

TOURISM MARKETING COORDINATION AND IMPLEMENTATION PLAN

Prepared for
City of Oroville

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Section 1

INTRODUCTION

The City of Oroville recognizes that the key to successful economic development planning is effective tourism and market planning and coordination to ensure economic benefit and sustainability. Planning on all levels is essential for achieving successful tourism development and management. A coordinated, planned approach to tourism can bring benefits without significant problems, and maintain satisfied tourist markets.

The City of Oroville retained Pacific Group to assist in the preparation of a Tourism Marketing Coordination and Implementation Plan. Specifically, Pacific Group undertook the following tasks:

1. Collection and review of background information on trends, issues and current assets.
2. Review of current tourism promotion efforts.
3. Recommendations on 17 specific promotion programs for tourism.
4. Definition of specific tasks to accomplish each program.
5. Identification of key stakeholders.
6. Suggestions on the appropriate stakeholder for the primary and support roles for each program.
7. A 5-year time schedule for implementing the overall programs.

Pacific Group wishes to thank Sharon Atteberry the City Manager, Tom Fitzpatrick the RDA Coordinator, the Chamber of Commerce, the Oroville Downtown Business Association and the many other stakeholders and City residents who contributed their ideas and time to this analysis.

Section 2

BACKGROUND DATA AND ANALYSIS

ECONOMIC INDICATORS

This section presents an overview of key economic indicators for Oroville and Butte County that relate directly to the tourism sector.

Population

Table 1 presents projections for the population of Oroville and the surrounding area. Butte County is projected to increase from 218,000 to 261,000 by 2020, which represents a 7% average annual increase. As of February 2006, there were 9,476 planned residential units to be built in the Oroville Area, which would increase the population in this area to 75,000 at full buildout of these units.

**Table 1
PROJECTED POPULATION IN THE REGION**

	2005	2007	2010	2020	Annual % Change 2005-2010
Oroville-City	13,350	14,443			
Oroville Area	52,906		64,156 (1)		4%
Oroville Area (2)	67,690		72,511		7%
Butte County	213,812	218,069	228,020	260,730	7%

(1) Oroville Area Economic Profile based on build out of planned residential units. (CSU-CED)

(2) Based on data from MapInfo based on a 20 minute drive time.

Source: Pacific Group, California Department of Finance and as noted.

Employment

Table 2 presents data on recent trends in selected employment categories for Butte County. Retail employment has increased 2.95%, at the same rate as total employment in the past year. Employment in the Eating & Drinking and Accommodations category has increased at 1.5%. Employment in the Arts, Entertainment and Recreation category has remained steady.

Table 2
RECENT TRENDS IN BUTTE COUNTY EMPLOYMENT

	April '06	April '07	Change	
			Number	Percent
Total Nonfarm	75,300	77,500	2,200	2.9%
Selected Categories				
Manufacturing	3,800	3,800	0	0.0%
Retail Trade	10,500	10,800	300	2.9%
Accommodations, Eating/Drinking Places	6,700	6,800	100	1.5%
Arts, Entertainment, and Recreation	1,000	1,000	0	0.0%
Local Government	13,400	14,800	1,400	10.4%
All other	39,900	40,300	400	1.0%

Source: California Employment Development Department

Income

The CSU Chico Center for Economic Development projected that the median household income for the City of Oroville increased from \$21,911 to \$25,753 from 1999 to 2005 (2.9% per annum). Over the same period, Butte County median household income increased from \$31,924 to \$37,521 (2.9% per annum).

Retail Sales

Table 3 summarizes taxable sales in Oroville for the 2003 to 2005 period. Sales at eating and drinking places increased slower than for Butte County overall. During the same period total retail sales increased more than in Butte County. The table also shows a breakdown of the number of eating and drinking establishments in Oroville. A more detailed breakdown is not available because the City's business license tax records do not record the type of business.

There have been two recent retail leakage studies prepared for the City. But because of differences in methodology and available data these two studies are not comparable except for total taxable sales leakage, which includes both retail and other outlets. The total taxable sales leakage decreased from \$224 million in 2003 to \$195 million in 2006.

Table 3
TRENDS IN TAXABLE SALES & NUMBER OF ESTABLISHMENTS

	Taxable Sales (\$000)		No. of Establishments	
	Oroville	Butte County	Oroville	Butte County
2003				
Eating and Drinking	27,803	182,408	68	471
Sales-Total Retail Stores	209,774	1,778,860	351	2687
2004				
Eating and Drinking	29,902	199,898	71	484
Sales-Total Retail Stores	227,292	1,948,720	373	2809
2005				
Eating and Drinking	31,001	211,333	75	507
Sales-Total Retail Stores	257,254	2,058,367	403	2900
Annual % Change Per Year				
Eating and Drinking	5.8%	7.9%	5.1%	3.8%
Sales-Total Retail Stores	11.3%	7.9%	7.4%	4.0%
2006 (2)				
Eating and Drinking	30,214			
Sales-Total Retail Stores	214,178			
Annual % Change Per Year				
Eating and Drinking	2.9%			
Sales-Total Retail Stores	0.7%			

(1) Excludes groceries and pharmacy.

(2) As reported in Oroville Retail Leakage Analysis, 2003 and 2006.

Source: California Board of Equalization

TOT

Table 4 shows recent trends in the Transient Occupancy Tax (TOT) for Butte County. Over the 2001 to 2006 period, Chico's TOT increased at 7% per year, while Oroville's TOT increased at 5% per year. The decline in Oroville in the 2005-2006 period is attributed to the opening of the Gold Country Casino Hotel just outside of the City limits.

Table 4
TRENDS IN HOTEL TAX REVENUES
IN BUTTE COUNTY (\$000)

	Fiscal Year						Annual % Change		
	2001	2002	2003	2004	2005	2006	2001-2005	2005-2006	2001-2006
Unincorporated	44	41	38	40	42	42	-1%	0%	-1%
Chico	1,247	1,330	1,304	1,390	1,449	1,706	4%	18%	7%
Gridley	27	26	26	25	24	27	-3%	13%	0%
Oroville	269	295	309	332	352	337	8%	-4%	5%
Paradise	103	105	102	123	175	175	17%	0%	14%
Butte County	1,690	1,797	1,779	1,910	2,042	2,287	5%	12%	7%

Source: Pacific Group and California Division of Tourism

SIGNIFICANT ORGANIZATIONS

There are numerous organizations and agencies involved with the tourism development of Oroville. Only a few of these are directly involved in promoting tourism to the area. These are identified below:

- Oroville Area Chamber of Commerce
- Feather River Parks and Recreation District (FRRPD)
- Oroville Downtown Business Association (ODBA)

In addition there are various organizations and agencies which are involved in the broader issues of the economic development of Oroville.

- City-Department of Business Assistance and Housing Development
- City-Redevelopment Agency
- Oroville Economic Development Corporation (OEDCO), a non-profit corporation.
- Supplemental Fund Benefits Committee-the voting members are 3 members of the Oroville City Council and two members of the Feather River Park and Recreation District.
- Artists of River Town-a non-profit organization with 70 members.
- State Theater Advisory Group (S.T.A.G.E.)-a non-profit organization
- The Rotary Club-sponsors the annual July 4th fireworks at the Oroville Dam.
- Butte County Economic Development Corporation

The specific ways in which these organizations affect tourism development are described in more detail in the sections of this report on the Current Tourism Development Program and elsewhere in the report.

OVERVIEW OF SIGNIFICANT TOURISM ASSETS

The consultant conducted a brief overview of the principal tourism resources and venues in the Oroville area. The primary findings of this overview are summarized below. This list is not intended as a comprehensive listing or tourist guide, which has been done in various good tourist publications. Rather it is a selected representative list which reflects the high level of visitor oriented assets in the community of Oroville. It is evident that the Oroville area offers an abundance of attractions and activities which appeal to a wide range of interests. These assets are listed below by category.

History-Oroville is an authentically historic town which retains its charm. In 1848, three years after the first permanent white settlement, John Bidwell discovered gold on the Feather River. On the present day site of Oroville, Ophir City became a tent town almost overnight. The historic character of the area is preserved in the Pioneer Memorial Museum, the 1856 C.F. Lott Home, the 1863 Chinese Temple and Garden (on the national register of Historic Places and a California landmark), The Ehmann Home where the mother of California's ripe olive industry lived, Bolt's Antique Tool Museum, The State Theater (1928) and the many California Historic Landmarks in the area.

Lake Oroville-This 15,000 surface acre lake is the second largest reservoir in California. The lake is part of the Lake Oroville State Recreation Area which is operated by the California Department of Parks and Recreation. The lake attracts approximately 1.0 million visitors a year. The lake offers sporting activities throughout the year, including skiing, sailing, swimming, fishing, camping, houseboats, horse camps, and picnicking. It has a Visitors Center which offers a viewing Tower and 40 videos on the lake and the surrounding Area. Lake Oroville Dam is the tallest earth-filled dam on the United States.

Fishing-Lake Oroville has recently been ranked by Bassmaster magazine as the best bass fishing spot in the state of California. Chinook, Catfish, Mackinaw, Sturgeon and Brown Trout can be found in great quantities. In 2006 there were 23 Bass Tournaments held on Lake Oroville. The number of fishing tournaments at Lake Oroville has reportedly declined primarily due to the costs of conducting a tournament at Lake Oroville compared to Lake Shaster, Clear Lake and other lakes.

The Oroville State Wildlife Area, administered by the State Department of Fish and Game, includes the Thermalito Afterbay with 26 miles of shoreline. Bass Catfish and Crappie are found in the Afterbay area. Salmon, Steelhead and Shad can be caught in the Feather River, 12 miles of which wanders through the Wildlife area

Water Sports-the Oroville area offers an extensive array of water sports. These activities are offered throughout the area, most prominently at:

- Lake Oroville-offers 167 miles of shoreline for fishing, houseboating, waterskiing, sailing, and swimming. The State recreation area also includes two marinas: Bidwell Marina (Oroville) and Lime Saddle Marina (Paradise)
- Feather River-offers good rafting conditions from January to May. In the section of the river just east of Thermalito bay there are several locations for canoes and smaller boats to be launched.
- Riverbend Park-this 210 acre park opened in May 2006 and is operated by the Feather River Recreation and Park District. The park currently offers picnicking, swimming, a boat launch and a Disc Golf course
- Bedrock Park located on the Feather River offers swimming in the river as well as river views.

- The Forebay-North-considered the No.1 sailing and windsurfing location north of San Francisco. Limited to non-motorized boats. This is the location of the Aquatics Center operated by CSU, Chico during the summer months.
- The Forebay-South-is a popular spot for jet ski, speed boat and hydroplane competitions

Golf

Golf courses in the area include the following:

- Table Mountain Golf Course-This 18-hole, 6,472 yard long course, with a par 72, is open seven days a week. It offers a driving range, two practice putting greens and a practice sand trap. An airplane tie down area is adjacent to the parking lot for fly-in golfers.
- Kelly Ridge Golf Course-A 9-hole, 4,160 yard long course, with a tight par 66, provides challenging golf while offering a park like setting with spectacular views of Lake Oroville and the surrounding valley.

Other Outdoor Recreation

Other outdoor recreation facilities are provided in numerous locations.

- Horse riding-Loafer Creek Horse Camp at Lake Oroville.
- Biking-41 Mile Freeman Bicycle Trail offers scenic off-road riding.
- Hunting-the Oroville Wildlife Area has a 500 meter rifle range.
- Huntington's Sportsman's Store-includes a wildlife museum and historic memorabilia
- Skeet
- Clay Pitt SVRA- 220 acre recreation area for motorcycles, all-terrain vehicles and dune buggies.
- Bedrock Skate and Bike park-planned future events include professional tournaments and exhibitions.

Natural Attractions

- Oroville State Wildlife Area is an 11,000 acre refuge which includes the Thermalito
- Afterbay. It is home to more than 177 species of birds
- Feather River Scenic Byway -Highway 70 at Montgomery Street marks the beginning of the 130-mile Byway from Oroville to Hallelujah Junction.
- Feather Falls Waterfall-the sixth tallest waterfall in the United States.
- Bidwell Bridge-1st suspension bridge west of the Mississippi. Built in 1856.
- Feather River Fish Hatchery-Salmon and Steelhead hatchery built by DWR
- Feather River Nature Center
- Table Mountain-is a 3 mile long, 65-million year old lava flow. It is an ideal location for wildflowers, but the area has limited access because of private ownership of the land.

Cultural/Entertainment Activities

The Historic State Theater in Oroville was built in 1928. The theater was restored in the late 1980's and now offers a range of cultural events throughout the year including touring companies and local groups. The theater hosts approximately 125 events per year including rehearsals. The theater has 600 seats now, and there are plans to restore the 400-seat balcony. It is undergoing a renovation of the facade and there are plans for a \$6.0 million renovation of the interior.

Examples of productions in Oroville include:

- Oroville Concert Association-holds 5-6 concerts a year
- “Kismet”-performed by Birdcage Theater at the State Theater (April 20-29)
- “The Glass Menagerie”, Birdcage Theater (May 4-20).
- “An Evening of One-Act Plays”, Birdcage Theater (June 8-24).
- July 4th Band Concert, State Theater

Veteran’s Municipal Auditorium is operated by FRRPD and houses various events and meetings. Also, the two nearby casinos-each have entertainment venues which present headliner acts throughout the year.

