

**COMMUNITY SERVICES ADVISORY COMMISSION REPORT**  
**Redding Convention & Visitors Bureau (RCVB)**  
**Quarter 3 – Fiscal Year 2020-21**

**Overview:**

The RCVB team distributes at least one campaign per week and finalizes at least one project per day. This quarterly report lists nine major projects from a subset of January through March monthly reports. Monthly Reports with a subset of all projects can be found at:

<https://www.visitredding.com/TMBIDDocs>.

**Marketing Dashboard for Q3 of 2020-21:**

<b>Data</b>	<b>Fiscal year 2019-2020 YTD</b>	<b>Fiscal year 2020-2021 YTD</b>
Occupancy	66.30% July 2019 – Feb 2020	62.86% July 2020 – Feb 2021
Social Media Followers	56,213 Total	64,695 Total
Published Media Stories	32 articles – 78.9M unique monthly visitors (UMV)	39 articles – 146.6M unique monthly visitors (UMV)
Web Traffic	229,341 users	313,336 users
Website visitors converted to actual visitors – Arrivalist Data	442*	1,042
# of brochure requests (Ad conversion)	2,751	2,574
TOT YTD	\$4,605,690.50	\$4,230,550.69
# Ads or campaigns created	67	74
# Ads or campaigns that ran	67	64
# presentations given	23	9
# Tradeshows where Redding was promoted	12	14
# Productions Filmed	28	26

*\*Data only available starting Sep 2019*

**Marketing Projects**

1. A good portion of the quarter was spent working on the Request for Proposal for the City of Redding strategic planning and operations of destination marketing services. The final version can be found at the end of this report.
2. **Redding CVB stays on the cutting edge with virtual tradeshows.** Three virtual events selling Redding were attended in March – Go West Summit, Brand USA Europe, and Family Travel Expo. All three events included one-on-one meetings with tour operators, travel agents and travel writers from around the world promoting Redding as the hub city in UpStateCA. Go West Summit resulted in 17 appointments. Brand USA Europe resulted in 20 appointments. For Family Travel Expo, 731 travel agents watched the presentation, and 45 agents visited the UpStateCA virtual tradeshow booth with questions

about Redding lodging and attractions. Tour operators are receiving requests from clients for off-the-beaten path areas to explore in California where visitors can distance naturally.

3. **Amplifying Redding's message with co-ops.** Visit California's 2021 California Visitor's Guide, an annual publication, began distribution in March. Print distribution is 500K copies and a digital version can be found at [VisitCalifornia.com](http://VisitCalifornia.com). The Visit Redding [full-page ad](#) with Shasta Cascade co-op partners is a lead-generating via reader reply card. Year-to-date, the Redding CVB has received 331 leads from people asking for information about Redding and surrounding attractions.

4. **Redding gains national attention.**

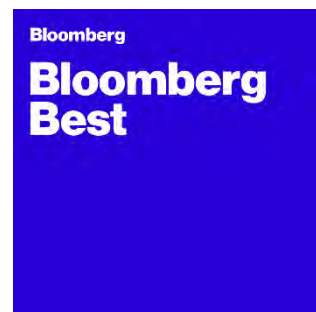
Redding's media outreach and public relations efforts earned nationwide placements in prestigious outlets of National Geographic and CBS Bloomberg Radio. The featured article in National Geographic highlighted waterfalls in the area, the geological history of the region and why those factors are leading to a boom in tourism for the city. The National



Geographic travel editor led the NatGeo newsletter by promoting the article and answering the question of "Where's the best place to go chasing waterfalls?" The author of the article, Miles Howard, appeared on ABC7 News/KGO-TV in San Francisco for a 5-minute segment talking about his article, Redding and Shasta Cascade's waterfall scene and why people should visit. In all, the reach of this placement totaled 21.7 million unique viewers. Links to articles are below:

- National Geographic: <http://on.natgeo.com/3c6eFov>
- ABC News 7: <https://abc7ne.ws/2P9Mr49>

The CBS Bloomberg Radio segments discussed how Redding is a destination where travelers are seeking outdoor activities and can recreate responsibly and safely by following local and state health guidelines. Redding CVB CEO Laurie Baker was interviewed along with two other tourism stakeholders for the recorded audio pieces. The initial segment aired on Bloomberg Radio 960AM in San Francisco and ran several times worldwide over Jan. 30-31 on "Bloomberg Best." A second segment aired repeatedly on CBS Radio's global platforms and on all CBS radio stations. The two segments have a projected combined reach of 54 million listeners.



5. **Redding adds new sports platforms SCOUT and Playeasy.** The Redding CVB is now featured on two new sports platforms: Playeasy and SCOUT. Playeasy works with Sports Events and Tourism Association's (Sports ETA) established network of destinations, industry partners, facilities, and rights holders. SCOUT takes the connection point a little

further rating local facilities and destinations and expanding event offerings to those that fit better in the smaller to mid markets. The two platforms help attract sports events to the city. So far, 20 sports event leads have been given to California Soccer Park, Big League Dreams, and the City of Redding.

**6. Co-op with HotelBeds and Visit California expands reach.**

Redding participated in a joint venture with HotelBeds.com (*Bedsonline.com*) and Visit California with eight other premier locations within California, San Diego, Anaheim, North and South Lake Tahoe, Santa Monica, Palm Springs, West Hollywood, and Los Angeles. Redding’s national and international exposure included a webinar promoting Redding’s exceptional winter adventures, a newsletter portion of the campaign, and a lead-generating landing page: <https://bit.ly/3dclEwC>.



**7. Redesign of Group Tours Brochure.** The updated version of the ‘Explore Redding’ brochure for group tour operators and others was launched in print and on Visit Redding’s group tour location. This new version includes an agritourism section, which is of key interest to tour operators. This four-page downloadable brochure lists activities such as an Alpaca Farm, NorCal Trails, 29 Rows lavender farm, national and state parks, arts and entertainment, as well as a section called ‘Uniquely Ours,’ which includes locations such as Lake Shasta Caverns, Camden House, and the Sundial Bridge. This updated groups brochure represents the diversity of the Redding area, from historic sites of gold panning to art galleries. View the brochure: <https://bit.ly/3oGNAMT>.



8. **Redding promoted to tour operators and travel trade.** Redding was promoted to domestic and international trade organizations in an email newsletter campaign with TourOperatorLand themed *Visit Like a Local*. The newsletter linked to itineraries featuring Redding and was emailed Jan. 15 to more than 8,900 tour operators, travel trade, receptive operators, and group planners. View the newsletter: <https://bit.ly/2MirROb>. The two itineraries listed can be seen if you register your email to get a login. The link to all itineraries will take you to the Shasta Cascade website which is designed to show the region with Redding as the hub city.



9. **Film Shasta accomplishments.** The Shasta County film commissioner aided 76 productions on location requests, local cast and crew referrals, lodging assistance, and local incentive information. A total of 13 permits were processed and Film Shasta hosted three scouts and 12 productions for 34 shoot days. Thanks to a partnership with

The graphic is a promotional poster for a roundtable discussion. It has a black background with green and white text and icons. On the left, there are four icons: a camera with 'SUPERB', a lightbulb with 'IMAGINATIVE', a film strip with 'FASCINATING', and a film strip with 'FUN'. On the right, the text reads: "FILMING IN NORTHERN CALIFORNIA ROUNDTABLE DISCUSSION". Below this, the names and titles of the participants are listed: Sabrina Jurisich (Film Commissioner, Shasta County Film Commission), Susannah Greason Robbins (Executive Director, San Francisco Film Commission), and Jim MacIvaine (Special Events Coordinator, Oakland Film Office). At the bottom, it says "Moderated By: John Cooper, Director Emeritus, Sundance Film Festival".

