

Visit Mendocino County
Annual Report:
Fiscal Year: 2019-2020

Submitted to Mendocino County Tourism Commission & County of Mendocino

January 14, 2021

DRAFT

Executive Summary:

The 2019-2020 fiscal year (FY) started as a year of stability and growth for Mendocino County Tourism Commission (MCTC) until, faced with the COVID-19 Pandemic and the Shelter-in-Place order (SIP) that included the closure of tourism activities in the third quarter, this report will highlight both the strong placement of Mendocino County as a tourism destination and necessary organizational and marketing changes made due to the COVID-19 Pandemic.

- The Executive Director (ED) and former Director of Media and Marketing (DMM) worked with then marketing consultants TheorySF (TSF) and Media Matters Worldwide (MMWW) to develop and launch new creative digital campaigns to target existing and new markets and audiences with great success.
- During the year the staff continually made contact with current partners and stakeholders and worked to identify new tourism facing businesses in the county and fold them into our existing programs and campaigns. The “Tourism Matters” information card was updated and distributed for the second year.
- MCTC worked in collaboration with the reformed Mendocino County Lodging Association (MCLA), ad-hoc of the Board of Supervisors, Mendocino County Public Health Officer, Chambers of Commerce and other business leaders to navigate the safe re-opening of lodging for leisure travelers.
- In an effort to keep visitors, tourism employees, their families and our community safe MCTC partnered with local Chambers of Commerce to build and deploy the #MaskUpMendo campaign. This program paralleled MCTC & MCLA’s #SafeMendocino re-opening campaign.
- Progress was made with the City of Point Arena (PA), the PA Business and Merchant Association and lodging properties in the city boundaries to fold lodging back into the Business Improvement District.
- Festival, Finance and Marketing committees met on a monthly basis; Visitor Services and Organizational Development committees held meetings quarterly.
- Public Relations continued to show great rewards from its media outreach with stories in national, regional and local publications. The team continued its monthly outreach to stakeholders and partners highlighting media coverage.
- Great success was found in the marketing and growth of the CRAB Feast and Whale Festivals

- The staff continues to represent MCTC on the following boards: Mendocino Coast Chamber of Commerce, Willits Chamber of Commerce, Anderson Valley Winegrowers Association and Destination Hopland (not currently meeting).
- The ED and Finance Committee took a deep dive into the budgets and realigned spending according to actual BID and TOT payments from the County; the revised budget was approved by the Board of Directors (BoD) in April, resulting in the organization emerging from the tourism shutdown in a strong financial position.
- The ED worked with the Business Improvement District (BID) Advisory Board to write the annual BID report, which was approved by the BID Advisory Board at their April 21, 2020 meeting and was approved by the Board of Supervisors (BoS) at their June 2, 2020 meeting.
- Under the direction of the BoD the ED made necessary and required changes to operations of the organization based on the COVID-19 Pandemic SIP.
 - All marketing campaigns were halted, social media was set to “static” scenery with “no call to action” to highlight the region and keep Mendocino County top-of-mind to homebound audiences
 - Negotiated exits from contracts with marketing consultants TSF and MMWW
 - Staff was reduced to the ED full-time and Marketing and Sales Coordinator (MSC) part-time
 - The team worked in collaboration with MCLA to help guide the reopening process and in that collaboration created and launched the #SafeMendocino program to coincide with the reopening of lodging
- The MCTC staff continued to track their work as relating to the Strategic Plan

Despite the COVID-19 Pandemic, the MCTC future is bright! The team is dedicated to inspiring visitors to experience our miles of pristine coastline, the acres of old-growth redwoods and verdant inland valleys, the unique attractions and our hospitable welcome.

By working together and with our larger community, we can raise visitation numbers, add to economic development, and improve the lives of our residents.

Thank you for the opportunity to promote our beautiful county.

Respectfully,



Travis Scott

Strategic Plan

The activities in this report relate to the initiatives set forth in the three-year Visit Mendocino County (VMC) Strategic Plan that was put into action in 2017. The purpose of the plan was to realign the core strategies of the organization. (The Strategic Plan may be viewed at <http://1lmo5u1yd9e7vpr6s3zkdv9p.wpengine.netdna-cdn.com/wp-content/uploads/Visit-Mendocino-County-Strategic-Plan-FINAL-4.pdf>). This report directly relates the VMC Marketing, PR, Sales and other VMC staff activities during the year to the Imperatives, Objectives and Initiatives contained in the Strategic Plan.

Vision:

Enriching experiences for our guests, enhanced lifestyle for our residents, and stability and diversity for our economy.

Mission:

Visit Mendocino County stewards and amplifies the total Mendocino county experience.

Values:

- Transparency: We foster trust through openness and integrity.
- Accountability: We are outcome oriented and professional.
- Partnership: We create alignment through inclusive and meaningful relationships.
- Community: We contribute to the fabric of Mendocino County.
- Innovation: Our creativity reflects the uniqueness of our culture and landscapes.

IMPERATIVE: Demonstrate and strengthen VMC's contribution to county and economic and community vitality

- **OBJECTIVE: Q3 Assessment: growth at 5% over average of top 3 competitors**

In October 2020, the Mendocino County Treasurer-Tax Collector's office published their annual TOT/BID collections report. The report shows that revenue from lodging businesses decreased to \$4.60 million, a decrease of 18.81% over the past year. Business Improvement District assessment collections decreased 16.61% YOY. The data below shows that collections for both TOT and BID for the first two quarters saw increases. The Shelter-In-Place order for California was instituted on March 12, 2020 resulting in a closure to leisure travel and zero collections of TOT and BID.

**TREASURER-TAX COLLECTOR
COUNTY OF MENDOCINO
(Data as of October 1, 2020)**

Transient Occupancy Tax (TOT) Collections by Calendar Quarter

Fiscal Year	1st Quarter (July - Sept.)	2nd Quarter (Oct. - Dec.)	3rd Quarter (Jan. - March)	4th Quarter (April - June)	Fiscal Year Collections
2010-11	\$ 1,159,942.85	\$ 738,735.49	\$ 509,240.81	\$ 870,484.86	\$ 3,278,404.01
2011-12	\$ 1,257,508.60	\$ 784,212.12	\$ 604,215.73	\$ 926,946.51	\$ 3,572,882.96
2012-13	\$ 1,295,039.41	\$ 785,491.85	\$ 617,128.37	\$ 984,800.75	\$ 3,682,460.38
2013-14	\$ 1,377,790.23	\$ 894,744.19	\$ 676,573.91	\$ 1,072,883.77	\$ 4,021,992.10
2014-15	\$ 1,483,327.89	\$ 996,032.33	\$ 779,025.16	\$ 1,195,852.18	\$ 4,454,237.56
2015-16	\$ 1,651,009.69	\$ 1,073,998.95	\$ 835,844.53	\$ 1,298,416.75	\$ 4,859,269.92
2016-17	\$ 1,771,396.93	\$ 1,149,101.65	\$ 820,094.23	\$ 1,452,094.06	\$ 5,192,686.87
2017-18	\$ 1,994,982.25	\$ 1,223,461.26	\$ 1,018,540.84	\$ 1,457,731.72	\$ 5,694,716.07
2018-19	\$ 1,968,361.87	\$ 1,270,846.67	\$ 929,184.41	\$ 1,500,273.08	\$ 5,668,666.03
2019-20	\$ 2,136,536.24	\$ 1,375,328.33	\$ 787,633.16	\$ 302,792.06	\$ 4,602,289.79

Business Improvement District (BID) Assessment Collections by Calendar Quarter

Fiscal Year	1st Quarter (July - Sept.)	2nd Quarter (Oct. - Dec.)	3rd Quarter (Jan. - March)	4th Quarter (April - June)	Fiscal Year Collections
2010-11	\$ 200,677.35	\$ 120,225.57	\$ 88,797.28	\$ 146,920.70	\$ 556,620.90
2011-12	\$ 214,391.01	\$ 127,996.14	\$ 103,057.37	\$ 158,824.10	\$ 604,268.62
2012-13	\$ 228,091.30	\$ 155,123.16	\$ 108,135.40	\$ 171,533.18	\$ 662,883.04
2013-14	\$ 243,828.04	\$ 149,944.46	\$ 116,839.01	\$ 185,967.80	\$ 696,579.31
2014-15	\$ 259,245.43	\$ 167,825.51	\$ 139,735.12	\$ 204,382.49	\$ 771,188.55
2015-16	\$ 273,600.95	\$ 178,776.82	\$ 147,456.87	\$ 222,007.69	\$ 821,842.33
2016-17	\$ 305,169.89	\$ 190,066.75	\$ 148,194.72	\$ 247,927.29	\$ 891,358.65
2017-18	\$ 333,850.91	\$ 213,895.87	\$ 171,966.42	\$ 252,024.26	\$ 971,737.46
2018-19	\$ 344,190.66	\$ 207,171.54	\$ 165,784.35	\$ 253,257.63	\$ 970,404.18
2019-20	\$ 355,525.44	\$ 226,648.07	\$ 149,424.67	\$ 77,538.17	\$ 809,136.35

PLEASE NOTE: The collections reflected above represent the actual quarters in which the lodging establishments collected the taxes and assessments. If applicable, penalties and interest collected by the County are also included in the above totals. Prior fiscal year totals indicated above do not reflect late remittances received in 2019-20.

