City of Grass Valley
City Council and Redevelopment Agency
Agenda Action Sheet

Council Meeting Date: May 10, 2011    Date Prepared: May 4, 2011

Prepared by: Daniel C. Holler, City Administrator

Title: Marketing Action Plan

Agenda: Administrative

Recommended Motion: Approve the draft Marketing Action Plan as presented or with amendments as appropriate and authorize the City Administrator/Executive Director to proceed with implementation.

Background Information: Charles Bobo will present to the Council and the Agency Board a proposed Marketing Action Plan. The plan was developed following a two day workshop with a number of community members representing different elements of the City’s tourism related business sectors. The Action Plan is designed to take place in phases and is “scalable” to fit the ultimate funding level and can be adjusted to meet new market demands or to better fit with private sector funding. The first phase of the plan is designed to kick off in May and proceed through the rest of the calendar year. The Agency has set aside $50,000 for this work program. The larger portion of the plan’s budget is for resource development and then for the media strategy. Staff will be working with the private sector for more direct participation in the media strategy implementation as that will include certain “buys” and advertising that may have more direct relationship to local business sectors as well as to Grass Valley as a whole. An important part of the Action Plan is the development of a “Tourism Team”. The concept is for this team to be made up of representatives for the various business segments. This work is in process and a City Staff and Council representative are planned as well. A final team structure will be presented to the Council as it progresses and for the Mayor to appoint a council representative.

Funds Available: Yes

Account #: 500-5700-3039/Fund 182

Reviewed by: City Administrator

Council Goal / Objective: Economic Development Strategic Goal #2 – Implement Unified Tourism Marketing Plan. Objective: To present a Marketing Action Plan
Grass Valley Action Plan

P.O.W.E.R. Strategy

Grass Valley, California's tourism strategy for Phase I through the end of calendar 2011, and Phase II for calendar 2012.
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Grass Valley Tourism Action Plan

Following is the Grass Valley Tourism Action Plan resulting from the P.O.W.E.R. workshop conducted March 11-12, 2011, as well as through other tourism and economic research channels. The workshop was well attended by nearly every tourism and business group within the community. The excitement and involvement was strong, and the beginning tracks of synergetic group willing to work together began to form.

Overview

When Nevada County hired Switchback PR and Strategic Marketing Group to develop a county tourism marketing plan, the two organizations provided much of the general tourism research that has been leveraged to help plot a course for Grass Valley. We are not going to dive into the detail of that research within this Action Plan. That data has already been reviewed and the facts of it are well understood by everyone involved.

Instead, this Action Plan plots a path for Grass Valley that will enable the community to better brand an identity, draw more tourists to the area, capitalize on its current assets, and expand its resources for future growth and development. Although the Action Plan will initially focus on promoting tourism, components of the campaign (such as the brand) will eventually be leveraged to assist with the community’s economic development planning.

Phases I and II of the Action Plan are covered within this document. Where Phase I is highly detailed, Phase II (scheduled to begin in 2012) is approached from a more strategic direction, and is set to be more succinctly defined during the fourth quarter of 2011, as Phase I winds down.
Current State of Tourism

What Grass Valley is up against is that tourism, nationwide, is suffering. California experienced its largest decline in history from 2008-2010. As such, it was the consensus of the workshop attendees that the community needs to push ahead in establishing its own unique identity, as well as a complimentary identity with the county’s efforts.

Another dynamic at play is the result of the 2010 census. The Sacramento region experienced 20% growth in the last decade, and the region’s future expansion is moving further into the foothills towards the Auburn/Hwy 49 region. Grass Valley needs to 1) capitalize on the region’s growth for tourism opportunities, and 2) work to create a unique identity that can keep it from being absorbed by the region’s identity.

P.O.W.E.R. System

The details of the Action Plan follow the points in the P.O.W.E.R. graphic to the left. It is the identical format through which the March 11-12 workshop followed. About 25 community leaders actively attended the workshop from the Downtown Association, Fairgrounds, Chamber of Commerce, Center for the Arts, Hotels, County, Restaurants, Wine Association, and others. The 2-day event explored in depth the pieces of the P.O.W.E.R. diagram illustrated, and revealed good community strength to proceed in developing an Action Plan to increase tourism into the area. There was good cooperation and similarities in identifying the community’s strengths, weakness, and foundational components needed to launch a Grass Valley tourism program.

Each chapter of this Action Plan covers the specific reference in the graphic, leading with the Performance aspect of the plan. Performance will cover the goals and objectives of the Action Plan.
The next section, **Opportunity**, focuses on the assets the community already encompasses, and provides a quadrant of the priority of those assets and how each will be utilized in the Action Plan.

