

2018–2019 Tourism Marketing Action Plan



Table of Contents

Marketing Goals and Objectives	3
Fort Bragg Product Experience	4
Target Markets	5
Marketing Strategy	6
Action Plans	8
Branding	8
Website Development	9
Digital Media Marketing	10
Visitor Information	11
Content Development	12
Leisure Sales	14
Advertising	15
Public Relations	16
Research & Measurement	17
Special Events	19
Strategic Alliances	20

Marketing Mission, Goals and Objectives

Marketing Plan Mission

Contribute to Fort Bragg's economic prosperity while supporting our rural small town character.

Marketing Plan Goal

To increase the local sales and transient occupancy tax revenues, and the overall success of our visitor-serving businesses.

1. Increase overall visitation to Fort Bragg, specifically the shoulder seasons of Winter and Spring
2. Increase length of stay per visit
3. Increase visitor spending per day

Marketing Plan Objectives

A successful cooperative and competitive tourism promotion strategy for Fort Bragg can be achieved through the following objectives:

- **Develop a brand for Fort Bragg** that differentiates us from other coastal destinations throughout California.
- **Generate broad awareness for Fort Bragg** including our tourism assets, special events, and local culture and history to attract visitors and increase travel spending.
- **Increase overnight visitation and travel spending** (number of visitors and length of stay) to increase jobs, economic prosperity and taxes.
- **Serve as a catalyst for the tourism industry in Fort Bragg** by bringing together all elements of the industry to support marketing programs designed to benefit the entire community.
- **Increase awareness among residents about the importance of tourism** to the local economy and the economic prosperity of the community
- Key Metrics for success will be measured by:
 - Increased tourism spending
 - Increased gross lodging tax revenues
 - Increased gross sales tax revenues
 - Increased volume of first time visitors
 - Increased length of stay of return visitors
 - Growth of off season visitation
 - Increased website and social traffic
 - Increased overall visitor engagement throughout all outreach channels
 - Increased stakeholder engagement throughout the Visit Fort Bragg program

Fort Bragg Product Experience

As a tourist destination, Fort Bragg has a variety of valuable assets. Located on California's North Coast, it is a gateway to the world-famous California Redwoods and wild coastal bluffs. Fort Bragg offers mild weather, beautiful landscapes and seascapes, and a vibrant arts and culinary scene, as well as visitor attractions like the Skunk Train, the Mendocino Coast Botanical Gardens, Noyo Headlands Park (including Glass Beach), the Noyo Harbor and extensive coastal/ocean access.

Fort Bragg's many tourism assets are all conveniently located either in town or within a short drive. Fort Bragg is a high value destination for visitors, offering a variety of affordable and quality lodging, recreational opportunities, dining and attraction alternatives. Fort Bragg provides a wide variety of natural assets and activities that actively engage visitors of all ages from anywhere. Core tourism assets include the following:

➤ **The Mendocino Coast**

Fort Bragg is located on the beautiful North Coast. The area is rich in stunning landscapes and vistas. The North Coast has many coastal areas which are easily accessible for recreational purposes.

➤ **The Redwoods**

Fort Bragg provides visitors with an incredible mix of coast and forest trails and parks.

➤ **Historic Downtown**

Fort Bragg offers visitors an intimate, central downtown experience. The downtown is a mix of local retail and dining, providing visitors of all ages an enjoyable experience.

➤ **Recreation**

Fort Bragg offers visitors a wide variety of both land- and water-based recreation. Recreation has become an important part of the visitor experience no matter if it's a local hike amongst the towering redwoods or endless coastal headlands or a kayak tour through one of the area's winding rivers and tributaries with stunning vistas and peaceful serenity.

➤ **Art and Culture**

Fort Bragg and the surrounding area provides visitors with a wide variety of art and cultural events, including everything from galleries and cultural educational centers to locally inspired special events. The local culture ensures visitors will experience and connect with the authentic experience that Fort Bragg, its community, and its history offers.

➤ **Food, Wine and Beer**

Local restaurants abound offering fresh-caught seafood, ethnic flavors, local handmade ice cream and a wide variety of food and beverages any destination would be proud of. Fort Bragg is near some of the region's best wineries and wine tasting. Additionally, Fort

Bragg is home to two local breweries and is adjacent to regions in the county offering opportunities for beer touring.

➤ **Attractions**

Fort Bragg is home to the Skunk Train, the Noyo Headlands Park and Glass Beach, kayaking, bicycling, “Segways” and the nearby Mendocino Coast Botanical Gardens, all of which attract significant numbers of train, recreation, garden and sea glass enthusiasts from around the globe.

Target Markets

Identifying the target markets involves four important elements which include: (1) the geographic market areas which can readily access Fort Bragg and have adequate population base, (2) the season for which tourism demand is being developed, (3) the demographic characteristics of the visitors, and (4) the reasons a potential visitor may want to visit.