The City operates five museums:

- Bolt’s Antique Tool Museum
- Chinese Temple Museum
- The C.F. Lott Home and Garden
- Pioneer Memorial Museum
- Feather River Nature Center.

The Artists of River Town is a relatively new organization which is very active. They sponsor four events per year: Art in the Park (part of Feather Fiesta Days); Arts on the River in Bedrock Park; Kids Art Day (in cooperation with FRRPD) in the Auditorium and the Salmon Festival Kids Art Project (with FRRPD). In addition they sponsor ongoing art exhibitions in the lobby of the State Theater and the Bank of America lobby. In October they will hold their first annual artists studio tour as well as an Art Summit—a gathering of people with an interest in the arts.

Historic Downtown Oroville-features museums, antique stores and specialty shops and the historic State Theater. The downtown underwent a revitalization in 1985 which created crosswalks, bump-outs, streetscaping and landscaping. The streets and storefronts are generally well kept. There are 15 murals highlight Oroville’s Heritage from the Gold Rush Era though World War II. These murals have been created through the support of the Downtown Business Association.

A recent count indicates that there are approximately 11 antique shops in the downtown. Oroville is known as a center for antique shops and the local shop owners sponsor an annual antique show at the Municipal Auditorium.

While there are a number of small restaurants which cater to the lunch crowd and family dining, there are very few fine dining restaurants or full service restaurants in the downtown. On a recent Sunday afternoon, there was very little traffic in downtown and very few shops were open.

Agricultural Tours

The Ehmann Home is where the mother of California's Ripe Olive industry lived. Oroville is regarded as the best place in the nation to grow olives. The Sierra Oro Farm Trail extends throughout Butte County. It includes several farms, orchards and wineries in the Oroville area (Lodestar Farms, Butte View Olive Company, Long Creek Winery, Quilici Vineyards, Grey Fox Vineyards). Oroville produces over half of California's olive oil olives. There are three wineries in the area, all of which offer public tours and wine tasting. Bonasera Wine and Olive Oil Tastings, a specialty food store in downtown Oroville, offers tastings and sale of many local products.

Casinos

There are two Indian operated casinos in the Oroville area:

- Feather Falls Casino
- Gold Country Casino

Both of these offer slot machines, blackjack, and bingo. Each has on-site restaurants. Gold Country has a 24-lane bowling alley.

Events

Numerous events are held by various organizations in Oroville. Examples include:

- Old Time Fiddlers-Craft/Music Faire-Municipal Auditorium (March)
- Wildflower and Nature Festival (March)
- Feather Fiesta Days (May 5-13). Includes Feather Fiesta Days Parade and Gold Rush Car Show.
- Fireworks over Lake Oroville (July 4th)
- Antique Show and Sale-Municipal Auditorium-(August)
- Carnival at Riverbend Park (May 4-6)
- Salmon Festival (Sept. 20-23)
- Art on the River-Artists of River Town (May 19)
- Light Parade
- Ishi Event
- Fall and Spring salmon Runs.

Lodging

Table 5 presents a summary of the lodging available in the Oroville Area.

**Table 5
OVERNIGHT ACCOMMODATIONS
IN OROVILLE**

Motels	Units	AAA Stars
Best Value Inn	69	**
Budget Inn	24	
Comfort Inn	54	***
Days Inn	38	*
Motel 6	101	
Sunset Inn	42	*
Villa Court Inn	20	**
Western Motel	60	
Dahl's Motel	13	
Gold Country Casino	87	
Feather Falls Casino	84	
Bed & Breakfast		
Riverside	9	**
Moonshadows Mansion	4	
Subtotal	605	
Subtotal without casinos	434	
Campgrounds		
Loafer Creek	137	
Bidwell Canyon	75	
McGrath's RV Park	24	
Rifle's RV Park	7	
River Reflection RV Park	100	
Feather Falls Casino -KOA	43	
Total sites	386	

As shown there are approximately 434 motel and B&B units in Oroville. If the two nearby casinos are included the total is 605 units. It is also noteworthy that the Comfort Inn is the only property in Oroville with an AAA rating of three stars (mid-market).

Planned Venues

There are several projects in various stages of planning and development which could add to the tourism resources of Oroville. The most significant are noted below.

1. **Gateway Towne Centre** (sometimes referred to as Gateway Park)- The City Redevelopment Agency owns a 12.2 acre site at the key intersection of Montgomery Street and Feather River Blvd. The RDA has entered into an Exclusive Negotiating Agreement with a Sacramento developer for this project. The developer has recently submitted a proposal which includes the following components:

Hotel	80 rooms
Meeting rooms	100 capacity
Restaurant-Riverfront #1	8,000 sq ft
Restaurant-Riverfront #2	5,000 sq ft
Restaurant-quick service	6,400 sq ft
Visitor Center/Chamber	10,000 sq ft

Retail/Office Bldgs. 68,800 sq ft

2. Oroville Historical/Cultural Trail and Centennial Plaza Improvements Project-

A grant appropriation in the amount of \$3,000,000 from 2002 State Parks Resources Bond Act (Prop 40 funds) was received by the City for a historical/cultural trail in August 2004. Work on this project completed since that time has included developing a master plan and preparing an environmental document for the 1-mile length of planned riverfront and cultural improvements along the Feather River Levee. The first phase of construction from the master planning efforts consists of 1,000 linear feet of improvements along the top of the levee, centered at Arlin Rhine Drive and the terminus of Lincoln Boulevard. Improvements include re-aligning and improving Arlin Rhine Drive, a central plaza with bench seating a trellis overlook and a water feature, landscaping and irrigation throughout, walking paths, and street lamps, among numerous other decorative features.

3. Holiday Inn Express-an 80 room motel is planned on Oroville Dam Blvd.

4. Riverbend Park-future plans include:

- An Olympic sized swimming pool and waterslides
- A two story recreation center with conference facilities
- An Ecology center for educational and research activities
- Wedding gazebo, retail stores and restaurants
- Science and Research Center

5. State Theater-as noted earlier in this report, there are plans to renovate and expand the capacity of the State Theater to include the 400 seat balcony and eventually a multiuse meeting room.

CURRENT TOURISM DEVELOPMENT PROGRAM

The current tourism promotion programs in Oroville are somewhat limited, dispersed and uncoordinated. A summary of these programs is presented below.

City of Oroville

The City currently provides direct funding of \$40,000 to the Chamber of Commerce for tourism promotion. The transient occupancy tax (TOT) goes to the General Fund. In addition the City has recently provided individual grants to a few events:

- Feather Fiesta Days -\$4,000
- Old Time Fiddlers-\$4,000
- 4th of July bus transportation-45,000
- Salmon Festival-\$1,000
- Light Parade-\$1,000

The RDA is directly involved in planning and partially funding several capital projects that will create new tourism venues:

- Gateway Town Center (including a hotel and retail space)
- Waterfront Project (Centennial Plaza and Historic Waterfront Trail).
- Riverbend Park

Chamber of Commerce

The Chamber of Commerce has 400 members in Oroville and the surrounding area. There are numerous other functions performed by the Chamber in support of tourism which are difficult to separate out from their normal functions in support of local business. The Chamber receives \$40,000 per year from the City to promote tourism but there is no separate division or budget at the Chamber for tourism.

The total number of inquiries handles by the Chamber regarding tourism is shown below.

Chamber of Commerce Inquiries

	2005	2006
Tourism	3,220	4,408
Media	906	77
Other	5,939	6,783
Total	10,065	11,268

The Chamber’s annual budget is \$250,000. Based on information provided by the Chamber of Commerce, their specific programs which directly promote tourism include:

Trade shows

- 2 Sportsman’s Expos in Sacramento—2 at 3 days each
- 1 Western States Equestrian Show

Billboards

- 6 For Salmon Festival (2 months) at Yuba City; Chico (2); 99; I-5;
- 1 for Lake Oroville (year-round) at Highway 99 and 162.

Community Calendar for all events is on all three websites operated by the Chamber.

Festivals they are the primary promoter for:

- Salmon Festival
- Feather Fiesta Days
- Table Mountain Scramble Golf Tournament (host)
- Taste of Oroville (host)
- [New] The Bounty of Oroville at Lott Home (Sept 16) at Sank Park. Currently soliciting sponsors and vendors
- For 24 Bass tournaments-provide assistance and some financial aid.

Publications Produced

- Places to Eat
- Places to Stay
- Real Estate
- Murals of Oroville
- Loafer Creek Horse Camps

- Bradford B. Freeman Bike Trail
- DVD on Lake Oroville
- Oroville Economic Profile
- Oroville Vicinity Map (paid by DWR)-a 4-color revised edition is in the works. 8,000 will be printed in October.

Publications Purchased

101 things to do/Adventures (Receive 400 free, purchase others for trade shows.)

Distribution of information on most events and attractions in the area.

Websites

1. *Lakeoroville.net* (funded by DWR). Provides information on Lake Oroville and Oroville area attractions and accommodations.
2. *Orovillechamber.net*
3. *Shoporoville.com*

Feather River Recreation and Park District

The FRRPD did not provide very much information regarding their tourism promotion activities. The FRRPD spends considerable amounts to promote the Riverbend Park and the events that occur there. These promotional activities include:

- Billboards on Highway 70 that promote Riverbend Park
- Brochures and flyers to promote various events at the park
- Advertising.

In addition, FRRPD provides funding for the construction of recreation facilities that are of interest to tourists at Riverbend Park and Bedrock Park. More detailed information on these programs is not available because it is considered confidential.

Butte County Economic Development Corporation-has a small budget for tourism development which is used for representation at the State Fair, planning county-wide events, arranging fam tours, membership in Shasta Cascade (\$2,000) and some limited advertising. They have recently let a \$43,000 contract to provide additional tourism marketing services.

Shasta Cascade Wonderland Association (SCWA)- This non-profit corporation is directed by a volunteer Board of Directors composed of community leaders from the counties the SCWA represents. Their website identifies a few tourism attractions in the Oroville area.

Websites

There are numerous websites that present information on Oroville’s tourism attractions, including:

- | | |
|---------|--|
| City | cityoforoville.org |
| Chamber | orovilleareachamber.com |

Chamber	shoporoville.com
Chamber	Oroville-City.com
Chamber	Camberorganizer.com
ODBA	orovilledbs.org
OEDCO	oedco.org
FRRPD	frspd.com
Shasta Cascade	shastacascade.org/butte
Butte County EDC	ExperienceButteCounty.com
DWR	lakeoroville.net
DWR	lakeoroville.water.ca.gov

CURRENT OROVILLE TOURISM MARKET

Salient characteristics of the current Oroville tourism market are summarized below.

Number of Tourists

The tourism market can mean different things to different people. It can be total visitors, or overnight visitors. It can include local residents or focus on non-local visitors. Generally a tourist is a leisure visitor from over 50 miles away. In most cases this excludes residents of the local county. There are various ways to measure tourism and none of them is completely accurate, especially for a City.

One indicator of tourism trends is expenditures by tourists, which are tracked by the California Division of Tourism. Table 6 shows this data, which indicates that Butte County Tourism expenditures in recent years have been increasing at about twice the rate of the State average.

Table 6
VISITOR EXPENDITURES IN
BUTTE COUNTY
(\$ Millions)

2000	193	
2001	192	
2002	194	
2003	202	
2004	216	
2005	247	
Average % Change-2000-2005		6%
Avg. % Change-Calif.-2000-2005		3%

Source: California Division of Tourism

Table 7 presents estimates of visitors to Lake Oroville and Butte County. In 2006 Lake Oroville received 940,000 visitors, 93% of which were day visitors. According to DPR, the decline of 30% in total visitors was due to the very wet winter and spring in 2006. In 2005 Butte County received 1.8 million leisure visitors, of which 70% were day visitors.

Note that a day visitor to the county must live outside of the county, while day visitors to lake Oroville includes residents of the county.

Table 7
ESTIMATED VISITORS TO LAKE OROVILLE AND
BUTTE COUNTY

	2005	2006
Lake Oroville (1)		
Day Use	1,265,856	877,657
Overnight in SRA (campgrounds)	61,615	63,159
Total	1,327,471	940,816
Butte County (2)		
Leisure travelers	1,800,000	
% Overnight	53%	
Number Overnight	954,000	
% Stay in hotel/motel	30%	
Number stay in hotel/motel	286,200	

(1) All areas of the SRA, as reported by DPR.

(2) California Division of Tourism.

Table 8 presents an estimate of the overnight visitors in the City based on various data sources and assumptions.

**Table 8
ESTIMATED OVERNIGHT LEISURE VISITORS
IN BUTTE COUNTY AND OROVILLE**

	Butte County	Oroville
Leisure travelers	1,800,000	500,000
% Overnight	53%	53%
Number Overnight	954,000	265,000
% Stay in hotel/motel	30%	30%
Number stay in hotel/motel	286,200	79,500
# of nights	2.6	2.6
Total person-nights	744,120	206,700
People per room	1.8	1.8
Room nights	413,400	114,833
Days in year	365	365
Room nights per day	1,133	315
Rooms available	1,888	521 ¹
Average occupancy rate	60%	60% ²

(1) Includes Gold Country Casino.

