

Visit Fort Bragg

Marketing & Promotions Action Plan

V-8 May 17, 2017

Strategic Goal: Promote Fort Bragg's vibrant tourism economy, strengthen the Fort Bragg tourism experience, and increase hotel revenues.

Proposed Action	2017/ 18	2018/ 19	2019/ 20	Comments
1. Project & Contract Management – Manage promotions and marketing efforts				
1. Solicit, select and manage all consultants to complete the above tasks; 2. Develop contracts, manage consultants and process invoices; 3. Staff and manage the Visit Fort Bragg Committee; 4. Report to City Council; 5. Develop 3-year <u>comprehensive strategic plan</u> with stakeholder involvement for the promotion and marketing effort; and 6. Update the <u>Promotions & Marketing Action Plan</u> on an bi-annual basis with stakeholder input.	Cost will depend on implementation strategy. See staff report regarding various management strategies.			
2. Branding – Defines the vision, story and look and feel of all marketing materials				City will release a Branding RFP in June to hire a branding consultant with TOT revenues to complete this activity in 2017.
1. Create the vision and define the Fort Bragg brand (the story and experience); 2. Create a logo, tag line, style guide and story that define Fort Bragg’s brand; 3. Provide art/creative direction as part of the management of all promotional activities (website, advertisements, PR, collateral, etc.) so that all efforts follow the brand on a year-to year going forward basis; and 4. Work with tourism-related businesses to integrate the brand into their websites and printed materials.	\$35,000	\$8,000	\$8,000	

3. New Website - The website is the central marketing tool to inspire and influence visitors to stay in Fort Bragg				City will release an RFP in June and hire a consultant to complete this activity with TOT revenues in 2017/2018.
<p>The website should <i>be redesigned and rebuilt</i> to:</p> <ol style="list-style-type: none"> 1. Incorporate the new brand; 2. Effectively market the Fort Bragg experience through story, photography and video; 3. Optimize interest in Glass Beach and the Skunk Train to leverage visitation as these are unique to our community; 4. Include a fully populated calendar of special events & activities; 5. <i>Include visitor information to maximize visitor experience once they arrive;</i> 6. <i>Include a partners' page that highlights all Fort Bragg lodging;</i> 7. <i>Include a shopping and dining directory;</i> 8. Include model itineraries, newsletter, etc. 9. Maximize on new interactive features for "visit" websites. <p>Model websites include: www.santacruz.org; www.visitmaine.com www.seemonterey.com</p>	\$65,000 to \$85,000	\$25,000	\$15,000	
4. Interactive & Social Media Marketing - Social media can be used to reach a vast array of potential visitors and drive visitors to FortBragg.com and the area				Ongoing activity under existing contract with Chamber of Commerce. Funded with TOT revenues.
<ol style="list-style-type: none"> 1. Continue to optimize social media through brand building, paid search, social media, e-blasts, and video. 2. Continue to develop Facebook, Twitter, Instagram, blog and YouTube content/followers. <i>Collaborate with partners on postings and links.</i> 3. <i>Word of mouth is the most important promotional activity. Help word of mouth flow with Social Media.</i> 	\$50,000	\$55,000	\$55,000	
5. Content (word/Photo/Video) - Content development is a critically important component within the marketing mix for building awareness of Fort Bragg and its position as a comprehensive and enticing North Coast destination.				To be developed in 2017/18 in support of Website development. To be funded with TOT revenues. To be
<p>Content development should focus on the wider Fort Bragg area and represent all area attractions and activities. A series of video, photography and written content will tell the story of Fort Bragg to the traveling public. Content is used for website, collateral materials, press kits, ads, etc.</p> <ol style="list-style-type: none"> 1. Potential story ideas include: unique things to do; area history and things to see; food, wine and beer; and recreation (land and water based). 2. Develop <i>and acquire from partners and</i> through local competitions - photography 	\$15,000	\$10,000	\$10,000	