The following section focuses on the **Weaknesses** and how the community, which includes the Tourism Team, City, State, and other interested parties, will address weaknesses. The weaknesses cannot be solved through the Action Plan, but can be solved as a result of the Action Plan’s success. They are inventoried within this document and are to be dealt with as opportunities arise and new strategies can be implemented.

The final two sections — **Execution** and **Resources** — provide the real meat of the Action Plan. Execution dives into the actual tactical components of the Action Plan, including the budget, implementation process, metrics, and month-by-month activities that will occur. Resources focuses on the assets that need to be created for the Execution portion to occur, such as branding, creative direction, collateral material, web sites, and other such items.
Performance

Grass Valley is a thriving community with a wide variety of resources and economic opportunity. From tremendous tourism assets to economic development opportunities in the SMB (small to medium businesses) sector, the community's versatility is attractive to a wide variety of consumers and businesses.

The community's physical location plays much to its advantages, in that it rests off the beaten path of the Interstate-80 corridor, but is still easy to reach along the Highway 49 route from the South, and down Highway 20 from the Northeast. Unlike its neighbors, Auburn and Truckee, which border the through-traffic routes of I-80, Grass Valley is relatively well protected and guarded in the lower-Sierra region of Nevada County. It is void of an over-abundance of fast food and convenience stores, is more likely to retain its historic appeal, and provides a respite in a fairly solitude environment.

This Action Plan focuses primarily on the tourism aspects of the community. Tourism equates to immediate revenue within the community and helps support many of the local businesses. By growing tourism within the area, the community has the opportunity showcase other assets, such as the economic development opportunities for SMB.

Project Vision

To promote Grass Valley through a public and private cooperative effort founded upon an effective, measurable, and action-oriented strategy designed to maximize the community's brand awareness to potential visitors in feeder markets.
Project Goals

1. **Implement an Action Plan** that specifies budgetary options, specific items to implement, respective timelines, and a community-focused brand direction.

2. **Establish accountability standards** through a collaborative committee (*Tourism Team*) of private and public sector leaders who agree to drive funding sources, cooperative participation, and project sustainability.

3. **Monitor outcomes** of the Action Plan through a pre-defined set of metrics designed to measure visitor counts, tax revenues, overnight occupancy, and other such factors.

Project Objectives

The project's objectives are split into two distinct groups: One set are those objectives that reside with the Action Plan, which focuses more directly on the community message and marketing strategy. The other set of objectives is more reflective of the cooperative participation that is needed amongst various tourism sectors, via the *Tourism Team*.

**Action Plan Objectives**

- Increase visitor traffic to a key set of events through a web-centric marketing strategy
- Promote and improve the community's brand within specified target markets through a new brand message, creative theme, community logo, and related collateral material.
- Centralize the community's promotional hub into a single dynamic web site that connects potential visitors with the community's many events, assets, and opportunities.

**Tourism Team Objectives**

- Inform when event-scheduling overlaps, enabling groups involved to improve future planning and still look for ways to maximize attendance.
- Increase mid-week bookings through strategic partnerships between hoteliers, event coordinators, restaurants, and others to attract group/corporate business.
- Improve all revenue channels (lodging, ticket sales, retail, etc.) through more collaborative packaging and promotional programs that include lodging, attractions, dining, and shopping.
Establish an "engagement factor" metric to assist with increasing average-spend amounts with visitors to maintain an equitable balance between the quantity and quality of visitors. This is a more long-term objective that will be addressed as the Action Plan moves into the implementation phases.

The goals and objectives established at this time will be reviewed during the final quarter of 2011, as Phase I of the Action Plan comes to an end and Phase II is more succinctly defined. At that time, based on success of the strategy and the Tourism Team coming together as a cohesive team, we can establish new goals and objectives for Phase II.
Opportunities

The following assets are divided into primary versus complimentary assets. Where primary assets serve to drive large tourism numbers and promote overall community exposure, complimentary assets serve to add to/improve visitors’ experiences when making plans, or after they arrive in Grass Valley. Both sets of assets are critical to assure the community’s success.

**Primary — “what gets them here?”**
- Arts & cultural, wine, and related events
- Special events; Cornish/Victorian Christmas, Nevada County Fair, Draft Horse Classic, Car Show, Bike Classic, etc.
- State Parks
- Music Festivals

**Complimentary — “what creates a memorable experience and entices them to return?”**
- Downtown shopping
- Dining experience
- Historical significance
- Lodging – good mixture of trusted names, quaint choices, B&B
- Outdoor recreation and relaxing environment

**Opportunities Grid**

Now we take the “Primary” and “Complimentary” assets listed above and break them down further into primary and secondary classifications. This provides a quadrant grid with a clear picture of how to promote Grass Valley in the coming 2 years. With this being the first time a community-wide
tourism strategy has been enacted, implementation through such a “phase-in strategy” is very important. This process enables the Tourism Action Plan to be implemented with broader strokes in the beginning to assure success. As success is realized, funding levels improve, and the Tourism Team becomes a more cohesive and sustained group, additional phases will be implemented.

