



Preliminary Market Potential of
Noyo Center for Marine Science's
Proposed New Ocean Science Center

July 25, 2024

Prepared by: Elevativ LLC in collaboration with EHDD

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Executive Summary

Introduction

Elevativ was hired by EHDD to assist them and Noyo Center for Marine Science (Noyo) in understanding the preliminary market and economic potential of the proposed new Ocean Science Center (OSC) as part of Noyo's larger operation in Fort Bragg.

This work was completed remotely (does not include site visit) as part of an iterative planning effort with EHDD and Noyo and its consultants, including Don Perkins.

This report document includes the following sections:

1. Assumptions
2. Baseline Review
3. Project Description
4. Overview of Site Context
5. Market Context, including review of resident and tourist markets, and competitive context
6. Preliminary Review of Comparable Projects
7. Preliminary Market and Economic Potential, including recommended next steps

About Noyo Center for Marine Science

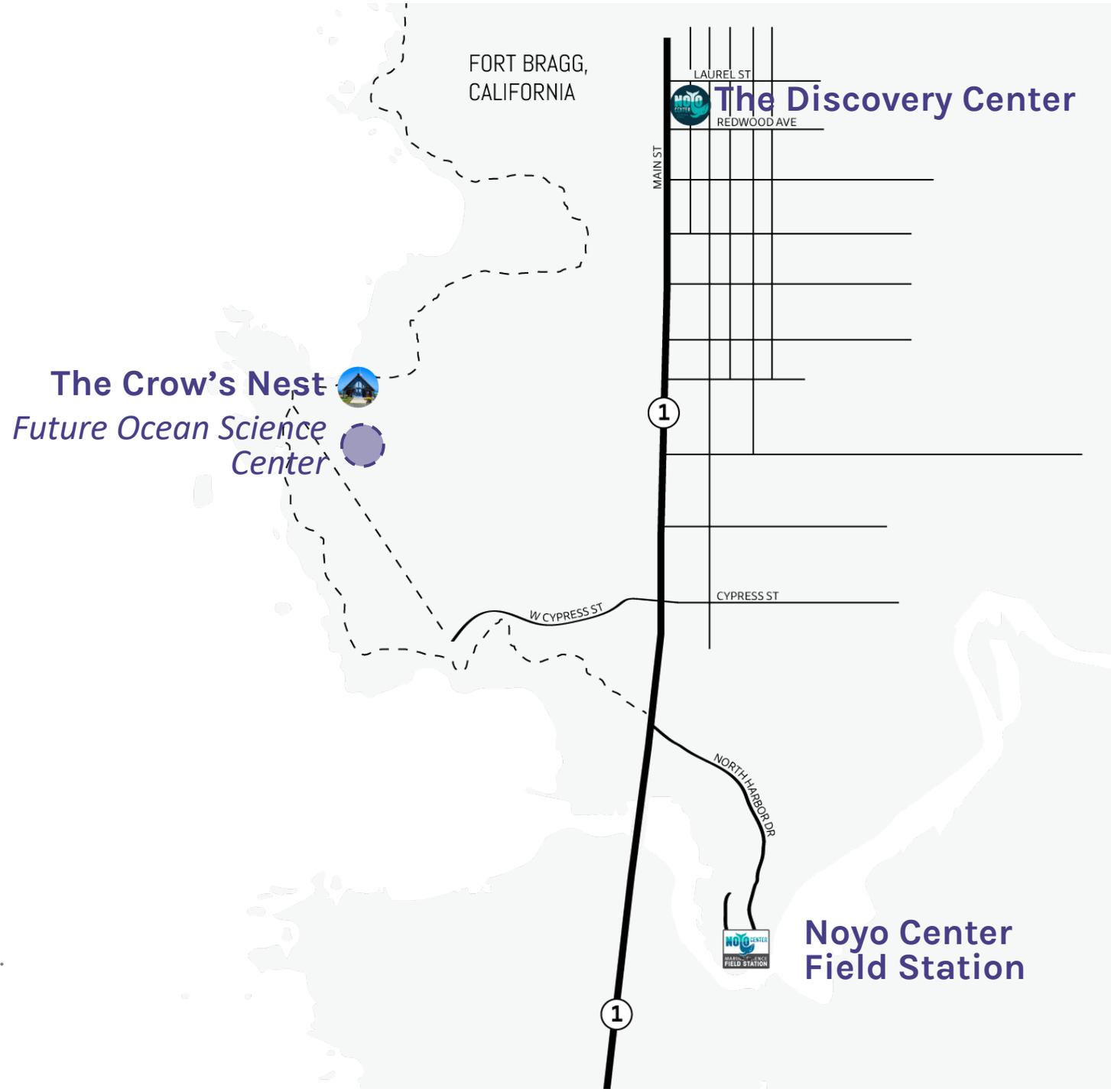
- **Mission:** To advance ocean conservation through education, exploration and experience.
- 3 sites
- \$5 admission for Discovery Center
- Serve approximately 30,000 people per year through on-site activities, programs both on and off site, outreach, etc.
- 154 memberships
- 2024 operating budget of approximately \$2.2 million includes design fees, construction of first warehouse on site, etc.; 2023 expenses were \$845,000
- “The Noyo Center has a three-pronged approach to development, supporting an innovative research program, creating an integrated education program and building a world-class facility for research, education and tourism. Our research and education programs support activities that engage the community, the visitor, and the scientist in order to inspire connection, communication, collaboration and creativity. **Our future Ocean Science Center facility will be a dynamic environment that showcases sustainability through its landscape, buildings and operations. This campus will unfold from the land with one element leading naturally to another as it grows and changes over time, transforming the former lumber mill site.”**



Source: Noyo Center for Marine Science.

Sites Map Fort Bragg

- Walking distance between the Discovery Center and Crow's Nest: 22 minutes
- Driving distance between the Discovery Center and Crow's Nest: 6 minutes
- Driving distance between the Discovery Center and Field Station: 4 minutes



Source: [Noyo Center for Marine Science and Elevativ](#).

Proposed OSC Concept and Program of Spaces

- Located on approximately 17-acre bluff site on coast adjacent to existing Crow's Nest site and adjacent to future blue economy development, research areas and marine mammal rehabilitation areas by Noyo
- OSC total gross square feet of approximately 25,000
 - Includes 13,300 SF of exhibit areas
- Visitor experience as described by EHDD in July 2024
 - Aquarium tanks
 - Touch tank
 - Multimedia exhibits
 - Betty blue whale skeleton
 - Café
 - Commercial kitchen for facility rentals, cooking demonstrations and to serve café
 - Retail
 - Education spaces / classrooms
 - Community room
 - Outdoor wetland exhibits



Source: EHDD.

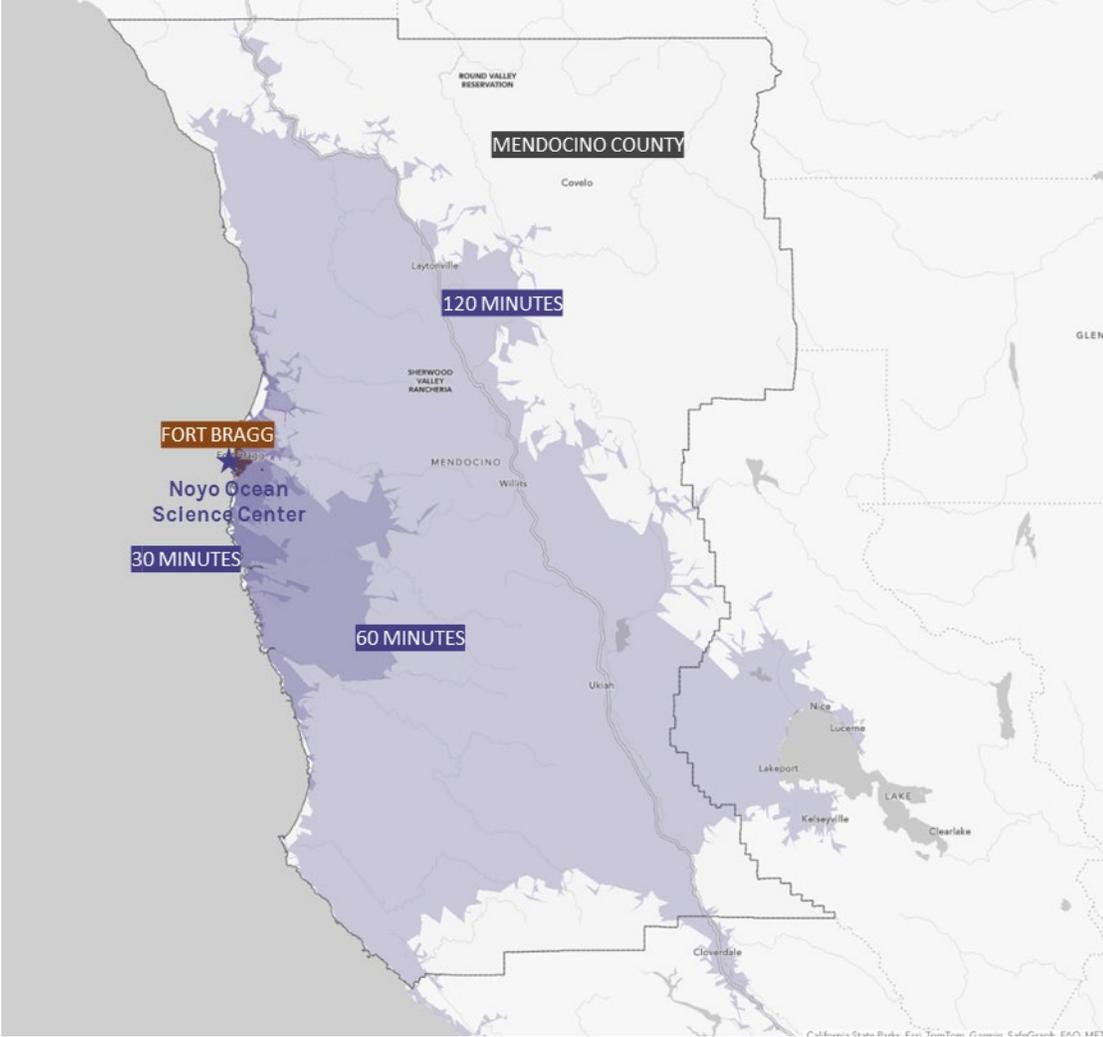
Resident Market Population

30, 60, 120 minute drive time from site

Market Area	2010	2023	2028	Percent Change, 2023 to 2028
Primary Market Area	15,140	14,750	14,670	-0.5%
Secondary Market Area	3,880	3,910	3,860	-1.3%
Tertiary Market Area	96,140	101,030	100,950	-0.1%
Total Resident Market Area	115,160	119,690	119,480	-0.2%
City of Fort Bragg	7,231	6,745	6,664	-1.2%
Mendocino County	87,841	91,534	91,467	-0.1%
State of California	37,253,956	39,877,642	40,140,276	0.7%
United States	308,745,538	337,470,185	342,640,129	1.5%

Note: The Resident Market Area is defined as the area within a 2-hour drive of the site. The area is further subdivided into the Primary Market Area, which includes the area within a 30-minute drive, the Secondary Market Area, which includes the area within a 30- to 60-minute drive, and the Tertiary Market Area, which includes the area within a 60- to 120-minute drive of the site.

Sources: ESRI and Elevativ



School Age Children

30, 60, 120 minute drive time from site

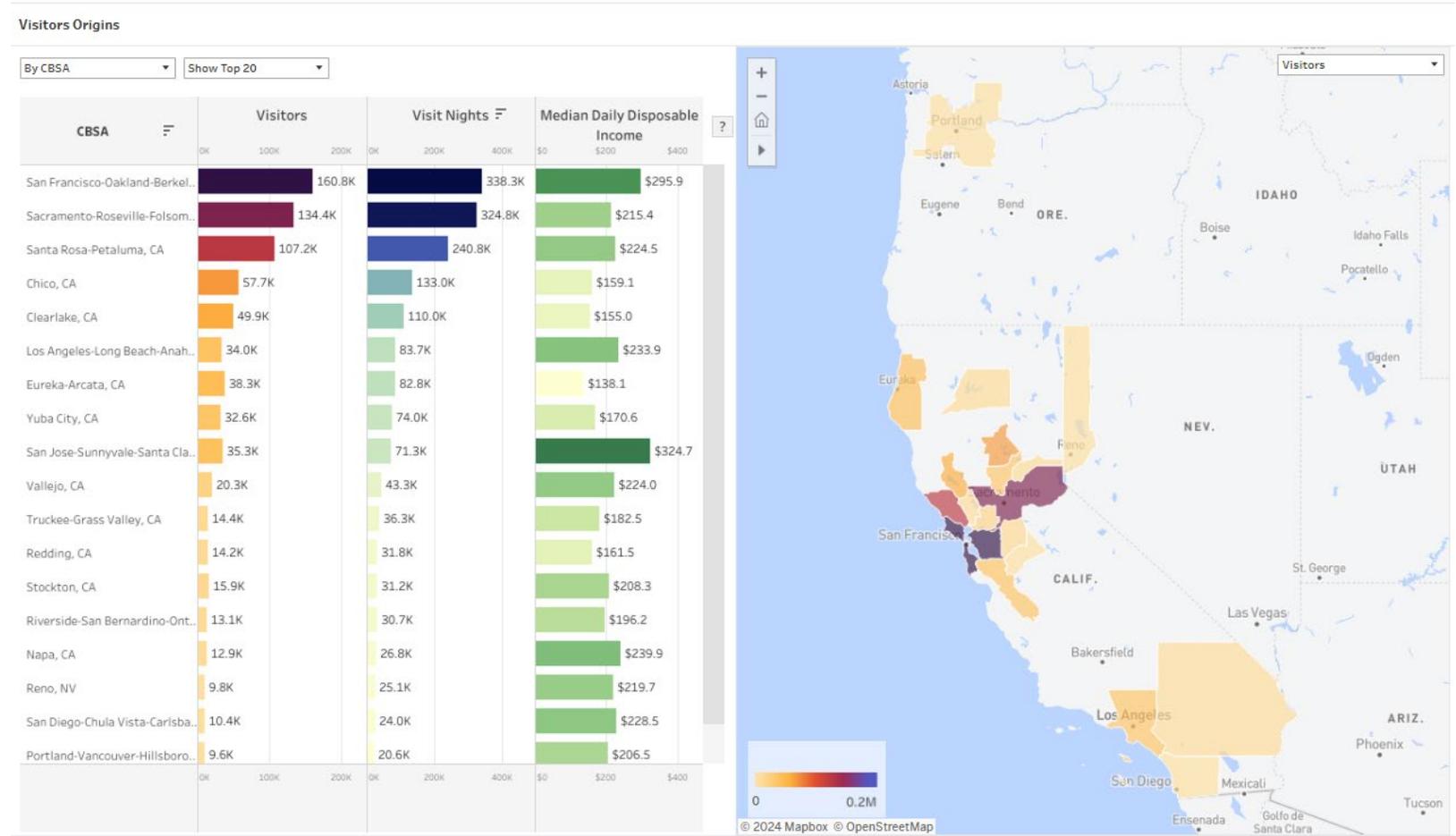
Market Area	Estimated, 2023	Projected, 2028	Percent Change, 2023 to 2028
Primary Market Area			
Ages 0 - 4 (Daycare)	700	700	0.0%
Ages 5 - 10 (Pre K through Grade 5)	800	800	0.0%
Ages 11 - 13 (Grades 6 to 8)	400	400	0.0%
Ages 14 - 17 (Grades 9 to 12)	500	500	0.0%
Subtotal, Primary Market Area	2,400	2,400	0.0%
Secondary Market Area			
Ages 0 - 4 (Daycare)	100	100	0.0%
Ages 5 - 10 (Pre K through Grade 5)	200	200	0.0%
Ages 11 - 13 (Grades 6 to 8)	100	100	0.0%
Ages 14 - 17 (Grades 9 to 12)	100	100	0.0%
Subtotal, Secondary Market Area	500	500	0.0%

Market Area	Estimated, 2023	Projected, 2028	Percent Change, 2023 to 2028
Tertiary Market Area			
Ages 0 - 4 (Daycare)	6,100	6,200	1.6%
Ages 5 - 10 (Pre K through Grade 5)	7,700	7,500	-2.6%
Ages 11 - 13 (Grades 6 to 8)	3,900	3,900	0.0%
Ages 14 - 17 (Grades 9 to 12)	5,100	5,100	0.0%
Subtotal, Tertiary Market Area	22,800	22,700	-0.4%
Total Resident Market Area			
Ages 0 - 4 (Daycare)	6,900	7,000	1.4%
Ages 5 - 10 (Pre K through Grade 5)	8,700	8,500	-2.3%
Ages 11 - 13 (Grades 6 to 8)	4,400	4,400	0.0%
Ages 14 - 17 (Grades 9 to 12)	5,700	5,700	0.0%
Total, Resident Market Area	25,700	25,600	-0.4%

Source: ESRI and Elevativ

Mendocino County Overnight Visitors' Origin

- 1 million visitors in 2023 representing 2.3 million nights
- Average length of stay of 2.3 nights