Presented By |

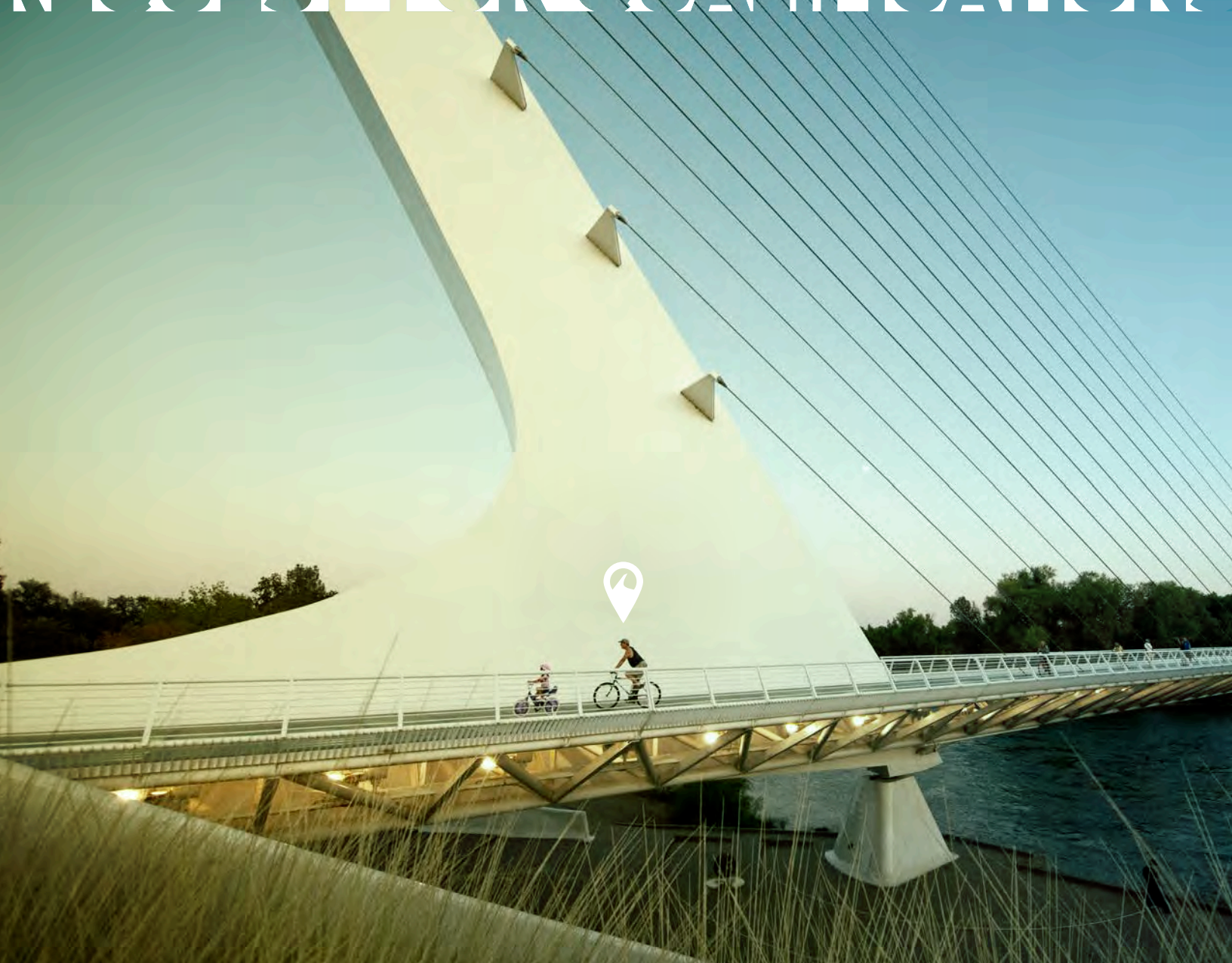
National Association of Television Program Executives (NATPE) and our internal contact list, this quarter's e-newsletters were distributed to more than 100,000 industry professionals. Film Shasta was also featured on a panel during the Sonoma International Film Festival (SIFF) with San Francisco and Oakland Film offices. The panel is available for viewing on their homepage <https://sonomafilmfest.org/> or directly at the following Vimeo link <https://vimeo.com/showcase/8262072>.



**Response to City of Redding Request for Qualifications for Strategic  
Planning and Operations of Destination Marketing Services  
(Schedule Number 5190, 5190-Addendum No. 1, & 5190-Addendum No. 2)**

OPENING AT 3:00 P.M. PST ON FRIDAY, FEBRUARY 19, 2021  
CONTACT: CITY OF REDDING CLERK

# REQUEST FOR QUALIFICATIONS



**SUBMITTING FIRM:** Redding Tourism & Marketing Group  
1448 Pine Street, Redding, CA 96001, (530) 225-4100





February 17, 2021

City of Redding  
City Clerk/RFQ Coordinator  
777 Cypress Avenue  
Redding, CA 96001  
RE: RFQ Schedule 5190

Dear City of Redding,

As the Chairman of the Redding Tourism & Marketing Group (RTMG) Board of Directors and authorized representative of the RTMG, I am eager to be given the opportunity to submit a proposal for the strategic planning and operations of destination marketing services for the City of Redding, schedule number 5190. We acknowledge receipt of 5190-Addendum No. 1, 5190-Addendum No. 2, and the 5190-Cost Proposal.

The RTMG was established in 2008 as the directing board for the newly formed Tourism Marketing Business Improvement District (TMBID). The directing board is a subset of all assessed businesses within the TMBID district boundary. The City of Redding decided at that juncture to have the same board oversee the Redding Convention and Visitors Bureau, which was a city department funded from Transient Occupancy Tax (TOT) and the TMBID to assure cohesive tourism marketing efforts. The newly created team was added to the Shasta-Cascade Wonderland Association business structure.

The current CVB Tourism Team has the vision, expertise, and experience to create a new direction, manage media buying and build a new brand and tagline without interrupting marketing momentum. They will bring in outside help for certain parts of the project, but they have the expertise to manage all aspects of the destination marketing services without having to pass certain responsibilities to other partners over the course of the five-year contract.

The RTMG's loyalty solely lies in the best interest of the City of Redding without the need to use TOT funds to support any portion of their business interests. Destination marketing/management organizations (DMOs) all over the U.S. understand the importance of having a local team implement a strategic plan. The RTMG/CVB Team knows tourism marketing and has built strong relationships within the tourism industry. In addition, the RTMG is a financially sound organization that will provide additional funding from the TMBID. Utilizing this separate budget gives the RTMG the strength necessary to continue marketing while paying for programs in advance before invoicing the City of Redding in arrears as outlined in the sample contract.

The RTMG would be honored to continue serving as Redding's tourism marketing firm.

Sincerely,

A handwritten signature in blue ink, appearing to read "D. Grabeal", is written over a light blue circular background.

**David Grabeal**

*Chairman, Board of Directors*  
Redding Tourism & Marketing Group



[Laurie@ShastaCascade.org](mailto:Laurie@ShastaCascade.org)



(530) 225-4485



1448 Pine Street,  
Redding, CA 96001

# Signature Page

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**Signature on this page attests the following:**

Under penalty of perjury, I hereby declare that the information contained within and submitted with the application is complete, true and accurate. I understand that a misrepresentation of fact, whether intentional or not, is cause for rejection of this application, denial of the proposal, or revocation of a bid issued.

Additionally, signature on this page accounts for acceptance of the terms of the Request For Qualification, and agreement to offer a proposal into consideration.