- In the March meeting of the MCTC BoD, direction was given to staff that the competing destinations for the purposes of reporting would be Humboldt, Yolo, Shasta and Mariposa counties. This changes the objective to “BID Assessment growth at 5% over average of top 4 competitors”. There should also be reference to Napa and Sonoma with regard to competition for tourist draw (SF Bay Area and Sacramento). The data in the chart below is from the [Economic Impact of Travel in California 2010-2019p](#) (Dean Runyan), which is an annual report commissioned by Visit California and undertaken by Dean Runyan Associates. The data below is self-explanatory.

	TRAVEL RELATED			TAX REVENUE		EMPLOYMENT			
	SPENDING		% INCREASE /DECREASE YOY			(TRAVEL SECTOR)			% INCREASE /DECREASE YOY
	2018	2019		2018	2019	2018	2019		
Mendocino	482M	484M	0.41%	44M	46M	4.55%	6.89K	6.4K	-7.11%
Humboldt	453M	484M	6.84%	39M	42M	7.69%	5.54K	5.97K	7.76%
Mariposa	473M	464M	-1.90%	35M	35M	0	4.12K	4.11K	-0.24%
Shasta	520M	545M	4.81%	42M	44M	4.76%	4.85K	5.06K	4.33%
Yolo	449M	454M	1.11%	38M	39M	2.63%	5.11K	5.22K	2.15%

To address the objective that Mendocino County should sustain “BID assessment growth at 5% over average of top 3 competitors,” VMC staff took a second look at our competing destinations and how they rank in terms of visitor travel-related spending, tax revenue, and the number of travel sectors jobs supported by tourism. Realizing that Sonoma and Napa counties are competitors in tourist draw, i.e., encouraging visitation from our target markets in the Bay Area and Central Valley, those counties’ travel-related spending, revenue and travel sector employment far surpass that of Mendocino County.

The [Economic Impact of Travel in California 2010-2019p](#) report (pub. Dean Runyan Associates; May 2020), which is an annual report commissioned by Visit California, is the reference used for data reported by Mendocino and competitor counties. The report is published at the end of May each year and data contained within is for the prior fiscal year. Please see Appendix 2 for the Mendocino County one-page summary.

- **OBJECTIVE: Year-over-year increase in sales tax receipts in Mendocino County**

The Dean Runyan Report Shows a positive YOY trend in sales tax receipts for the County, growing to \$46.2 Million for 2019; a 5.72% increase year-over-year.

The table below shows a side-by-side analysis of Direct Visitor Spending and tax receipts and tax receipts generated by visitor spending for both California and Mendocino County. These figures are taken from the [Economic Impact of Travel in California 2010-2019p](#) Report for 2019.

Economic Impact of Travel, 2015-2019p
 Authored by Dean Runyan Associates, Inc
 State of California VS Mendocino County

Total Direct Travel Spending (\$Billion/California VS \$Million/Mendocino County)	California		Mendocino		California		Mendocino		California		Mendocino		California		Mendocino		California		Mendocino	
	2015	YOY %	2015	YOY %	2016	YOY %	2016	YOY %	2017	YOY %	2017	YOY %	2018	YOY %	2018	YOY %	2019	YOY %	2019	YOY %
Destination Spending	111.3	3.6%	384.3	5.0%	114.9	3.2%	421.8	9.8%	121	5.3%	451.6	7.1%	127.9	5.7%	465.5	3.1%	131.1	2.5%	466.8	0.3%
Other Travel	10.7	7.0%	14.4	-11.1%	11.5	7.5%	12.8	-11.1%	12.3	7.0%	14.4	12.5%	12.7	3.3%	16.7	16.0%	13.8	8.7%	17.2	3.0%
TOTAL	122	3.9%	398.70	4.3%	126.4	3.6%	434.60	9.0%	133.3	5.5%	466	7.2%	140.6	5.5%	482.2	3.5%	144.9	3.1%	484	0.4%

Tax Receipts Generated by Travel Spending (\$Million)	California		Mendocino		California		Mendocino		California		Mendocino		California		Mendocino		California		Mendocino	
	2015	YOY %	2015	YOY %	2016	YOY %	2016	YOY %	2017	YOY %	2017	YOY %	2018	YOY %	2018	YOY %	2019	YOY %	2019	YOY %
Local Tax Receipts	4.9	8.9%	17.4	6.7%	5.3	8.2%	18.5	6.3%	5.6	5.7%	20.1	8.6%	5.9	5.4%	21.2	5.5%	6.3	6.8%	24.1	13.7%
Visitor	NA	NA	11.8	9.4%	NA	NA	12.2	5.2%	NA	NA	13.5	10.7%	NA	NA	14.3	5.9%	NA	NA	17	18.9%
Business or Emp	NA	NA	5.8	1.8%	NA	NA	6.3	8.6%	NA	NA	6.6	4.8%	NA	NA	6.9	4.5%	NA	NA	7.2	4.3%
State Tax Receipts	5.2	0.0%	19.5	0.0%	5.3	1.9%	20.3	4.1%	5.3	0.0%	20.9	3.0%	5.9	11.3%	22.5	7.7%	6	1.7%	22.1	-1.8%
Visitor	NA	NA	13.6	-0.7%	NA	NA	14	2.9%	NA	NA	14.6	4.3%	NA	NA	16.4	12.3%	NA	NA	16.4	0.0%
Business or Emp	NA	NA	5.9	1.7%	NA	NA	6.3	6.8%	NA	NA	6.3	0.0%	NA	NA	6.1	-3.2%	NA	NA	5.7	-6.6%
Total Local & State Tax	10.1	9%	36.9	3.1%	10.6	10%	38.8	5.1%	10.9	6%	41	5.7%	11.8	17%	43.7	6.6%	12.3	8%	46.2	5.7%

- **OBJECTIVE: Year-over-year increase in stakeholder and partner survey response rate**

VMC sends a survey to partners and stakeholders at the conclusion of each FEAST Mendocino and response has historically been lackluster. For the Crab FEAST Mendocino survey (2020), staff conducted an anonymous approach meaning that respondents were not required to reveal their identity, which garnered more attention and staff saw an increase in the response rate of 67%. YOY responses are show in the graph below:

In the 2019-2020 FY, the Festival Committee made the decision to embark on creating a new “Spring FEAST” to add to its collection of countywide umbrella festivals. This was to encourage visitation during the spring shoulder season. Planning and recruitment for this newly created festival was streamlined and well received by our partners and stakeholders. The “Good Times are Brewing” Beer Trail marketing campaign was scheduled to launch in March of 2020. With the onset of the COVID-19 Pandemic, it was decided by the MCTC BoD that all VMC campaigns should be halted. To that end, survey data for this FEAST was not able to be obtained.

YOY Stakeholder Survey Response Rate												
	2020		2019		2018		2017		2016		2015	
	# Sent	# Rec'd										
Crab, Wine & Beer	191	15	93	9	21	5	28	2	86	11	104	20
Mushroom, Wine & Beer	N/A	N/A	99	14	N/A	N/A	72	19	86	?	83	15
Almost Fringe	N/A	N/A	N/A	N/A	83	34	71	13	N/A	N/A	N/A	N/A

N/A refers to surveys for which no responses have been located or festivals for which surveys do not exist due to the festival being discontinued

INITIATIVE: Increase tourism revenue through the development and implementation of the annual integrated marketing, public relations and sales plan.

MCTC activities during FY 2019-2020 were based on the annual [Marketing Plan](#), the three-year [Strategic Plan](#) and the Public Relations Work Plan.

The Marketing Plan outlines the direction for marketing efforts, brand management, website content creation, maintenance and upgrading. It also includes the public relations work plan for the year as well as social media strategies and goals. As of June 2019 MCTC halted its organized sales activities to direct its focus on direct consumer marketing with more plausible ROI. At the direction of the BoD the ED moved into the role of Administrator of the North Coast Tourism Commission (NCTC) allowing MCTC to rely on the sales efforts of the NCTC for group travel sales.

The DMM and ED worked closely with the Public Relations agency of record, KOLI Communications, marketing consultants, TheorySF, and media buyers, Media Matters WorldWide, to achieve the goals described in the Marketing Plan. With the onset of the COVID-19 Pandemic, the ED recommended to the BoD that all tourism marketing cease immediately and the contract with MMWW end immediately. The BoD directed staff to cease marketing and negotiate the end of the MMWW contract. In June 2020, the Board made the difficult decision not to renew its contract with marketing and advertising agency of record, TSF.