Events within the **Primary-Primary** quadrant tend to be the largest and most successful community-wide events, and will comprise Phase I of the Action Plan. The Tourism Action Plan will establish these events as the foundation from which everything else is built. These are the “mass draw” opportunities, and best way to showcase the other assets of the communities to large numbers of visitors. Additionally, as the community’s brand is established — which does require time — these more established events provide the coattails on which the branding effort can build momentum.

The next quadrant — **Primary-Secondary** — will be added to the mix as the strategy becomes more successful and funding increases, most likely during Phase II of the Action Plan. The goal is not to cut back on promoting the Primary-Primary activities, but rather to add the 2 quadrants’ activities for broader promotion that not only reaches the masses, but can also attract smaller niche groups, such as those who are drawn to Arts & Culture Events.
The final two quadrants, containing Complimentary Activities, will be implemented more aggressively during Phase III of the Action Plan. It is important to note those activities in the Complimentary-Secondary quadrant are actually indirectly included in the Action Plan from the beginning, since they consist of eating, sleeping, and shopping, and other activities that are staples in tourism. However, these activities could play a more prominent role in the Action Plan as the Tourism Team develops multi-faceted tourism packages for Phase II of the Action Plan.

2011 Key Special Events & Dates

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>California Bluegrass Festival</td>
<td>June 16-19</td>
</tr>
<tr>
<td>California World Music Festival</td>
<td>July 14-17</td>
</tr>
<tr>
<td>Nevada County Fair</td>
<td>August 10-14</td>
</tr>
<tr>
<td>Roamin’ Angels Car Show</td>
<td>September 9-11</td>
</tr>
<tr>
<td>Draft Horse Classic</td>
<td>September 22-25</td>
</tr>
<tr>
<td>Celtic Festival</td>
<td>October 1-2</td>
</tr>
<tr>
<td>Victorian Christmas</td>
<td>December 7, 11, 14, 18, 21</td>
</tr>
<tr>
<td>County Christmas Faire</td>
<td>November 25-27</td>
</tr>
<tr>
<td>Cornish Christmas</td>
<td>November 25 – December 23 (Fridays)</td>
</tr>
</tbody>
</table>

This list provides a consistent monthly flow of large and broad attraction events that can be easily leveraged into a constant flow of promotional information for the community. Other events, such as the Foothills Music Festival and others may be added. The Tourism Team will more closely guide these decisions. The list outlined above enables us to quickly begin building top-of-mind awareness to broad audience segments.
Weaknesses

Following are the primary challenges the community is faced with. Much of this can be overcome through the effective formation and actions of a Tourism Team (a great first step), while the remaining challenges are more long-term and will need to be solved, as the community is able.

<table>
<thead>
<tr>
<th>Weakness</th>
<th>Short/Long Term</th>
<th>Solution Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event conflicts &amp; coordination</td>
<td>Short</td>
<td>Tourism Team</td>
</tr>
<tr>
<td>Communication &amp; packaging among groups</td>
<td>Short</td>
<td>Tourism Team</td>
</tr>
<tr>
<td>Retail hours of operation</td>
<td>Long</td>
<td>Season/Proprietors</td>
</tr>
<tr>
<td>Funding Action Plan</td>
<td>Ongoing</td>
<td>Tourism Team/City</td>
</tr>
<tr>
<td>Bed base</td>
<td>Long</td>
<td>Economic Demand</td>
</tr>
<tr>
<td>Community infrastructure (signage, parking, etc.)</td>
<td>Long</td>
<td>City</td>
</tr>
<tr>
<td>State park closures</td>
<td>Long</td>
<td>State</td>
</tr>
<tr>
<td>Public transportation</td>
<td>Long</td>
<td>City</td>
</tr>
</tbody>
</table>

At this early step in the community-wide marketing effort, no current plans are being addressed within this document to deal with these weaknesses. The majority of these will need to be managed by the Tourism Team and public sectors through improved communications, expanded participation in the community wide plan, and through the availability of additional financial resources.

The best way to offset these weaknesses is to play on the strengths of the community, which is what the Action Plan is focused on accomplishing. These weaknesses are not deal-breaking issues that will deter tourism growth in the community. However, finding a way to solve them in the long run will only serve to enhance the community's tourism product.
Execution

This section encompasses the meat of the Action Plan, which will be implemented in a Phase I, II, III format over the next 18-24 months. When one phase transitions to another, the change is not written in stone. It will occur based on the results, funding levels, and other such factors.