- A. Geographic Markets** – Primary target markets for Fort Bragg are defined **as markets that can attract overnight visitors**. The focus on generating overnight visitation and potential target markets range from Sacramento south to the Central Valley, the greater Bay Area, Eureka and areas north and Northern Nevada. Southern California should be considered in the future given the popular non-stop flights to Santa Rosa.

Working with other North Coast Partners through the North Coast Tourism Council, Fort Bragg can take advantage of international visitors through Visit California’s extensive international marketing efforts (Visit California currently invests over \$50M in international sales and marketing efforts).

Within a four-hour drive, there are approximately 10.7 million people with easy access to Fort Bragg. These markets constitute Fort Bragg’s primary feeder markets.

Fort Bragg Feeder Markets

Market	Mileage	Population	Population Total
Greater Sacramento	185	2,482,660	
Greater Bay Area	223	7,654,870	
Reno (Washoe County)	280	446,903	
Eureka Metro Area	133	134,613	
			10,719,046

Source: U.S. Census Bureau, Bay Area Census, Statisticalatlas.com

- B. Seasonal Marketing** – Priority seasons for attracting new visitors is November through June.

C. Demographic characteristics of visitors includes the following:

- Baby Boomers age 50 plus
- Family segment interested in travel
- Millennials to build future market loyalty

D. Reasons for visiting (by attracting visitors with the same passions as residents):

- Outdoor/Natural Assets—scenic beauty
- History (events and cultural history)
- Land based recreation (hiking, cycling)
- Dining (Fine dining, farm to table, harbor to plate)
- Wine, spirits and beer tasting
- Weddings, honeymoons and reunions
- Attractions (Skunk Train, Botanical Gardens)
- Water based recreation (Kayaking, boating, fishing, stand up paddle, canoeing)

Marketing Strategy

The essence of the marketing strategy is to “tell the story” of Fort Bragg, connecting the visitor to the destination. This is achieved by utilizing a “story driven marketing strategy” and getting Fort Bragg to be a “part of the travel planning conversation.”

The marketing strategy (including the current and proposed Marketing Action Plan and budget) significantly relies on the recommendations and findings of the City’s market research conducted in Spring 2017.

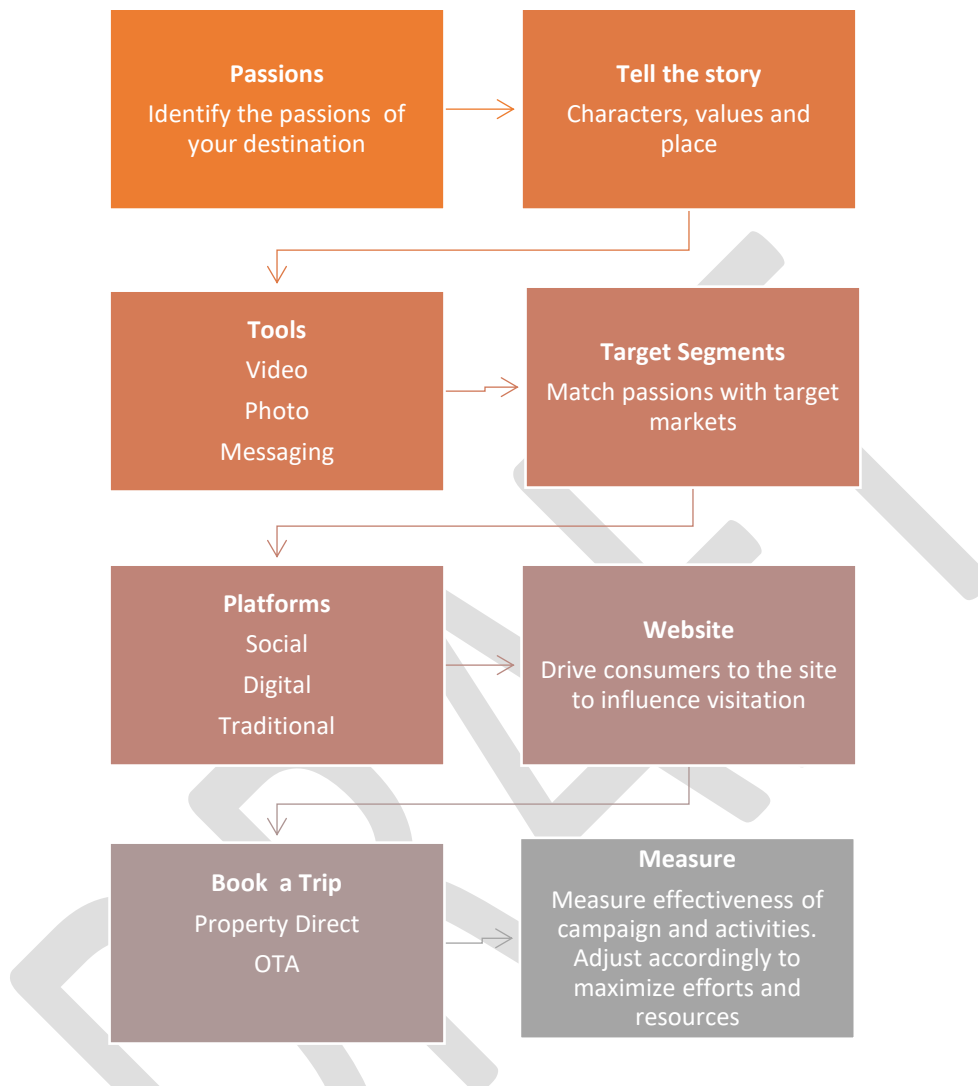
How the strategy works (see model on following page)