**Business Name:**

Redding Tourism and Marketing Group

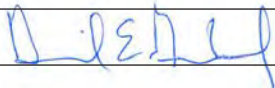
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**Principal(s) of Business:**

Name David Grabeal

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Signature



Position Chairman, Board of Directors

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Name

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Signature

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Position

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Name

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Signature

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Position

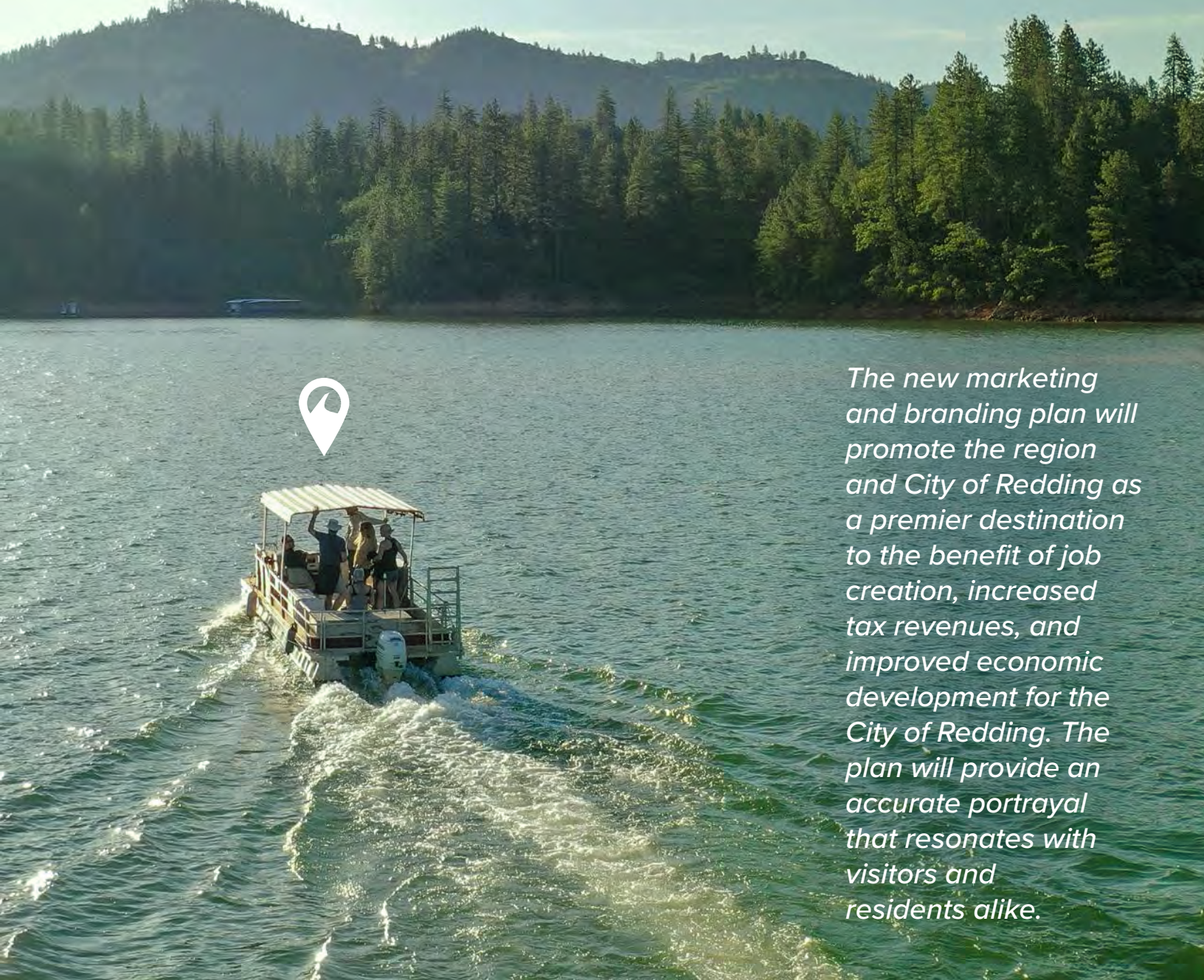
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*The new marketing and branding plan will promote the region and City of Redding as a premier destination to the benefit of job creation, increased tax revenues, and improved economic development for the City of Redding. The plan will provide an accurate portrayal that resonates with visitors and residents alike.*

## Project Understanding

The City of Redding's project vision is to build a new destination stewardship blueprint that balances economic development, sustainable tourism, quality of life, job creation, and increased tax revenues for the City of Redding. Community alignment with new project objectives will set the new tourism strategy, branding, and marketing plan. The proposed solution will be measured by independent subcontractors and reported to the City of Redding as required.

The City of Redding's community story is a good story which can be championed by residents as this process unfolds for a new perspective using Redding's strengths as listed in the RFQ. The RTMG commits to the scope of work requirements by overcoming the outlined challenges and accomplishing the goals listed in the following section for the duration of the five-year contract.