The ED initiated conversation with the Coraggio Group at a meeting in February 2020 at Visit California’s outlook Forum to discuss an updated/revised strategic plan. Following this meeting, VMC began the necessary planning with Coraggio to develop a new strategic plan that will go into effect in March/April 2021.

INITIATIVE: Improve data-driven decision making through increased participation & “buy in” from all of our partners.

GOOGLE ANALYTICS: VMC SITE TOP TEN	
OUTBOUND REFERRALS 2019/2020	
July 2019 - June 2020	
Property	Opens
Total Page Views	10,540
Lake Mendocino Recreation Area	2,041
Glass Beach	1,682
Skunk Train Railbikes	1,484
Jackson Demonstration State Forest	983
Montgomery Woods State Reserve	885
Skunk Train Fort Bragg	870
Ford House Museum	665
Little River Inn	647
Forks Café	645
Vichy Springs Resort	638

A. The website “hit” report has been a useful tool for both VMC and stakeholders/partners. The report, which is sent monthly to every stakeholder/partner for whom VMC has an email address associated with their online listing, informs them of:

1. The total number of visitors to the VMC website
2. The number of referrals from the VMC site to the stakeholder’s website
3. The number of click-throughs made from the VMC site to the stakeholder’s site

This reporting provided MCTC with metrics and a basis to develop an educational forum for stakeholders

to improve their site visitation, referral traffic, and brand messaging. This forum was scheduled for April 2020. With the onset of the Pandemic Shelter-in-Place (SIP) this forum was cancelled.

- B. The PR Team (Koleen Hamblin, ED and MSC) continues to communicate with stakeholders on a monthly basis informing them of high-profile media stories. The PR team also offers stakeholders the opportunity to submit content and information to Visit California for use in their PR program.
- C. The MCTC team actively identifies new businesses opening in the county, making a point to contact properties, meet the owners and key staff, and record the information in the organization’s databases. The PR team also disseminates new and noteworthy opening/upgrades of businesses twice per year to domestic and international media with the goal of gaining exposure and media visitation.
- D. One of the major ways MCTC gains buy in from partners countywide is through their participation in VMC’s countywide festivals. Mushroom FEAST Mendocino 2019 had 107 partner and stakeholder participants versus 2018’s 114 participants. The 2020 Crab FEAST had 151 participants versus 109 in the 2019 FEAST. The Mushroom FEAST had almost as many participants and the Crab FEAST has substantially more participants.

The ED continued discussions with the City of Point Arena and its Business and Merchants Association in continued efforts to reinstate the City’s lodging properties in the Business Improvement District. The process was halted to due the COVID-19 Pandemic and the resulting workload of County of Mendocino staff. As of writing, the item has been tentatively placed on the Board of Supervisors (BoS) November 2020 meeting calendar.

In 2017 VMC subscribed to Visa Vue and has continued its contract through Visit California to receive quarterly data sets. These data sets provide us an analysis of international visitor spending patterns in the county on a quarterly basis by calendar year. The data set on the following page show activity by these international visitors:

	Annual Totals				Y/Y Growth			
	Cardholder Count (Net)	Total Spend Amount	Trans Count	Avg Ticket	Cardholder Count (Net)	Total Spend Amount	Trans Count	Avg Ticket
Consumer	18,255	\$2,271,635	36,594	\$62.08	-4.4%	-4.7%	-0.4%	-4.2%
Commercial	565	\$165,200	1,225	\$134.86	6.8%	42.3%	16.0%	22.7%
Total	18,820	\$2,436,836	37,819	\$64.43	-4.1%	-2.5%	0.0%	-2.5%

**INTERNATIONAL VISITATION TO MENDOCINO COUNTY
VIA DATA FROM VISA VUE**

	2018	2019
Total dollar amount charged	\$2,752,796	\$2,436,836
Y/Y increase/decrease *	5.65%	-2.50%
How the money is spent **		
Lodging	\$1,100,000	\$800,000
Restaurants	\$500,000	\$400,000
Other ***	\$900,000+	1,100,000+
Ranking by country		
1	Canada	Canada
2	Germany	Germany
3	UK	UK
4	France	China
5	Australia	Australia
6	Switzerland	France
7	Denmark	Mexico
8	Italy	Spain
9	Mexico	Switzerland
10	China	New Zealand

** Numbers beyond the total, lodging, restaurants etc., are given in increments rather than exact amounts

*** "Other" includes Fuel, Food and Grocery, Retail, Discount stores, Home Improvement and Apparel;

**** Visa reports approximately 44% of credit card charges. Other credit card data is unavailable.

2018			2019		
Total International Visa Visitor Spending 2018****	2018 Total Direct Visitor Spending	2018 International Spending with Visa as % of Total	Total International Visa Visitor Spending 2019 YTD****	2019 Total Direct Visitor Spending	2018 International Spending with Visa as % of Total
\$2,776,090	\$482,200,000	0.58%	\$2,436,836	\$528,531,995	0.46%

Key Highlights from the data tell us:

- 18,820 cardholders (18,255 consumer; 565 commercial) with a total spend of \$2,436,836.00 a decline over 2019 of 12%
- 37,819 transactions at an average of \$64.43 per ticket
- Canada continues to remain the top originating country for both the number of cardholders visiting and spend amount: 7,028 and \$740,861, respectively
- Lodging is again the top market segment by spend amount at \$800,000 for the year
- The top three market segments YOY by spend growth are clothing store, specialty retail and food stores

- Countries which showed the most growth were Mexico (58.1%), New Zealand (41.1%) and China (23.4%). The countries showing decreased spending amounts were France (20.8%), UK (17.4%) and Australia (15.7%). Note that local factors as well as cultural vacation habits cause degrees of variation.

INITIATIVE: Develop a data sharing process that offers context and insights for partners

The Executive Director worked with the BID Advisory Board on the 2020/2021 report and recommendations. Again, the Board recommended that the County adopt the BID assessment and TOT returns forms previously created by MCTC. These forms include the collection of Average Daily Rate (ADR) and Average Daily Occupancy (ADO). Which will provide the organization with more precise data to evaluate its performance.

During the FY, the PR team sends a monthly “PR Update” to stakeholders that highlights some of the top media hits for the month. The newsletter gets consistent engagement and has proved to be a good vehicle to communicate actions and successes with partners.

VMC sends out a monthly newsletter to consumers and partners on the mailing list to inform them of upcoming events and other visitor-worthy news. Under the direction of the BoD this marketing initiative was halted due to the COVID-19 Pandemic and the resulting SIP. It had proved to be very popular and has been expanded in scope and coverage over time. The organization will resume these newsletters when it is appropriate to fully market Mendocino County as a tourism destination.

To further keep partners and stakeholders aware of organizational doings, once the BoD has approved of each Quarterly and Annual Report the ED sends an email to stakeholders inviting them to read the most recent comprehensive report of results.

IMPERATIVE: Cultivate VMC's relationships & collaborations

VMC Staff continues to work side-by-side with Mendocino Winegrowers Inc. on their annual event “Taste Mendocino”. The Taste event scheduled for April 2020 was postponed tentatively to April 2021 due to the COVID-19 Pandemic and SIP.

The ED continues holding seats on both the Anderson Valley Winegrowers and Mendocino Coast Chamber of Commerce and regularly works with the ED of the Greater Ukiah Business and Tourism Alliance to ensure that VMC reaches each area of the county. Collaborations between organizations ensure continuity year-over-year in events and marketing of their events.

- **OBJECTIVE: YOY increase in number of events launched and reaching self sufficiency**