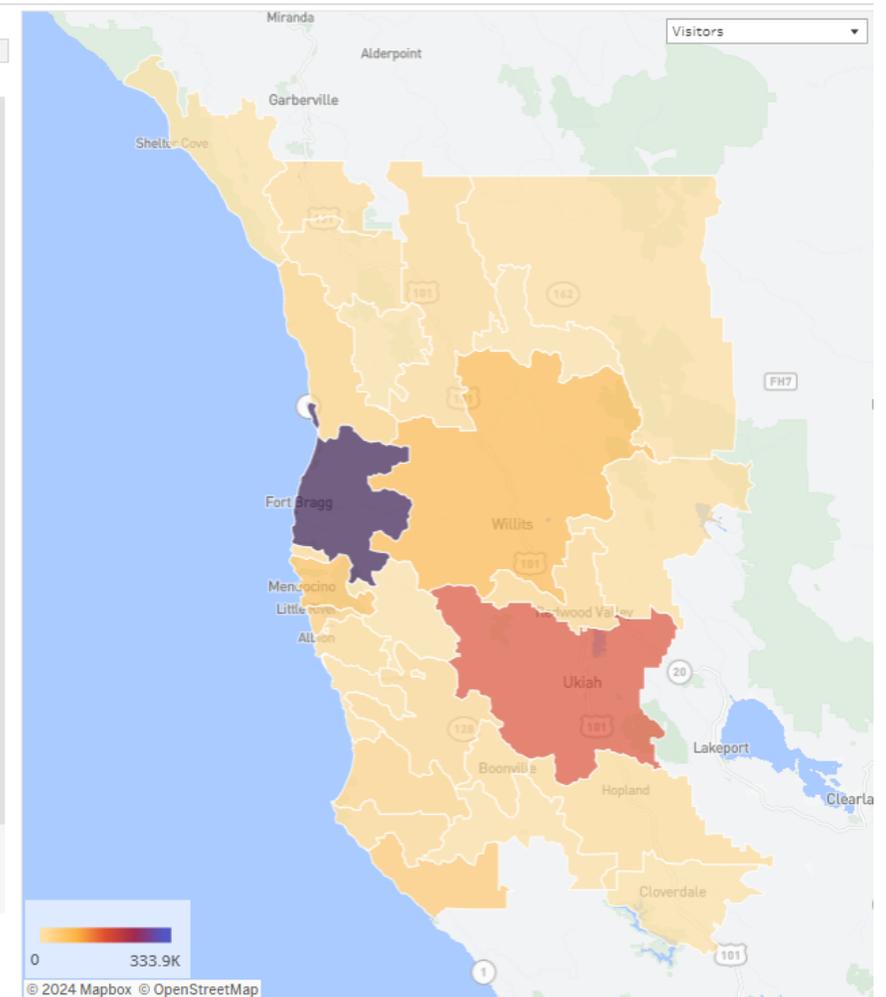
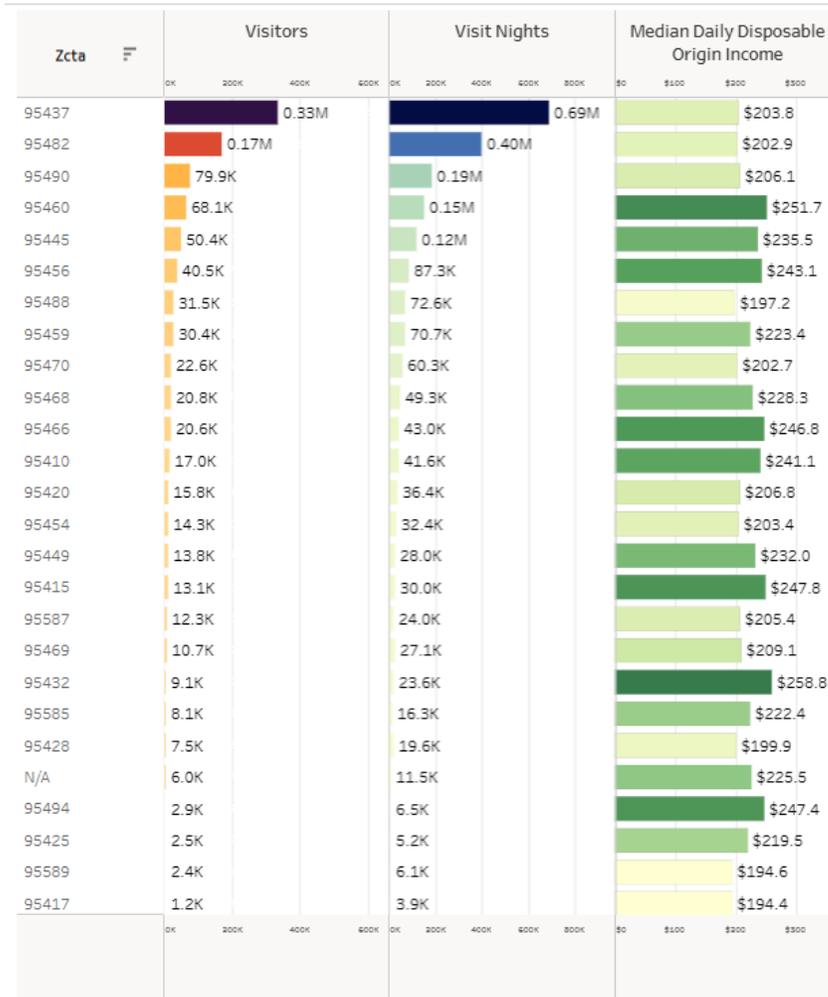


Source: Placer.ai

Mendocino County Overnight Visitors in 2023 Top Destinations within the County

- Fort Bragg's zip code area had the highest number of overnight visitors in 2023 of approximately 330,000

Visitors Destinations

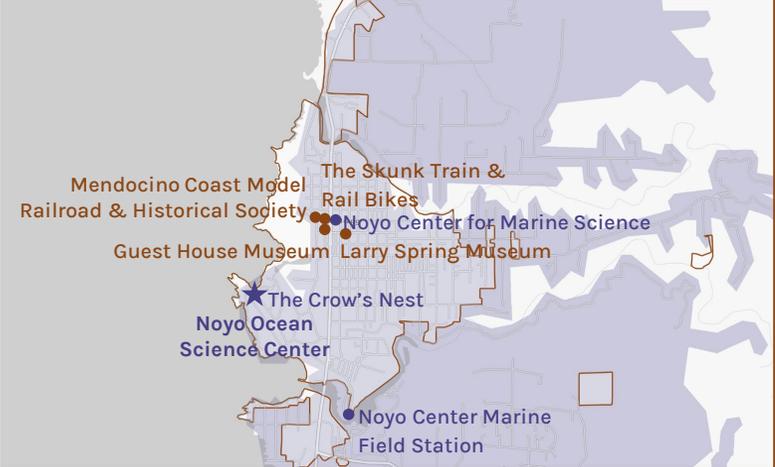


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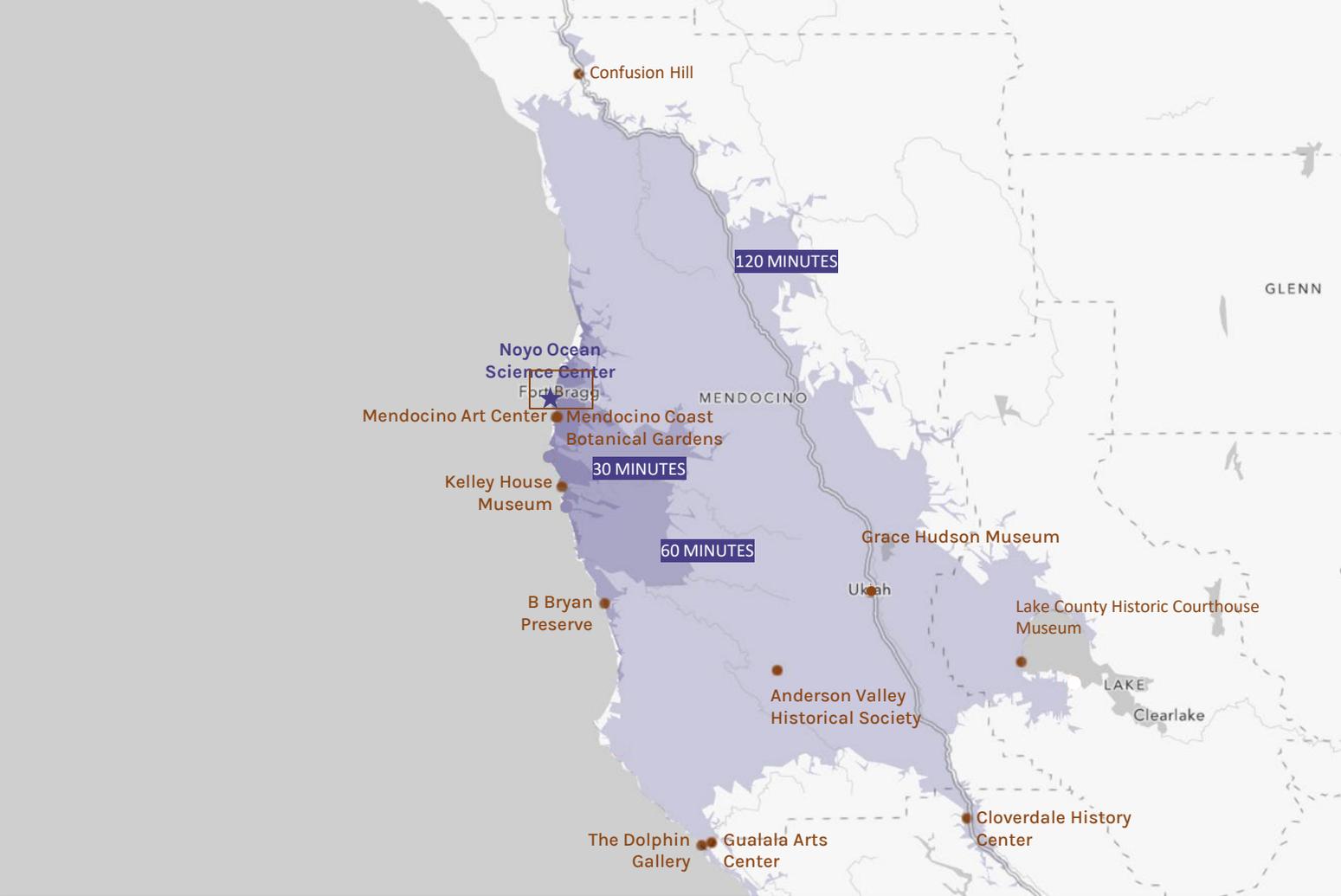
Competitive Context

30, 60, 120
minute drive
time

→16 attractions



Source: ESRI, Google, & Elevativ



Case Studies Reviewed

(clockwise from top left: Cabrillo, Hatfield, Living Coast, Ocean Institute, Seymour & Turtle Bay)



Summary Review of Case Studies

- **60-minute drive time population** ranges from 55,400 at Hatfield to over 10 million at Cabrillo and total average of 3.6 million and median of 2.6 million; and 19,100 for the OSC.
- **Overnight tourist/visitor markets** are large for all yielding total average of close-in overnight visitors of 778,000 and median of 746,000; and approximately 750,000 for the region in and around Fort Bragg.
- **Size** in square feet (SF) ranges from approximately 20,000 SF at Seymour to 44,000 at Cabrillo and total average of 33,000 SF and median of 34,000 SF; and 25,000 SF for the OSC.
- In 2023, **annual attendance** ranged from approximately 34,400 at Seymour to 272,900 at Turtle Bay and total average of 135,000 and median of 112,000.
- Current **summer 2024 adult admission price** ranges from \$5 at Hatfield to \$20 at both Living Coast and Turtle Bay, and total average of \$13 and median of \$14.
- Current **summer 2024 family membership price** ranges from \$75 at Cabrillo to \$150 at Ocean Institute, and total average of \$110 and median of \$105.
- **Market penetration of annual attendance** of the corresponding 60-minute drive time populations ranges from 1.2% at Ocean Institute to 276% at Hatfield, with total average of 66%, weighted average of 3.7% and median of 2.0%.

Summary Review of Three 501c3 Case Studies

- **Total revenues** ranged from \$3.4 million at Living Coast to \$13 million at Turtle Bay, and total average of \$6.8 million and median of \$4.0 million.
- **Earned revenues** ranged from \$702,000 at Living Coast to \$1.9 million at Turtle Bay, and total average of \$1.3 million and median of \$1.4 million.
- **Earned revenue as a percentage of total revenues** ranged from 15% at Turtle Bay to 37% at Ocean Institute, and total average of 24%, weighted average of 20% and median of 20%.
- **Operating expenses** ranged from \$2.3 million at Living Coast to \$7.4 million at Turtle Bay, and total average of \$4.7 million and median of \$4.4 million.
- **Coverage of operating expenses by earned revenues** ranged from 26% at Turtle Bay to 34% at Ocean Institute, and total average of 30%, weighted average of 21% and median of 30%.
- **Operating expenses per square foot of exhibit building** ranged from \$104 at Living Coast to \$218 at Turtle Bay, and total average of \$151, weighted average of \$106 and median of \$130.

Preliminary Operating Potential Assumptions

- Proposed OSC of indoor 25,000 GSF building including aquarium exhibits, touch tank and interactive multi-media exhibits, as well as outdoor wetland exhibit areas, as conceived by EHDD and described herein. As planning by the design team continues, the operating potential and cash flow analysis for the OSC will need to be revisited and revised.
- Location and site context of the OSC overlooking the Pacific Ocean and adjacent to Noyo's planned blue economy, research and marine mammal rehabilitation development.
- Operating hours of 7 days per week during peak summer months from 9 AM to 5 PM with potential to open earlier or later. During non-peak months open 5 days per week, with potential to close an additional day per week during slow weeks and extend hours as needed to accommodate school visits and/or special events.
- Size and demographic profile of the Resident Markets and tourists to Fort Bragg region.
- Operating experience of regional attractions and the competitive context for the OSC and its components.
- Operational experience of comparable marine science centers nationally.
- Adult general admission price of \$20.00 in current dollars with discounts for seniors, military, and children. School groups, OSC members, corporate sponsors, children under 3, VIPs and other complimentary visitors are assumed to enter free of charge. In addition, there are additional discounts available by assumed couponing for both residents and tourists assumed at -15% of the achieved per capita ticket revenue.

Preliminary Operating Potential Assumptions (*continued*)

- OSC will seek out a qualified and experienced café operator.
- The size and design of each component of the proposed OSC will serve to create a high quality, stimulating attraction with broad-based audience appeal and a distinctive image. The entrance to the OSC campus will be highly visible and well signed.
- OSC will be competently and effectively managed as part of the larger Noyo Marine Science Center operation. An aggressive promotional and marketing campaign will be developed and implemented. The program will be targeted to prime resident and visitor markets. The admission price for the OSC will be consistent with the educational, entertainment and recreational value offered, and in line with current attraction admissions prices for other comparable destinations.
- There will be no physical constraints to impede visitors to the OSC, such as major construction activity. Changes in economic conditions such as a major recession, public health (such as the Covid-19 pandemic), political or major environmental problems that would negatively affect operations and visitation will not occur in the near future and are not assumed in this market and economic analysis.
- Current proposed program of areas and approximately 25,000 SF for the Museum can accommodate low through high range stable year visitors on a peak day. During peak days, if needed, the OSC can undertake strategies to potential mitigate bottlenecks and visitor throughput issues utilizing such mitigation efforts such as timed-ticketing and/or longer hours of operation.

Preliminary Visitation Potential

- Preliminary visitation potential for the OSC in a stable year of operations ranges from a **low of 60,000 to a high of 120,000 visitors, and a mid-range of 90,000 visitors** based on data available at the time of this report.
- Estimated 24% of visitors are from the Resident Market and 76% from the tourist market, or outside the Resident Market area.
- Stable year is expected to occur in Year 3 after opening based on the experience of other museum projects. Early year attendance in Years 1 and 2 will be higher than stable Year 3 based on the experience of similar projects.
- Sustainability of attendance for the OSC assumes that the OSC will offer one or two changing exhibits on an annual basis. Risk for the OSC is that after a couple years visitation to the paid exhibit components of the OSC may decline if the OSC does not include changing exhibits on an annual basis as Fort Bragg has many repeat visitors.

Preliminary Mid-Range Attendance Scenario Cash Flow Analysis Before Non-Earned Revenue as part of larger Noyo Operation

1/ Capital Reserves include funds for equipment replacements and minor capital for building improvements.

2/ All similar projects' Total Revenue includes non-earned / contributed revenue sources such as revenue from contributions, gifts, grants, endowments, corporate sponsorships and other sources of non-earned revenues.

Source: Elevativ.



	Stabilized Year in Current Dollars
EARNED REVENUE	
Admissions Revenue	\$1,027,000
OSC Membership Revenue	\$59,000
Café Net Sales Revenue to OSC	\$97,000
Gross Retail Revenue	\$284,000
Facility Rental Net Revenue	\$90,000
Day Camp Revenue	\$150,000
Miscellaneous Revenue	\$51,000
TOTAL EARNED REVENUE Rounded to Nearest 1,000	\$1,758,000
EXPENSES	
Personnel Expenses	\$995,000
Cost of Goods Sold	\$142,000
Advertising, Printing & Publications	\$113,000
Administrative	\$187,000
Exhibits, Events & Programs	\$135,000
Occupancy	\$314,000
Subtotal Operating Expenses	\$1,886,000
Capital Reserves ^{1/}	\$57,000
TOTAL OPERATING EXPENSES Rounded to Nearest 1,000	\$1,943,000
Net Income from Operations <u>Before</u> Non-Earned / Contributed Revenues	(\$185,000)
Non-Earned / Contributed Revenue Requirement for Breakeven Operations ^{2/}	\$185,000
Net Income from Operations <u>After</u> Non-Earned / Contributed Revenue Requirement	\$0

Operating Potential Summary

- The proposed OSC will provide a wonderful opportunity for Noyo to:
 - Expand Noyo's public-facing offerings within Fort Bragg
 - Provide a world-class visitor experience that is both engaging and fun, as well as educational
 - Expose new audiences to Noyo's mission and vision and garner future donor support
- Noyo with the OSC elevates and transforms Noyo to a stronger operating profile with world-class visitor experience offerings.
- Creates an opportunity for Noyo to serve and attract larger and broader audiences and perform at a higher level overall.
- Creates opportunities for Noyo to attract additional donors and sponsors.
- OSC has the potential to sustain and grow its attendance potential if the OSC is refreshed every couple years and offers dynamic, changing exhibits and programs.
- Overall, the proposed OSC will be a welcome addition to the conservation, cultural and educational landscape of Fort Bragg benefiting the local community, region and Mendocino County as a whole.

Recommended Next Steps

- The preliminary OSC staffing profile and operating expenses should be reviewed by Noyo as it relates to its larger proposed operation and organization as developed by Don Perkins and team.
- As the OSC's planning progresses, continue to revise the cash flow analysis to reflect the latest plans for the project and for the Noyo organization as a whole.

Introduction and Assumptions

Introduction

Elevativ was hired by EHDD to assist them and Noyo Center for Marine Science in understanding the preliminary market and economic potential of the proposed new Ocean Science Center as part of Noyo's larger operation in Fort Bragg.

This work was completed remotely (does not include site visit) as part of an iterative planning effort with EHDD and Noyo and its consultants, including Don Perkins.

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7. Preliminary Market and Economic Potential, including recommended next steps

Assumptions

In preparing this report of the preliminary business plan of Noyo Center for Marine Science's proposed Ocean Science Center (OSC), the following assumptions were made. This study is qualified in its entirety by these assumptions.