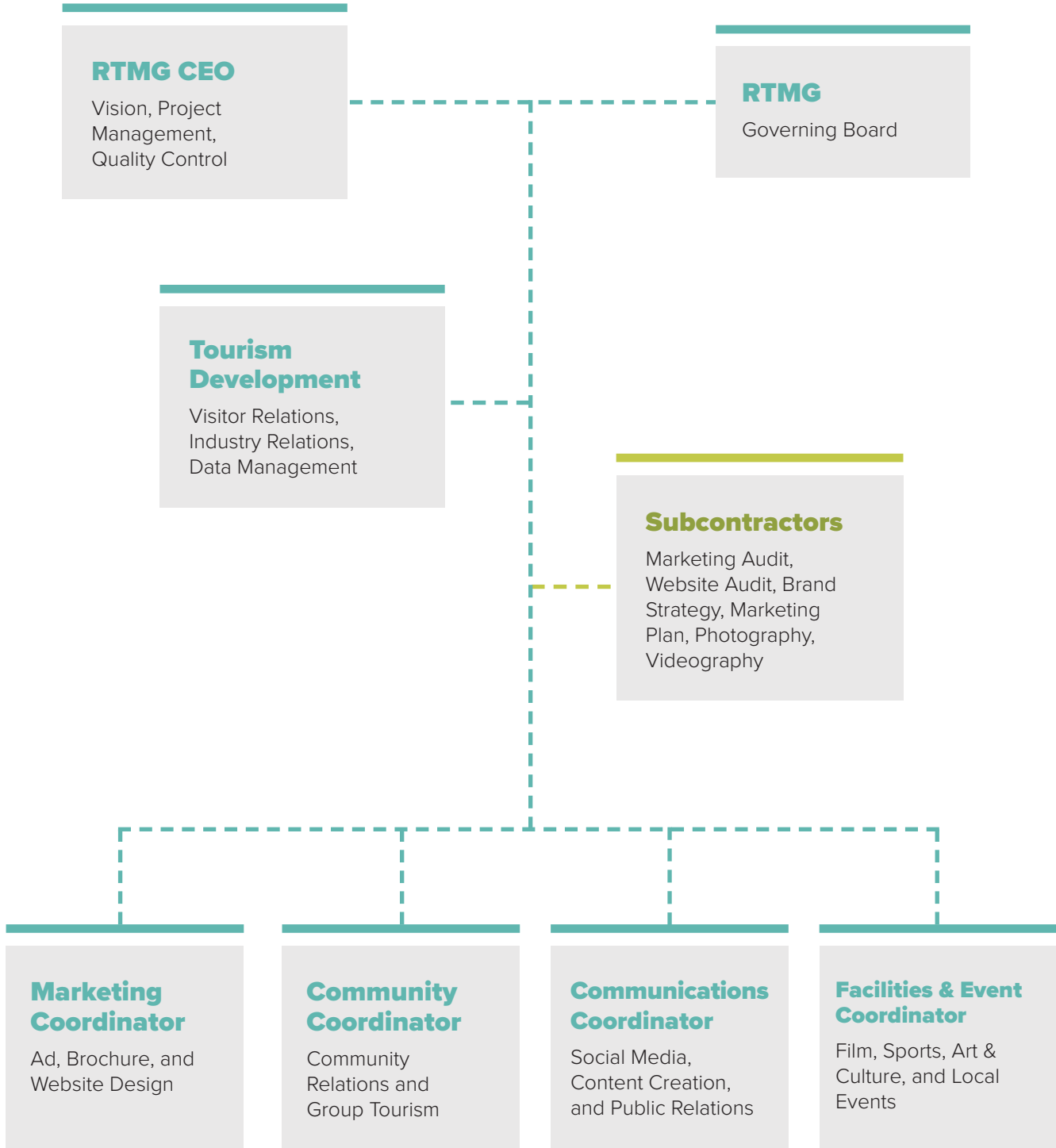


01. Drive visitation and increase visitor expenditures by increasing the number of visitors, the number of days they stay, and surpassing their expectations so they will return and bring their friends and family with them for future trips.
02. Institute a rebrand of Redding to drive visitation and set the tone for building a positive self-image for the residents of Redding. The rebrand will incorporate a logo and tagline design that is flexible to be used across all marketing platforms and integrated with all tourism entities.
03. Establish consistency in photography, videography, and messaging by setting standards that are in line with the brand to depict the authenticity of Redding, showing its abundance of natural outdoor and city amenities.
04. Implement a cohesive feel in marketing efforts that, when seen by the local community, will spur the next wave of success for the Redding City Identity Project (RCIP). The RCIP will start to build momentum as the community embraces the positive feelings that come from a successful branding strategy.
05. Effectively promote city assets within the boundaries of the City of Redding in addition to outside area attractions.
06. Be proactive to new technology, strategies and initiatives in all aspects of the scope of work by staying connected to the tourism industry's leaders and innovators.
07. Deliver a compelling one-of-a-kind website that provides innovative and appealing content across all user platforms to inspire travel and energize the community.
08. Develop a community event calendar and promote it with marketing campaigns to cultivate more exposure and recognition as the best resource for residents and tourists alike.



**The RTMG will create a new brand image and tagline that embraces all Redding entities to bring about the unification needed to solidify local pride and global recognition with a brand promise that is true to the ever-developing fabric of Redding's identity.**

## Team Organizational Chart



## Qualifications of the RTMG Team

Fully dedicated to Redding tourism, every RTMG/CVB Team member will focus full-time on the City of Redding. The RTMG was created in 2008 for the sole purpose of saving the city funding by taking the advertising department out from under the city structure and by increasing promotional funding with the Tourism Marketing Business Improvement District. The team has specific tourism marketing experience and they possess in-house expertise for some of the most important and expensive aspects of marketing. In summary, they not only add funding to the mix but they save on expenses as well.

### Laurie Baker

**Job Title:** Chief Executive Officer

**Education:** B.S. in Business, concentration in marketing, with a minor in economics; CSU, Sacramento

**Relative Work Expertise:**

- » Experience managing budgets up to \$32M
- » 10 years of tourism and destination marketing experience
- » Position on Visit California Marketing Advisory Committee
- » Chair of Visit California Rural Committee
- » Forward Redding Board of Director
- » Participating in the 2021-26 Regional Comprehensive Economic Development Strategy (CEDS) for Modoc, Shasta, Siskiyou and Trinity counties.
- » Member of the Economic Resilience Roundtable for Superior California Economic Development



### Lisa May

**Job Title:** Director of Tourism Development

**Education:** B.S. in Organizational Leadership, Simpson University

**Relative Work Expertise:**

- » 19 years of travel agency experience
- » 6 years of regional office management
- » United Airlines service management
- » Brochure and itinerary creation
- » Media relations
- » Past Chair of Visit California Welcome Centers
- » Advertising contract management
- » Volcanic Legacy Scenic Byway Board of Directors with Southern Oregon DMOs



### RTMG Board of Directors

**Structure:** 12-18 lodging properties from large chains, to individually owned, to Airbnb affiliates united by a passion to help Redding build a strong standard of living and maintain a quality of life that is cherished by all. They believe in focus; if every segment of a society remains focused on their own mission then the whole of all the missions creates a strong local economy.



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## Julie Finck

**Job Title:** Marketing Coordinator

**Education:** B.A. in Communication Design, CSU, Chico

**Relative Work Expertise:**

- » 5 years of graphic design for tourism and destination marketing
- » Community events calendar expert
- » Website design and maintenance
- » Brochure and report design
- » InDesign and Photoshop
- » PowerPoint and presentation design
- » Presentation and brochure design



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## Sheila Dougherty

**Job Title:** Community Relations and Groups Coordinator

**Education:** M.A. in Psychological Science, CSU, Chico

**Relative Work Expertise:**

- » Brown Act and management
- » Community collaboration
- » Art and culture
- » Agritourism



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## Sabrina Jurisich

**Job Title:** Events Coordinator, Sports & Film Commissioner

**Education:** B.A. in Liberal Arts, Simpson University

**Relative Work Expertise:**

- » Event coordination
- » Office management
- » Film Commission expert
- » Sports Commissioner and facilities expert



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## T.J. Holmes

**Job Title:** Communications Coordinator

**Education:** B.A. in Journalism, CSU, Chico

**Relative Work Expertise:**

- » Content creation and creative copywriting
- » Script writing for audio and visual projects
- » Social media marketing
- » Public relations and mass media management
- » Sports journalism
- » Investigative research





**The RTMG/CVB Team’s course of action is to create a community-based tourism and marketing plan to maintain a competitive advantage that is true to what sets Redding apart from other destinations.**

### **Qualifications of Subcontractors**

The RTMG/CVB Team proposes to hire outside agencies in the areas of their expertise for different aspects of the overall marketing for one-time projects during the first year as outlined in the cost proposal. Subcontractor qualifications

can be found in Appendix 2 for the marketing audit, website audit, brand architecture, and marketing plan, for the following agencies. The RFQ process may find additional agencies to add to this list of possibilities.

- » GreenRubino; Seattle, WA
- » DAE & Co.; South Lake Tahoe, CA
- » DVA Advertising & Public Relations; Bend, OR
- » Big Red Marketing; San Luis Obispo, CA (Central Coast)
- » Destination Consultancy Group; Granberry, TX
- » Madden Media; Tucson, AZ
- » Lou Hammond Group; New York, NY

Drozian Webworks is expected to be the agency used for website coding designed from the branding and website analysis conducted by a subcontractor with the goal of establishing deeper connections with visitors and residents. Drozian services will be an ongoing expense.

Lou Hammond Group is expected to be the agency used for PR and crisis management support as an ongoing expense as outlined in the cost proposal.

### **Narrative Requirements**

The RTMG/CVB Team’s course of action is to create a community-based tourism and marketing plan to maintain a competitive advantage that is true to what sets Redding apart from other destinations. The RTMG also understands the City of Redding wants to be assured marketing efforts have a fresh perspective. The RTMG/CVB Team will be the local experts implementing the plans created by subcontractors according to their expertise. This approach will bring new ideas without having a gap in marketing momentum. The inside/outside partnership will be the private side of Redding’s public/private relationship to complete the process from start to finish of a strategic plan.

## Strategic Plan Process

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- » A branding strategy goes beyond a logo and a tagline, it addresses what others say about you and how people feel about you. Our job is not to push what we want to be, but to own who we are so we are creating our own story. The chosen subcontractors will create something that fits Redding's Brand Truth of what makes Redding special compared to other destinations while amplifying the local flare within the city walls. The branding process begins with the RTMG/CVB Team getting detailed bids and proposals from at least three different branding specialists, selecting an agency, and conducting research and focus groups that feature community collaboration and feedback to create a branding plan. This process could take up to six months.
- » According to data collected by the market research firm OmniTrak, 42 percent of the area's visitors are seniors boomers. This statistic will be kept in mind as the new brand incorporates the younger culture that is moving into Redding. The two demographics need to coexist in the new brand image and messaging if it is to resonate with visitors, residents, and all audiences globally.
- » The scope of work is directly dependent upon the cost proposal, and the RTMG welcomes input from city staff or city council each year before the annual budget is approved and contracts are signed.
- » The coordination of subcontractor relationships and work performed is the responsibility of the RTMG/CVB Team, but the City of Redding will be consulted at each major step in the process and/or on a monthly schedule.
- » Information collecting will start with the website and marketing audits. Community collaboration will be analyzed and used to develop a branding plan and adopt a marketing plan. These parts of the branding process are conducted as one-time expenses in the first year by the selected subcontractors.



