

City of Victoria Eco-Tourism Marketing Plan: A Campaign Book by ConCom Partners



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Driven to DiscoverSM

City of Victoria



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Executive Summary

ConCom Partners, a Minneapolis based Public Relations firm, had the incredible opportunity to work for the City of Victoria. The purpose of the campaign developed for the client over the past four months is to provide the City of Victoria with a clearer target market; in that way, our client will be able to better communicate its ecotourism features to the public and to tell Victoria's "own story". This campaign book is the result of extensive and intensive research and analysis, which started in September when we first met with the client. The needs of the City of Victoria have been stated to us in a way that provided broad boundaries, and because of that, we were able to explore any field that could be linked to various ecotourism activities.

As stated by our client, the City of Victoria did not have a lot of data regarding its surroundings. As a result, the team decided to conduct secondary research that would provide background information of the area, the residents and demographic information. Secondly, ConCom Partners dove into primary research with the use of surveys, in-depth interviews, intercept interviews and field observations. These research tools provided the team with incredible results. Because of the magnitude of the data, we were able to divide the conclusions into 2 main groups: residents and nonresidents. Both cohorts provided insightful information for a public relation campaign. In addition, this kind of primary data analysis resulted in the identification of a possible target market. ConCom Partners will, in fact, target its campaign to young families with kids living in metropolitan areas while looking for something "different" to experience during the weekends. Residents, as well as realtors and other figures already present in the area surrounding Victoria, will be used as influencers. We believe this technique will bring more "metropolitans" to the City of Victoria for its eco-touristic features. Lastly, the primary research evidenced the popularity of the wineries and breweries based in Carver County. Such great reputation could be exploited in order to drive even more visitors to Victoria, so that they would experience an ecotourism location that has activities for any family member.

Subsequently to the primary and secondary research conducted over the semester, we were not only able to identify a target market, but also created different objectives aimed at gaining and retaining the attention of these customers while marketing Victoria as a great eco-touristic location. In fact, we plan on raising awareness of the eco touristic features of Victoria while also educating the public about what ecotourism stand for. The plan will bring a



unity of voice to the channels Victoria will communicate through while “telling the City’s story” to a public eager to leave the chaos of a metropolitan area. Specific strategies will be used in order to effectively communicate to our public; events, social media conversations, and such will help the client establish an effective communication with its public, while gaining and retaining their interest over the multiple activities the city has to offer.



Preliminary Research Report



Organizational Background

The City of Victoria is a place that over nine thousand Minnesotans call home. With almost two thousand acres of parks and preserves, the city has 11 lakes, 23 parks and numerous trails. One of these trails is the Lake Minnetonka Regional Trail, which connects the small town of Victoria to the large city of Minneapolis. Growing at a pace of about 400 residents per year, the city is struggling to find its voice and get its story and competitive advantage to other small cities known.

As a city council, the city of Victoria is responsible for many things including running and managing the city hall, giving out permits for new construction, and setting inspection and development standards. It also provides recreational activities to visitors and residents so they can enjoy their time in Victoria. The city of Victoria prides itself on its parks and recreational preserves where people can enjoy the true beauty of Minnesota. These preserves are designed to improve the quality of life for all residents as well as to grow as a community.

The city of Victoria is run by the mayor, Tom O'Connor, and is guided by the four elected council members; Lani Basa, Jim Crowley, Tom Strigel, and Tom Vogt. The Parks and Recreation department is run by Public Works Director, Ann Mahnke, as well as Recreation Supervisor, Holly Kaufhold.

The City of Victoria serves its residents that fill the 10-acre town border, which is its public. A market that it can cater to is the general public, or people outside of the town borders in nearby areas. Its public is homogenous in the way that they all reside in the city of Victoria. The population of the City of Victoria, ZIP Code 55386, is 7,020 people. The median age is 38 years old and the median annual income is \$120,400. There are five common segments that make up the City of Victoria's demographic. Those segments are upscale older without kids, upscale middle age with kids, upscale older without kids, upper mid younger with kids, and upper mid older without kids. Information about the demographic of the City of Victoria was generated by Prizm. See Appendix A, B, C, D.

According to the 2015 Budget Book of the city of Victoria, the government main cash inflows come from the General Fund, the Victoria Recreation Center Fund, the Water Fund, the Sewer Fund and the Stormwater Fund. More specifically, the General Fund is made of inflows originating from the property tax levy, which accounts for about 73.4 percent. 76 percent of



Victoria's funding comes from taxes and franchises fees, nine percent comes from licenses and permits, and 14 percent comes from intergovernmental revenues and charges for the city services.

The City of Victoria is in direct competition with other surrounding towns that are part of Carver County. Chanhassen, one of the city's biggest competitors, is in a delicate spot since the gates of the county's most beautiful park are shared between the two towns. Waconia, is also a direct competitor to the success of an ecotourism campaign for Victoria because of its huge lake. The nearby city has a dominant position over Lake Waconia and gathers the attention of tourists thanks to the beautiful nature surrounding its borders. Indirect competition can come from the city of Minneapolis itself. With a huge offer to promote, Minneapolis has the ability to drive the attention of park lovers towards its own green areas. Lake Calhoun, for example, could be an important competitor for Victoria's Carver Park Reserve.

Regionally, the city of Victoria is recognized as a residential community surrounded by nature and explorable trails. The breweries and wineries next to the community bring in interested customers from all over the state of Minnesota. These facilities have events that promote the discovery of wine and beers, while exploiting the incredible naturalistic setting they are surrounded by. Nevertheless, Victoria is now not very well known on a national scale, mainly because of its small size and limited communication resources.

The United States offers multiple spots where ecotourists can vacation and enjoy the beauty of the nature. Such industry is very well developed on the West Coast; its territories are so diverse that any eco-touristic needs can be satisfied. "Travel Oregon" and the "Half Moon Bay Coastside Eco Cultural Tourism" are two examples of how states have developed programs in order to promote a successful green culture. Mexico also developed a similar program; however, this kind of ecotourism is mostly linked to the "green" experiences tourists can have while visiting historical sites from the Mayan culture.

All of this data gives us a great range of activities that could be exploited in order to give new life to the city of Victoria. The planning of our strategic campaign will mainly focus over the marketing of the lakes, trails and nature surrounding the community. The presence of wineries and breweries will also help us develop a gastronomic campaign aimed at gathering and retaining the attention of both nature enthusiasts and wine and beer lovers. This market will



mainly be made up of young professionals or people with families that might enjoy to spend some of their time in a unique place. This information will also provide us the opportunity to discover which demographic is truly interested in what Victoria has to offer. Our attention will be mainly focused on the above-mentioned groups, while always considering the residents of Victoria itself, and the people living in the surrounding area. Lastly, this data will be used for the planning of activities that will promote Victoria as a place-to-be for the exploration of the Minnesotan soil.

Communications Analysis

The City of Victoria does not currently have a communication audit summary readily available. As of now the City of Victoria mainly uses their Facebook page to communicate with residents and nonresidents, as well as Twitter and Instagram. They also have a newsletter and newspaper which but don't reach as many people that are nonresidents. Victoria tries to communicate consistently across Facebook and Twitter almost everyday. There isn't much engagement and responses to their social media posts though. To increase the communication and engagement used by the City of Victoria we plan to incorporate a more concrete brand within their communication, establish a target audience and find what communication resonates with the people that reside in the City of Victoria. We will also be incorporating some aspects of a communication audit summary for our client in our campaign.

The City of Victoria is well known for being a city of "Lakes and Parks" with many lakes, several trails, and a wide space for recreational activities. It is also viewed as an active and outdoor oriented city with activities ranging from nature center, biking, hiking, camping, fishing, swimming and even boating. According to a recent City of Victoria 2015 Citizen Survey-Liveability Report that was done by the City of Victoria, residents of the City of victoria rated the City of Victoria most highly when it came to safety, mobility and natural environment. Built environment was also very highly rated amongst current residents of the City of Victoria when asked about participation within the city.

When it came to residing in the City of Victoria and how satisfied residents felt to reside in Victoria, according to a Victoria 2015 Citizen Survey- Dashboard Summary a high 92 percent said they would recommend the city, and 90 percent remain living in it. In one of the the higher



ranking characteristics about the city, which was safety, 94 percent said they would raise children in it, while 95 percent said they felt safe to live in the city.

The City of Victoria has recently started its own Facebook page as another source of communication besides having a City of Victoria newspaper, a Twitter and an Instagram account. Victoria also has its own online newsletter as well as website where the newsletter can be accessed. In an effort to hear more from the community, the City of Victoria also has an Community Voice link on their main website. The Community voice includes chat rooms labeled Community Initiatives, Park and Recreation Activity Ideas and suggest a New Initiative. Unfortunately though, there are not many residents that are contributing to the community voice online so the conversation is very limited. Refer to Appendix E for a screenshot of the community voice.

Victoria communicates about recent activities going on throughout the city, fun events to attend, information session dates and times, facts and news on environmentally friendly things going on within the city, how to make it a more healthy place, and any changes made to the city such as new plants in one of its parks. They communicate these things across all mediums that they have, so their voice is fairly consistent. They also make sure to respond to any questions and comments that are communicated to them through their social sites so that residents feel that they are heard. The city's newsletters do not come out monthly and are published inconsistently every few months, and include information specific to the city, any fun activities people can attend, news about city council meets and any other happenings that are going on in the City of Victoria. The City of Victoria website mainly focuses on the city government news, business and any development as well as activities that people can participate in. Refer to Appendix F and G for screenshots of examples from City of Victoria Facebook page and newsletter.

From this data and information gathered as well as from speaking personally to a City of Victoria representative as well as our own research, we can tell where the City of Victoria stands right now in regards to its main communication channels and where its strengths lie when looking at the city's current image and reputation. Even though they have a fair amount of social media channels to reach City of Victoria residents and nonresidents, they don't have much engagement and some channels such as their newsletters are released inconsistently. The City



of Victoria does a good job of communicating everything they have to offer, weekly and monthly happenings that people can participate in and keeping the City of Victoria residents up to date on any changes that are occurring within the city. We can use this information to build onto the city's strengths and highlight these in our strategic communication campaign, but also figure out where its image needs to be worked on more so they have a more well-known and concrete reputation amongst people. We can also use this information to figure out which communication channels resonate with people residing in the City of Victoria, what kind of content they respond to better and want to see more of, and what channels and content would resonate nonresidents of the City of Victoria as well.

Current Situation

Throughout our research, we have identified the biggest overlying issue to be associated with Victoria's lack of knowledge about its target market. It is aware that it has a lot to offer in terms of recreation, but it can not seem to pinpoint exactly which market or who it would best appeal to. Before we can implement a strategic plan to better promote its Ecotourism, we must first find out who currently resides in and around Victoria and why they choose to stay. After this data is collected, we need to compile the recurring trends and similarities we see within the current residents, determine where our opportunities lie and figure out how we can best reach these opportunities.

In terms of marketing, the City of Victoria has come a long way. Up until a couple years ago, Victoria didn't even have its own website. The city shared a website with the local fire station for many years, but now Victoria has an established website and is starting to advance its marketing efforts on social media. Victoria can be found on both Facebook and Twitter, and it also plans on continuing to expand its voice through an Instagram account. Victoria has grown exponentially throughout the past few years and continues to grow at a pace of 400 new residents a year. We believe that the City of Victoria has the right resources to attract more tourism, and with the right marketing strategy, they undoubtedly will be able to drastically increase its population as well as promote its ecotourism.

This specific case is unique because the organization is the community. The City of Victoria is a close knit and small community that is trying to promote all of its best features and



resources in order to increase tourism and hopefully spark an interest in prospective home buyers to live there.

The key problem Victoria is facing right now is determining its target market, and beyond that, figuring out how they can best appeal to and reach its audience. Victoria seems to have limited resources in regards to its reach, as it is a small city and is not very well known. The upside to it being unknown is it can start from the ground up and brand itself however it wants. The sky's the limit in regards to what this community can do with the right marketing strategy. Starting with nothing is a big challenge but also a huge opportunity in terms of approaches we can take.

Figuring out who or which target market could be interested in visiting Victoria and why? How do we best reach this group?

