

**TRAVEL IS THE FRONT DOOR TO ECONOMIC DEVELOPMENT  
AND IS USED FOR INCREASING THE TRANSIENT OCCUPANCY  
TAX REVENUE**

The Redding Convention & Visitors Bureau (RCVB), operated by the Shasta-Cascade Wonderland Association (SCWA) under contract with the City of Redding, has the mission to influence economic impact by presenting Redding as a premier travel destination for leisure tourism, filming, and groups through progressive marketing and sales efforts; thereby, generating unique opportunities for overnight stays, creating increased hotel occupancies and revenue for the community.



The RCVB's strategic plan or map to increase Transient Occupancy Tax (TOT) is an integrated plan that uses media exposure, print, digital, TV, radio, and social media marketing to highlight why Redding is the place to film a movie, visit for vacation, or stay for business. The actual marketing activity outlined in this report covers those that are paid for by TOT funds and the remainder is documented in the Tourism Marketing Business Improvement District (TMBID) report as mandated by California State Law.

The marketing plan for 2017/2018 is designed to increase exposure to Redding and ultimately influence tourism travel to the area.

The plan will have five areas of concentration: leisure travel, public relations, film commission, group travel, and international exposure, all of which will promote outdoor recreation with some history and cultural aspects.



Tourism is a business and business revenue is generated from marketing. The City of Redding does budget funds for marketing, but as other popular destinations increase their marketing budgets, Redding will be challenged to find creative ways to influence the travel decisions of both domestic and international travelers in order for Redding to continue to get the benefits of having an economic engine like tourism.

The Commerce Department estimates a growth rate of 1 percent for consumer spending as we begin fiscal year 2017/2018 and a 2 percent increase in visitation. The U.S. Travel Association anticipates a 1.8 percent increase in travel from domestic travelers; however, this marketing plan is created to help meet the City's budgeted 4 percent increase in TOT over fiscal year 2016/2017. The contract provides for 25 percent of TOT increases to return to SCWA. This marketing plan allows for \$18,889 more to spend compared to the previous year, with a TOT goal increase of about \$190,940 for a total deposit to the general fund of about \$4,964,453. To meet this goal, the Redding marketing plan must maintain occupancy rates at the current 65 percent average across all hotels as the city adds 120 more rooms to be filled on a daily basis. The addition of a new high-end hotel will help increase visitation to Redding, but first, marketing must reach the correct clientele to bring additional business rather than moving it from existing properties to the new property.

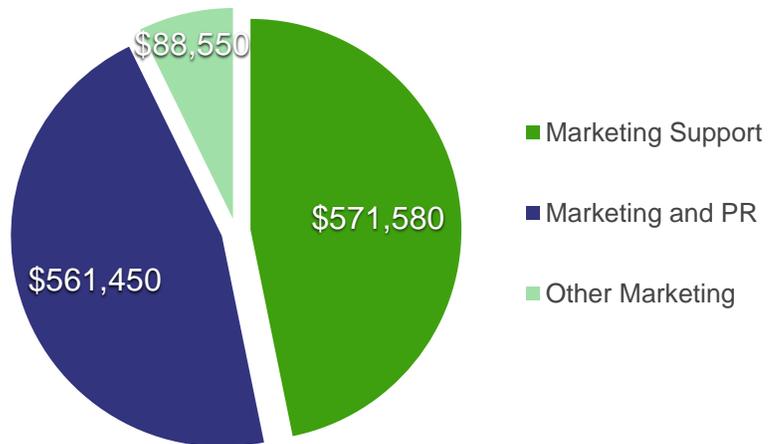
The budget for fiscal year 2017/2018 from TOT is \$1,059,580. According to the contractual agreement between the City of Redding and Shasta-Cascade Wonderland Association, a minimum of 25 percent must be spent on marketing specifically for the benefit of Redding, 5 percent on international marketing, and the remainder paying for the overhead, which includes salaries for employees, expenses to run a local visitors desk, and other miscellaneous office expenses.