**Information  
Collection**

**Information  
Analysis &  
Synthesis**

**Development and  
Adoption of the  
Marketing Plan**

## Scope of Work

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### DISCOVERY STAGE

**01. Marketing Audit (Scope bullet #1 on RFQ):** An outside contractor will review all past marketing goals, objectives, strategies, and tactics. They will combine industry standards with their experience to provide consideration as to what was successful, what can be improved upon, and what needs to be changed.

**02. Website Analysis (Scope bullet #2 on RFQ):** NextGen Websites by Madden Media will provide analysis and direction on the current website and/or a new website. They will set the plan and work with the RTMG/CVB Team to make sure the website uses all the latest technology, meets all the latest trends, and can be maintained internally by the RTMG Team. The current site performs well due to extensive search engine marketing (SEM) and search engine optimization (SEO) integration. It is mobile and user-friendly and was designed for functionality and ease of navigation but it is not flashy. It is expected that the audit will identify changes and offer suggestions that will resonate with and be embraced by all audiences.

### PLANNING STAGE:

**01. Brand Strategy (Scope bullet #3 on RFQ):** Brand differentiation is the goal during this process. Without it, Redding will look and sound like many other neighboring cities. It is the combination of embracing: 1) The assets of Redding; 2) What visitors and citizens of Redding value; 3) What is ownable. The new brand will reflect: 1) Redding's unique identifiers, positioning, and personality; 2) The tone for the personas that will be targeted in the marketing plan; 3) Design elements to ensure all marketing is consistent among all mediums and platforms. The current brand promise or identifier is unsurpassed outdoor recreation. The new brand will incorporate the changes occurring from a subculture being created by emerging entrepreneurs and structured into a branding guide. An outside agency will be hired to conduct an objective independent audit to evaluate the



past, present, and future to encompass the new changing reality of the community. Compiling research, past data, citizen opinions, and our observations will be used to finalize the new brand image and tag line.

**02. Strategic Marketing Plan (Scope bullet #4 on RFQ):** With a new brand platform in place, a strategic marketing plan will be developed, which will include: 1) Primary audiences to target; 2) The best marketing channels to reach those audiences will range from traditional platforms (print, radio, TV) to popular social media channels, online video, and influencer marketing; 3) Separate messaging (tone and voice) that resonates with each audience; 4) Standards for video and photography. The partnership between an outside agency and the current RTMG/CVB Team will spur change yet save on expenses, maintain local jobs, and keep the message real and true, adapting to the ever-changing business climate of the city. The design work, blog creation, e-newsletters, and website maintenance take more time and local knowledge than other aspects of the plan; therefore, those responsibilities will remain with the in-house experts who have the extensive experience with traditional media and advertising, again saving on expenses.

### IMPLEMENTATION PHASE

**01. Video and Photo Library (Scope bullet #5 on RFQ):** With a marketing plan, as well as videography and photography standards in place, the team will develop high-quality imagery adjusted for all platforms and audiences produced to meet the branding strategy. This aspect of the marketing and operations will be ongoing for all



five years rather than being a one-time expense. The final work from storyboards will address what was discovered in the audits and depict the direction as mapped out by the branding and marketing plans. One or two local professionals/firms will be selected to storyboard concepts, write scripts, hire talent, set locations, collect props, shoot content, and edit visual imagery to build the video and photography library over the full five-year contract. These tasks are ongoing in the scope of work and should be conducted by local professionals.

**02. Positive Community Image Awareness/Community Support & Engagement: (Scope bullet #6 & 7 on RFQ):** Having a website expert on staff means the website can be redesigned to be used as a tool for feeding information to a newly created Advisory Board/Committee, crucial for increased resident-held place identity. Creating a collective strategic branding and marketing plan involves the same community engagement necessary to: 1) Create an Advisory Board; 2) Feed information from the community to that Board; 3) Build upon the community image project such as the Redding City Identity Project (RCIP). The RTMG funded one-third of the RCIP budget and the CEO was part of the process from the beginning, which means this team is invested in seeing the project progress.

The RTMG/CVB Team is staged to be the best choice for a true destination stewardship organization that can facilitate and advocate for interactions between visitors, the industry that serves them, the community that hosts them, and the city that invites them. Visitors, residents, business owners, and the local government are not mutually exclusive; they are all components of a thriving community with common and differing agendas that come together to serve. The RTMG/CVB Team commits to doing all that is listed in the scope of work in partnership with Parks and Recreation to promote facilities locally for increased use by visitors and residents. Making sure the City of Redding's investments are used is key to the image and feel of a city. One way to accomplish this is to update the current sports facilities guide and website to include all the courts/fields that can be used for active events.



**03. Community Event Calendar (Scope bullet #8 on RFQ):** Many organizations have found event calendars to be very challenging to get widespread participation. The RTMG/CVB Team will commit a portion of the budget over the five-year contract to create the best and most-used event calendar that: 1) Is accessible by anyone to add their events; 2) Has filters to search for events by category such as classes, fundraisers, and larger events so all audiences can easily find their event of interest. Funds will be budgeted to partner with Parks and Recreation to market the calendar to make sure local residents and tourists know where to go to find all that is happening in Redding. The current Redding CVB event calendar is the most comprehensive; however, it can be taken to the next level as opposed to starting over with a new unknown version. The key will be in the promotion of the calendar.

**04. Define successes, provide post-advertisement measurement and ROI (Scope bullet #9 on RFQ):** The type of media buy set by the marketing plan will determine the goals and measurements of success, which will be reported in writing to the City of Redding. In addition, there is technology that can track various types of visitation data and relevant metrics. The following services can be purchased to report and adjust decisions over the full five-year contract, and they are listed in the cost proposal.

- A. Visitation tracking and satisfaction through mobile data and surveys;
- B. Hotel performance metrics compared to comparable cities and to compare events year-over-year;
- C. Google Analytics – campaign tracking;
- D. CrowdRiff – source content, hashtag tracking, and visitor origin data collecting;
- E. Stakeholder involvement and satisfaction;
- F. Leads/referrals to local businesses;
- G. Media stories;
- H. Conversion metrics;
- I. Social media metrics;
- J. Website metrics;
- K. ROI – cost versus reach or cost versus conversion;
- L. Brochure usage/information requests.

Technology has come a long way in the past two years. The below information is integrated into our post-advertising strategy and reporting:

- » Website surveys in the COVID-19 pandemic era is being accepted more than on-site/in-person type of surveys. The RTMG/CVB Team ran a survey on VisitRedding.com in partnership with 60 other destinations conducted by Destination Analysts, a tourism market research firm. The insights from the study support tourism recovery plans and advocacy needs will be shared in future reports.
- » Current data from Visit California is already projecting occupancy for California in 2023 will be 94 percent of what it was in 2019.
- » Sojern, which handles marketing specifically for the tourism industry, is one of the subcontractors being reviewed as a possible partner.
- » Another tool that has already been implemented is SCOUT, which not only tracks a destination's strength for hosting sports events but also generates leads.

- » The newest technology for tracking visitor information will be collected by top industry organizations who specialize in research as outlined in the cost proposal.



## Expanded Scope of Work:

**01. Film Shasta** – was not listed in the scope of work in the posted RFQ schedule 5190, but it was addressed in response to a question in Addendum #1. The RTMG will delegate funds to help attract film productions and offer the necessary services to incoming film productions. Film Shasta became an official California Film Commission while under the direction of the RTMG; therefore, the RTMG/CVB Team understands the requirements and challenges of filming and can help producers navigate the permit process. The City of Anderson and Shasta Lake City will be brought into the mix with Shasta County to spread a wider net for partnerships in organizing a system that does not rest solely upon the shoulders of Redding. The current momentum on the Film Shasta website, social media, and printed Guide to Film will be used as tools to accomplish this task.