(2) All figures from California Division of Tourism, except the average occupancy in Oroville, which is estimated based on TOT data.

Source: As noted and Pacific Group

There is no reliable data on the current number of overnight leisure visitors (tourists) to the City of Oroville. However, Table 8 assumes that all of the factors for the tourism sector in Butte County also apply to Oroville, except the hotel occupancy rate. By making these assumptions the table is able to impute the approximate number of total and overnight leisure visitors to Oroville. As shown, there are currently an estimated 500,000 leisure visitors (from over 50 miles) to the City.

Table 9 presents a summary of various estimates for the number of overnight tourists to various areas in the region. As can be seen the estimated number of overnight tourists to Oroville is approximately 79,000 which is 28% of the Butte County total.

**Table 9
COMPARISON OF ESTIMATES OF VISITORS IN THE REGION**

	Lake		
	Oroville SRA (1)	Butte County (2)	Oroville (3)
Total Leisure Visitors-2006	940,816	1,800,000	500,000
% ON in County	35%	53%	53%
Number overnight	329,286	954,000	265,000
% use hotel/motel	4%	30%	30%
Number in hotel/motel	14,489	286,200	79,500

(1) DPR and DWR.

(2) California Division of Tourism

(3) See Table 8.

Note: All of these areas overlap.

Source: As noted and Pacific Group

Characteristics of Tourists

In 2004 numerous public surveys were conducted as part of the studies for the Oroville Dam Relicensing. Table 10 summarizes selected characteristics of visitors to the Lake Oroville SRA from these surveys. It is interesting to compare the characteristics of the visitors to the total SRA to those who visit the Low Flow Channel (LFC). Approximately 40 % of the visitors to the total area planned to participate in some urban activities, while 80% of visitors to the LFC planned to participate in these types of activities. Also note that 54% of the visitors to Lake Oroville SRA are from Butte County.

In the household surveys that were completed, about half of the households had visited Lake Oroville. Many of the households in each of the three cities surveyed preferred some other lake as a destination.

Table 10
CHARACTERISTICS OF VISITORS TO LAKE OROVILLE SRA

	On Site Visitors		Household Survey		
	Lake Oroville	Low-flow Channel	Reno	SF	Sacto
Plan to Visit					
Diversion pool	5%				
Low flow channel	12%				
Forebay	11%				
Afterbay	11%				
OWA	11%				
Activities participated in					
Movie/theater	8%	16%			
Shopping	8%	15%			
Museums	3%	4%			
Amuse. Park	1%	5%			
Dining out/bar	14%	20%			
Concert/festival	4%	12%			
Educat. Events	2%	7%			
Total	40%	79%			
Staying Overnight in County	50%	28%			
Type of Accommodation					
Campground/houseboat	84%	44%			
Motel/B&B	3%	28%			
Friends & family	12%	28%			
Have you ever visited					
Lake Oroville area			50%	45%	56%
Lakes prefer to visit					
Tahoe			63%	17%	20%
Folsom			0%	0%	40%
Frenchman			25%	0%	0%
Berryessa			0%	17%	20%
County of residence (1)					
Butte	54%				
Sacramento	6%				
Sutter	5%				
Placer	4%				
Contra Costa	3%				
Yuba	3%				
Solano	3%				
Santa Clara	2%				

(1) All onsite surveys.

Note: Sample sizes: Lake Oroville=2,028; LFC=227.
Reno, SF, and Sacto=100 each.

Source: Oroville Facilities Relicensing Studies.

Table 11 shows several indicators of the seasonality for tourism in Oroville and Butte County. The indicators for overnight visitors show some seasonal peaking in Quarter 2 and 3, but it is not as pronounced as in many tourist destinations.

Table 11
INDICATORS OF SEASONALTY

	Q1	Q2	Q3	Q4
Visits to SRA (1)	19%	36%	29%	16%
Occupancy in Butte County (2)	55%	65%	68%	57%
TOT in Oroville (3)	22%	26%	27%	25%

(1) DPR data for total visitors in 2005.

(2) Smith Travel Research as noted in Butte County Tourism Study.

(3) City of Oroville

TRENDS IN TOURISM AND MEETINGS MARKET

There is a wide range of factors and issues which can affect tourism. It will be important for the tourism promotion organizations in Oroville to track these trends. Some of the more important recent trends in leisure and business travel which could affect Oroville are summarized below. These and other trends have considered in developing the Strategies outlined in Section 3 of this report.

Tourism Trends

Projected Growth. According to statistics from the Division of Tourism, visitor spending in Butte County increased at 4% per annum between 1992 and 2004. The county tourism study estimates that if spending continues to increase at this rate there would be additional visitor spending in the county of \$371 million (in 2005 dollars).

California Hotel Occupancy and Room Rates (April 2007). Hotel occupancy was down 1 percent in California, 1.2 percent in the Pacific region and down 1.1 percent across the US. Submarkets still managing to escape the slowdown included Eureka/Crescent City, Santa Rosa, Oakland, San Jose/Santa Clara, and San Luis Obispo/Paso Robles. California RevPAR for year-to-date is 5.7 percent above 2006 at this time.

California is thought of as “Best of America”: best scenery, best food and wine, best indulgences (hotels, spas, etc.), best climate/sunshine, best and longest coastline. (CTTC Qualitative Research, February, 2007)

Online Travel Purchases - By the end of this year, more than half of all travel in the U.S. will be purchased online. 34 million Americans have made the Internet the number one way they buy their leisure travel.

Source: The PhoCusWright *Consumer Travel Trends Survey*, PhoCusWright , 5/23/07.

Chinese Group Leisure Travel to the U.S. on the Horizon – New agreements allowing tourism companies to arrange trips for Chinese travelers to the United States move a step

closer towards expansion of Chinese group leisure travel to the United States. The Chinese travel market is expected to grow to 100 million travelers within the next 15 years according to the UN World Tourism Organization.

Source: U.S. Dept. of Treasury, 5/23/07.

Changing Demographics. “Every nine seconds someone turns 50 years of age in America. That translates into four million more ‘50 somethings’ this year.

(Source: PCMA Convention, March 2007)

Spring Travel on the Rise Despite High Gas Costs – Despite record fuel prices above \$3 per gallon, 1.8 percent more Americans will travel by car over the Memorial Day holiday weekend than a year ago, according to a survey by travel agency AAA. (Normally the increase is 3%.) In a sign that energy costs will affect behavior, however, AAA said travelers are planning to stay closer to home and take shorter trips. The number of Americans traveling by plane is expected to rise by 1 percent.

(Source: USA Today, 5/17/07)

California Assembly Bill AB 32 requires emissions reductions. This could result in emission cutting measures that would further restrict travel. The bill directs the California Air Resources Board to develop appropriate regulations and establish a reporting system to track global warming emissions.

What consumers perceive to be the ideal vacation experience

- Change of Scenery-Experiencing a distinctly different environment
- Romance/Reconnect-Renewing relationships, romance and intimacy
- Pampering/Indulging-Treating oneself, being catered to
- Discovery-Experiencing new things, new sights, discovering how the locals live
- Escape/Freedom-Release from day-to-day routine, can be anyone I want to be
- Fun-Laughter and spontaneity
- Beyond the Norm-Partaking in new and different activities, things you can’t do at home
- Rejuvenate/Recharge-Taking pleasure in the moment, quiet time

(Source: CTTC Qualitative Research, 200

98 percent of the respondents indicated that just being in the outdoors is an important part of the enjoyment of their most favorite activities. The survey also found that Californians tend to spend the most time participating in activities that are less expensive, require less equipment and need fewer technical skills. The scarcity of time coupled with the increased stress of jobs, traffic, and urban noise is driving people to seek escape. Parks, trails, and recreation areas are often the destination. (Source: The State of California Public Opinions and Attitudes Survey in 2002.)

Californians’ strong preference for outdoor recreation activities. In the survey, 55 outdoor recreation activities were considered. The top five activities in which the survey respondents participated were: walking for fitness and fun (91%), driving for pleasure (90.2%), visiting museums and historic sites (85.5%), attending outdoor cultural events (82.6%), and beach activities/surf play (82.2%).

(Source: The State of California Public Opinions and Attitudes Survey in 2002.)

The most of the most popular activities are traditional, there is continuing interest in a broad range of high-risk adventure activities such as mountain biking, kayaking, scuba diving, and rock climbing. (Source: The State of California Public Opinions and Attitudes Survey in 2002.)

Among Californians there is widespread and deep support for, and a solid appreciation of, the value of **the arts**. Respondents to the survey believe the arts are personally important in their lives, are essential to the entertainment and tourism industries, and a critical investment in the education of our children.

(Source: California Arts Initiative, Public Opinion Survey, 2001)

81 percent of American travelers included a **cultural, arts, heritage or historic activity** or event while on a trip.

•32 percent (29.6 million) added extra time because of this cultural activity or event
(Source: TIA Smithsonian Survey 2003)

Willingness to pay for outdoor recreation. When respondents were not only asked to list the five most important activities in order of their preference but were also asked how much they were willing to pay for a high quality, uncrowded day, the responses were revealing. The survey results showed that Californians appear willing to pay \$4 - \$5 for activities such as walking, trail hiking, bicycling, mountain biking, jogging, and running. (Source: The State Public Opinion Survey, 1997)

The Internet is a key tool in selling leisure travel. Leisure travelers now utilize the Internet as a primary planning tool as compared to the '97 study. Search engines such as Google and Yahoo are often the starting point, as well as sites like Travelocity, Expedia, Hotels.com and Priceline. Once the destination is selected, many consumers indicate they undertake city-specific searches, but few reported visiting official state websites suspecting they were biased or had an agenda. In order to dig into a destination, most preferred to interact with their peers on sites like Trip Advisor. (See more below in Section 3.) (Source: CTTC Qualitative Research, 2000)

Shifting Social Values. The number of parents who bring their children on business trips, including meetings, continues to rise. (Source: PCMA Convention, March 2007)

Internet: Business Travel. Two-thirds of all business travelers regularly consult the Internet to plan business trips. (Source: PCMA Convention, March 2007)

Online booking of meeting space and group travel will continue to evolve, especially for small, corporate meetings. Products such as OnVantage/StarCite's EasyBook and offerings from the major hotel chains, will speed the booking time, will cut costs and drive the need for pre-arranged contract standardization.

Meetings Trends

Corporate meetings include: training, sales, management, professional, incentives, product introductions, and stockholder meetings.

In 2006 the combined corporate, association and convention business generated \$107 billion in expenditures from 1.2 meetings with attendance of 136 million.

In 2006 83% of corporate and association meeting planners used the internet to plan their meetings. 74% used CVB websites.

In 2006 there were 210,000 association meetings with total attendance of 37 million.

In 2006 545 of corporate meeting planners used resort hotels; 7% used non-residential conference centers.

Matchmaking programs, popular in the singles scene, will continue to work their way into the meetings arena to bring people of like interests together. Using these technologies to assist people connect can increase the value of the event significantly.

Virtual meetings will increasingly play a role, although face-to-face meetings will remain vital as a means of education, networking, and relationship-building. Web casts (increasingly for mobile devices via video podcasts); web conferences (collaborative interactive online events), and advanced video conferencing will serve to connect people at low cost regardless of their physical location. In general, they are ideally suited for short (30 minutes or less), concise information exchange and training.

Small meetings continue to range in size from 30-40 participants. Groups of more than 100 guests, however, are on the rise. These meetings tend to include entire sales forces, company divisions, or have a significant training component involved.

Experiential Learning is the new term used to differentiate between groups getting together for some diversionary fun and true teambuilding exercises. Teambuilding in general seems to be back to stay.

Health and spa facilities. More and more corporate and leisure guests at Benchmark hotels and resorts are looking for a little spa intervention. The "intervention" is not necessarily indulgence, just healthy lifestyle enrichment and recreational diversity - for both women and men.

Spending is occurring primarily for on-site receptions, special events, awards dinners, and themed events, however, the purse strings remain taut.

STRENGTHS AND WEAKNESSES OF OROVILLE

Following is an analysis of the primary strengths and weaknesses of Oroville for potential tourism development.

Major Strengths

Lake Oroville SRA-is by far the most visited attraction in the Oroville area. It offers a wide range of outdoor activities (boating fishing tournaments, fireworks on July 4th, etc.) The lake gives the City instant recognition among many Californians. A survey taken during the relicensing process indicated that 98% of Butte County residents have visited the lake and 50% of residents in Reno, San Francisco and Sacramento have visited the Lake. The new Lake Oroville Recreation Management Plan addresses plans to provide for the development of more recreation venues around the lake.

Riverbend Park- The Feather River Recreation and Park District is the lead agency for the planning, construction, and project oversight for this park. The funding for this park has been a collaborative between the Department of Water Resources, Boating and Waterways, State Water Contractors, Oroville Redevelopment Agency and Feather River Recreation and Park District. The recent opening of Riverbend Park has provided much needed access to the river, proving beaches and a boat launch. Its prominent sign and billboards also provide much needed visibility for Oroville from Highway 70.