### Budget Allocation

TOT: \$1,059,580  
 Expected Rollover: \$162,000  
 Total Planned Spend: \$1,221,580

Contract Deliverables:  
 Marketing and PR: 35% (\$264,895)  
 International: 5% (\$52,979)

Actual Plan:  
 Marketing and PR: (60%) \$561,450  
 International: (6.2%) \$66,000



The actual planned allocation includes rollover from the previous year for a total budget of \$1,221,580 with \$561,450 spent on domestic marketing and public relations, and \$66,000 on international marketing, all of which exceeds the contractual agreement.

<b>MARKETING &amp; PR - \$561,450</b>	
Print	\$41,000
Billboards	\$23,400
Consumer Shows	\$8,500
Digital	\$80,000
Film	\$27,000
Local Brochures	\$53,000
Public Relations	\$95,000
Groups/Sports	\$126,000
Web Development/Outside Production	\$26,650
Media Kits/In-room Promo Cards	\$19,400
Local Event Support	\$31,500
Misc. marketing support	\$30,000
<b>TOTAL</b>	<b>\$561,450</b>

<b>OTHER MARKETING - \$88,550</b>	
International	\$66,000
Contingency	\$22,550
<b>TOTAL</b>	<b>\$88,550</b>

<b>MARKETING SUPPORT - \$571,580</b>	
Operations and Materials	\$243,525
Membership Dues	\$12,425
Training	\$13,630
Personnel and Fringes	\$302,000
<b>TOTAL</b>	<b>\$571,580</b>

Leisure travel is two-thirds of the travel industry, therefore, most of the budget is allocated to it. As in previous years, marketing efforts will utilize multiple channels to inspire and expose people to Redding, with the goal of leading potential visitors to VisitRedding.com.

New to this year's plan is establishing Google code to track advertising effectiveness and also to track the metrics of popular website pages. The metrics from this activity will help the RCVB team determine the interests of the market to help make decisions on future content creation and website design. For destination marketing, interests and passions are more important than demographics because interests and passions cross all age and economic levels. However, what is age specific is the messaging. Stories seem to engage the millennial age group, which is also the family market. Those stories will include family friendly activities, which will be marketed in conjunction with the marketing pillar from Visit California called "Kidifornia". Those in their empty-nest years value passive activities such as scenic drives for their RV and motorcycle travels, yet they are also healthy and active and want information about activities such as water sports and trail options. All of this means more ads and stories must be placed in multiple mediums and be duplicated with a different style of messaging.

In addition, Redding still needs more positive brand recognition, therefore all marketing efforts will be geared to help build positive awareness about Redding and it will be done with more video and blogging than in previous years. The headline used in many ads will be "Fun it up in Redding", "Where Fun Meets Adventure", and collaborating with the SWCA's theme of "UpState California" with "Up for an Adventure?"

### **LEISURE TRAVEL MARKETING**

The majority of the budget is planned for leisure travel, but international and public relations also brings leisure travel dollars into Redding. However, they are separated into separate sections of the budget so the work is easily compared to the deliverables of the contract between the Shasta-Cascade Wonderland Association and the City of Redding.

- **Social Media** – Most of the social media budget is funded through the TMBID, under the Redding Tourism and Marketing Group (RTMG). There will be an emphasis on YouTube for the upcoming year and the video creation for YouTube has been placed in the RTMG budget and marketing plan.
- **Digital Marketing** – The search engine marketing (SEM) plan will incorporate stories about Redding placed on relevant and reputable websites and through social media to reach those who are currently looking for content that fits the Redding outdoor recreation brand promise. Lower cost per click words created from exact matches to what people are searching for in Northern California will be placed on VisitRedding.com and into stories about Redding. The SEM plan will be to eliminate words that do not fit the Redding brand promise and bid for

more mobile searches than in the past. Words and phrases bid upon for SEM do not cross over from desktop to mobile platforms. An example of a relevant and reputable website is Weekend Sherpa, where stories about Redding will be distributed to outdoor enthusiasts in the months of September, October, March, April and May.