- **Passions.** Identify the passions of the residents. What do they like to do? What are their favorite places and events? Understand how and why locals engage in those passions and attractiveness of the destination as these passions provide legitimacy and authenticity to the overall marketing effort.
- **Stories.** Craft and develop the stories of local passions such as favorite activities, events and places which make up the people and places of Fort Bragg and connect said stories to potential visitors.
- **Tools.** Develop the tools to best tell those stories including video, photography, messaging and/or some combination thereof.
- **Target.** Target segments within the identified geographic markets which best identify with local passions through niches, activities or demographics.
- **Platforms.** Identify the best platforms where the stories will reach the target segments in the broadest, most economical way.
- **Website.** Revise the Visit Fort Bragg website to drive visitors to the site through Search Engine Optimization (SEO), where the site visitors are influenced to commit to visit the area and book a trip.

- **Measure.** Based upon their experience, new visitors either become repeat visitors going back to the lodging property/attraction directly, or back to the website to choose another lodging property or attraction, or they fall out of the entire system. The promotional efforts can measure their effectiveness and accountability at several points:
 - First, it will be able to measure **how many visits are generated overall** by its marketing efforts.
 - Second, it can **develop online surveys to determine how people got to the website** and the influence advertising and the site has on visitor decision making to visit the destination.
 - Third, it can measure **how many visitors (leads) it provides to its stakeholders.**
 - Fourth, it can measure transient occupancy tax and sales tax revenues.
 - An example of a matrix to measure effectiveness of the promotional program is below. This can be tailored over time to meet the requirements of stakeholders, the Visit Fort Bragg Committee and the City Council.

	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	FY 2018/19
<u>Site Performance</u>													
Sessions													
Users													
Pages per Session													
Time on Site													
Bounce Rate													
New Sessions													
<u>Data Base</u>													
Email address capture													
Subscribers													
<u>Social Media</u>													
New Facebook fans													
Likes													
<u>Public Relations</u>													
Ad equivalency													
Impressions													
Number of media visitors													
Releases													

Destination Story Driven Marketing Strategy



Promotional efforts should focus on **creating awareness and driving potential visitors to its website and other marketing channels** to educate potential visitors in order to influence visitation – both in length of stay and in overall spend. This involves two key strategies:

- Tourism promotion efforts must concentrate on **the marketing elements that individual organizations/businesses cannot do (or do as well) for themselves.**
- Rural destinations must work together in a highly competitive market. While the nearly \$300,000 budget is good, it is a minimal amount compared to competitive destinations. Funds can be best leveraged by partnering as much as possible with local and regional partners.

Action Plans

The primary goal of the Visit Fort Bragg Marketing Action Plan is to keep Fort Bragg “in the conversation” surrounding travel planning in our target markets and beyond. Each of the following aspects of the Action Plan is designed to support this overarching goal with activities complementing each other in order to maximize effectiveness and resources and minimize duplication of efforts.

*Please note: The following pages consist of the specific activities which make up the overall marketing plan and related budget. Many of these activities are included in the current 3-year Action Plan approved by City Council in June 2017. The updated Action Plan is intended to replace the current Council approved Action Plan and will be presented to Council following Committee discussion and recommendation.

I. Branding

Approved Budget \$8,000 – Proposed \$0

One of the biggest opportunities surrounding the new promotional efforts is to create a sustainable Fort Bragg tourism brand strategy that defines and distinguishes Fort Bragg as a preferred rural destination for leisure travel on California’s North Coast. This includes establishing and implementing a “voice,” brand message and narrative utilized in all areas of promoting Fort Bragg.