1. The City of Victoria, also known as the City of Lakes and Parks, ultimately wants to continue promoting ecotourism and inviting current and future residents of the Carver County area to enjoy all of the amazing opportunities the city has to offer, such as its beautiful lakes, parks and trails.
2. In terms of marketing and communication roles, the City of Victoria views them both as highly important components. Because the city is not quite sure of who its target demographic is or what its competitive advantage is, it is our responsibility to use marketing and communication to gather information about its potential target audience and figure out what sets them apart from other nearby cities.
3. Some expectations for the communication effort are to better utilize Victoria's city page, the Facebook page that was previously used by the city's fire department, the Twitter account and the Instagram account to promote ecotourism. Victoria currently has an "all hands on deck" viewpoint when it comes to using social media accounts, so finding one voice will help the city create a voice and known brand. Aside from social media, Victoria skims the surface when it comes to other communication and media outlets. Other communication outlets that we are expected to target are the Chanhassen Villager, Victoria Gazette, Star Tribune, and At Home in Victoria.

There are many problems that could be encountered in trying to mount a communication effort. A couple of these problems are that Victoria does not know what its voice is and it has a



lack of staff. Victoria has also found issues when it came to discovering and making the story of the city something it wants to convey. There have been problems finding the city's competitive advantage against other cities nearby and there has been issues trying to find the target market because of a lack of reach and power. Discovering and reinforcing each of these problems would help mount a strong communication effort.

The implications of this communication effort are that the markets will have to be divided into two; residents and nonresidents. A campaign will have to be made to reach both markets, such as giving nonresidents a reason to get out of the city to escape noise and relax, and continue giving residents reasons to want to continue living in Victoria. This applies to the planning of our communication campaign because we are increasing reach by partnering up with surrounding communities and branding ourselves by creating cohesive content that promotes one voice.

Preliminary Identification of Target Publics

Talking to the representative of the City of Victoria has helped us get a better idea of the geographic target, which will reach a 50 mile radius around the city. We will also be targeting people who loves outdoor activities and are willing to travel in order to be one with nature. They will most likely be adventurous people who are always looking for new, semi-local experiences.

The Constituencies listed below are committed to helping and being stakeholders in the ecotourism project. They act as enablers to the project because they are willing to promote the idea.

1. Minnesota Landscape Arboretum
2. Southwest Metro Chamber of Commerce
3. Chamber of Commerce City of Victoria

Employees of the City of Victoria are also internal constituents. They are the producers of the project and are therefore putting time, faith and energy into seeing it succeed.

1. Carver County Parks
2. Cities of Carver and Chanhassen
3. City of Victoria community members



According to the Ecotourism marketing plan, both Carver County Parks and the cities of Carver and Chanhassen have been approached about the project and have expressed potential interest in working with Victoria as partners. As of now they are presenting themselves as aware publics. The community members are publics because of their importance to the city. It is crucial that we are able to work with the community to have a better understanding of how their feelings are geared towards the ecotourism project.

Perceptions: Many perceive Victoria as very small, family friendly place with an aging population. It is a quiet town that has many natural attractions such as paths, lakes, and parks.

Attitudes: The attitudes of many of the stakeholders are unknown; however, due to the 2015 citizen survey, we have a better idea of what the community attitudes are towards their hometown. Many thought that in order for Victoria to really develop and become successful that it is necessary for the town to open up a grocery store along with other commercial developments including shopping areas. According to the citizens they believed that there is a lack of parking availability. There is a disconnect between attitudes on population size: some respondents expressed a need for more people, while others complained about overcrowding. There opinions on the parks and paths were overall positive. They enjoy what they have and would like even more outdoor recreation opportunities such as community beaches, bike trails, keeping parks open, and a pool in the rec center.

Behaviors: The behaviors of the target publics and audiences are unknown because we have yet to establish a definite target. But some behaviors of men and women of certain ages and status has been run through Simmons to find out who enjoys many of the different activities Victoria has to offer. We found that people who have children are much more likely to do activities such as boating, camping, hiking, fishing, sightseeing, and other outdoors activities compared to individuals who do not have children. Consequently married people are also more likely to do these activities than those who are single. Another major trait of people who do these activities are that they are employed either part time or full time. The majority of these people are white with an income of \$50,000+ yearly. The age range most likely to participate in these activities were 35-44 for both males and females. This data will be used along with primary research to determine our target market.



The information that we have received about the constituencies will be a starting point for us in our research. We can communicate more with these publics to find out what their perceptions, attitudes, and goals are for the ecotourism project, and learn what they would like to see from it. This can help us determine our next steps in researching the possible target markets. Once our exact target market is determined we will be able to choose the best plan for the City of Victoria's ecotourism project.



Research and Big Idea



Primary Research

The City of Victoria has many questions regarding who their target market should be. To answer these questions, we chose a multi-method approach: survey, in-depth interviews and field observations. We distributed two separate surveys; one directed at the residents of Victoria and the other one directed at nonresidents. We distributed two surveys because we wanted to gain insight on why people may want to visit/live in Victoria and why people who live there now enjoy living there.

The purpose of the resident survey was to develop a better understanding of what the residents saw as Victoria's unique selling point and to find out what features of the city they use. The purpose of the nonresident survey was to find out what people think of ecotourism and any preconceived notions they might have about Victoria. We also wanted to gauge what people of different age groups, lifestyles, and economic statuses did for fun, and if they would be interested in visiting Victoria. The data will be analyzed in order to find our target market.

In addition to our surveys, we conducted four field studies by observing potential target publics for ecotourism at Minnetonka Regional Park for residents and at Lake Calhoun, Medicine Lake and Centennial Green Park for nonresidents. We chose these areas for nonresidents because they are comparable to Victoria in their ecotourism features. Lake Calhoun, Medicine Lake and Centennial Green Park are great spots to observe nonresidents because people found in these areas may be interested in the same ecotourism activities that Victoria offers. Our goal with the field studies is to find out why people chose to go to the locations over other options.

Next, we conducted in depth interviews with residents and nonresidents of Victoria. The in depth interviews, both in and out of Victoria, were used to dig deeper into what we found in our surveys. This will help us better understand our potential targets and draw ideas to what people may be attracted to in Victoria and why. In depth interviews also help us better understand what features of Victoria the residents like the most, how they spend their time in Victoria, as well as nonresidents knowledge about the city. Interviewing nonresidents will also give us the opportunity to find out how they like to spend their time outdoors and what would persuade them to venture to Victoria. We need a solid understanding of what the city offers in



order to build its “story”. Our end goal is create the City of Victoria’s story and use it to promote its ecotourism.

Statement of the Problem

The City of Victoria is trying to write and tell its story. There are multiple activities that Victoria wants people outside of the city to try in its surroundings including trails, lakes, parks, wineries and breweries. Victoria needs a way to reach a target and position itself as an ecotourism destination. Along with finding its story, the City of Victoria also needs to know who its target demographic is and how to reach them.

Research Question and Hypothesis

The main question we wanted to find through the residents of Victoria was “What is the City of Victoria’s competitive advantage?” We plan to answer this question by finding what the residents see as Victoria’s prime resources, and then we will position those resources as a competitive advantage. Their insight will help highlight the strengths of the city, and from there we will build our campaign. This question can help us create the story our client is looking for. Our hypothesis is that residents of Victoria would enjoy spending time at outdoor amenities such as hiking trails as well as popular restaurants in town.

For the nonresidents, we were more concerned in finding our target market and how to communicate with them. Our main question was “Who enjoys going to the City of Victoria?” We also wanted to see how certain demographics perceive ecotourism so for future reference we would know what attributes to highlight. Based on our secondary research, we hypothesized that middle-aged families from Minneapolis would enjoy going to Victoria to get a break from the city life.

In addition to the main research question, we had further questions we wanted to find out the answers to, to help add to our campaign and tailor it for our consumer’s need. For example, we wanted to know what people are currently doing in the City of Victoria and how they define ecotourism. What activities do they enjoy doing in other cities that the City of Victoria also offers? All of these questions relate back to one of our main goals of answering the



question of what the target audience for the City of Victoria would be, as well as where the City of Victoria strengths lie.

Answering these questions will help us define what kind of people like to spend their time in cities like the City of Victoria and who would be a potential target. This will also help us see what current residents enjoy in the City of Victoria the most, and what areas need to be defined so that the City of Victoria gets more attention and recognition for these characteristics by not just potential targets, but by the people that reside and love the city the most.

Method

The research being utilized while gathering more data about the City of Victoria mainly revolved around the use of survey questionnaires, in-depth and intercept interviews. The population sampled was both from the area of Victoria, and from other locations around Southern Minnesota.

1. Survey: Concerning the sampling technique, the group decided to use survey questionnaires, specifically convenience sampling, in order to be able to generalize more while getting some insights over the lifestyles of both residents and nonresidents. We shared the survey through different channels; some of them have been proposed by the client so that we could get at the heart of what Victorians think of their own hometown. The internet, social media and email listings were the preferred channels while reaching out to the community. The reason why we decided to examine such data is mainly because the Internet has become a simple and effective method to gather meaningful information; in addition with the possibility to get a higher response rate since it can be shared with bigger numbers of people. The generally higher number also gave us the possibility to generalize more based on the answers received. Both surveys were run for two weeks between October 8th to October 22nd.
2. Observation: Observations were conducted both in the City of Victoria and outside of the city. The observations outside of the city were done by Lake Calhoun, Centennial Green Park, and Medicine Lake. Centennial Greek Park and Medicine Lake were done during the week in the afternoon. Lake Calhoun was observed on a Sunday in the late morning/early afternoon hours. These locations were chosen because they have similar



features to the ones that the City of Victoria offers (ie. trails, parks, lakes). While observing we abstained from interacting with people and instead paid attention to the demographic of the type of people there to help us uncover who could potentially be our target market. The observations done in the City of Victoria were conducted in the Minnetonka Regional Park, and the same type of information was collected there to understand who was currently using the city's parks.

3. In-Depth Interview: The group decided to conduct five in-depth interviews for residents of Victoria and eight intercept interviews of nonresidents. We chose this method because we believe that personally interviewing people allows us an opportunity to dig deeper into the information collected throughout distributing our surveys. It also can be helpful in filling in information gaps that we may have missed while conducting our surveys. In-depth interviews helps to gain detailed insight as to why people who live in Victoria enjoy living there. With deep insight as to why people love the area, we have the ability to leverage this information and use it to our advantage in our marketing communication plan. Intercept interviews allows us to talk to people who are doing activities that they could also find in Victoria to see why they choose the location they did, and if they would be interested in exploring new ecotourism destinations.

Resident Finding

Majority of the resident interviewees are upper middle aged adults who have older/grown children and in some cases, those children have recently moved back home. These individuals work, make an average to high income, and have lived in the area for a long time, majority have lived in the City of Victoria for close over fifteen years.

1. Survey: The residents' survey provided interesting results concerning the developing of our campaign. The group found out that the mean age for the residents is 37.5 years old and around 60 percent of the residents identify as females. Seventy-three percent of the respondents were married and had kids either above, or below 12 years of age. The annual household income for the residents was in between \$100,000 or more for 80 percent of the residents, which makes Victoria a great area to live in.



The questionnaire resulted in 15 total answers with an incredible role played by the nature around Victoria while considering to move to the small town; in fact, 40 percent of the participants listed the parks, trails and the overall outdoor opportunities to be a driving factor in their decision. The “small town feeling” in unity with the closeness to a major metropolitan area also made Victoria stand out over its competitors in Southern part of Minnesota. Concerning the communication efforts, 53 percent of the respondents said they gather the most information about their hometown through social media use, which can be a tool that the team can exploit while developing the campaign. The residents gave us a great insight outdoor-wise; in fact, more than 40 percent of their responses was addressing walking as their favorite outdoor activity. Ecotourism, however, is not a familiar concept; only 33 percent of the respondents were familiar with such idea, and 47 percent of the residents were unsure about it. This data could be used in the developing of the campaign in order to better explain what is meant with ecotourism since most of the survey takers connect such word with either outdoor activities, or activities involving a minimal human footprint. In addition to that, when asked about Victoria’s ecotourism options, 93 percent of the respondents did not even know about the eco-touristic program; 40 percent of the people being surveyed also added that ecotourism did not have an impact in their decision to move to Victoria.