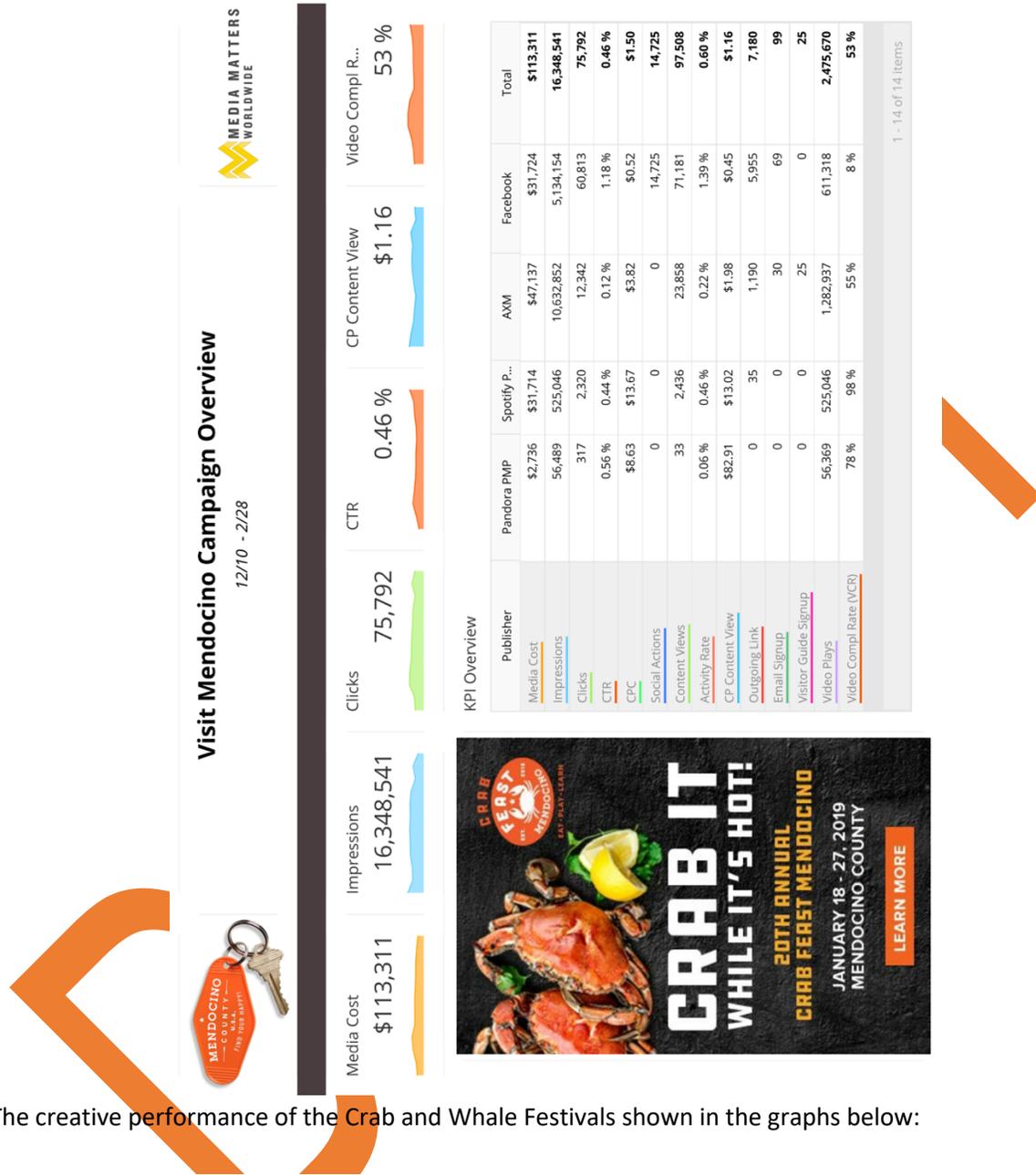
The festival and event focus for the 2019-2020 FY was placed on quality over quantity. The promotion of long-standing events took front seat. The MCTC team focused on robust digital marketing campaigns for the two FEAST Mendocino (Mushroom and Crab) festivals and took new focus on the existing Whale Festivals in Mendocino, Fort Bragg and Little River.

YOY stakeholder & partner participation for the Mushroom and Crab feasts are shown below:

YOY Festival Participants		
Year	Mushroom Feast	Crab Feast
2018	114	89
2019	107	109
2020	N/A	151

Landing pages on the Visit Mendocino website were driven by marketing efforts with the homepage leading in visits, followed by Skunk Train, Rail Bikes, Mendocino County Bucket List and lastly Crab FEAST Mendocino. Campaigns included Crab FEAST Mendocino and Whale Festival. This leads us to believe our aging Festivals/FEASTS are not attracting our target demographic.

The following graph illustrates the results of the digital campaigns through 2/28 the campaign end date.



The creative performance of the Crab and Whale Festivals shown in the graphs below:

Crab FEAST Creative Performance 11-26-19 to 01-31-20

Publisher	Concept	Spend	Imp.	Clicks	CTR	CPC	Content Views	CP CV	Outgoing Link	Email Signup	Visitor Guide Signup
AXM	Crab 2020	\$7,924	2,003,170	2,210	0.11%	\$3.59	6,287	\$1.26	340	10	3
Total		\$7,924	2,003,170	2,210	0.11%	\$3.59	6,287	\$1.26	340	10	3
Facebook	Crab	\$2,006	253,865	3,927	1.55%	\$0.51	4,525	\$0.44	720	3	0
Total		\$2,006	253,865	3,927	1.55%	\$0.51	4,525	\$0.44	720	3	0
Grand Total		\$9,929	2,257,035	6,137	0.27%	\$1.62	10,812	\$0.92	1060	13	3

Whale Festival Creative Performance 12-10-19 to 2-23-20

Publisher	Creative Concept	Impressions	Clicks	Content Views	Email Sign-ups	Visitor Guide Sign-Ups	Spended	CTR	CP Content View
AXM	Whale Creative	770,360	1,845	3,684	0	3	\$ 4,404.00	0.24%	\$1.20
Facebook	Whale Creative	765,685	4,832	7,426	8	0	\$ 3,703.00	0.63%	\$0.50
Totals		1,536,045	6,677	11,110	8	3	\$ 8,107.00	0.43%	\$0.73

Crab FEAST Mendocino was again a success in terms of ticket sales and revenue generation. The MCC's Crab Cake Cook-off realized increases across its events for 2020. The annual Cioppino Dinner served 506 guests an increase of just under 5% not to be outshined by the Crab Cake Cook-off revenue generation of \$199,330, a sharp 15% increase in gross revenue. These events drew guests from Florida, Georgia, Illinois, Maryland, Michigan, Nevada, Oregon, Rhode Island, Texas, Washington, as far south as San Diego, Orange County, Los Angeles and throughout the State of California. The majority of sales at the Cook-off was generated by consumers from the SF/Greater Bay Area, including Silicon Valley and north into Sonoma County, extending throughout the Sacramento area. Roughly 80% of Cook-Off sales are from out of the area, requiring lodging.

The Whale Festivals are held annually on the first three weekends of March, with the Mendocino and Fort Bragg weekends being organized by the Mendocino Coast Chamber of Commerce. The information available to us is less than that of MCC's Crab events. However,

2020 Mendocino Whale Festival

	2020	2019	Difference	%
BPT- Wine	\$9555.00	\$6825.00	\$2730.00	40%
BPT- Chowder	\$2030.00	\$1750.00	\$280.00	16%
BPT- Beer	\$425.00	\$435.00	-\$10.00	-2%
Chamber- Wine	\$1295.00	\$2065.00	-\$770.00	-37%
Chamber- Chowder	\$145.00	\$570.00	-\$425.00	-75%
Chamber-Beer	\$35.00	\$135.00	-\$100.00	-74%
Crown Hall- Chowder	\$1550.00	\$1741.00	-\$191.00	-11%
Crown Hall- Beer	\$495.00	\$425.00	\$70.00	16%
Crown Hall- Water	\$59.00	\$34.00	\$25.00	74%
Ford House- Wine (cash)	\$2715.00	\$2090.00	\$625.00	30%
Ford House- Wine (Square)	\$1050.00	\$2111.00	-\$1061.00	-50%
Ford House- Wine Yokee	\$0.00	\$120.00	-\$120.00	-100%
Total	\$19354.00	\$18301.00	\$1053.00	6%

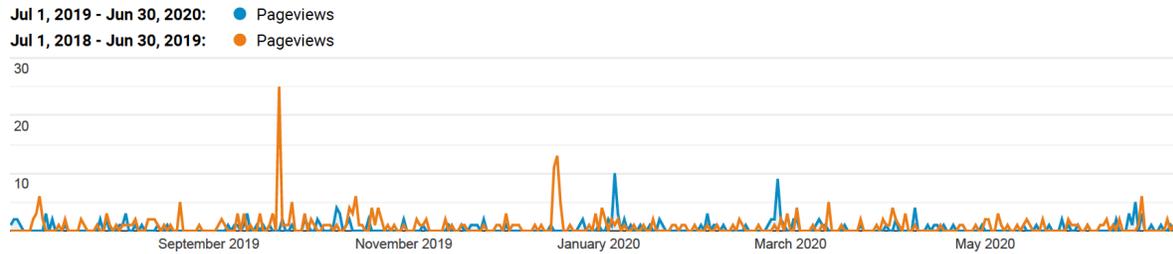
we can report that even with the onset of the COVID-19 Pandemic attendance for these anchor events did see an increase in ticket sales of 6%. The detail of sales is shown in the graph to the left.

The lift in both festivals can be attributed, at least partly, to the rigorous marketing efforts put forth by MCTC prior to each festival.

- **OBJECTIVE: YOY increase in "opportunities" page visitation on VMC website**

MendocinoTourism.org is MCTC's internal website and the repository of the organization's information and documents. The "Opportunities" page on the site is where staff places notifications of upcoming trade shows, educational events and BID/BoD seats available. Staff keeps this page up to date as necessary and talks with partners and stakeholders about visitation during HAP visits. The team continues to investigate ways to prompt habitual visitation to this page by partners and stakeholders.