1. The size and design of the proposed OSC will serve to create a high quality, stimulating attraction with broad-based audience appeal and a distinctive image. The entrances to the OSC will be highly visible and well signed.
2. The OSC will be competently and effectively managed by Noyo Center for Marine Science. An aggressive promotional and marketing campaign will be developed and implemented. The program will be targeted to prime resident and visitor markets. The admission price for the OSC will be consistent with the educational, entertainment and recreational value offered, and in line with current attraction admissions prices for other comparable destinations.
3. There will be no physical constraints to impede visitors to OSC, such as major construction activity. Changes in economic conditions such as a major recession, public health (such as the Covid-19 pandemic), political or major environmental problems that would negatively affect operations and visitation will not occur in the near future and are not assumed in this market and economic analysis.

Assumptions (*continued*)

4. Every reasonable effort has been made in order that the data contained in this study reflect the most accurate and timely information possible and it is believed to be reliable. This study is based on estimates, assumptions and other information developed by Elevativ from its independent research efforts, general knowledge of the industry, and consultations with the EHDD and Noyo Center for Marine Science and its consultants. No responsibility is assumed for inaccuracies in reporting by the client, its agents and representatives, or any other data source used in the preparation of this study. No warranty or representation is made that any of the projected values or results contained in this study will actually be achieved. There will usually be differences between forecasted or projected results and actual results because events and circumstances usually do not occur as expected. Other factors not considered in the study may influence actual results.
5. Possession of this report does not carry with it the right of publication. This report will be presented to third parties in its entirety and no abstracting of the report will be made without first obtaining permission of Elevativ LLC, which consent will not be unreasonably withheld.
6. This report may not be used for any purpose other than that for which it was prepared. Neither all nor any part of the contents of this study shall be disseminated to the public through advertising media, news media or any other public means of communication without the prior consent of Elevativ LLC.
7. This report was prepared from May 2024 through the date of this report. It represents data available at that time.

Baseline Review

About Noyo Center for Marine Science

- **Mission:** To advance ocean conservation through education, exploration and experience.
- 3 sites
- \$5 admission for Discovery Center
- Serve approximately 30,000 people per year through on-site activities, programs both on and off site, outreach, etc.
- 154 memberships
- 2024 operating budget of approximately \$2.2 million includes design fees, construction of first warehouse on site, etc.; 2023 expenses were \$845,000
- “The Noyo Center has a three-pronged approach to development, supporting an innovative research program, creating an integrated education program and building a world-class facility for research, education and tourism. Our research and education programs support activities that engage the community, the visitor, and the scientist in order to inspire connection, communication, collaboration and creativity. **Our future Ocean Science Center facility will be a dynamic environment that showcases sustainability through its landscape, buildings and operations. This campus will unfold from the land with one element leading naturally to another as it grows and changes over time, transforming the former lumber mill site.”**



Source: Noyo Center for Marine Science.

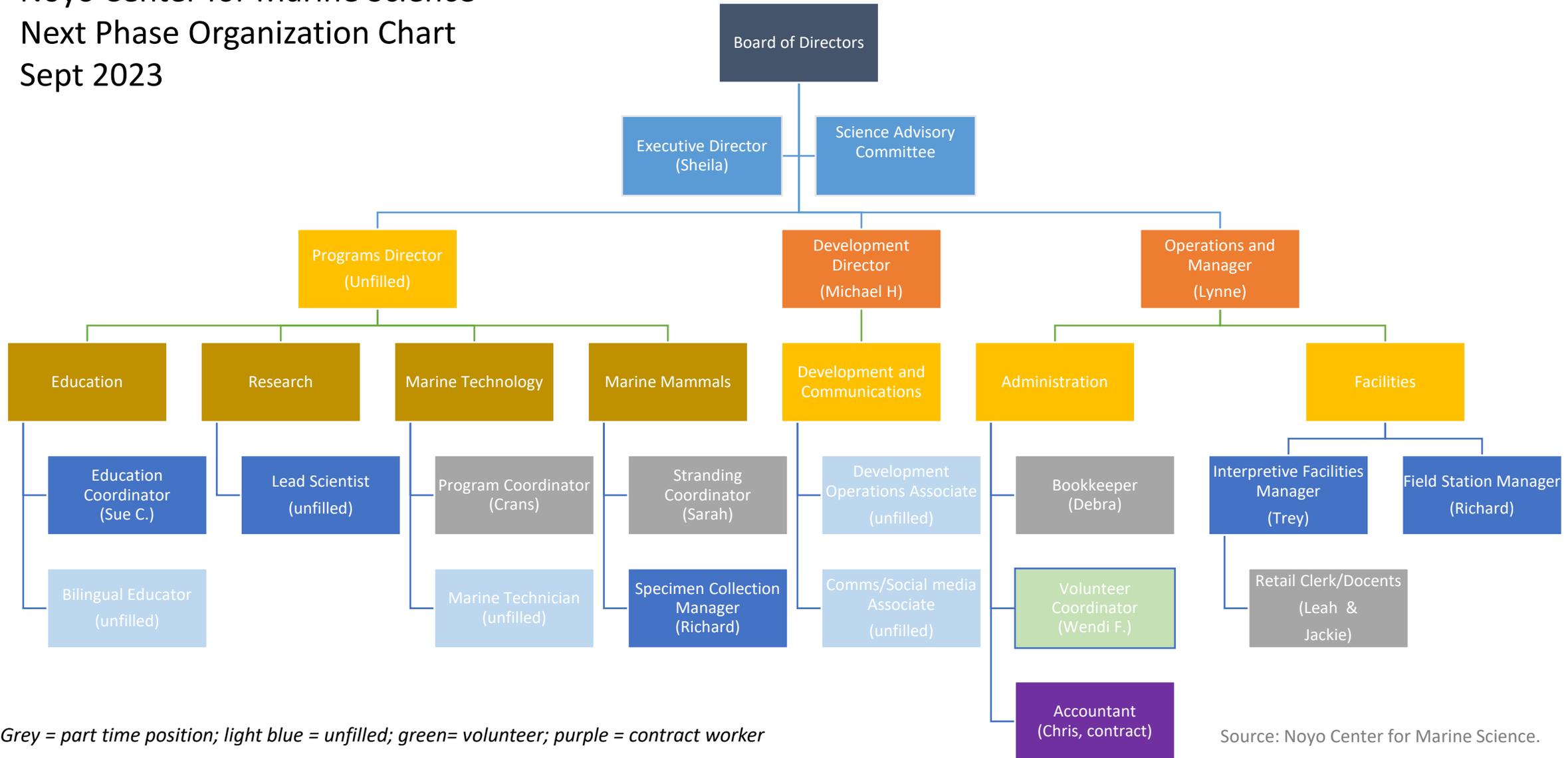
2023 & 2022 Noyo Marine Science Center and Shop Visitation Counts

	2023			2022
	Total Visitors	Museum Visitors	Percent Museum Vis. Of Total Vis.	Guests*
January	1,227	494	40%	961
February	1,826	664	36%	1,898
March	2,498	1,325	53%	2,231
April	1,889	941	50%	2,711
May	1,728	601	35%	2,710
June	4,136	1,155	28%	3,379
July	6,477	1,267	20%	6,228
August	4,174	981	24%	5,073
September	2,029	749	37%	3,886
October	1,522	414	27%	3,404
November	1,894	378	20%	2,830
December	1,762	519	29%	2,403
TOTALS:	31,162	9,488	30%	37,714

*Noyo did not count visitors that only visited the exhibit space in 2022

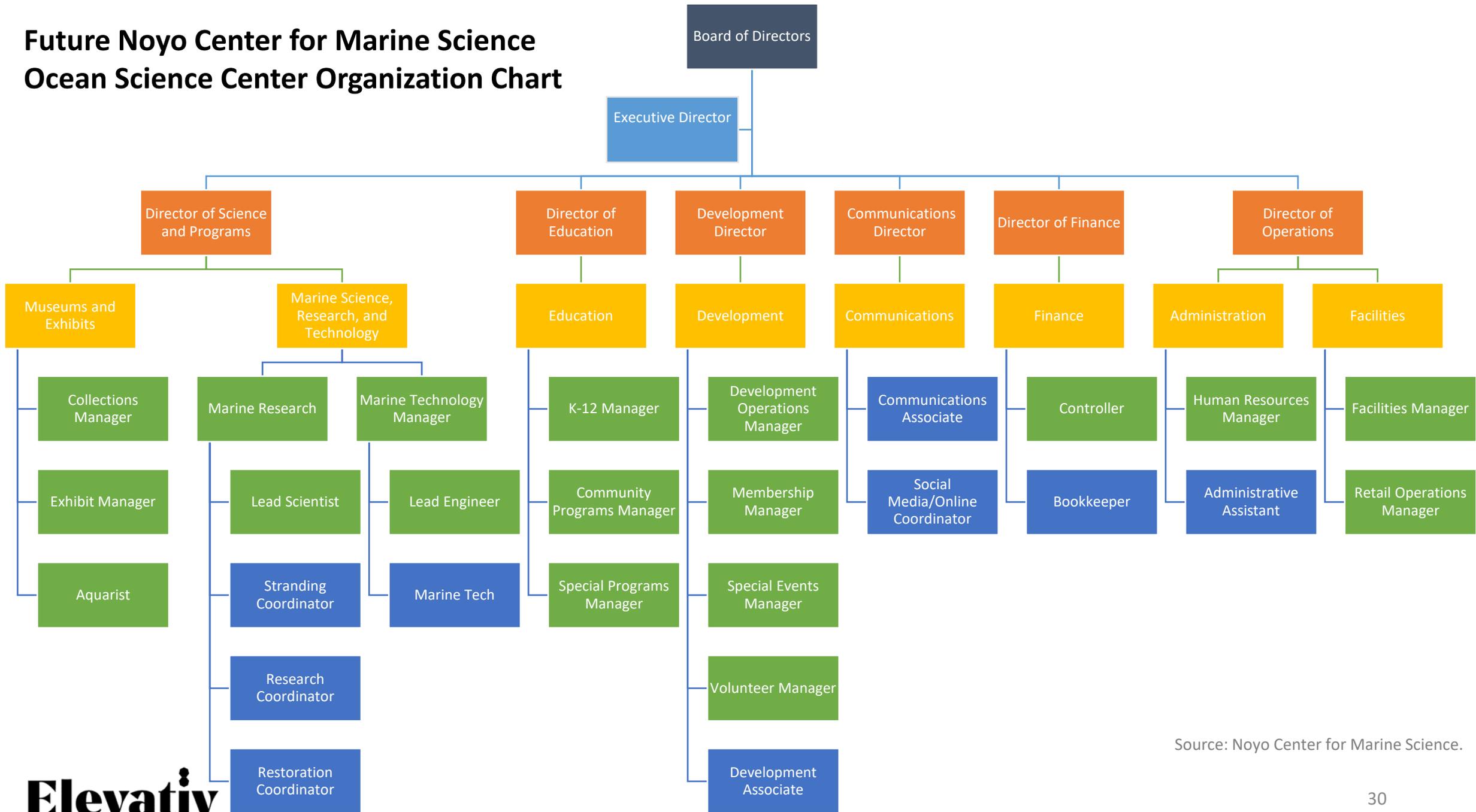
Source: Noyo Center for Marine Science.

Noyo Center for Marine Science Next Phase Organization Chart Sept 2023



Source: Noyo Center for Marine Science.

Future Noyo Center for Marine Science Ocean Science Center Organization Chart

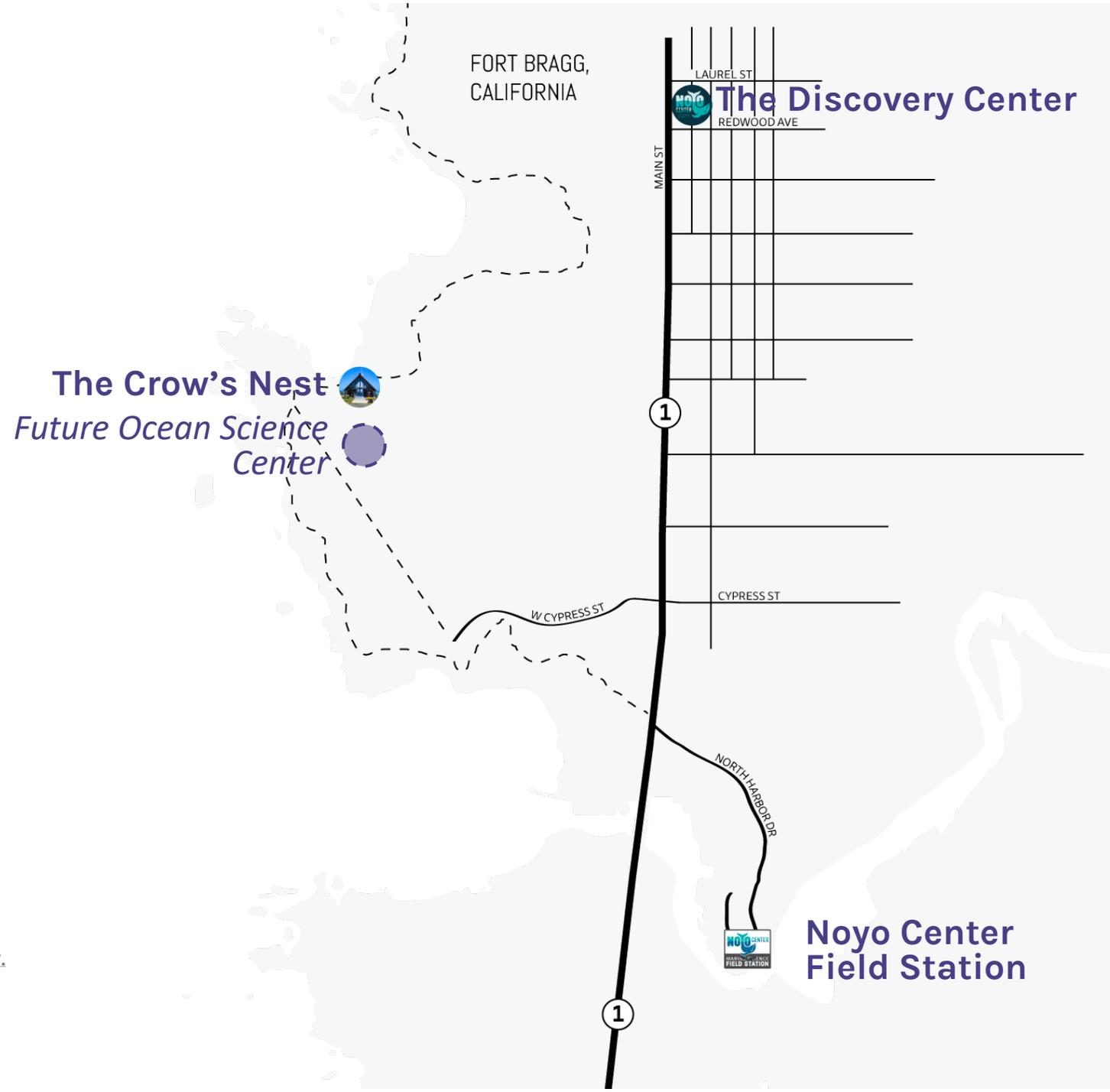


Source: Noyo Center for Marine Science.

Overview of Site

Sites Map Fort Bragg

- Walking distance between the Discovery Center and Crow's Nest: 22 minutes
- Driving distance between the Discovery Center and Crow's Nest: 6 minutes
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Source: [Noyo Center for Marine Science and Elevativ](#).

Proposed OSC Site: Former Mill Site Reuse and Crow's Nest Site

*Site is planned to include large mixed use development including attractions and new hotels etc.



Source: <https://cityfortbragg.prod.govaccess.org/departments/city-manager/former-mill-site-reuse>

Project Description

OSC Project Description

Source: Noyo Center for Marine Science

“The future headlands facility, the Ocean Science Center, will create a physical space for researchers, students, families and visitors to explore the Mendocino coast and investigate the dynamic relationship between humans and the natural world.

- Physical features will include:
 - Marine Research laboratories, office space and a marine mammal triage center.
 - Public interpretive area that includes an aquarium, tidal exhibits, auditorium and cafe.
 - An exhibition space featuring a 73-foot articulated blue whale skeleton and other natural history exhibits.
 - 11.5-acres of restored site that connects to shoreline and ocean habitats, the California Coastal Trail, and 90-acres of coastal park.
 - A campus designed for net-zero energy and zero carbon footprint.
- The 11.5 acre Ocean Science Center site is situated adjacent to recently protected coastal lands. Together the Ocean Science Center and Noyo Headlands Park will lead the redevelopment of a 400 acre former timber mill site spanning more than three miles of Fort Bragg’s waterfront.
- The site is ideal for interpreting a spectacular array of marine and terrestrial habitats. Colleges, universities, and other agencies throughout the region are eager to conduct research in this location due to the abundant and diverse species assemblages supported by:
 - Oceanographic features resulting in significant ecosystem productivity in zones of upwelling, river-ocean interface, eddy formation (the large Mendocino Eddy), and two large underwater canyons (Noyo Canyon and Vizcaino Canyon).
 - A diversity of accessible marine substrates (rocky benches, surge channels, sand and cobble beaches, many off shore monuments).”

