lot of amazing work by staff and the Board of Directors in terms of realigning priorities, tactics and budgets.

Government supports for operations, marketing and wage subsidies assisted with overall outcomes. However, the actual MRDT revenues were not realized until October of 2020. This meant that frequent meetings were necessary to ensure that Tourism Prince George kept on track.

I would like to thank the Board of Directors for the exceptional work done this year, and to the staff for their perseverance and patience during a very unprecedented time.

The community of Prince George has always been supportive, innovative, and caring. This means as Tourism Prince George we are destined to succeed because we believe in working together. Partnerships will continue to be key as we find our way out of the pandemic.

Our new brand positions us as the basecamp for the North as we lead the charge for new growth in the future from all tourism sectors: leisure, business and sports.

The strategic planning work and creation of new content while travel was paused will set Prince George up for future success as travel restarts.

I am happy to have the privilege to be a member of the Board of Tourism Prince George Society since its inauguration in 2009. As the current Chair, I am looking forward to ushering in a new chapter with some exciting opportunities and new strategies.

Thank you,

## 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/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.



## 2020 BOARD OF DIRECTORS

**Elke Hierl-Steinbauer** - Chair  
*Bon Voyage Motor Inn*

**John Gibson** - Vice-Chair  
*Aviation Consultant*

**Doug Bell** - Secretary  
*Northern Lights Estate Winery*

**Jamie Valcourt** - Treasurer  
*Courtyard by Marriott*

**Lauren Phillips**  
*Overhang Education Centre*

**Rena Zatorski**  
*Lheidli T'enneh First Nation*

**Rob van Adrichem**  
*City of Prince George*

**Paul Robison**  
*Super 8 Prince George*

**Eoin Foley**  
*Nancy O's Restaurant Group*

**Shirley Tiller**  
*Ramada Plaza Prince George*

**Connor Bull**  
*Prestige Treasure Cove Hotel*

## STAFF FOR 2020

**Tracey McBride** - CEO

**Sarah Kirk** - Manager of Administration

**Annie Doran** - Manager of Marketing & Brand

**Colin Carson** - Manager of Sport Tourism

**Shirly Prokopchuk** - Manager of Meetings & Conventions\*

**Sherry McKay** - Manager of Visitor Services

**Camila Sanchez** - Manager of Communications & Engagement\*

**Kirstyn Wallace** - Marketing Coordinator

**Emily Woodland** - Visitor Services & Marketing (part-time)

*\*Note these positions were left vacant or reduced due to COVID-19 uncertainties*



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## GOALS & OBJECTIVES

From the 2020-2024 Strategic Plan, Tourism Prince George identified key target areas of focus for:

**Visitor Services** | We will provide excellent customer service and support local tourism stakeholders in delivering professional services to visitors.

**Consumer Market Development** | We will promote the positive image of Prince George through engagement and continuing to build a compelling brand in core and niche markets.

**Sport Tourism Development** | We will develop services, partnerships and promotional programs in the Sport Tourism sector that build Prince George's capacity to host successful sporting events year-round.

**Meetings and Conventions** | We will develop services, partnerships and promotional programs in the Meetings and Conventions sector that build Prince George's capacity to host successful events year-round.

**Destination and Product Experience Management** | We will have accessible and desirable products during all seasons that are available to a wide range of visitors in the leisure market including Indigenous, arts & culture, and adventure experiences through industry engagement, training and experience development tactics.

**Organizational Effectiveness** | We will increase the capacity and effectiveness of Tourism Prince George in the following areas – governance, engagement, staff capabilities, policies and procedures.



# OVERARCHING GOALS

Four overarching goals for Tourism Prince George are listed below. The work done annually is to further these outcomes.

## TOURISM PRINCE GEORGE OVERARCHING GOAL



Increase the net promoter score year-over-year



Increase tourism revenues by 5% annually



Increase the overall market readiness of the destination



Increase in stakeholder satisfaction

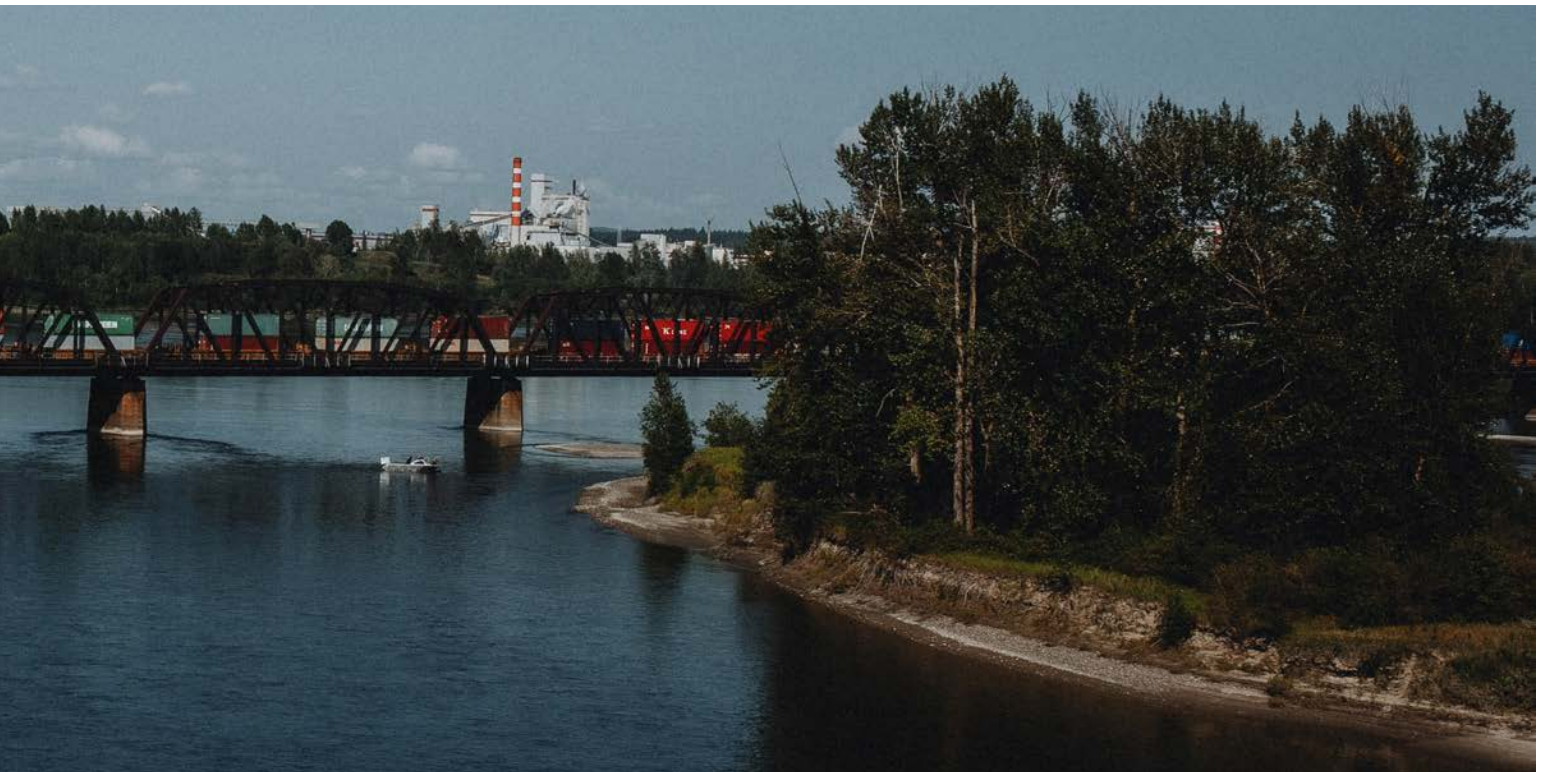
## MEASUREMENT OF SUCCESS

Changes in the net promoter score

Changes in MRDT revenue\*

Changes in the number of market and export ready experiences

Changes in stakeholder satisfaction as reflected in periodic stakeholder surveys



## DESTINATION DEVELOPMENT 2020 SUMMARY



Destination development is the management of supply of tourism products and experiences. This process is not done in isolation and it is very collaborative. In order for a destination to realize sustainable, responsible tourism growth many partnerships are necessary. This was more evident in 2020 than ever. Destination development is the long game and most tactics take years to realize and need fostering annually.