The Google Analytics are below for the FY 2019-2020:



Page	Pageviews	Unique Pageviews	Avg. Time on Page	Entrances	Bounce Rate	% Exit	Page Value
	43.00% ↓ 171 vs 300	37.33% ↓ 141 vs 225	29.65% ↓ 00:01:30 vs 00:02:08	41.07% ↓ 33 vs 56	5.72% ↓ 75.76% vs 80.36%	10.18% ↓ 37.43% vs 41.67%	0.00% \$0.00 vs \$0.00
1. /opps/							
Jul 1, 2019 - Jun 30, 2020	171 (100.00%)	141 (100.00%)	00:01:30	33 (100.00%)	75.76%	37.43%	\$0.00 (0.00%)
Jul 1, 2018 - Jun 30, 2019	300 (100.00%)	225 (100.00%)	00:02:08	56 (100.00%)	80.36%	41.67%	\$0.00 (0.00%)
% Change	-43.00%	-37.33%	-29.65%	-41.07%	-5.72%	-10.18%	0.00%

It is clear from the data above that the lack of HAP visits to partners and stakeholders and opportunities offered due to the COVID-19 Pandemic caused a decrease in visits to the opportunities page. The few spikes in visitation directly correlate to the release of #SafeMendocino and #MaskUpMendo campaigns. The Hotel Adoption Program will resume when it is deemed “safe” for staff to travel and make personal meeting with partners and stakeholders and the organization staffing levels allow time for these personal interactions.

- **OBJECTIVE: Solicit new applications for BID and MCTC Board positions and committee membership**

In January 2020, MCTC held an all-day retreat for the members of the Board of Directors at which MCTC staff and contractors/vendors gave in-person presentations on the topics of Marketing, Digital media purchasing, public relations, social media, and more.

In the winter of FY 2020-2021, the Board will seat three new directors: Small, Medium and Large (Inland) Lodging positions. The January 2021 BoD meeting and annual training retreat is scheduled to be held on January 14, 2021 and will be held via ZOOM to respect safety concerns based on COVID-19.

The BID Advisory Board had two vacant seats. The BID Advisory Chair and the ED have lobbied potential stakeholders for these positions and at this time have had success in filling one of the seats available.

INITIATIVE: Foster collaboration and countywide alignment by creating and developing the “go to”

website for all tourism stakeholders

*Staff will recommend to the BoD that a clarification to this initiative be given, with regard to which website VMC should report information for. In past reports data has been reported for VisitMendocino.com, the organization’s outward facing website, as will be reported below. However, the initiative states “website for all tourism **stakeholders**”; in staff’s opinion that would be MendocinoTourism.org. The BoD has not made a decision on staff direction so this report will focus on our visitor facing website (www.visitmendocino.com) as in past reports.*

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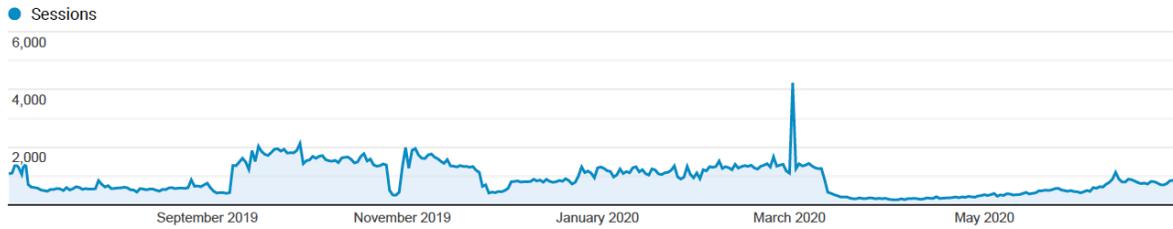
Landing Pages

All Users
100.00% Entrances

Jul 1, 2019 - Jun 30, 2020

Explorer

Summary



Landing Page	Acquisition			Behavior			Conversions Goal 1: Visitor's Guide Download		
	Sessions	% New Sessions	New Users	Bounce Rate	Pages / Session	Avg. Session Duration	Visitor's Guide Download (Goal 1 Conversion Rate)	Visitor's Guide Download (Goal 1 Completions)	Visitor's Guide Download (Goal 1 Value)
	329,362 % of Total: 100.00% (329,362)	80.00% Avg for View: 79.96% (0.04%)	263,480 % of Total: 100.04% (263,363)	70.66% Avg for View: 70.66% (0.00%)	2.04 Avg for View: 2.04 (0.00%)	00:01:17 Avg for View: 00:01:17 (0.00%)	<0.01% Avg for View: <0.01% (0.00%)	11 % of Total: 100.00% (11)	\$0.00 % of Total: 0.00% (\$0.00)
1. /	154,584 (46.93%)	83.01%	128,322 (48.70%)	73.43%	1.95	00:01:03	<0.01%	1 (9.09%)	\$0.00 (0.00%)
2. /mendocino-county-bucket-list/	26,372 (8.01%)	70.95%	18,711 (7.10%)	77.75%	1.66	00:01:03	0.00%	0 (0.00%)	\$0.00 (0.00%)
3. /see-do/deals-and-special-offers/	7,383 (2.24%)	59.77%	4,413 (1.67%)	76.46%	1.72	00:00:52	0.00%	0 (0.00%)	\$0.00 (0.00%)
4. /whales-now-showing/	6,893 (2.09%)	61.53%	4,241 (1.61%)	88.41%	1.29	00:00:27	0.00%	0 (0.00%)	\$0.00 (0.00%)
5. /events/	5,786 (1.76%)	80.87%	4,679 (1.78%)	40.67%	3.59	00:02:40	0.00%	0 (0.00%)	\$0.00 (0.00%)
6. /event/crab-feast-mendocino-2020/	4,902 (1.49%)	78.09%	3,828 (1.45%)	67.38%	2.09	00:01:44	0.00%	0 (0.00%)	\$0.00 (0.00%)
7. /does-glass-beach-really-have-glass/	4,014 (1.22%)	92.25%	3,703 (1.41%)	63.35%	1.95	00:01:14	0.00%	0 (0.00%)	\$0.00 (0.00%)
8. /six-spectacular-beaches/	3,516 (1.07%)	82.51%	2,901 (1.10%)	67.58%	2.03	00:01:30	0.00%	0 (0.00%)	\$0.00 (0.00%)
9. /event/mushroom-fest-mendocino/	3,379 (1.03%)	76.74%	2,593 (0.98%)	68.81%	2.09	00:01:25	0.00%	0 (0.00%)	\$0.00 (0.00%)
10. /see-do/	3,079 (0.93%)	87.53%	2,695 (1.02%)	47.65%	3.82	00:02:37	0.00%	0 (0.00%)	\$0.00 (0.00%)

The top-line data of FY 2019-2020 website analytics reveals:

- 2019-2020 visitors are down 18.48% from 2018-2019 (264,092 vs 323,957)
- Most traffic is from Northern California San Francisco Bay Area and Sacramento followed by Southern California. United Kingdom, Canada and Germany are the top International countries.
- Demographics are shifting to the 25-44 age range

- Highest interest – traveler, shoppers and food & drink

Website traffic is being driven by the digital ad campaigns running on Facebook, Instagram and the programmatic targeting and retargeting buys. The slow in traffic to visitmendocino.com can be attributed to the stop to digital marketing initiatives which were the visitation driver.

An analysis of website visitors demonstrates that they are value-conscious, outdoor enthusiasts who own pets, and love food and dining out. The website is also seeing decreased visitation from international markets. We believe this is due to the travel restrictions placed in effect by the COVID-19 pandemic.

INITIATIVE: Strengthen regional tourism relationship to leverage broader marketing opportunities

The PR team (Koli Communications, ED and MSC) communicate with partners and stakeholders on a monthly basis informing them of media stories. The team also requests partners and stakeholders submit content and information to VMC for dissemination by Visit California. An example of a pitch made during the year and published by Visit CA on their site features the Glendeven Inn & Lodge and its Forest Bathing package in: [6 Great Restorative Escapes](#). This project is ongoing.

The ED continues as Administrator of the NCTC and attends quarterly meetings with both Humboldt Visitor and Convention Bureau and the Lake County Tourism Improvement District.

MCTC staff currently hold seats on the Mendocino Coast Chamber of Commerce, Anderson Valley Winegrowers, Willits Chamber of Commerce and Destination Hopland (currently not meeting due to the COVID-19 Pandemic).

The ED continues to hold a seat and work closely with the Visit California Rural Regional Committee and upholds a partnership with Shasta Cascade. Since the onset of the Pandemic, the ED joined the Mendocino Business and Government Leaders COVID-19 for Economic Recovery group, the #MaskUpMendo planning team, and a group of Lodging Leaders.

INITIATIVE: Proactively educate and communicate with all tourism stakeholders

As discussed previously in this report the team regularly communicated with stakeholders sharing media coverage of the county and sent 9 updates to partners. The team also shared PR hits and other news on the VMC Partners at Work Facebook group. In addition, staff sends any articles to stakeholders that result from participation in media FAM visits.