Proposed OSC Concept and Program of Spaces

- Located on approximately 17-acre bluff site on coast adjacent to existing Crow's Nest site and adjacent to future blue economy development, research areas and marine mammal rehabilitation areas by Noyo
- OSC total gross square feet of approximately 25,000
 - Includes 13,300 SF of exhibit areas
- Visitor experience as described by EHDD in July 2024
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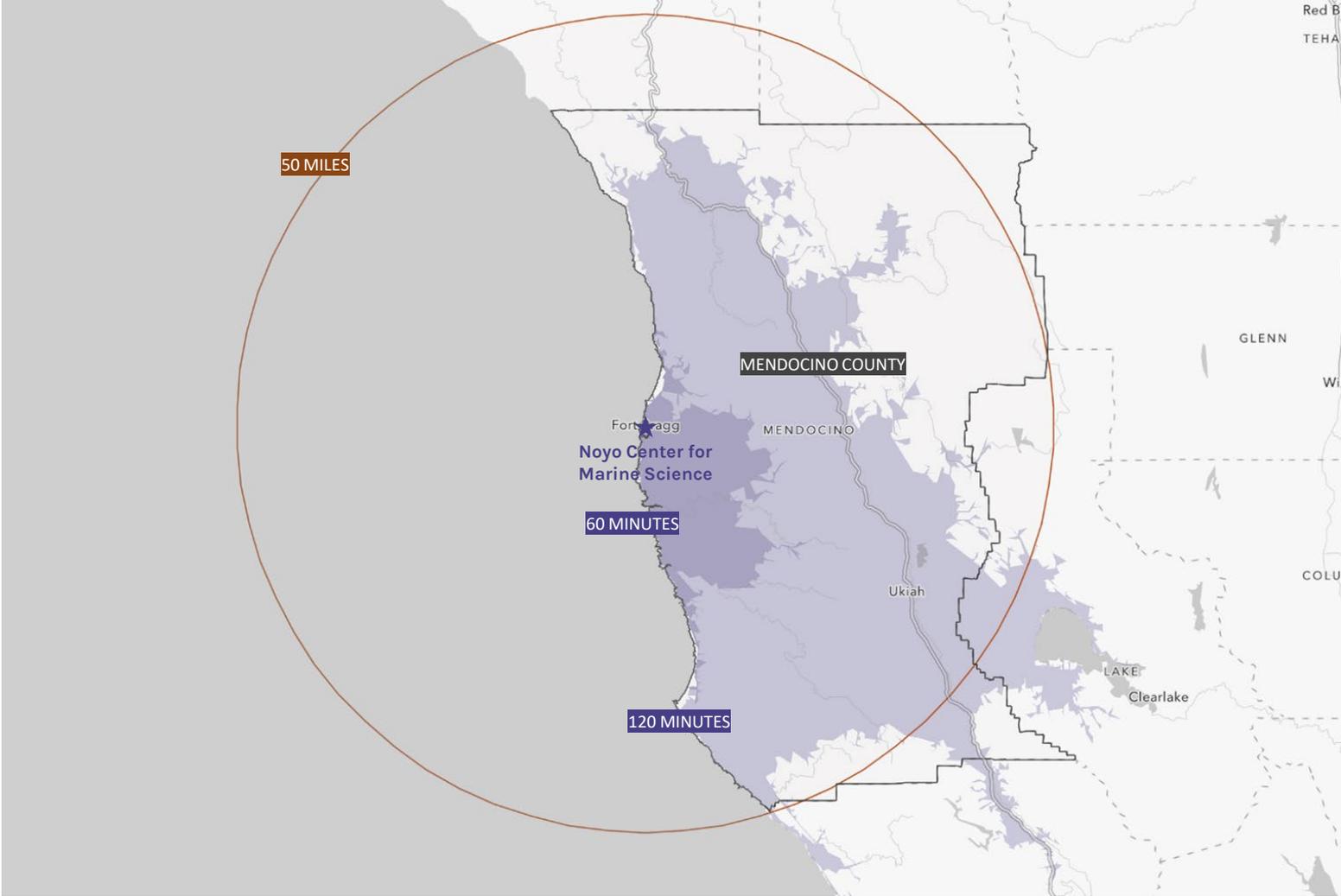
Source: EHDD.

Market Context

Market Context

60, 120 minute drive time from site

YEAR	TOTAL POPULATION				
	0-60 MINUTE DRIVE	60-120 MINUTE DRIVE	50 MILES	CITY OF FORT BRAGG	MENDOCINO COUNTY
2010	19,393	100,591	93,843	7,231	87,841
2020	19,379	105,428	97,377	6,983	91,601
2023	19,051	105,682	97,350	6,745	91,534
2028	18,909	105,553	97,180	6,664	91,467



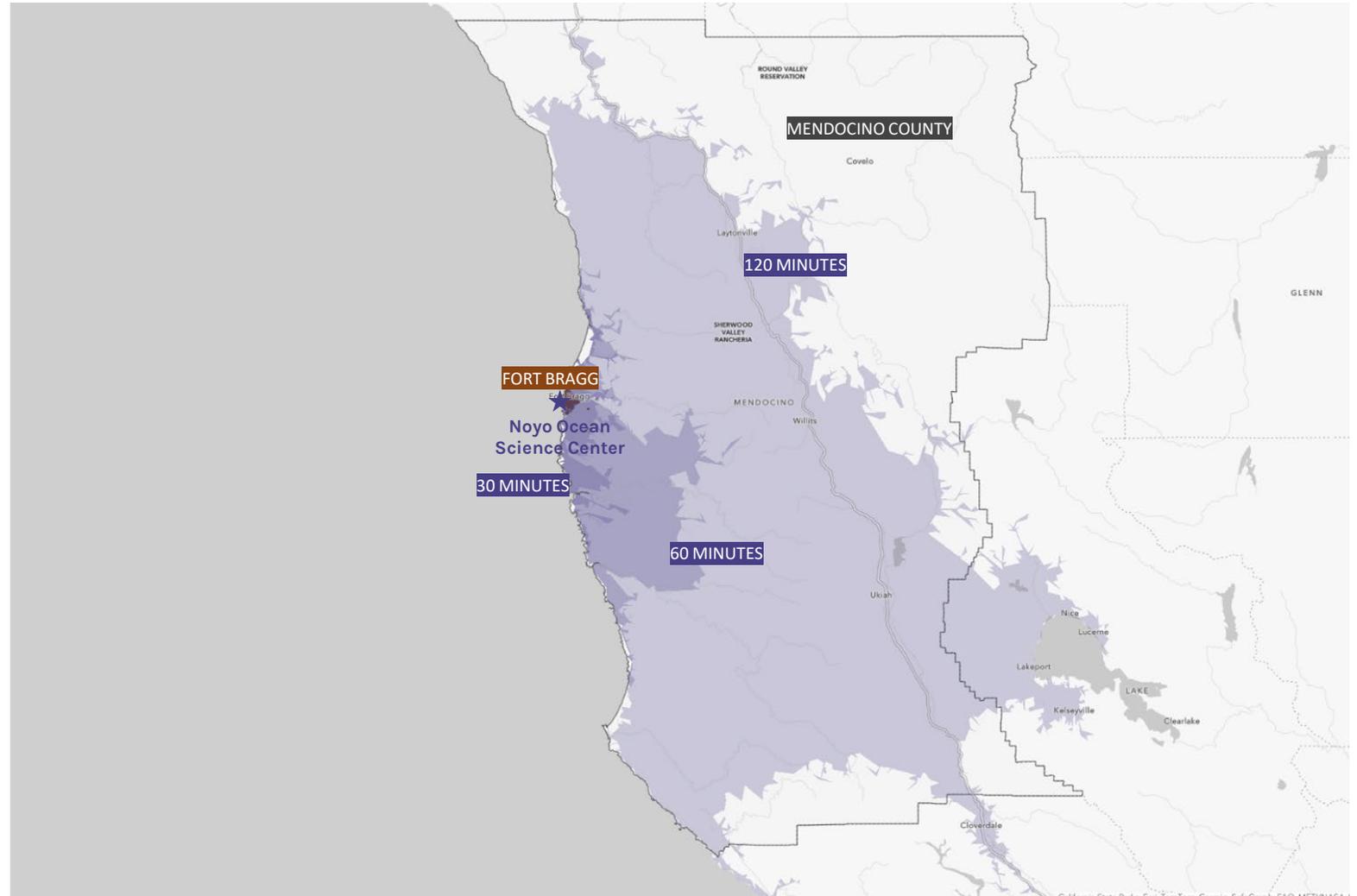
Source: ESRI and Elevativ

Resident Market

Resident Market

30, 60, 120 minute drive time from site

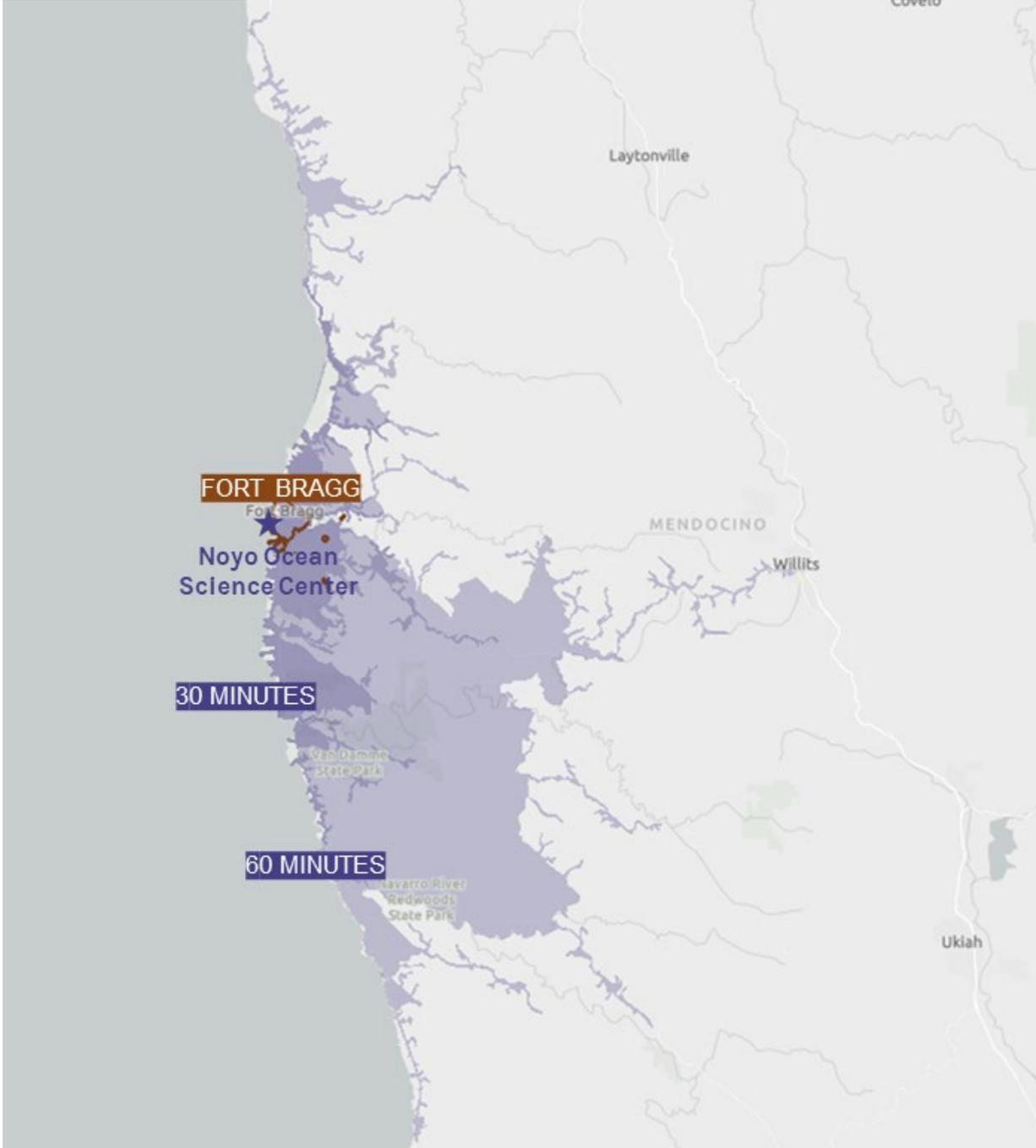
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Source: ESRI and Elevativ

Resident Market

Zoom in of 60 minute
drive time from site

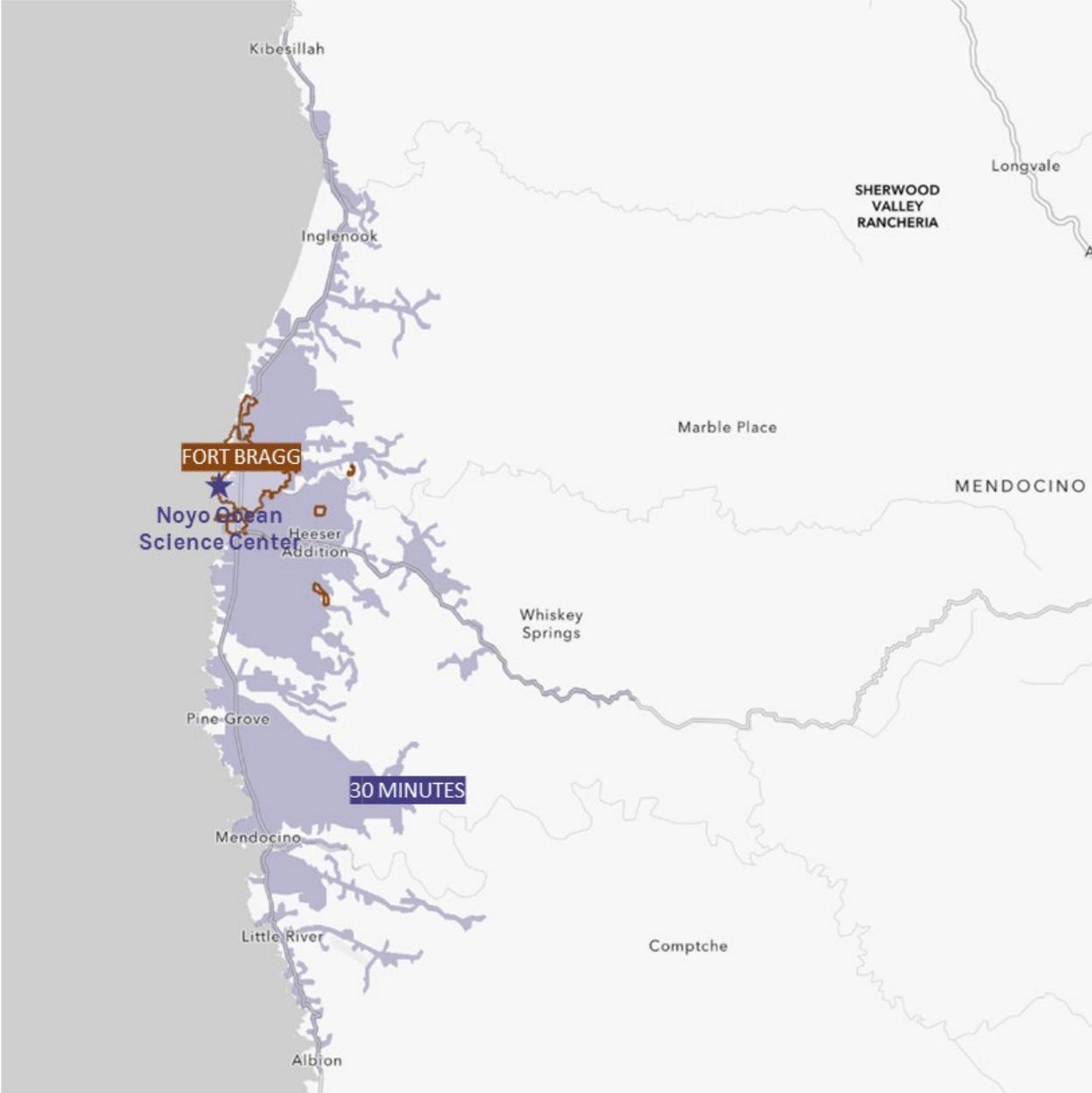


Source: ESRI and Elevativ



Resident Market

Zoom in of 30 minute drive time from site



Source: ESRI and Elevativ



Resident Market Population

30, 60, 120 minute drive time from site

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Note: The Resident Market Area is defined as the area within a 2-hour drive of the site. The area is further subdivided into the Primary Market Area, which includes the area within a 30-minute drive, the Secondary Market Area, which includes the area within a 30- to 60-minute drive, and the Tertiary Market Area, which includes the area within a 60- to 120-minute drive of the site.

Sources: ESRI and Elevativ

Age Profile

30, 60, 120 minute drive time from site

Market Area	Median Age	0 to 17	18 to 24	25 to 34	35 to 44	45 to 64	65+
Primary Market Area	48.9	16.8%	6.9%	10.5%	11.6%	26.4%	27.8%
Secondary Market Area	58.2	12.6%	4.5%	8.2%	11.2%	30.4%	33.2%
Tertiary Market Area	44.2	20.2%	7.5%	12.4%	12.0%	25.4%	22.6%
Total Resident Market Area	45.2	19.5%	7.3%	12.0%	11.9%	25.7%	23.6%
City of Fort Bragg	12.2%	20.1%	9.5%	13.1%	12.1%	25.4%	21.6%
Mendocino County	12.8%	19.7%	7.4%	12.1%	12.2%	25.3%	23.3%
State of California	12.2%	22.4%	9.6%	15.2%	13.5%	23.6%	15.7%
United States	12.8%	21.6%	9.3%	13.7%	13.1%	24.6%	17.8%

Source: ESRI and Elevativ

School Age Children

30, 60, 120 minute drive time from site

Market Area	Estimated, 2023	Projected, 2028	Percent Change, 2023 to 2028
Primary Market Area			
Ages 0 - 4 (Daycare)	700	700	0.0%
Ages 5 - 10 (Pre K through Grade 5)	800	800	0.0%
Ages 11 - 13 (Grades 6 to 8)	400	400	0.0%
Ages 14 - 17 (Grades 9 to 12)	500	500	0.0%
Subtotal, Primary Market Area	2,400	2,400	0.0%
Secondary Market Area			
Ages 0 - 4 (Daycare)	100	100	0.0%
Ages 5 - 10 (Pre K through Grade 5)	200	200	0.0%
Ages 11 - 13 (Grades 6 to 8)	100	100	0.0%
Ages 14 - 17 (Grades 9 to 12)	100	100	0.0%
Subtotal, Secondary Market Area	500	500	0.0%

Market Area	Estimated, 2023	Projected, 2028	Percent Change, 2023 to 2028
Tertiary Market Area			
Ages 0 - 4 (Daycare)	6,100	6,200	1.6%
Ages 5 - 10 (Pre K through Grade 5)	7,700	7,500	-2.6%
Ages 11 - 13 (Grades 6 to 8)	3,900	3,900	0.0%
Ages 14 - 17 (Grades 9 to 12)	5,100	5,100	0.0%
Subtotal, Tertiary Market Area	22,800	22,700	-0.4%
Total Resident Market Area			
Ages 0 - 4 (Daycare)	6,900	7,000	1.4%
Ages 5 - 10 (Pre K through Grade 5)	8,700	8,500	-2.3%
Ages 11 - 13 (Grades 6 to 8)	4,400	4,400	0.0%
Ages 14 - 17 (Grades 9 to 12)	5,700	5,700	0.0%
Total, Resident Market Area	25,700	25,600	-0.4%

Source: ESRI and Elevativ



Households

30, 60, 120 minute drive time from site

Market Area	Estimated Number of Households	Estimated Number of Family Households	Percent of Families to Total Households	Average Household Size
Primary Market Area	6,500	3,600	55%	2.24
Secondary Market Area	1,800	1,000	56%	2.10
Tertiary Market Area	39,200	24,800	63%	2.52
Total Resident Market Area	47,500	29,400	62%	2.47
City of Fort Bragg	2,942	1,662	56%	2.24
Mendocino County	36,424	22,259	61%	2.47
State of California	13,648,502	9,306,836	68%	2.85
United States	129,917,449	83,890,180	65%	2.53

Source: ESRI and Elevativ



Income

30, 60, 120 minute drive time from site

Market Area	Median Household Income	Less than \$25,000	\$25,000 - \$49,999	\$50,000 - \$74,999	\$75,000 - \$99,999	\$100,000 +
Primary Market Area	\$57,200	20.7%	23.0%	16.8%	11.1%	28.4%
Secondary Market Area	\$63,800	23.9%	19.4%	8.6%	15.2%	33.0%
Tertiary Market Area	\$68,200	19.5%	17.6%	16.3%	13.3%	33.3%
Total Resident Market Area	\$66,500	19.9%	18.4%	16.1%	13.1%	32.6%
City of Fort Bragg	\$51,414	24.2%	24.3%	17.9%	12.2%	21.4%
Mendocino County	\$63,811	21.7%	18.7%	15%	12.8%	31.8%
State of California	\$89,455	14%	14.1%	14.2%	12.2%	45.6%
United States	\$72,603	16.6%	18.2%	16.5%	12.8%	36.1%

Source: ESRI and Elevativ



Tourist Market

Background – Mendocino County and Tourism

- Mendocino County’s rugged coastline and bucolic inland scenery, attracts visitors for relaxation, exploration, and outdoor recreation.
- Tourism is important to the region by generating taxes, supporting business and employment, and contributing to residents’ quality of life.
- Two key tourism related issues have emerged:
 - Peak travel, or "overtourism" impacting the visitor experience and quality of life for local residents;
 - COVID-19, which essentially shut-down travel and tourism in 2020. Tourism is recovering but with a greatly changed visitor profile and set of priorities for destination stewardship.