On the other hand, the breweries and wineries located around Carver county are very well known with 87 percent of the residents being aware of their existence and 73 percent of them have already been experiencing their services. This data can be exploited while developing our campaign mainly because of the great reputation being held by both the breweries and the wineries. When asked about what makes Victoria unique compared to its competitors, the residents believed that nature, in connection with the above-mentioned breweries and the outdoor activities, make the town stand out.

2. Observation: We also conducted two different field studies at similar public park locations to better determine who our target market might be and what ecotourism activities they most enjoy. For the residents, we observed Minnetonka Regional Park. We chose this location because it is a central ecotourism destination in Victoria and we felt that its ecotourism features best matched those of surrounding cities. While observing this



location, we noticed that this park wasn't particularly busy. It mostly consisted of middle aged mothers with their children playing at the park. There were a few walkers and bikers, but the only other people at the park were busy taking their boat out of the water at the launch and getting ready to store it for Winter. This information tells us that we should be targeting families with young children, and we should also be focusing on family friendly ecotourism. We believe it could be a reasonable approach to promote Minnetonka Regional Park as a safe place for children to play and a great destination for family fun! With the amount of people at the boat launch we also think that recreational activities available on Lake Minnetonka are important to point out because it is an ecotourism feature unique to the City of Victoria.

3. In-Depth Interview: Throughout our in-depth interview with Victoria's residents, we were able to gain a deeper insight as to why people who live there enjoy the area, and also discover what residents feel Victoria's most marketable ecotourism features are. The interviewees we selected were based on convenience. We recruited family members, friends and neighbors to answer in depth questions about their feelings and insights on the City of Victoria. These interviews were conducted were either in person or over the phone; each interview conducted, lasted about thirty minutes in length. One limitation that occurred while using convenience sampling is that the answers we retrieved were all very similar; due to the fact that family, friends and neighbors may all have have similarities in their preferences and look for similar features while searching for a city to live. An example of this interview can be found in Appendix H.

We found many patterns and similarities throughout our interviews. Majority of the interviewee's feelings toward the City of Victoria were very similar. When mentioning the idea of ecotourism, all interviewees were well aware of the city's available activities and believe that features such as trails, hiking, parks, and lakes are the most marketable to nonresidents. One interesting factor to point out is that only one interviewee mentioned the local breweries and wineries during their interview. The interviewee who brought this up is a younger male, who recently moved out of his parents house in Victoria to move closer to the city. This tells us that wineries and breweries could potentially be a great selling point to younger nonresidents who are partial to urban

areas due the social or night life aspects. Other enjoyable features mentioned throughout the resident in-depth interviews include Deer Run Golf course, Westwood Community Church, and the “hometown bar,” *Floyds*.

Nonresident Findings

1. Survey: We collected 63 total responses in a convenience sample. Only 10 percent of our respondents had children, and if they did they enjoyed doing activities such as playing in the park, walking, hiking, biking, and team sports with them. Thirty-nine percent of respondents have a dog and most all respondents with a dog stated they enjoyed walking with them and going to the park. Forty-nine percent of our participants were male and 51 percent were female. The average age of participants was 25. The majority (46 percent) of participants have a household income between \$1,000-\$5,000.

We learned that the majority of participants were not familiar with the City of Victoria (68 percent), and only 25 percent have actually been to the city. Some reasons for traveling to the City of Victoria included enjoying Bloody Mary’s at Floyd’s, traveling Minnesota, and the Community Konnect Event. The fourth question of the survey before the introduction of ecotourism asked participants if they would consider visiting the City of Victoria, which only 24 percent said they would.

When hearing the words ecotourism, participants said they think of the outdoors, helping the environment, sustainable tourism, visiting a city for it’s beautiful environment, green scenery, earth friendly attractions, nature, and outdoor activities. Thirty-one percent of participants said they were not familiar with the term ecotourism. Most participants thought an eco-touristic location should include hiking as well as other activities such as boating, climbing, local foods, activities connected with local businesses, canoeing, wildlife, and camping.

One surprising result that was found is that participants leave their home quite frequently to explore other neighboring cities. Seventy-one percent fell into the category of leaving their hometown at least once a month, if not two or three times for exploring. To understand a small town’s competitive advantage better, we asked the reasons participants may visit a small city instead of a big one. Open-ended answers included



great hiking trails, unique shops and restaurants, small town feelings, exploring new places, a different environment and scenery, different attractions, unique and less crowded atmosphere and a place to go with family.

When asked about the delivery of information, 67 percent of participants said they would prefer a social media advertisement. Some participants said they would seek out this information themselves because they don't like information being shoved in their face. The most important criteria for an ecotourism destination was location, meaning participants would prefer it to be close and easily accessible. Near the end of the survey, we asked if participants would consider visiting Victoria for their ecotourism activities. Sixteen percent answered yes, while 60 percent stated they needed more information about their ecotourism activities to make a decision.

2. Observation: Depending on the place we observed and did our in depth surveys in, we noticed different things among different locations. One of our field observations was done at Medicine lake, a park and lake located in the suburbs of Plymouth. Most people were middle aged, many married and with their spouses or children, and doing low key activities like going on walks, sitting on the beach or biking. It was pretty quiet, not very crowded and people were mostly spread out from each other. Ninety-five percent of respondents also said they would visit a city well-known for its ecotourism opportunities, but only 10 percent said they knew about the ecotourism opportunities in Victoria.

Lake Calhoun was also observed. There there were hundreds of people of different ages and ethnicities. The majority were caucasian and were in their 20's and 30's. There were families and those families were mostly in the park area (where there are swings and activities for the kids to do) or on the sand near the beach. There were a lot of different activities people were doing. Some people were hula-hooping, some were getting food at the pavilion, but most were going around the track either biking, rollerblading, walking, or jogging. Many were with friends and there were a lot of dogs also being walked. People mainly wore athletic clothes including a lot of named brand clothing such as Lululemon, Nike, Under Armour, etc.

3. Intercept Interviews: For the intercept nonresident interviews we talked to eight people. Most of the people interviewed were in their mid and later twenties, along with some



middle aged people. Out of the eight people interviewed, only three of them heard about the City of Victoria, and only one out of the three that had heard about the City of Victoria had actually been there. The female that had been to the City of Victoria said she had been to Carver Park Reserve where she had walked around while exploring the park. She talked about the many opportunities there were to do outdoor activities in the City of Victoria, which she appreciated. The people interviewed that had not heard about the City of Victoria, displayed interest in visiting the city after there was some explanation about what there was to do there and what the city had to offer. One man, at the age of 25, offered that he would go there if the city advertised more restaurants, bars and activities for younger people to do and get together. A problem that was consistently shown in the intercept interviews was that many of the interviewees were not familiar with the term ecotourism and when asked to define it, gave very different answers from one another, instead of a consistent understanding of the term.

One man who had never been to the City of Victoria, but had heard of it was interviewed at Lake Calhoun. He was 34 and when asked about his opinion of Victoria, he identified it as a very rich area. He was familiar with the parks, and also expressed interest in maybe taking his wife and child there when some of the ecotourism options were explained to him. Two girls in their mid-twenties also at Calhoun, walking a dog together, expressed interest in checking out the local wineries and breweries, when told about them.

At Centennial Green Park in Blaine, only one out of the two people interviewed had heard of Victoria, and neither of the interviewees had been to Victoria. The man who had heard of Victoria was in Blaine visiting his daughter, her husband, and their newborn baby. He was about 65 years old and described Victoria as ritzy and small. The girl who had not heard of Victoria was in her low-thirties. She was at the park with her dog and had expressed an interest in ecotourism opportunities. A nonresident intercept interview can be found in Appendix I.

Interpretation & Application

The information gathered will be a resource used by the team while creating and



promoting an ecotourism campaign for the City of Victoria. The residents and the nonresidents have essentially different perceptions and needs over similar topics; however, the results of our research can be applied to both sectors. For instance the incredible popularity among residents of the wineries and breweries could be exploited in order to create buzz and bring nonresidents into the community in order to explore these services. At the same time, the City of Victoria could partner up with such businesses and have a cross promoted campaign aiming at gaining and retaining the attention of nonresidents towards the natural resources of Carver County. Trails, parks and lakes have been all defined by residents as a possible competitive advantage that the City of Victoria should have as part of their “story”.

After speaking with five resident interviewees, it is clear that Victoria has so much more to offer than just ecotourism activities, but it also offers a sense of community, family, and safety that other places may not. It has a small town feel, with big city benefits just forty minutes away. In sum, Victoria is an enjoyable destination for family fun, offering something for everyone to enjoy.

From the surveys we also see Victoria's wineries and breweries as an opportunity to appeal to younger professionals who wish to enjoy the amenities and benefits of a major metropolitan area, yet still enjoy a small town rural setting. This feature could also be a great selling point for young active families in search of a family fun destination that has something for everyone, activities for both the kids and parents to enjoy together outdoors, as well as separate social activities for the adults to enjoy alone.

Big Idea

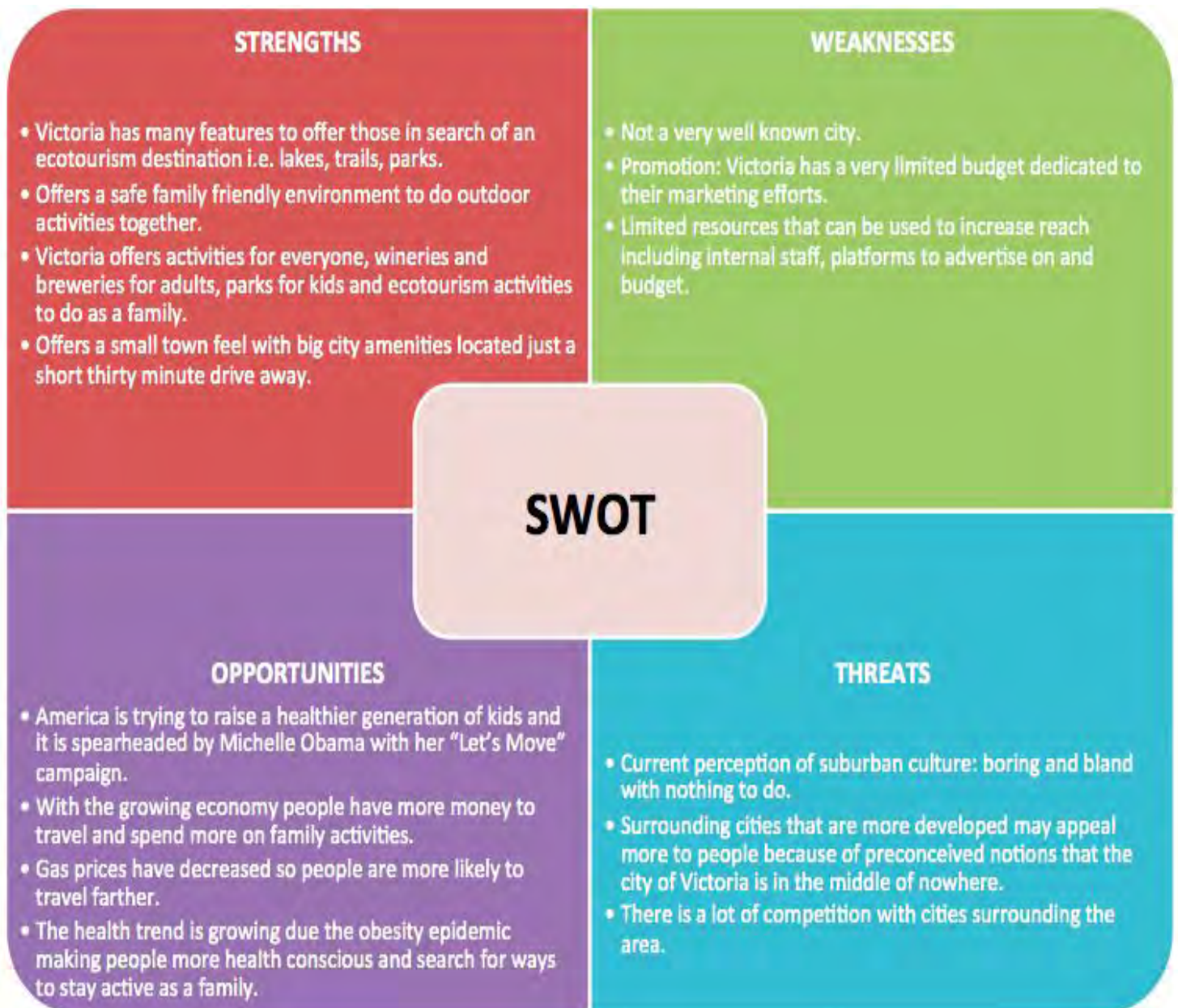
The City of Victoria has many great features to offer those in search of an unforgettable ecotourism destination, but has not established an audience to target these amenities to. There is also a lack of awareness to both the term “ecotourism” and the City of Victoria itself. The communication on different channels is still being highly challenged and having one, unified voice would be beneficial not only to the purpose of the campaign, but to the City as a whole. The use of social media platforms and of the Internet were the preferred method for gathering information about the city; for that reason, our plan is to understand the usage of such platforms in a more strategic way. Partnerships should be considered in the process of promoting the



natural resources surrounding Victoria, while having in mind families with young kids as the primary target market. Justine (34) and Scott (36) are young professional parents with a toddler, Nora (20 months) and another one on the way. They live in urban Minneapolis and make more than \$100,000 per year, but enjoy traveling outside of the city for family activities. They are actively looking for a place to take Nora where she can enjoy the outdoors and the parents can have a peace of mind for her safety.