Tactics:

1. Create awareness, clearly differentiate Fort Bragg, and effectively position the City as a unique travel destination. **Branding efforts must work to position Fort Bragg** as a place that is different and unique, quirky and real; a place that offers visitors the opportunity for a “Soft Adventure,” a place that offers a wide variety of recreation, cultural, shopping, and culinary experiences against the natural backdrop of the coastline and the redwood forests.
2. Leverage exposure and brand awareness. **Encourage tourism-related businesses to integrate the brand** into their individual marketing efforts, including their websites, social media channels and printed materials.
3. Continue to **unify the destination under the new brand and create promotional items** such as logo items and visitor information to be distributed to visitors and displayed throughout the community and region.

Branding efforts are incorporated into all other areas of the Plan and a separate budget is not needed for these efforts.

II. Website Development

Approved Budget \$15,000* – Proposed \$65,000

With most travelers using the Internet for vacation planning and with our limited marketing funds, it is critical that Fort Bragg continues to develop its website technology. The website should be viewed as a central marketing element and needs to also support the new brand influencing visitors to the area.

Website performance should result in increased visitation, increased time on site and decreased bounce rates. Not only will this help the potential visitor, but the tourism industry will be able to track the performance of the site with a full suite of analytics in order to gauge its success and identify needed areas of improvement.

Tactics:

1. Effectively market the Fort Bragg experience through the newly developed Brand Strategy.
2. It is critical for Fort Bragg to optimize the interest in Glass Beach, Noyo Headlands Park and other coastal access areas and fully leverage that asset to introduce potential visitors to other parts of Fort Bragg.
3. Invest in developing ongoing content for the website and other channels that includes photography, video and written content. This includes development of a central database for said content.
4. Invest in an expanded Search Engine Optimization strategy for Fort Bragg that will facilitate organic positioning to ensure the site includes the most popular words used by visitors searching for Fort Bragg or other coastal town destinations.
5. Use website measurements and input from website visitors to identify issues and make improvements to the website on an ongoing basis.

*\$65,000 was budgeted in FY17/18 and was not spent as the website project has not yet begun.

III. Digital Media Marketing (Interactive/Social Media)

Approved Budget \$50,000 Proposed Budget \$30,000

Social media continues to grow in importance as a key inspirational tool for travel planning across all demographics. People have always looked to friends and family (the most reliable critics) and are doing so now more than ever. The overarching goal of our social media efforts is to raise awareness of the destination and create viral campaigns which support the message and brand of Fort Bragg resulting in keeping Fort Bragg “in the conversation” when considering travel destinations.

Tactics:

1. **Invest funds in a comprehensive digital media plan** that includes a mix of brand development, social media, email communications, and video, managed in such a way to optimize the limited budget.
2. **Continue social media accounts** on Facebook, Twitter, Instagram and You Tube. Continue to grow likes and engagement. Explore other social media channels, as appropriate.

Facebook

- Create a budget for year-round promoted posts to increase the number of likes that will increase post reach and engagement (shares, comments, etc.).
- Refer to Facebook insights to determine what content sees the most engagement and balance that type of content with other messaging.

Twitter

- Use as a social media management tool to schedule tweets, upload images, shorten URLs and retweet. Free tools include Hootsuite and Tweet deck among many others.

Instagram

- Use as a social media management tool to schedule posts, research hashtags, manage engagement.
- Continue to invest and promote posts with key message points on Instagram that will initially increase the number of followers.

Blog

- Continue the Fort Bragg blog with content that helps to continually tell the story of Fort Bragg and its uniqueness.

Video

- Develop additional video content and distribute through all social media channels to showcase unique story ideas from the area.

3. **Identify and engage with social media influencers** throughout the above channels who will significantly enhance our brand and deliver our story to a broader audience.
4. **Create a monthly email newsletter.** This newsletter should include content to inspire potential visitors, such as images, events, price/value messaging, and seasonally appropriate specials. Growing the email database should be a primary tactic ensuring Email signups occur on the new website. Sales efforts can also directly and significantly influence the growth of this list.
5. **Develop a content calendar to identify post content and frequency.** This needs to include information on special events, activities, dining, history, photos, questions, etc. The calendar should include all social channels, a newsletter and a blog. Quality of content is

important as engaging with fans is a key metric that determines whether posts appear in newsfeeds.

IV. Visitor Information/Collateral Materials

Approved Budget \$9,000 – Requested Budget \$15,000

Visitor information consists of two primary components. The first is **information that is used to attract potential visitors to Fort Bragg**. The second component is **information used to assist visitors once they arrive**. Both components are critical in defining the visitor experience and have the potential to impact both first-time and repeat visitations as well as increase length of stay and spending while in the destination. Both components should include Fort Bragg's Brand Strategy.

Tactics:

1. **Promote the new Fort Bragg website as the primary visitor information tool.** Include the new Fort Bragg website address in every marketing initiative and encourage regional tourism related businesses and tourism officials to include the URL in their marketing materials.
2. **Develop appropriate Fort Bragg collateral pieces** that provide visitor information and visitor maps. Develop an appropriate distribution plan within Fort Bragg and throughout the geographic target segments including the California Welcome Centers in Northern California and other regional visitor information distribution points.

