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BUTTE COUNTY TOURISM STRATEGY AND IMPLEMENTATION PLAN

Prepared for:

BUTTE COUNTY

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In Association With

THE PLACEMAKING GROUP

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INTRODUCTION

Butte County is interested in diversifying its economy and supporting the growth of more job opportunities, thereby providing greater assurance that it will be able to continue to provide quality services for its residents.

In 2007, the County commissioned an analysis of the economic impacts of tourism and estimates of future economic impacts with continued growth in the number of travelers to the county. That assessment determined that tourism, including spending at hotels, restaurants and recreational and entertainment venues, comprised 4 percent of the county's economy. It also found that though natural areas and parks and their recreational opportunities, primarily in the unincorporated area, attracted the most visitors, the County received 39 percent of sales taxes but only 2 percent of the TOT revenues.

The primary recommendation of that study was that there should be a countywide tourism marketing strategy.

TOURISM STRATEGY OBJECTIVES

The purpose of the Countywide Tourism Strategy is to provide a roadmap and an agenda of activities for increasing visitor travel to Butte County, thereby increasing employment opportunities, income to the County and the cities and funds for vital community services and infrastructure.

PROCESS

The process of crafting the Countywide Tourism Strategy for Butte County occurred over a 12-month period from August 2012 to August 2013 and consisted of the following steps:

1. Formation of a Countywide Tourism Strategy Steering Committee
2. Inventory of Tourism Assets
3. Market Assessment
4. Development of Tourism Goals
5. Development of Tourism Strategy and Action Plan
6. Creation of a Marketing Plan
7. Evaluation of Funding Options
8. Final Plan Report

A Steering Committee, comprised of representatives from the cities and the County, and a Stakeholders Group comprised of representatives of the tourism and hospitality industry, academia and workforce training, Chambers of Commerce, economic development organizations and other interested groups were formed to ensure that those stakeholders directly and indirectly impacted by tourism would have the opportunity to contribute to the content of the Plan (see Appendix A for a list of stakeholder participants).

The Steering Committee and Stakeholder Group met together five times over the course of several months to review and discuss preliminary materials prepared by the Consulting Team and the County staff and to engage in dialogue about goals of the plan, appropriate action steps, strategies and means of promoting Butte County through various marketing channels. The meeting dates, locations and topic of discussion are listed in the table below.

MEETING DATE:	LOCATION:	TOPIC OF DISCUSSION:
October 24, 2012	Veterans Hall, Oroville	<ul style="list-style-type: none"> Tourism Assets Market Assessment SWOT Analysis
November 29, 2012	Chapelle de L'Artiste, Paradise	<ul style="list-style-type: none"> Goals for Tourism Initiatives to Support the Goals
February 7, 2013	Diamond Hotel, Chico	<ul style="list-style-type: none"> Draft Strategic Plan
April 4, 2013	Butte County Fairgrounds, Gridley	<ul style="list-style-type: none"> Branding Blueprint Possible Taglines Possible Itineraries
April 13, 2013 (City Managers, City Administrators, Chief Administrative Officer)	Butte County Administration, Oroville	<ul style="list-style-type: none"> Funding Options

This Tourism Strategy was developed within the context of existing and projected trends in state and local travel and an analysis of the existing tourism assets within the county. The analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) helps to focus the tourism strategy on initiatives and tasks that will have the greatest impact on visitor travel to Butte County. At the first meeting of the Stakeholders Group, the consulting team presented a review of travel trends and a summary of their analysis of lodging in Butte County. This presentation can be found in Appendix B.

Travel Trends and Visitor Spending

In summary, the number of visitors to California started increasing in 2010 after a brief slump beginning in 2007 and is projected to reach 373 million by 2013. Over the last decade, Butte County has typically attracted less than one percent of trips in California. Tourism-related visitor spending declined in 2009 due to a nationwide recession, but started to recover by 2010, increasing from \$174 million in 1999 to \$250 million in 2010. Travel to Butte County benefits both the private sector and the public sector. In the private sector, tourism provides jobs and income from hotel stays and spending on food and dining, transportation and entrance fees at events and attractions. The public sector benefits through the payment of Transient Occupancy Tax (TOT), a tax levied by each city and the County on room nights at lodging facilities. When tourism travel increases, so does the TOT revenue. Since nearly all lodging is in the cities, the County's share of total countywide TOT revenue is just one percent. In addition to the TOT, travelers generate sales taxes from their retail and restaurant purchases, which is another significant revenue source for local jurisdictions.

Lodging in Butte County

There are three types of lodging in Butte County: hotels and motels; bed and breakfast inns; and recreational vehicle parks. There are 32 hotels or motels, with annual occupancy rates that range from 58% to 64% in the last ten years. While, on the whole, Butte County caters to the mid-market traveler, there are a few exceptions, including the Hotel Diamond and the Chapelle de L'Artiste which have much higher room rates. There are approximately 12 bed and breakfast inns, and these facilities are the primary upper-market lodging alternative in Butte County with room rates that range from a low of \$66 to a high of \$425. There are 19 travel parks and 507 RV spaces. Though occupancy rates are not available by county, statewide, travel parks occupancy is about 58%. This form of lodging provides a great alternative for outdoor enthusiasts, especially hunters and dirt bike racers.

Butte County seems to be a year-round destination, reflecting the many Fall and Winter activities available in addition to the outdoor recreational that draw summer visitors. The annual average occupancy rate is 56% with no large swings through the year. This is well below the national average which was above 70% just prior to the recession and recovered to above 65% by 2011.¹ The relatively low occupancy rate may limit the types of new hotel projects that would consider locating in Butte County.

SWOT

The assessment of Butte County's strengths, weaknesses, opportunities and threats (SWOT) helps to focus possible tourism initiatives, programs and policies on leveraging existing tourism assets to ameliorate weaknesses and capitalize on market trends and the opportunities they present.

The SWOT Analysis is based on a review of existing tourism literature and research reports at both the national and local level, a review of local attraction websites, interviews with local stakeholders, review of past County and City tourism-related research reports and site visits to Butte County. The SWOT Analysis was presented at the first Countywide Tourism Strategy meeting held on October 24, 2013. It was then revised to reflect comments and suggestions recorded at that meeting. The following list reflects these revisions.

STRENGTHS

- Natural features: lakes, streams, climate
- National forests and State parks and the outdoor recreation activities they allow, including hiking, horseback riding, rafting, hunting, fishing and 4-wheeling
- Chico State University and its events
- Agriculture: orchards, fields, rice, wine
- City, county and regional events year round
- Urban amenities mixed with rural quiet
- Sierra Nevada Brewery
- Unique historical attractions, such as Chinese Temple

¹ PKF Consulting, LLC. *2008 Trends in the Hotel Industry* (2008) – accessed at www.pkfc.com on 10/4/13); Mandelbaum, Robert. *Select Your Profits*. (2013). www.pkfc.com.

OPPORTUNITIES

- Greater demand for experiential travel; Tap into outdoor enthusiast/experiential market
- Increasing travel by Chinese
- Increasing popularity of agri- and eco-tourism
- Economy re-bounding and spending on travel is increasing; travelers are spending more
- More travel planning & marketing is internet based
- Growing wedding industry
- Closest California Welcome Centers are in Anderson, 60 miles north of Chico and Auburn, 95 miles southeast of Chico.
- Potential to use Fairgrounds to increase RV Spaces and Parks and tap into RV Club travelers

WEAKNESSES

- Distance from large metropolitan areas and lack of reliable inter-regional transit services
- Undeveloped regional assets
- Lack of investment in tourism infrastructure: bike lanes, way-finding, park facilities

THREATS

- Increasing price of gas
- Increasing urban development, which decreases the number of birds, fowl, wildlife feeding or nesting in the area.
- Reduction in State and federal funding of parks

The action plan below has been developed through discussions of the Tourism Stakeholders Group and Steering Committee.

SUMMARY OF TOURISM STRATEGY AND IMPLEMENTATION PLAN GOALS AND INITIATIVES

The following goals and initiatives summarize the framework for the Butte County Tourism Action Plan.

GOAL: INCREASE TOURISM COORDINATION AMONG LOCAL JURISDICTIONS AND TOURISM INDUSTRY STAKEHOLDERS

INITIATIVE: Establish a Permanent Butte County Tourism Council

INITIATIVE: Coordinate with Organizations Outside of the Tourism Council that Play a Role in Tourism Development And Marketing

INITIATIVE: Measure Progress in Meeting Tourism Goals on an Annual Basis

INITIATIVE: Establish a Reliable Funding Source for Costs Associated with the Tourism Council and Implementation of the Butte County Tourism Strategy

GOAL: INCREASE AWARENESS OF BUTTE COUNTY AS A DESIRABLE TRAVEL DESTINATION

INITIATIVE: Market Butte County Tourism Opportunities, Events, and Itineraries to Defined Markets Both Inside and Outside of Butte County

GOAL: INCREASE TRAVEL RELATED REVENUES AND EMPLOYMENT

INITIATIVE: Increase Packaging of Venues, Events and Lodging to Leverage Existing Assets

INITIATIVE: Cross-Market Butte County Attractions and Events

INITIATIVE: Develop new Travel and Tourism Assets/Venues that Add to Butte County's Distinctiveness as a Destination

INITIATIVE: Make it Easier for Target Populations in the Sacramento and Bay Area Metropolitan Areas to Travel to Butte County

INITIATIVE: Update the Tourism Strategy Every Five Years to Ensure that the Strategy Reflects Current Conditions, Priorities, and Partners

TOURISM ACTION PLAN

The Butte County tourism strategy and related action plan are based on four fundamental goals.

- Increase coordination among Butte County jurisdictions and Tourism Industry Stakeholders,
- Increase awareness of Butte County as a desirable travel destination,
- Increase travel related revenues, and
- Increase travel related employment.

Each of the goals would be achieved through a series of initiatives with implementing action items and tasks. A number of the action items relate to marketing and are informed by the Marketing Plan in Appendix E. Material from the marketing plan has been integrated into the action plan where appropriate, but much of the creative marketing content remains in the Appendix.

GOAL: INCREASE TOURISM COORDINATION AMONG LOCAL JURISDICTIONS AND TOURISM INDUSTRY STAKEHOLDERS

INITIATIVE: Establish a Permanent Butte County Tourism Council

ACTION ITEM: Establish a permanent county-wide Tourism Council, comprised of representatives from all jurisdictions and the tourism industry. The purpose of the Council is to create, implement, and update the Butte County Tourism Strategy.

Task: Ensure Tourism Council includes representatives of the tourism industry, including, but not limited to, lodging, dining, venues, attractions, and event organizers.

Task: Determine the initial lead agency to oversee the organization and function of the Tourism Council.

Task: Form subcommittees of the Tourism Council to lead the implementation of Strategy initiatives. Sub-committees may be expanded to include members not on the Tourism Council in order to obtain necessary guidance and implementation assistance.

Task: Set regular meeting dates for the Tourism Council so that all interested parties know in advance when and where meetings will occur. Sub-committee meetings may be scheduled as necessary by members of each sub-committee.

ACTION ITEM: Adopt communication technology innovations that facilitate sharing of agendas, meeting summaries, research, information and news items.

Task: Purchase and continually update on-line meeting and collaboration software to enable sub-committees to have on-line committee meetings, and to enable interested parties to listen in and/or participate in Tourism Council meetings.

Task: Use social media or an email service to send out notices of upcoming meetings/events or reports on progress. Increase the number of followers.

Task: Establish a method for sharing documents which include, but is not limited to, research, reports, and news items between Tourism Council members.

INITIATIVE: Coordinate With Organizations Outside of the Tourism Council That Play A Role In Tourism Development And Marketing.

Task: Create a team to support the marketing communications program and to initiate co-op marketing efforts. The group could be comprised of businesses and organizations that have a stake in tourism such as: Chamber of Commerce executives within Butte County, Chamber members, hotel owners/managers, merchants, eco and ag/farm businesses, city officials, and others who can contribute to and benefit from visitors to Butte County. The group can engage in joint marketing by sharing resources such as volunteers, customer databases, questionnaires or survey results and other feedback to help one another succeed.

ACTION ITEM: Ensure that the interests of Butte County tourism are reflected in the policies and programs of appropriate outside organizations, including regional and state organizations such as: Caltrans, Feather River Recreation and Parks District, California Department of Parks and Recreation, California Department of Water Resources, California Department of Fish and Wildlife.

Task: Establish a means for representatives of outside organizations to forward relevant communications to the Tourism Council or attend its meetings to provide updates on related activities. Ask members of the marketing communications team or sub-committee to keep up to date on the tourism-related activities of these other organizations.

ACTION ITEM: Coordinate with outside tourism marketing organizations, such as the California Travel and Tourism Commission and the Shasta Cascade Wonderland marketing organization to build a greater awareness of Butte County Tourism offerings.

Task: Continue to promote Butte County through the Shasta Cascade Wonderland Association. In addition, keep information current on visitcalifornia.com. List all Butte County Chambers of Commerce on CaliforniaNews.com. Contact associations related to vertical markets to pursue cross-promotional opportunities. For example, the Sacramento Convention and Visitors Bureau has a section on Winery Associations and Regions, which presents an opportunity for Butte County's wineries to be listed. The California Craft Brewers Association has a "Beer Blog" in which information could be submitted about microbreweries. The California Agricultural Tourism Directory has a California Farm Trails page which should list all farms that are available to visitors.

Task: Explore awards from organizations such as the California Downtown Association, or CalFest that will recognize the county's achievements. Awards will add prestige and provide publicity and advertising opportunities.

INITIATIVE: Measure Progress In Meeting Tourism Goals On An Annual Basis.

ACTION ITEM: Establish a set of indicators to measure the on-going success of the tourism marketing strategy. Selected indicators should be based on data that is practicable to acquire, is reliable, and is collected on an on-going basis. These would include such indicators as Transient Occupancy Tax (TOT), lodging occupancy rates and daily rates, hits on the tourism website, requests for information at visitor centers or Chambers of Commerce, retail sales taxes attributable to tourism, visitor patronage tracked by zip codes (through visitor surveys), event attendance (from event sponsors).

ACTION ITEM: Monitor and analyze occupancy and nightly rates at local lodging facilities and track Transient Occupancy Tax (TOT) income received from each of the local jurisdictions.

Task: Each jurisdiction shall report TOT income to the Tourism Council on a quarterly basis.

Task: Each jurisdiction will provide monthly lodging occupancy data on a quarterly basis so that the Tourism Council can track monthly occupancy rates.

ACTION ITEM: Measure Butte County traveler interest and preferences to inform infrastructure development and marketing efforts.

Task: Define the Butte County visitor through surveys of visitors and existing tourism professionals in the county.

Task: Conduct surveys of visitors to Butte County to better understand their reasons for visiting and their preferred activities. (See Appendix F for Sample Visitor Surveys).

Task: Use surveys or other means to track foot traffic from events into restaurants, retail, other attractions /tours (See Appendix F for a Sample Intercept Survey)

Task: Engage Chico State students in conducting traveler preference and other market research both as a way to further develop the tourism workforce, and as a way to generate information that will help target marketing efforts.

Task: Develop a detailed profile of visitors' origins, characteristics, and motivations for visiting the county.

INITIATIVE: Establish a Reliable Funding Source for Costs Associated with the Tourism Council and Implementation of the Butte County Tourism Strategy.

ACTION ITEM: Develop a budget to fund countywide tourism coordination. The budget should include funds for the following items: staffing and office space; website development and maintenance; marketing and promotional materials and activities; coordination activities; measurement, monitoring and reporting activities, and other related implementation items of the Tourism Strategy (See Appendix C for a recommended budget).

ACTION ITEM: Explore the potential for forming a Tourism Business Improvement District (TBID) to fund implementation of the Tourism Strategy.

Task: Develop a 1-page Frequently Asked Questions (FAQ) to describe TBIDs and the level of revenue potentially needed to fund the budget developed above (see Appendix C and www.tourismimprovementdistrict.com for relevant information).

Task: Meet with lodging managers/proprietors to review the TBID concept and gauge potential support.

Task: If sufficient support for a TBID appears to exist, prepare a petition for distribution to all lodging properties in the County and follow the procedures for establishing the TBID, which includes determining the jurisdictional approach to forming the district, preparing a district management plan, filing the completed petitions and conducting the necessary public hearings. The detailed steps will depend on the legislation chosen to form the district and the nature of the multi-jurisdictional approach needed to include the participating lodging facilities.

Task: If support for the TBID does not appear to be sufficient, or if the formation process fails, then the jurisdictions and the stakeholders will need to consider other funding options, which may include raising the TOT tax rates in each jurisdiction, increasing visitor fees where possible or other options (See Appendix C).

ACTION ITEM: Prepare a budget for tourism infrastructure improvements.

ACTION ITEM: On a regular basis, scan potential local, state and federal funding sources for funds to assist with the county-wide tourism research, planning and infrastructure development (See Appendix C for potential funding sources).

GOAL: INCREASE AWARENESS OF BUTTE COUNTY AS A DESIRABLE TRAVEL DESTINATION

INITIATIVE: Market Butte County Tourism Opportunities, Events, and Itineraries to Defined Markets Both Inside and Outside of Butte County.

ACTION ITEM: Identify target markets based on an assessment of existing tourism assets, visitor surveys and other research.

Task: Update the target markets as more research is conducted on visitor origins, preferences and visits to area tourism assets. The 2013 Marketing Plan (Appendix E) has identified current target markets as: Families and relatives of students and prospective students visiting California State University (CSU) Chico; people coming to the area for events; Butte County residents; outdoor enthusiasts; nature lovers; brewery/microbrewery /wine enthusiasts, music/art enthusiasts, residents of Sacramento and San Francisco Bay Area, and media.

ACTION ITEM: Define the Butte County brand. An effective brand is one that is an authentic, true representation of Butte County's actual tourism assets (i.e., not aspirational). An effective brand complements, not replaces, individual jurisdiction brands or branding efforts.

Task: Update the Butte County Brand at least every five years so that it continues to reflect the county's distinctiveness, tourism assets and the unique experience it offers to visitors. The 2013 Marketing Plan has articulated the Butte County brand as a "Northern California location with popular events, California history attractions, outdoor recreation, water sports, music/art, eco-tourism, Sierra Nevada brewery, CSU Chico, boutique wineries, micro-breweries, farms offering ag- tour opportunities, lodging choices."

ACTION ITEM: Define the marketing message. Through the branding process, create messages that will be communicated through all marketing channels.

Task: Update the marketing message to reflect changes in traveler preferences and local tourism assets. The current brand message, from the Marketing Plan, is "Go out and come to the country where you'll have fun at music/art and other events, enjoy biking, hiking, breweries, see historical sites, take a farm tour, eco-tour and enjoy being one with the outdoors".

Task: Create a Visit Butte County logo that reflects the outdoors, outdoor recreation and the ag/farm and eco-tour experience. Though a logo is only one marketing element and, alone, will not drive people to your destination, it can help to establish the brand message.

ACTION ITEM: Identify marketing channels. For instance, website, internet-based public relations, printed materials, stories in print and on-line magazines (such as in-flight magazines), print advertising, PR, social media, multi-media, press tours, community access channel, hotel TVs, displays at major regional and local airports, etc.

Task: Design and develop a search-optimized Visit Butte County web site, that provides a one-stop online location for consumers to find information about all that there is to see and do. The site should be designed and written to reach vertical markets that are complimentary to the wide range of available activities and sights. It should be easily updatable, separate from an official city, county or chamber site, targeted only to visitors and not contain other county or city information, and has information on events, lodging, dining, history, recreation, itineraries, maps and visitor guides.

Task: Create a **Visit Butte County App**: app for mobile devices that will provide people with information about Butte County when they need it. An app would have information about things to do and see, hotels, restaurants, events, how to get around, and a search feature.

Task: Distribute press releases based on the eight specific lifestyle-themed categories: history; outdoor recreation; nature/eco-tours; ag-tours; fall events; wineries/breweries; holidays; and music/art.

Task: Develop on-going relationships with media targets and generate a steady stream of articles and reports for publication in both traditional and online media. Develop a media list of Northern California travel writers, publications, broadcast media, associations and vertical market media. An initial list of media and travel writers is located in the Marketing Plan in Appendix E.

Task: Host media familiarization tours to orient travel writers on what Butte County offers to visitors.

Task: On an annual basis, prepare editorial calendars listing each publication's schedule of article topics and deadlines.

Task: Create a newsletter that is designed for distribution through email. The newsletter will serve to generate traffic to the Visit Butte County website.

Task: Create social media accounts to post information about places to visit, things to see and pictures. Prepare a social media plan that assigns the tasks of updating the content on each account.

Task: Carefully select which events, itineraries or attraction to advertise, making sure advertising messages are coordinated. Advertising will also drive traffic to the Visit Butte County website.

Task: Carefully consider the benefits of printed marketing brochures and fliers as printing can be very expensive. Printed marketing collateral should drive visits to the Visit Butte County website and should be timed to coincide with major events.

ACTION ITEM: Measure the effectiveness of marketing communications strategy.

Task: Use appropriate software to measure hits on Tourism Council website and referrals from the website (virtual welcome center) to individual lodging facilities and attractions. Currently, the best web-based tools are: Google Analytics-Statistics on website hits, demographics, traffic sources and Alexa.com web traffic data company.

Task: Track media results from press release distribution and track the number and quality of social media followers and social media interaction. Track customer relationship marketing, including frequency and affinity programs.

ACTION ITEM: Update the marketing budget annually.

GOAL: INCREASE TRAVEL RELATED REVENUES AND EMPLOYMENT

INITIATIVE: Increase packaging of venues, events and lodging to leverage existing assets.

ACTION ITEM: Encourage packaging of events into "seasons" or themes, i.e. "Spring in Butte" or "Harvest Time in Butte" or lifestyle bundles (bikes, bed and beer). Other themes could include: culinary + agri-tourism; arts/culture tourism; or show tours. Appendix E, Marketing Strategy, lists eight specific lifestyle-themed categories to use in communications marketing. These include: history; outdoor recreation; nature/eco-tours; ag-tours; fall events; wineries/breweries; holidays; and music/art.)

Task: Form a cross-marketing sub-committee of the Tourism Council to consider and select themes or seasons that would be marketed jointly at a regional or super-regional level.

Task: Create additional Butte County itineraries to market to those areas/individuals identified in the marketing plan.

Task: Solicit sponsorship for activities and events from related venues, lodging facilities and tour guides.

INITIATIVE: Cross-Market Butte County Attractions And Events.

ACTION ITEM: Encourage lodging properties to package their lodging services with events, dining, activities and attractions.

Task: Inform tourism industry members, including lodging facilities, of the annual themes selected for joint marketing or cross marketing. Encourage them to promote these itineraries on their individual websites.

ACTION ITEM: Form a tourism cluster comprised of hospitality service providers, attractions, and activities to develop a forum for cross education, partnership, and marketing discussions.

Task: Organize and facilitate regular meetings of the tourism industry cluster group.

Task: Educate businesses through meetings or email communication about ways they can participate in events and in promoting their businesses. For example, claiming their Yelp.com page and tracking the page's usage or creating their social media page to show what they offer.

ACTION ITEM: Encourage the development of events that bring mid-week visitors, including members of professional and industrial associations and organizations to Butte County.

Task: Link the CSU Chico Events Calendars, and other professional organizations' calendars, to the Visit Butte County website.