With the onset of COVID-19 the “dark” period in marketing by MCTC brought a fundamental change in organizational direction. MCTC staff turned to working with our lodging partners to organize and create a COVID-19 re-opening and safety guidelines campaign called #Safe Mendocino. These guidelines were shared with all of our “known” partners in lodging. The MCTC staff and lodging partners quickly realized that neither MCTC or the County of Mendocino held accurate contact information to share these important re-opening and safety guidelines. The MCTC team undertook a project to track down and have a voice conversation with each and every property owner listed on our county tax rolls with the intent of updating all contact data for further information sharing. The project took nearly 9 months to complete tracing nearly 800 property owners/managers to update their information. This information will be shared with the Treasurer-Tax Collector and MCLA.

The PRM partnered with local leaders in tourism and hospitality to create a set of stakeholder trainings intended to continue education and training of innkeepers, owners, managers and staff. The PRM continued to investigate the potential of creating a Certified Tourism Ambassador program to bring to Mendocino County. The goal of this program is to further educate other members and leaders of our communities on the assets of the tourism industry in Mendocino County. This research and any subsequent trainings were halted by organizational changes required due to the COVID-19 Pandemic and SIP.

VMC continues partnership with KOZT The Coast radio hosting spots that target the community and stakeholders to raise awareness of programs and opportunities, currently #SafeMendocino and #MaskUpMendo.

INITIATIVE: Raise awareness of the Mendocino County experience

- **OBJECTIVE: Year-over-year increase in Mendocino County awareness score**

The role of social media in creating and raising brand awareness is critical as shown in the campaign overview referenced earlier in this report. The data set on the following page shows the YOY metrics for the year. The total number includes paid impressions, which we have broken out into Paid Impressions and Organic & Viral Impressions. Impressions/Posts are based on the latter number to avoid skewing the figures.

Social Media Results YOY FY 2019 vs FY 2020					
FACEBOOK			INSTAGRAM		
	FY 2019	FY 2020		FY 2019	FY 2020
Impressions	14,657,373	10,819,032 Total	Impressions	873,429	4,814,966
	(13,341,518	(9,558,351			
	Paid/ 1,315,855	Paid / 1,260,681			
	Organic+Viral)	Organic+Viral)			
Engagement	249,406	233,835	Impressions	873,429	4,814,966
Link Clicks	140,000	154,698	Likes Received	49,239	71,679
Posts	68	130	Comments	765	965
Impressions/Post	215,550	83,223	Posts	108	141
Engagement/Post	3,668	1,799	Likes/Post	456	508
Fan Base	58,760	59,302	Comments/Post	7	6.8
			Followers	14,217	17,997

VMC hosted a social media influencer trip in February 2020. The three travelers from Granite & Light began their three-night stay in Hopland and ended in Philo at the Brambles, with stops throughout the county. Their entire adventure, which launched on Social Platforms in June, can be viewed here: <https://www.graniteandlight.com/mendocino-magic-visit-mendocino-winter-2019>.

- **OBJECTIVE:** Year-over-year increase in impressions and advertising equivalency

The PR team was pleased to introduce a string of A-List features that hit throughout the year in publications and stations such as USA Today, New York Times, Los Angeles Times, San Francisco Chronicle, FORBES, KTVU Fox 2 Bay Area, CBS 8 San Diego and KTLA 5 Los Angeles to mention a few. The data below shows the PR team's direct impressions, ad equivalency and familiarization program data for the year.

Earned Media:

COVERAGE	2019/20 GOAL	2019/20 TOTAL	2018/19 TOTAL
Placements	300	678	902
Impressions	150 Million	1.242 Billion	1.686 Billion
Advertising Equivalency	\$6.6 Million	\$304.904 Million	\$86.633 Million

Media Content Development:

RELEASES ISSUES	GOAL	TOTAL
	11	15

Media Materials & Distribution:

- *Small Towns Big Personality*
- *Insta-Tourism*

- *Forest Bathing*
- *SATW Trade Show Hot Sheet*
- *Feast Mendocino! Fungi*
- *Luxe Mendocino*
- *Feast Mendocino! Seafood*
- *Vintage Vacations*
- *Taste of Mendocino*

- *Feast Mendocino! Spring*
- *Rooms with a View*
- *IPW Hot Sheet/2020*
- *Hot Sheet*
- *Armchair Traveler*
- *Covid-19 Tourism Update*

Familiarization Program:

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SECURED	GOAL	TOTAL
	18	30
DOMESTIC:		18
INTERNATIONAL:		12
DATE	NAME	OUTLET
7/7-7/9	Chaney Kwak	Departures
7/7-7/10	Ted Loos	Departures
7/17-7/18	Francoise Feulliet	Avantages/France
7/24-7/26	David Moore	California Pop TV
7/31-8/1	Bob Cooper	Nob Hill Gazette
8/4-8/6	Pam Kessler	Walnut Creek Magazine
9/2-9/3	Dana Rebbman	Amtrak
9/5-9/7	Craig Tansley	Traveller/Australia
9/8-9/10	Curtis Stone	Visit California
9/11-9/12	Jessica Wright	bontraveler
9/21-9/23	Nick Nagaoka	GlobeTrotter Guide
9/27-9/29	Ian Anderson	Moon Publications
10/8-10/10	Omar Shubert	Haaretz Newspapers/Israel
10/8-10/10	Ulrike Wirtz	Reiseweldt/Germany
10/14-10/16	Arpita Sinha	Visit California Autocar/India
10/15-10/16	Ian Anderson	Moon Publications
10/16-10/18	Mhairri Woodhall	Calgary Herald/Canada
10/16-10/17	Liza Gershman	California Guidebook
10/25-10/27	Neel Wanders	Flunking Monkey/UK
4-Nov	Leslie Kelly	Forbes
11/15-11/17	Nicolle Lekare	Hotbook/Mexico
12/22-12/23	Janel Andronico	Bay Area Life
1/28-2/1	Betsy Andrews	Freelance
1/29-2/1	Chaney Kwak	Freelance
1/29-2/1	Tina Caputo	Freelance
1/24-1/26	Valerie Stimak	valisemag.com
2/3-2/5	Austin White	Granite & Light
2/20-2/22	Jaslin Wu	Sing Tao Daily/China & US
2/28-3/1	Charlene Peters	GateHouse Media
3/1-3/3	Tom Chesshyre	Daily Mail/UK

- **OBJECTIVE:** Year-over-year increase in experience perceptions score on in-market visitor survey

The Visitor Services committee has taken on the task of researching and identifying an organization to carry out a new in-market visitor survey to be conducted when appropriate.

The team is currently working with Ink Fish Design and the Visitor Services Committee on finalizing a new version of the Visitor Guide. The potential release is scheduled for Winter/Spring 2021.

INITIATIVE: Increase Mendocino County brand awareness and positive perception

As reported earlier in this report, the team worked vigilantly to raise awareness of the Mendocino County brand through full-scale digital marketing and social media campaigns. The most recent campaign began in December 2019 and ended on February 28, 2020 as a reaction to the COVID-19 Pandemic. The end of the campaign due to the Pandemic also paused further rollouts scheduled for Taste Mendocino and the newly created “Beer Trail” set to begin in mid-March.

The marketing campaigns for the fiscal year were focused on raising brand awareness, first. The details of those campaigns are (see graph on page: 20)

- 15,633,998 social media impressions
- 670,667 content views on visitmendocino.com
- Overall Mendocino awareness and consideration/visit intent are growing per the Facebook and Survata brand studies which were not completed due to the halt of our marketing campaigns
- Audience targeting data-driven approach continues to drive a strong lift in Mendocino Awareness (based on limited Survata findings)

An analysis of website visitors demonstrates that they are value-conscious, outdoor enthusiasts who own pets, and love food and dining out. The website also saw decreased visitation we believe for two reasons 1) the halt of paid digital and social marketing and 2) from international markets due to the COVID-19 pandemic and closure of international travel.

Social Media also plays an important role in creating and raising brand awareness as mentioned earlier in this report. The figure below indicates a rise in Facebook impressions and engagements per post and a steady increase on Instagram. Each of these metrics are impactful measurements of MCTC’s continued success in the employment of social media to raise brand awareness.

Social Media Results YOY FY 2019 vs FY 2020					
FACEBOOK			INSTAGRAM		
	FY 2019	FY 2020		FY 2019	FY 2020
Impressions	14,657,373	10,819,032 Total	Impressions	873,429	4,814,966
	(13,341,518	(9,558,351			
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Posts	68	130	Comments	765	965
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Engagement/Post	3,668	1,799	Likes/Post	456	508
Fan Base	58,760	59,302	Comments/Post	7	6.8
			Followers	14,217	17,997

Generally, in June of each year the MCTC team attends IPW, an international trade show, where they meet with tour operators, receptives and media. The conference serves to reaffirm MCTC’s relationships with group vendors, DMO’s, and other travel-related partners. It also provides MCTC with clarity about international marketing and sales activities. It also allows the ED to meet with the leadership team at Visit California keeping our direct line of communication open. The convention further provides a window to observe experiences, opportunities and brand campaigns presented by competing markets. MCTC was set to represent itself as a destination rather than under the umbrella of the North Coast Tourism Council, allowing us the spotlight in the North Coast region. Due to the COVID-19 Pandemic and the SIP, this conference was postponed to June 2021.