**Phase I** is where the bulk of initially branding Grass Valley will occur. It is a bit easier to leverage branding against large events that appeal to broad audience segments to build top-of-mind awareness. As we progress with the Action Plan implementation, the brand will be further refined to appeal to more specific niche audiences as specified in **Phase II**. The final step, **Phase III**, focuses on the complimentary assets (refer to opportunities grid), which are those assets that entice visitors to return for reasons other than what initially attracted them to Grass Valley. These include outdoor recreation, camping, shopping, and the like. Many dynamics play into this strategy, and there is not a hard line of movement from one phase to another. Phases I, II, III will also encompass specific physical target market areas.
Target Market Identification

The initial target market — Phase I — will be restricted to those areas in and around East/Northeast Sacramento and Northern Nevada. These areas are easily within a 1 to 1.5-hour drive of Grass Valley, and respect the parameters of current tourism trends; higher gas prices, fewer overnight stays, double digit unemployment, less disposable income, and time poverty.

Phase I — This phase targets the closest population centers to Grass Valley, centering on Northern Nevada and the West/Northeast corridors of Sacramento. These are the areas with easiest access to Grass Valley. It takes in a population of approximately 750,000, and is recommended to be the primary target area for the remainder of 2011. Such a restricted area is necessary to:

1. Maximize limited funding levels to launch the project
2. Maximize the cost-effectiveness of the initial strategy
3. Solidify the viability of the Tourism Team
Once these three criteria have been successfully attained, the strategy will expand to include the Phase II area and additional tactical initiatives to address a larger market area.

Phase II — This extended area will be added during the first quarter of 2012. It not only consists of an expanded area of reach, but also includes additional set of tactical initiatives to address a larger market area of approximately 2 million people. This phase will take in the majority of the Sacramento region from Galt to the northern suburban areas to west at Davis — the farthest western reach before moving towards the Bay Area. This area maximizes the drive market reach for Grass Valley.

Phase III — Based upon funding options, this phase can be implemented during the latter half of 2012. This is the first move into the Bay Area, focusing primarily on the eastern communities along I-80. This vital step will increase the population reach to nearly 2.5 million. It represents an aggressive move to draw tourists from a drive market bordering one metro region through a second metro region where traffic congestion is a never-ending issue. Though the distance in miles may be manageable, it represents a step to draw tourists that will most likely require overnight accommodations.

Going after any larger a market than what is specified in Phase I at this early juncture is not financially feasible, nor are we yet aware of the amount of resistance and other market/economic dynamics that may exist. Phases II and III will be brought into the mix as resources expand, with the timeline loosely estimated at this point. The initial Phase I target does not affect those Grass Valley tourism groups already invested in marketing efforts that fall outside the area being proposed herein; rather it only seeks to maximize the limited funding source of the community-wide effort.

Project Management Responsibilities

Charles Bobo's team is proposing to produce, implement, and manage the Action Plan, up to and including:

- Implementing the action items contained herein
- Producing the needed resources and assets
- Implement, produce, manage, and track the media plan
- Provide ongoing Action Plan support and consulting

None of the activities being proposed herein are being placed on the shoulders of the community, associated groups, or Tourism Team members; knowing these groups are already tapped with their time and activity resources. Our team — consisting of creative staff, bloggers, writers, programmers, designers, and other such specialized talent — will work closely with the Tourism Team members to maintain accountability for the project. The Tourism Team will have primary responsibility to guide the strategy's directions, budgets, and resources through periodic strategy planning sessions.

**Action Plan — Phase I**

Phase I extends to the end of 2011. This initial phase of the Action Plan is split between Resource Development and Media Strategy. With a portion of available Phase I funds being invested into Resource Development, the balance will be invested into launching the new branding message and to promote the foundation events specified in the Opportunities Grid's primary-primary quadrant.
Resource Development

About half of the initial budget is being allocated to developing resources. Much of this is a one-time expense, with the goal being to create a dynamic brand with supporting collateral assets that will be leveraged to launch the media strategy. Additional details on developing resources are included in the following chapter, Resources.

Online Media Strategy

The Phase I media strategy will be built primarily upon a content-rich internet experience. Flowing through a centralized community web site, blog, and numerous web 2.0 profiles, highly targeted web marketing will be driven by creating and publishing press releases and informative articles, as well as audio/video content based on a pre-defined set of keyword phrases designed to maximize Grass Valley’s assets. The value of building Grass Valley’s organic search rankings far outweighs any pay-per-click program. Although both strategies are included the Action Plan, additional weight will be given to organic rankings.