Task: Invite representatives from education, professional organizations, and industrial organizations to attend Tourism Council meetings to update the Tourism Council on upcoming events and happenings that may benefit the Butte County tourism industry.

Task: New events should be related to one or more of the eight identified themes and should draw people from outside the county. To be effective, new events should be sponsored by recognized brand names and should be organized by an experienced event producer.

ACTION ITEM: Develop and offer hospitality industry professional development in the areas of marketing, sales and technology.

Task: Engage the support of CSU Chico's Department of Recreation, Hospitality, and Parks Management as well as Butte College's The Training Place, to develop and deliver training programs to support professional development targeted for the hospitality industry.

INITIATIVE: Develop new travel and tourism assets/venues that add to Butte County's distinctiveness as a destination.

ACTION ITEM: Identify and prioritize appropriate infrastructure projects that will support countywide tourism and increase visitor travel, and that will help to build complete itineraries for targeted market segments such as youth recreation, college families, hunters, birders or seniors. These could be gateway projects, recreation facilities, a welcome center, way-finding signage, transportation infrastructure and services or renovation or preservation of cultural or heritage landmarks.

Task: Form a sub-committee to identify and prioritize potential public-sector infrastructure projects and to locate potential funding for these infrastructure projects.

Task: Survey each jurisdiction as to future planned public recreation, transportation, way-finding and visitor service facilities that are already in existing plans, such as park and recreation plans, transportation plans or economic development plans. In cases where no plans exist, ask jurisdictions to recommend potential public tourism infrastructure projects.

Task: Assist jurisdictions, if necessary, in identifying appropriate funding sources, such as the Economic Development Administration, the Community Development Block Grant Program, and others, that have funding programs for infrastructure development.

Task: Establish a set of criteria by which to rank each of the submitted projects, and recommend a prioritized list to the Tourism Council. Rank projects based on criteria and availability and timing of funding.

Task: Assist jurisdictions, if necessary in writing grant applications for necessary additional or matching funding.

INITIATIVE: Make It Easier For Target Populations In The Sacramento And Bay Area Metropolitan Areas To Travel To Butte County.

ACTION ITEM: Identify existing tour buses and their capacity, schedule, destinations/itineraries.

Task: Survey existing visitor attractions and lodging facilities to identify existing bus or transit services. Analyze the findings of the survey to identify unused capacity on existing services and the need for new or additional services.

Task: Identify existing tours focusing on the Marketing Plan's eight specific lifestyle-themes (music and art; history; outdoor recreation; nature/eco-tours and ag-tours; fall events; wineries/breweries; holidays) that begin in either Sacramento or the San Francisco Bay Area.

ACTION ITEM: Evaluate the need to establish a transportation service between Sacramento and/or San Francisco and Butte County.

Task: Collect data on visitor trips to Butte County by means of travel, including car, bus, train, and plane. One means of collecting this data is through surveys of visitors staying at lodging facilities. Visitor surveys should ask about actual means of travel as well as preferred means of travel and any services that might make travel easier for them.

INITIATIVE: Update the tourism strategy every five years to ensure that the strategy reflects current conditions, priorities, and partners.

APPENDIX A: ACKNOWLEDGEMENTS

BUTTE COUNTY TOURISM STAKEHOLDERS

Butte County and the report preparers gratefully acknowledge the participation and contributions of the following stakeholders.

Name	Organization
Paradise	
<i>Lauren Gill</i>	Town of Paradise
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<i>Nicole Johansson</i>	Tri-Counties Bank
<i>Colleen Cecil</i>	Butte County Farm Bureau
<i>Katrina Davis Woodcox</i>	Chico Nut Festival
<i>Jennifer Patten</i>	Snow Goose Festival
<i>Alan Rellafor</i>	CSU, Chico
<i>Jeff Jiang</i>	CSU, Chico
<i>Marissa Pickering</i>	Feather River Recreation & Parks District
<i>Callie McBee</i>	Feather River Recreation & Parks District
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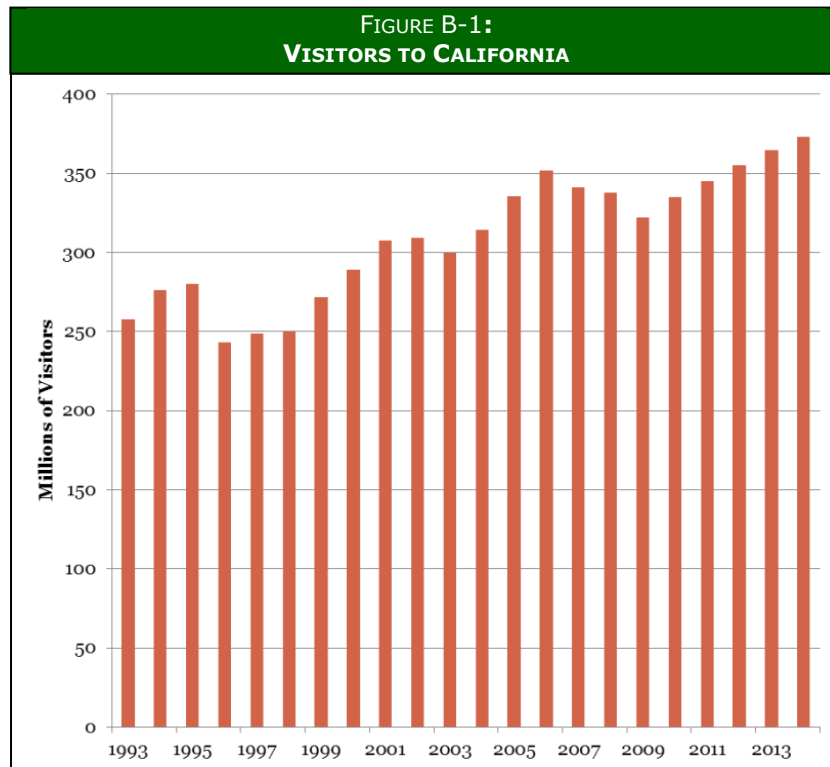
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APPENDIX B: SUMMARY OF TRAVEL TRENDS AND LODGING ANALYSIS

TRAVEL TRENDS

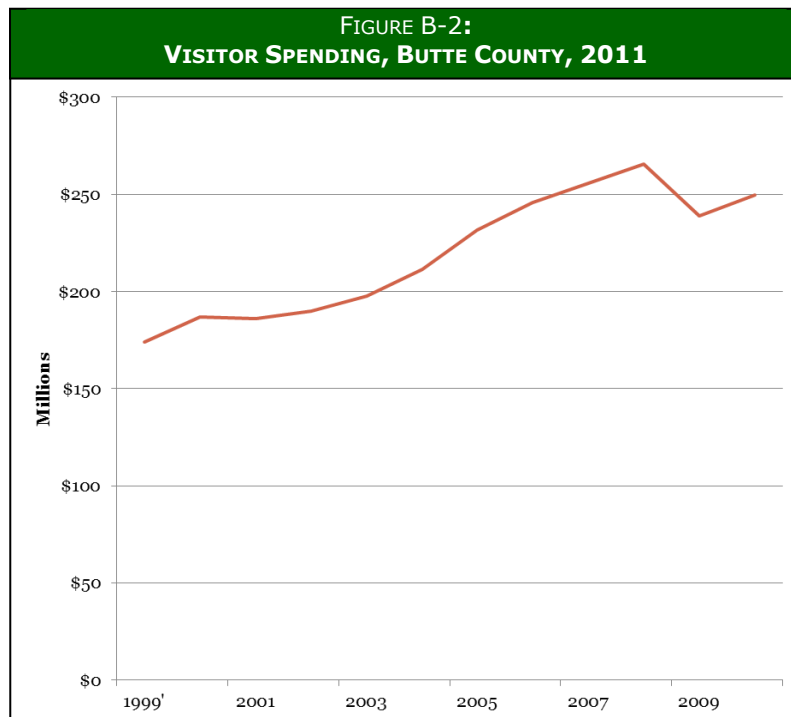
After a brief slump beginning in 2007, visitors to California started increasing in 2010. The number of visitors to California is projected to reach 373 million by 2013 (Figure B-1). On average, Butte County typically attracts a less than 1% of California trips.



Source: ADE; data from D.K. Shifflet and Tourism Economics (include date data obtained)

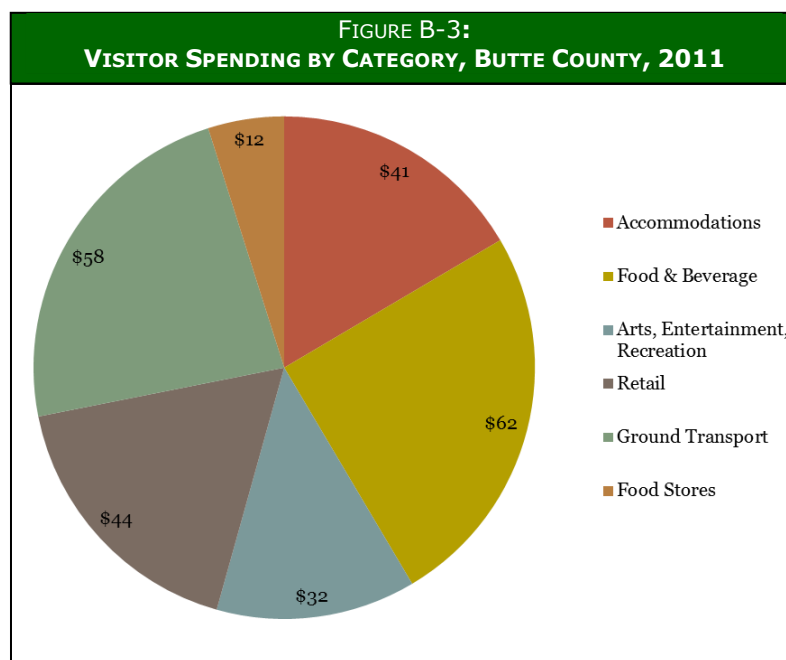
VISITOR SPENDING

For Butte County, visitor spending increased from \$174 million in 1999 to \$250 million in 2010. Though spending slumped in 2009, spending recovered slightly by 2010.



Source: ADE; data from Dean Runyan (2012)

Visitors to Butte County pay for a range of goods and services while traveling, including transportation, accommodations, food and beverage, entertainment and recreation, and clothing and other goods. The share of spending on ground transportation and motor fuel, as well as food services, have increased since 2005, while the shares in all other categories have decreased slightly.



Source: Dean Runyan (2012)

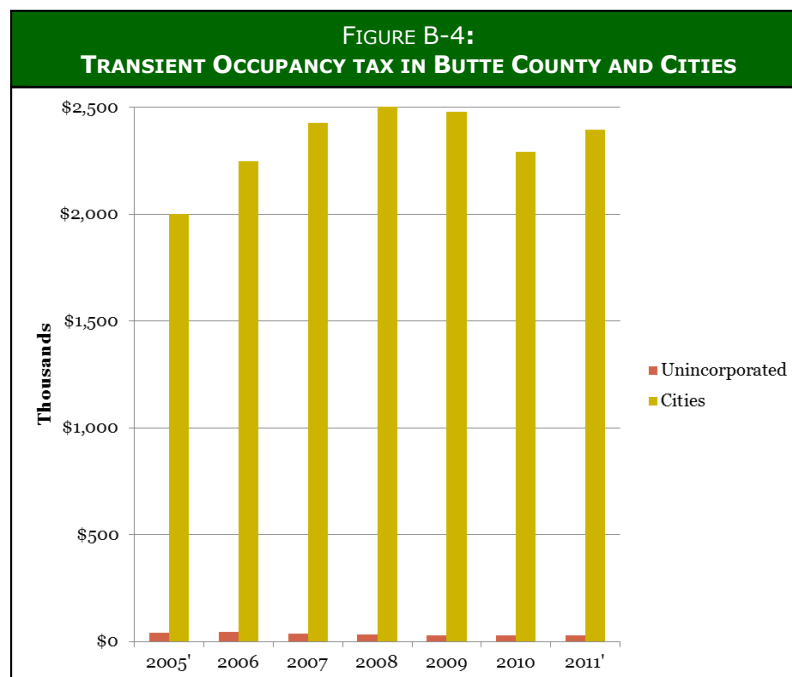
TRANSIENT OCCUPANCY TAX

Transient Occupancy Tax (TOT) is a tax levied by each City and the County on room nights at lodging facilities. The rate varies from a low of 6% for the County and Gridley to a high of 10% for Chico and Paradise (Table B-1).

TABLE B-1: BUTTE COUNTY TRANSIENT OCCUPANCY TAX (TOT)		
	Tax Rate	2011 Revenues (000's)
Unincorporated	6%	\$26.2
Chico	10%	\$1,880.0
Gridley	6%	\$17.6
Oroville	9%	\$335.3
Paradise	10%	\$162.0
TOTAL		\$2,421.1

Source: Dean Runyan, 2012.

TOT revenue climbed steadily from 2005 to through 2008, then dropped for 2009 and 2010 (Figure B-4). By 2011, TOT started to increase again nearly reaching 2007 levels. As can be seen in the following chart, the Unincorporated County TOT declined from 2% of the county total to just 1%, reflecting the fact that almost all lodging is located within city jurisdictions.



Source: Dean Runyan, 2012

OVERVIEW OF LODGING MARKET SEGMENTS

In general, the lodging market consists of all types of transient accommodations outside of private residences. Butte County's lodging market consists of several different categories, hotel/motel establishments, bed and breakfast facilities, and other facilities such as campgrounds and RV parks. These market segments are described below.

HOTELS AND MOTELS

Hotel/motel establishments have a wide range of facilities, rooms, amenities, and price ranges. At the lower priced end of the market, budget hotels and motels simply provide a room with a private bathroom and basic amenities such as a TV, phone, and closet space. The middle market hotels typically have better appointed room with more amenities, while luxury resort hotels typically add conference facilities, restaurants, distinctive architecture, and/or resort amenities.

BED AND BREAKFAST INNS

Bed and breakfast establishments are different from hotels and motels in that they often more closely resemble a private residence. This means that the rooms are not always private or separated from the rest of the facility like they typically are in a hotel or motel. The majority of B&B owners live on the premises with very little absentee ownership. Often, B&B rooms have shared restrooms and/or a common dining area. In addition, they typically accommodate no more than 20 rooms in a single facility.

RECREATIONAL LODGING

Other facilities such as campgrounds and RV parks are often used in conjunction with outdoor recreational uses. They typically provide limited site amenities, and rely on travelers bringing their own RVs, tents, and/or other equipment.

BUTTE COUNTY HOTEL/MOTEL MARKET

Hotels and motels constitute the largest segment of the lodging market. In general, these facilities offer rooms with a wide range of accompanying amenities and locational options.

LOCAL SETTING

Butte County has a total of 32 hotel and motel establishments, with a total of nearly 1,892 rooms (Table B-2).² Compared to 2005, this represents a net loss of two hotel properties, and a net gain of four rooms, as some properties closed while other newer and larger properties have come online. The Butte County lodging market primarily serves as a tourist/leisure destination. The majority of the lodging in the county is located in the City of Chico, with 17 establishments and 1,141 guest rooms.

² Data from STR Global. Does not include bed & breakfast inns.

TABLE B-2: BUTTE COUNTY HOTELS AND MOTELS BY LOCATION		
City	Hotels/ Motels	Rooms
Chico	17	1,141
Gridley	1	25
Oroville	10	584
Paradise	4	142
Total	32	1,892

Source: ADE, data from STR Global.

Note: Data only includes hotels and motels, and excludes bed & breakfast inns and vacation rentals.

RECENT BUTTE COUNTY HOTEL/MOTEL TRENDS

Since 2005, Butte County has added a total of five new hotels and motels, with 361 new guest rooms. Of these new facilities, three of the establishments located in Chico with a total of 211 rooms (58 percent of the new room inventory). The balance of the new hotel spaces were added in Oroville with two new properties and a total of 150 new rooms.

HOTEL/MOTEL MARKET SEGMENTS

In general, the hotel market fits into one of three general classifications: budget/economy, midscale, and luxury. These classifications are typically defined based on room rates, level of service, amenities, and other on-site offerings, and are similar to the types of classifications used by AAA and other leisure industry sources.

BUDGET/ECONOMY HOTELS

The largest market segment that is represented in the Butte County lodging market area is Budget/Economy Hotels (Table B-3). These facilities generally provide rooms with little public space, no on-site beverage service, and few amenities. Overhead costs are kept extremely low as the profit margin for these establishments is very small, it is a highly competitive market segment, and requires high turnover of rooms and cost savings. The typical room rates for these hotels are in the under-\$75 range. About 69 percent of the hotels/motel establishments, and just under half of the total rooms (924 rooms) in the Butte County lodging market area serve budget/economy market.³

TABLE B-3: BUTTE COUNTY HOTELS AND MOTELS BY BUDGET SEGMENT		
Lodging Market	Hotels/ Motels	Rooms
Budget	22	924
Midmarket	10	968
Upper Market	0	0

Source: ADE, data from STR Global and AAA.

Note: Data only includes hotels and motels with typical room rates posted in the AAA Travel Guide or on the establishment operator's website. Budget hotels include establishments with typical room rates under \$75. Middle market hotels include establishments with typical room rates under \$150. Upper market establishments include establishments with typical room rates \$150 and over.

³ "Rack rate" information derived from price ranges listed in AAA Tourbook and hotel websites.

MIDDLE-MARKET HOTELS

Middle-market hotels generally have more amenities than budget hotels, such as pools, restaurants, meeting rooms, better appointed rooms, and/or business services. The typical room rates for these establishments are over \$75. A total of 10 establishments in Butte County were identified as middle market establishments, and these establishments account for more than half of the countywide room total. On average, these establishments are larger than the budget/economy hotels. In addition, emergence of the middle-market hotels happened relatively recently.

Among the hotel facilities built in Butte County since 2005, all of them serve the middle market segment (Table B-4). This indicates that Butte County's lodging market has moved more towards a higher market plateau, and the newer properties provide a higher level of service and amenity than the existing lodging. This was reinforced by the opening of the Hotel Diamond, which is a small scale boutique hotel with relatively high price point. Although it does not fit the classification of an upper market hotel, it does cater to the high end market clientele with high end room rates and high level service. Before 2005, no hotel developments had been built since 1999 in Butte County.

TABLE B-4: HOTELS AND MOTELS CONSTRUCTED IN BUTTE COUNTY SINCE 2005			
Market Segment	Hotel/Motel	City	Rooms
Midmarket	Courtyard Chico	Chico, CA	90
Midmarket	Residence Inn Chico	Chico, CA	78
Midmarket	Hotel Diamond Chico	Chico, CA	43
Midmarket	The Lodge @ Feather Falls	Oroville, CA	84
Midmarket	Holiday Inn Express & Suites Oroville Lake	Oroville, CA	66
Total			361

Source: ADE, data from STR Global.

UPPER MARKET HOTELS

Upper market hotels generally provide high quality customer service, extensive room and shared amenities, and are often destination places due to their unique character or attractive location. These hotels generally include large-scale business hotels with on-site convention facilities, resort developments, historic inns, and small-scale boutique hotels. Butte County currently does not have any hotels that serve the upper market.

OCCUPANCY AND REVENUE

As noted earlier, the supply of hotel rooms in Butte County has remained relatively stable since 2005, while the overall room inventory has moved away from the economy market and more towards the middle market segment. While the occupancy rates went down significantly during the recession, the room rates have continued to rise in recent years.

BUTTE COUNTY MARKET

On a countywide basis, Butte County's lodging market took a significant hit after the economic collapse occurred in 2008. Historically, Butte County's hotel occupancy rate had hovered in the high-50 to mid-60 percent range, according to data from STR Global. However, between 2008 and 2009, the occupancy rate went down from 64.8 percent to 52.9 percent. This is consistent with trends that

occurred nationally, as tourism trade declined significantly as a result of the recession with the national occupancy rate bottoming out at a historic low of 55.1 percent in 2009.

Since 2009, the occupancy rate has gradually recovered along with the economy as a whole, with an occupancy rate of 56.3 percent in 2011. But, the occupancy rates remain below the historical occupancy trends that prevailed prior to 2009.

Despite the still-recovering occupancy rates, the average room rates have seen a significant increase. This is likely due to new higher priced hotel properties coming into the Butte County market, and effectively replacing budget/economy class hotels, since the total room count has remained virtually unchanged. Since 2005, the average room rate has increased from about \$65 per night to more than \$83 per night (2011 annual average). By comparison, the national average in 2011 was \$102 per night. Even when the recession hit the tourism market, the average room rate for Butte County barely changed, staying around \$82 per night (Table B-5).⁴

TABLE B-5: BUTTE COUNTY AVERAGE ANNUAL OCCUPANCY AND ROOM RATES		
Year	Average Annual Occupancy	Average Room Rate
2000	58.6%	\$55.10
2001	60.2%	\$57.37
2002	62.8%	\$58.74
2003	61.5%	\$59.27
2004	63.9%	\$59.93
2005	61.3%	\$64.73
2006	62.8%	\$76.66
2007	62.1%	\$80.75
2008	64.8%	\$82.36
2009	52.9%	\$81.86
2010	55.1%	\$82.01
2011	56.3%	\$83.31
2012 YTD Through 7/12	58.3%	\$85.14

Source: ADE, data from STR Global

Note: Data only includes hotels and motels, and excludes bed & breakfast inns and vacation rentals.

On a seasonal basis, the occupancy in Butte County generally peaks during the summer months, with the lowest average occupancy reported in January and December (Table B-6). The peak months in 2011 were June and September with average occupancy rates over 63 percent. January and December had an average occupancy rates below 45 percent. Compared to other tourism markets, Butte County's occupancy rate has a relatively narrow range between the peak months and the slowest months. This indicates that Butte County attracts visitors all year round, but does not necessarily operate at capacity during the peak summer tourism season.

⁴ Data from STR Global; the occupancy rates are calculated from a sample of reporting hotels, encompassing 65 percent of the total hotel and motel room inventory in Butte County.

TABLE B-6: BUTTE COUNTY AVERAGE MONTHLY OCCUPANCY	
Month	2011 Average Occupancy
January	41.0%
February	51.1%
March	56.2%
April	59.7%
May	59.4%
June	63.9%
July	60.3%
August	60.9%
September	63.1%
October	61.2%
November	54.5%
December	44.7%

Source: ADE, data from STR Global.

Note: Data only includes hotels and motels, and excludes bed & breakfast inns and vacation rentals.

GENERAL POTENTIAL FOR NEW HOTEL/MOTEL DEVELOPMENT

Typical rules of thumb for new hotel development require an average annual occupancy of between 60 and 70 percent in order for a project to break even. The newest properties in Butte County were constructed before the recent recession, a time in which the average occupancy rates generally fell into that range. The most recent hotel opening in Butte County occurred in February 2009, when the 66-room Holiday Inn Express and Suites opened in Oroville.

Judging by recent occupancy rate trends, Butte County's lodging market is still recovering from the recession, and will need additional growth in room demand before the market will support significant increases in room inventory. Butte County's lodging market has demonstrated that it has begun attracting more upscale visitors, and has an untapped lodging market with the upper market. Currently, Butte County has only a couple lodging facilities that provide a higher level of amenities that attract the most upscale visitors, such as Hotel Diamond and Chapelle de L'Artiste, which is a bed and breakfast inn.