SWOT Analysis



Measurable Objectives



Key Publics

Based on our resident and nonresident surveys, we found young families as the most promising target in the Minneapolis area who are looking to take a break from the city. They are also looking for a “safe place” to take their children to play while having a peace of mind. We learned that nonresidents are looking for new places to bring their family outside of the city to experience the “small town” feeling and residents gave us insights on what amenities of the town are important to highlight. To better serve our client and direct our efforts correctly, we have created a target persona who we will be referring to as we continue our campaign.

Justine is a 34-year old Event Director at the Muse Event Center in Minneapolis. She attended college at the University of Wisconsin-Madison where she met her husband, Scott. Before having children, Justine enjoyed attending wine tours, joining her friends for a monthly book club, and spending quality time with her husband cooking their favorite meals together. After having her daughter Nora 20 months ago, her focus completely changed. She now spends any extra time she has outside of work teaching Nora the ABC's, taking her to see the princesses from Frozen at Mall of America, or just enjoying all the beautiful outdoor amenities Minnesota has to offer. Although Justine has adjusted quite well to the city life, she misses the small town feel and atmosphere that she had in her hometown in Wisconsin. She and her family frequently spend weekends traveling up to an hour outside of Minneapolis for a change of pace from the busy city life and for Nora to enjoy more nature related activities. Justine wants Nora to be able to experience the best of both worlds: living in the city during the week and exploring Minnesota nature and small towns on the weekends. The perfect outing is exploring nature during the day, and then ending the fun with a nice dinner at a local restaurant or pub that embodies the “small town” feel.

Scott is a Corporate Accountant for a small firm in Plymouth, Minnesota. He is 36-years old and is originally from Milwaukee, Wisconsin. Combined with Justine's income, the family makes a little over \$100,000 annually and has no problem with investing money in activities to keep Nora busy. Scott enjoys tagging along with whatever Justine has planned for the weekend. He constantly has Nora's safety on his mind and will do anything to make sure nothing happens to her. He feels uncomfortable when Nora and Justine spend too much time exploring around the city alone because of the recent high crime rates. He is hesitant to move



out of the cities just yet, because their current urban location helps Justine’s career succeed and he loves the city feeling as he grew up in a city himself.

Nora is described as the happiest toddler around. She is not afraid to approach strangers with a big smile and is very curious about the things around her. She loves exploring in the parks and going to the zoo to see the animals. She is very excited to become a big sister in a few months. After being cooped up in daycare all week, Nora loves running around the park and exploring nature on the weekends.

The family moved to Minneapolis after living in a suburb of Chicago for five years. Although Justine misses having a tight-knit group of friends nearby to turn to for recommendations or advice, she is not afraid to do some research on her own about where to go for recreational activities. She is constantly making new plans to take Nora on her next adventure. Justine spends a lot of time on social media keeping up with her friends and posting cute pictures of Nora. She is frequently letting her friends know what park or restaurant she is at, and if she would recommend it or not. Scott tends to tag along with what Justine has planned. Although Justine is a very active seeker, she is not opposed to exploring information that is presented to her and add it to her list of places to visit. Justine, Scott and Nora are the customers who we are catering to for our campaign.

Although most of our campaign efforts will be directed towards this group, we also would like our marketing to consider our secondary publics, or “our influencers”, who are the residents of Victoria. We discovered that the breweries, wineries and restaurants are very important competitive advantages for the City of Victoria through the resident survey. The residents have been producers in terms of defining our public because of the valuable input they have given to help us build our campaign.

Plans, Goals and Objectives

Based on the secondary and primary research findings, the team came to several conclusions that could positively affect the goal of our client. The campaign will focus on making sure that the needs and necessities of young professionals with families will be heard and satisfied. ConCom Partners will provide the client and the users with effective communication strategies in order to enhance the awareness of Victoria to nonresidents, while connecting to



the well renowned breweries and wineries around the town. The team will help in the development of a single, unified voice for Victoria so that the “story of Victoria” can be told and appreciated by the public.

The current problem with the City of Victoria is that there is no unity in its voice or brand. Therefore, the goal for this campaign is divided into a couple main sections. Concerning nonresidents, the team will work to increase awareness and knowledge of the ecotourist features that the city has to offer. A change in the perception of suburban culture being boring will also be provided, since Victoria is a suburb that has a lot of activities to do around the city borders. As a result, we would like to see an increase in the mentions and reaches Victoria has through social media. The possibility to post through multiple channels will also help us while providing the public with more information and promotions concerning Victoria and its ecoturistic approach.

Concerning residents, we will try to push them to act as influencers in bringing nonresidents to the Carver county area. The fact that the wineries and breweries are very popular among the residents can help us in the process of providing recreational information to more urban citizens. This plan will ultimately relate to the campaign goal since a boost in awareness and reach are both needed in order for the client to succeed while providing reasons why Victoria has a competitive advantage in comparison to neighboring cities.

The plan we developed will help the City of Victoria in its final objective of bringing its own story to the public, while gaining and retaining the awareness as an eco-touristic site for nonresidents with young families. The fact that the campaign will also be cross promoted through different channels will bring a unified voice to the public; at the same time, information and promotions will be shared in order to have more options for the different needs that Victoria could satisfy. As a result of this plan, the team should expect an increase in the visits to the wineries and breweries situated in the area of Carver county by the nonresidents we previously mentioned. In addition, the parks, lakes and trails surrounding Victoria would be more populated by urban visitors who would like to enjoy a day out of the chaos of the Twin Cities.

As a result of our communications efforts, we hope that young professional couples with young kids living in the metropolitan area will be more aware of the City of Victoria and their ecotourism features. With more awareness created, our target public will be more likely to



partake in traveling to and trying out the City of Victoria's ecotourism activities. Our objectives for the campaign are:

Objective 1: aim at a successful increase in awareness, specifically to young families and latent publics living in the Minneapolis area, about the City of Victoria and its ecotourism features by 15 percent in the next six months.

Objective 2: an increase in young families comprehension of the definition of ecotourism by 20 percent in a six months time frame. The team believed that having a clearer view of the term would be beneficial to both the campaign, and the City of Victoria.



Key Messages, Strategies & Evaluation

Strategic Programing

For the development of the campaign, ConCom Partners identified two main theories that helped while building the strategic plan for the City of Victoria. First of all, the team identified some roles that could be described as influencers while communicating with the audience. More specifically, the Two Step Flow theory would be applied when people considering to move to Victoria would be talking with realtors in the area of Carver County. With an established need for a place to live in the area, realtors could share their knowledge about ecotourism in Victoria, so that potential customers could be interested in exploring such activities in their free time. As a team, we believed that having a credible source with an specific ability to share and influence people around them could be a tool to be exploited while raising awareness for the eco-touristic features of the City of Victoria.

In addition to the Two Step Flow theory, the team used Relationship Management during the development of our campaign. Such theory is proved to be successful when the value of public relations lies in organization-public relations. A great relationship with the client and with the audience is helpful in the process of achieving goals desired by both parties taken into consideration. With the help and resources provided by the client, ConCom partners was able to successfully achieve a strategic plan that would raise the awareness for the goals and objectives previously mentioned. The support and value given to our work made the development of the campaign smooth, while being goal-oriented and successful.

As highlighted by the surveys, specifically by the residents' survey, the team will rely on two way communication in order to communicate with the audience. The effective use of a social media page was described as the best way to keep track of events while evaluating any fair going on in Carver County; because of this reason, the strategic plan will rely on this type of communication in order to engage the audience. In addition, social media gives the opportunity to be exposed to the opinions of people who experienced the eco-touristic features of Victoria; as a consequence, it will be easier and more immediate to track the satisfaction of the users of these services.

Source credibility should be considered as a tool to influence potential service-users; more specifically, the word-of-mouth put out by residents who already experienced some of the breweries and wineries will be used in order to enhance awareness about the area. The role of



realtors, once again, will be crucial while establishing a communication relationship with potential residents. In both cases, their opinion would be credible and valuable because of the position they occupy in the audience's mind.

Our campaign will be targeted to young families with kids who are residents of the metro area but look for places that will provide them with the safe, small town feeling they can enjoy with their kids. Since our objective was related to an increase of awareness about the ecotourism features Victoria has to offer, we will communicate to the nonresident public through different channels to maximize our message reach.

Young professionals use social media and the internet in order to keep being informed, for professional reasons, and for leisure activities. Because of this, Victoria will have a unified voice over its social media channels that will provide potential customers with information about ecotourism, and the surrounding activities that visitors can enjoy. The strategy targeted to this cohort will present the above-mentioned eco-touristic features of the City of Victoria, while promoting the presence of very well-known wineries and breweries; these businesses have already been positively reviewed by the residents of the area, which would make them a great attraction for potential customers not familiar with the area. Through the social media promotion of both the lakes and parks of Victoria, and the businesses being based around the city, future customers that are tech-savvy would be attracted to Carver County. The fact that they are looking for an escape for both them, and their kids makes the City of Victoria a perfect option to consider. Facebook posts, pictures of the parks and social media content in general will be cross-promoted through Victoria's social media platforms in order to reach the biggest number of people, while sticking to our goal of raising awareness by 15 percent. ConCom Partners decided to implement the campaign mostly through social media because of the results both residents and nonresidents provided us through the surveys. They said that Facebook pages are the easiest, most immediate ways they use in order to gather information about multiple topics, and leisure and recreational activities fell under those same categories.

Multiple obstacles could be encountered while implementing our campaign for the City of Victoria. One of the issues could very well be a limited budget that could restrict our reach; because of that, the team provided the client with different budgets in order to better understand what fits the client's needs the most. Social media and free advertising can also have some



downturns if not used properly; the fact that information is put on a very big platform could involve losing the focus on our target market. Market diversification is, in fact, an issue if not diversified properly; ConCom Partners will focus on just the market that has been identified and already mentioned instead of shifting to other market sections that could be appealing.

The City of Victoria competes with multiple markets; the metro area is definitely one of them, and other suburban areas in Carver County might be appealing to a similar audience. In order to avoid losing any potential customers, Victoria will have to stress its own competitive advantage so that it can gain and retain the attention of its target market. There are two other obstacles that might come up along the way. One of them is related to the fact that technology allows users to avoid seeing advertisements and commercials. Because of that reason, ConCom Partners will make sure that content being created, and later shared with the public by the City of Victoria, will have a consistent look and feel, unlike the millions of ads that are already populating our world. In that way, we believe the customer would be less likely to avoid it and eventually retain more awareness about the content. The second obstacle that is linked to the overwhelming presence of ads is in fact related to the advertising clutter any person can experience on a daily basis. Victoria will keep its content interesting thanks to the use of incentives and rewards in the form of coupons and promotions; in this way, potential customers will also be more likely to experience the amazing features of Victoria, while possibly considering to return to be part of the “small town feeling” sensed in Carver County.