**02. Group Business** – was not addressed in the scope of work but group business provides bursts of revenue that add to the overall success of a vibrant community. The team will focus on weddings along with tour bus contracts, meetings, and small conventions as they fit the current infrastructure. Industry analysis assumes that meeting and convention demand will recover sometime between 2022 and 2024 as event planning and corporate spending improves. The RTMG/CVB Team will be prepared to stay ahead of the group industry curve.

**03. Public Relations** – Redding's many accolades and positive media coverage is directly tied to the public relations work from the RTMG/CVB Team. The outcome of public relations offers such a high return on investment and provides positive amplification of Redding's story. The RTMG/CVB Team will continue to offer that service as an added bonus to what was requested in the RFQ.

“The RTMG/  
CVB Team  
will continue  
to offer these  
services as an  
added bonus  
to what was  
requested in  
the RFQ.”



**04. Visitor Services** – providing in-person advice along with an abundance of brochures and maps is a service that every city is expected to provide. The RTMG/CVB Team will provide that service as an added bonus even though it was not addressed in the RFQ.

**05. Collateral Design and Production** – tourism studies show that all audiences like to have printed brochures as a resource for activities. The RTMG/CVB Team will provide the design, printing, and distribution of brochures for both visitors and residents alike as described in the objective section of the RFQ but not included in the scope of work section.

**06. Crisis Management** – Redding has endured many crisis situations over the past 10 years and the CVB Team has experience shifting from marketing tactics to crisis management on the spot. It requires having targeted media lists, and social monitoring to create consistent and accurate dialogue. The RTMG/CVB Team is accustomed to working through those situations rather than shutting down until the situation settles. They then create and implement recovery plans. This is the type of work from a tourism perspective that elevates tourism marketing to a whole new level. The RTMG/CVB Team will continue offering this service with the new contract as an added bonus to what was requested in the scope of work.

**07.** The RTMG/CVB Team has an exclusive partnership with Visit California to help Redding have an international reach along with the rest of California; international visitors stays longer

and spend more. The strong relationship already established with Visit California helps the RTMG Team add exposure budget dollars to the current marketing efforts.



## Relevant Experience

The following samples of work confirms the RTMG/CVB Team's experience in creating and implementing each area of skill pertaining to each task of a Destination Marketing Organization. Listed below is the reference for two contracts for the City of Redding similar to this one.

City of Redding  
777 Cypress Avenue  
Mr. Barry Tippin, City Manager  
530-225-4060

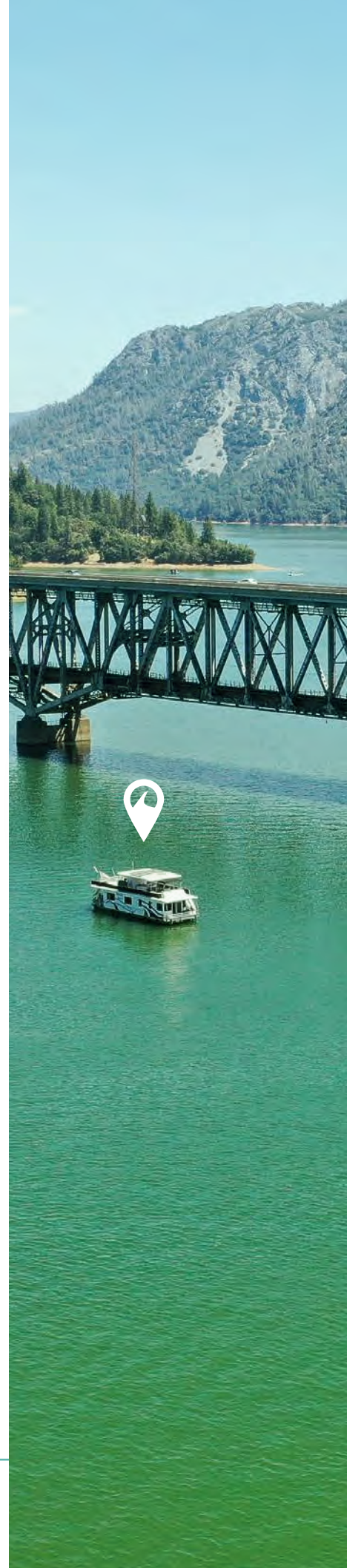
Prior experience developing and implementing successful identity and branding campaigns for cities or other “place” clients comes not only from the RTMG/CVB Team but also from the subcontractors who have done this type of work with similar-size and larger-sized cities and will be hired to do the same for the City of Redding. That list of cities by subcontractors can be found in Appendix 1.



# Samples of Work

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Copywriting, Graphic Design, Photography,  
and Videography Examples







## Copywriting Samples of Work

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To produce a wide variety of content for specific platforms and channels, it is crucial for the RTMG/CVB Team to have an **experienced in-house** copywriter on staff who can create materials for **traditional media and advertising** as well as marketing, communications, and community relations campaigns such as blog articles, newsletters, ads, advertorials, editorials, brochures, website content, social media, and scripts for video and audio projects. Each constructed piece by the in-house copywriting expert follows the RTMG/CVB mission of presenting Redding as a premier vacation destination, driving overnight visitation, and increasing expenditures for local businesses. Having an in-house expert with writing experience for traditional media and advertising benefits the RTMG/CVB Team to meet deadlines for various projects. The copywriting samples being chosen for the RFQ are written to bring exposure of specific topics to a targeted audience. Two of the samples are promoted digitally and the third is in print in the San Francisco Chronicle.

## Why Redding Is An Underrated Mountain Bike Town

In far Northern California, the promise of uncrowded trails means plenty of space to spread out and shred the singletrack—and Redding serves as the best base camp to explore it all. Within 15 miles, you'll find more than 225 miles of trails crisscrossing the sprawling mountain ridges and pristine forests surrounding the town. When it comes to mountain biking, Redding boasts a vibrant history and an ongoing love affair with the sport. A convenient location right off I-5, prime riding conditions for much of the year, a growing trail network, and a thriving community of avid riders make Redding an under-the-radar mountain bike destination for anyone who enjoys off-road adventures on two wheels.

### Home to the Ultra Classic Race

The knobby-tired revolution has deep roots in California, with Mt. Tamalpais just north of San Francisco generally regarded as the birthplace of modern mountain biking in the 1970s. Not long after the first riders blazed the trail on Mt. Tam, the sport gained major traction some 200 miles north on the mountain slopes of Redding.

In 1981, the Redding cycling community hosted the event widely considered to be the world's first organized mountain bike race: the Whiskeytown Downhill. Seventy-six eager riders representing four states took to the singletrack in the sport's inaugural competition, which grew to attract more than 500 racers just five years later. The Lemurian Shasta Downhill replaced the original Whiskeytown course in 1987, and it remains one of the sport's classic races. Well known among mountain bike enthusiasts, the event helped put Redding on the map as a world-class trail hub.

## An Ever-Expanding Network

By 2017, then-Redding Mayor Brent Weaver saw a disconnect between the quality of Redding's mountain bike trails and how little people knew about them. Along with local singletrack enthusiasts, Weaver hatched the Mayor's Mountain Bike Challenge, which has now morphed into the Bigfoot Mountain Bike Challenge. The Challenge promotes Redding as a mountain bike destination by highlighting 14 trails each spring that riders can complete to win prizes—and friendly bragging rights.

"People from here were shocked at how good our trail system was," Weaver said. "We had people visit from Southern Oregon and the Bay Area who learned about Redding as a result of this challenge."

Now entering its third-year, the Challenge continues to promote riding in the area, with featured trails expanding into Weaverville and Mount Shasta. One of the key partners in the Mountain Bike Challenge has been the Redding Trail Alliance, which was formed to build, maintain, and promote Redding's mountain bike trails and bike parks. A local MTB community and a passion for quality singletrack remain at the heart of the operation, which organizes volunteer days and fundraising events and provides easily accessible trail information for visitors and residents alike. The Alliance has done incredible work in elevating Redding to the mountain bike destination it is today—and it's not finished, as it continues to expand trail development.