V. Content Development (Printed Materials/Photo/Video)

Approved Budget \$10,000 – Proposed Budget \$20,000

Content development is a critically important component within the marketing mix **for helping to build awareness for Fort Bragg and its position as a distinguishable and enticing North Coast destination**. Effective content development can also educate potential visitors about the diversity of the region and assist with visitor planning. Similarly, **content development efforts should promote the region in a unified format representing all of its areas and related activities**. Content development is a very cost effective and efficient communication tool **to tell the Fort Bragg story to the traveling public** and for building brand awareness. Efforts should be designed to motivate potential visitors to visit Fort Bragg. By creating specific development plans for both out-of-market and in-market visitors, Fort Bragg will increase visitor reach and interest and, ultimately, increase visitor spending.

*Tactics:***1. Develop basic tools** which include:

- A series of video, photography and written content that tells the story of Fort Bragg. Potential story ideas include the following:
 - Unique things to do
 - Area history and things to see
 - Food, wine and beer
 - Recreation (land- and water-based)
 - Bicycle and motorcycle rides
 - Special events
 - Fishing
 - Boating
 - Arts & Culture

2. Provide ongoing fulfillment of information requests. As awareness for Fort Bragg slowly increases, there will be increasing requests for information, story ideas, photos and video from potential visitors and media sources. The website should contain an area where this information is readily updated and available. Comprehensive, attractive and functional visitor information printed materials should be developed for information fulfillment.**VI. Leisure Sales**

Approved Budget \$15,000 – Proposed Budget \$16,096

Sales is yet another spoke in the Visit Fort Bragg promotional program, working to create and expand a coordinated approach to put Fort Bragg in the minds of travelers, inspiring visitation, extending stays and increasing travel spend. By taking advantage of sales opportunities that arise through attending trade shows either solely or with partners, Fort Bragg can put a personal face to the City that many potential visitors will find attractive. Travel shows also give an opportunity to build the email database, enabling ongoing marketing to a growing number of potential visitors. It is not uncommon to obtain thousands of new email addresses at a travel show through giveaways and other enticements.

*Tactics:***1. Implement a unified approach for attracting visitors to Fort Bragg by attending consumer trade shows in targeted geographic markets.** Distribute appropriate collateral material to attendees. A trade show booth portraying Fort Bragg's unique and distinguishable characteristics should be developed for shows which include:

- Bay Area Travel and Adventure show (March 2019 – Santa Clara, CA)
- Sacramento International Sportsmen's Expo Show (January 2019)

2. International visitors stay longer and spend more in destinations than any other travel demographic. As the current Visit Fort Bragg budget cannot support international sales efforts, it is important to **partner with the North Coast Tourism Council in their efforts to increase international visitors** to Fort Bragg.
3. Leverage trade show exposure and budget by **attending specific shows with neighboring destinations throughout Northern California** working to develop a regional presence. This includes shows to a broader audience than just Northern California residents, including:
 - US Travel Association's IPW (June 2019 – Anaheim, CA)
 - Los Angeles Travel and Adventure Show (February 2019)
4. **Develop trade show giveaway items that promote the Fort Bragg brand** and distribute at shows along with visitor information to inspire visitation and continue development of an email database that can be used for future marketing efforts.
5. **Develop a trade show evaluation form** in order to identify areas of improvement and to gauge the overall effectiveness and ROI of each show for future planning. Consider including the following:
 - Name of the event
 - Date of the event
 - Location of the event
 - Type of tradeshow
 - Estimated number of attendees
 - Number of brochures
 - Number of email sign-ups for the City's email database
 - Overall evaluation of the show (e.g. was it valuable and worth the investment?)
6. **Evaluate the potential for sports tourism** for both youth and adults. This needs to be considered and sensitive to local use of facilities.

VII. Advertising

Approved Budget \$50,000 – Proposed Budget \$65,000

Advertising messages can effectively increase awareness and drive consumers to the website where visitors will be influenced to plan a trip.

Tactics:

1. **Develop a media plan** for advertising placements, including print, online, social media channels and other avenues to reach specific target segments including identified demographic segments and niche segments.
2. **Create advertisements using messages and photos that effectively promote Fort Bragg's key attractions.** Include photos and message points about area attractions to use as hooks to increase awareness of highly recognized areas as well as our "best kept secrets."
3. **Drive potential visitors to the new website by making it the primary call to action** in every ad and communication piece.
4. Identify potential cooperative marketing opportunities with the Mendocino County Tourism Commission and Visit California in an effort to leverage advertising funds and reach a broader audience.
5. Identify potential cooperative marketing opportunities with Fort Bragg stakeholders in an effort to provide affordable advertising opportunities in target markets.
6. **Develop return on investment measurements** to consistently measure the effectiveness of paid advertising across all channels for future marketing considerations. This includes the goal of having results which beat current industry standards on all advertising spends.