Messages and Creative Strategies

One key message that we want our target (young families from the Minneapolis area) to connect with is: *break free from your busy city life by visiting the City of Victoria*. We are using this key message to remind our target that it is important to put the smart phone, emails, and video games away and reconnect with your family again. It is a message that will appeal to our targets emotions. When they see our message the goal is to have them look up from whatever device that is consuming them and realize they are sitting in a room with their family but no one is talking. No one is participating in any physical activity and no one knows how the other family members spent their week. When the viewer of our message comes to this realization it is memorable. The message is easy to understand, and although it won't be what they want to



hear, they will be glad that they did.

Breaking free from the busy city will allow the families to reconnect through nature and activity. This plays into our second key message which is: *Victoria is a beautiful city that provides visitors with ecotourism options.* This message will teach people what ecotourism is and the activities that they enjoy because of it. It is an educational message that aligns with the values the City of Victoria wants to express. the word ‘ecotourism’ allows Victoria to differentiate themselves from similar locations within the Minneapolis area.

The theme of the campaign is “a small town feel for big city families.” This theme is simple and concise. It says what Victoria is and who Victoria is for. It can compliment the key messages by reminding people that although they are big city people, they are a short way away from a small town, quaint, feel, which might be just the day vacation that they need.

We will be using an emotional message approach. The idea is to have people feel that they are missing out of an important time in their child’s life. When they realize this they will want to grab hold of the little time they have with their kids at their young precious age, and spend as much time with them as possible. The emotional approach will draw parents to want to get to know their own kids better. The reason we chose an emotional appeal is because it will help Victoria differentiate from other surrounding areas that supply the same benefits Victoria does; such as Minnehaha Falls, Afton State Park, and other ecotourism areas that may even be closer in travel time. These places can give the family everything the City of Victoria can, except for the emotional fulfillment Victoria is offering them.

Media Strategies

In our primary research conducted by surveys, we found that the best way to communicate with our target audience is through social media. Respondents states they preferred getting information from social media posts and recommendations from friends on social media. Our research guided us in making the decision to launch a Facebook campaign highlighting the eco-touristic activities Victoria has to offer to our target audience of small urban families. Facebook is one of the more common social media outlets for the ages in our target market. According to Pew Research Center, 72 percent of online adults are Facebook users which is equivalent to 62 percent of all American Adults. 70 percent of these adults state they



log on daily and 43 percent admit they log on several times a day. Part of our Facebook campaign will include a scavenger hunt where Facebook users will be encouraged to “check in” and post pictures of them at eco-touristic locations in Victoria such as Minnetonka Regional Park, Carver Park Reserve, Lowry Nature Center, and others. When a user completes at least five check ins with the hashtags #EscapeToVictoria and #VictoriaScavengerHunt, they get entered in a raffle for a grand prize of a family friendly weekend vacation on Big Island in Excelsior. The scavenger hunt will be promoted to our target market and will hopefully spark off through word of mouth and other Facebook check ins.

We will also be redoing the current brochure and informational packet that Victoria currently has with the information on their ecotourism opportunities. We will be replacing the current “Discover Victoria” slogan to “Escape to Victoria” as well as changing the appearance of the brochure. It will have the same information as the original pamphlet, just a different presentation. Right now, the brochures are being handed out in Victoria and close surrounding areas. We plan to expand distribution by passing our brochures in local Farmer’s Markets as well as Lakes, Zoo’s and hotels in the urban areas. These are places where our target market spend their time with their family when they stay close to home. Places such as Lake Calhoun and Como Zoo & Conservatory will be great distribution centers where we can appear directly to our target audience as they enjoy eco-touristic activities in the cities. We also would like to have distribution in information centers in Uptown and other Metro Areas as we have learned our target market also obtains information from these places. We hope that having multiple distribution centers in the city will help draw our target market to escape to Victoria for their eco-touristic needs.

Part of our campaign will also incorporate a featured article on the Travel Minnesota website. Travel Minnesota holds information for lodging, attractions, events, and free brochures for things to do and places to go in Minnesota. The website gives numerous ideas and recommendations on how to enjoy your time if you are in the state. An article on this website would help put Victoria on the map for readers. They will be able to visualize what Victoria has to offer and reasons why they should escape there over other Minnesota cities. The site is broken down into numerous categories based on eco-touristic activities such as Fishing, Trails, Tours, Biking and others. We hope that people who are actively seeking information on where to



enjoy their activities will use this site and see what Victoria has to offer leading to the decision to escape to Victoria.

We will also provide content for more advertising on the City of Victoria website that has more features for people visiting and out of towners on what Victoria has to offer. As of now, the City of Victoria houses information on their parks and recreation as well as city tours. We would like to expand on this information and create a an ecotourism page listing all the eco-touristic amenities the city has to offer and where people can go about in enjoying them. We hope that people who have already heard about the City of Victoria and are searching more information will be intrigued to look at this page if the are on their website. We hope this information will help them make the decision of visiting Victoria.

We are planning a six month campaign, starting in February and ending in September. We chose these months because of the good weather typically seen between the spring and summer months and the early exposure we will need to build awareness before the events and campaign actually start. We will concentrate our pamphlet distribution and article publishing in the earlier months starting in February, and focus the later months on the Scavenger Hunt and social media posts so we can incorporate media from the events and places that have already started. We hope these months will provide good weather for our campaign to thrive and build a good amount of awareness before our events officially kick off.

We will also conduct an email blast from lists provided from our client. Our survey provided us with the information that our target audience is not a huge fan of newsletters and favors email blasts. Our client has access to the Carver County Chamber of Commerce Email lists and we will develop a blast highlighting the ecotourism activities in Victoria and scavenger hunt in April when people start enjoying the weather outdoors. We hope the people who will receive the email will take advantage of the amenities since they are near Victoria and can easily access it.

In terms of other Marketing Communications tools, we hope to generate a word of mouth response on Facebook and Yelp from reviews. We know that our target market relies heavily on reviews and recommendations from friends, so we hope a positive word of mouth from people they value will draw them into looking into more information on Victoria. We also hope to get recognition from local enablers who will be promoting outdoor activities and the idea of enjoying



the outdoors. Enablers such as people in positions of power or leadership who communicate with the public frequently could promote the idea of escaping Victoria to enjoy the beautiful Minnesota outdoors. An example would be Mayor Hodges or Governor Dayton as they promote exploring what Minnesota has to offer and encourage visitors to go outdoors and explore. We hope these individuals with positions of power can help inform and influence our target audience of what the City of Victoria has to offer and encourage them to seek out more information themselves.

Tactics

Objective One: Overview objective statement: Increase awareness to the latent public specifically to increase comprehension about the ecotourism features Victoria has to offer by 15 percent in the next six months.

Strategy One: Make the town more visible to the latent public through advertisement

Tactic One: Redo the existing brochure and distribute the new material in relevant locations.

We will implement the following steps to help meet our objective statement, increasing awareness to the latent public to increase comprehension about the city. The first step involves Victoria's internal marketing team and the city's existing marketing material. We believe that it is crucial for the city's marketing team to spend some time updating the language of the existing brochure. While doing so, it is important for them to be using persuasive messages that help promote the City of Victoria's story. Second, we suggest hiring a professional graphic designer to help redesign the aesthetics of the brochure. This should help Victoria create and establish a brand image that is fitting of their ecotourism amenities. Establishing a brand image is important for brand recognition, once the city's brand is cohesive with their message, people may start to become familiar with the city of Victoria. Next, we believe that the city's marketing team should compile data about where the potential target market can be reached in areas surrounding the city. Finally, Victoria's marketing team should analyze their data and reach out to areas they found their target market spends time. At these locations, the marketing team should distribute their new brochures and if possible draw attention to



these brochures through using signage. This plan will help the city start to gain some attention from the latent publics and help expand awareness of what the city has to offer. Places we believe will be most beneficial to both research and distribute this collateral includes; farmers markets, breweries, wineries, hotels, parks, realtor offices, zoos and recreational centers. We think these recommendations are fitting of our target market because we believe families with young children may spend a lot of time in these areas and/or may be looking for places to spend time as a family at these designated locations.

Tactic Two: City endorsement through social media

Social media is a medium favored by young adults. Using social media we believe is the best way to reach our target publics because they are a highly active group on these sites. We will implement the following steps to help meet our objective of increasing awareness to the latent public to increase comprehension. First, we suggest that the city update its existing social media platforms using a cohesive and consistent brand voice. Next, because of limited manpower, it is important to focus in on the platforms that will be most successful in reaching our target. In the City of Victoria's case the Quality of posts trumps the quantity. We believe it will be most beneficial for Victoria to use the platforms Facebook, Instagram and Youtube. Facebook is a site that is frequented by young adults, and Instagram as well as Youtube has the ability to best promote Victoria's ecotourism and environmental beauty through photographs. We plan on using photography to capture the essence of Victoria helping promote their features and again establish their brand image. Third, we believe the Marketing team should develop a social media plan for each social media site. This plan will outline the details of what needs to be posted, on what platform and when. All such details should be based off of extensive research regarding social media best practices. Due to limited hands on deck, we believe that message automation through using a website such as Hootesuite may be a helpful way to keep the city up to date with their social media plan. Consistent posting on social sites is imperative in the city's efforts to expand awareness. Next, Victoria should begin to follow their ecotourism competitors as well as surrounding cities on social media. This information can be used to identify what competitors are doing



well, what is working and what is not in the industry. After the marketing team should evaluate what other cities are doing well and implement similar strategies into their own marketing agenda. Lastly, the city should begin to establish themselves as experts and leaders in the ecotourism industry through posting relevant content that doesn't necessarily promote the city itself but relates to the topic of ecotourism i.e. blog posts, articles and interesting information. This can help the city begin to gain traction as an ecotourism destination.

Strategy Two: Position Victoria as a family friendly ecotourism destination using a cohesive voice to promote a wide range of activities for all family members.

Tactic One: Create a uniform brand voice promoting Victoria's story throughout all marketing messages.

As previously mentioned, it is important for the City of Victoria to establish a uniform brand voice, the city's message should be strong and cohesive throughout all of Victoria's marketing material. In order for this to work, it is imperative that the marketing team create a city wide style guide. This style guide will be used as a branding rule book including colors, fonts, spellings of certain words and writing techniques. Next, Victoria must implement a policy stating that all content produced must be approved through the marketing team before being published. This ensures that all all style guide rules are met prior to being released. Examples of materials that should be looked over by the marketing team include presentations, social media posts, blogs, videos and any print that will be available to the public eye. Lastly, it is important that the City of Victoria keep communication consistent internally throughout every department to ensure every employee is on the same page regarding the city's mission, value and message. We believe the best way to keep an open door of communication is through biweekly meetings. Implementing these three methods will help the city promote a uniform brand voice eventually resulting in an increased brand awareness.

Tactic Two: Host a citywide event in Victoria with rides, food, drinks, entertainment etc. "Victoria has something for everyone to enjoy."

In order to position Victoria as family friendly ecotourism destination with a range of activities for everyone to enjoy, we believe it is important the city provide the public with



a taste of what they have to offer. The best way to do this is through hosting an event. In order to plan a successful event the city of Victoria must follow the proper event planning process, which begins with, setting an event goal. The goal of this event is to increase awareness and position the City of Victoria as an ecotourism destination with a variety of activities that appeal to the whole family. Next, the city must create the planning team. This team should consist of staff members involved in both marketing and public relations. This team also needs a designated leader and assistant coordinator, in case the leader is unable to fulfil his or her duties the assistant coordinator can take over. Lastly, the team needs to establish action steps. These steps include all the variables and event details that need to be covered and worked out throughout the event (*see budget for action step variables). This event will partner with businesses throughout the city and help promote their name as well as the city as a whole. Some partnering vendors will include Floyds, and local wineries and breweries in the area. With rides for children, beer gardens for adults, live local entertainment and a warm family friendly environment, we believe the attending latent publics will begin to understand the city of Victoria's story and the potential the city offers as a destination location.

Objective Two: Increase young families comprehension of the definition of ecotourism by 20 percent in a six month time frame.

Strategy One: Use the term 'ecotourism' in advertisements linked to the lakes and parks

Tactic One: We will be redesigning the brochure to include information on what ecotourism is and what Victoria has to offer in terms of ecotourism amenities.