Complimenting online strategies will be pushed through social media web sites, supporting the concerted effort to increase web traffic, brand the community, create a desire, and generate responses. The purpose is to create as many “touch points” as possible for potential visitors to come in contact with Grass Valley. Tactical initiatives include:

Dynamic Content — Blog, Video, Audio & PR Production

Static web sites are a thing of the past. For today’s web, rich content media sites control online searching and grab the attention of search engine robots. With this, the blog for Grass Valley’s web site will coincide with the press releases generated to create a system for disseminating consistent information across the web. The blog will specify categories, meta-tags, and link with the primary long tail keyword phrases to assure it coincides with the overall online marketing strategy. Blog topics for Phase I are scheduled as follows:
<table>
<thead>
<tr>
<th>Month</th>
<th>Blog &amp; PR Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>May</td>
<td>General informative blogs about Grass Valley as a tourism destination</td>
</tr>
<tr>
<td>June</td>
<td>California Bluegrass Festival / California World Music Festival</td>
</tr>
<tr>
<td>July</td>
<td>California World Music Festival / Nevada County Fair</td>
</tr>
<tr>
<td>August</td>
<td>Nevada County Fair / Roamin' Angels Car Show / Draft Horse Classic</td>
</tr>
<tr>
<td>September</td>
<td>Draft Horse Classic / Celtic Festival</td>
</tr>
<tr>
<td>October</td>
<td>General blogs and PR review of summer activities - video and photo links</td>
</tr>
<tr>
<td>November</td>
<td>Christmas Events (Cornish, Victorian, County Christmas Faire)</td>
</tr>
<tr>
<td>December</td>
<td>General informative blogs and PR reviews of activities</td>
</tr>
</tbody>
</table>

Blogs will be posted as often as 3-4 times per-week. Photos will always be included, and video will also play a prominent role in blogging, which will be generated from the video library. Where some video will strictly consist of B-roll, other video may follow a narrative angle for a specific promotional purpose. Video appearing on blogs will also have a link to other web 2.0 profiles, such as YouTube and Facebook.

**Dynamic Content Web Blog/PR Production & Management** ...........$6,000

**Internet Marketing**

This segment focuses on three primary areas: SEO Keyword Management, Web 2.0 Profiles, and Rich Media/Banner Buys. It is a mix of organic search optimization and paid exposure. Where the organic search optimization is an ongoing process, paid exposure will be more targeted at specific intervals leading up to special events.

1. **SEO Keyword Management**: This involves an ongoing process of building the organic search results for Grass Valley. The first step to is to identify specific “long-tail keyword phrases”. Long-tail keyword phrases are more buy-related than standard keywords. As an example, a standard keyword might be “mountain biking” which will most likely garner results from bike manufacturing companies. However “sierra mountain biking trails” is a long-tail keyword that is more specifically associated with a desire to “do something.” As such, the long-tail keyword phrases being considered for Grass Valley might include:
Foothill special events
What to do in the sierras
Weekend getaways in the sierras
Historic foothill town activities
What to do around Sacramento

Special events in the sierras
Historic shopping the foothills
Sierra foothill arts and culture events
Sierra wine and art events
Events in the Sacramento foothills

Next, the process consists of leveraging the long-tail keyword phrases with blogs and press releases, pushing that information across the internet to generate backlinks, indexing backlinks, which will ultimately push Grass Valley to the top of organic search rankings among pre-determined keyword groups. Keyword phrasing will change at times based on specific events, times of year, and other such criteria that causes tourists' desires to change.

SEO Keyword Management ................................................................. $12,000

2. Web 2.0 Profiles: This consists of creating branded pages (mini web sites) through rich media sites such as YouTube, Facebook, Twitter, WordPress, LiveJournal, and Squidoo (just to name a few). These hub pages will coincide with the web site in promoting the same brand and content (blogs, videos, photos). Additionally, media buys will be made through many of these sites for the special events as outlined Phase I.

Web 2.0 Profiles Management & Media Buys .................................... $7,100

3. Online Media Buys: In the weeks leading up to special events, banners and other online media ads will be purchased to boost exposure for Grass Valley. The media being considered include:

- Nevada — Reno Gazette Journal, Nevada Appeal
- Sacramento — Roseville Press Tribune, Sacramento Bee, KFBK, Sacramento Magazine
- Google Adwords and other pay-per-click (PPC) search engine outlets

The standard online CPM (cost-per-thousand) rate ranges from $2 to $30. Targeting will be established through IP address locations, contextual browsing, cookies, and other such online data to assure the proper target demographics and regions are saturated. Decisions
on which online sites to buy will be based upon the respective sites’ traffic, rate, exposure, placement, and saturation at the time of the media buy.

*Online Media Buys* ............................................................... $7,500

4. **Viral Publishing App (VPA) Marketing:** The Viral Publishing App being proposed in the Resources section expands marketing channels and provides yet another “touch point” through the growth of gadgets and widgets being used so extensively in the exploding smartphone segment. Some stats that prove the validity of creating a VPA is that 21% of all Google users access searches through their iGoogle home page, and 42% of the cell population now use smartphones. The VPA provides instant access to a broader digital audience. Lastly, the VPA will compliment users with a mobile-ready version of the Grass Valley web site.