VII. Public Relations

Approved Budget \$30,000 – Proposed Budget \$35,000

Public relations activities are a critical element to help build the image and communicate the key messages to target segments with the primary goal of increasing Fort Bragg's share of voice in travel publications, social media channels – essentially anywhere potential visitors go to research possible destinations. Public relations efforts are also the best way to reach the biggest audience in the largest geographical areas economically. The overarching goal of a public relations program is to generate press awareness for Fort Bragg in targeted regional markets.

Tactics:

1. **Generate destination specific stories** in travel, lifestyle and niche publications including:
 - a. Glass Beach and the Mendocino Coast
 - b. The Redwoods

- c. Wine, spirit and beer tasting
 - d. Historic Downtown
 - e. Recreation (land and water)
 - f. Culinary tourism including farm to table dining
 - g. Interesting people and personalities
 - h. Arts and culture
 - i. Area history
2. **Develop ongoing new story ideas that differentiate Fort Bragg** and story angles that expressly support visitation.
 3. **Leverage Visit California media opportunities both domestically and internationally.** This includes attending Visit California media events annually including San Francisco, Los Angeles and New York as well as encouraging posts on visitcalifornia.com and associated social media channels including our content in their content development efforts.
 4. **Create a media/press kit** implementing pitch ideas and development of new story ideas to targeted media.
 5. **Pitch/secure in-market media visits to generate editorial coverage by developing appropriate media familiarization (FAM) tours.** Attract travel and activity writers to emphasize different aspects of Fort Bragg. (Fam Trips can be individualized or group and can include:
 - a. Developing a 2- or 3-day itinerary which highlights the specific interests of the visiting media
 - b. Arranging lodging, meals and key activities focused on writer's interests
 - c. Arranging meetings with key tourism contacts
 - d. Including special events as appropriate
 6. **Schedule Media Missions/In-Market Editorial Appointments** in the following markets (with the goal of completing one per year in the following order):
 - a. New York
 - b. Los Angeles
 - c. San Francisco
 7. **Leverage any 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.
 8. **Augment social media efforts** to extend the overall reach of promotional efforts by reaching out to key influencers and experts in relative areas of interest.
 9. **Increase Fort Bragg's share of voice in travel pieces** among its direct competitive destinations.

10. **Develop a measurement system** based upon generated media coverage and ad equivalency.

VIII. Research Evaluation & Measurement

Approved Budget – \$12,000 – Proposed Budget \$8,000

Research-based decision making is a much more effective method than opinion-based decision making. Developing and utilizing a robust return on investment matrix is vital to a successful marketing and promotional program.

To continually improve the organization's marketing effectiveness and to build confidence among Fort Bragg stakeholders, evaluation systems are required. It's just as important to communicate measurement results to the appropriate stakeholders as it is to measure the effectiveness of the marketing, sales, advertising, and content development programs. In considering promotional measurement, it's important to consider three distinct tiers.

- **Level 1 – Program Level Measurements**
These measurements include those associated with the implementation of specific programs, such as website analytics, email open rates, and banner ad click-throughs.
- **Level 2 – ROI Measurements**
This measurement is the analysis designed to quantify the specific Return on Investment of the funds spent for marketing/promotion.
- **Level 3 – Destination Level Measurements**
These measurements assess how the destination is performing. They include Occupancy rate, Average Daily Rate and RevPAR (Revenue Per Available Room)¹.

When combined and effectively communicated, these measurements will build confidence within the lodging industry and other stakeholders. When developed, a comprehensive measurement system can be used to make marketing and organizational decisions for the benefit of the destination and local community.

Research and Measurement Systems

In an effort to provide tourism market information in a more systematic approach to all stakeholders, Fort Bragg should consider the development of a comprehensive information system which takes into account the three information tiers identified previously.

- Identify current data sets and information availability.

¹ Revenue per available room (**RevPAR**) is a performance metric used in the hotel industry and is calculated by multiplying a hotel's average daily room rate (ADR) by its occupancy rate.

- Identify information needs and who needs what information when.
- Develop a plan to acquire needed information.
- Develop an information distribution plan.
- Continually integrate information into the decision-making process.

Tactics:

1. **Develop and distribute a Fort Bragg measurement dashboard.** This dashboard should be comprehensive and include all measurements available for the destination as defined above.
2. **Track the number of brochures and other collateral material** distributed in market and out of market.
3. **Compile an annual report/summary of activities.**
4. **Continue to collect and provide ongoing, destination-wide lodging data** that includes the following:
 - Total rooms available
 - Total rooms sold
 - Average room rate
 - Total room revenue
 - Total T.O.T. collected
6. **Research Projects**
 - **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.