### Redding's Iconic Rides

Visiting mountain bikers can get a taste for Redding's ever-growing offerings by tackling a few of its iconic trails. Here are some of the best, sorted by riding style:

Beginner: Churn Creek Greenway makes for a mellow introduction to off-road cycling in Redding. This 3.5-mile, mostly flat gravel and





singletrack route loops through a shady oasis of oak trees and grasslands along the creek. The Princess Ditch Trail offers a bit more of a challenge for beginner riders. The out-and-back ride climbs 310 feet over 7.7 miles and connects with several intermediate trails in Swasey Recreation Area, making it ideal for groups of varying abilities or introductory riders looking to test their mettle on a few miles of tougher trail without much commitment.

Intermediate: Trail 58/French Fry features a moderate climb and a flowy downhill sprinkled with some more technical sections. A 12-mile loop with 770 feet of elevation gain, the route includes a few miles of gravel trail and a short bit of road riding, with the main climb and descent on native-soil singletrack. The Swasey Mule Mountain Loop clocks in at 13.3 miles and boasts a little bit of everything, including technical rocky sections, fun switchbacks, a jump trail, and a sustained climb—all with spectacular views. Located just west of Redding, the Mule Ridge Trails connect to the trail system in Swasey Recreation Area.

Advanced: The Redding to Whiskeytown loop joins paved and dirt trails with plenty of singletrack for an epic 33-mile ride from Mary Lake to Whiskeytown National Recreation Area and back. Advanced riders will be challenged to a nonstop succession of climbs and descents and rewarded with excellent views from the Top of the World, plus exciting sections of jump trail.

The long course for the Shasta Lemurian Classic must be mentioned when discussing Redding's iconic trails. There's also a short (11 miles) and intermediate (19 miles) course.

### **Navigating the Redding Mountain Bike Scene Like a Local**

In addition to world-class trails, Redding offers visiting mountain bikers all the conveniences necessary for an enjoyable and hassle-free trip. Within the city, you won't have to look far for qualified bike mechanics and gear shops brimming with top-of-the-line bikes, components and accessories, and, of course, insider knowledge of the area. Check out The Chain Gang Bike Shop, The Bike Shop, Jefferson



State Adventure Hub or Redding Sports LTD—all locally owned and operated — for any of your bike-related needs.

For the most up-to-date trail statuses and local mountain biking news and events, tap into the online resources from the City of Redding's interactive trails map or the Redding Trail Alliance, the area's primary trail stewards and promoters. Meanwhile, Ride Redding maintains a full calendar of road and mountain biking events and races and Healthy Shasta is an advocate of getting outside and on the trail.

After crushing the singletrack, reconvene in Redding to take advantage of the lively food and drink scene. For post-ride brews, head to Fall River Brewing Company to sample year-round and seasonal beers in a dog-friendly tap house. Then try a flight of Woody's Brewing Company's award-winning beers, which pair nicely with a full pub menu of inventive and hearty eats. There's no need to stop there, thanks to Redding's thriving craft beer scene—you'll have even more pint selections at Final Draft Brewing Company or Cedar Crest Brewing as well.

From the incredible trails to places for post-ride fun, Redding has everything you need for an unforgettable mountain biking getaway.

# FINAL PRODUCT

Refer to prior pages. For digital viewers, you can access the blog article here: <http://bit.ly/3d1j7a8>

## MISSION

Increase exposure, inspire travel, and drive overnight visitation in Redding.

## GOAL

Provide a concise and informative blog article about the rising mountain biking culture in the area and the surrounding region.

# Copywriting Example 1

## FINAL PROJECT STRATEGY

### Objectives

- 01 Create an informative piece that highlights the history of mountain biking in the area and the recent rise of the MTB culture in the area.
- 02 Describe major events such as the Lemurian Classic and Bigfoot Mountain Bike Challenge that are turning Redding into a highly sought-after MTB destination.
- 03 Provide iconic rides for multiple difficulty levels to speak to a wide audience who would be interested in mountain biking.
- 04 Deliver insight about how locals would access the trails so the reader feels like they are getting insider tips and information from the experts.
- 05 Include information and outbound links to local restaurants in Redding to promote pairing outdoor recreation with food and libation activities.
- 06 Promoting the world-class and expansive trail system and year-round singletrack trails to attract more avid mountain bikers to the area.
- 07 Use stunning photography and/or videography to aid in the storytelling of the article.

### ROI Measurements

	Primary KPI	Secondary KPI
Paid Promotion	6,100 reads	1:26 avg. read time
Visit Redding Website	7,807 pageviews	33,264 social engagements

### Timeline





### **A Visitor's Guide to Downtown Redding**

It's no secret that Redding, California, is well known as a world-class outdoor destination, drawing active types from all over to hike in the surrounding Shasta-Cascade mountains, raft and fish in crystal-clear rivers, and spend lazy summer days on the lakes. But Redding is also a thriving cultural hub of Northern California, brimming with eateries, theaters, galleries, boutiques, and shops, plus nearly 70 public art displays. In fact, Redding's downtown district is one of only 14 official California Cultural Districts in the entire state—and only one of three chosen from predominantly rural areas—boasting a level of art and sophistication that may surprise visitors who only know this region of NorCal for its natural beauty.

In addition, Redding is remarkably pedestrian – and bike-friendly. Its extensive cultural offerings – more than 50 bars, restaurants, and cafes, not to mention museums and other attractions – are easily accessible on foot or by bike thanks to an extensive trail network. The result? The charm and convenience of a small town, complemented by the vast cultural offerings of a much larger city. Here's what to do, see, and experience in downtown Redding.

#### **An Iconic Bridge, Artistic Offerings, and Gold Rush History**

The Sundial Bridge is one of Redding's most famous sights. This architectural marvel is a glass-decked, cable-stayed cantilever suspension bridge that stretches more than 200 feet into the sky and spans 710 feet across the Sacramento River. The sundial itself nods to a striking "bird in flight" design, symbolizing the power of overcoming diversity. Its design also forms a working sundial that you can see in action. The tip of the soaring, 217-foot pylon forms a shadow that moves at a speed of approximately one foot per minute, so you can actually watch the Earth's rotation with your naked eye on the

large dial plate on the bridge's north end—a fascinating science lesson that happens all day!

The bridge is also an environmentally conscious structure, with no river footings as a way to keep the salmon-spawning habitat of the Sacramento River beneath undisturbed. And it's just as beautiful at night since the translucent glass along the deck is illuminated from beneath, creating a stunning aquamarine glow while minimizing the impact on the salmon habitat.

Since the bridge's 2004 grand opening, it's become an iconic landmark for Redding – and offers a fitting launching point for exploring downtown. One nearby attraction that's a must-do for the young (and young at heart!) is Turtle Bay Exploration Park, a 300-acre space brimming with activities. Highlights include the Visible River Aquarium, a museum showcasing Native American history, and interactive exhibits on wildlife and the surrounding ecosystem (be sure to snap a photo with a few colorful birds called lorikeets perched on your head!).

Also on the property is Paul Bunyan's Forest Camp, an educational and fun way to look back on the bygone era of the legendary lumberjack and the "forest camps" that dotted the region more than a hundred years ago, and the largest butterfly house in North America. Meanwhile, the McConnell Arboretum and Botanical Gardens includes gardens galore, from a medicinal one to a garden just for kids.

For more on the region's history, check out the Shasta Historical Society, which was formed in the 1930s to collect stories from then-living pioneers who settled in the area. Learn about the





California Gold Rush and other tales from the 19th century that helped shape what Redding is today. Also be sure to step into Bogbean, a store that buys, sells, and trades all kind of media, including vinyl, CDs, DVDs, Blu-Ray, VHS, plus old-school video games. It's a blast from the past that's fun to explore.