*VPA Management* ............................................................... $1,750

**Other Considerations**

The marketing strategy is to be complimentary and inclusive of media strategies already in place within the community. One such strategy is the *iPhone app* recently created. The iPhone app will be included in the strategy on several levels. First, it will be marketed in conjunction with the VPA (Viral Publishing App). Being iPhone-specific, it will attract users who only desire such apps on their devices (as opposed to the multi-platform VPA). Second, it will be included in the blogs as a link to download, on the web site, and through the web 2.0 profile pages.

Traditional media outlets, such as print and direct mail, are not within the current budget for Phase I. Such opportunities are being recommended for Phase II, as the community’s funding sources grow in the future. At this time a web-based strategy is the most cost-effective and will provide consistent community exposure.

**Note:** *This does not affect groups already invested in such traditional media campaigns. Such pre-existing campaigns can remain in place. The goal of this community-wide strategy is to ultimately work cooperatively with any group at nearly any level, be it the city, private business, other communities, and the county as a whole.*
Action Plan — Phase II

This phase adds to the mix a larger target market area in addition to additional media outlets. Since the tourism assets (web sites, video library, web 2.0 profiles, materials, etc.) have been developed, any new funding for the strategy will be completely allocated to the media promotions strategy.

Added to the Phase II budget is a Project Management fee of $500/mth. This nominal fee is to cover our organization’s ongoing management of the media strategy and consulting on the project. This includes a quarterly meeting with the Tourism Team. This fee was waived during Phase I.

Target Audiences

The market area for Phase II increases to include most of the Sacramento region. In addition to a broader market area, we will also begin to include activities from the Primary-Secondary quadrant of the Opportunities Grid. With that, the strategy begins to approach more specific niches that include prospective visitors who seek arts and cultural events, as well as those desiring a quaint and unique winery experience.
With tackling new visitor niches, the media plan will also be altered. Online strategies will be expanded, and traditional print/brand media will be added to the mix. The strategy will not consider all such events from arts, culture, and winery; but will actively market the most prominent of these events for Grass Valley. Again, working with the Tourism Team, the events and media strategy of Phase II will be further refined. The Tourism Team will also need to begin adding travel packages to the strategy.

**Online Media**

The online media campaign is expected to continue on as the same from Phase I, with little change except for budgetary amounts and alterations made to improve the initial strategy. Online media buys will be increased during the 6-month key event season (April through September). Promotional angles will be reviewed with the Tourism Team during the fourth quarter 2011 as preparations are made for Phase II implementation.

**Traditional Media**

We will add to the mix in Phase II more traditional media outlets, which will focus on improving brand awareness and promoting the new arts, culture, and winery events in Northern Nevada and expanded Sacramento market area. Only 2 publications are being recommended at this early stage of planning, the following publications are being considered:

- *Nevada Magazine*
- *Sacramento Magazine*
- *News & Review (Reno & Sacramento)*

Media buys are scheduled for the six key months from April through September. In addition to the half-page print ad buys, the budget also includes online banner ad exposure to compliment the online media strategy.

**Phase II Preparations**

As we progress through Phase I of the Action Plan and are able to track results and changes to metrics, we will more closely dial in the Phase II portion of the Action Plan for 2012. With current dynamics in the national economy and tourism being so unstable, projecting out 18-months for media buys is a difficult process to anticipate.
The current goal is to have a revised Phase II strategy and budget defined and ready for launch in the fourth quarter 2011, which will include creative art for expanded media outlets. The Phase II budget included in this version of the Action Plan is a work-in-process with a defined foundation from which to work.
Resources

The community has many resources for marketing; however, resources are currently individual to each tourism segment. The community lacks an encompassing brand and supporting materials that uniquely identify it as Grass Valley. Following are the resources that need to be created:

Brand Package

This includes a branding message, slogan, community logo, and the creative look and feel for all promotional materials, web site, and the like. During discussions at the workshop (and following), it seems the best approach is to create a versatile brand that can promote tourism and also be used to highlight economic development in the future.

Branding items include the logo, creative theme for print ads, billboards, web site, and other such media. It also includes 2 days of photo shoots and art direction to create a photo library, which will be stored in the backend CMS system of the web site. Although much photography already exists in the community, the need for a photo shoot is necessary in properly creating the new community brand. Current community photography can also be included in the photo library for usage in the marketing campaign. Such usage will be provided photographer credits.

\[
\text{Brand Package} \hspace{1cm} \$3,500
\]

Web Site

A Grass Valley-centric web site is central to the marketing strategy’s success. In today’s dynamic online world, the development of a web site needs to be driven by the goals of the strategy to
promote it (not vice versa). The more aggressive the internet marketing strategy, the more aggressive the structure and components of the site itself.