Source: Mendocino County Resident & Visitor Profile & Perception Study by TAG for Visit Mendocino County, January 2023.

Summary of Findings of Perception Study of Visitors to County

- The vast majority of survey respondents who visited Mendocino County are Californians, mainly from Northern California.
- Mendocino's coastal area was most visitors' main destination.
- Seasonality is well distributed; Spring and Summer are the most visited seasons, with just slightly fewer in Fall, with far fewer in Winter.
- Nearly 94% of visitors rate their experience in Mendocino County as *highly enjoyable*, and most like its *scenic beauty* and *beaches*.
- Mendocino County offers visitors *familiarity* and a *get-away place*, as well as being *uncrowded*, and its *outdoor activities* and *open spaces*.
- Two-thirds visited mainly for *pleasure/vacation*.
- While in the area they dined in restaurants, were sightseeing, engaged in outdoor recreation and shopped.
- Almost all, 97% stayed overnight in the County, and 8 in 10 stayed in hotel type lodging.
- 99% of visitors spent money in Mendocino, averaging \$494 per group per day.

Source: Mendocino County Resident & Visitor Profile & Perception Study by TAG for Visit Mendocino County, January 2023.

Summary of Findings of Perception Study of Visitors to County *(continued)*

- 90% were traveling with others on their trip, of which 60% were couples and 22% families. Groups averaged 2.8 persons.
- Respondents skewed older with a median age of 61.
- While 76% are married, 57% have no children at home.
- 65% of respondents are female and 34% are male.
- ▶ Visitors median annual household income is \$111,200; 55% report income of \$100,000+
- When traveling visitors seek to *minimize environment impact* and want *authentic destination experiences*.
- Regarding Mendocino County tourism, visitors rate that tourism *contributes economic benefits* and *offers great amenities*.
- As a destination, visitors like Mendocino County's *great outdoors, local restaurants* and its *protection of the environment*.

Source: Mendocino County Resident & Visitor Profile & Perception Study by TAG for Visit Mendocino County, January 2023.

Summary of Findings of Perception Study of Visitors to County (*continued*)

- The high share of visitors from Northern California, suggests the opportunity to broaden reach to Central California and Southern Oregon, especially to potential visitors residing in non-coastal areas.
- Related to that is the high share of visitors who like the area for their *familiarity* with it. As a result, they use past experience more than media/resources for trip planning.
 - Those residing farther away who have not visited before are more likely to use media with messaging generated by Visit Mendocino County.
- Visitors want “authentic experiences;” often meaning places area residents frequent. The area’s music and arts can offer visitors these experiences.
- Visitors are thinking about and concerned with environment protection and minimizing negative tourism impacts.
 - Related messaging may encourage and attract like-minded visitors to Mendocino County.

Source: *Mendocino County Resident & Visitor Profile & Perception Study* by TAG for Visit Mendocino County, January 2023.

Mendocino County Economic Impact of Travel 2023



MENDOCINO TRAVEL-RELATED SPENDING

\$516.9M



MENDOCINO STATE AND LOCAL TAX REVENUE

\$49.2M



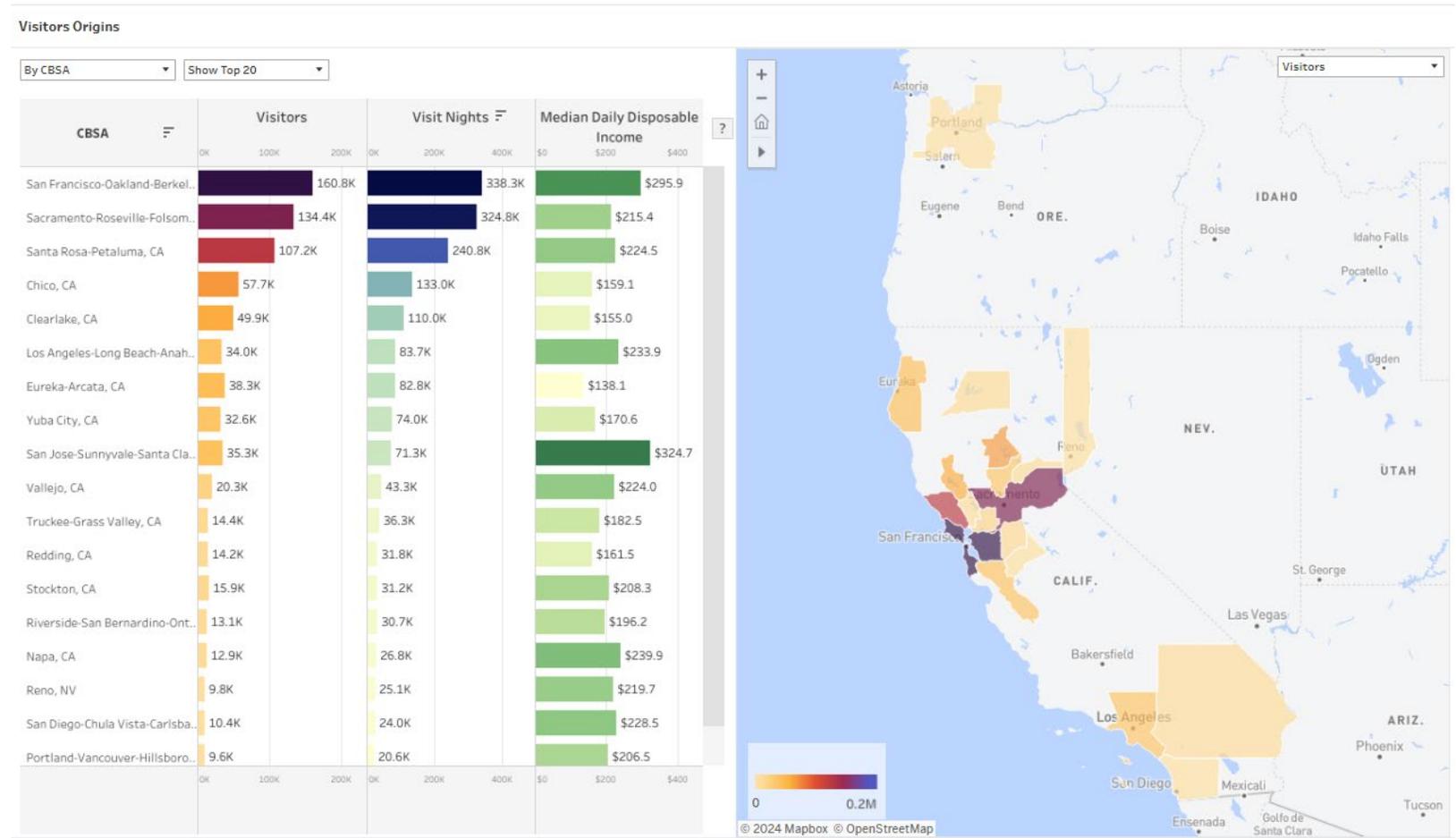
MENDOCINO EMPLOYMENT

6.0K

Source: VisitCA.

Mendocino County Overnight Visitors' Origin

- 1 million visitors in 2023 representing 2.3 million nights
- Average length of stay of 2.3 nights

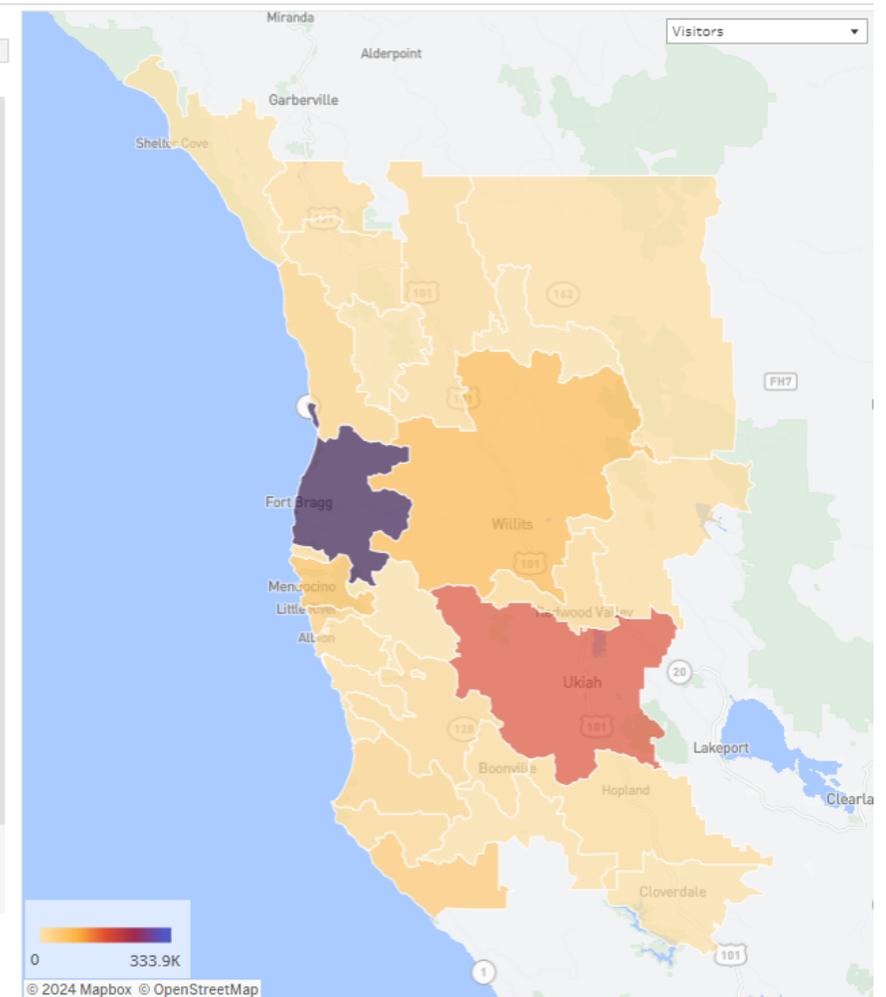
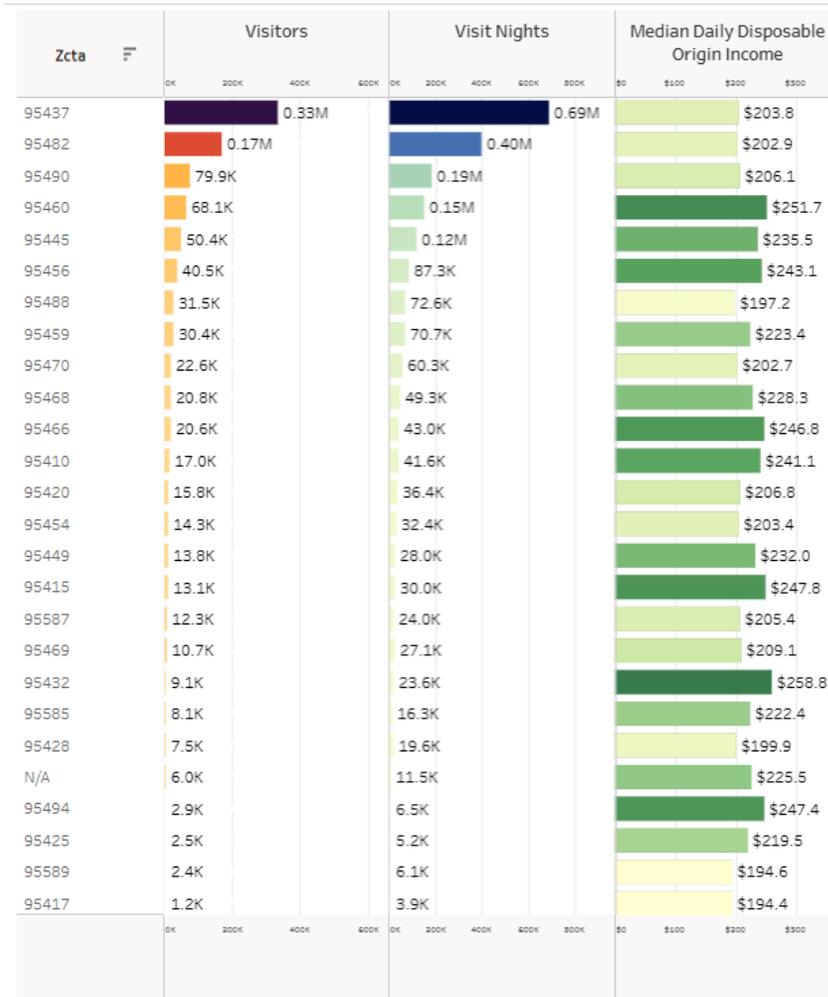


Source: Placer.ai

Mendocino County Overnight Visitors in 2023 Top Destinations within the County

- Fort Bragg's zip code area had the highest number of overnight visitors in 2023 of approximately 330,000

Visitors Destinations

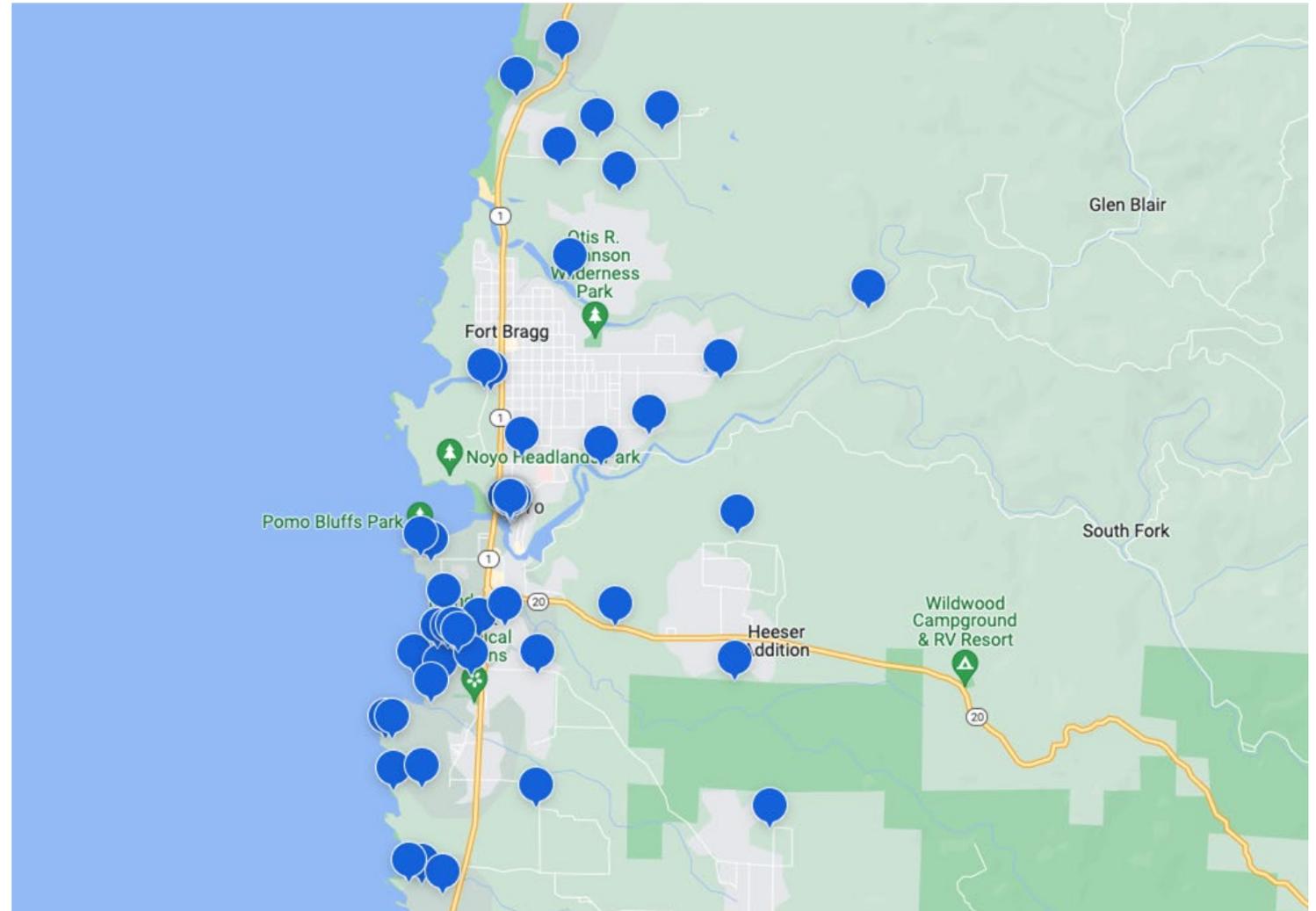


Source: Placer.ai

Tourist Market Fort Bragg

June 2024

- 90 listings on Vrbo
- 167 listings on AirBnB



Source: Vrbo & AirBnB

Short Term Vacation Rentals

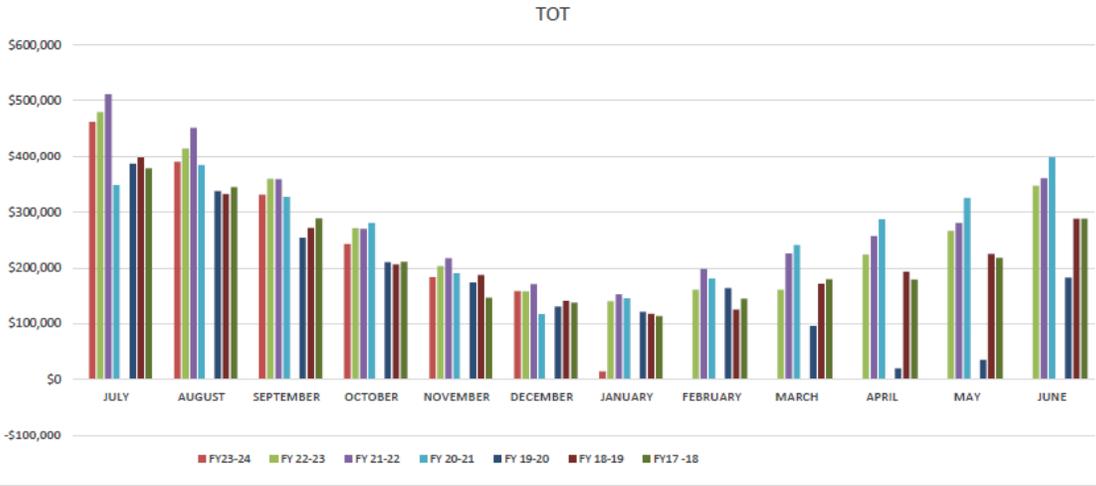
**Visitor Spending by Type of Traveler
Accommodation by County**
(% share STVR, 2023p)



Source: Dean Runyan Associates.

