

**Marketing &
Communication Plan
2021-2022**



www.VisitConcordCA.com

Tourism Forecast

LOOKING AHEAD

After more than a year of economically devastating public health and safety restrictions due to the coronavirus pandemic, the light at the end of the tunnel has begun to glimmer. Mass vaccinations are well underway, businesses are reopening, and would-be travelers are starting to make plans once again. The return to normal life finally seems not only possible, but within reach. If all continues to progress at the expected rate, California will fully reopen on June 15, 2021, with some continued safety measures in place.

Throughout the past year, Visit Concord's focus shifted to community and local business support as all have struggled with changing restrictions, intermittent closures, and economic instability. Our team has worked equally diligently during this time to stay on top of industry trends, research developments, consumer travel sentiment and recovery planning.

As predicted, there is pent-up demand to travel, but also a lingering concern for health and safety. For the next year or so, travelers will likely stay closer to home, visit family and friends, take road trips, travel with kids and pets, and enjoy more outdoor adventure. Meetings will also start to make a comeback this year, but more slowly than leisure travel, and with smaller groups. Hybrid events with both in-person and virtual attendees will also be a trend for meetings and conferences through the end of the year and possibly beyond. International travel is not expected to resume to pre-Covid levels any time in the foreseeable future.

Destinations will continue to play a significant role in their own recovery in how well they navigate the months ahead, and in the steps, they take to keep their community safe and reassured. The Visit Concord team remains proactively informed and prepared as we start to welcome visitors once again and get Concord's vital visitor economy back on the road to recovery.

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#CONCORDLOVE



Mission + Vision + Role

MISSION

To promote Concord by increasing the awareness and enhancing the image of our city's distinct assets and amenities.

VISION

Concord is a true Northern California original and recognized as a travel destination to explore the unique experiences of our city, the San Francisco Bay Area, and the Northern California region.

VISIT CONCORD'S ROLE

- Curator of Content
- Tourism Data Facilitator to Visitor Economy
- Brand Ambassador for Concord
- Create Tourism Demand for Concord
- Drive Business to Hotels

Strategic Priorities

RECOVERY / REDEVELOPMENT

Strategy: Implement in Phases

Adjust target markets, messaging and timing as situation evolves.

Tactics:

- Inspire desire – Create videos and other visually compelling content to attract interest
- Market to pillars as travel restrictions are lifted, with a focus on small gatherings and outdoor recreation
- Proactively reach out to meeting planners with assistance and friendly support
- Implement and share visitor economy data

INCREASE BRAND AWARENESS

Strategy: Brand Awareness

Drive awareness, consideration and visitation to Concord.

Tactics:

- Create compelling content, photography, destination guides and other collateral
- Develop videos to leverage brand our brand message
- Leverage brand identity and creative assets to encourage brand engagement

GROW DEMAND FOR DESTINATION

Strategy: Advertising

Develop a strong advertising campaign to define the destination of Concord while driving awareness, consideration and visitation of Concord.

Tactics:

- Support new brand identity
- Increase outreach to meeting professionals via digital
- Develop seasonal/quarterly campaigns

LEAD DESTINATION DEVELOPMENT

Strategy: Destination Development

Influence destination decisions that impact tours or the visitor experience.

Tactics:

- Work with partners to highlight impact of tourism for the community
- Target key planners in market
- Provide partners with content and collateral to promote destination/attraction

STRENGTHEN AND GROW OUR PARTNERSHIPS

Strategy: Community Relations

Maintain strong presence in the community while presenting partners with new opportunities.