BED & BREAKFAST INN MARKET

The bed & breakfast (B&B) lodging market generally serves a more upscale market than most of the other lodging options. Rather than physical amenities such as recreation and conference facilities, B&Bs typically offer highly personalized service and location amenities such as a historic neighborhood, historic architecture, or a natural setting.

LOCAL SETTING

A total of 11 lodging establishments in Butte County that are considered B&Bs.⁵ These establishments account for a total of 56 guest rooms, which represents a slight increase over the 55 guest rooms identified in 2005. Seven of these B&B establishments are located in Chico.

Since 2005, three of the B&Bs previously listed on Butte County's tourism website (Camelot Bed & Breakfast, Esplanade Bed & Breakfast, and Moonshadows Mansion) no longer appear on the site, while

⁵ This total is separate from hotels and motels.

three new B&Bs (Cory's Country Inn, Rain Tree Cottage, and Chapelle de L'Artiste Chateau & Retreat) are now listed. In addition, two other B&Bs (Music Express Inn and Stirling City Hotel) have added rooms since 2005.

GENERAL CHARACTERISTICS

The aspects that distinguish a B&B from a typical hotel or motel are the high level of involvement by the owners, and the small scale of typical B&B operations. In a 2002 study of B&B operators in California, about 68 percent of B&B owners live on the premises, with an additional 12 percent that reside within one-mile.⁶ Because of this high degree of involvement by ownership, B&Bs typically maintain a small employee staff with an average of less than three full-time and less than four part-time employees.⁷ On average, California B&B inns generated about \$336,870 of annual revenue in 2010.

In addition, B&B inns in Butte County average about five rooms per establishment. In contrast, Butte County hotels average 52 guest rooms. Clearly, a B&B establishment represents a smaller scale operation than even a budget/economy motel, and one that generates higher revenue per room on average.

OCCUPANCY AND REVENUE

The annual occupancy rate of B&B establishments located in California averaged about 45 percent in 2010, which is well below the typical break even benchmark for new hotel and motel developments.⁹ However, the average daily room rate for a B&B was about \$200. In addition, the 2010 occupancy and room rates slightly improved on the averages for 2009 (44 percent occupancy rate, and \$183 room rate per night). In Butte County, the typical range of posted room rates averages between \$131 and \$185, with room rates going as low as \$66 and as high as \$435 per night (Table B-7).

SITE CHARACTERISTICS

In the 2002 PAII survey of California B&B inns, the average B&B occupied 6.5 acres with 7,200 square feet of total building space to accommodate eight guest rooms, common areas, and owner's residences.¹⁰ The same survey found that 58 percent of B&Bs occupied parcels of less than one acre, and only 18 percent of the B&B buildings were originally built as B&Bs. This is consistent with the 2011 national PAII survey that found B&B inns averaging 6,000 square feet with an average of eight guest rooms, and only 21 percent of the inns originally built as B&B inns.¹¹

⁶ Professional Association of Innkeepers International (PAII), *Industry Study of Operations, Marketing, and Finances – California Report*; 2002. The PAII has not updated this report for California, and now includes a more limited subset of regional and state data in its annual national/regional report.

⁷ Professional Association of Innkeepers International (PAII), *Industry Study of Innkeeping Operations & Finance – 2011 Edition*.

⁸ In the 2002 state study by PAII, California B&B inns averaged 6.3 employees working 145 total hours per week.

⁹ PAII, 2011.

¹⁰ PAII, California Report, 2002.

¹¹ PAII, 2011.

GENERAL POTENTIAL FOR NEW BED & BREAKFAST INNS

The B&B option generally represents a very attractive option for reusing existing buildings, particularly for any underutilized structures that might exist in historic districts or scenic areas. A typical B&B inn would operate well within the small scale of a downtown area, as well as other small infill sites, in part because a B&B would not necessarily entail developing a new facility from the ground up. The B&B option is also consistent with the general trend of Butte County's lodging market moving into a more upscale market. However, it should be noted that Butte County has seen notable turnover in its B&B operations since 2005, even though the overall room count has stayed virtually the same.

TABLE B-7: BUTTE COUNTY BED & BREAKFAST INNS				
City	Name	Rooms	Rates (Low)	Rates (High)
Berry Creek	Lake Oroville Bed & Breakfast	6	\$135	\$175
Chico	Cory's Country Inn	3	\$175	\$265
Chico	Goodman House	5	\$105	\$150
Chico	Johnson's Country Inn	4	\$95	\$145
Chico	L'abri Bed & Breakfast	3	\$85	\$100
Chico	Music Express Inn	12	\$66	\$125
Chico	Rain Tree Cottage	1	n/a	n/a
Chico	The Grateful Bed	4	\$125	\$185
Oroville	Riverside Bed & Breakfast	9	\$95	\$165
Paradise	Chapelle de L'Artiste Chateau & Retreat	3	\$355	\$435
Stirling City	Stirling City Hotel	6	\$75	\$100
Countywide Total		56		

Source: ADE, data from Butte County and lodging operator websites/contacts

TRAVEL PARKS MARKET

Based on information from Butte County's tourism website and other sources, the county currently has a total of 19 travel parks operating with a total of 507 RV spaces (Table B-8).¹² They are generally located around Oroville and Paradise. Travel parks and campgrounds provide parking and utility hookups for RVs. They also provide outdoor recreational activities on-site. Compared to other forms of lodging, travel parks have considerably lower daily rates and less luxurious accommodations, but some of these parks include permanent rest room facilities, and meeting rooms.

The California Travel Parks Association (CTPA) tracks the occupancy levels for travel parks statewide, and the majority of Butte County (including Chico, Oroville, and Paradise) is included within the Central Valley region. Other outlying areas within Butte County include parts of the Shasta Cascade region that extends all the way to the California-Oregon border, and a portion of the High Sierra region that extends east to the California-Nevada border.

¹² The Butte County tourism website had previously listed two RV parks located in the Lake Oroville SRA (Bidwell Canyon and Lime Saddle), with a total of 86 additional RV spaces. These parks are no longer listed as RV campgrounds, and their websites do not have any information about the number of spaces for RVs. However, these spaces are still listed as campgrounds. In addition, three other sites were identified as RV parks (Feather Falls Casino KOA, Butte Meadows Mercantile, and The Outpost), however no information on the number of spaces was available.

**TABLE B-8:
RV CAMPGROUNDS IN BUTTE COUNTY**

Location	RV Campgrounds	Spaces Avail.	Full Hookups	No Hookups	Daily Rate
Butte Meadows	Bambi Inn	9	9	0	\$25.00
Chico	Almond Tree RV Park	42	42	0	\$26.67
Gridley	Butte County Fairgrounds	-	-	-	\$18.00
Gridley	Gridley Inn RV Park	46	46	0	\$35.00
Oroville	Dingerville USA RV Golf Park	40	40	0	\$29.00
Oroville	Falling Rock RV Park	16	16	0	-
Oroville	McGrath's RV Park	24	24	0	\$18.00
Oroville	Mount Vista RV Park	51	-	-	\$20.00
Oroville	River One RV Park	28	-	-	\$35.00
Oroville	River Reflections RV Park & Campground	91	91	0	\$15.00-\$25.00
Paradise	Acres of Paradise RV Park	1	1	0	\$19.00
Paradise	Cape Cod Estates & RV Park	3	-	-	\$15.00
Paradise	Feather West Travel Trailer Park	20	16	4	\$20.00
Paradise	Paradise Pines Campgrounds & RV Park	36	-	-	\$17.00
Paradise	Pine Ridge Travel Trailer Park	43	43	0	\$19.00
Paradise	Pinecrest Mobile & RV Park	4	4	0	\$20.00
Paradise	Quail Trails Village	20	20	0	\$25.00
Paradise	Riffles RV Park & Campground	8	8	0	\$12.50-\$17.50
Paradise	Skyway Villa & RV Park	25	25	0	\$25.00
Countywide Total		507	-	-	

Source: ADE, data from Butte County

As shown in Table B-9, the travel parks in the Central Valley region had an occupancy rate of 61 percent in 2010. By comparison, the Shasta Cascade region had a 48 percent occupancy rate, and the High Sierra region had a 31 percent occupancy rate in 2010. Travel parks in California as a whole had an average occupancy of 58 percent in 2010.

As with Butte County in general, the Central Valley region maintains a relatively consistent high occupancy rate throughout the year, with no single month dropping below 53 percent. This is due to the large numbers of hunting, fishing, and nature watching enthusiasts who visit between November and February when nearly 2 million ducks, geese and birds are wintering along the Sacramento Valley in western Butte County.

**TABLE B-9:
CALIFORNIA TRAVEL PARK OCCUPANCY RATE BY REGION**

2010 Occupancy Rate	Central Valley	Shasta Cascade	High Sierra	California Average
January	57.6%	49.2%	10.9%	50.5%
February	63.2%	41.9%	10.6%	54.3%
March	55.8%	51.9%	7.0%	55.4%
April	53.3%	47.6%	32.2%	56.4%
May	62.8%	38.2%	14.6%	53.3%
June	62.2%	51.5%	45.7%	64.8%
July	63.0%	57.4%	67.9%	72.7%
August	69.6%	52.0%	63.9%	66.0%
September	62.3%	52.3%	39.1%	61.6%
October	67.1%	46.6%	37.9%	59.8%
November	57.7%	56.5%	12.6%	55.7%
December	65.0%	43.4%	20.1%	55.6%
Annual Average	61.2%	48.4%	31.1%	58.4%

Source: ADE, data from California Travel Parks Association

APPENDIX C: BUDGET AND FUNDING SOURCES FOR TOURISM PLANNING AND MARKETING

ANNUAL TOURISM PROGRAM BUDGET

There is a potentially a wide range in the level of expenditures Butte County could budget to implement the tourism strategy, depending on the availability of funding. The consultants have prepared an initial budget estimate for the first two years based on recommended marketing activities and other priorities expressed in the action plan (Table C-1). One of the main priorities is to establish a regular source of funding to operate the program over the long term; hence the first item in the budget is to explore the feasibility of establishing a Tourism Business Improvement District (TBID). The TBID is discussed in more detail below under funding sources, but the budget figures shown in Table C-1 are the estimated costs to actually establish the TBID, assuming the lodging owners in the county agree to participate. If that is not the case, then other funding options would need to be explored, at additional costs. This may also affect the ability of the Tourism Council to budget the other expenditures in Table C-1, at least in the short term.

TABLE C-1: POTENTIAL 2 YEAR BUDGET FOR BUTTE COUNTY TOURISM			
FIRST YEAR BUDGET	Strategy Reference	Low	High
TBID Adoption	Establish Reliable Funding (p. 8)	\$15,000	\$20,000
Visitor Surveys	Measure Progress (p. 8)	\$15,000	\$35,000
Marketing	Appendix E (pp. 71-72)		
Planning		\$12,000	\$18,000
Website Development		\$10,000	\$25,000
Blog Writing		\$3,600	\$6,200
Publicity		\$5,145	\$7,700
Media Outreach		\$16,200	\$29,200
Social Media		\$9,550	\$15,600
Subtotal Marketing		\$56,495	\$101,700
TOTAL YEAR 1		\$86,495	\$156,700
SECOND YEAR BUDGET INCREASE			
Office and Overhead	**	\$18,000	\$24,000
Staff	**	\$100,000	\$200,000
Additional Marketing	Appendix E (pp. 71-72)	\$21,750	\$41,200
TOTAL YEAR 2		\$196,245	\$366,900

Source: ADE and The Placemaking Group

** Actual second year priorities should be determined by the Tourism Council; however, funding for a locale and staff should facilitate many of the action items in the plan.

The first year costs include establishing a TBID, conducting visitor surveys, and instituting a basic level of marketing activities, assuming that could occur while the other two activities are also going on. The costs all assume hiring consultants to implement these efforts. If funds are not available for this, or alternatively, if staff and in-kind resources are available from the jurisdictions or stakeholders, then potentially these activities could be done for lower cash cost. The budget does not include the cost of creating a new non-profit organization to manage the TBID or otherwise operate the Tourism Program. The Tourism Council may decide that this is the best organizational approach to implementing the Action Plan, but there would be some cost to set up such an organization. In addition, it may be necessary to have a non-profit organization manage the TBID, if the County or other existing organization is not prepared to do so.

Given these outstanding issues it is not assumed there would be any paid staff for the program in the first year. However, an estimate is provided for the second year, if funding becomes available. In addition, we have added the cost of the full marketing program as recommended by The Placemaking Group. These costs do not include developing a mobile app or a full advertising program. Further research, including reviewing the results of the visitor surveys, would be needed to develop costs for these items.

TOURISM FUNDING SOURCES

Tourism Business Improvement District (TBID)

TBIDs generate annual assessments from businesses in the tourism sector to fund improvements or programs to support tourism activity. Perhaps the most notable example is in South Lake Tahoe, where TOT revenues are used primarily for general fund expenditures by the City and the lodging properties adopted an assessment through a TBID to fund their joint marketing program. This type of funding could also supplement TOT revenues for similar programs and has gained substantial popularity throughout the state, with some 36 TBIDs in existence currently.

The most common form of TBID assessment is levied on lodging establishments on the basis of occupied room nights. In order to gauge the order of magnitude of potential revenue from this source, Table C-2 provides an inventory of hotels and motels in Butte County and two scenarios for potential assessments ranging from \$0.50 to \$1.00 per occupied room night. The property inventory does not include bed and breakfast inns or vacation rentals, and therefore is a conservative estimate of potential revenues. On the other hand, these smaller properties may not generate much revenue and it may not be cost effective to include them in the assessment.

The total revenues shown in Table C-2 range from \$201,000 to \$402,000 per year, based on recent history for occupancy rates in the County. At 58.2 percent, the recent average occupancy rates are relatively low and possibly would increase with additional marketing as contemplated in the Tourism Development Strategy. However, even at these levels, the revenue is sufficient to fund much of the proposed marketing and tourism development program as indicated above.

TABLE C-2: POTENTIAL REVENUES FROM A LODGING BASED TBID		
Butte County Hotels and Motels by Location		
City	Lodging	Rooms
Chico	17	1,141
Gridley	1	25
Oroville	10	584
Paradise	4	142
Total	32	1,892
Total Room Nights		690,580
Occupied Room Nights		402,608
Potential Revenue @\$1.00 per night		\$402,608
Potential Revenue @\$0.50 per night		\$201,304

Source: ADE, Inc.

Transient Occupancy Tax (TOT)

The primary source of tourism funding for most California jurisdictions is the Transient Occupancy Tax (TOT). All jurisdictions in Butte County levy such a tax, although at different rates. Options associated with this revenue source may include reallocating existing revenues to support specific components of the countywide tourism development strategy or raising tax rates to generate more revenues for this purpose.

The latest statewide data on TOT tax rates and revenues is for 2011. At that time, Butte County as a whole had a blended average TOT rate of 9.7 percent. The list below shows average rates for a number of counties in the Northern California area. The rates for each individual jurisdiction are shown in Table C-3 below. Statewide, individual rates range from 4 percent to 15 percent, but most of the blended rates are close to 10 percent.

County	TOT Rate
Lassen	10%
Glenn	9.9%
Nevada	10%
Sutter	10%
Yuba	10%
Tehama	9.9%
Shasta	10%
Plumas	9%
Sacramento	11.7%

Table C-3 presents two hypothetical scenarios in which the TOT rates are increased either for selected jurisdictions or across the board. The first scenario calculates additional revenue from the 2011 base with an increase of 0.5% in the tax rate for all jurisdictions. This option would potentially raise about \$124,000 per year, assuming the increased rate does not affect visitor totals in the County.

The second scenario raises all jurisdictions' rate up to the 10% currently levied by Chico and Paradise. This option generates about half as much new revenue, at \$66,000 per year, since Chico is the major tax generator and would not be increasing revenue.

As tax, an increase in the TOT rate would require a two-thirds vote of the public in each jurisdiction.

TABLE C-3: BUTTE COUNTY TRANSIENT OCCUPANCY TAX (TOT)				
Jurisdiction	Existing Tax Rate	2011 Revenues (000's)	Add'l Rev @ 0.5% Higher Rate (000's)	Add'l Rev with All Jurisdictions @ 10% Rate (000's)
Unincorporated	6%	\$26.2	\$2.18	\$17.47
Chico	10%	\$1,880.0	\$94.00	\$0.00
Gridley	6%	\$17.6	\$1.47	\$11.73
Oroville	9%	\$335.3	\$18.63	\$37.26
Paradise	10%	\$162.0	\$8.10	\$0.00
TOTAL	9.7%	\$2,421.1	\$124.38	\$66.46

Source: ADE and Dean Runyan Assc.

Grant Funding for Tourism Development

There are relatively few sources of grants funds that may be used for tourism development purposes.

The **State Community Development Block Grant (CDBG)** program has funded the preparation of this Tourism Action Strategy and the Tourism Asset Analysis from 2007. These grants are issued for economic development planning studies and could be used, for example, to fund the completion of the initial visitor surveys called for in the action plan. However, this program has a long lead time to obtain funds and the amount of available funding has been decreasing in recent years. In addition, these funds are for planning purposes only and cannot be used to run the ongoing tourism program or do actual marketing activities. The visitor surveys would be part of the planning process to help focus the marketing program in the future and would qualify for CDBG funding on that basis. Additionally, a more extensive feasibility study for a visitor center could be the subject of a CDBG grant.

The **Economic Development Administration** also offers funding for economic development projects, which could include tourism related projects. This funding is also very limited, however, and applications must compete with a wide range of other economic development projects in the region. For purposes of EDA funding, Butte County is part of a three county region including Glenn and Tehama counties. The priorities for EDA funding for the three counties and the participating cities in the region are provided in the Comprehensive Economic Development Strategy (CEDS) for 2010-2015, prepared by 3CORE economic development corporation. The current priorities expressed for Butte County and its cities in the CEDS all related to broader economic development programs and goals such as entrepreneurship development and industrial business development. EDA also funds public infrastructure projects that have economic development benefit. In order to apply for EDA funds to complete tourism asset development projects, Butte County would need to have those projects included in the five year CEDS. In addition, in order to be competitive, funding applications to EDA should be able to demonstrate job development and private sector investment potential.

The **U.S. National Park Service** (www.nps.gov) has a "Save America's Treasures" program that offers grants to preserve nationally significant historical resources. It is not clear what level of funding is still available. The Preserve America grants were discontinued in the latest federal budget.

The **California Department of Parks** (www.parks.ca.gov/?page_id=1008) [references](#) three grant programs on its website. First, the Regional Trails Program has traditionally been handled by this Department but may be transferred to Caltrans according to the website. The Habitat Conservation Fund is closed for the current cycle, but the Land and Water Conservation Fund will open February 3, 2014. Recent grants awarded through this program include a number of local and regional park development projects.

Tourism Cares (www.tourismcares.org) offers grants for conservation, preservation, and restoration of global, natural, cultural and historic sites. In addition it sponsors volunteer efforts to conduct restoration projects in local areas.

The **National Endowment for the Arts** (www.nea.gov) offers many grants programs related to the arts. One program that is currently open until January is called "Our Town", described as follows: Organizations may apply for creative placemaking projects that contribute to the livability of communities and place the arts at their core. An organization may request a grant amount from \$25,000 to \$200,000 (Deadline: January 14, 2013).

APPENDIX D: BUTTE COUNTY TOURISM ASSETS

Venue	Address	City	Website
AERONAUTICS:			
Oroville Glider Rides	225 Chuck Yeager Way	Oroville	http://tmaglider.com/
Skydive in Paradise		Paradise	http://www.sacramentoskydiving.com/index.php
ASTRONOMY:			
Chico Community Observatory	Observatory Way	Chico	http://www.chicoobservatory.com/
BOATING, KAYAKING, CANOEING:			
Bidwell-Sacramento River State Park	12105 River Rd	Chico	http://www.sacramentoriver.org/
Paradise Lake	Countywide	Magalia	http://www.visitparadiselake.com/
Bidwell Canyon Marina	801 Bidwell Canyon Road	Oroville	http://bidwellcanyonmarina.com/
Feather River		Oroville	
Lake Oroville	PO Box 915	Oroville	http://www.water.ca.gov/recreation/locations/oroville/maps/index.html
Thermalito Forebay (North)		Oroville	http://www.parks.ca.gov/?page_id=948
Thermalito Forebay (South)	Grant Avenue	Oroville	http://www.parks.ca.gov/?page_id=948
Forebay Aquatics Center		Oroville	http://www.facebook.com/pages/Forebay-Aquatic-Center/112144332141107
Diversion Dam		Oroville	http://www.paddling.net/places/showReport.html?384
Lake Oroville Marina at Limesaddle	3428 Pentz Road	Paradise	http://lakeorovillemarina.com/
CAMPING:			
Bambi Inn	7436 Humboldt Road	Butte Meadows	http://www.totalescape.com/destin/california-towns.php?tid=675#
Butte Meadows Mercantile Resort	7473 Humboldt Road	Butte Meadows	http://www.buttemeadowscabins.com/
Almond Tree RV Park	3124 Esplanade	Chico	http://northvalley.net/rvpark/
Butte County Fair Grounds	199 East Hazel Street	Gridley	http://buttecountyfair.org/
Camp DeSabra	6080 DeSabra Lane	Magalia	http://www.psea.info/camps/desabra.html
Bidwell Canyon Campground	Bidwell Canyon Rd & Arroyo Drive	Oroville	http://www.parks.ca.gov/?page_id=462
Dingerville USA	5813 Pacific Heights Rd	Oroville	http://www.rvparking.com/ca/oroville/dingerville-usa-rv-park
Falling Rock RV Park	3454 California 70	Oroville	http://www.rvparking.com/ca/oroville/falling-rock-rv-park
Feather Falls Casino KOA	3 Alverda Drive	Oroville	http://koa.com/campgrounds/oroville/
Lake Oroville Boat-in Campsites	Lake Oroville	Oroville	http://www.lakeoroville.net/index.php?option=com_content&view=article&id=132:mass-tamil-exodus3&catid=42:rokstories
Lake Oroville Floating Campsites	Lake Oroville	Oroville	http://www.lakeoroville.net/index.php?option=com_content&view=article&id=120
Lake Oroville Spillway Kiosk	Lake Oroville	Oroville	http://www.parks.ca.gov/?page_id=462
Loafer Creek Campground	Loafer Creek Rd	Oroville	http://www.parks.ca.gov/?page_id=462
Mount Vista RV Park	3864 Olive Highway	Oroville	530-534-1133 (no website)
Oroville Wildlife Area	945 Oro Dam Blvd	Oroville	http://www.dfg.ca.gov/lands/wa/region2/oroville.html
Riffles RV Resort and Campground	4514 Pacific Heights Road	Oroville	http://www.rvparking.com/ca/oroville/riffles-rv-campground
River One RV Park	751 Oro Dam Blvd W	Oroville	http://www.riveronervpark.com/contact-us/
River Reflections	4360 Pacific Heights Road	Oroville	http://www.rvparkresorts.com/
Feather Falls Trailhead Campground		Oroville	http://www.fs.usda.gov/recarea/plumas/recreation/hiking/recarea/?recid=11228&actid=50
Lime Saddle Campground	3428 Lime Saddle Road	Paradise	http://www.parks.ca.gov/?page_id=462
Pine Ridge Park	5084 Pentz Rd	Paradise	http://pineridgepark-ministorage.com/
Quail Trails Village	5110 Pentz Road #2	Paradise	http://quailtrailsvillage.com/
CYCLING:			
Bidwell Park	1968 E 8th St	Chico	http://bidwellpark.org/
Butte Creek Canyon/Honey	13548 Centerville Road	Chico	http://www.buttecreek.org/ -