Feather River-The Feather River provides an identity and focal point for the City of Oroville. The Feather River Hatchery and Nature Center are both located on the river. Many visitors are drawn by the fishing opportunities along the river. New projects underway, including Centennial Plaza and Historic Walkway will add to the accessibility to the Feather River.

Supplemental Benefits Funds. As a result of the relicensing of the Oroville Dam, the Department of Water Resources and State Water Contractors have agreed to endow Oroville a potential of up to \$1 million per year for 50 years through the Supplemental Benefits Funds. The SBF will provide one potential source to develop revenue generating projects.

Abundance and Variety of Activities-As demonstrated above in the description of venues, Oroville offers a wide range of activities from fishing, boating and golf to casinos shopping, history and culture. The level of activity at the major cultural facilities is show in Table 12.

Table 12
RECENT ATTENDANCE AT STATE THEATER AND CITY MUSEUMS

State Theater	2004/2005	2005/2006	2006/2007
No. of events (1)	135	125	125
City Museums (2)			
Total Attendance	7,590	7,600	8,000
Group Tour Attendance	2,548	2,600	2,500

(1) Includes performances and rehearsals.

(2) Pioneer Museum, Lott Home, Chinese Temple, Bolt Tool Museum, Feather River Nature Center

Source: City of Oroville

However, the packaging and promotion of these activities needs to be strengthened.

Downtown Oroville-is attractive and has many appealing shops. Local brokers estimate that the vacancy rate in buildings that are ready for occupancy is 15-20%. The State Theater is a major asset for the downtown. However improvements are needed, in particular more full service restaurants.

Proximity to Highways-the City’s location at the intersection of Highways 70 and 162 is a significant advantage. While the traffic on the highways is not as great as on I-5, the city does offer easy access from several major urban markets. Oroville is a relatively short drive from Sacramento and can be reached in approximately three hours by the even larger population base in the San Francisco Bay Area. These two areas will continue to provide a large share of the visitors to the area.

Small Town Atmosphere. One of the most attractive features in Oroville is its authentic small town atmosphere. It is still a real town that people live and work in and has not allowed itself to become too “touristy”.

Supportive Organizations. The Chamber of Commerce is very active in promoting downtown and has over 400 members. In addition, as outlined earlier in this report there are many other organizations and agencies interested in the tourism development of Oroville, including: FRRPD, ODBA, OECD, City agencies, and others. This reflects the fact that there are many residents and merchants who have been in the area for many years and have a strong commitment to the success of Oroville.

Potential Weaknesses

Lack of River Access-When Riverbend Park opened about a year ago, it greatly improved access to the Feather River in the City. However there is still a long stretch of the river which runs along the western edge of the downtown but which is difficult for visitors to access or even see. The Centennial Plaza and Cultural Trail will improve this situation. Furthermore, when Gateway Towne Centre is complete, this is expected to provide another viewing point for the river and several waterfront restaurants. Other

improvements and attractions along the river are also in various stages of planning. Such development will go a long way toward improving access and visibility of the river for visitors.

Lack of Coordinated Promotion and Communication-As noted above the existence of various organizations interested in the development of tourism is an advantage, but the lack of coordination and communication among these groups can be a distinct disadvantage. In some cases events sponsored by one group may not be promoted widely by other organizations. The distribution of marketing material, and even the materials themselves, need to be better coordinated. Indeed even issues of tourism facilities planning and funding arise when various groups compete and fail to coordinate. In the case of Oroville, there has historically been difficulty in coordinating the efforts of the City, the Chamber, the ODBA, the FRRPD and local residents. This is not an uncommon issue in small communities, but is a weakness that needs to be dealt with.

Limited City Staff Time. As in any small city, the number of city staff and their time is limited. Thus not every good idea can be implemented. The best way to overcome this is with a coordinated and persistent level of volunteerism.

Limited Data Availability. A corollary of limited City staff time is the lack of existing data to evaluate the current situation and plan for future projects. Additional data on sales, lodging occupancies, current promotion budgets, visitor concerns and preferences and so forth would be very helpful in the ongoing efforts to promote tourism and attract new tourism related venues. (There is more detail on this in Section 3 of this report.)

Limited Local Population Base. The population of the City is approximately 13,000 and in the immediate area approximately 53,000. Obviously this is a limited base to support certain types of stores and services, particularly those which appeal to tourists. In addition there is substantial competition for retail sales and tourism dollars from the nearby cities of Gridley, Chico, Paradise and Yuba City. Thus it is important for Oroville to cultivate its ability to attract visitors and expenditures from both the local area and from a wider market area. Growth in the employment and population base in the immediate area will enhance the ability of the City to support visitor amenities on a year-round basis.

Lake Oroville- While the lake is a major asset it also offers some challenges for Oroville tourism. Most of the visitors are day visitors. The overnight visitors are mainly in the summer and because they camp at the lake they are difficult to attract to Oroville. This problem is exacerbated by Highway 162 which allows vacationers to bypass the City on their way to the lake. The signage and landscaping along this highway do little to draw attention to downtown Oroville.

Downtown Oroville-The advantages of the downtown were described above but the downtown needs a coordinated marketing program and an active business recruitment effort. Many businesses close early on Saturday and all day on Sundays. The State Hotel,

which occupies half a block in downtown is unsightly and provides no activity in support of the downtown.

Limited Overnight Accommodations. Because of the lack of data it is not possible to precisely document the need for more overnight accommodations. However, it is obvious that the existing 358 rooms limit the number of overnight visitors to the City. There is a need to attract additional and/or improved room base in the City, possibly including adjacent meeting space. The Gateway Towne Centre project plans to include 80 hotel rooms and some meeting space.

TARGET MARKETS

This study focuses on tourists i.e. visitors from over 50 miles away. But many same programs and strategies will work to attract local (day visits). For this reason we include day visitors as a target market.

Tourism markets can be defined and dissected in many different ways. This section of the report identifies the most important markets and submarkets (niches) for Oroville Tourism.

Distance and Length of Stay

Tourism markets are generally defined in terms of the distance from the destination for obvious reasons. Close by populations are likely to visit more frequently but stay for a shorter time. Longer distance travelers are more difficult to attract but stay longer and spend more. Obviously there is some overlap in the distance markets (e.g. Sacramento residents will visit for a day). But for purposes of analysis, various areas are presumed to have a predominant tendency for length of stay. Thus the geographic markets and the length of stay of visitors are inextricably tied together. (This is also true in terms of data, which generally is divided into geographic distance traveled by the visitors.)

For purposes of categorizing and discussing potential markets for Oroville, the following market segment definitions will be used:

Overnight Visitor Market-generally those residing more than 50 miles from Oroville, who have a higher propensity to stay overnight when they visit. This market can be further subdivided to identify particular metropolitan areas (such as Sacramento, Reno and San Francisco).

The overnight market can be further ranked by distance and population as:

City	Distance	Population
Sacramento	66	457,500
Redding	73	89,973
Stockton	117	286,000
San Francisco	152	798,700
Reno	165	195,720
San Jose	185	953,700

Day Visitor Market-generally those who live within 50 miles or within Butte County, who are more likely to be day visitors. Of course some day visitors will come from farther distances, but in the more distant markets, these residents also have many local lakes and attractions for day visits.

Pass by Visitor Market-this category that includes both potential overnight and day visitors. However, because they are on the road in proximity to Oroville they are considered “impulse” visitors who do not have Oroville as their predetermined destination.

Meetings/Conference Market-this is a specialized market that is not necessarily distance related but depends more of the attractiveness of the destination, its meeting facilities and the participation of the local population in various regional organizations.

Group Tours-this segment of the market includes groups that book their travel together but travel to the destination separately as well as groups that travel together in buses. In some cases the group is a formal organization, in other cases the group is formed by a travel agent or travel wholesaler.

Each of these market segments can be further subdivided by various characteristics, such as type of accommodations and make up of the party:

Makeup of Party

- Family
- Adult Only

Type of Accommodation

- Hotel/motel
- Campground
- Friends/relatives

These characteristics are useful in defining a particular segment and allowing more specific market targeting.

Table 13 presents a summary of these market segments in graphic form.

Table 13
MATRIX REPRESENTATION OF VARIOUS MARKET NICHES
FOR TOURISM TO OROVILLE

Market	Family			Adults		
	Hotel/ Motel	Camp Ground	Friends Relatives	Hotel/ Motel	Camp Ground	Friends Relatives
Overnight						
Local (Day visit)						
Pass-by Traffic						
Day visit						
Overnight						
Meetings/conferences						
Group Tours						

Source: Pacific Group

It is not possible to quantify each of these submarkets (niches) because the data does not exist. But the matrix itself provides a useful framework for considering these markets relative to new promotion programs and strategies.

Each of these niches could also be further defined by affinity (i.e. particular preferences such as gaming, history, antiques, spas) but these niches are very difficult to quantify. (See Section 3 for discussion of additional planning and research.) The data presented earlier on the characteristics of visitors to Lake Oroville SRA provides some basic information on visitor affinities. Generally, a destination focuses on the major categories described above and then emphasizes their best assets. But many preferences and characteristics of various niches are obvious common sense and do not require quantification, e.g.:

- Adult groups travel more frequently outside of the summer season.
- Lake oriented visits occur in the summer.
- Food/wine/harvest events are more appealing in the fall.

One of the purposes of a Tourism Marketing Plan is to develop strategies that will capitalize on a destination’s assets to attract visitors from the various segments and niches in the market. The various target markets described above were considered in developing the marketing programs that are presented in Section 3 of this report.

Section 3

NEW AND ENHANCED PROMOTION PROGRAMS

GOALS AND METHODOLOGY

Based on all of the forgoing analyses, this section of the report presents marketing programs to effectively position Oroville to attract high value visitors. These programs focus on promotional programs but also include suggestions regarding new venues, signage and other matters, which are not primarily promotional programs. While the report tries to focus on the most important programs and functions, **not every program can be pursued simultaneously and immediately**. There likely will not be sufficient resources for this. Not everyone will agree with every idea presented in this report.

The programs outlined here are presented as guidelines for improving and coordinating tourism marketing in Oroville. This report is a plan which will need to be refined over time as the programs are implemented. It is intended for use by the DMO (destination marketing organization) and others involved in promoting tourism. Ultimately the City, tourism promotion organizations and the tourism business community will need to determine priorities. Those programs which focus on existing markets (such as visitors to Lake Oroville and residents of Butte County) will be most effective in the short term and programs which are targeted on more distant destination markets will be more effective as the currently planned venues (Gateway, Centennial Plaza, Riverbend Park improvements) are developed.

Goals

Like any diversified community, Oroville has diversified goals and objectives for promoting tourism. Based on discussions with members of the community including merchants, tourism facility managers, residents and community leaders, there appear to be several overriding objectives for the tourism promotion and coordination effort in Oroville:

1. Increase tourism to Oroville to create economic impacts such as increased jobs and incomes.
2. Focus on high value tourist. This means tourist who stay overnight, have extended stays, and participate in revenue generating activities.
3. But recognize that many of the same programs and strategies will work to attract local visitors (day visits).
4. Focus on promotion efforts but also consider new venues.
5. Recognize that limited funds are available and seek the most efficient approaches.
6. Focus on increasing tourism to Oroville not just to the region.
7. Address the need for non-peak season visitors.
8. Seek new markets to augment the traditional outdoor recreation visitor.

9. Encourage existing businesses to appeal to tourists.
10. Demonstrate accountability by periodic reporting on various performance measures.

Methodology

Based on these goals, the assets of the area, discussions with members of the community, and experience with other visitor oriented communities, the consultant has identified 17 suggested programs for tourism marketing and coordination. (See Appendix A for a list.) In some cases these suggestions are for promotion programs which one group or another has discussed in the past. *In each case we have tried to understand what is currently being done by various local organizations and make suggestions to extend and enhance the current efforts.* This report is not intended to highlight deficiencies but rather to add to the conversation about how to make improvements. Some of these ideas have been discussed previously. But hopefully, presenting all of these ideas in one organized format will help to coordinate and prioritize them and will be a good first step in the planning and implementation process.

An entire report could be written about any one of the programs discussed below. However, in an overview strategy report the primary purpose is to identify and define the programs, not produce a detailed work plan for each program. Under each of these programs, specific tasks are recommended to support the program. Each of these programs and tasks are described in more detail below.

Note that certain tasks could be discussed under various programs. For example, a task relating to advertising for an ag tour could be discussed under advertising or under ag tours. In general this report organizes the tasks by function (action) rather than industry segment.

In many cases, the detailed work program and schedule will need to be determined by the promotion organization assigned primary responsibility for the Program, based on circumstances and budgets available at the time.

Some of the Programs below are included because they were specifically requested in the Scope of Work. Also, some of these programs have begun to be discussed since this study was initiated in early May, 2007. Section 2 presented a summary of the current tourism marketing programs of the Chamber of Commerce. Much of this information was developed from a series of interviews with the management and the Board of the Chamber. This information was not previously in a simple organized format and as a result both Chamber members and non-members were not fully aware of these programs.