IX. Special Events

Approved Budget \$15,000 – Proposed Budget \$5,000

Special events are an important element for Fort Bragg as they can work to broaden the appeal of the destination, attract new visitors to the area, and extend stays, thereby increasing the overall spend in Fort Bragg. Special events help create awareness for and position Fort Bragg as a unique destination to visit and can ultimately differentiate the destination from its competitors.

Tactics:

1. **Review existing events and identify if current events broaden the appeal of Fort Bragg** including, but not limited to, the following:
 - a. Paul Bunyan Days
 - b. Whale Festival
 - c. Salmon BBQ
 - d. Feast Mendocino
 - e. 4th of July Fireworks
 - f. Crab and Wine Festival
 - g. Coastal Trail Celebration
2. Additionally consider integrating the following countywide events as an opportunity to increase overnight visitation:
 - a. Mushroom and Wine Festival
 - b. Miscellaneous holiday events and specials throughout the County
 - c. Mendocino Music and Film Festivals
 - d. Capitalize on other area events such as Willits' Kinetic Carnival and Frontier Days, Ukiah's Pumpkin Fest and Summer concert series, Visit California's Restaurant Month, etc.
3. Look at potential opportunities to **encourage new events in shoulder seasons** to create demand during shoulder seasons which could include downtown "block parties," walking tours, etc.
4. Given the opportunity of the newly developed Noyo Headlands Park and the Coastal Trail, **Fort Bragg should review the opportunities for special event development.** The area represents a unique and competitive opportunity to provide event programs designed to attract target segments as well as provide residents with event options. This could include continuation of the Coastal Trail Celebration, a summer concert or film series, sidewalk chalk art festival, etc.
 - a. An **event coordinator should be hired to organize the current City events** including the Fort Bragg Fireworks and the Coastal Trail Celebration (could be a subcontract through the Project Management contract). The City's infrastructure does not support event management and coordination and an event coordinator will ensure ongoing annual successful events going forward.
5. **Support the promotion of local and regional events** throughout Fort Bragg's promotional platforms.
6. **Develop a "seasonal" approach to promotion of special events.** For example, Fort Bragg "Fall Season of Events" promotes the synergy and excitement of several related events.
7. Develop measurement of success for events to assess the economic impact of said events.

X. Strategic Alliances

Approved Budget \$2,000 – Proposed Budget \$10,000

An additional element that can improve Fort Bragg's competitiveness is the creation of alliances and partnerships that further leverage its marketing resources. Currently, there is minimal participation with some of these organizations, but it's important to review how each alliance further leverages the organization's goals to increase awareness and influence visitation to Fort Bragg.

Tactics:

Strategic Alliances – To fully leverage Fort Bragg's resources, it makes sense to continue existing alliances as well as develop new ones where appropriate to develop strategic partnerships where mutual objectives can be identified. The main idea behind these alliances is to provide opportunities that otherwise are unaffordable given the current promotional budget. Examples include:

North Coast Tourism Council

This organization includes DMOs from around the North Coast region and is designed to attract visitors to the entire region with a focus on international visitation. International visitors who tend to stay longer and spend more money while in the destination are a tremendous area of opportunity and growth for Fort Bragg.

Mendocino County Tourism Commission (MCTC)

As the lead tourism and promotional organization for Mendocino County, the MCTC is responsible for promotion of the county including Fort Bragg. Opportunities exist to work hand in hand with the MCTC to leverage marketing and promotional opportunities available to Fort Bragg with reduced investment of both time and money. Areas of public relations, leisure sales, and advertising will see the best return on investment when working with the Commission.

Regional Partners

These organizations are the primary tourism promotion organizations within the region including special events, historical and other similar organizations. Cooperative efforts with these organizations provide an opportunity to leverage resources. Examples include Visit Ukiah, Destination Hopland and Visit Willits as well as similar coastal destinations throughout the State where partnerships and unique campaigns can have a lasting impact for all participants (i.e. Coastal rides

from Santa Cruz to Fort Bragg or “From the Snow to the Sea” which includes Lake Tahoe) and differentiate Fort Bragg from other similar destinations and experiences.

Arts and Culture

Reach out to those arts and culture organizations representing Fort Bragg and the communities within the region. This to connect the local community with visitors in order to provide an authentic experience while in the destination. Arts and culture activities have been proven to be a key tactic for increasing length of stay of current visitors.

Visit California

Visit California’s focus on increasing both domestic and international business is a key opportunity for Fort Bragg to leverage its resources to create more awareness and visitation to the area. The main avenue in capitalizing on Visit California’s efforts is through their regional association – the North Coast Tourism Council. This also includes attendance at Visit California’s annual Outlook Forum (February 2019).