Venue	Address	City	Website
Run Covered Bridge			http://www.honeyruncoveredbridge.com
Chico Bike Trails		Chico	http://www.chicovelo.org/main/area-rides
HWY 99 Bike Corridor		Chico	http://www.chico.ca.us/capital_project_services/StateRoute99CorridorBikewayProject.asp
Midway Bike Bath		Chico/Durham	http://chicowiki.org/Midway_Bike_Path
Meadowbrook Ranch	15424 Skyway, DeSabra Stage	Magalia	http://www.meadowbrookranch.com/benefits.shtml
Paradise Lake		Magalia	http://www.visitparadiselake.com/
Brad Freeman Bicycle Trail		Oroville	http://lakeorovillebicyclists.org/Maps.html
Paradise Memorial Trailway		Paradise	
DISC GOLF:			
Peregrine Point Disc Golf Course		Chico	http://www.chico-outsiders.com/Outsiders/index.html
Sherwood Forest Disc Golf	1928 Manzanita Avenue	Chico	http://www.chicorec.com/Parks--Facilities/Community-Parks/Hooker-Oak-Park/index.html
Riverbend Park Disc Golf Course	1200 Myers Street	Oroville	
Lava Creek Disc Golf Course	5325 Clark Road	Paradise	http://www.facebook.com/pages/Lava-Creek-Disc-Golf-Course/112723848808685#!/pages/Lava-Creek-Golf-Course/116219741738798
DOG PARKS (OFF-LEASH):			
DeGarmo Dog Park	Esplanade & Leora Court	Chico	http://www.chicorec.com/Parks--Facilities/Community-Parks/DeGarmo-Park/index.html
Upper Bidwell Horseshoe Lake		Chico	http://www.bidwellpark.org/page/explore-bidwell-park/upper-park.php
Pat Alley Memorial Dog Park	Montgomery Street in Riverbend Park	Oroville	http://www.frrpd.com/Dog%20Park.html
Lezlie Morrow Dog Park		Paradise	http://dogparkinparadise.com/
FISHING:			
Bidwell-Sacramento River State Park	12105 River Rd	Chico	http://www.sacramentoriver.org/
Meadowbrook Ranch	15424 Skyway, DeSabra Stage	Magalia	http://www.meadowbrookranch.com/benefits.shtml
Paradise Lake	Countywide	Magalia	http://www.visitparadiselake.com/
Lake DeSabra		Magalia	http://www.psea.info/camps/desabra.html
Feather River		Oroville	
Lake Oroville	PO Box 915	Oroville	http://www.lakeoroville.net/
Oroville Wildlife Area	945 Oro Dam Blvd	Oroville	http://www.dfg.ca.gov/lands/wa/region2/oroville.html
Thermalito Forebay (North)		Oroville	http://www.parks.ca.gov/?page_id=948
Thermalito Forebay (South)	Grant Avenue	Oroville	http://www.parks.ca.gov/?page_id=948
Paradise Aquatic Park	5600 Recreation Drive	Paradise	http://www.paradiseprrpd.com/aquatic.htm
GOLFING:			
Bidwell Park	1968 E 8th St	Chico	http://bidwellpark.org/
Canyon Oaks Country Club	999 Yosemite Drive	Chico	http://www.americangolf.com/canyon-oaks-country-club/
Skyway Golf Park	1 Longest Drive	Chico	http://skywaygolfpark.net/
Paradise Pines Golf Course	13917 S Park Drive	Magalia	http://www.paradisepinesgolfcourse.com/
Dingerville USA	5813 Pacific Heights Rd	Oroville	http://www.rvparking.com/ca/oroville/dingerville-usa-rv-park
Kelly Ridge Golf Course	5131 Royal Oaks	Oroville	http://logncc.com/
Table Mountain Golf Course	2700 Oro Dam Blvd West	Oroville	http://www.tablemountaingolf.com/
Lava Creek Golf Course	5325 Clark Rd	Paradise	
Tuscan Ridge Golf Club	3100 Skyway	Paradise	http://www.tuscanridgeclub.com/
HIKING:			
Bald Rock, Plumas National Forest	Countywide	Butte County	
Table Mountain	Countywide	Butte County	http://www.dfg.ca.gov/lands/er/region2/northtable.html
Pacific Crest Trail		Butte Meadows	http://www.chicohiking.org/Individual-Hike-Pages/High-Country/Butte-Co-high-pt.htm
Bidwell Park	1968 E 8th St	Chico	http://bidwellpark.org/

Venue	Address	City	Website
Butte Creek Canyon/Honey Run Covered Bridge	13548 Centerville Road	Chico	http://www.buttecreek.org/ - http://www.honeyruncoveredbridge.com
Big Chico Creek Ecological Reserve		Chico	http://www.csuchico.edu/bccer/public_use/hikes.shtml
Genetic Resource and Conservation Center	2741 Cramer Lane	Chico	http://www.fs.usda.gov/recarea/mendocino/recarea/?recid=25248
Chico Creek Nature Center	1968 East 8th Street	Chico	
Paradise Lake	Countywide	Magalia	http://www.visitparadiselake.com/
Meadowbrook Ranch	15424 Skyway, DeSabra Stage	Magalia	http://www.meadowbrookranch.com/benefits.shtml
Feather Falls	Lumpkin Road	Oroville	http://www.fs.usda.gov/recarea/plumas/recreation/hiking/recarea/?recid=11228&actid=50
Oroville Wildlife Area	945 Oro Dam Blvd	Oroville	http://www.dfg.ca.gov/lands/wa/region2/oroville.html
Oroville Area Hiking		Oroville	http://www.water.ca.gov/recreation/locations/oroville/hiking.cfm
Brad Freeman Bicycle Trail		Oroville	http://www.water.ca.gov/recreation/locations/oroville/hiking.cfm
Curtain Falls		Oroville	http://www.localhikes.com/Hikes/DomeTrail_1620.asp
Clotilde Merlo Park		Paradise	http://www.stirlingcity.info/scpark.shtml
Bille Park Hiking Trail		Paradise	http://www.paradisechamber.com/sites/default/files/hiking_trails.pdf
Paradise Memorial Trail		Paradise	http://www.paradisechamber.com/sites/default/files/hiking_trails.pdf
Canyon View Trail		Paradise	http://www.paradisechamber.com/sites/default/files/hiking_trails.pdf
Coutolenc Park		Paradise	http://www.paradisechamber.com/sites/default/files/hiking_trails.pdf
Butte Creek Trail		Paradise	http://www.paradisechamber.com/sites/default/files/hiking_trails.pdf
Upper Ridge Nature Preserve Trails		Paradise	http://www.paradisechamber.com/sites/default/files/hiking_trails.pdf
Lower Trail		Paradise	http://www.paradisechamber.com/sites/default/files/hiking_trails.pdf
The Upper Trail		Paradise	http://www.paradisechamber.com/sites/default/files/hiking_trails.pdf
PG&E Flume Pathways		Paradise	http://www.paradisechamber.com/sites/default/files/hiking_trails.pdf
Dean Road Flume		Paradise	http://www.altacal.org/sites/ParadiseFlumeTrail/ParadiseFlumeTrail.php?print=1
Head Dam		Paradise	
Bille Park Trails	501 Bille Rd	Paradise	http://www.paradisepd.com/bille.htm
Sawmill Peak			
HORSEBACK RIDING:			
Camelot	1985 Clark Road	Oroville	http://www.camelotequestrianpark.com/
Moore Road Riding Arena		Paradise	http://www.paradisehorsemensassoc.com/location.htm
RACING – AUTO:			
Outback Raceway	424 Otterson Drive, Ste 160	Chico	http://www.amainhobbies.com/Tracks/outback-raceway/about/
Silver Dollar RC Raceway	2337 Fair Street	Chico	http://www.amainhobbies.com/Tracks/silver-dollar-rc-raceway/about/
Silver Dollar Speedway	2337 Fair Street	Chico	http://www.silverdollarspeedway.com/
Cycleland	47 Nelson Road	Oroville	http://www.cyclelandspeedway.com/
Rock Crawling - Surplus City	4514 Pacific Heights Road	Oroville	http://www.cj-jeep.com/
Rock Crawling (high lakes)			http://www.friendsofthehighlakes.com/index.shtml
SKATEBOARDING:			
Humboldt Ave. Skate Park	359 Humboldt Ave	Chico	http://www.chicorec.com/Parks--Facilities/Neighborhood-Parks/Humboldt-Ave.-Skate-Park/index.html
Bedrock Skate and Bike Park	Feather River Blvd. & Safford St.	Oroville	http://www.frrpd.com/Parks.html
SCENIC BYWAY:			
Feather River			http://byways.org/explore/byways/2196
Oroville Greenline			http://www.cityoforoville.org/index.aspx?page=350

SPORTING VENUES:			
Harrison Stadium	1920 Veatch Street	Oroville	http://www.facebook.com/pages/Harrison-Stadium/148159098539913
SWIMMING:			
Bidwell Park - 1 mile		Chico	http://www.bidwellpark.org/page/explore-bidwell-park/lower-park.php
Butte Creek		Chico	http://www.buttecreek.org/
Meadowbrook Ranch	15424 Skyway, DeSabra Stage	Magalia	http://www.meadowbrookranch.com/benefits.shtml
Thermalito Forebay (North)		Oroville	http://www.parks.ca.gov/?page_id=948
PRPD Public Pool	1515 West Touhy Ave	Paradise	http://www.paradisepspd.com/
WILDLIFE VIEWING:			
Table Mountain	Countywide	Butte County	http://www.dfg.ca.gov/lands/er/region2/northtable.html
Bidwell Park	1968 E 8th St	Chico	http://bidwellpark.org/
Butte Creek Canyon/Honey Run Covered Bridge	13548 Centerville Road	Chico	http://www.buttecreek.org/ - http://www.honeyruncoveredbridge.com
Teichert Ponds	1968 East 8th Avenue	Chico	http://www.bidwellpark.org/page/nature/teichert-ponds.php
Gray Lodge Wildlife Area	3207 Rutherford Road	Gridley	http://www.dfg.ca.gov/lands/wa/region2/graylodge/
Feather River Fish Hatchery and Nature Center	5 Table Mountain Blvd	Oroville	http://www.dfg.ca.gov/fish/hatcheries/Feather/VisitorInfo.asp
Lake Oroville Visitor Center	917 Kelly Ridge Rd	Oroville	
Kirshner	4995 Durham-Pentz Road	Oroville	http://kirshner.org/
Bille Park Trails	501 Bille Road	Paradise	http://www.paradisepspd.com/bille.htm
Big Chico Creek Ecological Reserve			http://www.csuchico.edu/bccer/
Lookout Point	Skyway Road		
PICNICKING/OUTDOOR PARTY VENUES:			
Feather River Recreation and Park District	1875 Feather River Blvd	Oroville	http://www.frrpd.com/
Paradise Community Park	Black Olive Drive & Pearson Rd	Paradise	http://www.townofparadise.com/index.php/community-park-reservations
Bille Park	501 Bille Road	Paradise	http://www.paradisepspd.com/bille.htm
Paradise Aquatic Park	501 Bille Road	Paradise	http://www.paradisepspd.com/aquatic.htm
Merlo Park		Stirling City	http://www.stirlingcity.info/scpark.shtml
SHOOTING RANGES:			
Safer Arms Indoor Range	2555 Dominic Drive	Chico	http://www.facebook.com/pages/Safer-Arms-Indoor-Shooting-Range/233865228721
Oroville Wildlife Shooting Area	Rabe Road	Oroville	http://www.dfg.ca.gov/lands/wa/region2/oroville.html
Paradise Rod & Gun Club	3420 Skyway	Paradise	http://www.theprgclub.org/index.htm
WINTER SPORTS:			
Snow mobiling		Butte Meadows	http://hillsliders.com/
OUTDOOR/RECREATION ORGANIZATIONS			
Chico Corsa Cycling Club	702 Mangrove Ave #240	Chico	http://chicocorsa.com/
Chico Velo Cycling Club	125 W. 3rd Street, Suite 210	Chico	http://www.chicovelo.org/main/
Chico Paddleheads		Chico	http://www.chicopaddleheads.org/
Paradise Ridge Adventure Club		Paradise	http://www.trailheadgear.com/news.aspx
Paradise Rod and Gun Club	3420 Skyway	Paradise	http://www.theprgclub.org/
Paradise Horseman's Association	6178 Center Street	Paradise	http://www.paradisehorsemensassoc.com/
ARTS/CULTURAL/HERITAGE			
GALLERIES:			
1078 Gallery	820 Broadway	Chico	http://www.1078gallery.org/
Avenue 9 Gallery	180 E 9th Ave, Ste 3	Chico	http://avenue9gallery.com/
Chico Art Center	450 Orange St, Ste 6	Chico	http://chicoartcenter.com/
Chico Paper Company	345 Broadway	Chico	http://www.chicopapercompany.com/

CSUC Art Gallery	111 Taylor Hall	Chico	http://www.csuchico.edu/art/galleries/univgallery.html
Orient & Flume Art Glass	2161 Park Ave	Chico	http://www.orientandflume.com/
Satava Art Glass	819 Wall Street	Chico	http://www.satava.com/
Art Etc.	122 W. Third Street	Chico	https://www.facebook.com/artetcchicocalifornia
Vagabond Rose Gallery	236 Main Street	Chico	http://www.yelp.com/biz/vagabond-rose-gallery-and-framing-the-chico
Made in Chico	127 W. Third Street	Chico	http://www.madeinchicostore.com/
All Fired Up	830 Broadway	Chico	http://www.allfiredupchico.org/
Chico Art School & Gallery	336 Broadway Street #20	Chico	http://www.chicoartschool.com/
James Snidle Fine Arts	254 East 4th Street	Chico	http://www.jamessnidlefinearts.com/and_appraisals/Home.html
Needham Stained Glass Studio	237 Broadway Street	Chico	
CHIVA	PO Box 1967	Chico	http://chivaa.org/
Sutherland Art Glass	853 Hazel Street	Gridley	http://www.sutherlandglassart.com/
Artists of River Town	1930 Arlin Rhine Dr.	Oroville	http://www.artistsofrivertown.org/
Butte College Gallery	3536 Butte Campus Drive	Oroville	http://www.butte.edu/newandreturning/life_at_butte_college/coyote_art_gallery.html
Paradise Art Center	5564 Almond St	Paradise	http://www.paradise-art-center.com/
Fir Street Gallery & Gifts	5564 Almond St	Paradise	http://www.firststreetgallery.com/
MUSEUMS & CULTURAL SITES:			
Cherokee Museum	Cherokee Rd - Off Hwy 70	Cherokee	http://www.rockincherokee.com/CHEROKEE/CHEROKEE~1.htm
Gateway Science Museum	625 Esplanade	Chico	http://www.csuchico.edu/gateway/
Bidwell Mansion	525 Esplanade	Chico	http://www.parks.ca.gov/?page_id=460
Chico Museum	141 Salem Street	Chico	http://www.chicomuseum.org/
Chico Air Museum	170 Convair Ave	Chico	http://www.chicoairmuseum.org/
Colman Museum	13548 Centerville Road	Chico	http://www.colmanmuseum.com/
Janet Turner Print Museum	CSUC - Meriam Library	Chico	http://www.janeturner.org/welcome/index.php
Museum of Anthropology	CSUC - Langdon Hall 301	Chico	http://www.csuchico.edu/anthmuseum/
National Yo-Yo Museum	320 Broadway	Chico	http://nationalyoyo.org/
Stansbury Home	307 W. Fifth Street	Chico	http://www.csuchico.edu/our-region/about-town/stansbury-house.shtml
Labyrinth Chico	Childrens Park	Chico	http://chicolabyrinth09.blogspot.com
MONCA	PO Box 4654	Chico	http://www.monca.org/
Patrick Ranch	10381 The Midway	Durham	http://www.patrickranchmuseum.org/
Gold Trader Flat & Yuba-Feather Historical Museum	19096 New York Flat Rd	Forbestown	
Gridley Historical & Wildlife Museum	601 Kentucky Street	Gridley	
Bolt Museum	1650 Brodrick Street	Oroville	http://www.boltsantiquetools.com/
Butte County Historical Society Museum	1749 Spencer Ave	Oroville	http://www.buttecountyhistoricalsociety.org/museum.html
Chinese Temple	1500 Broderick Street	Oroville	http://www.cityoforoville.org/index.aspx?page=129
Ehmann Home	1480 Lincoln Street	Oroville	http://www.buttecountyhistoricalsociety.org/ehmannhome.html
Bath House Museum - Feather River Nature Center	Montgomery St & Old Ferry Rd	Oroville	http://www.oroville-city.com/city/Parks/NatureCenterHistory.html
PUBLIC ART:			
Stan McEtchin Metal Sculpture	3735 Neal Road	Paradise	
QUILTING:			
The Rabbit Hole	2607 Esplanade	Chico	http://www.rabbitholequiltshop.com/
Honey Run Quilters	2418 Cohasset Road	Chico	http://honeyrunquilters.blogspot.com/
Morningstar Quilts	43 Pearson Road	Paradise	http://www.morningstarquilters.com/

Debbie's Quilt Shop	6455 Skyway	Paradise	http://www.quiltsbydeb.com/
THEATRES & LIVE PERFORMANCES:			
Blue Room Theater	139 West First Street	Chico	http://blueroomtheatre.com/
Chico Theater Company	166 -F Eaton Road	Chico	http://www.chicotheatercompany.com/
Laxson Auditorium	2nd St and Normal Ave	Chico	http://www.chicoperformances.com/
North State Symphony	400 W First Street	Chico	http://www.northstatesymphony.org/
Chico Cabaret	2201 Pillsbury Road, Ste 174	Chico	http://chicocabaret.com/
Chikoko		Chico	http://www.chikoko.com/
State Theater of Oroville	1489 Myers Street	Oroville	http://www.cityoforoville.org/index.aspx?page=134
Birdcage Theatre	1740 Bird St	Oroville	http://www.birdcagetheatre.net/
Theater on the Ridge	3735 Neal Road	Paradise	http://www.totr.org/
Paradise Performing Arts Center	777 Nunneley Rd	Paradise	http://www.paradisepperformingarts.com/
AG/TOURISM			
Calolea Olive Oil	68 Tennessee Ln	Bangor	http://calolea.com/
Hickman Family Vineyards	77 Orange Ave	Bangor	http://hickmanfamilyvineyards.com/
Bayliss Ranch		Biggs	http://www.bayliss-ranch.com/index
Max's Miracle Ranch	3476 Smith Avenue	Biggs	http://maxsmiracles.org/index.html
Sierra Oro Farm Trail	Countywide	Butte County	http://www.sierraoro.org/
Friendly Farm Alpacas	3953 Keefer Road	Chico	http://friendlyfarmalpacas.com/
Bertagna Sun Kissed Vineyards	3363 Hegan Lane	Chico	http://www.bertagnawine.com/#!untitled/mainPage
Chico State Farm	311 Nicholas C. Schouten Lane	Chico	http://www.csuchico.edu/ag/farm/index.shtml
Emerald "C" Vineyards	3756 Keefer Rd	Chico	http://emeraldcvineyards.com/
Honey Run Winery	2309 Park Ave	Chico	http://www.honeyrunwinery.com/
La Rocca Vineyards Tasting Room	12360 Doe Mill Rd	Chico	http://laroccavineyards.com/
Llano Seco Rancho	8369 Hugh Baber Ln	Chico	http://llanoseco.com/
Maisie Jane's	1324 Dayton	Chico	http://maisiejanes.com/
Mooney Farms	1220 Fortress St	Chico	http://www.mooneyfarms.com/
Odyssey Winery and Vineyards	6237 Cohasset Rd	Chico	http://www.facebook.com/pages/Odyssey-Winery-and-Vineyards/145058008895155
Patrick Ranch Museum	10381 Midway	Chico	http://patrickranchmuseum.org/index.html
Pyramid Farms	12242 Meridian Rd	Chico	http://www.pyramidfarms.com/
Roney Wines	5900 Anita Rd.	Chico	http://roneywines.com/
Shuberts Ice Cream	178 E. 7th Street	Chico	http://www.shuberts.com/
Sierra Nevada	1075 East 20th Street	Chico	http://www.sierranevada.com/tour/introduction.html
TJ Farms	3600 Chico Avenue	Chico	http://www.tjfarmsestates.com/
Two by Two Ranch and Petting Zoo	13080 Hosler Ave	Chico	http://www.twobytworanch.com/
Gale Vineyards	9345 Stanford Ln	Durham	http://galevineyards.com/
The Worm Farm	9033 Esquon Rd	Durham	http://www.thewormfarm.net/
Johnson Farm	113 Higgins Avenue	Gridley	http://gridley.wix.com/johnsonupickfarm
Barry Kirshnir Wildlife Foundation	4995 Durham-Pentz Rd	Oroville	http://kirshner.org/
Berkeley Olive Grove	8 Rocky Dr.	Oroville	http://www.berkeleyolivegrove.com/Welcome.html
Butte College Horticulture Nursery	3536 Butte Campus Drive	Oroville	http://www.butte.edu/departments/careertech/agriculture/Wildlife%20Refuge.html
Butte View Olive Company	2950 Louis Ave	Oroville	http://www.chamberorganizer.com/orovillechamber/mem_68841049