Finally, it should be noted that some of these programs will require cooperation from more than one organization and in some cases direct participation by the City. In some cases the work could be done by volunteers. In each case a primary responsibility should be identified and as well as secondary roles. No one group will have complete authority over all aspects of tourism promotion in Oroville.

PROGRAM #1: Encourage New and Expanded Venues

Developing new facilities is not primarily the responsibility of a tourism promotion program. Generally this is the role of a public agency and/or economic development corporation. But there is a role to encourage the development of needed tourism assets. While this report is intended to focus on tourism promotion, it is useful to identify certain new venues (capital projects) that will be important to tourism development. It is not part of this report to make definitive judgments on which projects deserve public funding since this would entail a detailed feasibility study for each proposed facility.

There are currently many plans and proposals for new venues, all of which would make important contributions to the appeal of Oroville as a tourist destination. In addition there are certain other venues that should be considered in order to establish a critical mass of attractions for the city. Until new attractions and accommodations are developed, Oroville will not be able to market itself as a true vacation destination. Many of the current and planned new venues are along the waterfront and this area should be considered the focal point for new development in the short and medium term. Once new investments are made the marketing effort should be increase commensurately. This is a long term process and additional reinvestment will be critical to maintain the City's competitiveness. The more prominent examples of currently planned and suggested new venues are identified in **Appendix B**.

Some of the more important new tourism facilities include:

- Quality lodging units (new or renovated)
- Conference space
- Shuttle service within town
- Information Center near Hwy 70
- Riverfront attractions.

Task 1.1: Monitor and coordinate all tourism facilities proposals and act as an advocate and information clearing house.

Task 1.2: Identify potential developers and investors for tourism related developments in Oroville.

Task 1.3: Assist in preparation of developer solicitation packages containing background information, potential funding assistance and incentives.

Task 1.4: Assist in solicitation of developers.

Task 1.5 Assist in identifying potential grant sources for the public portion of various projects.

PROGRAM #2: Coordinate & Communicate with Local Organizations

The good news is that there are many organizations in Oroville which are interested in promoting tourism. The bad news is that they are not well coordinated, and in some cases are virtually incommunicado. There should be an entity that is responsible to coordinate

and foster cooperation and communication among the various organizations. Once the programs in this report are assigned to various organizations, there will need to be ongoing coordination, cooperation, conflict resolution and compromise among the various parties involved in implementing the plan. Remember, the name of the game is cooperation and cross-promotion.

Task 2.1: Identify Stakeholders. There should be a concerted effort to identify stakeholders in the tourism industry and include them in the planning and implementation process. A representative list of stakeholders includes:

City	Shasta Cascade
Chamber	Nearby Cities
ODBA	Butte Comm. College
FRRPD	CA Fish & Game
OEDCO	Indian Casinos
ART	SBF Committee
Hotels	Sierra Oro Farm Trail
Butte Co	DWR
STAGE	DPR
CSU	Rotary
US Forest Service	Oroville Concert Assoc.

Task 2.2: Establish an Advisory Group for tourism. This should include a City representative for liaison with the City. This could be done informally and could involve a pool of available people and resources which can be called upon as needed. This committee is not the marketing czar. They should be facilitators and communicators--people who have contacts in various segments of the community who can coordinate the resources of the community. Various members of this committee might be assigned to focus on a specific program. However, given limited resources everyone should be expected to make input on all issues.

The overriding theme of this committee should be an open-door policy. All segments of the community should be encouraged to participate. It might be useful to schedule an informal breakfast or lunch meeting open to all tourism related businesses to establish an ongoing dialog about the tourism promotion. It will be important to the success of the tourism plan to have ongoing cooperation and communication among all parts of the tourism community.

Task 2.3: Undertake a PR campaign regarding the importance of tourism to Oroville. This could be a simple campaign including articles in the paper, public forums and so forth. The key themes of the campaign should be:

- The importance of tourism to local businesses
- The importance of tourism to local government
- The importance of tourism to local residents' quality of life.

Task 2.4: Publish a separate **Tourism Newsletter**. This newsletter would focus exclusively on tourism issues. It would include events, meetings and issue discussions. It

would keep all tourism stakeholders informed of what is being done to promote tourism and provide an annual report on budgets and expenditures on tourism promotion. Perhaps this newsletter could be incorporated in the Oroville Mercury Register as an insert or a column.

Task 2.5: Additional Communications. Periodic meetings should be held to discuss issues of mutual concern and to plan coordinated efforts in various areas. Some of this communication among the stakeholders could be accomplished through emails rather than in person meetings.

Task 2.6: Coordinate with Butte County on their tourism marketing programs.

PROGRAM #3: Identify a Brand/Community Image for Oroville

Community image and branding is one of the most difficult issues in marketing city as a tourism destination. In part this is because of the difficulty in establishing a consensus on and acceptance of the brand. We recommend that the brand be developed by a small group of key stakeholders and then presented to the wider community. Developing a brand/image is not a vote counting process it is a deliberative process.

A brand is “a name, term, sign, symbol or design, or a combination of these, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors” (Kotler et al. 2004, p. 407).

Destination branding is about how consumers perceive the destination in their minds. Branding a destination is not just about creating a logo or a slogan. Branding for a tourism destination involves:

- Core attributes and compelling points of difference
- Setting yourself apart in terms of attractions, activities, and overall image
- Make you worthy of a separate trip.

Image puts a destination on the consumer's "shopping list" and creates an emotional appeal, which enhances that destination's chances of being chosen over others. Some destinations do not have a brand strategy and present inconsistent advertising campaigns which create a confused image to prospective customers.

Keep in mind that the branding of destinations can only go so far though. Destinations are not like consumer products as they are far more complex and varied than say, cola or cars. Knowledge of destinations also comes from friends and relatives, travel websites and blogs.

Examples of communities that have established successful brands are:

- Branson, Mo-The World’s Entertainment Capital
- Las Vegas-Sin City
- Sonoma/Napa County-Wine Country.

Examples of slogans that are not effective branding include:

- Friendliest Little Town
- Sunniest Place on Earth
- Bird Watching Capital
- Visit Our Golf Course
- Best Kept Secret.

Task 3.1: Establish Vision, Image, Branding, and Slogan

Some communities spend six months and thousands of dollars on this but this probably does not make sense in smaller communities which have limited resources. Inputs could include: visitors, travel agents, travel media. The basics of a brand include:

- Name
- Logo
- Byline-what is the brand all about
- Tag line-expressive phrase used to dramatize the brands benefits
- Story--how did it come to be?

Task 3.2: Develop Branding Tool Kit

A Branding tool kit provides the tools necessary for various organizations and businesses to utilize the brand/image in their own marketing and communications. Typical components of a tool kit include:

- Logos available in various formats
- PowerPoint presentation for use when speaking
- Decals
- Signs for stores
- Two page handout
- Brand Training information.

Task 3.3: Launch a Branding Initiative

Contact and involve major organizations and business in the program to use a consistent theme and brand when marketing Oroville.

PROGRAM #4: Tourist Information Fulfillment

Providing a centralized source of information to visitors and potential visitors is one of the primary functions of a tourism promotion program. The following tasks are designed to bolster and expand the function.

Task 4.1: Maintain a Walk-in Visitors Center. The current Chamber Office provides this function fairly well. But there seems to be a consensus that the Visitors Center should be located near Highway 70 and Montgomery Street. We concur with this assessment and encourage this development as soon as possible, even before the Gateway development is complete. A modular unit has been purchased and is being assembled for use at the Gateway site in the next few months. This center should be staffed six days a week from May through October. It should include a full compliment of literature on Oroville and surrounding area, as well as the sale of promotional items.

When the Gateway project opens a new larger Visitor Centers should be developed. It should also include videos of selected attractions and dynamic interactive information kiosks which allow the visitor to view alternative itineraries and print out an individualized map. (At that time, the temporary modular visitors center structure could be moved to a location in downtown or at centennial Plaza.)

Task 4.2: Consider information kiosks at several key locations such as Hyw. 70/162 (either freestanding or in a prominent location in a shopping center parking lot) downtown and Centennial Plaza. These kiosks could provide permanent displays and photographs of various attractions, a map of the area and a directory of tourism related businesses. They should be highly visible and allow for easy access and parking for several cars. In addition a direct telephone line to the Visitors Center could be provided. During special events and busy summer weekends some of these kiosks could be staffed with a volunteer to distribute printed material and answer questions.

The architecture and landscaping of the kiosks should reflect the image of Oroville. Planting design could reflect a river theme. Riverstones could be banded through paving patterns and amenities such as planters, benches and lighting could all reflect the theme. Indigenous rocks and plants from the river should be used. Define spaces and walks with “special” paving or stone. Each kiosk should be seen as a mini-oasis. This same theme and image should be reflected in the signage (See Program # 16), the Visitors Center and the waterfront plan. For visual connectivity, similar landscaping themes could be reflected elsewhere in the city: City Hall, Chamber of Commerce, downtown, parking lots, etc.

Task 4.3: Provide literature fulfillment through an 800-line, email and fax. The 800 number should be prominently placed in all ads, websites, literature and directories.

Task 4.4: Some form of real-time lodging reservations should be established which would allow either:

- Reservations on the phone based on weekly information on room availability
- Reservations on the phone using an online reservation system
- Direct call transfers to hotels.

Task 4.5: Consider a Visitor Follow-up Program. This effort would seek to maximize return visits. After all, the population which is familiar with Oroville from a recent visit represents one of the most fertile markets. Elements of such a program could include:

- Information packets to groups which focus on the attractions of the area as a family vacation destination
- Periodic postcard contact by hotels and shops to past clients to remind them “we miss you”
- Certificates and “specials” offered by restaurants and shops for visitors who return within a certain time frame.

PROGRAM #5: Media Communications

Professional medial communications is extremely important because it provides an opportunity to control the image of the community and it is essentially free advertising. Any significant news event can be the basis for press release and media outreach, including; State theater renovation, special events, opening of a hotel or new attraction, and so forth.

Task 5.1: Develop a Media Kit, which can include story ideas, fact sheets, brochures, CDs, photos, etc.

Task 5.2: Produce Periodic News Releases relating to new events or promotions should be produced and distributed to the media list and to CTTC. (As the plans for new venues and events evolve there should be many opportunities to tout the progress of the new and exciting Oroville.) Also, provide assistance to local organizations seeking to prepare and distribute press releases. Assist in arranging interviews with local tourism representatives as needed. Many times a press release can be in the form of a Public Service Announcement (PSA). PSAs should be posted on web site message boards of relevant organizations. In addition, periodic email blasts to a list of interested parties should be included.

Task 5.3: Update Media List – The Chamber has a media list and is in the process of updating this list. All local organizations should be encouraged to help in this effort. This will be an evolving process. It should include all media types including web site message boards.

Task 5.4: Develop Relationships with travel writers, guidebook editors, radio and television programs, free-lance writers from “niche” publications, and on-line editors.

Task 5.6: Meet with the Editors/Management of the Oroville Mercury Register to discuss issues of access and coverage. Establish a process and format for submitting news releases. Offer to cooperate in a subscription campaign to increase the number of subscriptions in the Oroville area. Similar outreach should be considered for the Sacramento Bee.

Task 5.5: Familiarization Tours-set up tours for groups and individual travel writers, including free accommodations. Attend CTTC marketplace events. Cooperate with Shasta Cascade to identify travel writers coming to the area. Develop niche group familiarization tours (antiques, restored theaters, water parks, fishing, biking, etc.).

Task 5.6: Maintain an Image Library-maintain images of reproduction-quality (photos, slides, digital, CDs) for use by local organizations and the media.

Task 5.7: Cooperate with the County on TV show, which they plan to produce to highlight Butte County natural and cultural assets. Consider producing a short CD/video on the natural and cultural attractions of Oroville.

PROGRAM #6: Paid Advertising

The primary purpose of advertising is to get customers to call for a brochure or to visit your website. (Therefore the website and the brochures must be good enough to get them to visit.) To the greatest extent possible the brand/image developed for Oroville should be featured prominently in all advertising to reinforce the image you wish to convey. Repetition and consistency are key to successful advertising.

Task 6.1: Conduct Media Research: Collect and analyze data on various potential advertising opportunities. Factors to consider include: circulation, demographics, rates, cost per impression, and response rates.

Task 6.2: Develop an Ad Campaign. This need not be expensive. Just stick to the themes and images that are developed in the branding program. Even TV spots can be produced reasonably using current computer technology. Possibly discuss a joint production with the County. The goals of the advertising campaign should be:

- Establish the unique identity of the area in the minds of regional population and visitors alike. (Identity branding.)
- Reinforce the existing summer season
- Introduce the market to Oroville’s activities in other seasons
- Promote existing lodging and other businesses.

The message should sell the experience not just a place. For example, show pictures of people on the river—not just the river.