Some great work has been done with partnerships across the North to grow some unique experiences from outdoor adventure circuits (Route 16, Go North Camping Initiative, Fishing, Ride North Mountain Biking, The Northern BC Ale Trail and Northern BC Golf Corridor) to cultural and heritage tourism offerings (Indigenous Tourism Strategic Plan and Content Development, ICONIC asset development in alignment with Destination B.C. tourism growth plans).



Northern B.C. Tourism Association has a ten-year destination framework that Tourism Prince George works under to activate and provide support. This addresses everything from: experience development, infrastructure, signage, transportation, policy needs, business training and labour market issues.



A tourism strategy for Lheidli T'enneh Nation was completed in 2020 along with a new content video that Tourism Prince George was pleased to partner on. Looking forward in 2021 and beyond this strategy will go a long way to position our area for new experiences and demand for authentic Indigenous tourism products.

## DESTINATION DEVELOPMENT 2020 OUTCOMES

**New platform/tool for business & experience development**

**Partially Completed** | Surveyed industry on COVID supports needed

**Support for corridor development initiatives with NBCTA & other communities and partners**

**Partially Completed** | Maintained active meetings on destination development corridors to support COVID investments

**Joint initiatives with LTN, ITBC, NBCTA, & Indigenous operators**

**Completed** | Worked with Lheidli T'enneh Nation and NBCTA on the LTN Tourism Strategy and first shared new content video

**Number of new market-ready ecotourism & outdoor adventure experiences**

**Paused** | Due to COVID-19

**Support for activities to build on sport, conference & event hosting**

**Paused** | Due to COVID-19

**Initiatives to improve service & experience quality**

**Partially Completed** | Worked with NBCTA on informing stakeholders regarding tourism resiliency workshops, listening to concerns and passing on information to tourism advocacy groups for better supports and policies for tourism recovery efforts

**Partnerships & initiatives that aim to address labour supply & training issues**

**Partially Completed** | Worked with SupportPG partners to create a one-stop-shop website for businesses for support during COVID. Information was provided by partners on government supports, training, shout outs to local businesses and associations, local support marketing campaigns and development of a STAY LOCAL marketing packages for hotels.

**Initiatives in responsible tourism development**

**Partially Completed** | Tourism Prince George became administrators of the Safe Travel Stamp for World Travel & Tourism Association and supported fish hatchery sustainable research project

**Development of a Destination Development Strategy Framework**

**Partially Completed** | Continued to work with NBCTA and partners on the Northwest and Northeast Development Framework priorities for new infrastructure funding

**Initiatives aimed at increasing accessibility**

**Completed** | Assisted with accessibility audits and training for 2020

**Initiatives aimed at increasing travel trade business**

**Paused** | Due to COVID-19

**Sponsor the Northern BC Tourism Summit**

**Paused** | Due to COVID-19

**Sponsor staff & board members' registration fees**

**Paused** | Due to COVID-19

**Sponsorship of the Chamber's Business Excellence Awards**

**Partially Completed** | sponsored the virtual awards through a partnership with Support PG partners

## **DESTINATION DEVELOPMENT 2021 LOOKING AHEAD**



Support Indigenous tourism development as per Lheidli T'enneh First Nation's new tourism strategic development plan.



Continue to work with industry, government and other associations to advocate for Tourism resiliency support.



Enable the Northern BC 10-Year Destination Development Strategies (Northwest/Northeast) with applicable priorities pertaining to Prince George with relevant partnerships, and through complementary work plans.



Work with partners on increasing industry market-readiness and experience enhancement through joint training, and programs.



Work with tourism operators and partners to continually increase the accessibility and sustainability of tourism products and services that showcase the diversity of Prince George.



Work with partners on creative market development opportunities that capitalize on the city's strategic location, the airport, the growing supply of quality hotel rooms and restaurants, the surrounding wilderness, and services such as RV rentals.

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## SPORT TOURISM 2020 SUMMARY



All sports tournaments stopped during COVID-19 and the role of Manager of Sport Tourism evolved. There was a big focus on gathering research, information and keeping informed on issues from the local, provincial, and national level.



Input was provided to assist with safe re-start strategies and other policy creation for sports as well as assisting with opportunities to keep two-way communication flowing.



Increased demand for local leisure traffic in 2020 led to a need for further marketing support therefore outdoor leisure options were prioritized and the Manager of Sport Tourism assisted with these content initiatives.



The Manager of Communications & Engagement left the position in early October and the Manager of Sport Tourism took on corporate communications, organized much-needed industry engagement sessions (virtually and one-on-one), local media relations and internal reports.

### 2020/2021 CANCELLATIONS (estimated impacts based on the sports tourism economic assessment measurement tool)

DATE	EVENT	STATUS	STEAM
March 14-22	World Women's Curling Championship	Cancelled	\$4-5 million
March 25-28	Western Canadian Ringette	Postponed to 2021 then cancelled	\$730,000
March 26-29	PG Ski Club Teck Open 3	Cancelled	\$200,000 (based on 2019 event)
April 2-5	Kelly Cup and Ladies Bonspiel	Cancelled	\$70,000
April 24-25	PG Open Regional Judo Tournament	Cancelled	\$50,000 (estimate)
April 27 - May 2	Badminton Masters	Cancelled	\$765,717
June 14-15	PG Track & Field - Spruce Capital Meet	Cancelled	\$200,000 (estimate)
July 9-12	Lacrosse Bantam Provincial Championships	Cancelled	\$1.1 Million (based on soccer provs)
July 31-Aug 3	Canadian Native Fastball	Moved to 2021	\$3,464,807
Sept 4-6	International Practical Shooting Confederation Provincial	Moved to 2021	\$30,000 (based on 2019 event)
Jan 23-24	BC Cup - Cross Country Skiing	Cancelled	\$50,000 (based on 2019 event)
Feb 19-21	Western Canadian Biathlon	Cancelled	\$100,000 Estimate
March 22-25	BC Hockey Provincials	Cancelled	\$300,000 (Based on 2019 event)
April 2-5	Kelly Cup and Ladies Bonspiel	Cancelled	\$ 70,000
April 24-25	PG Open Regional Judo Tournament	Cancelled	\$50,000 (estimate)



## SPORT TOURISM 2020 OUTCOMES

### SPORTS INDUSTRY ENGAGEMENT

**Publish a minimum of four sport-related news items in B2B e-newsletters**

**Partially Completed** | Several blogs on outdoor activities for locals written for Tourism Prince George and SupportPG.ca sites