Two URLs have already been purchased — gograssvalley.com and visitgrassvalley.com. The “go” Grass Valley URL will complement the county’s web site. Additionally, based on discussions during the March 11-12 workshop, we have included URLs for Nevada City — gonevadacity.com and visitnevadacity.com — in hopes of bringing them to the table cooperatively at some future point.

**Site Design & Production**

The Grass Valley web site will be built in phases, determined first by the prioritization of needs to maximize marketing results, and secondly according to budget availability. Following are the sections we are proposing to include:

<table>
<thead>
<tr>
<th>Blog &amp; Multi-media</th>
<th>Event Calendar (highlights)</th>
<th>Recreation</th>
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</thead>
<tbody>
<tr>
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<td>Special Events</td>
<td>History of the area</td>
</tr>
<tr>
<td>Food &amp; Wine</td>
<td>Shopping &amp; Dining</td>
<td>Maps &amp; Attractions</td>
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</table>

One of the more unique features is a dynamic data system that is controlled by those whose businesses are featured. Such people will have log-in capabilities to update their own business information, photos, and video for the following categories: **lodging, dining, shopping, wineries, attractions**. The community will also have the capability to add new categories and sub-categories on the fly and without requiring site redesign (within reason). Such a system empowers the community to control their own content and helps them accept responsibility for information accuracy.

**Site Design/Production** ................................................................. $10,000

**Management/Hosting**

Domain purchases, hosting, bandwidth requirements to stream/store video, and ongoing site updates and upgrades for database management and design alterations need to be managed and monitored. Such fees may need to be adjusted in Phase II due to increased demands to the site’s bandwidth, site expansion, and other such growth.

**Management/Hosting** ................................................................. $2,400
Another unique component is a Tourism Team collaboration tool on the backend of the web site. This "wiki" will serve as the central repository for the Tourism Team’s communication, projects, meeting, documents, and ideas exchange. The CMS is the key tool that will bring together the functionality of the Tourism Team, a topic covered at length during the P.O.W.E.R. Workshop in March. The group felt a centralized system that “connected” members was a critical element in successfully managing the community-wide marketing effort. The CMS will also store files such as logos/artwork, press releases, strategies, budgets, photos, and videos; but more importantly, it will serve as an idea incubator for team members to share ideas and refine new strategies.

**Backend CMS Development/Production** ..................................................$5,000

Internet Assets

Part of the web 2.0 experience is to compliment Grass Valley's primary web site with complimentary “touch points”, enabling prospective visitors to come in contact with Grass Valley through other means than the main site. The more touch points created, the more successful the strategy. Following are the Internet Assets proposed:

**Web 2.0 Profiles**

These uniquely branded web identities provide most of the additional “touch points” for consumers and will link to the primary web site through videos, photos, and blog postings. Some of the profile pages created will include:
As an example; through the use of iFrame technology, we will be able to create a mini-web site within Facebook, branded to match the primary Grass Valley site. A Facebook Fan Page created using iFrame technology functions as a full-scale site, complete with a navigation bar and branded appearance (much differently from a standard fan page). This will help further compliment the media buys made through Facebook to reach prospective visitors.

**Web 2.0 Profiles Design/Production** ............................................................... $2,000

**Viral Publishing App (VPA)**

This embeddable application brings the entire web presence together in a single location — social media profiles, blogs, videos, podcasts, products, ezines, reviews and upcoming events. The VPA is easily loaded on a myriad of devices and platforms including smartphones (iPhone, Android, Blackberry, etc.) customer hompages (iGoogle, NetVibes, MyYahoo) Mac and Windows Widgets, Netpads (iPad, Zoom, Galaxy) and soon Google TV. The app will serve as an all-encompassing miniature version of everything Grass Valley.

When users engage the app on a smartphone, they will have instant access to weather, events, news, videos, and all other information contained within the Grass Valley web site and complimenting web 2.0 profile pages. The information is in real time sync with the web site and web 2.0 profile pages, so manual changes are seldom needed to the app.

**VPA Design/Production** ................................................................................. $1,500
Visitor Guide

It is recommended to produce a new flagship Visitor Guide that is branded with the new creative theme, message, and logo. The product will be condensed from the current size version to a more focused message. Such budgetary savings in the product's size can help in expanding the quantity produced and the distribution channels. Content will consist of the following:

- High level branded message focusing on the visitor aspects of Grass Valley
- Standard grid listings of lodging, dining, shopping, wineries, historical sites
- Special event listings (fairgrounds, arts/culture, etc.) of the targeted top events of the year
- Heavy photo usage to highlight visual assets of the community

Product dimensions will consist of an open spread (sheet) size of 16"w x 9"h, of no more than 4 sheets creating 16-pages. The Visitor Guide can be passed out in booklet form, which will measure 8"w x 9"h, or folded down for rack distribution to 4"w x 9"h. The preference is to create a new product with no advertiser support to maximize branding effectiveness and continuity with other collateral products.