Task 6.3: Media Buy. Based on the research, select media vehicles and set a time table and frequency based on available budget. There are too many options to list here. The advertising should be concentrated in the major markets: Butte County, Sacramento, Reno and the S.F. Bay Area. (The Chamber reports an increase in inquiries from Sacramento since Folsom Lake has had problems of overcrowding and lower water levels.) A variety of audiences should be targeted: travelers, RVs, golf, families, etc. The advertising should be coordinated with major events and festivals. Whenever possible, local companies who share the cost could be referenced. Alternatively, local businesses that advertise should be encouraged to reference the Oroville brand. Many of the same media outlets that carry features on Oroville should be used for paid advertising. This reciprocity is expected and it creates synergy. Selected suggestions include:

Sunset	Reno Gazette Journal
VIA Magazine	RV Journal
Sacramento B	Family Life (Reno)
Growing Up in Chico	Stockton record
Oroville Mercury Register	Golf Living
Chico Enterprise-Record	Golf Digest
San Jose Mercury	Boating Life
KGO Radio	Local TV stations
California/Find Yourself	Adventure
The Source	101 Things to Do

Task 6.4: Billboards. The Chamber of commerce currently utilizes billboards for the Salmon Festival for two months and one billboard year round at Highway 99 for Lake Oroville. An additional billboard on interstate 5 should be considered to gain exposure to the large number of RV “snowbirds” who use this route. This program should be continued and billboards should be part of any media research conducted in Task 6.1.

Task 6.5: Direct Mail is one of the most cost effective means of paid advertising measured by the cost per response. Mail lists can be purchased at reasonable prices for almost any market niche; hotel stays, bass fisherman, RV owners, etc. Direct mail has the added advantage that it is easy to track the response rate from various promotions and geographic areas through the use of a promotion code.

Task 6.6: Hospitality Bags are an often overlooked form of paid advertising. Virtually every major event—both in Oroville and in the primary markets—offer hospitality bags. An effort should be undertaken to identify the relevant events and to encourage local business and tourism promotion organizations to participate by providing complimentary gifts/coupons.

PROGRAM #7: Publications

The purpose of tourism publications is to provide up-to-date information to customers for trip planning and to tourism providers who can present other recreation opportunities in the City. The primary functions are to produce attractive and informative marketing materials and to distribute these materials these materials regionally and statewide. The current tourism publications are provided by several regional publications and by the Chamber (see Section 2). These current publications are fairly good considering that the Chamber has other functions besides tourism promotion and the resources available in a small community. However, it may soon be time to go to the next level in producing tourism publications.

Task 7.1: Produce New and Enhanced Publications.

In addition to the current marketing materials, Oroville should consider producing several other publications, as the marketing effort and budgets allow. Most of these publications would lend themselves to sponsorship by local companies. Whenever possible these brochures should include a readable map to locate the attractions/amenities.

- *An identity brochure*-which summarizes the appeal of Oroville and highlights its unique features and major attractions. If possible this should include several color photos of the new venues—Centennial Plaza, the river, State Theater, etc. There is a new Oroville coming. This publication could include a pocket at the back to insert other publications on specific areas of interest.
- *A map of the City* which includes all major attractions and amenities. There are several maps currently produced, but it may be worthwhile to review the contents to assure that one of these maps presents all of the major assets that Oroville wants to promote.
- *A brochure on cultural attractions* including all museums, art galleries and the State Theater
- *An outdoor recreation brochure* that presents all opportunities for hiking, biking, sailing, fishing, swimming, etc.
- *A brochure on Downtown* and historic resources. (This could be combined with the brochure on cultural attractions.) The map should clearly show the proximity of the river.
- Consider producing an *audio tour* on CD.

All of the information contained in the brochures should also be available online at the various websites.

Task 7.2: Publication Distribution

Maintain a list of all promotional materials that are available. All of the above marketing material should be given the widest possible distribution including:

- Local stores, restaurants and hotels
- Hotels in other cities (Chico, Yuba city, etc)
- Anderson Visitors Center
- Other California Visitor Centers.

PROGRAM #8: Trade Shows and Networking

Attending trade shows, networking with other organizations, meeting directly with potential customers and maintaining promotional displays are critical components in any tourism promotion plan. Suggestions for specific tasks in these areas are described below.

Task 8.1: Review and Update the Trade Show Booth for the City of Oroville. This should include recent and planned developments (Centennial Plaza, Gateway, etc). It should also allow for changes to appeal to various groups. In addition a slide show should be developed.

Task 8.2: Attend Appropriate Trade Show. The shows attended by the Chamber are noted in Section 2. Additional trade shows could include specialized shows for travel,

RVs, outdoor recreation, historic preservation, ag tourism and so forth. Seek out partners (both organizations and businesses) to assist with funding and to attend shows. Private stores also present shows (Orvis, Any Mountain, Sports Authority, Cabela's, REI, Bass Pro). The decision on which shows to attend should consider the potential impact on Oroville tourism, the location of the show and who should attend. Shared attendance with other DMOs should be considered in some cases.

Task 8.3: Network with Regional Groups. Attendance at meetings and informal communications with various regional organizations could include: Shasta Cascade Wonderland Association, Gold Country Tourism Association, Central Valley Tourism Association, CTTC, Oroville City Council, county Board of Supervisors and others. Speakers Bureaus can help to identify appropriate groups to speak to and present the Oroville area for meetings and recreation. (See Program #15 regarding partnerships.)

Task 8.4: Network with Local Groups. Establish and maintain good relations key local organizations such as Butte County, Yuba City, Chico and Paradise. Seek out mutually beneficial activities. For example Chico is active in the Sierra Oro Farm Trail. In some cases cooperative attendance (or representation) at trade shows can be arranged.

PROGRAM #9: More Focus on Culture. In an effort to attract new market niches to Oroville, initiate a focus on cultural assets and activities. Travelers who shop and engage in cultural heritage activities:

- Spend more
- Stay longer
- Enjoy a better travel experience overall.

Many of the federal programs for tourism are focused on “cultural-heritage tourism”. Eighty-one percent of adults who took a trip of 50 miles or more in the past year can be considered cultural and heritage tourists. (TIA/Smithsonian Magazine)

Task 9.1: Promote Activity at the State Theater. The City recently hired a part time marketing consultant for the State Theater. This will be an important step in increasing activity in the downtown. It will probably make sense to reduce rental rates whenever necessary to attract events that will be well attended. In some cases, the State Theater should co-promote events. Events could include local and out of the area theater, concerts, lectures and traveling shows. Explore cooperative bookings with Chico. Downtown retailers and restaurants could send complimentary tickets to out of town visitors. Consider presenting a free series of events and concerts. The primary objective is to leverage the State Theater to generate activity in the downtown especially on weekends.

Task 9.2: Establish a Theater Package. The theater management should cooperate with local hotels to create packages that include reduced rate tickets for events. The package could include tickets to a show, restaurant reservations and an overnight stay in local lodging. This effort might need assistance in terms of coordination with local businesses and funding for advertising and promotional materials.

Task 9.3: Promote Centennial Plaza as a venue for outdoor concerts.

Task 9.4: Support The Artists of River Town Conference and Studio Tour, a relatively new organization which is very active. They sponsor four events per year: Art in the Park (part of Feather Fiesta Days); Arts on the River in Bedrock Park; Kids Art Day (in cooperation with FRRPD) in the Auditorium and the Salmon Festival Kids Art Project (with FRRPD). In addition they sponsor ongoing art exhibitions in the lobby of the State Theater and the Bank of America lobby. In October they will hold their first annual artists studio tour as well as an Art Summit—a gathering of people with an interest in the arts. If the initial effort is successful this might provide a model of how to expand this business segment for Oroville. (See Program 10.)

PROGRAM #10: Market to Group Tours and Small Meetings

Oroville is clearly in the early stages of developing a group business. Until new conference facilities are developed, these efforts will necessarily focus on small groups. But some significant benefits can result.

Task 10.1: Prepare a Brochure Describing All Meeting Facilities in the City, including:

- Veterans Auditorium
- Bolt Museum
- State Theater
- Gateway Town Center (under development)
- Centennial Plaza (outdoor receptions).

Task 10.2: Identify Potential Affinity Groups, who might be interested in meeting in Oroville. Examples of such groups include historic tool collectors, fishing and boating groups, antique dealers, kayak enthusiasts, Chinese culture groups, ag tourism groups, corporate sales meetings, reunions, club gatherings, first responders training and small arts groups. (See Task 9.4 above.) Some of these events will be small seminars or training sessions. In most cases, it will be important to have a local organization or individual who is active in the particular activity and who can make a proposal to the sponsoring organization. It is also important to be realistic about the current limit on the number of suitable overnight accommodations in Oroville.

Task 10.3: Explore cooperative booking and co-promotion with Chico and other communities for events that could occur in both locations or where spin off events such as receptions could be held in Oroville. This “bundling” of events can strengthen the marketing appeal of both cities. It is a good way to generate high-expenditure visitors. The City should cooperate in this effort and provide any coordination and promotional help it can.

Task 10.4: Develop on-line regional itineraries based on various themes. This will allow free independent travels (FITs) to develop their own tour plan. It will also be useful to tour operators who are looking for new circuits and destinations to market. This is

another opportunity to establish joint-marketing partnerships with surrounding communities.

Task 10.5: Establish relationships with tour operators. Tours operators are the primary source of group business in rural locations. In northern California, some of these tour operators are motor coach companies, many of whom travel along Interstate 5. The primary trade association for tour bus companies is the American Bus Association. The National Tour Association is a trade organization of thousands of tourism professionals involved in the growth and development of the packaged travel industry. Members make up the following categories:

- Tour Operators (buyers) - develop and sell travel packages
- Tour Suppliers (sellers) - provide the package components for tour operators and can fall into one of the following categories: hotels, attractions, restaurants, airlines, DMOs, etc. The NTA offers its members a clearing house for Operators and Supplies to communicate about tour opportunities.

Consider membership in NTA as a means to reach this potential group tour market.

PROGRAM #11: Incorporate Technology into Marketing Programs

There are hundreds of ways in which technology can help in the tourism promotion process. It is not useful to try to present a primer on technology in marketing. The Chamber of Commerce already supports several good websites. Instead, the tasks listed below are intended to provide some general comments about technology based on a brief overview of the current promotional efforts in Oroville. Some of these suggestions may already be underway to varying degrees.

Task 11.1: Website Enhancements. The purpose of the website is to close the sale. So the user should be able to order information or make a reservation.

A. Review the homepage. Does it catch the user's attention. Perhaps a dramatic large color photo of the river and of some downtown shops would convey the image. But this could be decided as part of the branding exercise. Change the home page seasonally.

B. Update the website weekly. A data-based system would help with this.

C. According to CTTC, when asked what types of information about California would be most useful, consumers specified the following:

- Trip itineraries by traveler type (families, groups, couples, etc.)
- Trip itineraries based on favored activities (wine lovers, foodies, events, etc.)
- Regional tours (Wine Country, Central Coast)
- Event calendars, entertainment guides, top-rated restaurants, access to California's truly unique and unusual offerings, what's hip, "insider" information
- Logistical help (time needed to tour a region, drive and travel time between cities, best routes, various modes of transport available)
- Travel incentives (discount on hotels, airlines, car rentals, meals)
- Unedited traveler commentaries and reviews

- Comprehensive list of restaurants, hotels, tours...not just those that pay to be advertised on the site.

D. Link to all local Oroville websites. A common theme or logo would help to convey that the sites are coordinated and related.

E. Links to other sites, for example CultureCalifornia.com, which is the Division of Tourism website that will list any cultural event for free.

F. An Oroville travel blog would encourage ongoing dialog with prospective or past visitors. Links to existing online communities in the area would help.

G. Make sure the marketing materials are viewable on-line and in PDF downloadable files.

H. Offer online hotel reservations and possibly individual bundling.

Task 11.2: Provide training on the Chamber website capabilities and benefits. There are many companies which offer proprietary chamber software packages. The Oroville Chamber uses software from EcTownUSA. There are some capabilities in this software that are not yet fully implemented. These should be gradually implemented. Training would increase the number of local business that utilize the full capabilities of the Chamber's software.

Task 11.3: Conduct online surveys of users. This could include conversion studies and customer satisfaction surveys. Periodic tests with anonymous shoppers can also be helpful.

Task 11.4: Search engine optimization to increase user sessions. Update keywords to optimize search rankings. Use keywords that sell experiences more than cities, counties and locations. Purchase "keyword sponsorships" on Google and Yahoo! search engines. Go to www.adwords.com (Google), and www.overture.com (Yahoo! and others).

Task 11.5: Email Marketing. Send periodic E-newsletters to a database of visitors and media.

Task 11.6: Register with various travel reference websites (Travel.com, Experiencebuttecounty.com, etc).

Task 11.7: Measure web visitor behavior. Key measures include:

- Number and length of sessions
- Top requests
- Top links
- Sessions per day
- Website conversion rates

- Customer satisfaction
- Repeat visitor numbers.

PROGRAM #12-Ongoing Service Training

The ability of service employees to provide a service and information in a friendly and professional manner is critical to the satisfaction of the visitor. This is especially true for front-line workers (and business owners) in retail, food service, lodging and gas stations, museums, attractions and special event volunteers. Training programs can foster a sense of belonging to the visitor business community.