**Hold a minimum of four meetings with LSOs per month**

**Partially Completed** | Virtual meetings and calls were held monthly with stakeholders

**Host one LSO networking event with a minimum of 25 attendees**

**Not Completed** | Due to COVID-19

### SPORTS EVENT ENHANCEMENTS

**A minimum of 30 events supported through programs**

**Not Completed** | Due to COVID-19

**Sign up a minimum of 10 new business partners for Show Your Badge**

**Not Completed** | Due to COVID-19 - program will be re-evaluated for 2021

### SPORTS SALES ACTIVITIES

**Met with a minimum of 8 NSOs at the CSTA Sport Events Congress**

**Not Completed** | Due to COVID-19

**Establish a minimum of 10 leads**

**Not Completed** | Due to COVID-19

**Bid on (or provide support for a bid on) a minimum of 5 major sport events**

**Not Completed** | Due to COVID-19 - Pivoted to sending out top-of-mind promotional packages to events that were booked in 2020

**Host at least one site visit/fam tour**

**Not Completed** | Due to COVID-19

**Identify Local Organizing Committee & event occurring in the following fiscal year, send representatives to promote attendance at Prince George event**

**Not Completed** | Due to COVID-19 - Attended the Canadian Sports Congress Virtual sessions

**Perform economic assessments for a minimum of 7 events**

**Not Completed** | Due to COVID-19 - Did economic assessments for cancellation of events and worked on provincial and national committees to advise on COVID safety plans and recovery strategies







**SPORTS MARKETING OUTCOMES**

<b>Two 2-page print ads in Adrenalin Magazine</b>	<b>Partially Completed</b>   One ad ran prior to COVID-19
<b>5-10 targeted online ads</b>	<b>Not Completed</b>   Due to COVID-19
<b>10 new photos</b>	<b>Not Completed</b>   Due to COVID-19
<b>1 new video</b>	<b>Not Completed</b>   Due to COVID-19

**SPORTS COVID-19 PIVOTS**

- Several blogs developed for locals on outdoor activities for Tourism Prince George and SupportPG.ca sites
- Assistance with marketing team on visual and written content for the website and social channels
- Took on roles of Manager of Communication & Engagement when that position was vacant in October 2020
- Developed and executed corporate communications through monthly B2B newsletters and LinkedIn and Twitter posts
- Assisted with monthly industry engagement virtual meetings with event sector and overall tourism sector calls

**SPORT TOURISM 2021 LOOKING AHEAD**

-  Continue to work with local sporting organizations, City of Prince George on future sports bids.
-  Prepare top-of-mind promotional campaigns and new content for the sports section of website.
-  Continue advocacy and industry liaison regarding solutions for restart of safe sports during the recovery period.
-  Support the 2022 BC Summer Games as the Director of Protocol.
-  Continue to work with consultants on the Tourism Prince George sports, conference and events strategy for post-COVID considerations, opportunities and new objectives.
-  Utilize and align the new branding for Prince George into 'top of mind' campaigns as a premier hosting destination using relevant and cost-effective media both earned and paid. Messaging promotes our destination by leading with our remarkable venues and volunteers and our brand promise to continue to host successful sporting events year-round.



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## COMMUNICATIONS & ENGAGEMENT 2020 SUMMARY



Great work was done in 2020 to improve industry and team engagement and overall internal and external communications. More professional, branded corporate documents were created, better communication and media relation processes and tracking was initiated.



The Manager of Communications & Engagement provided strategic leadership in the creation of SupportPG.ca website working with a collaborative community committee of the City of Prince George-Economic Development, The Chamber of Commerce, Downtown Prince George, Women's Enterprise, and Community Futures to name a few.



Tourism virtual town halls and engagement sessions were developed to provide critical feedback on much needed financial and policy support for the industry. Enhanced communication both virtual and when possible in person was a focus for 2020 to ensure the tourism sector's voice was heard regarding impacts from COVID-19.

## COMMUNICATIONS & ENGAGEMENT 2020 OUTCOMES

### INDUSTRY ENGAGEMENT

- CEO visited over 25 local tourism partners for meet & greet prior to COVID19 and dropped off 28 additional SWAG baskets to community partners
- 4 industry sessions for COVID-19
- 1 Joint MLA session with Chamber of Commerce
- 40+ virtual conferencing calls with DBC and Northern B.C Tourism Association
- 10+ BC Destination Marketing Organization Association virtual conferencing calls
- 15+ virtual conferencing calls regarding SupportPG.ca
- 10+ calls regarding accessibility initiatives with B.C. Spinal Cord Injury Association
- Monthly calls with Lheidli T'enneh Nation regarding tourism strategy
- 12- B2B newsletters/bulletins ([View Latest Bulletin](#))
- 82 businesses contacted for COVID-19 impact surveys on behalf of Northern BC Tourism Association

### MEDIA RELEASES/ENGAGEMENT (JAN-DEC, 2020)

- TPG conducted over 50 media interviews throughout 2020
- TPG distributed over a dozen news releases throughout 2020
- 67 hits and 1.2 million impressions



## **COMMUNICATIONS & ENGAGEMENT 2021 LOOKING AHEAD**



Continue advocacy and engagement with government for Prince George tourism industry stakeholders.



Continue weekly engagement sessions with applicable partners (SupportPG group, City of Prince George, Northern B.C. Tourism, DBC, TIABC, Chamber of Commerce, Downtown PG, Accommodations Prince George, Events group and one-on-one team sessions with industry.



Work closer with the City of Prince George, Northern B.C. and others on joint media relations and story creation for Prince George.



Continue partnerships on content creation and initiatives that support enhanced communications.

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## MEETINGS AND CONVENTIONS 2020 SUMMARY



After COVID-19 all in-person meetings were halted and City-wide facilities were eventually closed for conferences and large gatherings this resulted in the termination of many key employees at the City for sports and conference events as well as eventually the position of Manager of Meetings and Conferences for Tourism Prince George.



A sports, conference and events strategy was RFP'd and awarded to Travel Local, a division of Indigenous Worx, to review best practices, organizational models, roles and responsibilities, goals and budgets to advise Tourism Prince George, the City of Prince George and partners within the sectors for options for future planning.

### 2020/2021 CANCELLATIONS

Conferences listed were booked events from the Civic Centre as well as Tourism Prince George sales efforts, this does NOT capture the festivals and other events that were impacted. Economic Impact calculated by using the City of Prince George Multiplier tool. These estimates do not capture pre or post event spending.

DATE	EVENT	STATUS	ATTENDEES	EST. IMPACT
April 24-26	Northern Emergency Support Services Training	Postponed then cancelled	250	\$278,835
May 13-15	North Central Local Government Association Conference	Cancelled	400	\$446,136
May 19-21	B.C. Chamber of Commerce AGM	Cancelled	250	\$278,835
June 10-11	Bio-Commerce Conference	Cancelled	300	\$223,068
Oct 1-2	Chartered Professionals in Human Resources of BC & Yukon 16th Annual Northern Symposium	Cancelled	100	\$74,356
Oct 22-24	B.C. Principal & Vice Principal Conference	Cancelled	350	\$390,369
Jan 26-28	Natural Resource Conference	Cancelled to virtual	1000	\$1,003,806
March 12-15	B.C. Tourism Association Conference	Cancelled to virtual	300	\$446,136

## MEETINGS AND CONVENTIONS 2020 OUTCOMES

### MEETINGS & CONVENTIONS EVENT ENHANCEMENT PROGRAM

A minimum of 30 events supported through program

Not Completed | Show Your Badge Program will be reviewed in 2021



**MEETINGS & CONVENTIONS SALES**

**Establish a minimum of 250 leads (250+ attendees)**

**Not Completed** | Due to COVID-19 - Top-of-Mind SWAG packages were mailed out to top leads

**Attend a minimum of 4 trade shows**

**Not Completed** | Due to COVID-19 - Virtual events were attended with Meeting Professionals International and B.C. Meeting Event Planner Forum

**Bid on a minimum of 10 conferences (250+ attendees)**

**Not Completed** | Due to COVID-19

**Host a minimum of 5 fam tours**

**Not Completed** | Due to COVID-19

**Book a minimum of 5 conferences (250+ attendees)**

**Not Completed** | Due to COVID-19

**MEETINGS PG BRAND CAMPAIGN**

**One print ad in industry magazine**

**Completed** | CSAE

**3-5 digital ads**

**Not Completed** | Due to COVID-19

**10 new photos**

**Not Completed** | Due to COVID-19

**1 new video**

**Not Completed** | Due to COVID-19

**MEETINGS AND CONVENTIONS 2021 LOOKING AHEAD**



Prepare top-of-mind promotional campaigns and new content for meetings/convention section of website.