Activities include reformatting and altering the design of the existing brochure in terms of new colors, fonts, and a logo to rebrand to an ecotourism theme. We will also change the content of the current "Discover Victoria" brochure to be directed more toward nonresidents with an "Explore Victoria" theme. Finally, we will inform residents and nonresidents of what ecotourism amenities Victoria has to offer through this brochure. These activities will help meet the objective by formally explaining the definition of ecotourism in a creative way that families can understand. The brochure will be distributed to both residents and nonresidents with a same manner to ensure every



public is addressed correctly. A member from the internal marketing department will be responsible for redesigning the content and look of the brochure, as well as a designer for additional guidance. For this tactic, we will just need the redesigning and reformatting steps completed before printing and then final distribution.

Tactic Two: The team will be using hashtags surrounding ecotourism on social media accounts in order to achieve the goals and objectives previously stated.

This type of activity will help the client drive the conversation on social media while expanding the media reach and awareness about the eco-touristic features of Victoria. The fact that social media is an incredible tool that connects people from everywhere will assist the team while reaching the different audiences that would be interested in experiencing the features of Victoria. The use of social media will revolve around the hiring process of a social media intern that would also be able to tell the story of Victoria while keeping a unified voice. The steps needed in order to accomplish the tactic, and subsequently the goal and strategy as a whole, would revolve around setting a good social media presence at first; secondly we would build momentum through the use of hashtags that would drive the conversation with both residents and nonresidents. Thanks to this tactic, the team believes Victoria would gain and retain the attention of multiple audiences while positioning itself as a leader in the market. The unique eco-touristic features, integrated with the increased social media communication, will set the City of Victoria apart from any competitor.

Strategy Two: Create an open dialogue between the latent public and the City of Victoria.

Tactic One: Give the public an opportunity to express their ideas, opinions and suggestions to the City of Victoria through social media posts focused on their ecotourism features.

This will be done through using The City of Victoria Facebook account. We can create this conversation by putting calls to action at the end of Facebook posts. For example “The City of Victoria offers so many beautiful ecotourism parks to take your family on a picnic. What is your favorite picnic recipe?” This will allow Victoria to build relationships with the people who are interacting with Victoria online while becoming familiar with the



term “ecotourism.” Another way Victoria can interact with people who are using social media is by responding to post on both Facebook and Instagram that are tagging Victoria or marking it as a location. For example if someone posts about their fun day and tags Victoria, we can respond with “Liz, we are so glad that you had fun with our ecotourism features! We look forward to your next visit.

Implementing multiple tactics to meet specific objectives can be challenging, as many obstacles can stand in the way of success. One large obstacle that we foresee holding the City of Victoria back from reaching their objective goal is lack of resources, in regards to both staffing and finance. Limited man power in Victoria’s marketing department can make some of our tactics hard to implement due to the amount of work that goes into each one. We also believe that a limited budget can make some of our larger creative tactics hard to implement as well. However, we came up with a broad range of tactics and think that starting small can help the City of Victoria begin to grow and in just a few years the larger budget tactics will be within reach.

Timetable

There are many things that need to be completed in order for our campaign to run as smoothly and effectively as we hope it to. The first thing that needs attention is the City of Victoria brochure. Some of the main tasks that need to be done in relation to the brochure are hiring a marketing team and a graphic designer, doing research about where to distribute the finished brochures, and then actually going out and distributing the brochures.

The second thing that needs attention is the City of Victoria’s social media sites. Hiring a social media intern, a videographer and a photographer are all things that need to be done to complete the tasks associated with social media. The execution of the social media postings is definitely the most important part of this task, since that is what consumers will be seeing and reacting to. The ideas and tactics behind the social media posts have to be well thought out and planned, because if they are not, the consumers will not respond as well to the posts.

The third thing that needs attention is to create a unified brand voice across the board for all written messages and spoken communication from the City of Victoria. Some of the tasks associated with this are creating a style guide and then developing policies in order to keep it



consistent. Creating this uniform brand voice will consistently promote the City of Victoria's story throughout all marketing messages.

Finally, the last thing that needs attention is the hosting of a citywide event with rides for kids, wineries for adults, and concerts for everyone. Setting goals for this event and then hiring an extensive planning team to plan everything from security to catering will help make this event one to remember in the City of Victoria. See Appendix J.

Budget, Resources and Staffing

Brochure: Because the client wanted to see what was possible to do with different price ranges instead of making one total budget, it is arranged by the prices for individual tactics. One tactic discussed was to redo the brochures and to distribute them in various locations. Brochure costs will vary depending on quantity.

Graphic designer	\$75/hour - \$2,250/project	http://smallbusiness.costhelper.com/graphic-designer.html
Print 1,000 copies	\$200	http://www.uptime.com
Print 5,000 copies	\$490	http://www.uptime.com
Print 10,000 copies	\$775	http://www.uptime.com
Cost to distribute (100 miles - 200 miles)	\$.60/mile - \$60 total - \$120	https://www.irs.gov/uac/IRS-Increases-Mileage-Rate-to-55.5-Cents-per-Mile
Total range depending on copies	\$2,510 - \$3,145	



Social Media: Many of the tactics also include the use of social media. Because social media is free the only thing that will be need to be paid for is a social media intern. The intern will also need to be responsible for curating content for the Youtube account with video and editing equipment. Because it is important that Victoria keeps one voice and has a cohesive message a style guide needs to be created and internal policy changes will be made. This will come at no cost to Victoria because it will be a project for the current marketing team.

Intern hourly wage (1)	\$12/hour for 12 weeks 15hrs a week = \$1,800	
Video equipment (GoPro)	\$499	www.bestbuy.com
IMovie - Included on Macs	\$0	
Total social media costs	\$2,299	

Community Event: The largest cost to the City of Victoria will come from the event tactic discussed earlier. The event budget is as follows:

Insurance coverage (covers 1000 people)	\$240	https://www.theeventhelper.com/
Event photographer (1)	\$250/hr - \$1,250 total	http://www.kathleensmithphoto.com
Security (8)	\$18-25/hr - \$144-\$200 total	http://smallbusiness.costhelper.com/security-guard.html
Caterer (5 food trucks)	\$800-2,400	http://roaminghunger.com/food-truck-catering/
Traffic control (3)	\$40-50/hr/person \$750	http://www.unionleader.com



Local bands (2)	\$1,000-1,500	http://www.howmuchisit.org
Stage	\$2,100	Goodrich Sound
Sound system	\$1,500	Goodrich Sound
Light system	\$800	Goodrich Sound
Backline equipment	\$250	Goodrich Sound
Electricity generator	\$400-500	http://www.ameritempgroup.com
Tent	\$3,640	http://www.bigtoppartyrental.com
Tables (50)	\$13/table \$650 total	http://www.bigtoppartyrental.com/pricelist.shtml#TablesAndchairs http://www.bigtoppartyrental.com
Chairs (300)	\$1.85/chair \$555	http://www.bigtoppartyrental.com/pricelist.shtml#TablesAndchairs
Porta potty (8)	\$75-\$150 each \$600-\$1200 total	http://www.portapotty.net/rental/
Bounce house	\$225	http://www.twincitiesinflatables.com
Dunk tank	\$175	http://www.funjumpsent.com/dunk-tank.htm
Ferris wheel	\$1,475	http://www.carnivalservices.com/Ferris-Wheels
Total event cost	\$16,544 - 19,410	

There are other elements to this event that will be free. These include the creation of the budget which will be done internally, invitations which will be done through social media and email. The outdoor venue will be no cost to the city because it will be on city property (Carver Park). The event will also be catered by Floyds and will have a beer garden, which will come at no cost because they will be a sponsor of the event. Another important element to this event is media coverage which will be through earned media.



Evaluation

To evaluate our goals, campaign and objectives we plan to use a few methods as well as keep track of different outputs and outcomes of our campaign. For our stated objectives, which includes increasing awareness of the ecotourism feature the City of Victoria has to offer, as well as increasing comprehension of the definition of ecotourism among younger families we plan to measure the exposure of the campaign among young families. The more younger families that this campaign reaches through our tactics of social media posts and physical brochures, will tell us if activity and tourism in the City of Victoria changes and if we possibly attain attitude change from people which would result in them coming to the City of Victoria more. We will also measure attitudes of young adults with families and what they think of the City of Victoria as well as if they have engaged in any of the City of Victoria's ecotourism activities right after the campaign as well throughout the launch of the campaign through intervals. To do this we will send out surveys and keep track of attitudes every 3 months during the campaign to see if there is any significant difference in attitudes about the ecotourism activities offered in the City of Victoria among young families, if there is more understanding of the term ecotourism, as well as behavior towards actually going to the City of Victoria.

Communication Output Evaluation

Besides evaluating the number of people that were reached through each communication tactic, we will also evaluate how many brochures were made and then distributed specifically to younger families. We will keep track of the number of posts made across all social media platforms that were released and how many young families those posts actually reached. As for advertisements we used we will assess the amount of times the term ecotourism was used through advertisements as well as in hashtags, the number of advertisements that were made around the cities and the amount of young families they actually reached. Finally we plan to measure the amount of young families that actually engaged in conversation about ecotourism in the City of Victoria through social media posts through content analysis of responses and posts connected to the City of Victoria.

Communication Outcome Evaluation

We will focus on how successful the campaign was by how many young families go to the City of Victoria and engage in ecotourism activities as well as if they understand the



definition of ecotourism through surveys. We will also evaluate how successful each advertisement was as well as all the social media posts, the event and the brochures by seeing if younger families can recall any of these specific tactics, where they saw them, how often they saw them, if they remember what they were trying to communicate and how much of a difference it made on them to go to the City of Victoria through focus groups. We will conduct more surveys to get these results and conduct in depth interviews as well to evaluate young family's new attitudes about the City of Victoria and if their behavior on going there and how often they plan to go there has changed.

At the end of the campaign we will also send out surveys to see if there are more younger families going to the City of Victoria to engage in ecotourism activities, as well as to see if more younger families understand the real definition and meaning of ecotourism activities, and how much more that attracts them to the City of Victoria. We will measure this by asking questions such as how often younger families come to the City of Victoria, the reasons they come there, and how much time they spend there as well. As for another outcome evaluation, we will measure how successful the carnival event was in terms of getting engagement, the amount of people that heard about the event, the number of people that came to the event, and if behavior changed after the event from observation, surveys and in depth interviews. We will ask questions in the survey after the event such as; if young families wanted to come to the City of Victoria to do ecotourism activities after the event, if they actually did so, if they plan to in the future and what they thought about the event. Finally we will survey and measure which ways they found out about any ecotourism activities that they engaged in; whether it was through social media posts, the carnival event that we had, word of mouth, the new brochures we created and handed out, or through advertisements through content analysis. This will be more of a output evaluation by seeing the amount of people that found out about the ecotourism activities in the City of Victoria, as well as the definition of the City of Victoria through each form of communication and implementation.

Snapshot of Communication Plan

<p>Secondary Research Finding</p>	<ul style="list-style-type: none"> ● Victoria has two thousand acres of parks and preserves, the city has 11 lakes, 23 parks and numerous trails. ● The City of Victoria is in direct competition with other surrounding towns that are part of Carver County. ● The breweries and wineries next to the community bring in interested customers from all over the state of Minnesota. These facilities have events that promote the discovery of wine and beers, while exploiting the incredible naturalistic setting they are surrounded by. ● The Constituencies listed below are committed to helping and being stakeholders in the ecotourism project. They act as enablers to the project because they are willing to promote the idea. <ol style="list-style-type: none"> 1. Minnesota Landscape Arboretum 2. Southwest Metro Chamber of Commerce 3. Chamber of Commerce City of Victoria
<p>Primary Research Finding</p>	<ul style="list-style-type: none"> ● Most people that are nonresidents haven't heard about or visited the City of Victoria. ● Most people don't have a consistent definition or understanding of the term and idea 'ecotourism.' ● People said if they knew more about the City of Victoria and what it specifically has to offer they would be willing to visit it.
<p>Key Publics</p>	<ul style="list-style-type: none"> ● Young professionals with children from the metro area.



