

Tourism Forecast — Unprecedented Times

Tourism, one of California's most vital engines for economic prosperity has taken a tremendous hit in 2020 with the onset of the coronavirus pandemic. While we are still not out of the woods yet, we can look ahead with some certainty knowing that tourism will rebound when travel becomes safe again and that we will be ready when the time comes. What remains of critical importance is all that we do between now and that time.

Throughout the process, Visit Concord has been partnering with the City of Concord and Concord Chamber of Commerce to create a unified front and consistent messaging for the community. We have been working daily to provide communications, updates and resources through our website, social media channels, eblasts and newsletters, as well as content to industry publications. Among our top priorities, we have stayed in frequent, daily contact with our hotel partners and key stakeholders to assist, support and share information as needed. Our city banners with messages of thanks and encouragement for our essential workers have been well-received throughout the community.

The necessary shift in focus has also played an important role in establishing Visit Concord as an authority within the city, and as a destination. We have taken full advantage of this unique opportunity to increase our prominence and build a positive public image that will serve the hospitality industry well as we move forward. As industry experts predict there will be a pent-up demand to travel once restrictions are lifted, they also say there will still be consideration for health and safety. Destinations will play a significant role in their own recovery in how well they manage the situation and the steps they take to keep their community safe.

During the shelter in place period, the Visit Concord team has been tuned in to industry news and developments through daily zoom meetings, organization emails, research and webinars. We have been listening, observing, interacting and compiling information as we strategize and prep our recovery or "redevelopment" plan for Concord's destination marketing and hospitality industry revitalization goals.

Industry experts estimate the economic recovery timeline to be the following: pre-recovery (0-3 months), recovery (4-12 months), and post-recovery (12+ months). As proceed into these "uncharted waters," we must be able to read the current climate of the day and be prepared to act and shift accordingly. Patience, flexibility and good instincts will be required to successfully navigate the days and months ahead.

VISITCONCORDCA.COM #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
- Brand Ambassador for Concord
- Create Tourism Demand for Concord
- Drive Business to Hotels

Market Strategies

Visit Concord has identified key markets and strategies most likely to increase visits to and overnight stays in Concord. Visit Concord's Marketing & Communication Plan outlines the opportunity for growth in overnight visitors through promotion and marketing strategies.

KEY MARKETS

Drive Market - Potential Overnight Visitor

• California – Sacramento, Central Valley, Los Angeles

Leisure Traveler -

• Emphasis on Outdoor Recreation

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

• San Francisco, Oakland, San Jose, and Surrounding Areas

Visit Concord's recovery marketing plan will focus on the following areas as we move forward:

- Leadership, fostering community and spreading positivity Continue with core values in all we do.
- Inspire Desire Sharing inspirational content will be the important first phase of our recovery messaging plan. Potential visitors can experience the sights, sounds, and tastes of Concord through videos and a variety of visually engaging content that will inspire them to make the trip.
- Marketing to Pillars Once travel restrictions are lifted, we will shift to content that focuses
 heavily on our key marketing pillars: Leisure travel and outdoor recreation, live music and local
 food scenes (including the launch of the new Taco Trail), art and culture events, convenient Bay
 Area location and new Visitor Center. We will also put emphasis on drive markets, family outings
 and small gatherings and social media influencers.
- Meeting Planner Outreach We will continue to proactively reach out to meeting planners. Our sales teams are always available to help and share information.
- Visitor Center Maximize potential through educational classes, pop-up events, Hootboard advertising, merchandise sales, Business Development opportunities and evening/weekend office rentals.

Now more than ever, thoughtful destination marketing is essential to Concord's long-term economic health and the actions we take over the next one to two years will play a critical role in the speed and scope of its recovery. We are encouraged, optimistic and ready to take on the challenges ahead.

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 draw interest in first phase
- Market to pillars when travel restrictions are lifted, with a focus on small gatherings and outdoor recreation
- Proactively reach out to meeting planners, offer assistance and friendly support

INCREASE CONCORD'S 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

BE A LEADER IN 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 - Overarching

- Implement rolling marketing plan to facilitate economic recovery
- Drive visitation through marketing and sales programs
- Enhance partnerships through outreach
- Review and develop additional policies and ordinances related to crisis management
- Plan spending priorities for coming year through effective business decisions
- Develop tourism master plan to embrace sustainability and stewardship

Objectives

- Develop inspiring video and visual content to influence future travel planning
- Market to recovery-period pillars outdoor recreation, leisure & drive markets, small gatherings
- Promote unique local experiences, assets and amenities
- Continue to target and engage return visitors
- Recruit social media influencers for key promotions and events
- Use KPIs, metrics and ROI to measure campaigns and brand marketing investments
- Increase use of public relations opportunities for earned media placements
- Continue to promote and innovate through our social media channels
- Increase use of video storytelling to illustrate Concord's cultural assets
- Continue outreach and engagement with meeting planners
- Maximize use of new Visitor Center for leisure and drive markets
- · Stay connected community, hospitality and tourism partners
- Work with hotels to incentivize, promote and attract new business
- Develop strategies to increase overnight stays

Target Audiences

- Leisure Traveler / Drive Market
- Inclusive Markets Special Needs, Latino, Students, LGBTQ
- Business Traveler
- Meeting + Event Planners

Drive Visitation - Key Performance Indicators

	2018/19	2019/20	Percentage Change	Next Goal %	2020/21
Email Subscriptions	4,335	5,667	+30.7%	+20%	6,800
Website Sessions	158,388	304,980	+92.5%	+20%	366,000
Instagram Followers	1,846	2,745	+48.6%	+10%	3,020
Facebook Followers	8,882	9,923	+11.7%	+10	10,900
LinkedIn Followers	257	360	+40%	+20%	432
Twitter Followers	2,209	2,326	+5.29%	+10%	2,550