Continue advocacy and industry liaison regarding solutions for restart of safe conferences during the recovery period.



Continue to work with consultants on the Tourism Prince George sports, conference and events strategy for post-COVID considerations, opportunities and new objectives.



Utilize and align the new branding for Prince George into 'top of mind' campaigns as we wait for larger in-person events to return.



Continue to work with partners on tactics and strategies to retain significant larger annual conferences for Prince George.



Prepare to host the 2022 BC Tourism and Hospitality Conference.











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## MARKETING 2020 SUMMARY

-  Tourism Prince George followed Destination Canada and Destination BC's response, recovery and resiliency model during COVID-19. Marketing and messaging was focused on region, local and BC audiences and with support local, stay safe and dream of when you can travel again.
-  An emphasis was on content development, asset curation and collection, refinement of brand and streamlining marketing processes and strategies due to the restrictions on promotions.
-  The new brand was launched in September 2020 with a revised and improved website, new imagery, photography, stories, videography and full brand guidelines to share with partners. Collaborative meetings with other organizations in the city were held to continue to strategize on ways to collect shared visual assets. These organizations included NBCTA, the City of Prince George, Lheidli T'enneh First Nation, UNBC, and CNC.
-  Partnerships were formed with local organizations to create one-stop websites like SupportPG.ca to inform businesses on all the supports, safety/health information and to promote local advocacy.
-  Some niche sector support (fishing, mountain biking, camping, culinary, ski and golfing) was still provided but emphasized content creation, digital promotions and local travel. Consumer-focused promotions and content development was also geared to supporting local tourism businesses with an emphasis on restaurants and hotels who were hit the hardest.
-  New digital processes and tools were deployed such as CrowdRiff for more user-generated images, Simpleview to refine data collection for both corporate and consumer audiences. A year-round strategy for content asset collection and new marketing strategy based on relevant market research was also initiated.

### BY THE NUMBERS - WEBSITE

- 44.9% of traffic is Prince George residents
- 9,025 users visited the site, accounting for 11,200 sessions and 20,000 page views
- Top Three Pages
  1. Staycations (9.8% of page views | 3 minute average time on page)
  2. Events (6.8% of page views | 2 minute average time on page)
  3. Explore (8% of page views) | 1.3 minutes average time on page)
- Organic searches accounts for 42% of acquisitions to our website, direct leads from various internal webpages account for 30%. This can be attributed to our recent staycations campaign, and our events page (though it remains limited due to the pandemic).
- Q4 2019 to Q4 2020, website sessions and traffic continues to remain steady at a -50% drop from the previous year (this is attributed to the pandemic and travel restrictions both provincially and globally).

BY THE NUMBERS - SOCIAL MEDIA



# RESULTS FROM KEY AREAS & LOOKING AHEAD MARKETING

## BY THE NUMBERS - SOCIAL MEDIA CONTINUED

### Top Facebook Post: Staycation Contest

**WIN**  
A PRINCE GEORGE STAYCATION

6,181 People Reached

123 Reactions, Comments & Shares

77 Likes	73 On Post	4 On Shares
6 Love	6 On Post	0 On Shares
2 Haha	2 On Post	0 On Shares
1 Wow	1 On Post	0 On Shares
13 Comments	12 On Post	1 On Shares
24 Shares	23 On Post	1 On Shares

1,023 Post Clicks

60 Photo Views	311 Link Clicks	652 Other Clicks
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### Top Instagram Post: Caledonia Nordic Ski Club

tourismpg • Following  
Prince George, British Columbia

caledonianordic Pure magic! Thanks for the shout out!

Liked by michaelstonehewer and 188 others  
DECEMBER 1, 2020

### Top LinkedIn Post: Happy Holidays from CEO

**PRINCE GEORGE** Tourism Prince George  
1,124 followers  
4mo •

As much as 2020 was a challenge, it was also an amazing time where partnerships and collaboration were strong and innovative. Prince George is a resilient and caring city and together we will recover from these unprecedented times.

The future of 2021 brings many challenges, but also opportunities. We look forward to connecting and beginning to meet in-person during 2021 and understanding how Tourism Prince George can continue to support and assist everyone in their recovery efforts.

From the whole team at Tourism Prince George we wish everyone a happy, healthy, and safe holiday season.

19 • 1 comment

### Top Tweet: Mr. PG, Scarf Campaign

**PG** Tourism PG  
@tourismpg

Oh Mr. PG, we love you. ❤️ #GivingTuesday #StayLocalSupportLocal #MrPG #MrPG60 #ExplorePrinceGeorgeLocal #heartsofpg #PrinceGeorgeBC news.princegeorge.ca/en/news/mr-pg...

## BY THE NUMBERS - USER-GENERATED CONTENT

- CrowdRiff Gallery Interactions: 3,800-Gallery Views: 4,900
- 35,000 assets logged and 1,500 rights requested assets approved (for digital marketing purposes)
- Website photo galleries are over 20, and have an engagement rate of 77%

**PRINCE GEORGE**

Ten Rivers Gallery

SAMPLE LOCAL MESSAGING



**PG!** tourismpg • Following  
Prince George, British Columbia

**PG!** tourismpg While adventures in British Columbia beckon, it's not the time to travel outside of your community. Stay close to home and follow the latest health recommendations. Get information and future travel inspiration through our bio link. #explorebclocal #takeonpg

48w

Like Comment Share

Liked by moveuppg and 55 others


MAY 15, 2020

Add a comment... Post

**PG!** Tourism Prince George  
Published by Hootsuite @ - November 20, 2020

Like you, we're passionate about exploring Prince George. But now is the time for us to stay local and support local businesses with just your immediate household. Let's each do our part now, so we can explore Prince George again soon. We're all in this together. #ExplorePrinceGeorgeLocal

For more information about the latest Provincial Health Orders, visit <http://ow.ly/t9VJ50Cqz6l>



**STAY LOCAL  
SUPPORT LOCAL**



# MARKETING 2020 OUTCOMES

## GENERAL OUTCOMES

Produce Visitor Guide

**Not Completed** | Postponed due to COVID-19

Provide sector support

**Partially Complete** | various small scale advertising campaigns (traditional and digital) were deployed to BC markets to encourage safe travel to Northern BC during late summer and into fall:

- Fishing - A video highlighting a local operator in Prince George was featured by Fishing BC in the spring of 2020.
- Mountain Biking - Ben Hagger, a mountain bike influencer who is contracted by Pinkbike was hired by Mountain Bike BC and the Ride North initiative to gather content in August 2020 along the Highway 16 corridor and will be used for further promotion of the region.
- Northern Camping - The Go North camping initiative to entice RV users to discover underutilized campsites in Northern BC was kicked off in 2020. Footage from Prince George to Fort Nelson was captured in August to be used for promotion of the northern circle route. The "Campers Cup" fishing derby was piloted in September to encourage RV/Campers to fish in freshwater bodies to further encourage travel throughout Northern BC.
- Hunting - Tourism Prince George continued with annual support of the North Central Guide Outfitters, providing matching funding towards travel expenses for attendance at tradeshows in the US and Europe that target this niche market. This took place prior to COVID-19.
- Northern BC Golf Corridor - Digital advertising campaigns promoting 6 golf course videos received 150,000 Facebook impressions and content was kept current on provincial website.
- Northern BC Ale Trail - virtual tours, contests were promoted for ale trail and more content was gathered in 2020 for recovery marketing. Signed up the Visitor Centre as a redemption spot for the BC Ale Trail App.