California Olive Ranch	2675 Lone Tree Road	Oroville	http://www.californiaoliveranch.com/
Chaffin Family Orchards	606 Coal Canyon Rd.	Oroville	http://www.chaffinfamilyorchards.com/index.php
Feather Falls Brewery	3 Alverda Drive	Oroville	http://www.featherfallscasino.com/brewing-co
Grey Fox Vineyards	90 Grey Fox Lane	Oroville	http://greyfox.net/
Lodestar Farms Olive Oil	3719 Foothill Blvd	Oroville	http://www.lodestarfarms.com/
Long Creek Winery	233 Ward Blvd	Oroville	http://longcreekwinery.com/
Morse Farms	8 Feathervale Drive	Oroville	http://morsemandarinfarms.com/
Mother of all Orange Trees	400 Glen Drive	Oroville	http://en.wikipedia.org/wiki/Mother_Orange_Tree
Mt. Ida Mandarin Ranch	845 Mt Ida Rd	Oroville	http://holidaymandarins.com/
Quilici Vineyards	72 Quail Hill Pl	Oroville	http://quilicivineyards.com/
Sunset Olive Grove		Oroville	http://www.sunsetolivegrove.com/
Tri-L Mandarin Ranch	Mt. Ida Road	Oroville	http://www.mandarins4you.com/
Iris Spring	122 Valley View Drive	Paradise	http://www.irispring.com/
Mountain View Christmas Tree Farm	1986 Mountain View Dr	Paradise	http://mtnviewtrees.com/
Noble Orchards	7050 Pentz Rd	Paradise	http://www.localharvest.org/noble-orchards-M10004
Lundberg Family Farms	5311 Midway	Richvale	http://www.lundberg.com/
PUBLIC ART			
Public Art		Chico	http://www.chico.ca.us/arts_commission/public_art_program_homepage.asp
Public Art		Chico	http://www.artoberfest.org/your-visit/the-arts.html
FESTIVALS/ANNUAL EVENTS			
AGRICULTURE & FOOD:			
Sierra Oro Farm Trail - Passport Weekend			http://www.sierraoro.org/
North Sierra Wine Trail			http://www.northsierrawinetrail.com/
Farm City Celebration - Harvest Festival	525 Esplanade	Chico	http://www.farmcity.com/upcoming.html
Sierra Nevada - Oktoberfest	1075 East 20th Street	Chico	http://www.sierranevada.com/oktoberfest.html
Taste of Chico	Downtown Chico		http://www.downtownchico.com/node/8390
California Nut Festival	10381 Midway	Durham	http://www.californianutfestival.com/
Blues & Brews	Feather Falls Casino, #3 Alverda Drive	Oroville	http://www.featherfallscasino.com/news/blues-brews-festival
Olive Festival	Ehmann Home, 1480 Lincoln Street	Oroville	http://www.chicochamber.com/calendar/2nd-annual-olive-festival-oroville
Bounty of Butte County	Downtown Oroville		http://salmonfestoroville.org/
Salmon Festival	Downtown Oroville, Fish Hatchery		http://salmonfestoroville.org/
Chocolate Festival	6626 Skyway (Terry Ashe Park & Recreation Center)		http://chocolatefest.us/
ART, MUSIC, HISTORY & CULTURE:			
Artoerfest			
Chico Air Show	Chico Airport	Chico	http://www.chicoairshow.org/
Chico Experience Week			http://www.csuchico.edu/chicoexperience/
Christmas Preview	Downtown Chico		http://www.downtownchico.com/events/dcbaevents/cp
CSU Chico Commencement			http://www.csuchico.edu/commencement/
CSU, Chico Performances			http://www.csuchico.edu/upe/performance/index.html
Chico Bicycle Music Festival			http://cbmf.wordpress.com
World Music Festival			http://www.csuchico.edu/upe/performance/cwmf.html
Nutcracker	Laxon, Corner of W 1st Street & Salem Street	Chico	http://www.csuchico.edu/upe/performance/artists/Nutcracker.html

Open Studios Tour			http://www.chicoarttour.com/
Feather Fiesta Day			
California State Old Time Open Fiddle & Picking Championships			http://www.calfiddlers.com/
Celebrate Museum Row	All Museums in Oroville		http://www.cityoforoville.org/index.aspx?recordid=830&page=20
Living History Days	Gold Nugget Museum, 502 Pearson Road	Paradise	http://www.paradisechamber.com/events/days-living-history-0
Johnny Appleseed Days			http://www.paradisechamber.com/johnny-appleseed-days
Gold Nugget Days			http://www.goldnuggetmuseum.com/gold_nugget_days.php
Paradise PowWow	Gold Nugget Museum, 502 Pearson Road	Paradise	http://www.paradisepowwow.org/
Nutcracker	5794 Clark Road	Paradise	http://www.northerncaliforniaballet.com/nutcracker.html
Paradise Gem & Mineral Show		Paradise	paradisechamber.com
ART, MUSIC, HISTORY & CULTURE:			
Chico Concours d'Elegance			
Chico Spring Poker Run			
Durham Harvest Festival - Car Show	Durham Community Park	Durham	http://www.durhamrotary.org/Harvest/index.htm
Show & Shine			
Gold Rush Car Show	Downtown Oroville	Oroville	http://www.chamberorganizer.com/orovillechamber/mem_goldrush
Concours de la Chapelle			
Cruisin Classics of Paradise	Paradise Performing Arts Center, 777 Nunneley Road	Paradise	http://www.cruisinclassicsofparadise.com/
CDF Fire Poker Run			https://secure.mdausa.org/calfirepokerrun/
Annual TJ Memorial Toy Run for Butte County			http://www.chico-hog.com/Calendar%20of%20Events.htm
COMMUNITY EVENTS & PARADES:			
Relay for Life			http://relay.acsevents.org/site/TR?fr_id=48832&pg=entry
Chico Parade of Lights	Downtown Chico		http://www.chicomartialarts.com/chico-parade-of-lights-2012
Pioneer Day Parade			
Treat Street			
Tree Lighting			
Chico Home and Garden Show	Silver Dollar Fairgrounds	Chico	http://www.silverdollarfair.org/Calendar-of-Events/index.html
Community BBQ			http://www.chicochamber.com/calendar/community-bbq-cook
Holiday Bizarre Bazaar	Chico Womens Center		http://www.chikoko.com/events/holiday-bizarre-bazaar/
Chico Garden Tour			http://stjohnschico.typepad.com/stjohnsweblog/garden-tour/
GRUB Garden Bike Tour			http://grubchico.org/news_items/65
4th of July - Chico	Bidwell Park One Mile	Chico	http://www.chicorec.com/
Red Suspender Days			http://gridleyareachamber.com/?page_id=39
14 Mile Yard Sale			http://www.facebook.com/pages/GBID/134106769959464
Kids Fishing Derby	Gray Lodge Wildlife Area	Gridley	http://www.gridley.ca.us/recreation-department/calendar?view=day&lh=1&d=12&m=05&y=2012&exp=2128
4th of July - Oroville	Oroville Dam	Oroville	http://www.lakeoroville.net/
Hooked on Fishing...Not on Drugs	Bedrock Park	Oroville	http://www.chamberorganizer.com/Calendar/moreinfo.php?eventid=55985
Veteran's Day Parade	Downtown Oroville	Oroville	http://www.chamberorganizer.com/Calendar/moreinfo.php?eventid=92058
Paradise Parade of Lights			http://www.paradisechamber.com/
Paradise Garden Tour			http://paradisegardenclub.org/garden-tour/

Days of Living History	502 Pearson Road	Paradise	http://www.paradisechamber.com/events/days-living-history-0
Kids Fishing Derby	5600 Recreation Drive	Paradise	http://www.paradisechamber.com/events/fishing-derby
Kids Fly Free	Paradise Airport	Paradise	
Oroville Parade of Lights			
Paradise Home and Garden Show			http://www.homeshowparadise.com/
EDUCATION:			
Choose Chico			
Chico Preview Day			
Chico State Summer Orientation			
Butte College Summer Orientation			
Expo 125 - Chico State			
OUTDOOR RECREATION & ANIMALS:			
Ride and Dine	1985 Clark Road (HWY 191)	Butte Valley	http://www.camelotequestrianpark.com/ride%20and%20dine.htm
Snowgoose Festival			http://snowgoosefestival.org/
Norcal Cluster Dog Show	Butte County Fairgrounds		http://buttecountyfair.org/
Butte County Fair			
Wildflower Tours of Table Mountain	Table Mountain		http://www.dfg.ca.gov/lands/er/region2/northtable.html
RACING/AUTO:			
Gold Cup	2357 Fair Street (Silver Dollar Speedway)	Chico	http://goldcup.silverdollarspeedway.com/
Nitro Worlds Warm-Up	Silver Dollar RC Raceway	Chico	https://www.amainhobbies.com/forums/calendar.php?do=getinfo&e=28&day=2012-10-18&c=1
RACING – CYCLING:			
Wildflower Century Ride			http://www.chicovelo.org/main/century-series/26-wildflower
Chico Stage Race			http://www.chicostagerace.com/
RACING – RUNNING:			
Frost or Fog - 1/4 Marathon & 5K			
Bidwell Classic 5K & 1/4 Marathon			
Run for Food			
Downtown Mile			
Poppy Walk & 5K Run			
Diva Dash 5K			
Master's 4-Miller			
Dam Fast 5K Series			
Independence Day 5K			
Summer Sizzler			
Chico Ten			
H.O.T Half & 1/4 Marathon			
Ignite the Fight 5K			
Jesse Kohen Memorial 5K			
Almond Bowl 5K, Half Marathon Relay & Marathon			
Girls on the Run of Butte County			
Habitat Home Run 5K			
Jack Frost 10K			

Trail Less Traveled 5K & 1/4 Marathon			
Oroville River Run 5K			
Dam Fast 5K Series			
Salmon Run 5K & 10K			
Paradise Lake Adventure Relay			
Chocolate Chase Fun Run/Walk			
Nugget Ridge Run			
SPORTS:			
National Yo-Yo-Contest	Downtown Chico	Chico	http://contest.nationalyoyo.org/
Showtime Hoops AAU basketball tourney			http://www.showtimehoops.com/chico/
Chico State Old-Time Festivities and Town Ball Game	Yolo Lawn Fields	Chico	http://www.csuchico.edu/chicoexperience/events/index.shtml
LIVE PERFORMANCE ENTERTAINMENT			
Bell Memorial Union - CSU, Chico	400 West First Street	Chico	http://www.csuchico.edu/maps/campus/bell-memorial.shtml
Blue Room	139 West 1st Street	Chico	http://blueroomtheatre.com/
Chico Theater Company	166 Eaton Road Suite F	Chico	http://www.chicotheatercompany.com/
Harlen Adams Theatre - CSU, Chico	400 West First Street	Chico	http://www.csuchico.edu/upe/venues/harlen-adams.shtml
Laxson Auditorium - CSU, Chico	Corner of 3rd St & Chestnut St.	Chico	http://www.chicoperformances.com/
Sierra Nevada Brewery - The Big Room	1075 East 20th Street	Chico	http://www.sierranevada.com/bigroom/livemusic.html
Wisner Theatre - CSU, Chico	400 West First Street	Chico	http://www.csuchico.edu/upe/venues/wisner.html
Downtown Chico Plaza		Chico	http://www.chico.ca.us/general_services_department/park_division/documents/Park%20sites%20information%20sheet%20CityPlazawmap.pdf
Chico State Amphitheatre		Chico	http://www.csuchico.edu/lspr/campgrounds.html
Birdcage Theater	1740 Bird Street	Oroville	http://www.birdcagetheatre.net/
Feather Falls Casino	#3 Alverda Drive	Oroville	http://www.featherfallscasino.com/
Gold Country Casino	4020 Olive Highway	Oroville	http://www.goldcountrycasino.com/
Oroville State Theater	1735 Montgomery Street	Oroville	http://www.cityoforoville.org/index.aspx?page=134
Paradise Performing Arts Center	777 Nunneley Road	Paradise	http://www.paradisepperformingarts.com/
Paradise Community Park	Black Olive Drive & Pearson Rd	Paradise	http://www.townofparadise.com/index.php/community-park-reservations
Bille Park Pavilion	501 Bille Road	Paradise	http://www.paradisepprd.com/bille.htm
Theater on the Ridge	3735 Neal Road	Paradise	http://www.totr.org/index.html
MTG/CONF/TRAVEL			
ARC Pavilion	2040 Park Avenue	Chico	http://arcpavilion.org/
Best Western Heritage	25 Heritage Lane	Chico	http://www.bestwesternchico.com/
Butte Creek Country Club	175 Estates Drive	Chico	http://www.buttecreekcountryclub.com/
Canyon Oaks Country Club	999 Yosemite Drive	Chico	http://www.canyonoaksccl.com/
Chico Event Center	197 East 2nd & Wall Street	Chico	http://www.chicoeventcenter.com/index.html
Chico Masonic Family Center	1110 West East Avenue	Chico	http://www.chicomasonic.com/home.nxg
Chico Women's Club	592 E. 3rd Street	Chico	http://www.chicowomensclub.net/
Cory's Country Inn	4673 Nord Hwy	Chico	http://www.coryscountryinn.com/about.php
Holiday Inn	685 Manzanita Ct	Chico	http://www.holidayinn.com/hotels/us/en/chico/cicca/hoteldetail
Hotel Diamond	220 West 4th Street	Chico	http://www.hoteldiamondchico.com/

Lakeside Pavilion	2565 Lakeside Village Cmns	Chico	http://www.chicorec.com/Parks--Facilities/Lakeside-Pavilion/index.html
Manzanita Place	1705 Manzanita Avenue	Chico	http://manzanitaplace.com/
Marriott Courtyard	2481 Carmichael Drive	Chico	http://www.marriott.com/hotels/travel/ciccy-courtyard-chico/
Oxford Suites	2035 Business Lane	Chico	http://www.oxfordsuiteschico.com/
Residence Inn	2485 Carmichael Drive	Chico	http://www.marriott.com/hotels/travel/CICRI-Residence-Inn-Chico
Silver Dollar Fairgrounds		Chico	http://www.silverdollarfair.org/Facility-Rentals/index.html
Super 8 Hotel	655 Manzanita Court	Chico	http://www.super8chico.com/
The Arroyo Room	131 West 1st Street	Chico	http://www.thepalmsvenue.com/
The Palms	2947 Nord Avenue	Chico	http://www.chicorec.com/Parks--Facilities/Community-Centers/CARD-Community-Center/index.html
CARD Center	545 Vallombrosa Avenue	Chico	http://www.thepalmsvenue.com/
Bell Memorial Union	400 West First Street	Chico	http://rce.csuchico.edu/conferences/bmu
CSU, Chico Colusa Hall		Chico	http://rce.csuchico.edu/conferences/colusa_hall
Enloe Conference Center	1528 Esplanade	Chico	
Butte County Fairgrounds		Gridley	http://www.buttecountyfair.org/rentals/facility-rentals
Gridley Inn	1490 Hwy 99	Gridley	http://www.gridleyinnrv.com/
Meadowbrook Ranch	15424 Skyway	Magalia	http://www.meadowbrookranch.com/main.shtml
Feather Falls Casino	#3 Alverda Drive	Oroville	http://www.featherfallscasino.com/
Gold Country Casino	4020 Olive Highway	Oroville	http://www.goldcountrycasino.com/hotel/gcch_hotel.php
Holiday Inn Express	550 Oro Dam Blvd	Oroville	http://www.hiexpress.com/hotels/us/en/oroville/oveca/hoteldetail
Lake Oroville Event Center	5131 Royal Oaks Drive	Oroville	http://logncc.com/
Lake Oroville Visitors Center		Oroville	http://www.parks.ca.gov/?page_id=462
Southside Community Center		Oroville	http://www.southsideorovillecenter.com/
Paradise Comfort Inn	5475 Clark Road	Paradise	http://www.comfortinn.com/hotel-paradise-california-CA770
Terry Ashe Facility	6626 Skyway	Paradise	http://www.paradisepd.com/TARC.html
Paradise Ridge Senior Center	877 Nunneley Road	Paradise	http://paradiseridgeseniorcenter.org/

APPENDIX E:

MARKETING PLAN

Presented by:

Applied Development Economics

The Placemaking Group

Butte County Tourism Marketing & Implementation Plan

April 1, 2013

Revised September 12, 2013

Presented by:

Applied Development Economics

Placemaking Group



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Executive Summary

The development and implementation of a tourism-marketing plan for Butte County would serve to elevate awareness of the many things available in the county to do and see. If effectively implemented, it can result over time in an overall increase in visitors with more attendance at attractions, events, hotels, and restaurants. The intent is to build recognition for Butte County's attributes and make it a destination for local and regional consumers, as well as those from farther away.

Interviews

Interviews were conducted with Butte County stakeholders listed below, primarily drawn from participants in the Tourism Stakeholder Committee. In most cases they were asked about Butte County's assets, events and other things to do, target audiences, and how they get the word out about what their event, attraction, venue or city/town offers.

- Polly Crabtree, CSU Chico, Alumni & Parent Association
- Lori Dieter, Grey Lodge Wildlife Area
- Jerry Fichter, Gridley Improvement District
- Lauren Gill, Town of Paradise
- Chuck Horning-Investor/Butte County visionary
- Claudia Knauss, Oroville
- Henry Lomeli, Sacramento Eco-Tours
- Monica Nolan, Paradise Chamber of Commerce
- Allan Rellafor, CSU Chico
- Melissa Schuster, Chapelle de L'Artiste Paradise
- Katie Simmons, Chico Chamber of Commerce
- Shawn Tillman, City of Chico
- Shelley-Mooney Farms. Owner not available when called, although she did return call after submittal of plan.

In addition to these Butte County stakeholders, informal interviews via phone and in person were conducted with 40 people, ranging in age from 22-65, primarily in the San Francisco Bay Area and Sacramento areas. They were asked what they know about Butte County and what they enjoy doing there. Here is some of what was revealed:

- "Hiking in Bidwell Park."
- "There are some olive oil places there that are fun to go to."
- "Is that in California?"
- "I like to ride my bike in Chico. I was there five years ago. I don't remember anything else."
- "I don't know anything. Isn't that near the Oregon border?"
- "The Sierra Nevada Brewing Company has tours and a restaurant."
- "What is Butte County?"
- "You can float in the river and drink there."
- "The Buttes are nice."
- "It doesn't seem like there's anything exciting to do there."
- "I would go there if there was a package, like a hotel combined with things to do."
- "I like tubing on the Sacramento River."
- "I like the Madison Bear Garden—great burgers and laid back vibe."

- "I know Lake Oroville."
- I've heard there is a guided tour of the vineyards in Butte County. I would like to go, but I don't know when it is."
- "Let me see...California has Disneyland, Yosemite, Monterey, Napa, San Francisco. Why would I go to Butte County?"
- "I like hiking along the creek with my kids. I think it's called Little Chico creek, but I'm not sure."

In addition to the above interviews, we interviewed six travel writers. These are writers who have many years of travel writing experience. Some have their own travel columns in Bay Area newspapers. They all have blogs and place articles in media ranging from top-tier publications to community papers. Some include video with their online reports and post those videos on YouTube. They travel throughout California writing about things to do and places to see. Some even travel worldwide. They are accustomed to being invited by groups such as Chambers of Commerce, associations, and tourism stakeholders to participate in media familiarization tours, in which they are hosted and accompanied on a pre-arranged itinerary designed by the hosting organization.

They were asked:

- Have you ever written an article about Butte County?
- What comes to mind when you hear "Butte County?"

Responses:

- "I have never written about the area. Name recognition for Butte County: CSU Chico, duck hunting in Gridley. Maybe horseback riding." -Nancy D. Brown.
- "Never been to Butte. I have no idea about it." -Ruth Carlson
- "Never written about it. Don't know anything about it, but we'd like to." -Jules & Effin Older
- "I've never been to or written about the area. Gold country comes to mind, but I know very little about the region." -Ginny Prior
- "In Chico I have been to Honey Run Covered Bridge, Snow Goose Festival. In Oroville, Chinese Temple and the lake. I love Butte County. Lots of incredible open space. Amazing made in Chico products--Delicious olive oil, wild rice, Sierra Oro Farm Trail, Sierra Nevada, Shubert's Ice Cream. I have written about some of these." -Barbara L. Steinberg
- "I haven't written about Butte County. The only thing that comes to mind is the Wildflower Century bike ride, a tough, but beautiful ride." -Audrey Medina

The tourism development strategy recognizes the need to collect more data on the County's market segments through visitor surveys and similar means. In the meantime, interviews with stakeholders and others who are familiar with Butte County revealed consistent information about its brand and target audiences. We continually heard that Butte County is a place to go to be in the country and enjoy the outdoors. A brand identity can be built around the idea of a visit to the country and enjoying the outdoors and can be promoted to the following audiences:

Target audiences

- Families and relatives of students and prospective students visiting California State University (CSU) Chico
- People coming to the area for events
- Butte County residents
- Outdoor enthusiasts
- Nature lovers
- Brewery/Microbrewery /Wine enthusiasts
- Residents of Sacramento and San Francisco Bay Area
- Media

Reasons these audiences need to be targeted:

- People are already coming from outside of the county to visit CSU Chico, to attend events and to visit friends and relatives. If effectively marketed to, these audiences can be encouraged to stay longer.
- Local residents can be key influencers to visiting friends and families as well as within their own communities. They can be promoters through word-of-mouth and social media, as long as they are continually informed through a variety of marketing communication vehicles about what is available.
- Niche audiences related to the outdoors, nature, and brewery/wine categories may consider Butte County as a choice when making getaway plans. However, this cannot happen unless the information related to the types of things they look for comes up high in an Internet search when they are making getaway plans.
- Finally, the media is a prime audience to spread the word. Media is always looking for something to write about that they have not already covered. There are travel writers who would find what the county offers “new material.” They will gladly visit and write about the location in blogs, social media, videos, and in print. Most of the media that would initially respond to an invitation to come see Butte County would need to be hosted and accompanied when visiting.

Findings

Information garnered from interviews, shows that while there is plenty to promote in Butte County, the word is not getting out to target audiences. Except for some events as well as the city of Chico, there is very limited awareness of the area. With Chico, awareness primarily focuses on Bidwell Park, the Sierra Nevada Brewing Company and CSU Chico.

Internet research reveals that finding things to do in Butte County through travel websites, blogs and social media is extremely minimal. The website, Experience Butte County, <http://www.experiencebuttecounty.com>, has an outdated design, it does not appear to be search optimized and it has a low Alexa.com traffic rank, meaning few people are visiting it. The site's rank is 20,030,290, it has no U.S. rank, and only 37 websites link to it, and of the 37 only <http://chicowiki.org>, <http://www.chaffinfamilyorchards.com>, <http://buttecounty.com/>, and <http://www.shastacascade.com>, have any relevance to attracting visitors to the county. Please note: The Chaffin Family Orchards web page links to TripAdvisor.com, which can be beneficial.

Alexa.com is a web traffic data company and while it is not perfect, it is useful to estimate the extent to which people are engaging with a website and compare it to other websites. As a comparison, the visitor website for the popular tourist destination, Sonoma County, sonomacounty.com, has an Alexa traffic rank of 235,172, a rank in the U.S. of 43,895 and 553 sites linking to it.

In researching sites that have heavy traffic from people who are making travel plans, such as tripadvisor.com, (Alexa.com Traffic Rank: 238; US traffic rank: 102; sites linking in 91,242) we found that a search for things to do in individual cities/towns in Butte County comes up with limited information.

Having a strong presence on TripAdvisor is important, not just to be on that site, but also because TripAdvisor reviews are being viewed by 150-million people every month elsewhere on the Internet. (Source: <http://www.tnooz.com/2011/06/01/news/three-times-more-people-view-tripadvisor-reviews-on-sites-other-than-tripadvisor/>)

Mashable.com reports that online reviews influence people's decisions. Reportedly, 81% find reviews by other travelers more helpful. (Source: <http://mashable.com/2012/03/24/how-tech-is-changing-travel-infographic/>).

We strongly recommend that a large amount of marketing communication tactics related to the Internet and that are mobile friendly, be implemented for a Butte County tourism-marketing program. The following are examples of statistics supporting the importance of a strong online presence for tourism marketing:

- U.S. mobile leisure/unmanaged business travel bookings will more than triple from 2012 to 2014, when mobile bookings will reach \$25.8 billion. (Source: PhoCusWright-Market Research Industry Intelligence).
- More than eight in ten mobile web users viewed maps/directions via a mobile phone, while over half researched travel destinations or products. (Source: PhoCusWright Mobile Travel Report).

Based on the large numbers of people who search for travel information online, including on their mobile devices and often while they are at a location, we do not believe that a Visitor Center is a top priority. The tourism and marketing action discusses the issues associated with establishing a visitor center. It needs to be built, or incorporated into an existing location, staffed, have useful information, and be in an accessible location. Rather, we believe it can be more effective to have a strong marketing communications program with a search optimized website as its foundation.