INITIATIVE: Work with partners to develop, promote and grow strong and beneficial tourism activities and events

Immediately following the SIP in March 2020 MCLA members began meeting on a weekly basis, MCTC joined these calls that included and Ad-Hoc of the Board of Supervisors, the Mendocino County Public Health Officer, Chambers of Commerce and other local leaders to discuss and plan the safe reopening of lodging to leisure travel. Out of this effort grew the #Safe Mendocino reopening program designed to give lodging properties the tools to be the front-line educators to travelers, educate tourism employees on safe standards and keep our community safe. This project lead MCTC to a further partnership with the county’s Chambers of Commerce in the development and ongoing execution of the #MaskUpMendo campaign. This program was developed to target community members and visitors once they arrived in Mendocino County. The focus was to promote the wearing of masks, hand sanitization and social distancing in an ongoing effort to keep businesses open and slow the spread of COVID-19. These projects are ongoing.

As noted earlier, the MCTC team and its rigorous marketing contributed to the growth of events at both the Crab FEAST and Whale Festivals.

At the time of writing, all future events and festivals have been placed on pause by the BoD due to the COVID-19 Pandemic. However, staff had been working on the release of a new spring FEAST that highlighted a new “Beer Trail” and outdoor adventures.

INITIATIVE: Explore options to influence and shape potential cannabis tourism

The ED is working with the president of Mendocino County Promotional Alliance (MCPA) and legal counsel to schedule and organize a meeting of their board of directors to officially dissolve MCPA and transfer the responsibility of cannabis promotion and funds from MCPA to VMC.

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APPENDIX 1

Mendocino County Tourism Commission

BALANCE SHEET COMPARISON

As of June 30, 2020

	TOTAL		CHANGE	% CHANGE
	AS OF JUN 30, 2020	AS OF JUN 30, 2019 (PY)		
ASSETS				
Current Assets				
Bank Accounts				
1005 SBMC Checking	104,492.85		104,492.85	
1010 SBMC Savings	100,002.74		100,002.74	
1015 MLCU Checking	58,581.58	68,521.47	-9,939.89	-14.51 %
1020 MLCU Savings	58,424.28	153,219.36	-94,795.08	-61.87 %
1030 Cash drawer	100.00	100.00	0.00	0.00 %
Total Bank Accounts	\$321,601.45	\$221,840.83	\$99,760.62	44.97 %
Accounts Receivable				
1100 Accounts Receivable	181,334.20	302,589.40	-121,255.20	-40.07 %
Total Accounts Receivable	\$181,334.20	\$302,589.40	\$ -121,255.20	-40.07 %
Other Current Assets				
1230 Prepaid Expenses	9,461.67	15,041.31	-5,579.64	-37.10 %
1250 Refundable Deposits	4,150.00	4,168.00	-18.00	-0.43 %
Total Other Current Assets	\$13,611.67	\$19,209.31	\$ -5,597.64	-29.14 %
Total Current Assets	\$516,547.32	\$543,639.54	\$ -27,092.22	-4.98 %
Fixed Assets				
1510 Furniture and Equipment	23,198.95	61,789.14	-38,590.19	-62.45 %
1600 Accumulated Depreciation	-8,634.00	-48,670.78	40,036.78	82.26 %
Total Fixed Assets	\$14,564.95	\$13,118.36	\$1,446.59	11.03 %
TOTAL ASSETS	\$531,112.27	\$556,757.90	\$ -25,645.63	-4.61 %
LIABILITIES AND EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000 Accounts Payable	11,662.24	35,109.05	-23,446.81	-66.78 %
Total Accounts Payable	\$11,662.24	\$35,109.05	\$ -23,446.81	-66.78 %
Other Current Liabilities	\$20,179.11	\$27,708.61	\$ -7,529.50	-27.17 %
Total Current Liabilities	\$31,841.35	\$62,817.66	\$ -30,976.31	-49.31 %
Total Liabilities	\$31,841.35	\$62,817.66	\$ -30,976.31	-49.31 %
Equity				
3100 Contingency-Restricted	152,650.09	152,650.09	0.00	0.00 %
3900 Unrestricted Net Assets (RE)	341,290.15	461,594.98	-120,304.83	-26.06 %
Net Income	5,330.68	-120,304.83	125,635.51	104.43 %
Total Equity	\$499,270.92	\$493,940.24	\$5,330.68	1.08 %
TOTAL LIABILITIES AND EQUITY	\$531,112.27	\$556,757.90	\$ -25,645.63	-4.61 %

Visit Mendocino County: Strategic Direction 2017/18-2019/20

<p>CLARITY</p> <p>Vision Enriching experiences for our guests, enhanced lifestyle for our residents, and stability and diversity for our economy.</p>	<p>Mission Visit Mendocino County stewards and amplifies the total Mendocino County experience.</p>	<p>Values</p> <p>Transparency We foster trust through openness and integrity.</p> <p>Accountability We are outcome-oriented and professional.</p> <p>Partnership We create alignment through inclusive and meaningful relationships.</p> <p>Community We contribute to the fabric of Mendocino County.</p> <p>Innovation Our creativity reflects the uniqueness of our cultures and landscapes.</p>	<p>Reputation Leader We motivate and facilitate the tourism community.</p> <p>Accessible We welcome—and are responsive to—input from community members and stakeholders.</p> <p>Collaborative We actively seek engagement and collaboration with our stakeholders and partners.</p> <p>Bold We deliver on smart, effective, and forward-thinking ideas.</p>	<p>Position In order to support our stakeholders, generate economic activity for county/residents through tourism, and inspire our visitors, Visit Mendocino County:</p> <ul style="list-style-type: none"> • Consistently markets the entire county and its assets. • Creates, develops, and manages brand awareness for the county. • Connects people and organizations to opportunities. • Provides information to in-county partners and tourism resources to the industry. • Delivers a robust and sustainable return on investment.
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<p>Imperatives</p> <p>Demonstrate and strengthen VMC's contribution to county economic and community vitality</p>	<p>Objectives</p> <ul style="list-style-type: none"> • Bid assessment growth at 5% over average of top 3 competitors • Year-over-year increase of sales tax receipts in Mendocino County • Year-over-year increase in stakeholder survey response rate 	<p>Initiatives</p> <ul style="list-style-type: none"> • Increase tourism revenue through the development and implementation of the annual integrated marketing, public relations, and sales plan. • Improve data-driven decision making through increased participation and "buy in" from all of our partners. • Develop a data-sharing process that offers context and insights for partners.
<p>FOCUS</p> <p>Cultivate VMC's relationships and collaborations</p>	<p>Objectives</p> <ul style="list-style-type: none"> • Year-over-year increase in number of events launched and reaching self-sufficiency • Year-over-year increase in "opportunities" page visitation on VMC website • Year-over-year increase in new applicants for BID and MCTC Board positions and committee membership 	<p>Initiatives</p> <ul style="list-style-type: none"> • Foster collaboration and county-wide alignment by creating and developing the "go to" website for all tourism stakeholders. • Strengthen regional tourism relationships to leverage broader marketing opportunities. • Proactively educate and communicate with all tourism stakeholders.
<p>FOCUS</p> <p>Raise awareness of the Mendocino County experience</p>	<p>Objectives</p> <ul style="list-style-type: none"> • Year-over-year increase Mendocino County awareness score • Year-over-year increases in Impressions and ad equivalency • Year-over-year increase in experience perception score on in-market visitor survey 	<p>Initiatives</p> <ul style="list-style-type: none"> • Increase Mendocino County brand awareness and positive perception. • Work with partners to develop, promote and grow strong and beneficial tourism activities and events. • Explore our options to influence and shape potential cannabis tourism.