## BRAND CAMPAIGN

Soft-launch new brand in fall 2020

**Completed** | launched through social channels, digital ads and contesting

Develop brand video

**Completed** | [Basecamp to the North](#) was developed to showcase the balance of urbanity and wilderness and align with DBC's "Northern Wild" theme



**BRAND CAMPAIGN** CONTINUED

**Develop assets for future use**

**Pivot campaigns for COVID-19**

**Ongoing** | New assets for the rebrand are being collected through partnerships with other like-minded organizations within the community on an ongoing basis. Northern BC Tourism and DBC captured content in the Prince George area, showcasing accessible outdoor opportunities. These assets will be used in 2021 to further promote the region.

**Completed** | Both co-operative partnerships and branding campaigns had a local, regional and provincial focus.

- Based on DBC advisory messaging regarding provincial health orders, Tourism Prince George responded accordingly and pivoted to more digital buys, social posts (both organic and paid) and supported some bulk buys through DBC that were a fit for Prince George audiences.
- Regional campaigns included working with more local and regional influencers for takeover events and supporting local businesses through a regional and local media buy.
- Regional contests ran in early 2020 to attract short-haul visitors. In late summer, promotion of Staycation packages including accommodations and experiences were promoted to encourage local and regional travel. The campaign continued into fall 2020.



WEBSITE

Launch redesigned website

**Completed** | Redesigned website was launched in 2020 to align with the new brand. Work continues on sections, content, user-centric design and analytics.

USER-GENERATED CONTENT

Find solution to gain more content

**Completed** | CrowdRiff was purchased to generate more content to be repurposed on social channels and to assist with images for the rebrand process.

Optimize filtering and use of content

**Ongoing** | Call to action buttons, location tagging and descriptions are being added to key images (700+) with direct website traffic to relevant stakeholders to complete path to purchase

STAYCATIONS

- From Sept to Dec 2020 the Staycations page on the website had 2,390 page views and 2:55mins was the time spent on the page.
- Packages fluctuated per season with up to 9 different packages.
- Three winners of the 3-month campaign, which was promoted to a regional drive market and produced 118 UGC assets.

The image displays five staycation packages arranged in a grid. Each package card includes a header image, a title, a price, a short description, and a 'Read More' button.

- Stay and Dine Getaway**: \$150+ taxes/couple (based on double occupancy). Description: Enjoy a one night stay for two in a Superior King Suite and take in all the amenities the Prestige...
- Romantic Weekend Getaway**: \$250+ (based on double occupancy). Description: Enjoy a one night stay in a deluxe two queen guestroom and take in all the amenities the Prestige Treasure...
- Mid-Week Camping Pack**: \$125. Description: Enjoy a fabulous two night mid-week family staycation at Salmon Valley Campground. Upon your arrival, you will receive a Birch...
- Love is in the Air**: \$200. Description: Enjoy a Wine Flight on the Northern Lights Estate Winery Bistro patio which includes four two-ounce pours of Northern Lights...
- Girls' Night Out**: \$120/person (based on 4 people). Description: Enjoy a private tasting experience while fully submersed in the Northern Lights Estate Orchard! This one of kind experience offers...



### **CO-OP MARKETING PROGRAM DEVELOPMENT**

- The 2020/21 Route 16 motorcycle touring co-operative marketing campaign was delayed due to COVID-19.
- Digital and programmatic campaigns were paused from March until July. The campaign resurged in phase three of the BC Restart Plan targeting BC resident road trippers.
- The partnership took advantage of the bulk-buy opportunities presented by DBC and leveraged content produced in 2019 to further create awareness of the Route.

### **SUPPORTPG**

- Support PG was a collaborative project developed by 11 community partners with a stake in economic development to support local businesses impacted by COVID-19.
- The Support PG website provided a central hub of COVID-19 related information for local businesses, examples of how to support local, a weekly blog, and good news stories for individuals and companies that are going above and beyond for their community.
- Tourism Prince George staff provided advertising logistical support, content development and initial project management.



### **CONSUMER SHOWS**

- 4 consumer/tradeshows were booked to attend, representing the communities throughout Northern BC - 2 were attended (Vancouver Outdoor Adventure Show and Early Bird RV Show) and 2 were cancelled due to the pandemic (Seattle Bike & Travel Show and Calgary Outdoor Adventure).

## **CELEBRATE PG**

- Celebrate PG is a grant program in partnership with the City of Prince George to enhance existing events and foster the creation of new festivals.
- The Celebrate PG grant program will be revisited in 2021 and revised as necessary for the reinstatement of gatherings and events.

## **MEDIA TOURS**

- Tourism Prince George continues to work with NBCTA to host travel media. Some trips were impacted by COVID-19 due to lack of budget and travel restrictions, however large tour companies such as Jonview are booking into 2021/22.
- Writer Abby Cooper's women's mountain bike trip through Northern BC last summer was published and featured in Pinkbike this summer highlighting the Skeena Via Rail train line.

# **MARKETING 2021 LOOKING AHEAD**



## **TARGET MARKETS**

An overall refinement of the marketing and content plan will be done in 2021 on focused audiences that align with product offerings of Prince George and best growth markets.

### **Primary Markets for 2021**

- Local residents (and Visiting Friends and Relatives market)
- Residents of Northern BC for leisure travel
- Residents from the rest of BC and AB for touring (1+ nights)
- Once large events can re-start: Provincial associations, government, corporate and Indigenous organizations for hosting regional/provincial meetings, conventions, conferences and tradeshows
- Sporting event organizers or sporting event rights holders of regional, provincial, national (2+ nights)
- EQ segments of Free Spirits, Rejuvenators and Cultural Explorers

### **Secondary Markets**

- Alberta and Eastern Canada organizations that are looking at providing unique and memorable opportunities for their delegates
- Ontario/rest of Canada - outdoor enthusiasts, culture seekers
- Niche markets: mountain biking, fishing, hunting
- If allowed: USA markets (Washington)





### **BRANDING & MARKETING**

- Advertising will focus on Prince George's strengths from outdoor adventure year-round, to culinary and cultural activities, Indigenous tourism experiences, history attractions and the basecamp for all Northern adventures.
- Digital activities will include SEM and digital banners, contesting and engaging content on our social media channels, including storytellers' blogs and vlogs, will also be used to increase impact and build Tourism Prince George's social community, driving more consumers to the website to learn about the destination.
- Curate and work with partners to gather new visual assets in video and still form to showcase new safety and social distancing in travelling, meetings, indoor attractions, restaurants, accessible venues and outdoors based on our gaps and utilizing diverse models.
- Continue with the refreshed branding for Prince George and move into phase two and phase three in 2021 with creative to align with DBC's iconic Northern Wilds and work with partners like the City of Prince George, Lheidli T'enneh Nation and others for broader adaption and implementation of the refreshed brand.
- Continued alignment with Lheidli T'enneh Nation's new tourism strategy will enhance and add more authenticity to the Prince George brand in the future.
- Enhancing the "Rural Urbanity" themes of the new brand with content and promotions.
- Year-round content plan and strategy in alignment with Destination B.C.'s best growth markets that work for Prince George as identified through continued market-research.
- New merchandising to reflect the new brand and create a diversified revenue stream.