Tactics:

- Engage with key community partners to maintain relationships
- Provide updated news through regular partners communication
- Educate the community about the importance of local tourism advocacy and the economic importance of tourism



FINANCIAL ADAPTABILITY

Strategy: Fiscal Recalibration and Innovation

Ensure Visit Concord operates within parameters of downsized budget

Tactics:

- Create spending plan to fit new operating budget, make cuts and adjustments throughout
- Find creative ways to maximize efforts within budgetary restrictions
- Pursue new revenue sources, i.e., sponsorships, advertising, merchandise

Goals

- Implement rolling marketing plan to facilitate economic recovery
- Drive visitation through marketing and sales programs
- Enhance strategic partnerships through outreach
- Plan spending priorities for coming year
- Review and develop additional policies related to crisis management

2021/2022 Marketing Plan

Recovery Marketing Priorities:

- Community Leadership – Continue to engage, support, and embody core values in all we do.
- Inspire Desire – Create visually engaging content that will inspire potential visitors to make the trip and drive room nights.
- Marketing to Pillars – Focus on key marketing pillars with an emphasis on drive markets, family, and smaller gatherings.
- Meeting Planner Outreach - Proactively reach out to meeting planners, help and share information.
- Visitor Center – Maximize potential through visitor experience, educational classes, pop-up events, business development opportunities, etc.

Key Pillars

PILLAR 1 - NORTHERN CALIFORNIA REGION

- Central Proximity
- Transportation Access
- Northern CA Weather

PILLAR 2 - OUTDOOR ADVENTURE

- Mount Diablo State Park
- East Bay Regional Park District
- Open Space & Trails
- Parks & Recreation, City Parks
- Markham Nature Park and Arboretum

PILLAR 3 - ENTERTAINMENT

- Live Music / Concerts
- Festivals & Shows
- Nightlife
- Shopping
- Movie Theaters
- Escape Rooms & Entertainment Venues

PILLAR 4 – ARTS, CULTURE & HERITAGE

- Historical Sites & Tours
- Local Heritage
- Jazz Legacy / Dave Brubeck
- Todos Santos Plaza
- Monument Blvd. / Latino Culture
- Districts & Neighborhoods
- Community Arts

PILLAR 5 – FAMILY FRIENDLY

- Theme Parks & Amusement Centers
- Community Entertainment
- Outdoor Parks / Inclusivity
- RV Parks & Campgrounds

PILLAR 6 - CULINARY

- Local Flavor / Diverse Food Scene
- Taco Trail
- Farmers Market
- Local Craft Beer Scene
- Wine Tasting



Market Strategy

Target Leisure Market to Drive Room Nights:

- Deliver Compelling, Inspirational Content and Brand Marketing
- Emphasis on outdoor recreation, drive markets, family outings, small gatherings, food/drink
- Drive Awareness by Key Message to Identified Audiences
- Messages to Include a Strong Call to Action

KEY MARKETS

Drive Market – Potential Overnight Visitor

- California – Sacramento, Central Valley, Southern California
- Emphasis on Outdoor Recreation

Bay Area Resident – Day Tripper, Family Outings, Small Gatherings

- San Francisco, Oakland, San Jose, Sacramento, and Surrounding Areas

TARGET AUDIENCES

- Leisure Traveler / Drive Market
- Inclusive & Diverse Markets
- Business Traveler
- Meeting + Event Planners
- Sports Teams, Leisure Sports, Youth Teams

METHODOLOGY

- Market to recovery-period pillars – outdoor recreation, leisure & drive markets, small gatherings
- Develop inspiring video, visual & storytelling content to influence travel to Concord.
- Promote unique local experiences, assets and amenities.
- Continue to target and engage return visitors.
- Recruit social media influencers for key promotions and events.
- Increase use of public relations opportunities for earned media placements.
- Maximize use of new Visitor Center for leisure and drive markets.
- Continue outreach and engagement with meeting planners.
- Stay connected community, hospitality and tourism partners.
- Work with hotels to incentivize, promote and attract new business.

- Develop strategies to increase overnight stays.
- Use KPIs, metrics and ROI to measure campaigns and brand marketing investments.