- **Printed Brochures and Publications** – A redesign of the Redding Trails Map is planned for fiscal year 2017/2018 to include new trails and update current information as needed. Both the trails and visitor guide brochures continue to be of great value to Redding as a way to inform travelers of the benefits of coming to Redding. Those brochures are mailed out to more than 600 leads per month on average, and are placed in the 300-mile drive market around Redding. Lead-generating publications such as National Geographic have a print and digital component and will be part of the print campaign.
- **Billboards and Travel Shows** – Billboard advertising is used as a tool to communicate with the millions of travelers who go north and south on Interstate 5. This concept of meeting people as they travel to grab their attention and remind them once again of Redding is why billboards and Travel & Adventures Shows are in the marketing plan as a tool to reach out to travelers. Local events in Redding will receive marketing support from the RCVB team so they can someday become large tourism attractions which will benefit the community. Billboards are used to help give local support and the new fiscal year starts with the Civic Auditorium and Turtle Bay Exploration Park being allowed to use one billboard each at no cost to them for July and August.

### **PUBLIC RELATIONS**

Public Relations is part of leisure travel and is crucial to the promotion of Redding. The overall goal is to increase exposure and publicity of Redding to outside sources through press releases, newsletters and travel writers in hopes of expanding interest to potential visitors.

- **Public Relations firm** – Using a third-party public relations firm offers an outsider’s perspective to better relate to the consumer. The RCVB feels the communications coordinator’s illustrative collaboration with a public relations firm can be influential for print and digital ads, press releases, promoting events and hosting travel writers. The RCVB is exploring options of changing public relations firms to maximize our reach for an increased impact on the economic engine of tourism to Redding.
- **Travel writers** – Hosting high-profile travel writers is essential in promoting Redding. The RCVB aims to bring in 12 travel writers for the year, a rate of one per month, with a goal of having 75 percent of those writers carry a high social media influence. To start the year, travel writer Thei Zervaki of the HuffPost (formerly the Huffington Post) is planned for a July visit, giving Redding exposure to more than 47 million unique visitors per month (UVPM) through

the publication. Food and wine are travel motivators so the hope for this article is to showcase Redding as having a cultural experience targeted at Seattle vacationers to think of Redding for their next vacation. Travel Writer Kymberly William-Evans of Fun & Fit is planned for an August visit giving Redding exposure to active baby boomers through her blog and social media platforms. Noreen Kompanik of TravelPulse is also scheduled to visit in August for a story on using Redding as the home base for any adventure. Larry Larsen of International Angler Magazine plans to write a story in September and about the fishing opportunities in Redding.

- **Media Events** – A proven method to attract travel writers is by having someone from the public relations firm represent the RCVB at media events. The RCVB plans to be represented at media events in key targeted markets such as Los Angeles, San Francisco and New York. This year’s plan could include sending the communications coordinator to one of the events to learn the process of pitching Redding to travel writers.
- **Website** – VisitRedding.com constantly receives compliments from vendors and potential visitors, but the RCVB team continues to make updates and improvements as time allows. The fiscal year 2017/2018 will be the year to update the media section of the website to make it a better resource for media professionals and travel writers.

### **SHASTA COUNTY FILM COMMISSION**

- **Industry Influence** – Partnerships and affiliations with the California Film Commission (CFC), Film Liaisons in California Statewide (FLICS), and Association of Film Commissioners International (AFCI) are paramount to bringing commercials and movies to Redding. To help build Redding’s credibility as a filming destination, a presence on sites such as Location-sHub.com, Locations Guide, Stage 32, and Reel Scout will be increased from previous years, as well as Film Shasta’s social media presence. Print advertising will increase with the California Location Guide, at the Film In California Conference, the California On Location Award show, and American Film Market, which all reach location managers.
- **New Tools** – A new Film Shasta website will launch in the 2017/2018 marketing year with a fresh branding look to be used for all ads and collateral. Utilizing the abundant resources available through the RCVB, the new Film Shasta website will increase the photo gallery from 15 photos to more than 2,500 photos of various locations in Shasta County. The gallery is designed to line up with the CFC’s CinemaScout format which is organized by location categories so production companies can easily identify the incredible variety offered in Shasta County. Other website additions will include a local resource guide with technical support and vendor services that out of area



production companies can utilize, permit information by location, an updated sizzle reel, and sections to list upcoming casting and production needs.