### **COOPERATIVE PARTNERSHIPS**

- Continued sector partnerships that drive overnight stays and are in demand post-COVID-19.
- Co-operative marketing and promotions on Route 16 with enhancements to the website, new content, new collateral and digital advertisements.
- Partnership on Go North Camping initiatives for the drive market that want to explore the roads less travelled.
- Continued strategic partnerships and refinement on authentic Prince George events that celebrate the destination and drive overnight stays (once large scale events re-start).



## **WEBSITE**

- The newly branded website will need new elements for booked experiences, media stories, online merchandise, expanded digital visitor services with updated content both written and visual that will depict authentic and unique experiences in Prince George.
- Enhanced tools, interactive mapping, downloadable visitor information, and other digital enhancements like booking engine for ease of trip-planning will be prioritized.
- All sections will be refreshed with new photos, stories, blogs, videos and SEO to track visitation, campaigns and provide analytic reports.
- Other categories such as sport tourism, meetings & conventions, media, visitor services and corporate info will also align with the new brand.
- The information will be presented in a consumer-friendly way, with intuitive tabs, concise text, large images and short videos. Simple, yet engaging content will be developed so that it holds one's interest and inspires them to learn more about Prince George.

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## VISITOR CENTRE SERVICES 2020 SUMMARY

- Visitor Centre operations were impacted as the centre closed March 13th in compliance with Provincial Health Orders.
- On July 1st the centre re-opened with a complete COVID-safety plan but had to re-close during the second wave on October 1st, 2020.
- Tourism Prince George received a \$1,000 grant from Destination BC to assist with physical modifications and sanitization measures at the VIC as well as a \$11,967 from Service Canada Summer Canada Jobs for 100% funding of three summer staff for visitor servicing for eight weeks in totals.
- The rest of the year all visitor servicing was done through emails, calls, and digital engagement through our social media.
- A visitor services and engagement study was initiated to review the trends and long-term impact post-COVID and will inform future tactics and plans.
- Due to closures and no revenue coming from our storefront retail area Shopify was launched. This allowed for a new POS system for inventory, better tracking and an opportunity to reach past PG alumni, aficionados and visitors for merchandise and memorabilia. Savings will be realized in 2021 from the POS/inventory system along with reduction in staff time and more accuracy for year-end financials.

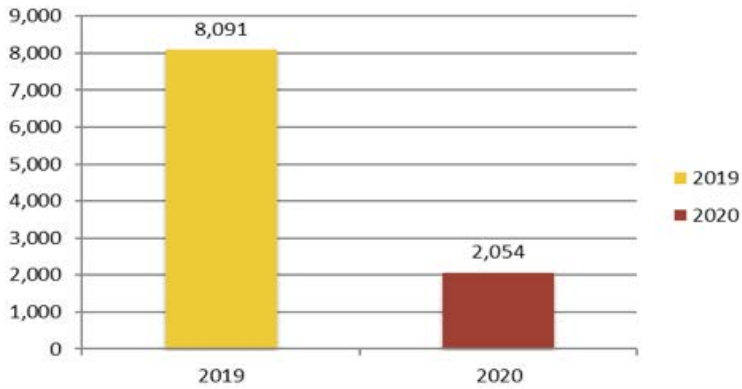
MERCH

FILTER BY All SORT BY Best selling

 <p>Mr. PG Socks \$10</p>	 <p>Mr. PG Christmas Ornament \$8.95</p>	 <p>Mr. PG Plushie \$24.99</p>	 <p>Mr. PG Masks \$25</p>	 <p>Keep Exploring Christmas Ornament \$8.95</p>
				

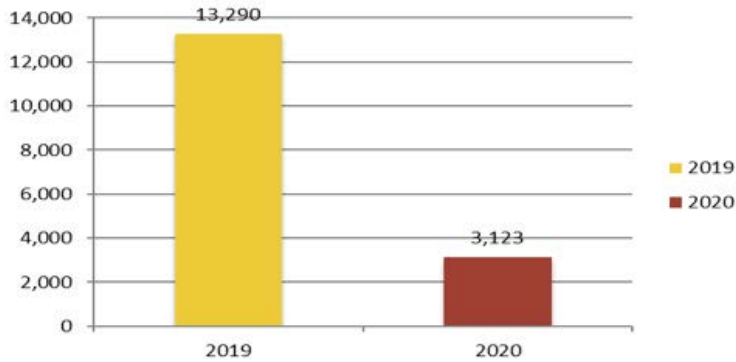
BY THE NUMBERS

YTD Parties Visiting PG



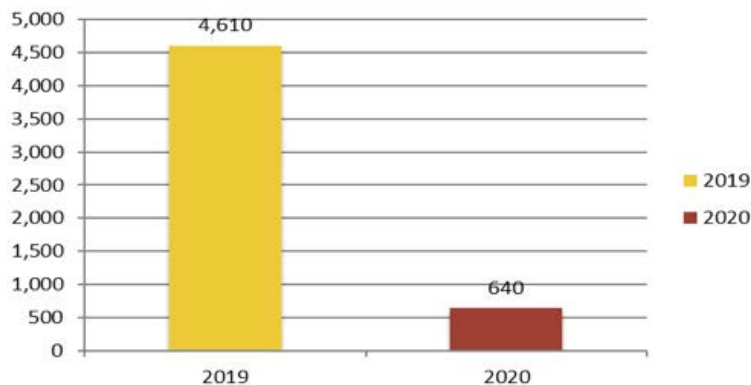
Year-to-date decline of 6,037 or 75% reduction of parties

YTD Visitors Visiting PG



Year-to-date decline of overall visitors of 10,167 or 76%

YTD Nights Spent in PG



Year-to-date decline of 3,970 nights in the city or 85%

## VISITOR CENTRE SERVICES 2020 OUTCOMES

**Complete review of best practices & implement at least two new tools/programs**

### Completed

- Completed a COVID Safety Checklist as a guide for the re-opening of the VIC for July 1, 2020 with staff and reviewed it every week
- Created new policies/training on Visitor Centre for the safety of staff and visitors
- Ordered PPE for staff: gloves, masks, plexi-glass shields, and sanitizer (June 22 - September 8, 2020)
- Shopify new POS and online sales portal launched
- Online store (tourismpg.shop) launched Nov 29, 2020
  - A key selection of merchandise was chosen for launch, where sales totalled \$2,816.99 in five weeks
  - Mr.PG a City-owned entity was by far the most popular item at launch
  - New branded merchandise will be launched in 2021

**Digital Kiosks**

**Partially Completed** | A letter went out to all kiosk holders after COVID to see if they wanted to keep them or return them. Most kept them but a few did return them.

**Mobile Booth interactions**

**Partially Completed** | One mobile interaction was done in February at Fraserway to 297 people prior to COVID-19

**Destination Hosts/Superhost Training**

**Partially Completed** | Summer staff were trained

**Artnership**

**Not Completed** | Due to COVID-19

**Visitor Week Activation**

**Not Completed** | Due to COVID-19

**Visitor Services Study RFP**

**Completed** | Awarded to Align Consulting/Radloff & Associates for completion in 2021.



## **VISITOR CENTRE SERVICES 2021 LOOKING AHEAD**



Monitor innovations in visitor services that have worked elsewhere, then select and implement new tools/programs that are appropriate for Prince George such as postal code collection for market research.



Review the Digital Kiosk Program that provides web-based visitor information at high traffic tourist areas throughout the community as a touch-based platform post-COVID-19 to see if there is still demand for touch-screen options.