Fort Bragg Tourism Tax Revenue and Seasonality

MONTH	% Change Prior Year	%								
		FY23-24	FY 22-23	FY 21-22	FY 20-21	FY 19-20	FY 18-19	FY17 -18	FY16-17	FY15-16
JULY	-4%	461,938.32	479,979.28	511,404.67	348,759.93	386,778.89	398,492.98	378,754.86	295,482	272,180
AUGUST	-6%	390,396.64	414,001.02	451,181.01	384,533.54	337,694.64	332,605.94	345,152.84	256,983	232,867
SEPTEMBER	-8%	331,557.88	359,766.26	359,165.05	327,566.17	254,201.13	271,950.36	288,905.17	219,272	196,692
OCTOBER	-10%	242,990.30	271,186.35	270,056.77	280,394.56	210,521.98	206,058.45	211,241.47	157,848	234,663
NOVEMBER	-10%	183,411.78	203,048.16	217,331.37	190,368.42	173,786.20	187,227.55	146,482.91	126,734	115,126
DECEMBER	0%	158,277.39	158,219.45	170,992.29	116,960.34	130,712.78	140,436.78	137,570.89	104,237	96,090
JANUARY	-90%	14,162.86	140,129.45	152,830.83	145,184.34	121,485.29	117,710.77	113,295.36	93,741	82,233
FEBRUARY	-100%	-	160,894.99	198,267.93	180,541.07	163,961.75	125,652.46	144,704.93	90,631	109,334
MARCH	-100%	-	161,050.71	226,022.29	240,823.73	96,209.09	171,289.36	179,853.42	130,530	133,398
APRIL	-100%	-	223,984.11	256,702.13	286,958.88	19,551.43	193,569.83	178,976.10	183,398	146,696
MAY	-100%	-	266,399.10	280,626.86	325,282.66	34,812.40	225,063.33	217,991.33	219,546	165,887
JUNE	-100%	-	347,372.67	361,190.16	398,740.17	182,941.33	288,469.88	288,459.45	295,778	216,008
Year to Date Change		1,782,735	3,186,032	3,455,771	3,226,114	2,112,657	2,658,528	2,631,389	2,174,179	2,001,173
			76%	126%	53%	-21%	1%	21%	9%	

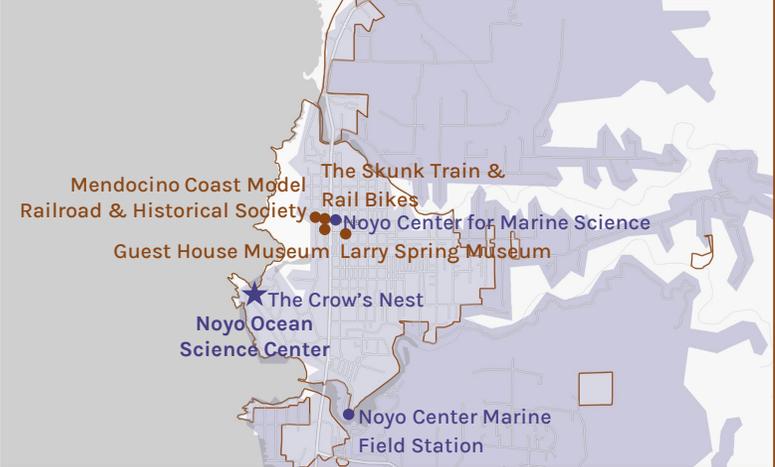


Competitive Context

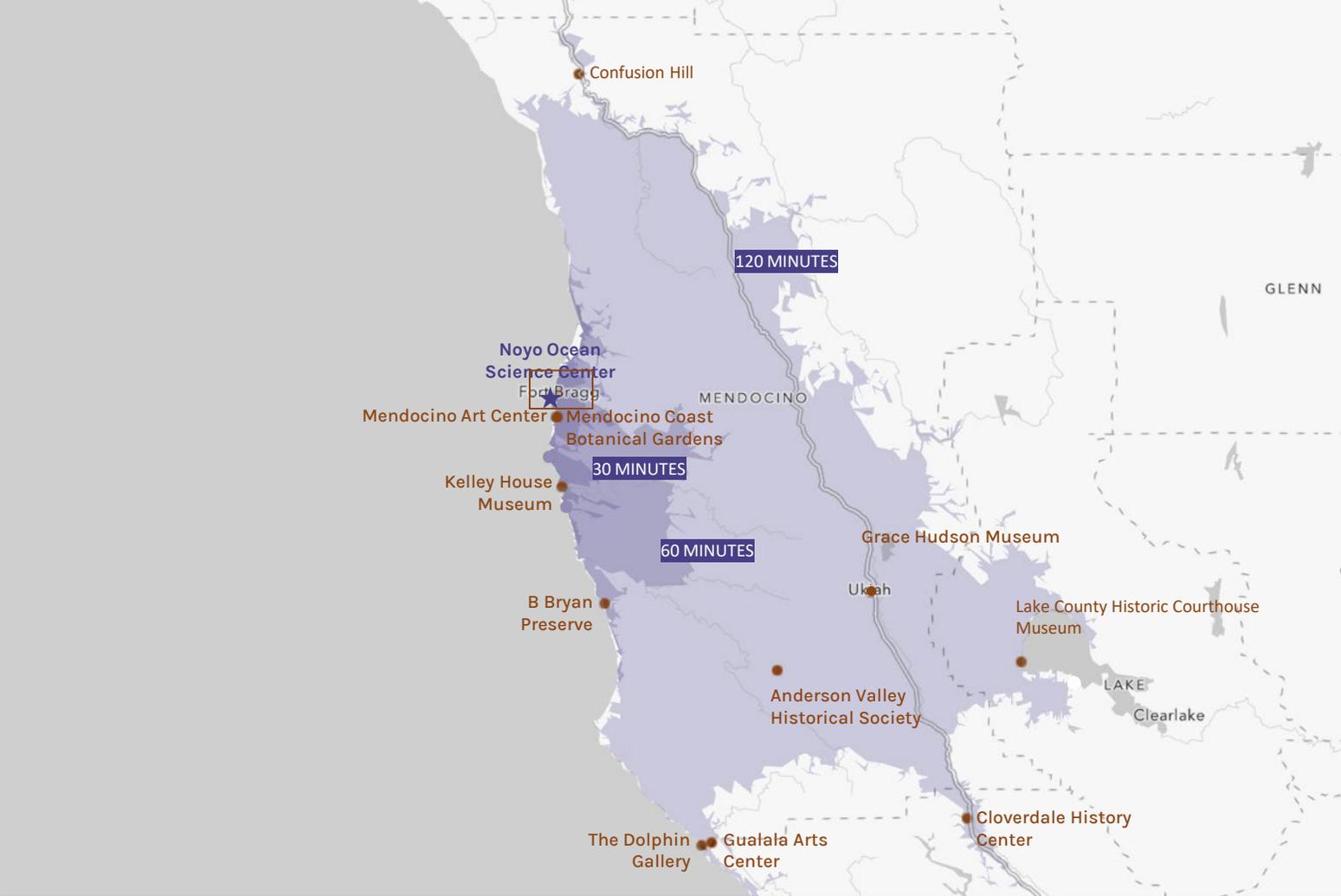
Competitive Context

30, 60, 120
minute drive
time

→16 attractions



Source: ESRI, Google,
& Elevativ



Competitive Context

Within 60 minute drive time

→ Noyo Center for Marine Science Locations

Attraction	Location	Driving Time from site in Minutes	Placer Attendance 2023	Admission Pricing	Membership Pricing	Programs
Noyo Center for Marine Science	Fort Bragg	N/A	7,100	\$5 <i>(it was free prior to 2024)</i> <u>*Educational Tours:</u> Blue Whale (1 hr) \$75 per group	<u>Supportive Monthly:</u> Blue Whale \$100 Sea Star. \$50 Orca \$25 Bull Kelp \$15 <u>Annually:</u> Blue Whale \$1200 Sea Star. \$600 Orca \$300 Bull Kelp \$180 (memberships are annual or monthly donations)	Live nature feeds Gift shop Newsletter Marine Science Center Exhibits
Noyo Center Marine Field Station	Fort Bragg	4	8,300*	*Under development (research hub for staff)	*Same as Noyo Center for Marine Science	Conservation Efforts Restorative projects (current: Purple Urchin Ranching, Abalone Broodstock Program, Seaweed Tumbletanks)
The Crow's Nest	Fort Bragg	0	2,400	FREE <u>*Educational Tours:</u> Osprey (2 hr min.) \$75 per group Help the Kelp (2 hr min.) \$75 per group Pinniped (1 hr) \$75 per group	*Same as Noyo Center for Marine Science	Tide pool aquarium Marine mammal exhibits Blue whale skeleton

*Attendable based on nearby activity within 50 ft

Source: ESRI, Google, Placer & Elevativ



Competitive

Context

60 minute drive
time from site

Attraction	Location	Driving Time from site in Minutes	Placer Attendance 2023	Admission Pricing	Membership Pricing	Programs
Mendocino Coast Model Railroad & Historical Society	Fort Bragg	1	2,600	General: Adult (12+) \$5 Children (2-12) \$3	Regular \$35/year Supporting \$25/year	Extensive model railroad exhibit Walking tour of layout Rebuild project Blog Youtube Channel
Guest House Museum	Fort Bragg	1	4,500	FREE (accepts donations)	*Fort Bragg – Mendocino Coast Historical Society Memberships: Single \$30 Couple \$40 Patron \$100 Patron Couple \$150 Business \$200 Non profit \$50 Life \$400 Life Couple \$600 Family \$50	House exhibits

Source: ESRI, Google, Placer & Elevativ

Competitive

Context

60 minute drive time from site

Attraction	Location	Driving Time from site in Minutes	Placer Attendance 2023	Admission Pricing	Membership Pricing	Programs
The Skunk Train & Rail Bikes	Fort Bragg	1	49,000	<p><u>Rail Bike Fares:</u> Railbikes on Pudding Creek \$265 per bike (2 riders) 8 AM Rise & Shine trip \$195 per bike Railbikes on the Noyo \$495 per bike Dog Trailer \$30</p> <p><u>Train Fares:</u> Whisky Train (21+) \$119 Days of Steam \$79.95 Wolf Tree Turn \$59.95 Pudding Creek Express \$49.95 Pumpkin Express \$59.95</p> <p><u>Other Attractions:</u> Glen Blair Bar \$49.95 Roundhouse Tour \$49.95 Mr. Skunk's Giant Xmas Treee \$59.95</p>	Skunk Train Annual Passes \$399/ ticket	Rail Bikes Train tours Hikes Historical Exhibits Guided Tours Group Visits Seasonal/Holiday Events 21+ Events Wedding Venue
Larry Spring Museum	Fort Bragg	2	3,000*	FREE	Observer \$50 Experimenter \$100 Teacher \$200	DIY Scientific Models Exhibits Artist/Experimenter Installations

*Attendable based on nearby activity within 50 ft

Source: ESRI, Google, Placer & Elevativ



Competitive Context

60 minute drive time from site

Attraction	Location	Driving Time from site in Minutes	Placer Attendance 2023	Admission Pricing	Membership Pricing	Programs
Mendocino Coast Botanical Gardens	Fort Bragg	5	89,400	General Admission (18+) \$20 Seniors (65+) \$17 Juniors (6-17) \$8 Children (≤5) FREE Member FREE Member's Guest \$10 Local \$10 Military \$12 Museums for All Program \$2.00	Individual \$75 Household \$125 Rose \$200 Magnolia \$400 Camellia \$750 Dahlia \$1200 Rhododendron \$2000	Gardens Art in the Gardens Event Group Tours Private Events Wedding Venue
Kelley House Museum	Mendocino	16	3,200	FREE (accepts donations)	Historian \$75 Curator \$150 Museum/Business Sponsor \$275 \$Museum Benefactor \$2000	Exhibits Walking tour Lawn parties Events
Mendocino Art Center	Mendocino	16	6,600	Workshop/Event Pricing: *Dependent on event/workshop length \$429 - \$1,882	Student (<18) FREE Individual \$100 Senior (65+) \$50 Supporter \$200	Multi-Day Art Workshops Events Art Camps Exhibits Online galleries Visitor Lodging

Source: ESRI, Google, Placer & Elevativ

Competitive Context

Between 60 and 120 minute drive time

Attraction	Location	Driving Time from site in Minutes	Placer Attendance 2023	Admission Pricing	Membership Pricing	Programs
Anderson Valley Historical Society	Boonville	63	23,700*	FREE	Family Membership \$40 Friend of the Museum \$75 Lifetime Membership \$250 Annual Business \$150	Exhibits (e.g. school) Graveyards Resident Interviews Room Rental Valley Chat Events Membership Gatherings
B Bryan Preserve	Point Arena	65	7,100	<u>Car Safaris:</u> Adult \$25 Child (≤10) \$15 <u>Guided Tours:</u> Adult \$35 Child (≤10) \$20 <u>Other Tours:</u> Private VIP Tour \$250 <u>Cottages (2 night min):</u> \$250	No membership option	Tours Multi-night Stays Animals Preservation

*Attendable based on nearby activity within 250 ft

Source: ESRI, Google, Placer & Elevativ

Competitive Context

Between 60 and 120 minute drive time

Attraction	Location	Driving Time from site in Minutes	Placer Attendance 2023	Admission Pricing	Membership Pricing	Programs
Point Arena Lighthouse	Point Arena	68	36,700	<p>Site Visit: Adult (12+) \$5 Under 12 FREE Member FREE</p> <p>Tower Tours: General (4+) \$500 Member FREE</p> <p>Lodging: Sun-Thurs \$199 - \$399 Fri-Sat \$229 - \$449</p>	Apprentice Keeper \$25 Keeper's Assistant \$50 Keeper's Assistant II \$100 Lighthouse Keeper \$200 Head Lighthouse Keeper \$500 Silver Lighthouse Keeper \$1000 Gold Lighthouse Keeper \$5000 Platinum Lighthouse Keeper \$10000	Indoor Museum Outdoor Museum Light Station Store Tours
Grace Hudson Museum/Sun House	Ukiah	80	8,100	Individual \$5 Students \$4 Seniors \$4 Families \$12 Military FREE Native Americans FREE	Senior (62+) Single \$15 Professional Educator Single \$15 Senior (62+) Dual \$15 Professional Educator Dual \$15 Individual \$30 Dual \$50 Family \$65 Supporter \$165 Patron \$525 Life \$2000	Exhibits Wild Gardens Sun House Gift Shop

Source: ESRI, Google, Placer & Elevativ

Competitive Context

Between 60 and 120 minute drive time

Attraction	Location	Driving Time from site in Minutes	Placer Attendance 2023	Admission Pricing	Membership Pricing	Programs
The Dolphin Gallery	Gualala	84	7,200	FREE	*Gualala Arts Memberships: Individual \$30 Family \$50 Business \$50 Art Angel additional donation	Art gallery Retail art Newsletter Other Gualala ticket sales Workshops
Confusion Hill	Leggett	85	21,600	Gravity House: Adult \$5 Children (4-12) \$4 Children (≤3) FREE Mountain Train Ride: Adults \$10 Children (4-12) \$7.50 Children (≤3) FREE	No membership option	Attractions
Gualala Arts Center	Gualala	86	4,800	FREE (ticketed events and workshops)	Gualala Arts Memberships: Individual \$30 Family \$50 Business \$50 Art Angel additional donation	Art gallery Fine Arts Fair Event Center Workshops

Source: ESRI, Google, Placer & Elevativ

Competitive Context

Between 60 and
120 minute drive
time

Attraction	Location	Driving Time from site in Minutes	Placer Attendance 2023	Admission Pricing	Membership Pricing	Programs
Lake County Historic Courthouse Museum	Lakeport	105	3,400*	FREE (suggested small donation)	\$15 - Individual \$25 - Friend \$50 - Sponsor \$100 - Steward \$250 - Patron \$500 - Benefactor	Pomo Baskets and other Native American artifacts Geologic History of Clear Lake Gem and Mineral Display Pioneer artifacts Restored Courtroom Research Library and Photograph Collection
Cloverdale History Center	Cloverdale	106	9,000*	FREE (ticketed events)	Individual \$35 Family \$45 Business \$50 Contributing \$100 Sustaining \$500 Benefactor \$1000	Exhibits on local area Library for Research Newsletter

*Attendable based on nearby activity within 100 ft

Source: ESRI, Google, Placer & Elevativ

Preliminary Review of Comparable Projects

Case Studies Reviewed

- 6 case studies were reviewed
- 3 are independent 501c3's, 2 are affiliated with universities and 1 is part of a city's parks and recreation department

Organization	Location	Governance
Cabrillo Marine Aquarium	San Pedro, CA	City of Los Angeles Department of Recreation and Parks *has supportive, 501c3 friends group, Friends of Cabrillo Marine Aquarium
Hatfield Marine Science Center	Newport, OR	Oregon State University
Living Coast Discovery Center	Chula Vista, CA	501c3
Ocean Institute	Dana Point, CA	501c3
Seymour Marine Discovery Center at UCSC	Santa Cruz, CA	Long Marine Laboratory at UCSC
Turtle Bay Exploration Park	Redding, CA	501c3

Source: Facilities listed and Elevativ

Case Studies Reviewed

(clockwise from top left: Cabrillo, Hatfield, Living Coast, Ocean Institute, Seymour & Turtle Bay)



Case Studies

Organization	Mission	Program Content	Admission Levels and Pricing	Membership Levels and Pricing	Notes
Cabrillo Marine Aquarium	To engage all visitors in education, recreation, and research to promote knowledge, appreciation, and conservation of the marine life of Southern California	Exhibit Hall Exploration Center Aquatic Nursery John M. Olguin Auditorium Cabrillo Coastal Park Research/Conservation School programs Events Channel Island Adventures Discovery Lecture Series Meet the Grunion Whale Watch Trips After School and Summer Programs <u>Weekend Programs</u> Beach Cleanup Native Garden Restoration Nature Journaling Public Fish Dissection Salt Marsh Open House Tidepool Walks Walk Cabrillo	Suggested donation of \$7 for adults and \$3 for children and seniors.	Student \$25.00 Senior/Military \$40.00 Individual \$50.00 Dual/Family \$75.00 Supporter \$100.00 Sponsor \$150.00 Benefactor \$300.00 Patron \$500.00 Partner \$1000.00	The aquarium is operated by the City of Los Angeles Department of Recreation and Parks. Friends of the Cabrillo Aquarium 501c3: THE ORGANIZATION'S OPERATIONAL GOALS INCLUDE SOLICITATION, RECEIPT AND DISTRIBUTION OF FUNDS FOR EDUCATIONAL PROGRAMS AND SERVICES OF CABRILLO MARINE AQUARIUM.
Hatfield Marine Science Center	To advance Oregon State University's (OSU) mission through research, education, and outreach in marine and coastal sciences.	<u>Hatfield Visitor Center</u> Research ship simulator Touch Tank Octopus Exhibit Crustacean Station Tsunami Wave Tank Erosion Tank Marine Mammal Skeletons AR Sandbox <u>Gladys Valley Marine Studies Building</u> Innovation Lab Auditorium Labs Cafe School Programs Tours Guinn Library Gift Shop Yaquina Estuary Trail Whale Watching	General (5+) \$5	N/A	Located on 49-acre campus and within 74,000 SF building.