APPENDIX 3

MENDOCINO COUNTY
Travel Impacts, 2010-2019p

Total Direct Travel Spending (\$Million)								
	2010	2012	2014	2015	2016	2017	2018	2019
Destination Spending	313.5	345.1	365.9	384.3	421.8	451.6	435.2	466.8
Other Travel*	17.7	17.9	16.2	14.4	12.8	14.4	16.5	17.2
Total	331.1	363.0	382.1	398.7	434.6	465.9	451.7	484.0
Visitor Spending by Type of Traveler Accommodation (\$Million)								
	2010	2012	2014	2015	2016	2017	2018	2019
Hotel, Motel	173.7	193.9	214.6	233.7	267.2	289.3	267.4	286.3
Private Home	43.9	48.0	46.6	43.6	44.1	46.8	49.0	54.2
Campground	37.1	40.0	40.8	41.5	41.9	44.0	46.2	49.8
Vacation Home	13.3	13.8	13.7	14.1	14.4	15.2	16.6	17.0
Day Travel	45.5	49.4	50.2	51.4	54.1	56.2	56.1	59.5
Total	313.5	345.1	365.9	384.3	421.8	451.6	435.2	466.8
Visitor Spending By Commodity Purchased (\$Million)								
	2010	2012	2014	2015	2016	2017	2018	2019
Accommodations	73.0	80.5	93.9	104.2	121.4	130.6	123.0	134.3
Food Service	92.2	101.5	106.9	114.8	127.7	136.4	130.1	139.0
Food Stores	19.2	21.2	21.4	22.4	23.0	23.3	22.8	24.1
Local Tran. & Gas	43.0	48.8	46.8	43.8	42.2	47.1	50.0	53.4
Arts, Ent. & Rec.	47.7	51.7	54.3	56.9	61.9	64.5	60.4	62.8
Retail Sales	38.4	41.4	42.7	42.1	45.5	49.6	48.9	53.2
Visitor Air Tran.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	313.5	345.1	365.9	384.3	421.8	451.6	435.2	466.8
Industry Earnings Generated by Travel Spending (\$Million)								
	2010	2012	2014	2015	2016	2017	2018	2019
Accom. & Food Serv.	84.4	93.3	120.7	129.0	149.2	162.1	161.8	177.7
Arts, Ent. & Rec.	23.7	26.5	36.9	34.4	35.6	37.8	26.5	28.4
Retail**	8.6	9.4	9.9	10.2	11.1	11.6	11.3	12.1
Ground Tran.	3.3	3.9	4.2	4.6	5.4	6.4	8.4	10.2
Visitor Air Tran.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other Travel*	1.2	0.8	0.8	0.9	1.0	1.1	1.2	1.2
Total	121.2	134.0	172.5	179.1	202.3	219.0	209.1	229.6
Industry Employment Generated by Travel Spending (Jobs)								
	2010	2012	2014	2015	2016	2017	2018	2019
Accom. & Food Serv.	2,880	3,000	3,560	3,560	3,880	4,120	3,920	4,170
Arts, Ent. & Rec.	1,840	1,800	2,670	2,480	2,680	2,590	1,740	1,700
Retail**	290	310	310	310	320	330	310	330
Ground Tran.	100	110	110	120	130	140	160	180
Visitor Air Tran.	0	0	0	0	0	0	0	0
Other Travel*	40	30	30	30	30	30	30	30
Total	5,140	5,240	6,690	6,490	7,040	7,200	6,170	6,420
Tax Receipts Generated by Travel Spending (\$Million)								
	2010	2012	2014	2015	2016	2017	2018	2019
Local Tax Receipts	12.7	13.7	16.2	17.5	18.5	20.1	22.3	24.1
Visitor	8.1	9.1	10.6	11.6	12.2	13.5	15.6	17.0
Business or Employee	4.6	4.6	5.7	5.8	6.3	6.6	6.7	7.2
State Tax Receipts	17.7	17.4	19.5	19.5	20.3	20.9	20.5	22.1
Visitor	13.4	13.0	13.7	13.6	14.0	14.6	15.2	16.4
Business or Employee	4.2	4.3	5.8	5.9	6.3	6.3	5.3	5.7

Details may not add to total due to rounding. * Other Travel includes ground transportation and air travel impacts for travel to other California visitor destinations and travel arrangement services. ** Retail includes gasoline. Local tax receipts include transient occupancy taxes, sales taxes, and airport passenger facility charges paid by visitors, and the property tax payments and sales tax payments attributable to the travel industry income of employees and businesses. State tax receipts include sales tax payments and motor fuel tax payments of visitors, and the income tax payments and sales tax payments attributable to the travel industry income of employees and businesses.

Historical revisions have been made on prior years based on the availability of revised source data for cities and counties throughout the state. Economic impacts are attributed to visitor trips which are defined as trips taken by individuals that stay overnight away from home, or travel more than 50 miles one-way on a non-routine trip, as defined by the California Tourism Marketing Act.



TOURISM MATTERS TO MENDOCINO COUNTY

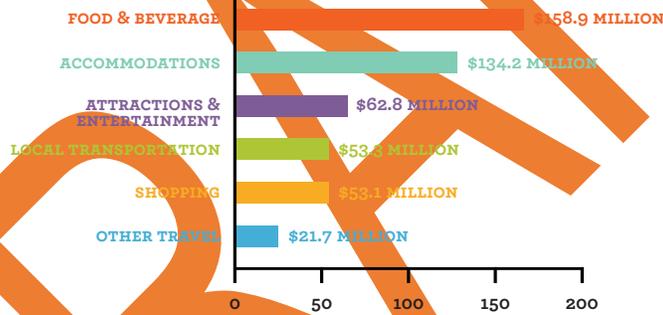
Tourism is a key contribution to the health of the economy of Mendocino County. When visitors stay, eat, play and travel in the county, their expenditures directly impact county residents by creating employment opportunities and providing tax relief for every household.

Visitors are drawn to this region to experience the beaches and ocean, giant redwood trees, rivers and lakes, extraordinary attractions, and incomparable food and world class wine, beer and spirits.

In 2019, the economic impact of travel to Mendocino County grew for the tenth consecutive year.

TOURISM BENEFITS MENDOCINO COUNTY

\$484 MILLION in travel-related spending in 2019
UP .5% INCREASE OVER 2018



TOURISM EMPLOYS MENDOCINO COUNTY RESIDENTS

6,400 travel-related jobs



visitmendocino.com



TOURISM AFFECTS YOU!



\$46.2 in state and local revenue
MILLION

5.7%
INCREASE OVER 2018

\$1,250 in taxes saved by each Mendocino County household in 2019



Source: California Travel Impacts 2010–2019p; pub. Dean Runyan Associates (May 2020)

ABOUT VISIT MENDOCINO COUNTY

Visit Mendocino County is the tourism marketing arm of Mendocino County. Its mission is to steward and amplify the total Mendocino County experience.

- VMC brands Mendocino County as a destination and promotes and markets Mendocino County to potential visitors
- We get the word out via robust marketing, public relations and media visits
- VMC partners with trade organizations to build strength in numbers

* Funds collected pursuant to Mendocino County Code, Section 5.140.240(B) for the purpose of countywide promotion.



BE OUR PARTNER

- Keep your business listing up to date on VisitMendocino.com
- Take part in our annual festivals
- Join us at trade and consumer shows to meet potential visitors and partners
- Participate in one of our workshops
- Let us know about your events
- Follow our Opportunities page at mendocinotourism.org
- Link to us on social media channels

mendocinotourism.org



APPENDIX 5

Glossary of Terms

This glossary is included to explain terms used in this plan and in other reports and documents issued by Visit Mendocino County. While staff and contractors are familiar with the terminology, some of the terms need a brief explanation.

Advertising equivalency	This dollar figure represents the amount of money it would take to purchase the equivalent in advertising space in a print publication or digital equivalent. The VMC PR team uses a 1:1 ratio unlike many PR firms who use a multiplier to boost numbers.
Impressions	The number of views a print or digital article is estimated to reach based on circulation and subscription data.
Media Placement	A story (print or digital) about an aspect of Mendocino County that arises from PR efforts.
Media Mission	A trip by the PR team to a particular market, e.g., Vancouver BC, to meet local journalists and writers and inspire visitation to and coverage of Mendocino County.
Releases	This can either refer to a press release or a "hot sheet," which is distributed to the press and highlights new and upcoming businesses and openings in the county.
FAM	Familiarization tour or trip. Media FAMs involve members of the media who are vetted by the PR team prior to a visit. Sales FAMs apply to tour group operators who are visiting the county with the aim of including Mendocino in tour packages.
Millennials	The segment of the population born between the early and the mid-1990s to early 2000s. Also known as Generation Y, they are the children of baby boomers and older Gen Xers.
Gen-Xers	The population segment born between the early-to-mid 1960s and ending birth years ranging from the late 1970s to early 1980s. Children of the Baby Boomers.
Baby Boomers	Those born between the early-to-mid 1940s up to about 1964.
Content marketing	Content marketing is a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience — and, ultimately, to drive profitable customer action.
Google Analytics	A reporting tool provided by Google that can be used to analyze traffic, ad words, digital marketing campaigns, demographics, etc. for VisitMendocino.com.
Facebook Insights	A reporting tool for analyzing traffic, advertising campaigns, and other activities on Facebook.
Activity Provider	A person located in a tourist destination who provides a unique, local activity for a visitor to do while on vacation. Examples of such activities include kayaking, bike riding or arts and crafts, among others.
Free Independent Traveler (FIT)	A person or a couple that is not traveling with a group; usually references foreign travelers out on their own (Foreign Independent Traveler).