XI. Tourism Industry Communications

Approved Budget \$2,000 – Proposed Budget \$2,000

A successful marketing and promotions program is contingent on support from local stakeholders. An ongoing effort keeping them informed and involved in promotional efforts and activities is an essential component of the Visit Fort Bragg program.

Tactics:

1. Develop an ongoing communication program with local stakeholders **in order to keep them informed about tourism efforts.** These efforts could include the following:
 - Monthly email to key politicians and stakeholders
 - Annual report summarizing tourism activities
2. Educate the local community about **how tourism can help preserve their quality of life while generating revenues for city/community services through stories in local newspapers or town hall meetings.** Story ideas could include the following:
 - The value of tourism to the City budget
 - Tourism business and employment
3. **Develop an annual tourism meeting** inviting the Fort Bragg community that will inform and educate the tourism serving industry about the continued importance of tourism to both the

economy and the environment. This annual event could include a review of past years' tourism activities, a guest speaker(s) from within the industry, networking opportunities for attendees, brainstorming on activities for upcoming year, etc.

4. Continue to **gather story ideas and other content (photos, etc.) from local stakeholders** to include local businesses in the overall content development efforts and to bolster long-term community support.

XII Contingency

Approved Budget \$20,050 – Proposed Budget \$0

A contingency was approved as part of the current Action Plan. Until the Committee develops an approval procedure on how and when to spend contingency funds, a \$0 budget is recommended. This should not affect the effectiveness or efficiency of the promotional program in the current year as the available carryover funds from FY 17/18 are extensive and spending the approved expenditures in FY 18/19 will be a challenge in itself.

XIII Project Management

Approved Budget \$30,000 – Proposed Budget \$49,303.50

The City is currently under contract with Aspen Logan of Playhouse Creative, Inc. for the project management of the Visit Fort Bragg promotional program. The contract is currently set to expire June 30, 2019. In the current agreement, total funds for FY 18/19 to Playhouse Creative are \$49,303.50 of which \$14,274 is for project management, specifically, with costs for the management of the individual actions spread out according to Exhibit A of the current approved contract. It is being proposed that all approved costs to Playhouse Creative for the FY 2018/2019 be included in "Project Management" to clearly indicate the amount the program is spending on this task.

XIV Budget (See supplemental draft budget document for details)

Approved Budget \$258,437 – Proposed Budget \$320,400

Fort Bragg voters approved an increase of 2% to the City's Transient Occupancy Tax beginning in April 2017. One-half of the increase is to be a source of funding for Fort Bragg promotion efforts. This increased TOT revenue combined with current promotional funding is projected to generate approximately \$290,000 annually for promotional efforts.

Based on the potential collected Transient Occupancy Tax funds, a three-year marketing budget was developed. Several programs and related expenditures in FY 17/18 were not undertaken. As a result, a significant rollover of funds (\$83,263.04) is available for FY 18/19.

XV Visit Fort Bragg Committee (VFBC)

In May 2018, the Fort Bragg City Council reviewed recommendations on the marketing and promotions action plan management structure and passed Resolution #4093-2018 which included the following:

1. Establishing the VFBC as an advisory committee whose main task will be to assist in the preparation, presentation and overall strategy of an annual Marketing Plan and Budget and support the Project Manager in the execution of said Marketing Plan.
2. At the July 3, 2018 Community Development Committee meeting, seven VFB Committee members were appointed through an application and selection process and will represent the Fort Bragg tourism industry, with a focus on lodging and serving staggered, revolving terms.

The Committee for FY 18/19 is as follows:

Name	Company	Term Limit
Nancy Bennett	Cowlick's Ice Cream	30 months – expires 12/31/20
Katie Carr	Pippi's Longstockings	18 months – expires 12/31/19
Debra DeGraw	North Coast Brewing Company	18 months – expires 12/31/19
Jon Glidewell	Beachcomber Hotels	18 months – expires 12/31/19
Robert Pinoli	Skunk Train	30 months – expires 12/31/20
James Sant	Living Light Culinary Institute	30 months – expires 12/31/20
Anne Semans	Noyo Center for Marine Science	18 months – expires 12/31/19

XVI Conclusion

As it relates to its marketing and promotional program, Fort Bragg is at a crossroads. Prior promotional efforts while effective, have been unable to encompass a comprehensive program. With the passage of Measures AA and AB in the fall of 2016, an opportunity exists to significantly raise the awareness of Fort Bragg as a competitive destination on California's North Coast. The

proposed Annual Marketing Action Plan is based on prior research regarding the destination as well as extensive experience in destination marketing throughout Mendocino County and beyond.

With the leadership of the VFBC and City Council, a competent Project Manager and supportive staff, Fort Bragg has the potential to become a not-to-be-missed destination increasing its tax revenue resulting in a vibrant economy, job growth and overall economic development for our community.

DRAFT