Visitor Center

MARKETING AND REVENUE OPPORTUNITIES

- Educational Classes
- Pop-up Events
- Hootboard Advertising

- Merchandise Sales
- Business Development
- Evening / Weekend Office Rent

VISITOR CENTER KPIs

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

Brand Platform

MARKETING CHANNELS that Visit Concord leverages through strategic planning include: Social Media, Video Marketing, Influencer Marketing, Email Marketing, Keywords, Website Optimization, Marketing Collateral, Visitor Center, Activations

Marketing Toolkit

- Website/Mobile
- Social ~ Facebook, Instagram, Twitter, LinkedIn, Pinterest
- Blog
- Email / Newsletter
- Video

- Collateral
- Visitor Center
- Signage
- PR / Media
- Consumer Advertising Digital, Print, TV, Radio

WEBSITE Not only serves as the receiving end of digital marketing programs, but also where we direct our paid traffic, send the e-newsletter readers, and where our content lives.

Website KPI: increase website traffic 20% year over year and thereby drive traffic directly to our partners with marketing campaigns and programs that engage and convert the visitor.

PUBLIC RELATIONS There will be an enhanced focus on facilitating positive media stories in regional and local publications, including leisure and meetings industry to position Concord as a travel destination. Public Relations KPIs:

- Secure high-value media coverage in publications by leveraging assets, amenities and ongoing events to generate advertising value by creating and executing at least 1 FAM trip with regional and state partners as dictated by the industry.
- Create and host at least 4 influencer events with 1 4 influencers or bloggers as dictated by the industry.

Campaigns

- Leisure Travel
- Meeting and Event Planners
- Seasonal Ads: Family Friendly, Drink & Culinary, Music, Holiday, Outdoors
- Visitor Center Promotion

2020/2021 Marketing Plan

LEISURE MARKET - 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 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
- Performing and Visual 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

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
MARKETING CALENDAR cont.		
Promotional Campaigns	Planning	Execution
Outdoor Adventure	2 Months	Year Round
Why Tourism Matters - NTTW	2 Months	May
Jazz Festival / Live Music	3-4 Months	Summer–Fall (Postponed, virtual)
Annual Strategic Plan	4 Months	July
Annual Report	3 Months	August
Annual Tourism Breakfast	2 Months	August
Taco Trail	3-4 Months	September
Visitor Center Opening	2 Months	Late Summer / TBD
Inclusivity (Special Needs / Latino Celebration / LGBTQ)	3-4 Months	Fall
Restaurant Week	6 Months	January
Beer Passport	3-4 Months	February 2021
Meeting Planner Activation	2 Months	February 2022
Destination Guide	6 Months	April 2022

MEETING + EVENT MARKET - Drive Room Nights

TBD – as dictated by industry: 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

- Cvent
- Direct website referral
- Lead generation programs
- Attend tradeshows and industry events
- Collaboration efforts with regional partners such as Mt. Diablo Alliance and other regional DMMOs to provide shared print or digital collateral at tradeshows and industry events.

TRADESHOW + CONFERENCE CALENDAR

Event	Date	Location
2020 - all 2020 events subject to cancellation		
Visit California San Francisco Media Reception	October	San Francisco, CA
Smart Meetings	October	Walnut Creek, CA
TEAMS Conference	October	Dallas, TX
CalSAE Seasonal Spectacular	December	Sacramento, CA
2021		
MPI Annual Conference & Expo (ACE)	2021	ТВА
MPISSN Tradeshow & Expo	2021	ТВА
Global Meeting Industry Day Education Luncheon	2021	TBA
Connect Meeting	2021	ТВА
CalSAE ELEVATE Annual Conference	2021	ТВА
CalSAE LevelUp Education & Luncheon	2021	ТВА
Meeting Planner Luncheon	2021	TBA
MPI Annual Gala & Silent Auction	2021	ТВА
Idea Exchange Breakfast – SoCal	2021	ТВА



INTERNATIONAL

PENDING - Year 2: Visit Concord will explore relevant international markets when appropriate. We will continue to work closely with Visit California and San Francisco Travel. We plan to build awareness of Concord with international media in target markets.

Data Sources

- 1. STR Reports
- 2. Dean Runyan Reports
- 3. VisaVue Data
- 4. Website (Google) Analytics
- 5. Facebook Analytics
- 6. Hubspot

Destination Associations

- CalFest Association
- CalTravel Association
- DMAWest
- Mount Diablo Alliance
- San Francisco Travel
- Visit California

2020/2021 Partner Engagement

Visit Concord will continue to build partnerships with:

- BARTable
- Buchanan Field Airport
- City of Concord
- Concord Chamber of Commerce
- Concord Art Society
- Concord Historical Society
- Contra Costa County
- Diablo Magazine
- Diablo Gazette
- East Bay Economic Development Alliance
- East Bay Hospitality Network
- East Bay Leadership Council

- East Bay Regional Parks
- Mt. Diablo Alliance
- Mt. Diablo State Park
- Pacific Service Credit Union
- Save Mt. Diablo
- Six Flags Hurricane Harbor
- Sunvalley Shopping Center
- The Veranda
- The Willows
- TSBA
- 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 FOR 2020-2021

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- Shelbi Walker, Outreach and Sales Specialist
- Caroline Cabral, Visitor Center Coordinator



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