BRAND PLATFORMS

- Website/Mobile
- Social ~ Facebook, Instagram, Twitter, LinkedIn, Pinterest
- Blog
- SEO & Digital Advertising
- Influencer Marketing
- Email Marketing
- Newsletter
- Video Marketing
- Collateral
- Visitor Center
- Signage
- PR / Media
- Consumer Advertising – Digital, Print, TV, Radio,
- Visit California partner programs

PUBLIC RELATIONS

Objective:

Proactively foster positive media stories in regional and local publications to position Concord as a desirable travel destination for leisure, meetings and events.

PUBLIC RELATIONS KPIs:

- Secure high-value media coverage by hosting a trip for influencers and travel writers, leverage assets with regional and state partners.
- Create and host a minimum of four influencer events with up to 4 industry-relevant influencers/bloggers in attendance.



KEY PERFORMANCE INDICATORS

KPI Goals	2020/2021 Goal	Actualized #s as of 3/31/21	Percentage of Goal	Next Goal %	2021/2022 Goal
Email Subscriptions	7,500	6,999	+93%	+7%	7,500
Annual Website Sessions	150,000	129,900	+87%	+10%	165,000
Instagram Followers	3,322	3,343	Achieved	+10%	3,700
Facebook Followers	12,000	10,279	+86%	+10%	11,300
LinkedIn Followers	600	621	Achieved	+20%	720
Twitter Followers	3,000	2,404	+80%	+20%	3,000

Visitor Center

MARKETING AND REVENUE OPPORTUNITIES

Maximize potential through visitor experience, maps, guides, merchandise sales, educational classes, pop-up events, Hootboard advertising, business development opportunities and evening/weekend office rentals.

- Visitor engagement (maps, guides, etc.)
- Pop-up events
- Hootboard advertising
- Merchandise sales
- Business development
- Evening / weekend office rental
- Educational classes

VISITOR CENTER KPIs

- 1,000 in Annual Visitor Attendance
- 4 Events per year
- \$ 6,000 in Annual Merchandise Sales

Campaigns

- Leisure Travel / Drive Market
- Meeting and Event Planners
- Seasonal Ads: Family Friendly, Drink & Culinary, Music, Holiday, Outdoors
- Visitor Center Promotion
- Inclusive & Diverse Markets

MARKETING CALENDAR

Seasonal Campaigns	Planning	Execution
Summer	2 Months	June - July - August
Fall	2 Months	September - October
Holiday	3-4 Months	November - December
Winter	3-4 Months	January - February
Spring	2 Months	March - April – May
Promotional Campaigns	Planning	Execution
Outdoor Adventure	2 Months	Year Round
Why Tourism Matters - NTTW	2 Months	May
Annual Strategic Plan	4 Months	May
Inclusivity & Diversity, LGBTQ / PRIDE	2 Months	Late Spring / Early Summer

Jazz Festival / Live Music	3-4 Months	Summer–Fall
Annual Strategic Plan	4 Months	May
Annual Report	3 Months	August
Annual Tourism Breakfast	2 Months	August
Taco Trail	3-4 Months	September/October
Visitor Center Opening	2 Months	TBD
Inclusivity (Special Needs / Latino Celebration / LGBTQ)	3-4 Months	Fall
Restaurant Week	6 Months	January
Beer Passport	3-4 Months	June 2021
Meeting Planner Activation	2 Months	February 2022
Destination Guide	6 Months	April 2022

Meeting & Events Market

Visit Concord will develop current marketing programs aimed at meeting and event planners and participates in events and trade shows targeting meeting planners, businesses, and associations. Focus on building overnight stays during non-peak time periods for Concord.