Case Studies (continued)

Organization	Mission	Program Content	Admission Levels and Pricing	Membership Levels and Pricing	Notes
Living Coast Discovery Center	To increase knowledge of coastal environments, climate change adaptation, and human coexistence with the natural resources of San Diego Bay	Turtle Lagoon Aquarium Shark & Ray Experience Raptor Row Living Coast Exhibit - Eagle Mesa Native Pollinator Garden Compost Garden Walking Trails Wildlife Camps School Programs Community Programs Family Programs Scout Programs Trail to Bay Hikes Team Up to Clean Up Private Rentals Gift Shop Conservation	Adults (13+) \$20 Children (3-12) \$15 Children (2 and under) Free Student Discount \$16 Senior Discount (Ages 65+) \$16	\$149 Household – For up to 6 named adults or children in the same household. Plus two 2-for-1 admission coupons. \$149 Grandparents – For up to 6 named adults or children, including grandchildren. Plus two 2-for-1 admission coupons. \$89 Dual – 2 people. Plus two 2-for-1 admission coupons. \$49 Individual – 1 person. Plus one 2-for-1 admission coupon.	<i>From website: On average, we see 70,000 visitors each year, including families, school groups, and special events.</i> Located in 326-acre refuge. <i>Since 1987, the Living Coast has provided a living interpretive experience while promoting coastal resource conservation and environmental stewardship through education. The Living Coast is a zoo and aquarium that focuses on local animals from the San Diego region and provides unique opportunities to explore nature trails, learn about coastal resource conservation, and experience native wildlife up-close. Through partnerships with the City of Chula Vista and U.S. Fish and Wildlife Service, the Living Coast conducts nature-based educational programs and collaborative research within the 316-acre Sweetwater Marsh Unit of the San Diego Bay National Wildlife Refuge. Our vision is a thriving natural coast through engaged conservation.</i>
Ocean Institute	Using the ocean as our classroom, we inspire children to learn.	Exhibits Field Trips Teen Programs Whale and Marine Life Tour Sail on Spirit of Dana Point Bioluminescence Night Cruise Birthday Parties Beach Clean-ups Summer Camps Venue Rentals Gift Shop Annual Maritime Festival	Adult: \$15.00 Senior (55+ y.o)/Military: \$10.00 Child (19 months – 13 y.o): \$7.50 Toddler (18 months and under): \$0	Sea Star: \$250 Teacher: FREE Jr. Explorer - Youth: \$50 Individual: \$100 Family: \$150 Senior: \$175 Captains Compass: \$400 Sealife Sponsor: \$650 Ocean Advocate: \$1,500	located on 2.4 acres in the Dana Point Harbor; adjacent to a Marine Protected Area. The Institute includes state-of-the-art teaching labs, the spectacular Maddie James Seaside Learning Center, a historic tall ship, and an oceanographic research vessel. Immersion-based field trips range from one-hour science labs to multi-day programs at sea. All programs are designed to maximize immersion, spark curiosity, and inspire a deep commitment to learning.

Case Studies (continued)

Organization	Mission	Program Content	Admission Levels and Pricing	Membership Levels and Pricing	Notes
Seymour Marine Discovery Center at UCSC	To educate people about the role scientific research plays in the understanding and conservation of the world's oceans	Indoor Exhibits Outdoor Exhibits Events Group visits School field trips Discovery Lab & Tour Ocean Explorers Summer Program Private event rentals Behind-the-Scenes Research Tour Younger Lagoon tours Long Marine Laboratory Gift Shop Coffee/Snacks	Adult \$12 Senior (65 and older) \$11 Student (with ID) \$9 Child (3-17) \$9 Toddler (2 and under) Free Members (join now) Free UC Santa Cruz undergraduate with valid ID Free	Individual \$50.00 Dual/Family \$80.00 Discoverer's Circle \$115.00 Explorer's Circle \$250.00 Researcher's Circle \$500.00 Leadership Circle \$1,500.00	<i>All programs and daily operations of the Seymour Marine Discovery Center are funded through memberships, gifts, grants, special events, program fees, facility rentals, gift store sales, and admission fees. We rely on our community to keep us running.</i> <i>Through our breathtaking seaside learning center, we bring the adventures and explorations of ocean science to life. Powered by the Long Marine Laboratory, a world-renowned university research facility, the Seymour Marine Discovery Center offers hands-on immersion into the world of ocean exploration and discovery. In our 20,000-square-foot visitor center, guests can touch a shark, explore the latest discoveries in ocean science, and take in the spectacular Monterey Bay, which has been called the "Serengeti of the sea" for its incredible diversity of marine life. The Center offers a deeper dive into the research conducted at Long Marine Lab and a chance for everyone to find their inner scientist through rich experiential learning programs including school field-trips, summer youth programs, Science Sundays, volunteer opportunities, internships, and more.</i>
Turtle Bay Exploration Park	To inspire wonder, exploration, and appreciation of our world.	<u>Turtle Bay Museum</u> Oak Tree Visible River Aquarium Cave Salt Water Tank Urban Watershed Touch Table River Lab Wintu Bark House Atsugewi Lumjawi History Gallery Resource Gallery Dam to Bridge Amazing Pollinators Yosh Sugiyama Museum Store <u>Turtle Bay Park</u> Sundial Bridge Animal Exhibits and Programs Access Programs Forest Camp Dining Hotel McConnell Arboretum & Botanical Gardens School Field Trips Discovery Camps Family Programs	Adult (16-64) \$20.00 Child [4-15] \$16.00 Senior (65+) \$16.00 Child 3 and Under \$0.00	Senior Membership \$10 Discount Individual \$75 Family \$105 Contributor \$200 Patron \$350 Benefactor \$500 College Student \$50 Family Plus \$125.00 Contributor Plus \$240.00 Organization Membership	Located in 300-acre park. Accredited as a zoo. April 2023: Turtle Bay Breaks Ground On NEW Environmental Resource Building

Source: Facilities listed and Elevativ.

Summary Review of Case Studies

- **60-minute drive time population** ranges from 55,400 at Hatfield to over 10 million at Cabrillo and total average of 3.6 million and median of 2.6 million; and 19,100 for the OSC.
- **Overnight tourist/visitor markets** are large for all yielding total average of close-in overnight visitors of 778,000 and median of 746,000; and approximately 750,000 for the region in and around Fort Bragg.
- **Size** in square feet (SF) ranges from approximately 20,000 SF at Seymour to 44,000 at Cabrillo and total average of 33,000 SF and median of 34,000 SF; and 25,000 SF for the OSC.
- In 2023, **annual attendance** ranged from approximately 34,400 at Seymour to 272,900 at Turtle Bay and total average of 135,000 and median of 112,000.
- Current **summer 2024 adult admission price** ranges from \$5 at Hatfield to \$20 at both Living Coast and Turtle Bay, and total average of \$13 and median of \$14.
- Current **summer 2024 family membership price** ranges from \$75 at Cabrillo to \$150 at Ocean Institute, and total average of \$110 and median of \$105.
- **Market penetration of annual attendance** of the corresponding 60-minute drive time populations ranges from 1.2% at Ocean Institute to 276% at Hatfield, with total average of 66%, weighted average of 3.7% and median of 2.0%.

Summary Review of Three 501c3 Case Studies

- **Total revenues** ranged from \$3.4 million at Living Coast to \$13 million at Turtle Bay, and total average of \$6.8 million and median of \$4.0 million.
- **Earned revenues** ranged from \$702,000 at Living Coast to \$1.9 million at Turtle Bay, and total average of \$1.3 million and median of \$1.4 million.
- **Earned revenue as a percentage of total revenues** ranged from 15% at Turtle Bay to 37% at Ocean Institute, and total average of 24%, weighted average of 20% and median of 20%.
- **Operating expenses** ranged from \$2.3 million at Living Coast to \$7.4 million at Turtle Bay, and total average of \$4.7 million and median of \$4.4 million.
- **Coverage of operating expenses by earned revenues** ranged from 26% at Turtle Bay to 34% at Ocean Institute, and total average of 30%, weighted average of 21% and median of 30%.
- **Operating expenses per square foot of exhibit building** ranged from \$104 at Living Coast to \$218 at Turtle Bay, and total average of \$151, weighted average of \$106 and median of \$130.

Preliminary Market and Economic Potential

Preliminary Operating Potential Assumptions

- Proposed OSC of indoor 25,000 GSF building including aquarium exhibits, touch tank and interactive multi-media exhibits, as well as outdoor wetland exhibit areas, as conceived by EHDD and described herein. As planning by the design team continues, the operating potential and cash flow analysis for the OSC will need to be revisited and revised.
- Location and site context of the OSC overlooking the Pacific Ocean and adjacent to Noyo's planned blue economy, research and marine mammal rehabilitation development.
- Operating hours of 7 days per week during peak summer months from 9 AM to 5 PM with potential to open earlier or later. During non-peak months open 5 days per week, with potential to close an additional day per week during slow weeks and extend hours as needed to accommodate school visits and/or special events.
- Size and demographic profile of the Resident Markets and tourists to Fort Bragg region.
- Operating experience of regional attractions and the competitive context for the OSC and its components.
- Operational experience of comparable marine science centers nationally.
- Adult general admission price of \$20.00 in current dollars with discounts for seniors, military, and children. School groups, OSC members, corporate sponsors, children under 3, VIPs and other complimentary visitors are assumed to enter free of charge. In addition, there are additional discounts available by assumed couponing for both residents and tourists assumed at -15% of the achieved per capita ticket revenue.

Preliminary Operating Potential Assumptions (*continued*)

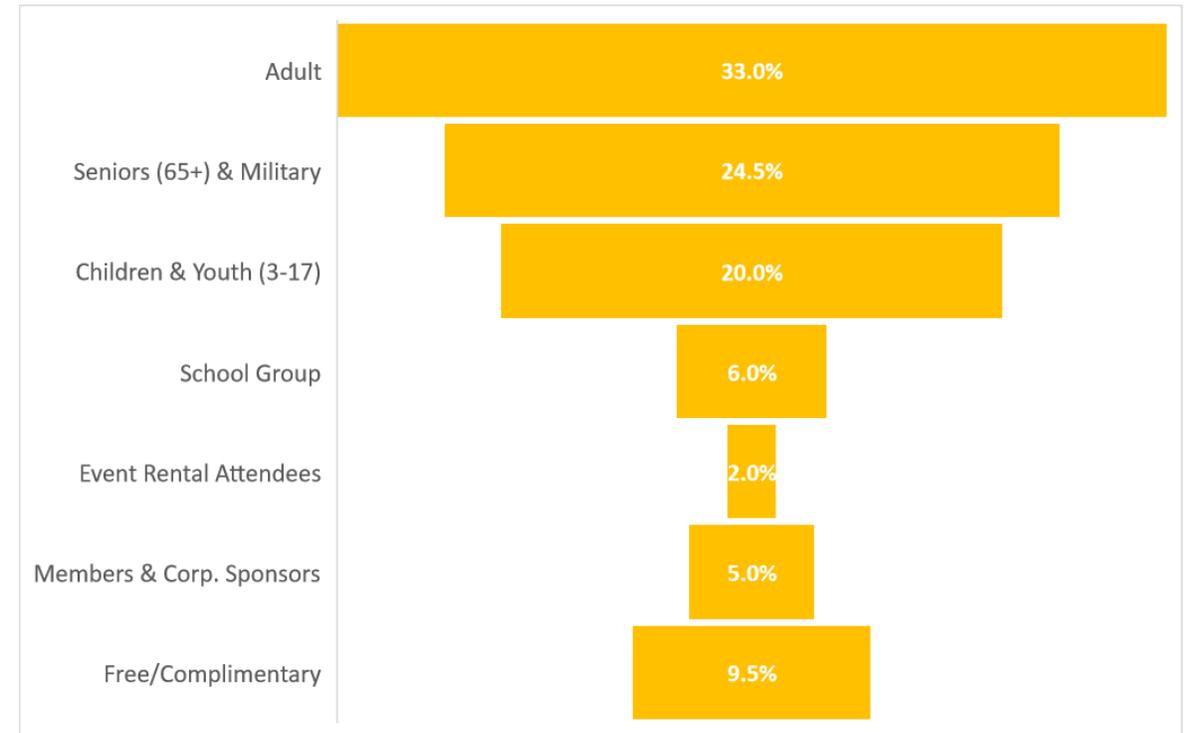
- OSC will seek out a qualified and experienced café operator.
- The size and design of each component of the proposed OSC will serve to create a high quality, stimulating attraction with broad-based audience appeal and a distinctive image. The entrance to the OSC campus will be highly visible and well signed.
- OSC will be competently and effectively managed as part of the larger Noyo Marine Science Center operation. An aggressive promotional and marketing campaign will be developed and implemented. The program will be targeted to prime resident and visitor markets. The admission price for the OSC will be consistent with the educational, entertainment and recreational value offered, and in line with current attraction admissions prices for other comparable destinations.
- There will be no physical constraints to impede visitors to the OSC, such as major construction activity. Changes in economic conditions such as a major recession, public health (such as the Covid-19 pandemic), political or major environmental problems that would negatively affect operations and visitation will not occur in the near future and are not assumed in this market and economic analysis.
- Current proposed program of areas and approximately 25,000 SF for the Museum can accommodate low through high range stable year visitors on a peak day. During peak days, if needed, the OSC can undertake strategies to potential mitigate bottlenecks and visitor throughput issues utilizing such mitigation efforts such as timed-ticketing and/or longer hours of operation.

Preliminary Visitation Potential

- Preliminary visitation potential for the OSC in a stable year of operations ranges from a **low of 60,000 to a high of 120,000 visitors, and a mid-range of 90,000 visitors** based on data available at the time of this report.
- Estimated 24% of visitors are from the Resident Market and 76% from the tourist market, or outside the Resident Market area.
- Stable year is expected to occur in Year 3 after opening based on the experience of other museum projects. Early year attendance in Years 1 and 2 will be higher than stable Year 3 based on the experience of similar projects.
- Sustainability of attendance for the OSC assumes that the OSC will offer one or two changing exhibits on an annual basis. Risk for the OSC is that after a couple years visitation to the paid exhibit components of the OSC may decline if the OSC does not include changing exhibits on an annual basis as Fort Bragg has many repeat visitors.

OSC Admissions and Pricing in Current Dollars

- Full price admission pricing for the OSC reflects pricing for majority of its visitors (76%) from the visitor/tourist market.
- Full price admission fees in current dollars are assumed at:
 - \$20.00 for Adults
 - \$16.00 for Seniors and Military
 - \$15.00 for Children & Youth (3-17)
- This analysis assumes average discounts of 15% of full price tickets to account for couponing and other promotions by hotel partners and other incentives as well as for local residents.
- 77% of visitors are assumed to be paid and 23% are assumed to be free.
 - Free for School Groups, Event Rental Attendees whose admission to the OSC is included in the rental fees, OSC Members and Corporate Sponsors and for Free and Complimentary visitors to include complimentary tickets, children under three years old, VIPs, etc.
- Overall, the achieved per capita (per visitor) admissions revenue is \$11.41 in current dollars.



Source: Elevativ.