Task 12.1: Implement a series of service training presentations/seminars specifically focusing on tourism (hospitality) training. These programs could be offered at minimum cost to companies in a tourism related business. These presentations could also include basic information on the tourism assets that Oroville offers. Employees should be encouraged to identify visitors to the area and offer to provide them assistance in finding interesting things to do.

Task 12.2: Consider conducting the presentations in cooperation with CSU, Butte Community College, Small Business Administration or OEDCO. In many cases a seminar by an experienced local service provider would be helpful. Perhaps a certificate of completion could be offered. (Federal training funds may be available.)

Task 12.3: Particular attention should be paid to gas stations. Whenever possible, maps of local amenities and attractions should be available at gas stations. Employees should be encouraged to provide courteous and helpful suggestions and directions to tourism attractions.

Task 12.4: Consider an annual Best Hospitality Award for businesses and employees.

Task 12.5: Encourage cross-selling where businesses and attractions “adopt” each other and makes referrals to each other’s customers.

PROGRAM 13: Assist in Business Attraction and Retention

This is primarily the function responsibility of the City Business Assistance Department, OEDCO, and to a lesser extent, the Chamber and ODBA. But it is important to establish and maintain a critical mass of attractive compatible businesses in the area.

Task 13.1: The tourism community should work closely with these organizations to assure that adequate resources and incentives are devoted to attracting business in the tourism sector including retail, restaurants, attractions, and lodging.

Task 13.2: ODBA should identify specific types of businesses they would like to attract to downtown and convey this information to the responsible economic development agencies and local realtors.

Task 13.3: Encourage and coordinate referrals from existing business to other businesses which might be attracted to Oroville. This will become even more important as the Gateway and Riverbend projects proceed. When commercial spaces become available it will be useful to initiate a recruitment effort. Initially business recruitment efforts are likely to be informal. As sites become available, the local brokerage community will seek to find tenants. Existing businesses should also join in this effort.

Task 13.4: Provide assistance and information to those considering starting a new tourism-related business.

Task 13.5: Contact the local motels to determine if any are trying to sell or are seeking financing for renovation or improvements. If so, refer them to the appropriate sources of assistance in these efforts.

PROGRAM 14: Coordinate and Promote Local Events

There are already numerous events held in Oroville which are promoted by various organizations. The Chamber plays a role in many of these events. Following are some suggested tasks to further promote special events in Oroville.

Task 14.1: Distribute the Current Events calendar. The Chamber has a Current Events calendar on its website. All organizations should be encouraged to use this calendar as a clearing house for events. This calendar or a similar calendar should be available to the public. It should be distributed to gas stations, motels and others who interact with visitors.

Task 14.2: Assign an events coordinator. This will be a centralized location (person) who will be responsible for coordinating all tourist-related events in the city. This entity will not be responsible to sponsor the events or to host the events but rather to provide coordination with the Chamber, the City and other relevant organizations and clubs. Requests for City funding would be channeled through this office. Technical assistance in promotion would also be available. A small budget for promotion could also be established.

Task 14.3: Support the Annual Sierra Oro Farm Trail. This could include financial assistance and assistance with promotion. In addition local restaurants should be encouraged to participate with sponsorship and special promotions advertising that local wines and farm products are being featured. Provide assistance in getting Oroville agricultural tours on the California Agricultural database (<http://www.calagtour.org/>)

Task 14.4: Support Bass Fishing Tournaments. In 2006 there were 24. Contact DPR to determine if the tournament fees can be reduced. Consider establishing a fund to subsidize major tournaments as is done at Lake Shasta and Clear Lake, where fishing related business and tourism organizations contribute.

Task 14.5: Review the financial status of the July 4th fireworks. If necessary, consider seeking sponsors and concession rentals.

Task 14.6: Support New & Emerging Events currently being planned or undertaken, including:

- Friday Night Movies in the Park, sponsored by the ODBA. The initial program will include 5 movies. Plans are to extend the run to 10-12 movies.
- Bounty of Oroville being sponsored by the Chamber of Commerce in Sank Park.
- Hydroplane races at the Forebay
- 24 Hr Mountain Bike Race sponsored by the Lake Oroville Bicycle Association (LOBO).
- Farmers' Market in downtown.

Task 14.7: Consider a series of free concerts at centennial plaza during the summer months.

PROGRAM 15: Establish Partnerships

There are several types of partnerships which can be formed:

- Management/advisory
- Sponsorship
- Promotion
- Funding/grants

The most effective partnerships are usually those that incorporate most or all of these functions. Some partnerships are a natural outgrowth of promotional efforts. But the more important partnerships should be developed beyond a one-time event and should involve two-way cooperation. The form of the partnership can be informal or based on a MOU or participation on a committee. Virtually all of the stakeholders identified above in Task 2.1 are potential partners. Below is a list of some of the more prominent partnerships that should be pursued and/or strengthened.

Task 15.1: ODBA has recently undergone a change in management of the organization. Hopefully they will expand their role in improving and promoting downtown. This study is not a downtown plan. Several revitalization studies were conducted during the late 1980s and early 1990s. The downtown underwent a revitalization in 1985 which created crosswalks, bump-outs and landscaping. However, because the historic downtown is one of the City's main tourist attractions, as tourism grows in Oroville, the importance of the Historic Downtown as a tourism asset will increase. It will be important for the tourism promotion entity to work closely with the downtown community (ODBA) in various programs and promotions and to support any needed improvements.

Task 15.2 FRRPD has been active in planning, developing and promoting the parks under its control, most notably Riverbend Park. To a large extent this has been done independently of the tourism development and promotion efforts by other organizations in Oroville. Every effort should be made to coordinate FRRPD efforts with those of the other tourism promotion organizations in Oroville. Perhaps this could be done by establishing an advisory Board (see Task 2.2) or by establishing a partnership.

Task 15.3: Hotel owners/managers. A previous task suggests contacts with the motels to identify needs for financing. But it may be useful to establish an informal motel association (or committee) which would interact with the motel owners and managers on a more consistent and formal basis. This should improve communication with and participation by this important sector of the tourism economy.

Task 15.4: The Casinos represent a significant potential partner in tourism promotion. While their primary concern is developing business at their own sites, there are numerous areas of potential mutual benefit:

- Create travel packages which include activities in Oroville.
- Promote Oroville businesses and events to casino employees.
- Initiate a shuttle service from the casinos to Oroville.
- Make tourist information on Oroville available at the Casinos, the hotels and the KOA campground.
- Explore the potential for grants from the Indian Gaming Fund.
- Co-promote meetings and conventions at the casinos which include some ancillary events in Oroville.
- Encourage Oroville businesses to participate in gift baskets at the casinos and hotels.
- Consult with the casinos on activities in Oroville which could help them to appeal to the Hispanic market.

Task 15.5: Coordinate with Butte County tourism promotion plan. Utilize the County as a point of contact to coordinate with the other cities in the county.

Task 15.6: Continue cooperation with DPR and DWR. DWR has recently extended their contract with the Chamber for two years at \$80,000 per year, primarily for billboard advertng and website maintenance. Explore areas where joint marketing efforts could be effective (travel packages, special events, joint marketing, joint advertising, marketing materials, special Oroville Days, etc). Recent contact with DPR and DWR indicated that they would be open to discussions along these lines and possible joint funding of some promotional efforts. Care should be taken not to duplicate efforts that are currently being undertaken as part of the DWR-Chamber contract.

Task 15.7: Maintain good relations with the SBF Committee. Advocate for tourism promotion programs. Advise on tourism priorities and assist various organizations in submitting proposals.

Task 15.8: Establish closer ties with CSU, particularly regarding the Aquatics Center. Joint promotional efforts and travel packages could be developed. (Their role in training was discussed earlier.)

Task 15.9: Establish closer ties with Butte Community College, Small Business Development Center.

Task 15.10: Evaluate possible membership in Shasta Cascade Wonderland Association. SCWA is a dues paying membership organization which represents eight counties on a membership basis only. The County is already a member. The Chamber has recently joined. SCWA has a liaison person for the regional Visitors Guide and providing material at California Welcome Center in Anderson. However, a large share of the SCWA budget comes from the City of Redding and businesses in that area and accordingly a large amount of their promotional efforts are oriented to Redding and the immediate area. Before committing too much time and resources to this organization, a detailed evaluation of their programs and benefits should be undertaken. Some members of the tourism community in Oroville believe that Oroville would derive more benefits from being active in the Gold Country Tourism Association.

Task 15.11: Monitor the activities of the California Travel and Tourism Commission (CTTC), but significant participation is unlikely. CTTC is responsible for marketing the State to tourism markets. They also contribute to regional Tourism Coop Programs, but these tend to be in the larger metropolitan areas which contribute substantial sums to their own marketing programs. The California Travel and Tourism Commission is enabled by state government, but it is a private, non-profit entity with no state funding. All decisions as to how to manage state tourism marketing and functions are made by the California Travel and Tourism Commission, a body comprised of 24 industry members elected by assessed businesses and 12 members appointed by the governor to represent tourism regions within California.

PROGRAM #16: Implement a Signage Plan

Attractive and coordinated signage helps integrate a community and also acts as advertising. Appropriate signage involves a broad range of community interest including safety, downtown businesses, urban planning, municipal services and the tourism community. This section of the report focuses on signage as it affects tourism. (A detailed plan requires inputs from planners and traffic engineers.) There are various types of appropriate signage for a tourism related community. Each of these is described below as they might apply to Oroville.

Task 16.1: Work with Caltrans to improve signage on Highway 70 and 162. Caltrans allows three different types of signage on State highways:

- Green signs-for towns and major streets
- Blue signs for visitors services. These signs can indicate visitors services (gas food and lodging) with generic icons or they can include a small logo for a particular business which pays for this exposure. (There is a front end costs and an annual fee.)
- Brown signs-for historic attractions and parks.

Based on a brief review of the signs on Highway 70 for Oroville, there appears to be a good number of signs in both directions referencing the historic downtown. However, when approaching Oroville from Highway 99 on Highway 162 there are no signs for Oroville, even at the intersection with Highway 70.

Task 16.2: Establish a Gateway that attracts, welcomes and orients the highway visitor. If possible, the components of a gateway would include a visually noticeable icon that can be readily seen from the highway. This is usually done with pavement designs built into intersections and crosswalks or a large tower or archway, similar to what is at the entrance to Riverbend Park. A similar iconic archway, visible from the highway could be placed in the vicinity of Montgomery Street. This monument or archway should announce to the visitor that they have arrived in Oroville. The gateway icon should compel the curious traveler to exit and inform the remainder that they have arrived at a very special place. This might be accomplished by landscaping. The primary function of the gateway is simply to alert the visitor that they have arrived at their destination and are about to embark on a special experience.

Task 16.3: Wayfinding signs on Montgomery Street

Wayfinding signs direct visitors to attractions, activities, amenities and services. Examples of things that could be included in a signage program are: downtown, visitor information, parking, public restrooms, lodging, attractions, view spots, natural features (the river). These signs should be prominent and consistent and should encourage visitors to explore the City. This will encourage a longer stay and help support businesses.

Task 16.4: Wayfinding signs on Highway 162. Currently there is only one very small sign on Highway 162 which identifies downtown. An effort should be made to identify at least two locations on Hyw 162 where large, clearly visible signs can be positioned to direct visitors to attractions. At a minimum:

- One sign should be located at Myers and clearly indicate: Downtown and Feather River.
- One should be located at Feather River Blvd. and clearly indicate: Feather River and Hotels.

The Department of Public works is also considering a program that would eliminate the many commercial signs on pylons near the 162/70 intersection and replacing these with one large marquee sign which would list the names of these businesses. Such an approach would reduce sign clutter and enhance the image of this area. (Eventually, a full landscape and streetscape plan should be developed for Highway 162.)

Task 16.5: Incorporate a consistent theme and design into the signs. In the case of Oroville this would probably be either a historical or nature-river theme. If possible, the signs should also reflect any logo/theme which is used in the community branding. The signs should be decorative and utilize a consistent color coding. The print should be large enough to read from a passing car and should be easily identifiable as a wayfinding sign.

PROGRAM #17: Ongoing Planning and Research

Any tourism promotion plan is an ongoing effort which requires planning and research. There are numerous planning efforts and research studies which should be considered as the promotion program moves forward. Some of these have been alluded to throughout this section. Many of these efforts can be undertaken on a limited budget basis utilizing in-house staff, volunteers and, when appropriate, outside consultants. Examples of the

types of follow-on planning and research which should be considered are listed below in two categories.

Task 17.1: Monitor the need for additional tourism market data, such as:

- Visitor surveys on their impressions and needed improvements in the City including such items as parking, restrooms, sidewalks, etc
- Survey of customers: who is buying: local vs. visitor, etc.
- Follow-up surveys of satisfaction with visitors, especially groups.
- Follow-up surveys regarding the conversion of those who received information
- Test customers on the web.