Goals	<ul style="list-style-type: none"> ● Increase awareness and knowledge of the ecotourist features that the city has to offer ● Provide the public with more information and promotions concerning Victoria and its ecoturistic approach. ● Try to push residents to act as influencers in bringing nonresidents to the Carver county area. ● Bring Victoria’s own story to the public while gaining and retaining the awareness as an eco-touristic site for nonresidents with young families.
Objectives	<ul style="list-style-type: none"> ● Increase awareness to the latent public specifically to increase comprehension about the ecotourism features Victoria has to offer by 15 percent in the next six months. ● Increase young families comprehension of the definition of ecotourism by 20 percent in a six month time frame.
Strategies	<ul style="list-style-type: none"> ● Make the town more visible to the latent public through advertisement ● Position Victoria as a family friendly ecotourism destination with activities for all family members ● Use the term ‘ecotourism’ in advertisements linked to the lakes and parks ● Create an open dialogue between the latent public and the City of Victoria.
Messages	<ul style="list-style-type: none"> ● Break free from your busy city life by visiting the City of Victoria. ● Victoria is a beautiful city that provides visitors with ecotourism options.
Theme	<ul style="list-style-type: none"> ● a small town feel for big city families.



<p>Tactics</p>	<ul style="list-style-type: none"> ● Redo the brochure and distribute them in relevant locations (i.e. Minnesota Zoo, realtors offices, hotels around the area) ● City endorsement through social media favored by young adults ● Create a uniform brand voice promoting Victoria's story throughout all marketing messages. ● Host a citywide event with rides for kids, wineries, concert, etc. ● something for everyone ● In the brochure include information on what ecotourism is ● Use hashtags surrounding ecotourism on social media accounts ● Give the public an opportunity to express their ideas, opinions and suggestions to the City of Victoria through social media posts focused on their ecotourism features.
<p>Timing/Budget</p>	<ul style="list-style-type: none"> ● This campaign will run January 3 - September 1, 2016 ● The brochures will be redone in January and then redistributed <ul style="list-style-type: none"> ○ \$2,510 - \$3,145 ● A city event will be held on Saturday, August 27th <ul style="list-style-type: none"> ○ \$16,544 - 19,410 ● An intern will be hired to help with social media and create video content <ul style="list-style-type: none"> ○ \$2,299 ● Social media posts will be made through the duration of the campaign
<p>Evaluation</p>	<ul style="list-style-type: none"> ● Send out surveys to our target public every three months to determine: <ul style="list-style-type: none"> ○ Significant differences in attitudes towards ecotourism activities in Victoria.



	<ul style="list-style-type: none">○ A stronger understanding of the term ecotourism○ Behavior change. Are people visiting more often?● Measure the success of the carnival event with quick entrance survey<ul style="list-style-type: none">○ How many people showed up?○ What percent of these were residents and nonresidents?○ How did they hear about the event?● Measure social media engagement through content analysis. Are the people who are engaging part of our target?● Conduct in depth interviews of visitors to understand their attitudes and behaviors surrounding Victoria.
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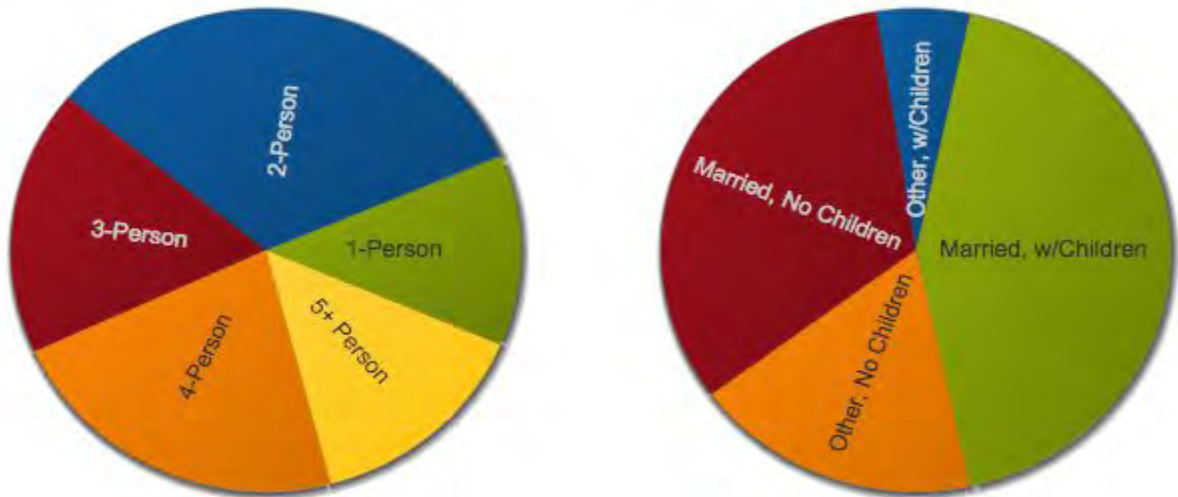
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Appendices

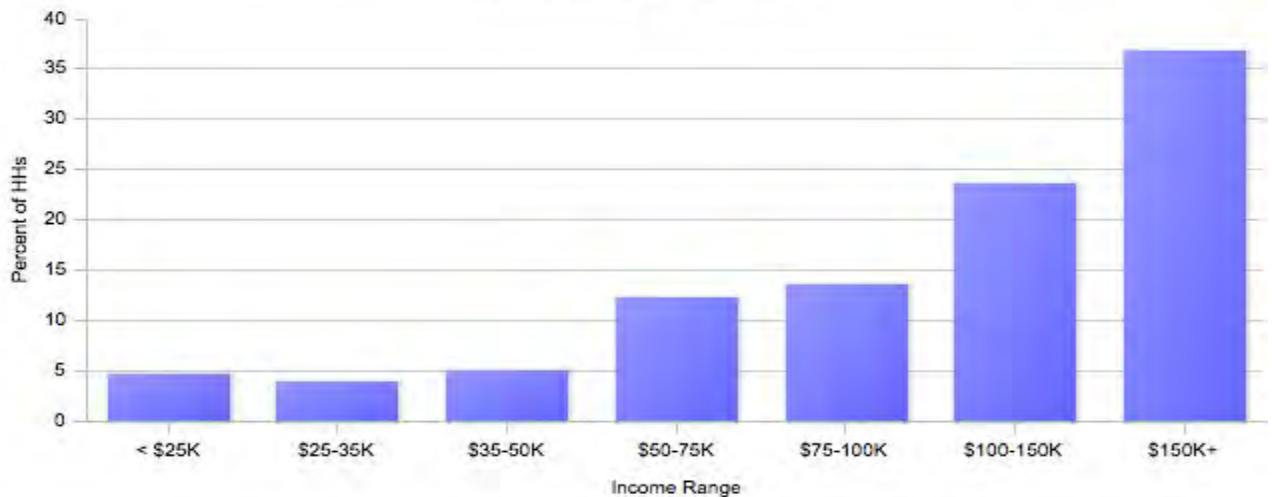
- A. These pie charts display the household composition for the City of Victoria. As you can see, the homes in Victoria are mostly two to four person occupancies. In addition, the households that are married with children and married without children dominate the household composition in Victoria.

Household Composition

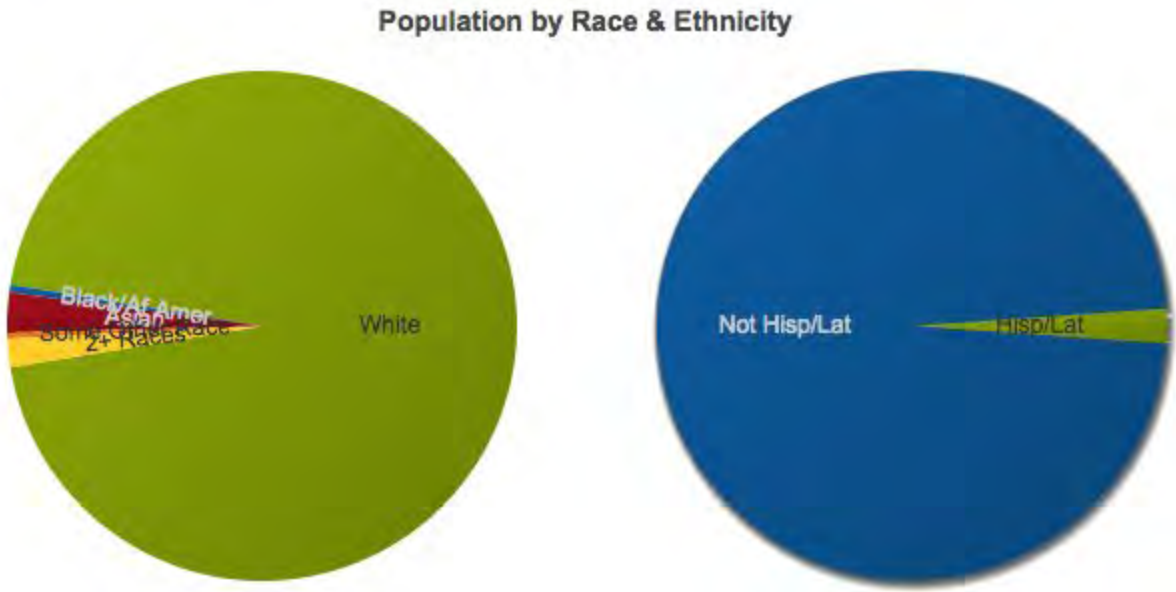


- B. This bar graph displays the households by income for the City of Victoria. Almost 40 percent of the households generate an annual income of over \$150,000 and less than five percent of the households generate less than \$25,000.

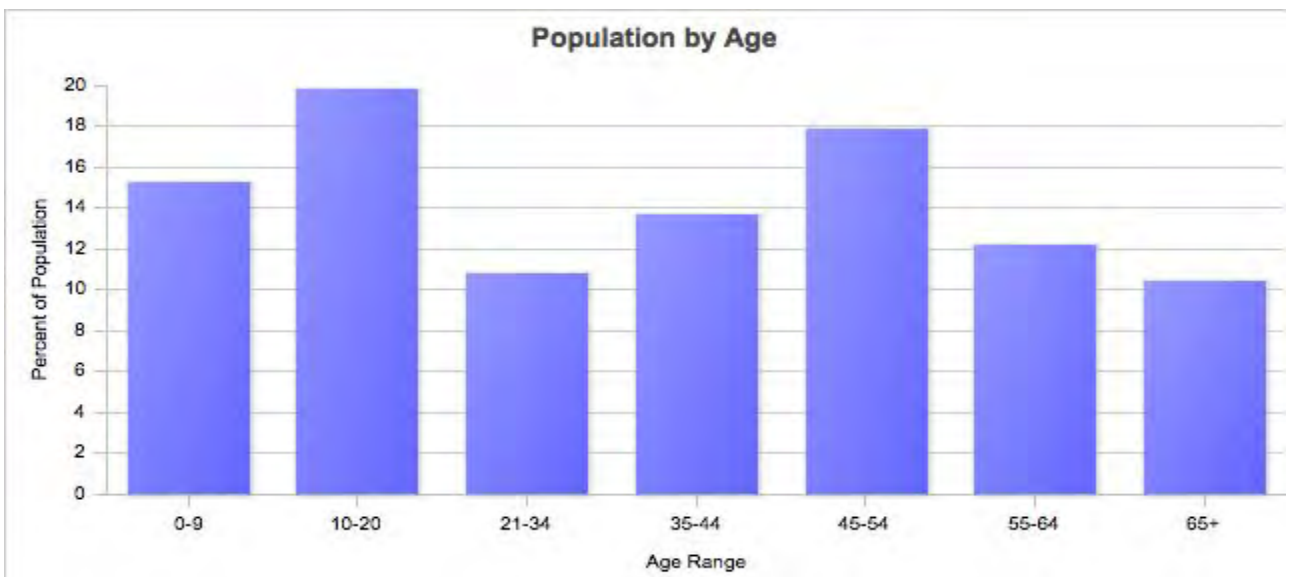
Households by Income



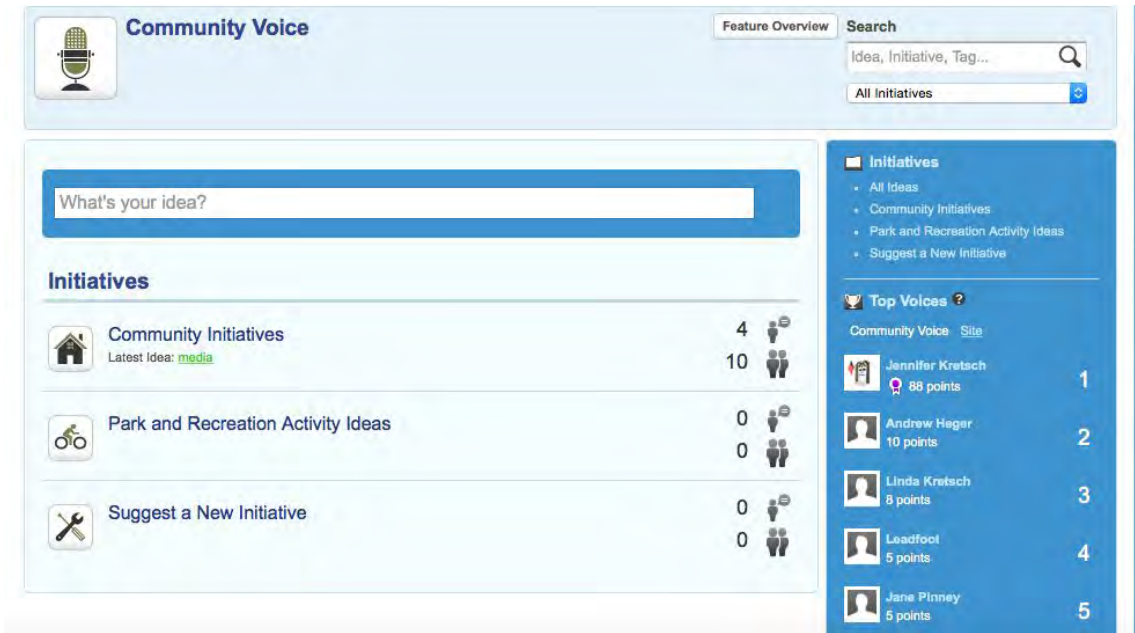
- C. These pie charts represent the population of Victoria by race and ethnicity. As you can tell, the dominating race is White and there is only a small percentage of Hispanic and Latino in the population.