Stable Year, Mid-Range Attendance and Revenue Assumptions in Current Dollars

General	Notes
Facility Gross Square Footage	25,000 Source: EHDD
Outdoor Gross Square Footage	5,000 Source: EHDD
Water Volume of Aquarium Exhibits	25,000 Source: EHDD
Mid-Range Attendance	90,000
Annual Inflation Rate	4.0%
Annual Attendance Growth after Year 3	0.5% Assumes Changing Exhibits starting in Year 3
Peak Summer Season Operating Hours	9 AM to 5 PM Mondays through Sundays, with potential open earlier or later during peak times to accommodate visitors
Off-Peak Operating Hours	10 AM to 5 PM 5 days per week, with potential to close an additional day per week during slow weeks and extend hours as needed

Stable Year, Mid-Range Attendance and Revenue Assumptions in Current Dollars (continued)

Admission Fees and Revenue		
Adult General Admission Price	\$20.00	in 2024 dollars
Coupons & Discounts as a % of Achieved Per Capita Admissions Revenue	-15.0%	average discount assumption for potential agreements with collaborative hotels, tour operators, and/or local residents
Per Capita Admissions Revenue	\$11.41	Average after discounts and admissions by type
Admission & Membership Price Increase % Every Other Year	10.0%	which is above the compounded inflation rate
Family & Supportive Memberships		
Number of Noyo Memberships in 2024	154	Average 2 visits per year per membership - this includes donors who may not visit sites
Number Additional Noyo of Family & Supportive Memberships	790	Stable Year
Average Revenue Per Membership	\$75	Year 1
Annual Attendances Per Additional Membership	3.0	Includes Family membership category which includes average of 4+ visits per year per membership
Corporate Sponsorships		
Number of Corporate Sponsorships	5	
Avg. Corporate Sponsorship Rate	TBD	Revenue not included in analysis.
Attendances Per Corporate Sponsorship	50	

Stable Year, Mid-Range Attendance and Revenue Assumptions in Current Dollars (continued)

Retail	
Per Capita Retail Sales	\$3.00 average for all visitors
Cost of Goods Sold as a % of Retail Sales	50%
Outside Sales	5% walk-in trade from non-OSC visitors
Café	
Per Capital Café Sales	\$5.00 average for all visitors
Additional Outside Sales	20% walk-in trade from non-OSC visitors
Percent of Gross Sales to OSC	18% Operated by outside contractor.
Facility Rentals	
Number of Large Events	12
Average Attendees per Large Event	100
Net Revenue Per Large Event	\$5,000
Number of Small Events	24 includes birthday parties and smaller gatherings
Average Attendees per Small Event	25
Net Revenue Per Small Event	\$1,250
Event Attendee Per Capita Facility Rental Net Revenue	\$50 Includes Large and Small Events

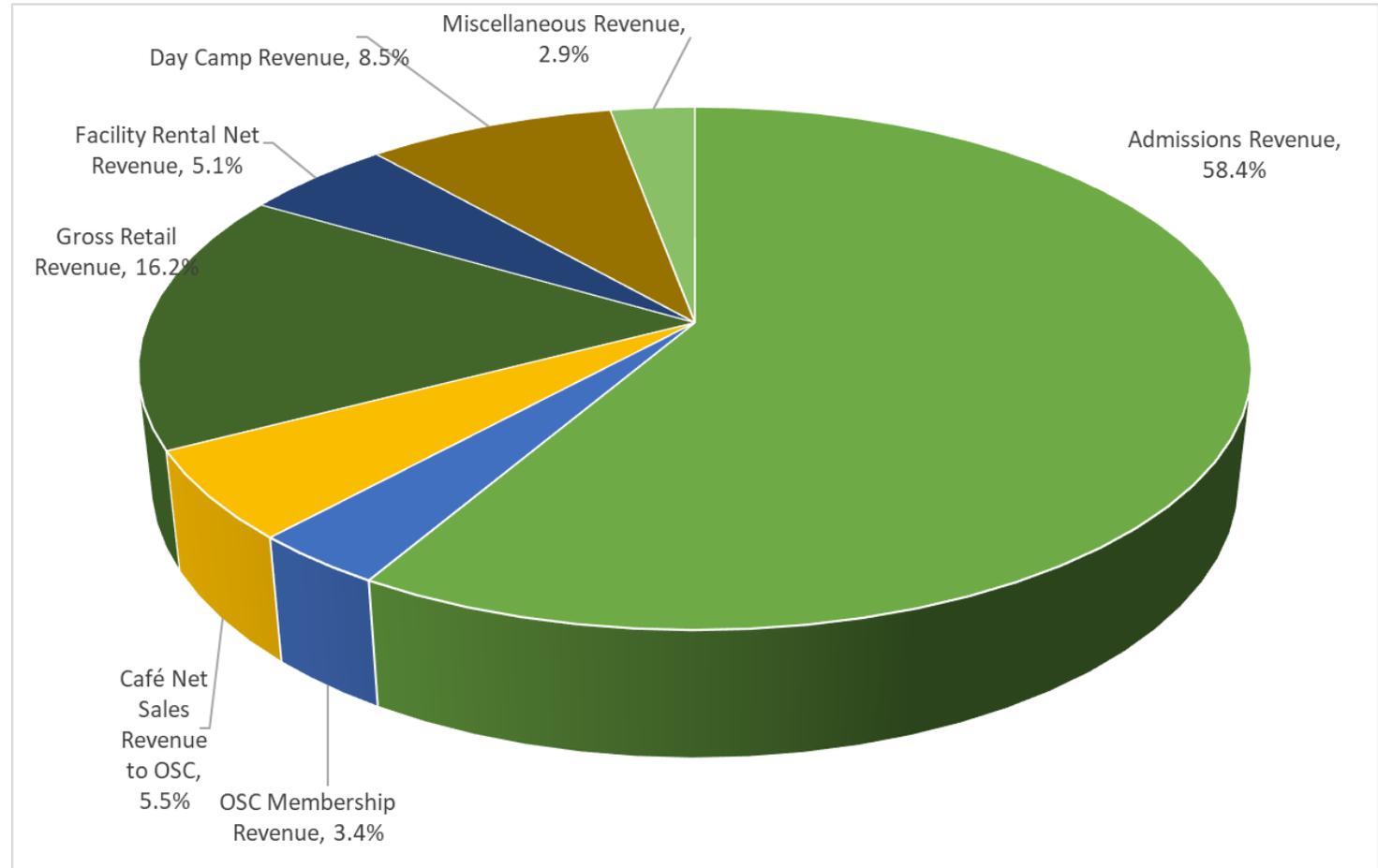
Stable Year, Mid-Range Attendance and Revenue Assumptions in Current Dollars (continued)

Day Camps		
Number of Weekly Day Camps Per Year	24	assumes 2 camps running simultaneously for 12 weeks
Average Cost Per Camper	\$250	
Average Number of Campers per Camp	25	
Miscellaneous Revenue As a % of Earned Revenue	3%	Includes revenue from potential on site programs such as lectures, films, culinary demonstrations, special events, etc.
Non-Earned Revenue Requirement for Breakeven Operations in Stable Year	TBD	All comparable projects rely on non-earned revenues for operations, which typically includes revenue from such sources as contributions, gifts, grants, endowments, corporate sponsorships and other sources of non-earned revenues.

Source: EHDD, Noyo Center for Marine Science and Elevativ.

Percent to Total Earned Revenue

- In a stable year, mid-range attendance operating scenario, the OSC has preliminary total earned revenue potential of nearly \$1.8 million.



Preliminary OSC Proposed Staff Positions

- It is assumed that the OSC's staff would collaborate with other Noyo Center for Marine Science staff. *Overall, the staffing for the OSC should be reviewed by Noyo in the context of its larger planned development.
- In addition to this budget, the operating expenses include additional operating budget for OSC to support these additional staff as part of the larger Noyo organization of \$50,000 plus additional budget of \$30,000 for additional seasonal staff during peak periods.

1/ FTE -- Full Time Equivalent positions are estimated based on full time personnel plus part time workers at 50% of full time.

2/ Average hours per volunteer based on 50 weeks at 6 hours per week.

3/ If sufficient volunteers are not available, additional paid staff may be necessary.

Source: Elevativ.

Title/Position	Number of Full-Time	Number of Part-Time	Number of Part-Time Equivalent Volunteer Positions	Assumed Full Time Equivalent (FTE) Annual Salary	Total Salary
Administration					
Business & Facilities Manager	1			\$75,000	\$75,000
Development and Marketing					
Marketing, Membership, Development and Volunteer Coordinator	1			\$70,000	\$70,000
Event Assistants		1		\$50,000	\$25,000
		2	1	\$50,000	\$50,000
Animal Husbandry & Exhibits					
Exhibit Manager		1		\$60,000	\$30,000
Aquarist	1	2		\$65,000	\$130,000
HVAC Engineer		1		\$65,000	\$32,500
Security	1	1		\$50,000	\$75,000
Visitor Experiences					
Admissions and Store Manager		1		\$70,000	\$35,000
Day Camp Counselors		4	4	\$55,000	\$110,000
Docent / Security / Education Staff		4	4	\$50,000	\$100,000
Cashiers - Admissions/Retail	1	1		\$48,000	\$72,000
Total Salaries					\$804,500
Taxes & Fringe Estimated at	20%				\$160,900
Total Salaries, Taxes & Fringe					\$965,400
Total Personnel	5	18			
FTE Equivalent Positions ^{1/}		14.0			
Number of PT Volunteer Positions			9		
Avg. Annual Hours worked per Volunteer:			300	^{2/}	
Volunteers needed to fill each part time positions:			3.3		
Total Volunteers Needed ^{3/}			30		

Preliminary, Mid-Range Stable Year Operating Expenses in Current Dollars

1/ Factors are based on industry standards and the specific attributes of the project and local conditions.

2/ Includes electricity, gas and water.

3/ Capital Reserves include funds for equipment replacements and minor capital for building improvements.

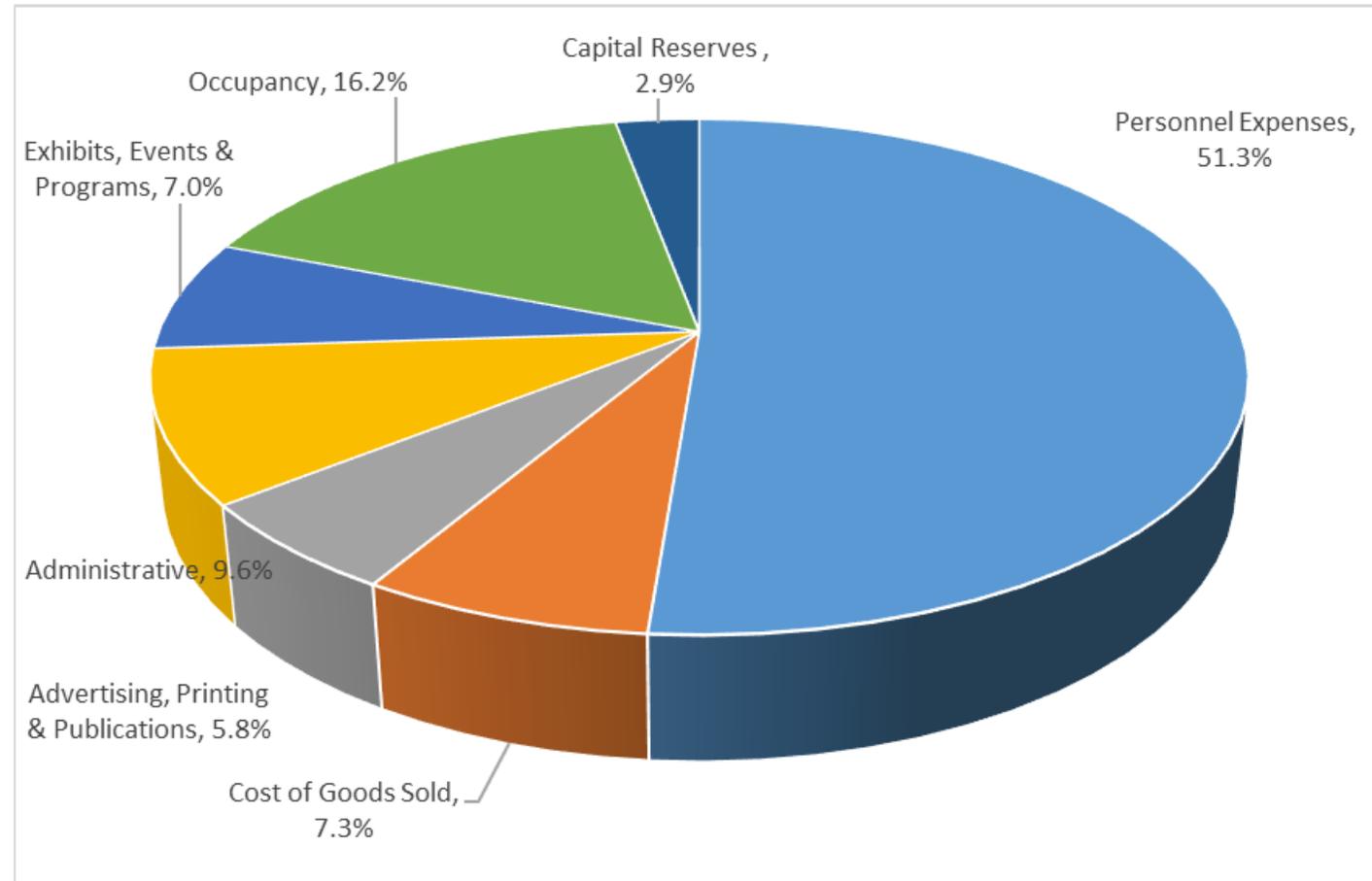
Source: EHDD and Elevativ.



Detailed Budgetary Analysis	Annual Amount	Expense Factors ^{1/}	Percent To Total
Salaries	\$804,500	See Personnel Schedule of Total Salaries based on	41.4%
Personnel Taxes & Fringe	160,900	20% employee mix	8.3%
Seasonal Part Time Staff	30,000	\$30/hour Budgeted for 1,000 hours	1.5%
Noyo Organization Additional Management Costs	50,000	Budgeted - TBD	2.6%
Cost of Goods Sold (COGS)	142,000 @	50.0% Retail Revenues	7.3%
Professional ("Contracted") Services	17,500 @	\$1,250 Per FTE	0.9%
Information Technology Services	21,000 @	\$1,500 Per FTE	1.1%
Development Activities	20,000	Budgeted	1.0%
Supplies and Materials, including Day Camp & School Group supplies	21,000 @	\$1,500 Per FTE	1.1%
Travel & Staff Development, Dues & Subscriptions	16,800 @	\$1,200 Per FTE	0.9%
Telephone / Communications	17,500 @	\$1,250 Per FTE	0.9%
Postage & Shipping	1,400 @	\$100 Per FTE	0.1%
Equipment Rental / Lease	16,800 @	\$1,200 Per FTE	0.9%
Advertising	90,000 @	\$1.00 Per Attendee	4.6%
Printing & Publications	22,500 @	\$0.25 Per Attendee	1.2%
Special Events & Programs	20,000	Budgeted	1.0%
Aquarium Animal Food & Collections	12,500 @	\$0.50 Per Gallon of Aquarium Exhibits	0.6%
Changing Exhibits	35,000	Budgeted	1.8%
Exhibit Reinvestment / Maintenance	67,500 @	\$0.75 Per Attendee	3.5%
Floor Staff & Volunteer Uniforms, gratuities & social events	4,500	\$150 Per 30 On-Site Staff including Seasonal & Volunteers	0.2%
Utilities ^{2/}	87,500 @	\$3.50 Per SF	4.5%
Insurance	100,000 @	\$4.00 Per SF	5.1%
Custodial / Janitorial / Landscaping Contracted Services	34,320 @	\$55.00 Per Hour assuming average of 12 hours per week	1.8%
Building and Grounds Repairs & Maintenance	37,500 @	\$1.50 Per SF	1.9%
Other Miscellaneous / Contingency	54,922 @	3% of Expenses Above	2.8%
Subtotal Operating Expenses	\$1,885,642		97.1%
Capital Reserves ^{3/}	\$56,569	3% of Total Op. Expenses	2.9%
Total Operating Expenses (rounded to nearest 1,000)	\$1,942,000		100.0%

Percent to Total Operating Expenses

- In a stable year, mid-range attendance operating scenario, the OSC has preliminary total operating expenses of nearly \$1.9 million.



Preliminary Mid-Range Attendance Scenario Cash Flow Analysis Before Non-Earned Revenue as part of larger Noyo Operation

1/ Capital Reserves include funds for equipment replacements and minor capital for building improvements.

2/ All similar projects' Total Revenue includes non-earned / contributed revenue sources such as revenue from contributions, gifts, grants, endowments, corporate sponsorships and other sources of non-earned revenues.

Source: Elevativ.



	Stabilized Year in Current Dollars
EARNED REVENUE	
Admissions Revenue	\$1,027,000
OSC Membership Revenue	\$59,000
Café Net Sales Revenue to OSC	\$97,000
Gross Retail Revenue	\$284,000
Facility Rental Net Revenue	\$90,000
Day Camp Revenue	\$150,000
Miscellaneous Revenue	\$51,000
TOTAL EARNED REVENUE Rounded to Nearest 1,000	\$1,758,000
EXPENSES	
Personnel Expenses	\$995,000
Cost of Goods Sold	\$142,000
Advertising, Printing & Publications	\$113,000
Administrative	\$187,000
Exhibits, Events & Programs	\$135,000
Occupancy	\$314,000
Subtotal Operating Expenses	\$1,886,000
Capital Reserves ^{1/}	\$57,000
TOTAL OPERATING EXPENSES Rounded to Nearest 1,000	\$1,943,000
Net Income from Operations <u>Before</u> Non-Earned / Contributed Revenues	(\$185,000)
Non-Earned / Contributed Revenue Requirement for Breakeven Operations ^{2/}	\$185,000
Net Income from Operations <u>After</u> Non-Earned / Contributed Revenue Requirement	\$0

Operating Potential Summary

- The proposed OSC will provide a wonderful opportunity for Noyo to:
 - Expand Noyo's public-facing offerings within Fort Bragg
 - Provide a world-class visitor experience that is both engaging and fun, as well as educational
 - Expose new audiences to Noyo's mission and vision and garner future donor support
- Noyo with the OSC elevates and transforms Noyo to a stronger operating profile with world-class visitor experience offerings.
- Creates an opportunity for Noyo to serve and attract larger and broader audiences and perform at a higher level overall.
- Creates opportunities for Noyo to attract additional donors and sponsors.
- OSC has the potential to sustain and grow its attendance potential if the OSC is refreshed every couple years and offers dynamic, changing exhibits and programs.
- Overall, the proposed OSC will be a welcome addition to the conservation, cultural and educational landscape of Fort Bragg benefiting the local community, region and Mendocino County as a whole.

Recommended Next Steps

- The preliminary OSC staffing profile and operating expenses should be reviewed by Noyo as it relates to its larger proposed operation and organization as developed by Don Perkins and team.
- As the OSC's planning progresses, continue to revise the cash flow analysis to reflect the latest plans for the project and for the Noyo organization as a whole.