<p>and videos that depict the Fort Bragg area visitor experience</p> <p>3. Develop 2 and 3 day model itineraries for the Fort Bragg area</p> <p>4. Develop content regarding: Glass Beach, the redwoods, downtown, <i>recreation (land and water), cycle touring, beer tasting, the range of dining, farm to table dining, interesting people, arts and culture, area history, etc.</i></p>				<p>completed by:</p> <ul style="list-style-type: none"> • Consultants • Visit Fort Bragg Committee • City Staff
6. Advertising - Advertising messages should increase awareness and drive consumers to the website to be influenced to plan a trip to Fort Bragg.				<p>This activity will ramp up in 2018, once the website and branding are complete. To be funded by TOT revenues.</p> <p>To be completed by consultants</p>
<p>1. <i>Design & Install Fort Bragg Sign on Highway 101 north-bound – Willits exit. Consider installation of south-bound travel as well.</i></p> <p>2. Develop and implement a media plan of advertising for specific target markets, demographic and niche segments. <i>Media plan should include placement in a variety of media, including adds in search, Instagram/Facebook, magazines, Hulu, radio, cinema.</i></p> <p>3. <i>Target markets could include: Sacramento Valley, Bay Area and beyond (perhaps desert areas in Texas, Arizona, Nevada), international travelers. Demographic targets include: families, retirees, millennials, travelers with pets, outdoor lovers.</i></p> <p>4. Drive potential visitors to the new website by making it the primary call to action in every ad and communication piece.</p> <p>5. Create advertisements with messages and photos that effectively promote all Fort Bragg area attractions, <i>such as Glass Beach, Coastal Trail, Harbor & water sports, Downtown shopping, dining, Skunk Train, Botanical Gardens, redwoods, hiking trails, surfing, art, music, special events, beach events, camping, etc.</i></p> <p>6. <i>Market Fort Bragg's central location for easy access to Mendocino, Redwoods, Wine tasting in Anderson Valley, etc.</i></p> <p>7. Work on cooperative marketing opportunities with the Mendocino County Tourism Commission to leverage funds.</p> <p>8. Advertise all year round, as people plan their vacations well in advance of the vacation season. Advertise based on desired results: increase occupancy in shoulder season, increase Average Daily Room rate in high season.</p>	\$30,000	\$60,000	\$75,000	
7. Public Relations & Media Outreach - Placement of stories, images and video in web and print media build the brand				This activity will

to a larger audience and geographical area. Goal is to drive traffic to Visit Fort Bragg website through media coverage, generate press of Fort Bragg in targeted regional markets (Bay Area & Sacramento Area) and generate destination-specific stories in travel, lifestyle and niche media.				ramp up in 2018/19, once the website and branding are complete. To be funded by TOT revenues. To be completed by consultants
1. Develop a great press kit with interesting stories, pitch, great video, etc. Develop new story ideas that differentiate Fort Bragg and story angles that expressly support mid-week and off-season travel. <i>Press kit could include 1-pagers about key attractions/activities.</i>	\$10,000	\$30,000	\$30,000	
2. Development media familiarization (FAM) tours to inform travel and activity writers, <i>blog writers and social media influencers</i> to develop media about Fort Bragg. (Trips can be individualized or group.) Tours would include recreational activities, special events, arts & culture activities over a 2-3-day itinerary. The City would arrange hotel rooms, meals and media passes to key activities focused on the writer's interests and arrange meetings with key tourism contacts.				
3. Provide ongoing fulfillment of information requests, story ideas, photos and video to media writers. Send press releases and images to Visit California to include in their content development efforts.				
4. Attend at least one Visit California media event annually.				
5. Leverage ad buys and increase exposure for Fort Bragg by sending press releases or specific stories that fit editorial calendar to publications that feature Fort Bragg ads.				
6. Increase Fort Bragg's voice in travel pieces among its direct competitive destinations.				
8. Collateral materials - are used to attract potential visitors to Fort Bragg and to assist visitors once they arrive to maximize their experience.				This activity will ramp up in 2018/19, once the website and branding are complete. To be funded by TOT revenues. To be completed by consultants and Visit Fort Bragg
1. Design collateral pieces and distribute through local hotels & California Welcome Centers in Northern California.		\$9,000	\$15,000	
2. Develop visitor maps (downtown and regional)				
3. <i>Develop model itineraries for pet vacations, bike vacations (Pacific bikeway), families, romantic get-away, sports fishing, etc.</i>				
4. <i>Design, manufacture and install downtown and Main Street banners</i>				

9. Special Events, Tours and Attractions – Special events, tours and attractions broaden the appeal of Fort Bragg, attract new visitors to the area, and strengthen the visitor experience and thereby extend stays.				To be funded by TOT revenues. To be completed by: <ul style="list-style-type: none"> Local non-profits Visit Fort Bragg Committee
1. Develop downtown events and expand events into the downtown (block parties, First Friday, a weekend farmers market)	\$5,000	\$15,000	\$15,000	
2. Develop downtown walking tours (mural/art tour, history tour, garden tour, QR code historic photo tour).				
3. Develop more things for people to do, especially evening activities: need a venue for music, dancing, events, weddings.		\$15,000	\$5,000	
4. Develop shoulder season special events for the Noyo Headlands Park and Coastal Trail: for example a <i>marathon</i> , a chalk art festival, <i>sand castle competition</i> , etc.				
5. Develop local compliments to county-wide events to increase overnight visitation (Mushroom and Wine Festival, Mendocino Music Festival and Mendocino Film Festival). Capitalize on local area events such as Willits' Kinetic Carnival and Frontier Days, Ukiah's Pumpkin Fest and Summer concert series, Visit California's Restaurant Month, etc.				
6. Co-promote current events (Paul Bunyan Days, Whale Festival, Salmon BBQ, Abalone Festival, 4th of July Fireworks and Crab and Wine Festival) to broaden the appeal of Fort Bragg and to increase return visits. Mine existing events for cross marketing contacts.				
7. Promote all local (Whale Run, Noyo Run, Beer Festival, Carnival, Flynn Creek Circus, Kite Festival, Car Show, First Friday, Holiday Lights Parade, Festival of Lights, Art in the Gardens, Rhododendron Show, Cinco de Mayo, April Fools dance festival) and regional events through Fort Bragg's media platforms.				
10. Retreats & Business Meetings – Business retreats and meetings could provide needed week day demand.				To be completed by local entity
1. Work with corporate meeting planners and hotels to attract a variety of off-site business and corporate meetings to Fort Bragg. Focus on team-building, board of director, and project meetings. Meeting packages could include facilitation of cycling tours, kayak tours and beer tasting. Partner with area distilleries for tour packages.			\$10,000	
2. Market to Sonoma, Marin Sacramento, San Francisco County high tech companies for off-site meetings.				
11. Tourism Industry Communication – engage in ongoing communication with local stakeholders to keep them				To be