Because overall awareness and outbound communication, including a strong Internet presence, is lacking for the Butte County experience, the marketing tactics listed below are recommended. These are what might be labeled Marketing 101, but this is where a program needs to begin to increase awareness. These tactics need to be ongoing and consistent. There will not be instant results, but with consistency, results can begin to show in a year or two.

The following tactics are needed to get the word out about what is available in order for Butte to even be considered as a destination by travelers researching travel plans. These tactics were developed

based on the county's tourism assets and the findings of the Tourism Marketing Strategy. For example, we anticipate that the Butte County Tourism Council established in the first goal related to increasing coordination among local jurisdictions and tourism industry stakeholders would coordinate many of the marketing activities described in detail below. In addition, the initiatives and action items supporting the third goal in the action plan related to increasing awareness of Butte County as a desirable location are largely based on the contents of this marketing plan.

Marketing Implementation Action and Recommendations

- Create Tourism and Visitor Stakeholder Group
- Create Visit Butte County website (search optimized, includes regularly updated blog)
- Design and develop a Visit Butte County app
- Create a Butte County logo and tagline
- Develop a media and marketing communication outreach program
- Write and distribute press releases
- Implement a publicity/media relations program
- Develop a media list
- Implement media familiarization tours
- Develop itineraries
- Conduct editorial calendar research
- Write and distribute email newsletters
- Develop and implement a social media program
- Develop an advertising program
- Consider designing and developing marketing collateral
- Increase Event Sponsorships
- Coordinate with Outside Tourism Organizations and Associations
- Educate businesses about how to promote their companies
- Research and submit award nominations for Butte County
- Plan for Eventual Visitor Center

Measurement

To evaluate the marketing communication program and measure its success, a set of measurements needs to be adopted. These can include ongoing monitoring of statistics from Google Analytics, media coverage, retail sales figures, event attendance, and hotel occupancy.

The following marketing plan provides marketing strategies and tactics to elevate Butte County's profile with the goal of increasing visitors and generating more business and revenue.

BUTTE COUNTY TOURISM MARKETING AND IMPLEMENTATION PLAN

Current Market Position

Based on information obtained from the SWOT analysis, through interviews and Internet research, the following are the strengths of Butte County that can serve to attract visitors:

- Natural Features: Lakes, rivers, natural forests, wildlife, parks, all providing recreational opportunities and activities
- Year-round city/town and county regional events
- Breweries/micro-breweries
- Specialty farms
- Indian Casinos
- CSU Chico

Target Audiences

The tourism development strategy recognizes the need to collect more data on the County's market segments through visitor surveys and similar means prior to defining our ultimate target market/audience. The preliminary target audiences as defined through interviews, the SWOT and Internet research are:

- Families and relatives of students and prospective students visiting California State University (CSU) Chico
- People coming to the area for events
- Butte County residents
- Outdoor enthusiasts
- Nature lovers
- Brewery/Microbrewery /Wine enthusiasts
- Music/Art enthusiasts
- Residents of Sacramento and San Francisco Bay Area
- Media

Key Messages

There is an abundance of places to visit and things to do in Northern California making destination marketing extremely competitive. Based on interviews with stakeholders about who is coming to their businesses and venues, the key messages for a Butte County visitor attraction marketing campaign need to communicate the area's strengths, which have an overarching theme of getting people to come to the country and enjoy the outdoors. Key tourism/visitor attraction messages are:

- Northern California location with numerous choices:
- Outdoor Recreation
 - Cycling
 - Hiking
 - Rafting
 - Boating and other water sports
 - Bird watching
 - Hunting
 - Fishing

- Home to California State University Chico
- Home to Sierra Nevada Brewery
- California small town/friendly community atmosphere, distinctive downtowns
- Excellent eco-tourism* opportunities at Gray Lodge Wildlife Area, the Pacific Flyway, Sacramento River Eco-Tours, Table Mountain (wildflowers), spectacular views.
- Travel the county's farm trails and visit small wineries and specialty farms
- Year-round events with something for everyone from food, farms, family fun, culture, music/art, country living, history and sports.
- Easily accessible by car
- Weekend getaway from San Francisco Bay Area
- Family Friendly location

*Eco-tourism refers to visiting natural areas and environments.

Branding Blueprint- Butte County Tourism

Based on surveys and input from the SWOT analysis, the Branding Blueprint document on the following page was created. This document is to be used as a source for key messages related to marketing Butte County to visitors and serves as the foundation for establishing and building the county's brand.

Many people confuse the brand with a logo, but these are separate. A logo is a symbol that reflects the brand. A brand is a long-term relationship with the customer. It is the owning of a single idea, a concept or feeling in the mind of your target audience. It involves an emotion. It may be one word or a phrase. It needs to be truthful, factual and deliver what it promises in order to meet the needs of the customer.

The brand messages need to be created before rolling out marketing communication. Your brand depends on your ability to consistently meet expectations. If you do not have consistent and true messages, consumers will get confused.

The Branding Blueprint is also used as a source by designers charged with creating a website, email marketing, print pieces or other collateral for Butte County. The Branding Blueprint provides them with creative direction so that they can visually portray the key messages.

The Butte County brand is focused on the country feeling of getting outside, enjoying nature and taking part in outdoor recreation and activities. It needs to be consistently expressed by all communication vehicles so that what the county offers is established in the audience's mind.

BRANDING BLUEPRINT –BUTTE COUNTY TOURISM

Brand Elements	Strategies, Descriptions, Comments
Brand Product/Service	Northern California location with popular events, California history attractions, outdoor recreation, water sports, music/art, eco-tourism, Sierra Nevada brewery, CSU Chico, boutique wineries, micro breweries, farms offering ag- tour opportunities, lodging choices.
Brand Vision (5-year goal)	A Northern California destination that is successfully promoted so that hotels have a high occupancy rate. Top-of-mind awareness as a destination offering outdoor recreation, wide-open spaces, ag tours, eco-tours. and a variety of events.
Brand Positioning (Current)	Plenty of activities to encourage repeat visits. Currently limited awareness of audiences outside of county of what's available.
Brand Target	Butte County, neighboring counties, San Francisco Bay Area, and Sacramento residents, CSU Chico students and parents, Butte County residents, outdoor enthusiasts, music/art enthusiasts, nature lovers, wine/beer enthusiasts, media.
Brand Name	Butte County
Brand Identity	Go Out (side)!
Brand Promise	Events with something for everyone, family friendly destination, outdoor recreation, historical sites, eco-tourism, wine and beer tasting, farm/orchard visits, enough to do for a weekend or longer. Variety of lodging choices.
Brand Personality	Appreciative of the outdoors, open spaces, nature, sense of friendly community.
Brand Emotion	A genuine California outdoors experience with wineries, Sierra Nevada brewery, ag/farms, specialty food places, sense of original California country community.
Brand Experience	Plenty to do and plenty of places to visit including events, outdoor recreational choices, nature, history, friendly communities.
Brand Quality	From free to expensive choices for activities, events, lodging, dining, making it a destination that is accessible to many.
Brand Pricing	Competitive to lower cost than many Northern California destinations.
Brand Packaging	Needs marketing-communications plan, including overall theme, messaging.
Brand Distribution	Needs "Visit Butte County" website, separate from Chambers, County or city sponsored sites, mobile app for visitors, cohesive marketing communication plan.
Brand Association	CSU Chico, Sierra Nevada Brewery, Bidwell Park, Lake Oroville, Gray Lodge Wildlife Area, Pacific Flyway. Events such as: Oroville Salmon Festival, Taste of Chico, Butte Co. Fair, Snow Goose Festival. Wildflower Ride, Johnny Appleseed Days, Chocolate Festival, Artoberfest, Wildflower Century Ride, Red Suspenders Days.
Brand Credentials	Bidwell Park-3rd Largest municipal park in CA, one of 25 largest parks in U.S. Sierra Nevada Brewing is a top craft brewery- Pale Ale is the 2ndbest selling craft beer in the U.S. Chico ranked #10, in the book, The 100 Best Art Towns in America. Bicycling Magazine ranked Chico 1# cycling community in U.S., Dogtown Nugget, Gold Nugget Days, Gold Nugget Museum.
Brand Message This is not a tagline. It is what you want people to know about Butte County	Go out and come to the country where you'll have fun at music/art and other events, enjoy biking, hiking, breweries, see historical sites, take a farm tour, eco-tour and enjoy being one with the outdoors.

Marketing Strategy

The overriding purpose of the Butte County Tourism Marketing program is to bring more visitors to the county to spend money at hotels, attend events, visit venues, enjoy outdoor recreation and eco/ag-related activities.

The marketing strategy focuses on increasing awareness and elevating the profile of Butte County by concentrating on its events, attractions and activities through:

- An integrated marketing communications program-Employs several communication vehicles, all of which are consistent and unified in tone and style and all reinforce the brand messages.
- Educating local businesses about marketing efforts and the positive impact on their businesses, communicating the brand and providing ways that they can participate. The more communication and content about Butte County, the more awareness will increase.
- Cross promotion about outdoor recreation, ag/farm, wineries, historical sites etc. by making information available at events, lodging, Chambers, to CSU students and their parents.

Marketing Program Goals

The following broad goals are designed to increase awareness of the county among target audiences:

- Increase awareness of county events that are widely attended and have unique appeal such as: Salmon Festival, Sierra Oro Passport Days, Red Suspender Days, Johnny Appleseed Days, Taste of Chico. These have been singled out because they already have a following and fit with the country/outdoor brand.
- Increase awareness of outdoor recreation, wineries, microbreweries, bird watching, farm/ag and eco activities.
- Secure larger sponsors for events that have high attendance such as the Oroville Salmon Festival, Chico Wildflower Century Ride.
- Consider a new event in line with the country/outdoors theme
- Increase online reviews on travel sites.
- Increase overall revenue from sales tax and hotel stays.

Organizational and Infrastructure Recommendations

Internal Communication

It is important for the community's tourism-related businesses to be informed about participating in and being supportive of a tourism-marketing program. We recommend continued ongoing communication and education to keep them updated on the program's progress, its successes and how their participation will serve to increase visitors. Communication can be through meetings, the county website and/or email notifications.

Tourism and Visitor Stakeholder Group

As outlined in the Tourism Marketing Strategy, create a team to support the marketing communications program and initiate co-op marketing efforts. The group could be comprised of businesses and organizations that have a stake in tourism such as: Chamber of Commerce executives within Butte County, Chamber members, hotel owners/managers, merchants, eco and ag/farm businesses, city officials, and others who can contribute to and benefit from visitors to Butte County. The group can engage in joint marketing by sharing resources such as volunteers, customer databases, questionnaires or survey results and other feedback to help one another succeed.

Cross Promote Butte County

The County has several attractions that draw visitors. One way to increase visitors is through cross-promotions. Local events, ag/farm locations can promote one another. As an example, Gray Lodge can promote Sacramento River Eco-Tours; or wineries, specialty farms, a hotel, and retail locations might partner to package a weekend experience with a culinary, farm or other themed experience.

Cross promotions can range from funding the placement of brochures for attractions at specific destinations to more extensive involvement such as co-op advertising or creating package deals.

Local businesses and organizations can adopt-an-attraction. This provides funding and a promotion vehicle for the adopter. More than one business/organization can adopt an event. Collateral with sponsorship levels will need to be developed.

In addition, to increase awareness of Butte County, the visit Butte County website needs to have a high page rank. To help make that happen, websites for tourist related businesses and places can have a Resource or Places to See page in which they cross-link to one another and to the Visit Butte County website.

Websites that are credible and have good, fresh, regularly updated content are listed higher in search engine rankings. (Websites that appear on Page One of Google, especially in one of the top three organic (non-paid) positions, receive 58.4% of all clicks from users according to a 2011 study from Optify, an inbound marketing metrics company. (Source: <http://searchenginewatch.com/article/2049695/Top-Google-Result-Gets-36.4-of-Clicks-Study>)

Cross promotions can also continue and expand with the Shasta Cascade Wonderland Association.

Internships

Create an internship program to keep the program moving forward. Use the resources of CSU Chico to hire interns from the college's Journalism and PR departments who are eager to acquire experience. They can be involved in website updates, blog coordination and writing, social media writing and posting, event promotion, press release and email newsletter writing, media outreach, award research. Try to have overlap with preceding and succeeding interns for training purposes.

Marketing Implementation

Actions and Recommendations

To effectively market Butte County to target audiences and to promote the county's assets, it is necessary for on-going news and information about events and activities to consistently reach the public through a variety of communication vehicles. It's important to reach people through a variety of means so that the chances increase that they see things about the county multiple times and that it is in front of them when they make their leisure travel decisions.

Visit Butte County Website

A top priority implementation action is the design and development of a search-optimized Visit Butte County web site, that provides a one-stop online location for consumers to find information about all that there is to see and do. The site will be designed and written to reach vertical markets that are complimentary to the wide range of available activities and sights. It needs to be easily updatable, separate from an official city, county or chamber site, targeted only to visitors and not contain other county or city information, and has information on topics such as:

- Outdoor Recreation
- Calendar of Events that is easily updatable
- Places to Stay
- Dining
- History
- Downloadable maps
- Downloadable visitor guides
- Suggested Itineraries within categories:
 - Farm Trails
 - Eco-Adventures
 - Wineries and Breweries
 - History
 - Come to an Event and Stay Longer
- Special offers such as accommodation packages, dining discounts, shopping discounts
- Links to social media
- Blog (update at least once a week, with 150-400 word posts on events, places, people, hotels, retail, restaurants)
- Cross-links with Chamber websites for cities/towns in county
- Cross-link to CSU Chico website for its "Things to Do" section
- Cross-links to trustworthy/ credible sites with high page rankings. Example: Hiking page should have a link from Trails.com, which has a U.S. Alexa rating of 6,022 and 3,474 sites linking to it.

- Email newsletter sign-up form
- Videos

To visualize what a Visit Butte County website designed for visitor attraction, view these tourism related websites: <http://www.gosaratogaca.com> and <http://www.visitsuisuncity.com>.

Measuring Website Traffic

Use Google Analytics for measuring hits on the website, keywords that people search for to get to the site, and information on websites that refer them to the visit Butte County website.

Visit Butte County App

There are over 100 million Americans relying on iPhones, Blackberrys and Androids to “power their day” according to Mashable.com, <http://mashable.com/2012/03/06/100m-americans-smartphonesh>, which is why an app will provide people with information about Butte County when they need it. An app would have information about things to do and see, hotels, restaurants, events, how to get around, and a search feature.

Butte County Logo

To reinforce the county’s assets and to remain contemporary, we recommend creating a logo that reflects the outdoors, outdoor recreation, the ag/farm and eco-tour experience. A logo is one marketing element and will not drive people to your destination, but can help to establish your messages.

The Butte County logo would have the words, “Butte County,” and a tagline. This report recommends an action driven tagline such as “Go Out”. The logo needs to be designed by a professional graphic designer so that it has the correct stylized type/font, and overall design. A professional graphic designer will also create a style guide so that the logo is used correctly in print (business cards, letterheads, brochures), online (website, online advertising, banner ads), merchandise (T-shirts, mugs, other promotional items), signage (stores, billboards).

The logo and tagline can be used to promote the county’s assets in a variety of ways such as:

Butte County
...Go outside!

Butte County
...Go out to the country!

Butte County
...Go out of the city!

Butte County
...Go out on a hike!

Butte County
...Go out on a farm tour!

Butte County

...Go out for wine tasting!

Media and Marketing Communication Outreach

Develop eight specific lifestyle-themed categories to use as the basis for communication outreach.

These will have some crossover and can include:

- History
- Outdoor Recreation
- Nature/Eco-Tours
- Ag-Tours
- Fall Events
- Wineries/Breweries
- Holidays/Retail Promotion
- Music/Art

Press Releases

Eight press releases/year are based on the above themes. Content is a round-up of events, things to do, and attractions, both current and upcoming. There may be some places or events mentioned in more than one release. By having themes, it is a way to get a lot of information out at once and carry those themes over in email marketing, blogs, and social media. Press releases are written with relevant keywords, link to the Visit Butte County website and are posted online through a press release distribution service, which results in them being picked up by hundreds of websites and improves Google page ranking.

An example of a schedule for press releases follows:

Press Release Sample Schedule

Month	Category	Content Suggestions
January	Go Out and Experience History in Butte County	Gold Nugget Days. Gold Nugget Museum, Butte Co. Pioneer Museum, Gridley Museum, Bidwell Mansion, Chinese Temple, covered bridge, where to stay
March	Go Outdoors in Butte County	Wildflower Ride, Bidwell Park, Wildlife Watching, Camping, Feather Falls, Sutter Buttes
April	Go Out and Enjoy Nature in Butte County	Sacramento River Eco-Tours, Gray Lodge Wildlife Area, wildflower hikes
May	Go Out and Enjoy a Farm in Butte County	Farm city celebration, focus on farms, wineries, food specialty farms on Sierra Oro Farm Trail, olive festival
June	Go Out and Enjoy Music and Art in Butte County	Chico bicycle music festival, world music festival, other upcoming music events

August	Go out and Enjoy Fall Events in Butte County	Butte County Fall Events-Salmon Festival, Sierra Oro Farm Trail, Bounty of Butte, Artoberfest
September	Go Out and Enjoy Wine and Beer Tasting in Butte County	Sierra Oro Farm Trails Passport Weekend, Sierra Nevada Brewery, microbreweries
December	Go Out and Enjoy the Holidays in Butte County	A country holiday experience, gift ideas. Related events

Publicity/Media Relations

Generating a steady stream of visibility through articles and reports in traditional and online media can help to increase visitors. Inviting and hosting travel writers from a 150-mile radius on media familiarization trips to visit and tour sites on a specific itinerary can secure articles. Travel writers within a certain distance will pay their own way to the destination, but need to have complimentary lodging and meals as well as free entrance at sites that have an admittance fee. Usually writers will include information about places that host them in their articles. Inviting travel bloggers and those with high-traffic travel websites is important for spreading the word about the county and also for providing links back to the Visit Butte County site, which will increase search rankings for the site.

Media List Development

Create a media list consisting of Northern California travel writers, publications, broadcast media, associations, and vertical market media. Examples of media targets include those listed below. This is not a complete list.

- 7 x 7 magazine
- Bay Area News Group
- Bicycling magazine and Bicycling.com
- Bus Tours magazine
- Byways magazine
- California Travel Association
- California Travel News.com
- CSU Chico Alumni magazine
- Cyclingnews.com
- Ecotourdirectory.com
- Examiner.com
- Frommers.com
- Good Day Sacramento (TV)
- Group Travel magazine
- Group Travel Leader magazine
- Hotel-Scoop.com
- Sacramento Bee
- Sacramento magazine
- SacWineRegion.com
- San Francisco Chronicle

- Sunset magazine
- TravelWeekly.com
- USA Today
- Via magazine
- Visitcalifornia.com
- Westways magazine
- Wines and Vines.com
- WhatATrip.com

Monitor helpareporter.com (HARO) and ReporterConnection.com where reporters ranging from national top-tier media to bloggers place requests for information on stories they are writing. Respond to relevant requests by the posted deadline.

Travel Writer Contacts

The following travel writers should be on your media list for press release distribution. This is a list of writers and media that have a high possibility of writing about Butte County if they are sent press releases and/or contacted regarding events and information about individual venues such as the Chinese Temple, the Tool Museum, Chapelle de L'Artiste Chateau & Retreat, Sacramento River Eco-Tours, Gray Lodge Wildlife Area. This list needs to be continually updated as writers are subject to change. Press releases should also be sent to all Butte County media.

Media	Name/Title	Contact
Bay Area News Group and Freelance	Ruth Carlson	ruth@ruthcarlson.com
Examiner.com/Freelance	Judy Zimmerman/Travel writer	Judy@judyzim@comcast.net
Freelance	Nancy Brown	nancybrownconsulting@comcast.net
Good Day Sacramento (TV)	Alyson Schulz	aschulz@kmaxtv.com
Montclarion/Freelance	Ginny Prior/Travel Column	Ginnyprior@hotmail.com
Sacramento Bee	Sam McManis/Travel Writer	smcmanis@sacbee.com
Sacramento magazine	Krista Minard, Editor	krista@sacmag.com
San Francisco Chronicle	Spud Hilton/Travel Editor	shilton@sfchronicle.com
Sunset Magazine	Loren Mooney/Travel Ed.	mooneyl@sunset.com
Via magazine		Submit online: http://www.viamagazine.com/contact-us Submit events 4 months in advance at: AAA.com/submittevent
WeekendSherpa.com		Submit online: http://www.weekendsherpa.com/contact-us/
Wines and Vines	Kate Lavin, Managing Editor	kate@winesandvines.com (More business than travel related, but coverage would add credibility and weblinks).

Media Familiarization Tours

Travel writers are likely to respond positively to media familiarization trips (fam trip) resulting in articles, videos and blogs written about the county. They will need to be hosted on a specific itinerary and accompanied throughout. An email needs to be sent to them promoting the trip and inviting them to

participate. To reach travel writers en masse, a member of the Tourism Stakeholder Group should join the LinkedIn Bay Area Travel Writers Group. Once in that group, an email invitation to a Butte County fam trip can be sent to the writers in that group that you choose to invite.

Another way to get in front of travel writers is to offer to host a meeting of the Bay Area Travel Writers or the Outdoor Writers Association of California at a Butte County venue/attraction.

Below is a template for a fam trip email invite to writers. Writers usually book their trips well in advance so you will want to send the invitation at least three months out. Two to three weeks before the trip, send a detailed itinerary with times, transportation, and lodging information. In the writers' hotel rooms, it is nice to provide them with a swag bag with local products or promotional items from places they will be visiting. Information about the sites they will be visiting needs to be provided to writers. Often each place that will be visited will provide their brochure, CD, and other marketing materials, all of which can be put in a pocket folder. This is helpful to ensure writers have accurate information when they write their articles.

Fam Trip Email Template

Dear (Name of Writer);

I am currently representing a Butte County tourism group. If you are not familiar with our county it's where visitors love to Go Out (side)!

We are inviting a select number of travel writers to a Butte County Go Out (side)! tour on DATES: The trip will include visits to the following places. (List places you want to promote, including places they will dine, and one or two sentences about each place you list, and web link. You can focus on a theme such as outdoor recreation, farm trails or have a general overview of what's available in the county).

You will be staying at (list name of hotels and/or B&Bs they will stay in, description and weblink). You are responsible for your transportation to and from Butte County. (OR we will cover costs). You will be driven to each location. All events listed above are complimentary. You are responsible for any additional purchases at venues beyond what is listed above.

For more information or to RSVP, please contact me at EMAIL, PHONE. I look forward to hearing from you.

Sincerely,

Name

Email

Phone Number

Visit Butte County Website URL

Itineraries

The following are sample itineraries that can be listed on the website and can promote the Go Out (side)! tagline. They can also be used for media fam trips. In addition, they can be promoted as extended stays to people already coming to the area for events or to visit, students, friends and family.

Go Out (in nature)! Tour

This could be a three-day getaway or could be individual days.