- **Tax Credits & Incentives** – California has been working diligently statewide to attract production companies back to our state. One of the strong motivators for production companies are tax credits and other incentives to offset production costs. Shasta County is eligible for the California Tax Credit, and to be even more enticing, Film Shasta is developing an additional incentive that will make Shasta County one of the few counties in California with this added benefit. The additional program will offset permit costs in exchange for economic impact information.
- **Local Film Community** – To further strengthen and ensure our local film community understands the benefit of our region being selected as a film destination, a meet-and-greet is scheduled for September 2017. At this event, the president of FLICS will speak, the permit process will be explained, and the new look and breadth of Film Shasta resources will be officially introduced.

### **GROUPS**

Marketing to individuals that bring groups to Redding primarily include professionals in the following industries: meeting & event planners, tour bus operators, film location managers and sporting event owners. The overall plan to reach these professionals and increase exposure of information about our area will include print and digital advertising, attending conferences, and utilizing our current customer tracking system to ensure continued follow-up.

- **Sports Marketing Plan** – For the fiscal year 2017/18, the focus will be for heavy saturation in print and digital advertising to event owners as well as increasing one-on-one meetings. The publications to be used include Sports Events, Sports Destination Management, CONNECT, and SportsStars Magazine, which all reach sport governing bodies, local, national, and regional directors, as well as sport organizations and associations such as the United States Olympic Committee (USOC), National Council of Youth Sports (NCYS), U.S. Soccer Foundation, USA Softball, and thousands more.
  - The RCVB team will host Redding’s first sports Familiarization Tour (FAM). International Slow Pitch Softball confirmed a facilities visit as it considers Redding for the NorCal or California state championship site.
  - One-on-one meetings with event owners and decision-makers will be conducted at the National Association of Sports Commissioner’s Symposium and CONNECT marketplace.

- To strengthen and prepare for these meetings, a digital resource guide will be developed to better highlight the Redding Soccer Park, Big League Dreams Sports Complex, and outdoor assets.
  - Sports campaigns will incorporate print ads, e-blasts, advertorials, and trade shows.
  - Support will be given to our sports facilities through advertising and with other plans they have that will help increase visitor satisfaction.
- **Group Tours and Meetings Plan** – The plan is to maximize the number of group leads by advertising more in major publications that have the largest qualified subscribers and online audience. Examples of major publications and specific advertising includes National Tour Association, Group Tour Media, American Bus Association, Smart Meetings, and Meeting Professionals International.
- One goal is to submit more information on a monthly basis to group associations in coordination with their editorial calendar content to increase exposure of Redding being as a premier group travel destination without any added expense.
  - The RCVB staff will actively use all the benefits available with group associations such as Meeting Professionals International, National Tour Association, American Bus Association, California Society of Association Executives, Destination Marketing Association International and Student & Youth Travel Association.
  - Implementing a new lead generation plan by investing in the Helms Briscoe partnership program will help with follow-up and conversions for groups.
  - The team will continue attending major industry events for both tour bus operators and meeting and event planners to ensure one-on-one appointments with qualified professionals. Major events includes National Tour Association’s Travel Exchange, Student Youth Travel Association’s Annual Conference, and Meeting Professional International’s Plan Your Meeting Live.
  - A better utilization of IDSS, the RCVB customer management system, to track the continued input of new leads and follow-up with existing leads, will help reach the goal of obtaining a minimum of 10 contacts per month.
  - Continuing to support the Redding lodging properties to magnify guest hospitality services will ensure repeat business. This includes having welcome desks with brochures for groups as well as offering gift bags and other small gifts imprinted with the Redding logo.