informed and involved in promotional efforts and activities.				completed by local entity
1. Monthly email to all stakeholders. Annual report and in-person visits with lodging.	\$8,000	\$8,000	\$8,000	
2. Annual tourism luncheon (summit) to inform and educate the tourism serving industry & community about the performance of tourism in the local economy. This luncheon could include a review of past years' tourism activities, a guest speaker from within the industry, networking opportunities for attendees, brainstorming on activities for upcoming year, etc.				
3. Gather story ideas from local businesses for promotional activities.				
12. Leisure Sales & Trade Shows				To be completed by Visit Fort Bragg Committee and local entity
1. Develop a trade show booth.	\$500 for travel	\$17,000 for booth & travel	\$3,000 for show fee and travel	
2. Attend consumer trade shows that focus on rural and costal tourism. Attend the Bay Area Travel and Adventure show and the Sacramento International Sportsman's Expo Show. Develop and distribute trade show giveaway items that promote the Fort Bragg brand. Develop an email database that can be used for future marketing efforts. Support the North Coast Tourism council's efforts to increase international visitors to Fort Bragg.				
13. Strategic Alliances - Alliances and partnerships can leverage Fort Bragg's resources. Utilize the entire 95437 potential.				To be completed by Visit Fort Bragg Committee and local entity
1. North Coast Tourism Council includes tourism organizations from around the North Coast region. It is designed to attract visitors to the entire region with a focus on international visitation.	\$2000	\$2000	\$2000	
2. Mendocino County Tourism Commission (MCTC) is responsible for promotion of the county including Fort Bragg. Fort Bragg can work with the MCTC to leverage public relations, leisure sales, and advertising efforts.				
3. Leverage resources by cooperating with regional organizations, like Visit Ukiah.				
4. Arts and Culture Organizations to connect visitors with the local community and provide an authentic experience.				
14. Research Evaluation & Measurement – Evaluate performance to track and improve effectiveness.				To be completed by consultants, Visit Fort Bragg Committee, and local entity
Evaluation should focus on: 1) program outcomes (such as website analytics); 2) the Return on Investment of the funds spent for marketing/promotion; and 3) destination performance (occupancy rates and TOT revenues).	\$12,000	\$12,000	\$12,000	
Develop and distribute a Fort Bragg measurement dashboard and annual report.				

This dashboard and annual report should be comprehensive and include all measurements available for the destination including: <ol style="list-style-type: none"> 1. Website and social media analytics. 2. Number of brochures/collateral material distributed in and out of market. 3. Number of articles and media placements. 4. Fort Bragg-wide lodging performance data: total room revenue, occupancy, and total T.O.T. collected. 5. Continue to implement periodic visitor profile studies as well as market and advertising awareness studies designed to provide fresh, new information that reflects a changing marketplace. 					
	Contingency Funding	\$27,500	\$14,000	\$17,000	
	Total Cost	\$280,000	\$280,000	\$280,000	

Recommendations for Improving Fort Bragg as a tourism Destination that are not part of a Marketing effort but that should never the less be addressed, include:

1. Strengthen and make Glass Beach more sustainable. Explore glass replenishment, visitor education and enforcement options.
2. Investigate a Main Street America Program in Fort Bragg to revitalize downtown and make it more of a destination.
3. Develop a retreat meeting facility to support retreats and corporate meetings.
4. Work with Mendocino College and other training organizations to host hospitality and customer service training for hospitality industry (hotels, restaurants, retail) in Fort Bragg to improve the Fort Bragg visitor experience.
5. Help hotel industry understand and apply demand based pricing, which is the #1 trend in the industry. This allows a property to increase ADR and occupancy and it's the best way to compete with AirBnB.
6. Work with cell phone and telecom companies to improve broad band, free Wi-Fi and cell service in Fort Bragg.
7. Develop affordable housing for hospitality sector employees.