Task 17.2: Monitor need for additional planning data and studies, such as:

- The number of retail establishments by category
- Detailed Advertising Plan based on cost comparisons from various media
- Planning/studies necessary to evaluate development opportunities (boutique hotel, etc)
- Detailed market studies for individual projects.
- Updated DT Revitalization Strategy-focusing on tourism issues
- Continued planning for Waterfront Plan
- Continued planning for Riverbend Park Plan
- Detailed Signage Plan including sign design and traffic analysis
- Continue data collection on tax base including sale tax and hotel tax revenues
- Ongoing research for grants and preparation of grant applications.

Section 4

IMPLEMENTATION PLAN

The purposes of the Implementation Plan are to identify potential participants in the Tourism Promotion Programs and to outline a 5-year implementation schedule. Each of these subjects is discussed below.

ORGANIZATIONAL ROLES AND RESPONSIBILITIES

The primary potential participants in the Tourism Marketing Programs are listed in table 14 in alphabetical order.

**Table 14
MAJOR ORGANIZATIONS INVOLVED IN
OROVILLE TOURISM PROMOTION**

ART	Artists of River Town
BC	Butte County
BCC	Butte Community College
CAS	Casinos
CC	Chamber of Commerce
CM	City/City Manager
CON	Consultant
CSU	CSU
DPR	DPR
DWR	DWR
FRRPD	Feather River Recreation District
HOT	Hotel managers/owners
OCA	Oroville Concert Association
ODBA	Oroville Downtown Business Association
OEDCO	Oroville Economic Development Corporation
PD	Private Developers/Property Owners
PES	Private Event Sponsor
PW	Public Works
RC	Rotery Club
RDA	Redevelopment Agency
SBF	SBF Committee
ST	State Theater Management/STAGE
TAC	Tourism Advisory Committee

These are the primary organizations that could play a role in various programs. Table 15 presents an outline of the role for each organization in each of the 17 Tourism Promotion Programs.

**Table 15
POTENTIAL PARTICIPANTS IN
OROVILLE TOURISM PROMOTION PROGRAMS**

Program		Primary	Secondary (Support)		
1	Encourage New Venues	CM	RDA	PW	FRRPD
2	Coordinate Local Organizations	CM	TAC	ODBA	CC
3	Identify a Brand/Image	CM	CC	ODBA	TAC
4	Tourist Information Fulfillment	CC	ODBA	ART	CAS
5	Media Communications	CC	CAS	PES	
6	Paid Advertising	CC	FRRPD	PES	
7	Publications	CC	ODBA	DPW	DPR
8	Networking & Trade Shows	CC	ODBA	CAS	TAC
9	More Focus on Culture	ART	ST	OCA	
10	Market to Groups	CC	CAS	HOT	
11	Incorporate Technology	CC	CM		
12	Service Training	OEDC	CSU	BCC	
13	Business Attraction & Retention	OEDC	ODBA	CC	CON
14	Coordinate Local Events	ODBA	ART	PES	DPR
15	Establish Partnerships	CM	CC	TAC	
16	Coordinate Signage	CM	PW	CC	HOT
17	Planning and Research	CM	CON	CC	SBF

The organization which has Primary responsibility will be the lead organization responsible for planning and implementing that program. Organizations listed as Secondary roles will provide support for various tasks undertaken as part of the overall program. The specific roles of the secondary organizations will be defined in cooperation with the lead organization. These roles will evolve over time. The table is intended only as a guideline for assigning responsibilities for the initial efforts.

In general, Table 15 indicates that the responsibility for the various programs should be shared among all of the stakeholders. City staff will be responsible for tasks that require government oversight. In addition, certain strategies will require participation by the major employers in the area and property owners seeking to improve their property. In summary, the successful implementation of the Tourism Marketing Program will require a concerted and coordinated effort among all the parties interested in improving the quality of life and the economic well being of the Oroville community.

PROGRAM PRIORITIES AND TIME SCHEDULE

As described in Section 3 of this report, each of the 17 Promotion Programs consists of various tasks which support the overall goals of the program. Table 16 presents each of the suggested tasks and indicates a general time frame for implementing the task.

Table 16
PRIORITY AND TIME SCHEDULE FOR
OROVILLE TOURISM MARKETING PLAN

PROGRAM/TASK	Year				
	1	2	3	4	5
1 Encourage New Venues					
1 Monitor and Coordinate	I				
2 Assist in Developer Solicitation	I	A			
3 Identify Outside Funding	I	A			
2 Coordinate Local Organizations					
1 Identify Stakeholders	I				
2 Establish Advisory Group	I				
3 PR campaign		I	A		
4 Tourism Newsletter			I		
5 Communications	I	A			
6 Coordinate with Butte County	I				
3 Identify a Brand/Image					
1 Establish Brand	I				
2 Develop Tool Kit		I	A		
3 Launch Branding Initiative		I	A		
4 Tourist Information Fulfillment					
1 Visitor Center		I	A		
2 Information kiosks			I	A	A
3 Literature fulfillment	I				
4 Lodging reservation systems				I	A
5 Visitor Follow-up			I		A
5 Media Communications					
1 Develop Media Kit		I	A		
2 Periodic News Releases		I			
3 Update Media List	I	A			
4 Relationships with writers, etc	I	A			
5 Meet with editors	I				
6 Image Library	I	A	A		
7 County TV Show		I			
6 Paid Advertising					
1 Conduct Media Research		I			
2 Develop Ad Campaign		I			
3 Media Buy		I	A	A	
4 Billboards	I				
5 Direct Mail		I	A	A	
6 Hospitality Bags		I			
7 Publications					
1 Produce New Publications		I	A	A	
2 Publication Distribution	I				
8 Networking & Trade Shows					
1 Trade Show Booth		I			
2 Attend Trade Shows		I	A	A	
3 Network with Regional Groups		I			
4 Network with Local Groups		I	A		

Table 16 Continued

	1	2	3	4	5
9 More Focus on Culture					
1 Promote State Theater	I	A	A		
2 Theater Package	I	A			
3 Promote Centennial Plaza			I		
4 Artists of River Town Conference	I				
10 Market to Groups					
1 Brochure of Facilities		I			
2 Identify Groups		I			
3 Coop Booking		I			
4 On-line itineraries		I			A
5 Relationships with tour operators		I			
11 Incorporate Technology					
1 Website enhancements		I	A		
2 Training on website	I	A			
3 On-line surveys			I		
4 Search engine optimization			I	A	A
5 Email marketing		I	A	A	
6 Travel referral websites		I	A	A	
7 Measure web behavior				I	
12 Service Training					
1 Service training		I	A		
2 Training with CSU, BCCC		I	A		
3 Gas station focus		I	A		
4 Hospitality Award			I		
5 Cross selling/adopt			I	A	
13 Business Attraction & Retention					
1 Business attraction/retention		I	A	A	
2 Identify gaps		I			A
3 Encourage referrals		I			
4 Assist prospects		I			
5 Assist hotels		I	A		
14 Coordinate Local Events					
1 Distribute events calendar	I				
2 Assign events coordinator	I				
3 Support Sierra Oro Farm Trail	I	A			
4 Support Bass Fishing Tournaments	I	A			
5 July 4th Fireworks support	I	A			
6 Support New Events	I	A	A		
7 Free concert series			I	A	A
15 Establish Partnerships					
16 Coordinate Signage					
1 Signage on 70 & 162	I	A			
2 Establish Gateway		I	A		
3 Wayfinding Signs on Montg. St.		I	A		
4 Wayfinding Signs on 162.		I	A		
17 Planning and Research					
1 Collect Tourism Market Data	I	A			A
2 Planning Studies	I	A	A	A	A

The coding system used in Table 16 is as follows:

- I Initiate the task
- A Augment the task with additional effort and/or phases
- Shading Indicates ongoing maintenance for the task.

The priorities for each task will need to be set by the City and the tourism community based on the level of interest in each task and perceived benefits. For simplicity, it might be useful to select the top 4 to 5 tasks and focus on these initially. Virtually all of the tasks listed could be undertaken in approximately a five year period. Many of these task will require only a limited time commitment. Other tasks can be done intermittently over the five year time period.

ESTIMATED TIG EMPLOYMENT

Table 17 presents an estimate of new expenditures in Oroville which would result from implementation of the Tourism Marketing Plan over a 5-7 year period. It should be noted that these figures include only jobs directly attributable to the specific tasks in the strategy. There will in all likelihood be other jobs created indirectly as the general appeal of the area attracts additional business and tourism activity over time.

**Table 17
ESTIMATED TIG EMPLOYMENT IN OROVILLE FROM
IMPLEMENTATION OF A TOURISM MARKETING PLAN**

	Source of Expenditures		
	Visitors	County Residents	Total
Taxable Sales in Oroville Stores (1)	44,635,600	171,342,400	214,178,000 (2)
Projected Percentage Increase	25%	5%	
Projected Increase in Retail Expenditures	11,158,900	8,567,120	
Wages (35% of Sales)	3,905,615	2,998,492	
Average Annal Wages	25,000	25,000	
New Jobs	156	120	
Percent for TIG Jobs	80%	80%	
New TIG Jobs Created	125	96	221

(1) Visitors expenditures estimated at 20% of total plus \$1.8 million in hotel room revenues.

(2) Total expenditures from Oroville Retails Sales Report, June 2007.

Table 17 also estimates job opportunities which are likely to be available to the skill level of low-moderate income persons. The Target Income Group (TIG) is the low to moderate income group which is the focus of CDBG grants. Persons in this Target Income Group often have limited job skills and/or work experience. The jobs that are most likely to be filled by low and moderate-income workers are in the sales, clerical, service and production categories. These jobs are most likely to have entry level jobs where on the job training can occur.

Based on regional employment patterns, it is estimated that a large proportion (80%) of the new jobs created by the Marketing Plan will be in the sales, clerical and service area. Using this approach, Table 17 estimates that of the total jobs, 221 jobs are likely to fall into occupational categories most likely to benefit workers in the Target Income Group.

Appendix Table A
LIST OF RECOMMENDED PROGRAMS

Program

- 1 Encourage New Venues
- 2 Coordinate Local Organizations
- 3 Identify a Brand/Image
- 4 Tourist Information Fulfillment
- 5 Media Communications
- 6 Paid Advertising
- 7 Publications
- 8 Networking & Trade Shows
- 9 More Focus on Culture
- 10 Market to Groups
- 11 Incorporate Technology
- 12 Service Training
- 13 Business Attraction & Retention
- 14 Coordinate Local Events
- 15 Establish Partnerships
- 16 Coordinate Signage
- 17 Planning and Research

Appendix B
POTENTIAL NEW VENUES TO SUPPORT OROVILLE TOURISM

NEW VENUES-PUBLIC SECTOR

The following projects should be pursued where they are already underway or initiated when adequate funding is available.

1. **Oroville Historical/Cultural Trail**-especially river overlooks.
2. **Centennial Plaza Phase I.** In the short term connect the Phase I Centennial Plaza to Montgomery Street with landscaping and special treatment of the Montgomery Street entrance.
3. **Centennial Plaza-Phase II,** will provide connection with Montgomery Street and downtown.
4. **Riverbend Park**-plans include an Olympic sized swimming pool and waterslides, recreation center with conference facilities, an Ecology Center, retail stores and restaurants. Additional landscaping in the entrance area would help.
5. **State Theater**-renovation.
6. **Information Center** near Highway 70-probably at the Gateway Towne Center.
7. **Improved River access**
River Drive Improvements
Waterfront Plan
8. **White Water Park**-DWR is currently conducting a study of the feasibility and location for such a park. This could be a significant tourist attraction, particularly if located close to downtown, at Bedrock Park or elsewhere in Oroville.
9. **Conference Space Improvements**
Bolt Museum
State Theater
Civic Auditorium
10. **Murals Maintenance**
11. **Street Tree Planting Program**-Planting within the residential neighborhoods and along the highway and in front of vacant parcels can be an effective and inexpensive method of enhancing community image. Vacant lots and empty, open parking areas can be softened.
12. **Community Clean-up Days**-Clean-up days can help in raising resident awareness of the visual quality of the community, and help families to get around to the clean-up and removal of clutter that they would otherwise ignore or continue to be put off. Clean-up events, sometimes coupled with neighborhood block parties, are an excellent way for neighborhoods to gain pride and take ownership of their immediate environment.

NEW VENUES-PRIVATE SECTOR

The following projects should be pursued where they are already underway or an attraction effort should be initiated.

1. **Gateway Towne Centre**-including an 80 room hotel and meeting space.

2. **Holiday Inn Express**-an 80 room motel planned on Oroville Dam Blvd.
3. **Small (boutique) hotel in downtown area**
4. **Waterfront for Restaurants & Recreation**
 - White Water operation
 - Mini water park (similar to the one in Reno, NV.)
 - River taxi
 - River boat tour/dining
5. **New restaurants** which cater to families and/or full service dining.
6. **Attract another winery**-the Sierra Oro Sierra Farm Trail would be reinforced with another winery in the area.
7. **Renovations to existing motels** as needed-especially along Feather River Blvd.
8. **New facilities that were preferred** by the market area, as reported in the surveys conducted for the Dam Relicensing were:

Restaurant on lake	37%
Nature/historic center	31%
Warm water beach areas	30%
Water park	27%