Review more digital assets like map apps for hiking, fishing and other popular visitor-related requests for download options.



Continue with an option paper for the visitor centre and visitor-related services with key partners like the City of Prince George.



Conduct visitor survey with postal code capture to assist with future marketing research. Refresh all staff training at the centre and work with Spinal Cord BC to identify gaps, opportunities and initiatives to be more welcoming and inclusive in operations and marketing areas.



Work with other organizations for more training on inclusiveness and diversity for staff and the Board of Directors.



Enhance the visitor services' section online through relevant content and messaging specific to visitors(example: COVID-19 messaging, know-before-you-go and safety tips).



Provide mobile services to selected events or outdoor locations if feasible in 2021.



Continue to refine online processes for visitors and staff to enhance overall experience and satisfaction.

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## **ORGANIZATIONAL EFFECTIVENESS 2020 SUMMARY**



Emphasis on operational efficiencies, cost-reduction, realignment of tactics, staff roles and responsibilities and cross-over team work was the theme for 2020. Due to unknown revenue sources and halt of all non-essential travel there was a lot of work with staff, the Board of Directors on projected finances, risk registries, strategy and tactical pivots to adapt to this unprecedented crisis.



New studies were launched in key tourism sectors for conferences, sports and events along with new visitor engagement research. Focus was on post COVID trends, best practices with input from the local industry to industry leaders and global best practices. This will adapt and refine strategy, organizational structure, goals, partnerships and measurements to better position Prince George when travel restarts.



There was a lot of enhanced communication done virtually and socially-distanced with staff, Board of Directors, City of Prince George, Destination B.C., Northern B.C. Tourism Association, Tourism Industry Association of B.C., Chamber of Commerce of Prince George, Downtown Prince George and industry stakeholders to share concerns, brainstorm localized solutions and provide input on policy, programs and gaps to ensure a resilient industry for the future.



All staff had to help out in terms of industry engagement, research and new marketing focuses on supporting local businesses. Some positions were left due to new opportunities and some due to lack of overall business and closure of major facilities for conferences.

## **ORGANIZATIONAL EFFECTIVENESS 2020 OUTCOMES**

- Refined training for Board of Directors & staff
- Revamped Board Governance Policy Handbook
- New onboarding presentations for staff and board
- New digital forms for board engagement
- New technology- Simpleview to assist with data and customer relationship management
- New online POS/inventory systems
- Revamped performance reviews, work plans aligned with strategic priorities
- New online payroll system

### **COVID-RELATED PUBLICATIONS PRODUCED**

- New policy update for staff handbook
- New COVID safety & restart plan for public/staff
- COVID bulletins/webpage

## **ORGANIZATIONAL EFFECTIVENESS 2021 LOOKING AHEAD**



Rollout for new CRM and data management



Continuation of automation of financial processes (payroll/timesheets)



Onboarding and refinement of POS and inventory tracking



Refinement of cost-savings and improvement on budget forecasting through new data-collection from hotel partners



Digital options for internal and external feedback, surveys and research



Examination of overall structure, positions, possible partnerships, policies and alignment with new strategy recommendations and objectives post-COVID.

PIONEER SAWMILLING  
AT PRINCE GEORGE

THIS STEAM ENGINE  
POWERED LAMBS MILL

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To the Members of Tourism Prince George:

### **Opinion**

We have audited the financial statements of Tourism Prince George (the “Society”), which comprise the statement of financial position as at December 31, 2020, 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, 2020, 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.

### **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 17, 2021

*MNP* LLP

Chartered Professional Accountants

**MNP**  
LLP





**Tourism Prince George**  
**Statement of Financial Position**  
*As at December 31, 2020*

	2020	2019
<b>Assets</b>		
<b>Current</b>		
Unrestricted cash	534,702	208,552
Accounts receivable	274,784	291,651
Inventory	17,389	8,692
Prepaid expenses and deposits	16,759	106,864
	<b>843,634</b>	<b>615,759</b>
Restricted investments <i>(Note 3)</i>	558,301	353,005
Tangible capital assets <i>(Note 4)</i>	40,276	52,057
Intangible assets <i>(Note 5)</i>	131,509	74,778
	<b>1,573,720</b>	<b>1,095,599</b>
<b>Liabilities</b>		
<b>Current</b>		
Accounts payable and accruals	97,585	96,601
Government remittance payable	42,971	52,383
Deferred contributions <i>(Note 6)</i>	69,315	48,345
	<b>209,871</b>	<b>197,329</b>
<b>Commitments <i>(Note 7)</i></b>		
<b>Net Assets</b>		
Invested in tangible capital and intangible assets	171,782	126,832
Internally restricted <i>(Note 8)</i>	558,301	353,005
Unrestricted	633,766	418,433
	<b>1,363,849</b>	<b>898,270</b>
	<b>1,573,720</b>	<b>1,095,599</b>

Approved on behalf of the Board

E-SIGNED by Doug Bell

Director

E-SIGNED by Jamie Valcourt

Director

**Tourism Prince George**  
**Statement of Operations**

*For the year ended December 31, 2020*

	2020	2019
<b>Revenue</b>		
Hotel room tax grant	963,549	1,264,761
City of Prince George - Service agreement	327,000	327,000
Province of British Columbia	95,282	66,092
Advertising	47,610	51,566
Partnership programs	14,707	61,509
Merchandise sales	13,778	29,541
Federal government	11,416	18,244
Sales commission	729	2,638
	<b>1,474,071</b>	<b>1,821,351</b>
<b>General and administrative expenses</b> <i>(Schedule 1)</i>	<b>1,325,301</b>	<b>1,701,227</b>
<b>Excess of revenue over expenses before other income</b>	<b>148,770</b>	<b>120,124</b>
<b>Other income (expense)</b>		
CEWS funding <i>(Note 9)</i>	174,488	-
DMO relief funding <i>(Note 9)</i>	167,600	-
Miscellaneous	5,471	3,088
Consulting fees	(30,750)	-
	<b>316,809</b>	<b>3,088</b>
<b>Excess of revenue over expenses</b>	<b>465,579</b>	<b>123,212</b>

**Tourism Prince George**  
**Statement of Changes in Net Assets**

*For the year ended December 31, 2020*

	<i>Invested in tangible capital and intangible assets</i>	<i>Internally restricted</i>	<i>Unrestricted</i>	<i>2020</i>	<i>2019</i>
Net assets, beginning of year,	126,832	353,005	418,433	898,270	775,058
Excess of revenue over expenses	-	-	465,579	465,579	123,212
Interfund transfers	-	200,000	(200,000)	-	-
Interest earned on restricted investments	-	5,296	(5,296)	-	-
Acquisition of tangible capital assets	14,415	-	(14,415)	-	-
Amortization of tangible capital assets	(26,196)	-	26,196	-	-
Intangible assets additions funded by operations	66,766	-	(66,766)	-	-
Amortization of intangible assets	(10,035)	-	10,035	-	-
<b>Net assets, end of year</b>	<b>171,782</b>	<b>558,301</b>	<b>633,766</b>	<b>1,363,849</b>	<b>898,270</b>