### **INTERNATIONAL EXPOSURE**

International marketing is part of the leisure market because the type of trips the tour operators are willing to sell to Redding are called FIT – Foreign Individual Travel. International travelers spend \$4,000 per trip and stay six days on average. The countries targeted to bring international business

to Redding are Canada, Mexico (which spends more than Canada on Travel to California), Germany, the United Kingdom, France, Italy, Japan, China, and Scandinavia. International travelers are passionate about travel and outdoor recreation; therefore, since outdoor recreation is what Redding has to offer along with cultural, culinary and historical aspects to round out any trip, international travel is one more tool to increase TOT. With 2.5 million Chinese travelers coming to the United States annually, and an estimate of 7 million in the next few years, the Redding international marketing plan now includes China.

Redding will be promoted to Mexico, Germany, and France through opportunities on the VisitTheUSA website which can be accessed through the following links:

- **Mexico** – [www.visittheusa.mx/destination/redding](http://www.visittheusa.mx/destination/redding) – highlights Whiskeytown National Recreation Area, Turtle Bay Exploration Park, the Sundial Bridge, McArthur-Burney Falls Memorial State Park, Castle Crags State Park, Lassen Volcanic National Park, and the many trails to be found around Redding. For Mexico, TV is the main influencer and digital is still developing so Redding will have a commercial running in Mexico in partnership with the Brand USA website campaign.
- **Germany** – <https://www.visittheusa.de/destination/redding> – highlighting the same activities as Mexico but written in German rather than Spanish.
- **France** – <https://www.visittheusa.fr/destination/redding> – highlighting state and national parks along with some local flavor in French.
- **Canada, China and the United Kingdom (UK)** – Potential visitors in these countries will be invited to visit Redding through print, social media and sales missions. For China, the international team will partner with influencers and content creators who are big on social networking, and content will be pushed out through WeChat, one of the largest Chinese social media platforms. The Canadians are sports junkies who gain fulfillment by experiencing and disconnecting. They stay for an average of 10 days when they travel to the United States. They aren't as prevalent on social media so the Canadian plan is more print and digital heavy. The UK travelers use media to be informed and they tend to be spectators more than wanting to have hands on experience. To connect with those travelers, Redding will partner with Visit California and its international sales team. International receptive tour operators and wholesalers will be targeted at Go West and IPW with itinerary creation and personal follow-up because relationship building is what works in the tour operator category.
- **Scandinavia, Germany, Italy, and Japan** – These countries are being inspired through print in publications such as Spirit of the West and American Journal, as well as through the work of various travel writers and sales missions.

The goal of the 2017/2018 strategic marketing plan is to not only bring more visitors to Redding to pay into the TOT and the city general fund, but also to gain another national distinction to add

to the current distinctions: “The gem of the U.S. trail system” – San Francisco Chronicle; “Unofficial capital of kayaking” – Time; “Sunniest city in California – NOAA; and “Top 10 fishing town in North America” – forbes.com.

### **CONCLUSION**

The Redding Convention & Visitors Bureau is a multimedia marketing organization that has come a long way from being a travel writer hosting organization. The team feels privileged to implement new marketing ideas yearly and include Redding in the same programs as larger destination marketing organizations throughout the country. The TOT funding offers the resources necessary to help the world know where Redding is located and that Redding is more than a gas stop. When people look for where to travel, Redding needs to be seen as a worthwhile choice, so the goal of this report is to make Redding desirable.

The RCVB team is up to the challenge of marketing Redding to visitors to stay in hotels where TOT is collected to contribute to the general fund, which pays for important services such as Redding’s police and fire departments.



The RCVB Team:

- Laurie Baker – Chief Executive Officer
- Julie Finck – Marketing Coordinator
- Jennifer Fontana – Group Coordinator
- T.J. Holmes – Communications Coordinator
- Sabrina Jurisich – Film and Sports Commissioner