- D. The last demographic from Prizm is a bar graph displaying the population of Victoria by age. The dominating age groups are age 0-9, 10-20, and 45-54. These numbers definitely support the median age of Victoria, which is 38 years old.



E. A screenshot of community voice on the City of Victoria website.



F. Screenshot of a post that was made on the City of Victoria Facebook page. Victoria was posting about the underground water storage being built in the city.



G. Screenshot of the newsletter that can be accessed through the City of Victoria main website. Here they are trying to inform people of recreational events they have going on within the city, and what time and day they are.

Victoria Parks and Recreation Offerings

Movies in the Park
Victoria Lions Park – Movies begin at dark – Free
August 21 – The Never Ending Story
September 11 – Into the Woods

Family Programs
Family Archery Night (ages 8+)
September 15
5:30-7:30 p.m.
Family Slackline Lesson (ages 3+)
Saturday, September 19
10-11:30 a.m.
Family Geocaching (ages 8+)
Tuesday, October 13
5:30-7 p.m.
Family Yoga (ages 4+)
August 20
6:30-7:30 p.m.
College for (Almost) Free
September 22
7-8:15 p.m.

Youth Programs
Stars Tennis Program (4-11 year olds)
October 3, 10, 24, 31
LEGO® Minecraft Art Class (5-12 year olds)
Friday, October 30
1-4 p.m.
Parents Night Out (ages 4+)
Friday, October 2
5-9 p.m.
Junior Golf School (8-14 year olds)
August 10-12
1:30-4 p.m.
Adult/Youth Golf Classes (ages 8+)
August 10-13
5-6 p.m.
Nerf Gun Party (8-12 year olds)
October 23
6-7:30 p.m.

Early Childhood Programs
Fitness, Fun and Friends (ages 3-6)
September 18, 22 and October 2
1-2:15 p.m.
Big and Messy Art (18 months to 6 year olds)
Tuesdays, October 20-November 10
9:30-10:30 a.m.

Fitness and Wellness
Zumba Gold
Saturdays, September 19-October 31
7:45-8:35 a.m.
Zumba
Thursdays, September 17-October 29
7-8 p.m.
Gentle Flow/Vinyasa Flow Yoga
Wednesdays, September 9-October 28
Gentle Flow, 5:30-6:30 p.m.
Vinyasa Flow, 6:45-8 p.m.

Teen Programs
Teen Yoga (13-18 year olds)
Thursdays October 1 – November 19
4-5 p.m.

Adult Programs
Lacrosse Camp (Kindergarten-2nd grade)
August 24-26
8-10 a.m.
Safe at Home Alone (8-12 year olds)
August 12
5:15-7:45 p.m.
Babysitting Class (Ages 11+)
August 12
1-5 p.m.
Paddle Series
Thursdays, September 3-9
5:30-7:30 p.m.
Landscape Architecture for the DIY Property Owner
Tuesdays, September 1 – September 29
6:30-8 p.m.
Cheddar 101
September 29
6:30-8:30 p.m.

For more information or to register go to www.ci.victoria.mn.us, or contact the Victoria Recreation Center at 952-443-4255.

H. Sample In Depth Resident Interview:

Male
24
No Children

Do you live in the area?

-Yes, I currently live in the Gallery across from the Watermark neighborhood in Victoria. It's located right behind the 5th green of Deer Run golf Course. It's a relatively new neighborhood.

How long have you lived in Victoria?

-I have lived here for approximately 10 years now. I previously lived in Chanhassen, about 10 minutes east of here. I loved the change, as I am an avid golfer.

In one word, how would you describe the city of Victoria?

-“Majestic” The City of Victoria has so much to offer.



What aspects of the city make you want to stay?

-Deer Run Golf course is a big factor that keeps me here. I love the course, the accessories the golf shop has to offer, and the fun/friendly staff. It is a common meeting place for active golfers in the twin cities and really drives business for all other establishments located within the city limits. Another reason I love the city of Victoria is the hometown bar "Floyd's". As a graduate of Chaska High School, this is a common gathering spot for alumni on the day before Thanksgiving. It also has great food (brunch), Bloody Mary's (The Weekender), and cheap entertainment (pull tabs). Other attractions/business in the city of Victoria include; the "Victoria House", "Enki Brewery", "Victoria's Market" (a grocery store that opened about 2 years ago. This was a huge win for the city of Victoria as the closest grocery store was approximately 15 minutes in any direction.), and "Joel's original Barbers" (I have been getting my haircut from Joel the Barber for about 8 years now) among many other local hot spots.

Do you believe Victoria is an ecotourism destination?

-In my opinion, the city of Victoria is a very ecotourism destination.

What ecotourism activities does the city offer?

-We have many bike trails, lakes, and campgrounds that really make our community feel like it is providing for tourist activities and preserving the little land Victoria has to offer.

How did you find out about these activities?

-I have known about these places for quite some time, but I suppose I first heard of them through working at Deer Run Golf Course while I was growing up. The benefit of having a community the size of Victoria is "word of mouth". The people of Victoria love to talk about what's happening/changing and how they can help.

Is there a way others outside of the community can find out about these activities?

-I think it would be a good idea to promote these activities at local movie theaters during the previews, offer special discounts at the campgrounds through surrounding cities newspapers, and encourage the local businesses to promote these activities while offering them an incentive to do so. If the local business tell their customers about these unique activities, the customers will have something new and unique to tell their friends that live outside the community.

Who do you think would be interested in living in the City of Victoria?

-I believe anyone would be excited to live in the city of Victoria, but I think the majority of the current community consists of the ages 40+. We do have an elementary school and Holy family catholic high school that might drive some younger adults that are looking for a family friendly environment.

I. Sample In Depth Nonresident Interview:

Female

26

No Children

Have you heard of the city of Victoria? If so what have you done there?

-I have heard of the City of Victoria! I have a co-worker that lives there and that talks about how it's a city that has character and more of a small town feel to it. I myself have been to Carver



Park Reserve there and thought it was really pretty and a great place to walk around and enjoy the scenery.

What activities do you usually like to do outdoors? Where do you usually go to do them?

I usually like to go on walks when I explore and when I go longer distances I prefer to bike around. I find myself going to both parks and lakes most of the time, switching off between the cities like Lake Calhoun, and more suburb parks like Bass Lake and French park.

How would you define ecotourism? How familiar are you with the term?

-Exploring a city on bike or means of mass transit.

What would make you interested to go to the City of Victoria? Would you be willing to go there with some friends?

-If there were more bars and restaurants that would definitely make it a more fun place to go.

There are already so many parks around the cities that people go to most of the time, but people are always looking for nightlife and things to do with friends or just for fun.

J. Timetable Chart

Task Name	Q1			Q2			Q3		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1 Brochure									Broch
2 Redo the brochure and distribute them in relevant locations									Redo
3 Marketing team									
6 Graphic designer									
11 Research									
13 Implication									Implic
16 Social Media									Social
17 City endorsement through social media									City en
18 Social Media Intern									
24 Videographer									Video
27 Photographer									Photo
30 Postings									Postir
36 Unified Brand Voice									Unifie
37 Create a uniform brand voice promoting Victoria's story throughout all marketing messages									Create
38 Style guide									
41 Policy									
43 Consistency									Consi
45 Citywide Event									Citywid
46 Host a citywide event with rides for kids, wineries, concerts, etc. (something for everyone)									Host a c
47 Set goals									
48 Planning team									Plannin
49 Day of event									Day of



K. Brochure

By the Numbers

Victoria Housing & Economic Characteristics

Total housing units: 2,300
 Median value/homes: \$357,800
 Median age: 36
 Median household income: \$96,296

Sources: Metropolitan Council, Carver County Assessor, McComb Group

Victoria Growth Forecasts

	2020	2030
Population	19,600	28,000
Households	7,200	10,200
Employment	3,600	5,100

Source: Metropolitan Council

Victoria

- 10 minutes to I-494
- 20 minutes to Mpls/St. Paul Int'l Airport
- 25 minutes to downtown Minneapolis
- 25 minutes to the University of Minnesota
- 5 minutes to the Minnesota Landscape Arboretum
- 5 minutes to the Carver Park Reserve

Your Place

More people=more opportunities for commercial and retail business.

Projected to nearly triple its population by 2030, Victoria is one of the fastest growing communities in the Twin Cities metro area. In 20 years, more than 28,000 people are expected to call Victoria home and Victoria will be the city with the highest local job in Carver County. There are numerous opportunities for new and expanding businesses to serve this growing population.

Strategic Location

Located along the major east-west corridor Highway 212, Victoria is just minutes from Minnesota's newest freeway expansion-Highway 212 which provides a 20-minute expressway to the Minneapolis-St. Paul International Airport and 25-minute connection to downtown Minneapolis.

Additionally, a 2007 Minnesota Department of Transportation report estimated that 18,000 to 19,000 cars pass downtown Victoria each day providing high visibility and access to Victoria businesses and services.

Quality of Life

The more than 6,600 people who currently live in Victoria enjoy a small-town atmosphere and an exceptional quality of life. Victoria offers access to nine lakes and 22 city parks, the 3000-acre Carver Park Reserve and the Minnesota Landscape Arboretum Apple Barn. We also have an extensive trail system, newly expanded recreation center and ice arena, three public school district, and one private school.

Retail, Office, Planning and More



Available Properties

Downtown redevelopment in Victoria offers prime locations for retail, service, office, entertainment, housing and recreational use. Architecture and site planning are designed for pedestrian and auto traffic.



The City of Victoria and its Business Development Committee are focused on attracting new business within the city, and do so by providing guidance to businesses and facilitating redevelopment. The City of Victoria is also working

with local building owners to bring new business into the community. There is vacant space for lease, buildings for sale and land for sale.

There are a number of properties available for development, redevelopment and purchase in Victoria (see map on reverse). Visit www.ci.victoria.mn.us for a detailed list of available properties and developments to sign up to receive the "Discover Victoria" e-newsletter.

Resident Referral

It's a community in which residents, businesses and civic organizations actively work together to preserve Victoria's past while preparing for its future.

Residents are invited to share their suggestions for future business opportunities with the City of Victoria and provide connections to business owners including home-based



and independent businesses-or developers in the greater southwest metro area. Call (952) 443-4218 or e-mail info@ci.victoria.mn.us for more information or to make a referral.



City of Victoria
 7951 Rose Street, Box 36
 Victoria, MN 55386

Escape to Victoria



Explore the Opportunities

Discover Your Place

City of Lakes and Parks
 Business Development
 Committee
 (952) 443-4210
www.ci.victoria.mn.us