	Venue
Day #1	
Morning	Grey Lodge Wildlife Area
Afternoon	Eat at Black Bear Diner
	Drive to Oroville
	Feather River Fish Hatchery & Nature Center
Evening	Bird Street Cafe
Day #2	
Morning	Eat breakfast at Gold City Grill
	Feather Falls Hike
	Feather River Nature Center
Afternoon	Take a nature break and visit the Oroville Chinese Temple
	Drive to Chico
Evening	Keep with the nature/organic theme and dine at the Red Tavern
Day#3	
Morning	Breakfast at Morning Thunder
	Bidwell Park-Lower Park walk
Late morning	Choose place for light lunch
Afternoon to evening	Sacramento River Eco-Tour-Sunset Safari Dinner Cruise (Includes dinner)
Depart Next Day	

Can include specific hotel where they stay or include link to Visit Butte County website for lodging choices.

Go Out (of the city)! Romantic Weekend

	Venue
Friday Evening	
	Check into Chapelle De L'Artiste
Saturday	
Morning	Breakfast at Debbie's Restaurant
	Visit art galleries, gift shops
	Visit Joy Lyn's Candies
Afternoon	Butte County Farm Trail Tour-Wine Tasting, Olive Oil and Orchards
	Noble Orchards
	Long Creek Winery and Ranch
	Grey Fox Vineyards
	Lodestar Olive Oil
	Bertagna Sun Kissed Vineyards
Evening	Dinner at Christian Michaels Ristorante, Chico
	Return to Chapelle De L'Artiste, or stay in Chico at B&B such as The Grateful Bed. Depart next day.

Go Out (to a farm)! Tour

One-day tour. Promote on website, social media, eco-tour websites. This can be a guided tour that people sign up in advance for and includes tastings and hands-on experience at The Worm Farm. Also, the Sierra Oro Farm Trail offers a ½ day bus tour on selected Sundays: www.sierraoro.org.

	VENUE
Morning	
	Llano Seco Rancho
	The Worm Farm
Afternoon	Lunch
	CSU Chico University Farm
	Maisie Jane's

Editorial Calendars

Story placement can often be secured by monitoring editorial calendars for articles that publications are scheduling. Send pitch letters to those publications related to their relevant editorial calendar items. The following are actual editorial calendar items that have relevance to Butte County and are the type of opportunities that can be pursued.

PUBLICATION	ISSUE	EDITORIAL CALENDAR	ESTIMATED DATE TO SEND INFO
7 x 7 magazine	May	Travel-Daytrips, last-minute weekends	Deadline has passed. Ed. Cals are often repeated annually.
Bus Tours magazine	July/August	Guide: Green/Eco Tours	Deadline has passed. Ed. Cals are often repeated annually.
Group Travel Leader magazine	October	Travel Stops: Agritourism	Deadline has passed. Ed. Cals are often repeated annually.
Sunset magazine	August	Themed road Trips	Deadline has passed. Ed. Cals are often repeated annually.
Sunset magazine	October	West's various wine regions	Deadline has passed. Ed. Cals are often repeated annually.
Outside magazine	October	Best Towns: Where to Live Now	Deadline has passed. Ed. Cals are often repeated annually.

Email Newsletter

Send out eight email newsletters/year based on themes listed above to maintain message consistency. Newsletters can also promote any special discounts or packages. These will serve to drive traffic to the Visit Butte County website, events and attractions. The website will have an email newsletter sign up form, which will serve to help grow a distribution list. In addition, Chambers and tourism-related businesses may be able to share their lists.

Social Media

Create or expand upon Facebook, Twitter, YouTube and Pinterest "Visit Butte County" accounts. Write and schedule postings for Twitter and Facebook in advance through a social network management tool such as HootSuite, which can cost less than \$10/month. Based on manpower, a social media plan should be developed that indicates who will write and post to social media, take or acquire photos and videos and how many times per month to post. Posts for Twitter, Facebook, and Pinterest should be once a week at a minimum. Flickr and/or Instagram can be once a month at a minimum and YouTube, six times/year. However, the more postings, the easier it is for consumers to "find" Butte County.

We recommend the following social media to implement in order of priority with all social media having links to the Visit Butte Co. website:

- **Visit Butte County YouTube Channel**-Videos can also be posted on Visit Butte County website. Make the videos' titles, descriptions, and tags search engine optimized by using keywords that people will search for when seeking what the video portrays.
- **Facebook**-Post information about places to visit, things to see and do with photos. Use keywords. Make Facebook and You Tube about people. People want to see what other people are doing. Don't tell people that you have great hikes. Show them. Encourage visitors to post on Facebook. Engage with visitors on Facebook.
- **Pinterest**-Post photos with keyword-rich descriptions. Create boards related to specific topics: Bidwell Park, wildlife, history, Sierra Oro Farm Trails, museums, food events, art events.
- Pinterest can be a big driver of traffic to your website. Women are five times as likely as men to use Pinterest and they are highly educated and affluent. (Pew Research Centre, as reported March 19, 2013 by: http://www.mediabistro.com/alltwitter/social-media-user-demographics_b38095).
- **Facebook contest**-Give away a weekend in Butte County via a Facebook contest. Create the contest through a social media tool such as Wildfire.com in which people like the Visit Butte County Facebook page and they are entered to win. This increases visibility for the page and the county.
- **Twitter**-Provides an outlet to increase awareness by linking from the Visit Butte County Twitter page to the website and blog posts. Also beneficial because journalists use Twitter to find sources. How to set up Twitter:
 1. Go to www.twitter.com and choose an available name for the account such as @GoOutToButte. Choose a template for page design or have a professional designer, design it. Write a profile describing Butte County (160 character limit)
 2. Find people to "follow." Build up a list based on target audiences, including media. Also follow those in your existing database(s).
 3. Write Twitter posts (limited to 140 characters). Write posts about interesting things to see and do in Butte County with links to websites about things to see and do in the county.

Advertising

Advertising can support, but not lead the program. An advertising plan can be created based on editorial calendars, relevant high-ranking Internet sites, and ongoing outward bound communications including press releases and email marketing. A GoogleAdWords campaign should also be developed to drive traffic to the Visit Butte County website.

It is important that messages are coordinated and run simultaneously. To help fund an advertising program, it may be beneficial to develop a co-op advertising program in which similar categories are bundled together. Ads can be based on themes described above so that an entire experience is communicated to consumers.

Marketing Collateral

Creating and producing printed collateral can be costly. Any printing work that can be donated in exchange for free advertising on the website and at events or tourist locations will be beneficial. Securing more sponsors and/or higher-end event sponsors can equate to funding for collateral. A QR code to the Visit Butte County website should be included on collateral.

Collateral suggestions to help increase visitors:

- Large postcard with a calendar of upcoming events distributed at all events.
- Printed flyer or brochure that goes to CSU Chico during Family Visitor Days and Move In Days with a theme such as “Things For Your Parents To Do.” Consider making this a poster in dorms during parent weekends. If printed collateral is not created, then this information could be put on CSU Chico websites such as www.aschico.com (Associated Students), and/or the parent portal on csuchico.edu with a link to the Visit Butte County website. If CSU Chico will provide its mailing or email list, the tourism stakeholder group can send emails/mail to parents on a quarterly basis rotating ideas of things to do within 30 minutes of Chico. Postcard can be sponsored by venues being promoted. To encourage visitors, some venues can offer promotional items, discounts or giveaways.
Note: Currently Sierra Oro Farm trails is promoted to Chico parents via a postcard that is mailed to them and there is advertising in the Parent Guide that is distributed in admissions packets and at student orientation.
- General Visit Butte County brochure to be available at places tourists frequent, local Chambers, neighboring Chambers, CVBs and Visitor Centers, or at kiosks to be built in high traffic areas of each city/town.

Events

Butte County has numerous events. Several events already have awareness outside of Butte County and reflect the county’s brand of coming to the county and getting outside. We recommend that these events increase sponsorship (see below) and be promoted more fully.

New Event

If there is manpower and funding to create a new event, we suggest something that is related to the country theme and that would draw people from outside the county such as a country music festival. To do it correctly and build name awareness it needs an experienced event producer with music industry contacts who can bring in big name performers and brand-name sponsors.

Increase Event Sponsorships

As noted above, soliciting additional and higher-end sponsors, including brand name sponsors, provides additional event funding and increases an event’s status and helps it to become more successful. Consider hiring an event producer to secure corporate sponsorships for existing events and a country music festival listed above.

Coordinate with Outside Tourism Organizations and Associations

Continue to promote Butte County through the Shasta Cascade Wonderland Association. In addition, keep information current on visitcalifornia.com. List all Butte County Chambers of Commerce on

California News.com. Contact associations related to vertical markets to pursue cross-promotional opportunities. Examples of these include:

- The Sacramento Convention and Visitors Bureau has a section on Winery Associations and Regions, which presents an opportunity for Butte County's wineries to be listed.
- The California Craft Brewers Association has a "Beer Blog" in which information could be submitted about microbreweries.
- The California Agricultural Tourism Directory has a California Farm Trails page, which should list all farms that are available to visitors.

Educate Businesses

Educate businesses through meetings or email communication about ways they can participate in events and in promoting their businesses, which can include:

- Bringing their businesses outside at events that are relevant to their business category in order to increase awareness of their offerings and to invite consumers to make purchases.
- Encouraging restaurants to make a signature dish that relates to food events such as the Salmon Festival or Sierra Oro Farm Days. This provides publicity opportunities for the event and the dining establishment.
- Holding an invitation only pre-event party the night before the event, inviting existing customers and encouraging them to bring a friend. Offering a prize or incentive can help to attract guests. The business should have information available to guests about upcoming events. Post pictures of the event, with the permission of guests, on social media sites of the host business as well as on Visit Butte County sites, to spread the word and increase awareness.
- Encouraging consumers who are having a good experience to review them on TripAdvisor.com
- Claiming the Yelp.com page of their business, creating a visually appealing page, responding to reviews, and tracking and using the page's metrics.
- Creating or improving their social media pages to show what they offer and to provide links to the Visit Butte County website.

Awards

Explore awards from organizations such as the California Downtown Association, or CalFest that will recognize the county's achievements. Awards will add prestige and provide publicity and advertising opportunities.

Visitor Center

The Visitor Center offers a central place to obtain information on things to do and see in Butte County. It serves the following purposes:

- A friendly, welcoming voice on the phone
- A place to buy tickets
- A source for itineraries
- A place to obtain maps and other materials about area sites
- A place with computers or ipads available to visitors so that they can research places to visit in the area as well as lodging and dining choices

The Visitor Center needs to be convenient, accessible, easy to find. If it is in a place that already attracts visitors, it will get more traffic, particularly if it is supported by a wayfinding /signage program that includes directional and building signage to increase the Visitor Center's visibility.

ADE has conducted a preliminary exploration of the possibility of setting up a visitor center at the County Fairgrounds in Gridley. ADE met with the Fairgrounds office manager and reviewed the potential space and staffing arrangement that may be available with additional funding to perform a visitor center function. Existing staffing tends to be light in the winter months and heavier in August when the fair occurs. With additional funding, the fair could provide more staff during the non-peak months. There may be some technical and logistical issues with the phone system and the office space configuration.

The fairground hosts a number of events in addition to the Fair itself, in addition to the swim center and other facilities used by the high school. In this regard the Fairgrounds provides a very useful service for Butte County residents. One critical issue, however, is that the entrance to the fairgrounds and the buildings where the visitor center would be housed do not present a particularly inviting scene to new visitors. In our view, substantial costs would be needed to somehow alter the fencing at the entrance and to improve the exterior finish of the buildings to make it suitable to present the right image to visitors. In contrast, the entrance to the Gridley downtown, immediately west of SR 99, is entirely quaint and attractive and would present the type of image desired to invite new visitors into the County. We recommend the County discuss the possibility of the Gridley Chamber of Commerce contracting to provide a visitor center in their offices in Downtown Gridley. The Chambers of Commerce provide a natural location to disseminate visitor information, but currently their budgets do not allow the level of service that would be desired.

Based on the analysis in the marketing plan, however, we recommend that the County first develop the type of comprehensive visitor website that can serve as a virtual visitor center to attract people to the County. Combined with mobile apps, this is how most people will access information about the County, even when they are here.

Sample Marketing Communication Timeline

MONTH	1	2	3	4	5	6	7	8	9	10	11	12
Activity												
Website Development	x	x	x									
Mobile App											x	x
Log and Tagline Design & Development		x	x									
Website Updates				x	x	x	x	x	x	x	x	x
Blog updates			x	x	x	x	x	x	x	x	x	x
Press Release Writing	x		x	x	x			x	x		x	
Press Release Distribution	x		x	x	x			x	x		x	
Media List Development		x										
Editorial Cal. Research		x									x	x
Media Outreach: Travel/Wine/Food Writers		x	x	x	x	x	x	x	x	x	x	x
Email Newsletter Design	x											
Email Newsletter	x		x	x	x			x	x	x		
Social Media-Design Pages		x										
Social Media Updates		x	x	x	x	x	x	x	x	x	x	x
YouTube Video			x		x			x	x	x		x
Event Postcard Design			x									
CSU Chico Things for Parents to Do Flyer/Brochure						x	x					
General Brochure				x	x							
Advertising-TBD												
Develop Tourism Assoc. List				x								
Educate Businesses			x			x			x			x
Awards Research				x								

Budget

Estimated Budget for One-Year Program

	Low	High
Planning*		
Strategy and planning meetings, program management	\$12,000	\$18,000
Website*		
Visit Butte County website (Fee is dependent on design, number of options requested, use of original or existing content, available photos or whether a photo shoot is required, specifications, functionality).	\$10,000	\$25,000
Blog- Writing-4 blogs/month.	\$3,600	\$6,200
Mobile App		
Create Visit Butte County Mobile App	TBD	TBD
Logo		
Logo and Tagline Design& Development (Depends on number of concepts and revisions)	\$3,200	\$7,500
Publicity*		
Press Release Writing	\$3,500	\$5,250
Press Release Distribution(Depends on distribution service used)	\$1,645	\$2,450
Media Outreach*		
Editorial Calendar Research	\$700	\$1,200
Media List Development	\$500	\$1,000
Travel Writer Outreach	\$15,000	\$27,000
Email Newsletter		
Email Newsletter Template Design& Development	\$900	\$1,350
Email Newsletters-Writing, photos, distribution	\$4,900	\$9,100

Social Media*		
Design Facebook, Twitter, Flickr, Pinterest pages, YouTube.	\$1,600	\$2,100
Social Media Updates	\$7,200	\$12,000
Coordinate obtaining YouTube videos and posting	\$750	\$1,500
Advertising -TBD and depends on available funds and would need research and its own plan.		
Collateral		
Event Postcard Design & Development (does not include printing)	\$3,000	\$5,000
CSU Chico-Things for Parents To Do Brochure	\$3,000	\$5,000
General Brochure	\$3,000	\$6,000
Tourism Industry Outreach		
Develop Tourism Organization/Association list	\$750	\$1,250
Awards		
Research and submit to two to four awards/year.	\$3,000	\$6,000
TOTAL	\$78,245	\$142,900

Notes:

This budget is based on Placemaking Group's hourly rates, which range from \$65 to \$225/hour, with most work done in the \$150-\$175/hour range.

It does not include fees for a mobile app or an advertising plan, which would need to be further researched.

While we recommend all of the above elements for an integrated marketing communications plan, it would not be required to do all of the above. The core elements are shown with an asterisks (*) and include: Planning, a Visit Butte County website, publicity, media outreach and social media, with a total cost of \$56,495 to \$101,700 .

Measurement

It is recommended that a set of measurements be adopted to determine the long-term success. Program evaluation and measurements can be implemented in a variety of ways, depending on the depth and breadth of available resources. The following are examples of ways to measure the marketing communication plan's results:

- Google Analytics-Provides statistics on website hits, demographics, traffic sources
- Media coverage
- Media results from press release distribution
- Number of quality social media followers and social media interaction
- Retail sales tax figures
- Event attendance
- Foot traffic from events into restaurants, retail, other attractions /tours
- Visitor patronage tracked by zip codes
- Customer relationship marketing, including frequency and affinity programs
- Hotel occupancy

APPENDIX F:

SAMPLE VISITOR SURVEYS

Hotel Questionnaire

Dear Sir or Madam!

Good morning/afternoon and welcome to our hotel. We are pleased that you decided to stay with us. If you have spent at least one night in our hotel we kindly ask you to participate in a survey which will help us make your future stay here even more pleasant. The interview will take about 10-15 minutes and is conducted anonymously.

1. How did you arrive to Slovenia? *(mark the appropriate answer)*

1. By car.
2. By bus.
3. With low-cost airline.
4. With major airline.
5. By train.
6. Other, what: _____

2. Where did you hear about this hotel *(mark the appropriate answer, more answers possible)?*

1. I already knew of it.
2. The Internet.
3. Friends and relatives.
4. Media.
5. Books and guides.
6. Travel agency.
7. Fairs and/or exhibitions.
8. It was part of the travel package.
9. Other, what: _____

3. Is this your first visit to this hotel *(mark the appropriate answer)?*

1. No. → How many times have you visited this hotel in the past? _____
2. Yes.

4. How many nights are you planning to stay at this hotel: _____

5. What were the main reasons for your visit to this hotel? *(mark the appropriate answer)*

1. Rest and relaxation.
2. Visiting relatives and friends.
3. Business reasons.
4. Attending a conference, congress, seminar, other forms of educations.
5. Culture.
6. Fun.
7. Sports and recreation.
8. Health.
9. Religious reasons.
10. Others, what : _____

6. Below are listed some statements which refer to the general image of this hotel. For each statement please indicate to what extent you agree with it. »1« means you completely disagree with it, and »5« means you agree with it completely.

	I completely disagree			I completely agree		I don't know
	1	2	3	4	5	
1. I think most people have a positive opinion about this hotel.	1	2	3	4	5	
2. The staff in this hotel is friendly towards the guests.	1	2	3	4	5	
3. This hotel has a unique image.	1	2	3	4	5	
4. I think this hotel is popular.	1	2	3	4	5	
5. The staff in this hotel always put their guests first.	1	2	3	4	5	

7-8. Below are listed some elements that you might consider when you chose a hotel. We ask you to evaluate them twice. First, please indicate HOW IMPORTANT is each of these elements to you when you chose any hotel (in general) (rate them on a scale »1« - completely unimportant to »5« - very important). Then we ask you to indicate on a scale 1 – 5 to what extent do you agree with the statement that these elements are EXCEPTIONAL or are at the EXCEPTIONALLY HIGH LEVEL in this hotel (where »1« means – I completely disagree, »5« - I completely agree).

ELEMENTS WHEN YOU CHOSE A HOTEL	»HOW IMPORTANT IS THIS ELEMENT?«					»IN THIS HOTEL, THIS ELEMENT IS EXCEPTIONAL/AT EXCEPTIONALLY HIGH LEVEL «						
	Completely unimportant				Very important	I don't know	I completely disagree			I completely agree		I don't know
	1	2	3	4	5		1	2	3	4	5	
1. Clean and tidy hotel (reception area, restaurant, ...)	1	2	3	4	5		1	2	3	4	5	
2. Clean and tidy rooms.	1	2	3	4	5		1	2	3	4	5	
3. Catering offer.	1	2	3	4	5		1	2	3	4	5	
4. Information is accessible.	1	2	3	4	5		1	2	3	4	5	
5. Information is clear and accurate.	1	2	3	4	5		1	2	3	4	5	
6. Information is reliable.	1	2	3	4	5		1	2	3	4	5	
7. Staff is willing to help guests.	1	2	3	4	5		1	2	3	4	5	
8. Staff can be trusted.	1	2	3	4	5		1	2	3	4	5	
9. Staff is friendly.	1	2	3	4	5		1	2	3	4	5	
10. Staff understands specific needs of the guests.	1	2	3	4	5		1	2	3	4	5	
11. Additional activities offered by the hotel (sports facilities, entertainment,...)	1	2	3	4	5		1	2	3	4	5	
12. Additional activities offered in the local area (possibilities for excursions,...)	1	2	3	4	5		1	2	3	4	5	

9. Next, we ask you to rate the general quality of our hotel on a scale 1 -5, where »1« means the quality is very low and »5« - the quality is very high.

	Very low			Very high		I don't know
	1	2	3	4	5	
General quality of our hotel is ...	1	2	3	4	5	

10. Was your trip to this hotel organized by a travel agency / another organizer? (mark the appropriate answer)

1. Yes. → Please continue with question 12.
2. No.

11. The next two questions refer to expenses connected with your stay in this hotel. For each of the following statements, please tell us to what extent do you agree with it. »1« means you completely disagree and »5« that you completely agree with the statement.

	I completely disagree			I completely agree		I don't know
	1	2	3	4	5	
1. The price of B&B/half board/full board in this hotel is reasonable.	1	2	3	4	5	
2. The prices of additional activities offered at this hotel (i.e. prices of food and drink, prices of souvenirs, prices of handcrafted products, prices of excursions, prices of beauty and relaxing programs,...) are favorable.	1	2	3	4	5	

12. This part of the questionnaire refers to your feelings and comprehension of the value of your stay at this hotel. For each of the following statements, please tell us to what extent you agree with it. »1« means you completely disagree and »5« that you completely agree with the statement.

	I completely disagree			I completely agree		I don't know
	1	2	3	4	5	
1. Overall, staying at this hotel has been very valuable to me.	1	2	3	4	5	
2. I have gained a lot of new knowledge and experience.	1	2	3	4	5	
3. Staying at this hotel is worth every Euro paid.	1	2	3	4	5	
4. I feel good in this hotel.	1	2	3	4	5	
5. It gives me sense of joy that I have decided to come to this hotel.	1	2	3	4	5	
6. I am delighted about this hotel.	1	2	3	4	5	

13. In this part of the questionnaire we ask you first to rate your overall satisfaction with your visit to our hotel on a scale 1 - 5. Here »1« means you are completely dissatisfied and »5« that you are completely satisfied.

	Completely dissatisfied			Completely satisfied		I don't know
	1	2	3	4	5	
What is your overall satisfaction with your visit to our hotel?	1	2	3	4	5	

14. Now we would like to ask you to tell us to what extent you agree with the following statements (»1« means you completely disagree and »5« that you completely agree with it).

	I completely disagree			I completely agree		I don't know
	1	2	3	4	5	
1. I am pleased that I decided to visit this hotel.	1	2	3	4	5	
2. Visiting this hotel exceeded my expectations.	1	2	3	4	5	
3. I will speak highly of this hotel to my friends and colleagues.	1	2	3	4	5	

15. Have you had any reason to complain since you have been staying at this hotel? *(mark the appropriate answer)*

1. Yes. → Have you filed a complaint? *(mark the appropriate answer)*

1. Yes.

2. No.

2. No.

16. On the other hand, have you had any reason to praise this hotel since the beginning of your stay? *(mark the appropriate answer)*

1. Yes. → Have you expressed your compliments? *(mark the appropriate answer)*

1. Yes.

2. No.

2. No.

17. We would like to ask you again to indicate whether you agree or disagree with the following statements and to what extent on a scale »1« (I completely disagree) to »5« (I completely agree).