PROFESSIONAL ORGANIZATIONS

- California Society of Association Executives (CalSAE)
- Meeting Planners International Northern California (MPINC) Chapter
- Meeting Planners International Sacramento/Sierra Nevada (MPI SSN) Chapter
- Professional Convention Management Association (PCMA)
- Small Association Leadership Alliance
- San Francisco Travel

KPI TOOLS FOR MEETING & EVENT MARKET

- Direct website referral
- Lead generation programs
- Attend tradeshow and industry events
- Meeting Planner Guide
- Meeting Planner Video
- Sports Guide
- Lead generation plan
- Multiview Digital Advertising
- Collaboration efforts with regional partners at tradeshow, industry events and marketing initiatives.

2021/2022 TRADESHOW + CONFERENCE CALENDAR

Event	Date	Location
2021 W.I.T.H. Conference	September 23-24, 2021	San Diego, CA
CalSAE Level Up Education & Luncheon	TBD	TBD
Smart Meetings	October 2021 / TBD	TBD
TEAMS Conference	October 2021 / TBD	TBD
Meeting Planner Luncheon	TBD	TBD
Idea Exchange Breakfast – SoCal	TBD	TBD
CalSAE Seasonal Spectacular	December 2021	Sacramento, CA
MPISSN Luncheon, Bootcamp, Tradeshow	TBD	TBD
CalSAE ELEVATE Annual Conference	TBD	TBD
MPI Annual Conference & Expo (ACE)	April 2022 / TBD	TBD
MPISSN Tradeshow & Expo	April 2022 / TBD	TBD
Global Meeting Industry Day Bay Area	April 2022 / TBD	TBD
Sports Tourism Index – HUDDLE UP	May 2022 / TBD	TBD
Visit California San Francisco Media Reception	May 2022 / TBD	TBD
Connect Meeting	May 2022 / TBD	TBD

International Market - Pending

Visit Concord will explore relevant international markets when appropriate. We will continue to work closely with Visit California and San Francisco Travel as we move forward.

Data Sources

1. STR Reports
2. Dean Runyan Reports
3. Zartico Economic Visitor Data
4. Website (Google) Analytics
5. Facebook Analytics
6. IDSS

Destination Associations

- CalFest Association
- Cal Travel Association
- DMA West
- Mount Diablo Regional Marketing Co-op
- San Francisco Travel
- Visit California
- California Hotel & Lodging Association

2021/2022 Partner Engagement

Visit Concord will continue to build and strengthen partnerships with:

- | | |
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| • BARTable | • East Bay Regional Parks |
| • Buchanan Field Airport | • Mt. Diablo Hospitality Alliance |
| • City of Concord | • Mt. Diablo State Park |
| • Concord Chamber of Commerce | • Pacific Service Credit Union |
| • Concord Art Society | • Save Mt. Diablo |
| • Concord Historical Society | • Six Flags Hurricane Harbor |
| • Contra Costa County | • Sunvalley Shopping Center |
| • Diablo Magazine | • The Veranda |
| • Diablo Gazette | • The Willows |
| • East Bay Economic Development Alliance | • TSBA |
| • East Bay Leadership Council | • Various local festivals, events and businesses |

Board of Directors + Staff

Visit Concord is the brand identity created for the Concord Tourism Improvement District (TID) located in San Francisco's East Bay. Established on June 1, 2013, the TID allows a 3 percent collection on all room bookings from participating hotels in Concord. The TID aims to improve economic growth by building awareness and consideration of Concord as a destination for travelers and meeting and event planners.

BOARD OF DIRECTORS FISCAL YEAR 2021-2022

- Kirk Smith, Six Flags – Board Chair & Secretary
- Chris Mellini, Crowne Plaza Concord, Treasurer
- Kevin Cabral, Concord Chamber of Commerce
- Juliana Lai, Best Western Inn
- Lisa Potvin, City of Concord
- Tim Woolslayer, Clarion Hotel

STAFF

- Elaine C. Schroth, CEO and President
- Tracy Rogers, Marketing & Communications Manager
- Shelbi Walker, Engagement & Sales Manager
- Anastasia Hardtke-Antipas, Website and Digital Media Coordinator

**VISIT
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*A Northern California
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