**Tourism Prince George**  
**Statement of Cash Flows**

*For the year ended December 31, 2020*

	2020	2019
<b>Cash provided by (used for) the following activities</b>		
<b>Operating</b>		
Excess of revenue over expenses	465,579	123,212
Amortization - tangible capital assets	26,196	31,421
Amortization - intangible assets	10,035	13,613
	<b>501,810</b>	<b>168,246</b>
Changes in working capital accounts		
Accounts receivable	16,867	38,991
Inventory	(8,697)	(5,290)
Prepaid expenses and deposits	90,105	(45,302)
Accounts payable and accruals	984	37,174
Government remittance payable	(9,412)	21,948
Deferred contributions	20,970	(3,346)
	<b>612,627</b>	<b>212,421</b>
<b>Investing</b>		
Purchase of tangible capital assets funded by operations	(14,415)	-
Purchase of intangible assets funded by operations	(66,766)	(67,922)
Purchase of restricted investments	(200,000)	(52,876)
Interest earned on restricted investments	(5,296)	-
	<b>(286,477)</b>	<b>(120,798)</b>
<b>Increase in unrestricted cash resources</b>	<b>326,150</b>	<b>91,623</b>
<b>Unrestricted cash resources, beginning of year</b>	<b>208,552</b>	<b>116,929</b>
<b>Unrestricted cash resources, end of year</b>	<b>534,702</b>	<b>208,552</b>

## **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.

In early March 2020 the impact of the global outbreak of COVID-19 (coronavirus) began to have a significant impact on businesses through the restrictions put in place by the Canadian, provincial and municipal governments regarding travel, business operations and isolation/quarantine orders. The Society’s operations were impacted by COVID-19 due to the restrictions on travel, reduction in access to destination taxes collected from hotels, cancellation of events and overall decline in the tourism industry as a result of the pandemic. The impact of COVID-19 has been partially offset by available Government programs for which the Society was eligible. The Society has received wage subsidies from March 2020 to the date of completion of these financial statements and has received additional relief funding from the Province of BC to support the organization’s operating costs from May to October 2020. Further details of these programs is described in Note 9 Government Assistance. Eligibility requirements under these programs have evolved since first announced and can be subject to changes in legislation or administrative positions, further, there is significant uncertainty of the period of time into the future that the Government will continue these programs. At this time, it is unknown the extent of the impact the COVID-19 outbreak may have on the Society as this will depend on future developments that are highly uncertain and that cannot be predicted with confidence. These uncertainties arise from the inability to predict the ultimate geographic spread of the disease, and the duration of the outbreak, including the duration of travel restrictions, business closures or disruptions, and quarantine/isolation measures that are currently, or may be put, in place by Canada and other countries to fight the virus. While the extent of the impact is unknown, we anticipate this outbreak may cause reduced revenues from hotel taxes, supply chain disruptions, staff shortages, and increased government regulations, all of which may negatively impact the Society’s operations and financial condition.

## **2. Significant accounting policies**

The financial statements of the Society have been prepared in accordance with Canadian accounting standards for not-forprofit 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:

	Rate
Automotive	30 %
Computer equipment	55 %
Furniture and fixtures	20 %

*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 brand asset is estimated to be 7 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.

*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, 2020 consisted of four guaranteed investment certificates which mature between December 5-23, 2021 at a rate of 0.45% (1.50% in 2019) and valued at fair value. This investment is internally restricted by the Board of Directors.

**4. Tangible capital assets**

	<i>Cost</i>	<i>Accumulated amortization</i>	<i>2020 Net book value</i>	<i>2019 Net book value</i>
Automotive	43,522	42,029	1,493	2,133
Computer equipment	74,410	68,280	6,130	9,108
Furniture and fixtures	174,688	142,035	32,653	40,816
	<b>292,620</b>	<b>252,344</b>	<b>40,276</b>	<b>52,057</b>

**5. Intangible assets**

	<i>2020</i>	<i>2019</i>
Website	-	6,856
Brand development	131,509	67,922
	<b>131,509</b>	<b>74,778</b>

Amortization of \$15,757 (2019 – \$13,613) related to intangible asset, is included in current year earnings.

## 6. Deferred contributions

Deferred contributions consist of unspent contributions externally restricted for the purpose of specific projects. 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:

	2020	2019
Balance, beginning of year	48,345	51,691
Pre-Sale of Visitor Guide	-	48,345
Destination BC - Route 16	36,815	-
Partnership Income - Route 16	32,500	-
Less: Amount recognized as revenue during the year	(48,345)	(51,691)
<b>Balance, end of year</b>	<b>69,315</b>	<b>48,345</b>

## 7. Commitments

The Society has entered into an operating lease commitment for office equipment which expires April 30, 2022.

The Society has entered into an agreement for the lease of their premises including repairs and maintenance and use of signs expiring December 31, 2021. The agreement also provides for the payment of additional rent based on a certain percentage of the operating expenses of the lessor.

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

2021	54,792
2022	340
	<u>55,132</u>

## 8. Internally restricted

Restricted reserve funds provide an operational and organizational contingency for a defined period and can also be used for one-time usage on special projects, programs, and operational needs as prioritized in the strategic plan of Tourism Prince George for the specific goal of driving visitor revenue and economic growth to the City of Prince George.

During the year, the Directors resolved to transfer \$200,000 from the unrestricted fund to the restricted fund.



## **9. Government Assistance - COVID 19**

### *Canada Emergency Wage Subsidy (“CEWS”)*

CEWS provides eligible employers who have suffered a prescribed decrease in revenue with a wage subsidy that covers a percentage (up to 75%) of wages paid to eligible employees during specified claim periods, to a maximum. Further, employers who are eligible for the CEWS are also entitled to receive a 100% refund for certain employer contributions to Employment Insurance, the Canada Pension Plan paid in respect of employees who are on leave with pay for full weeks during claim periods. The CEWS claim is reduced by the amount claimed or intended to be claimed under the 10% Temporary Wage Subsidy, and amounts received as a work-sharing benefit under the Employment Insurance Act for the claim period.

CEWS was approved into law on April 11, 2020, and has undergone changes as the COVID-19 outbreak in Canada has progressed. Claim periods 1 through 9 are from March 15, 2020 to November 21, 2020. An eligible employer files a claim for each period separately after the period has ended, with funds received from Canada Revenue Agency via direct deposit or cheque. The Society has applied for and received CEWS grants totalling \$174,488 (2019 - \$nil).

### *Province of British Columbia - Community Destination Marketing Organization (CDMO) Relief Funding*

In recognition of the impact of COVID 19 on the tourism industry in British Columbia, and on CDMO's, the Province of BC provided emergency relief funding to cover operating costs from May to October, 2020 in the amount of \$167,600. It is unknown at this time if further relief will be available for operation costs beyond October 2020 while the pandemic and resulting travel based restrictions are ongoing.

## **10. 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.

## **11. 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, 2020, 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, 2020

	2020	2019
<b>Operating</b>		
Amortization – tangible capital assets	26,196	31,421
Amortization – intangible assets	10,035	13,613
Bank charges and interest	4,301	4,886
Board expenses	2,167	48,981
Insurance	6,093	6,217
Internet and computer services	6,555	8,722
Merchandise purchases	10,301	10,644
Office expenses	28,530	18,291
Professional fees	22,461	18,860
Rent	55,110	47,933
Repairs and maintenance	54,304	81,237
Telephone	7,512	13,777
Vehicle expenses	4,555	6,763
Visitor service program	2,067	16,780
	<b>240,187</b>	<b>328,125</b>
<b>Salaries</b>		
Training and professional development	6,840	18,046
Wages and benefits	619,829	663,541
	<b>626,669</b>	<b>681,587</b>
<b>Marketing</b>		
Advertising	236,832	448,837
Business and community development	50,690	45,149
Marketing memberships	4,705	4,310
Print, video, and photo	64,965	73,895
Tradeshaw, sales and meetings	85,013	112,744
Website	16,240	6,580
	<b>458,445</b>	<b>691,515</b>
	<b>1,325,301</b>	<b>1,701,227</b>

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