	I completely disagree			I completely agree		I don't know
	1	2	3	4	5	
1.If I had to decide, I would choose this hotel again.	1	2	3	4	5	
2.I will recommend this hotel to my friends and relatives.	1	2	3	4	5	
3.I will return to this hotel.	1	2	3	4	5	
4.I feel at home in this hotel.	1	2	3	4	5	

Now a few questions about your holiday or travel:

18. Who is accompanying you on your current visit to this hotel? *(mark the appropriate answer)*

1. No one.

2. Partner.

3. Family and /or relatives. → How many children under the age of 15 are accompanying you? _____

4. Friends.

5. Co-workers.

6. Business partners.

7. Other, what: _____

19. When did you decide to stay at this hotel? *(mark the appropriate answer)*

1. Less than a month ago.

2. 1 to 3 months ago.

3. More than 3 months ago. → Please continue with question 20.

19a. Was it a last minute offer? *(mark the appropriate answer)*

1. Yes.
2. No.

20. How often do you go on holidays lasting at least 5 days? *(mark the appropriate answer)*

1. Every few years.
2. Once a year.
3. Several times (2-4 times) a year.
4. More than 4 times a year.

21. How much do you plan to spend per person during your visit to this hotel on the following items?

- | | |
|---|-------------------|
| 1. Transportation (plane ticket, bus ticket, taxi, etc.). | Approx. _____ EUR |
| 2. Accommodation. | Approx. _____ EUR |
| 3. Restaurants, cafes. | Approx. _____ EUR |
| 4. Souvenirs. | Approx. _____ EUR |
| 5. Food (not in restaurants). | Approx. _____ EUR |
| 6. Other shopping. | Approx. _____ EUR |
| 7. Entertainment, entrance fees (theatre, cinema, exhibitions, museum). | Approx. _____ EUR |
| 8. Other expenses. | Approx. _____ EUR |
| 9. TOTAL expenditure (only if undividable). | Approx. _____ EUR |

22. Do you expect your expenses whilst staying at this hotel to be *(mark the appropriate answer)*:

1. Within what was planned.
2. Higher than planned.
3. Lower than planned.

Finally, a few questions about you.

23. Please name your country of residence: _____

24. What is your employment status? *(mark the appropriate answer)*

1. Employed.
2. Self-employed.
3. Unemployed.
4. Retired / renter.
5. Student / pupil.
6. Other, what: _____

25. Year of birth: _____

26. Gender *(mark the appropriate answer)*:

1. Male.
2. Female.

Thank you very much for your time and answers!

R26 VISITOR SURVEY QUESTIONS

This resource sheet provides examples of questions which may be included in a questionnaire used in a survey of visitors to an outdoor recreation site.

The type of questions included in your survey will have been determined when setting your visitor monitoring objectives. The following pages suggest how the questions might be phrased and include possible categories of answers. The exact wording of the questions and the range of responses may need to be adapted to the circumstances of your site.

It is recommended that the maximum length of a questionnaire should be no more than 6 or 7 pages. Beyond this length, the amount of time that it will take to complete will have a negative effect on response rates.

The questionnaire should include a short introduction and a conclusion, which should be tailored to suit your specific circumstances.

Example introduction:

*To help us to continue to look after **SITE NAME** for you to experience and enjoy, we'd greatly appreciate it if you could take the time to complete the following questionnaire. You can answer the questions by putting a tick ☒ in the box(es) or by writing in the space provided.*

Example conclusion:

Thank you for completing this questionnaire and we hope that you have enjoyed your visit.

The questionnaire should also provide instructions on what to do with the questionnaire once it has been completed e.g. place in a box, return using freepost envelope.

The example questions have been grouped as follows:

- **General questions** - these questions provide basic information on the profile of visitors, and the characteristics of their visits, to your site.
- **More detailed questions** – these questions provide more in depth information about the visitors and their trip, including investigating marketing opportunities, motivations, satisfaction levels and areas for improvement. These questions can be tailored to your particular research requirements.

Notes about the questions

Information about respondent

12. *Postcode* - collecting a full postcode as part of the information about the respondent can allow you to undertake an analysis of where people live and their demographics (by using a geodemographic analysis).

Finding out more about patterns of visits

13. *Seasonal spread of visits* –To find out more about how often individuals visit the site at different times of year this question may be used.

If survey work is undertaken during the spring/summer months information regarding overall frequency of visit will be obtained from Question 7. Adding this question will allow more information to be obtained on frequency of visit at particular times of year.

R26 VISITOR SURVEY QUESTIONS

Finding out more about visitors

14. *Marketing information* – Information on which newspaper visitors read can be useful by adding to your understanding of your visitors and assisting in the targeting of promotional activities. Questions listing national daily and national Sunday papers are included however equivalent questions may be produced listing local newspapers.

15. *Membership of organisations* – You may find it useful to know which charities and other related organisations visitors to your site are members of. Such information can be useful in identifying marketing or joint promotion opportunities. The organisations listed in this question are just examples, it may be necessary to amend this list to include other, possibly local, organisations.

16. *Personal status* – Further information on the personal circumstances of your visitors may be useful if you wish to segment your visitors into particular 'lifecycle' groups. For example you may wish to compare 'empty nesters' (aged 55 or over with no children in their household) with 'young independents' (aged 16-35, no children, single). The information from these questions combined with the other classification questions (Q9 and Q12) will allow you to undertake such a detailed analysis of visitors.

Finding out more about trips

17. *Visits to other places* – In some situations it may be useful to find out where else visitors have been during their current trip. Two examples of questions are provided in this section – the first option includes a list of specific attractions of interest which can be tailored to your needs (listed A to I in here), the second option lists types of attractions. Only use one of these options as both would be unnecessary.

18. *Visitors who are on holiday* – These questions may be used in situations where a large proportion of visitors to a site are holidaymakers or where you have a particular need for information regarding the types of holidays visitors are taking and where they are staying.

Note the instruction in the black box which asks those visitors who are not spending any nights away from home to skip to the next relevant question. The correct question numbers should be inserted in the spaces, making sure that the questionnaire 'routing' is logical and as straightforward as possible for respondents.

In the question regarding the number of nights spent away from home, change the 'In this region?' question to the actual name of the region that your site is situated in.

Two questions asking for details on the respondents 'current situation' are provided (c and d)– in most situations it would only be necessary to include one of these questions, depending on what information is most useful to you.

Sources of information and motivations

19. *Information sources* – This question can be a useful supplement to Q8 if you are particularly interested in finding out how people obtain information during their holiday and day trips and how this affects awareness of the site.

20. *Reasons for visiting* – This question lists possible reasons for visiting the site. It may be necessary to amend this list to suit the particular circumstances of a site. This basic information is useful to find out more about the varying motivations between groups of visitors and to help improve targeted promotion.

R26 VISITOR SURVEY QUESTIONS

Levels of satisfaction and opportunities for improvements

21. *On-site facilities* - it may be of use to find out how satisfied visitors are with the various aspects of a site. This question lists facilities which may be found but it may be necessary to amend this list to suit your particular circumstances.

22. *New facilities* - In addition to evaluating current facilities, it may be useful to find out what else should be provided at the site. Question b) allows respondents the opportunity to provide their own idea for facilities that would be useful. Alternatively if you already have ideas for specific developments you can gauge the level of appeal of these possibilities by asking question c). Write in a brief description of each of the possible proposals (proposal 1 – 4 written here).

23. *Likes and dislikes* – It may be useful to find out what visitors particularly like and what they particularly dislike about a site. This information can help in the identification of the strengths which should be promoted and built upon and any particular problems which must be addressed.

24. *Reality versus expectations* – A good way to gauge levels of satisfaction is to ask visitors whether or not a site was as they expected and, if not, why. This question should not only identify strengths and weaknesses of the site but can also help to highlight any gaps between pre-visit perceptions of the site and actual visit experiences.

Measuring visitor expenditure

25. *Expenditure* - The measurement of expenditure by visitors and economic impacts is a subject which requires particular expertise and therefore should only be undertaken by specialists. However, if you require basic estimates on how much visitors to the site spend at the site and in the local area and what they spend it on this question can be useful. Change 'In this region' to the actual name of the area in which the site is located.

Measuring health impacts

26. *Physical activity* - The measurement of health impacts is also a subject which requires particular expertise and therefore should only be undertaken by specialists. However, the questions included here provide an approach to measuring the levels of physical activity of visitors/potential visitors. A possible approach would be to ask these questions before and after an intervention with the aim of measuring changes in activity levels.

R26 VISITOR SURVEY QUESTIONS

GENERAL QUESTIONS

Your visit

1. Which of the following best describes your situation today?

On a short trip (of less than 3 hours) from home
On a day out (for more than 3 hours) from home
On holiday away from home in the area
Visiting friends and relatives on holiday in the area
Passing through the area to/from my holiday destination
Other (write in below)

2. Approximately how far did you travel to get here today?

1 - 2 miles
3 - 5 miles
6 - 9 miles
10 - 14 miles
15 - 19 miles
20 - 29 miles
30+ miles
Don't know

3. What was the main method of transport you used?

Car or van
Motorcycle
Public bus
Private coach or mini-bus
Bicycle
Walked all the way
Other (write in below)

4. How long have you spent or do you intend to spend here today?

Up to 15 minutes
Over 15 minutes - 30 minutes
Over 30 minutes - 1 hour
Over 1 hour - 2 hours
Over 2 hours - 3 hours
Over 3 hours - 5 hours
More than 5 hours
Don't know

R26 VISITOR SURVEY QUESTIONS

5. Why did you decide to visit today?

6. What is the main activity you have taken part in or intend to take part in during you visit?

Walking

Fishing

Mountain biking/cycling

Running

Hill walking/ Rambling

Horse Riding/Pony trekking

Picnic/Barbecue

Nature/natural history visit

Photography

Birdwatching

Climbing

Orienteering

Other (write in below)

None of these

--

7. How often do you usually visit this site?

Most days

About once a week

At least once a month

Once every 2 or 3 months

2 or 3 times a year

Less frequently

This is your first visit ever

R26 VISITOR SURVEY QUESTIONS

8. How did you first find out about this site?

General knowledge/always known about it

From friends/relatives

Saw Leaflet

Guide Book

Newspaper

Signpost

Noticed it in passing

Map

Local recommendation (e.g. a tourist information centre/Bed and Breakfast)

Other (write in below)

Don't know

--

You and your party

9. Including yourself, how many people were with you during your visit here today?

i) Total number of people in group

--	--

ii) Total number of adults in group (aged 16 or over)

--	--

iii) Total number of children in group (aged under 16)

--	--

10. Where is your normal place of residence?

This region

Other Scotland

England

Other UK

France

Germany

Other Europe (write in below)

Rest of World (write in below)

11. Do you have a dog with you today?

Yes

No

R26 VISITOR SURVEY QUESTIONS

12. Finally, to help us analyse the questionnaires, could you answer the following questions ...

Are you...

Male

Female

Your age...

16-24

25-34

35-44

45-54

55-64

65+

Your postcode

Today's date (dd/mm/yy)

--	--	--

R26 VISITOR SURVEY QUESTIONS

MORE DETAILED QUESTIONS

Finding out more about patterns of visit

13. Seasonal spread of visits

a) Do you ever visit this site during the winter months, October - March?

Yes

No

b) IF YES.. how often, on average, do you visit during the winter months?

Every day

More than once a week but not daily

Once a week

2 or 3 times a month

Once a month

Less often than once a month

Other (write in below)

—

Finding out more about visitors

14. Marketing information

a) Which of the following daily newspapers, if any, do you read on a regular basis?

The Scotsman

The Herald

The Times

Daily Telegraph

The Guardian

Daily Mail

The Express

The Sun

Daily Record

Daily Star

The Independent

The Mirror

Other (write in below)

—

R26 VISITOR SURVEY QUESTIONS

b) Which of the following Sunday newspapers, if any, do you read on a regular basis?

Scotland on Sunday
Sunday Herald
Sunday Times
Sunday Telegraph
The Observer
Mail on Sunday
Express on Sunday
News of the World
Sunday Mail
Independent on Sunday
Sunday Post
Sunday Mirror
Other (write in below)

15. Membership of organisations

Are you a member of any conservation or outdoor activity organisations or local groups?

Friends of the Earth
John Muir Trust
National Trust for Scotland/National Trust
Ramblers' Association
Royal Society for the Protection of Birds
Woodland Trust for Scotland/Woodland Trust
World Wide Fund for Nature (WWF)
Walking organisation
Mountaineering or climbing organisation
Orienteering /cross-country organisation
Cycling/mountain biking organisation
Horse-riding organisation
All wheel drive organisation
Youth or school organisation
Scottish Youth Hostel Association/Youth Hostel Association
Nature conservation organisation
Other (write in below)

—

R26 VISITOR SURVEY QUESTIONS

16. Personal status

a) Which of the following best describes your present situation?

Single

Living with partner

Married

Divorced/separated

Widowed

b) Do you have any children aged 16 or under living in your household?

Yes

No

Finding out more about trips

17. Visits to attractions

a) During this trip which of the following attractions, if any, have you already visited or do you intend to visit?

A

B

C

D

E

F

G

H

I

None of these

Other attractions (write in below)

R26 VISITOR SURVEY QUESTIONS

b) During this trip which of the following types of attractions, if any, have you already visited or do you intend to visit?

Castles and other historic sites
 Churches, Abbeys and Cathedrals
 Country Parks
 Distilleries
 Entertainment parks/theme parks/fun attractions
 Forests and woodlands
 Gardens open to the public
 Lakes and reservoirs
 Museums and art galleries
 Sports/leisure centres
 None of these
 Other attractions (write in below)

1
1
1

18. Visitors who are on holiday

IF YOU ARE STAYING AWAY FROM HOME ANSWER QUESTION X, OTHERWISE SKIP TO QUESTION Y

a) During your trip, how many nights away from home, if any, did you or do you intend to spend.....

PLEASE WRITE IN THE SPACES PROVIDED

away from home in total?

--	--

in Scotland?

--	--

in this region?

--	--

b) During this trip, which of the following type(s) of accommodation, if any, have you or do you intend to use?

Hotel/motel
 Guest house
 Bed and breakfast
 Self-catering flat/house/cottage
 Time share
 Hostel/bunkhouse/bothy
 Rented holiday/static caravan
 Owned holiday/static caravan
 Touring caravan/motorhome
 Tent
 University accommodation
 Staying with friends/relatives
 Second home
 None of these
 Other (write in below)

R26 VISITOR SURVEY QUESTIONS

c) Which of the following best describes your current situation?

Spending most of time away from home in this region

Touring around and only spending a short amount time in this region

Staying in this region and using it as a base to visit other parts of Scotland

Other (write in below)

d) Which of the following best describes your current situation?

On your main holiday of the year

On a secondary or additional holiday

On a short/weekend break

Other type of trip(write in below)

Finding out more about information sources, motivations and influences to visits

19. Information sources

Which information sources, if any, have you used during your current trip?

Tourist Information Centres

Information from accommodation establishments

Guide books

None of these

Other (write in below)

20. Reasons for visiting

Which of the following, if any, would you say is your main reason for visiting this site today?

Been before and wanted to come back

Bird watching

Came here as part of organised trip

Educational reasons

Enjoy visiting places like this

Just passing

Particularly interested in nature at this site

Recommended by friends/relatives

Recommended by someone else

Somewhere to walk dog

Somewhere to take children

Somewhere to take friends/relatives

To get some fresh air

None of these

Other (write in below)

R26 VISITOR SURVEY QUESTIONS

Levels of satisfaction and opportunities for improvements

21. On-site facilities

a) How would you rate each of the following facilities/services at this site?

TICK ALL OF THE APPROPRIATE BOXES

	V e r y g o o d	G o o d	N e i t h e r g o o d o r p o o r	P o o r	V e r y p o o r	D i d n , t u s e o r d o n , t k n o w
Signposting to site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interpretation/info boards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Paths and tracks on site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Car parking on site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public toilets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Visitor centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provision of litter bins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

22. New facilities

a) Are there any activities or facilities not currently available at this site which you would like to see provided?

Yes

No

<input type="checkbox"/>
<input type="checkbox"/>

b) If there are activities or facilities you would like to see, please provide details below...

R26 VISITOR SURVEY QUESTIONS

c) We are proposing a number of developments at this site

How appealing or unappealing do you think each of the following sound?

TICK ALL OF THE APPROPRIATE BOXES

	V e r y a p p e a l i n g	Q u i t e a p p e a l i n g	N e i t h e r	N o t v e r y a p p e a l i n g	N o t a t a l l a p p e a l i n g	D o n ' t k n o w
Proposal 1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proposal 2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proposal 3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proposal 4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

23. Likes and dislikes

a) What do you particularly like, if anything, about this place?

b) What aspects do you think need to be improved, if anything?

24. Reality versus expectations

a) Was your visit/day out here.....

Better than you expected

Worse than you expected

About the same as you expected

Didn't know what to expect

☐
☐
☐
☐

b) If your visit was better or worse than expected, please explain why

R26 VISITOR SURVEY QUESTIONS

R26 VISITOR SURVEY QUESTIONS

Measuring visitor expenditure

25. Expenditure

a) Listed below are a number of categories. Please write in approximately how much you personally spent, in each of these categories today. Include any spending on other members of your party (e.g. your wife/husband, children etc.) for whom you have paid.

PLEASE WRITE IN THE SPACES PROVIDED

If you spent *nothing* in a particular category please write in "0".

If you *don't know* how much you spent in a particular category please write in "Don't know" or "D/K".

Accommodation (including food and drink at this accommodation) £

Meals, snacks, drinks etc. (excluding those at your accommodation) £

Admission fees (to attractions) £

'Tourist' shopping (e.g. gifts, souvenirs etc.) £

Transport (including petrol, taxis, public transport etc.) £

Equipment (e.g. boat hire, horse-riding, etc.) £

Other miscellaneous items (please write in examples of this/these) £
.....

TOTAL SPEND £

b) How many people (adults and children) did the above expenditure cover?

Adults

--	--

Children (aged under 16)

--	--

c) Approximately, how much of this expenditure would you say you spent ...

WRITE APPROXIMATE PERCENTAGE SPENT IN EACH AREA

On this site

In this region

Elsewhere

TOTAL

R26 VISITOR SURVEY QUESTIONS

Measuring physical activity

26. Physical activity

The next few questions relate to any physical activity you undertake indoors or outdoors. This may include sports, walking briskly, swimming, gardening or other physical activities.

a) Do you consider yourself to be physically active?

Yes

No

b) Do you intend to become more physically active in the next 6 months?

Yes

No

c) Do you normally engage in the following levels of physical activity?

i) At least 30 minutes of activity per day on 5 or more days per week (the 30 minutes can be split over several shorter periods)

--

ii) 150 minutes or more over the whole week (that is 2 and a half hours of activity overall)

--

iii) No, do not undertake the above levels of activity (skip to Qxx)

--

d) Have you taken part in this level of physical activity for the past 6 months?

Yes

No

[INSERT PARK NAME] VISITOR SURVEY

on behalf of [insert name of authority/agency]

Hello, my name is [insert name] and I am doing a survey of visitors to the park on behalf of [insert name of organisation].

May I ask you a few questions? (It will take about ... minutes).

1. How often do you visit [insert name of park]?

Every day	1
Several times a week	2
About once a week	3
About once a fortnight	4
About once a month	5
About 2-6 times a year	6
About once a year	7
Less than once a year	8
First visit	9
Not sure/don't know/irregular	10

2. What was the main form of transport you used to get to the park today? [NB. Modify to reflect transport modes available to your park].

Walked	1
Car	2
Bicycle	3
Bus	4
Train and bus	5
Train and walk	6
Horse	7
Skating (inline/board)	8
Motor bike	9
Other	10

3. Where did you travel from to come to the Park today?

Work	1
Home	2
School	3
Hotel/motel/hostel	4
University/TAFE	5
Another local attraction	6
Other	7

4. Which of the following best describes the type of group you are with today?

Alone	1
With family and/or friends	2
Part of a commercial tour	3
Part of a club or organisation	4
Part of a school group	5
Other	6

5. Including yourself, how many people are in your group?

6. How long are you planning to stay in the Park today?

< 15 mins	1
16-30 mins (half hour)	2
31-60 mins (hour)	3
61-90 mins	4
91-120 mins (2 hrs)	5
121-150 mins (2.5 hrs)	6
> 2.5 hrs	7

7. What are you planning to do (or what have you done) in the park today?

Passing through	1
Walking	2
Walking the dog	3
Cycling	4
Jogging	5
Picnic/BBQ	6
Sporting activity (play)	7
Watching sport	8
Event (State: _____)	9
Other (Specify: _____)	10

8. When do you mainly visit [insert name of Park]?

Weekdays	1
Weekends	2
Holidays	3
Special events	4
Other	5

more over...

9. Now I would like to ask you about some of the features and facilities in parks in general and in this park in particular.

- a. I am going to read out a list of items which you generally find in parks and would like you to say how important they are to you when you visit a park - Very important, Quite important, or Not at all important. This is about parks in general, not just this one.
- b. Now, looking at the same list of items, how do you think this park rates - Very good, Just average or Poor?

	a. Importance - in general			b. Performance - this park		
		<i>Quite</i>		<i>Very</i>		
	<i>Very imp.</i>		<i>Not imp.</i>		<i>Average</i>	<i>Poor</i>
Information about the park	1	2	3	1	2	3
Natural areas, like bushland	1	2	3	1	2	3
Car parking	1	2	3	1	2	3
Formal gardens	1	2	3	1	2	3
Trees	1	2	3	1	2	3
Children's playgrounds	1	2	3	1	2	3
Refreshment kiosk/café	1	2	3	1	2	3
Barbecue facilities	1	2	3	1	2	3
Shelter or shade	1	2	3	1	2	3
Toilets	1	2	3	1	2	3
Sport facilities (like playing pitches or courts)	1	2	3	1	2	3
Events put on in the park	1	2	3	1	2	3
Available park staff	1	2	3	1	2	3
Cleanliness/lack of litter	1	2	3	1	2	3

- c. I would like to ask you about your use of specific facilities in parks. On this visit to the park, have you used, or do you expect to use the following:

Used printed or signpost information about the park	1
Asked park staff for information	1
Visited natural areas, like bushland	1
Visited formal gardens	1
Used sport facilities (like playing pitches or courts)	1
Used children's playgrounds	1
Car park	1
Refreshment kiosk/cafe	1
Barbecue facilities	1
Shelter or shade	1
Toilets	1
An event put on in the park	1

More over...

Now for some questions about you to help us to interpret the data.

10. Where do you normally live, in Australia or overseas?
What is your postcode? What country do you live in?

Australia	1	Postcode
Overseas	2	Country

11. What country were you born in?

Australia	1
Other English speaking	2
Other non-English speaking	3

12. What languages other than English are spoken at home?

13. Which age group are you in?

15-19	1
20-24	2
25-29	3
30-34	4
35-39	5
40-44	6
45-49	7
50-54	8
55-64	9
65+	10

14. Which of these descriptions fits you best? Read out.

Full-time student	1
Full-time employed	2
Part-time employed	3
Looking for work	4
Home duties	5
Retired	6

15. What is your highest level of formal education?

Primary school	1
Secondary school	2
TAFE or Technical College	3
University Degree	4

Thank you for your assistance

16. Record gender

Male	1
Female	2

17. Day: Mon 1 Tues 2 Wed 3 Thurs 4 Fri 5 Sat 6 Sun 7

18. Time: Before 9am 1 9.01-12 noon 2 12.01 - 2pm 3 2.01-4pm 4 4.01-6pm 5 After 6pm 6

19. Interviewer: _____ Date: ____/____/____

ends...