- Copy Writing .......................................................... $750
- Creative Layout & Production .................................. $2,000
- Printing (10,000) .................................................. $3,800

Video Marketing Assets

One of the central components to the web marketing strategy is audio/video content. Developing an audio/video library can create enough material for several years' worth of use. From the content, 30-second to 2-minute promotional snippets will be created and leveraged through the online marketing strategy — SEO, blogs, PR, social media, YouTube, web 2.0 profile sites, as well as Grass Valley's web site. According to recent algorithm changes made by Google in robot content search, video content is being given more weight for determining content strength in organic rankings.

Videos will focus on general tourism, in addition to specific segments of tourism and special events. Filming will occur throughout the summer months during primary special events. Interviews will
be conducted with business owners, community leaders, and tourists, in addition to general b-roll shooting.

Video shooting will capture the main events, seasonality of the community, and the nature of the community's residents. Since video is only for web usage, broadcast quality taping is not a necessity (although 1080 clarity will be used). We are estimating five individual daylong trips to capture the primary footage to create the library.

Filming & Editing (5 day-long trips) ......................................................... $6,250
Talent & Travel (5 day-long trips) .............................................................. $1,500
Cataloging & Production ................................................................. $2,500
Appendix

The following documents include supporting material to the Action Plan, such as budgets detailing monthly expenditures and creative examples.

Web Site Samples

The attached web site screen shots represent the style sites we are considering for Grass Valley's site from the perspective of look/feel and functionality. Additionally, several of the people involved in the development of the attached web sites will be involved in helping develop Grass Valley's web presence.

CMS Screenshots

We have included sample screenshots of what the CMS (Content Management System) may look like. This is an evergreen product, which means it can easily be changed and improved as the Tourism Team works with it over time.

Budgets

Budgets are categorized according to Phases. The budget for Phase I carries the strategy to the end of calendar 2011 and is split 55% to developing resources and 45% to media strategy. Phase II budgets carry the plan through most of 2012 and consists 100% of media strategy. The implementation of Phase III is highly dependent on the results of the first 2 phases.
Web Site Sample 1
Escape to incredible Nevada

The days are getting longer and the nights are getting milder – the perfect combination for an incredible Nevada getaway. Fill the days touring the mighty Hoover Dam or cruising Tables on Lake Tahoe. Marvel at a collection of 30 iconic photographs by renowned photographer Ansel Adams at the Nevada Museum of Art in Reno. Savor the delectable al fresco dining at Ramekins and Lark. Visit Lake Mead, and even in the Springs Preserve, be mesmerized by the stunning visual presentation of famous German photographer Gerhard Richter's solely new show. Move your body to the dance floor at Nevada's chic nightclubs. The list of things to do in Nevada goes on and on...

The summer weekdays are perfect for families looking to Lake Tahoe. Nevada's Statue Park followed by a relaxing swim in the cool waters of the magnificent Above Lake, or better yet, a relaxing massage at a resort spa. Summer is the best time of year for living up to northern Nevada's natural splendor. With over 50 golf courses to play and 360 miles of trails to enjoy, Nevada boasts the most diverse and incredible package deals. What's Nevada Travel Deals

Nevada means "snow-covered" in Spanish, and with more than 33 feet of snow falling at some mountain towns, a snowboarder's dream. Nevada Ski Packages

Raging into green grass, majestic pines, towering peaks, and sparkling lakes, you'll find Nevada's wonders, no matter where you look. Nevada's most famous ski resorts are Mount Rose, Sugar Bowl, and the Homewood Mountain Resort. Nevada Ski Packages

Nevada's capital region has the most diverse selection of trails in the state. Nevada's History is evident in all walks of life. Nevada History Packages

Nevada is a state rich in history and culture. But rather all in its collection. The Nevada Historical Society. Nevada History Packages

www.charlesbobo.com
The shared project calendar organizes your day-to-day meetings, deadlines and tasks. It makes it easy to keep track of all the important events of a project in a single place.

Schedule Project Meetings

The Meetings tab presents a view of all your project meetings (you can also see them on the calendar of course). From the Meetings tab you can input notes, associate documents, forum posts with a meeting.
Sample CMS Screenshot continued

Upload and Share Documents

The Documents tab keeps your files organized and centrally accessible for everyone in the project.

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<th>Version</th>
<th>Author</th>
<th>Notes</th>
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Project Users

Quickly view contact details for everyone in your project.

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**Budget Breakdown:**

- **Branded Development**: $41,200 (55%)
- **Media Strategy**: $33,600 (45%)
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