Redding's performing arts scene is thriving, too, thanks to its popularity as a stop for regional, national, and international performing artists. Live shows, movie showings, and more are on the schedule at the historic Cascade Theatre, a stunningly restored 1930s-era Art Deco masterpiece that's listed on both the California and National Registries of Historic Places, and the Redding Civic Auditorium is another cultural icon. Redding is also home to dozens of public art displays, especially in the Carter House Gallery, Old City Hall, and Turtle Bay area.

### **Dig Into Redding's Culinary Scene**

A thriving component of Northern California's farm-to-fork scene, Redding boasts a remarkable dining culture that's the perfect way to fuel up after a long day of urban and outdoor exploration. Be sure to check out foodie hotspots in town like the just-opened Food Trucks at The Park, which transformed the former Carnegie Park into an open courtyard with lawn games

like cornhole and giant jenga, live music, free wifi, and firepits. Choose from a half-dozen food trucks, and grab a beer or glass of wine, too.

Other recommended restaurants downtown include Maxwell's Downtown Eatery, a low-key, local hangout known for comfort food like burgers and its signature totchos (tater tots smothered in nacho fixings), and the Taste and See Creamery, a gourmet ice cream parlor that creates everything in-house. Flavors rotate monthly – grab a few samples to taste and see which one you like best. Plenty more original restaurants fill downtown Redding and the Redding Cultural District.

### **Enjoy Locally Crafted Libations!**

Like NorCal in general, Redding has plenty to choose from when it's time for an adult beverage. The recently remodeled Vintage Public House is a local favorite for taking in excellent live music, with eight rotating taps and a large selection of wine by the glass. It's a lovely spot to wind down the day with a drink in hand, toasting to the night ahead.

Several local breweries dot Redding's downtown. Put together a laid-back, self-guided tasting tour by day, or choose one brewery, grab a pint, and settle in for a while. Final Draft Brewing Company has a casual, fun atmosphere and all-around excellent beer selection. Woody's Brewing Company is known for an expansive selection of suds, from hoppy IPAs to creamy porters to crisp lagers, most of which they brew in house (not to mention their delicious food and loaded tater tots!). Cedar Crest Brewing is the latest brewery to pop up downtown for all things, including local craft beer and wine and a gathering place for the community located just a few steps away from Final Draft.

Indeed, from artistic offerings to culinary pursuits, you'll never run out of things to do (and see and eat) in Redding—and that's before you even grab a fishing pole or hit the trails. It's time to explore this lesser-known—but highly worthy—cultural side of Redding, and there's no better place to start than downtown.

## FINAL PRODUCT

Refer to prior pages. For digital viewers, you can access the blog article here: <http://bit.ly/2Oyd3ff>

## MISSION

Build Redding's reputation as being worthy of an extended overnight stay because Redding is more than just an outdoor recreation destination.

## GOAL

Write a creative and informative blog article highlighting the vibrancy of downtown Redding using the Cultural District moniker, attractions, art and culture locations, performing arts, culinary and libation offerings that can appeal to a wide audience.

## Copywriting Example 2

### FINAL PROJECT STRATEGY

## Objectives

Describe the history of the area, including how Redding became one of 14 California Cultural District designations.

01

Promote how a visitor can experience the authenticity of Redding through the historical and fun attractions within the Redding Cultural District.

02

Write with the goal to target the multi-generational travel trend where families of young adults, parents with children, and baby boomers all travel together.

03

Dive into the culinary scene by highlighting some must-visit restaurants and relaxation spots.

04

Offer insight into the rising craft beer and microbrewery scene of downtown Redding and what to expect when they visit.

05

Include outbound links to every business named in the article to drive traffic to their website and funnel more business to local establishments.

06

Use stunning photography and/or videography to aid in the storytelling of the article.

07

## ROI Measurements

	Primary KPI	Secondary KPI
Paid Promotion	1,240 reads	1:19 avg. read time
Visit Redding Website	1,931 pageviews	6,840 social engagements

## Timeline



### Up For a Summer Adventure?

Tap into your childhood excitement and imagine a never-ending recess. Now, combine that with an endless outdoor adventure playground suitable for every personality. You'll get a recipe for an unforgettable – and braggable – experience.

That outdoor recreation oasis is in Redding, in the heart of the undiscovered part of California. Forests, lakes, rivers, waterfalls and national and state parks are all natural attractions best enjoyed while hiking, kayaking, paddling, boating and biking. Adventure in nature is what we do best. So, when you want to get away for a weekend, but still want the amenities of a comfy bed, Redding has you covered.

Already known for sunny summers and the giant Sundial Bridge (world's-largest sundial, to be exact), Redding is only a three-hour drive from the Bay Area or a short direct flight from San Francisco and boasts a vast variety of natural attractions worth exploring.

The Sacramento River runs right through the city, transforming Redding into an outdoor lover's dream. The vast region in rural UpStateCA is covered with sparkling lakes and rivers with scenic backdrops, geological wonders with lava beds, active volcanoes and underground caves, and the dense forests and high desert landscapes gives every type of adventurer something to cross off their bucket list.

Whether your idea of a great vacation means outdoor adventure, family-friendly activities, or cultural excursions, there's a place for it all in Redding.

If you prefer playing in the water or floating on top, Redding's access to several rivers and lakes allows for boating, paddle boarding, rafting, swimming, and fishing to be atop your activity list. TIME Magazine labeled Redding as the "unofficial capital of kayaking" for its

weird obsession with a paddle, and the best part is there are plenty of places to do it. The local favorite is Whiskeytown National Recreation Area with the sparkling and always full Whiskeytown Lake as the main attraction. Let the fun continue on Shasta Lake, where you can tie the water skis, wakeboard or tube to your boat and rip up the water for an all-day escapade.

Land lovers can explore Redding through its expansive and nationally recognized trail system, where visitors can walk, hike, bike or horseback ride over 225 miles of trails. The paved Sacramento River National Recreation Trail, which meanders 17.4 miles alongside the river through lush vegetation and wildlife habitats from Shasta Dam to the iconic Sundial Bridge, is the crown jewel of what the San Francisco Chronicle called the "Gem of the U.S. trail system." But the variety of trails encompassed by beauty makes Redding so incredibly unique that the SF Chronicle also said Redding is "California's secret mountain biking mecca." So, whether you're looking for easier paved paths or dirt trails for the daring enthusiasts, Redding's extensive trail system is asking to be conquered.

Break away from your normal weekend routine and discover the expansive, unspoiled stretch of nature longing to be explored. Whether you go outdoors for tranquility or excitement, an unforgettable experience among unexpected pleasures is waiting for you in Redding – where you'll find more ways to play.





## FINAL PRODUCT

Refer to prior page. A printed version of the original ad can be found in the examples packet.

## MISSION

Increase exposure and inspire populated target markets to travel north rather than south for their California summer vacation.

## GOAL

Target a larger audience within a drive distance through an advertorial in the San Francisco Chronicle Sunday travel section.

# Copywriting Example 3

## FINAL PROJECT STRATEGY

### Objectives

Speak directly to the reader for a personal touch as if they're hearing from a friend why they should choose to visit Redding. **01**

Identify key summer attractions in Redding: Sundial Bridge, Sacramento River National Recreation Trail, Whiskeytown Lake, Shasta Lake, trail system. **02**

Use accolades and distinctions to add authority about Redding as a premier destination. **03**

Use stunning photography to aid in the storytelling of the advertorial. **04**

### ROI Measurements

	Primary KPI
Sunday Print Edition	Circulation: 840,000

### Timeline



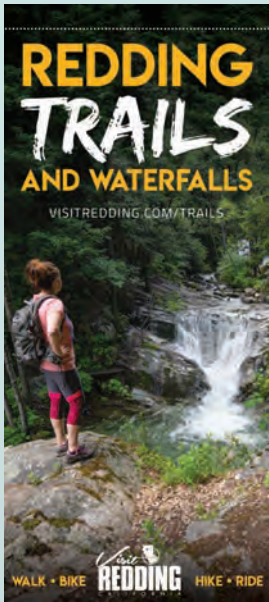


## Graphic Design Samples of Work

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For the number of ads that need to be designed on a weekly basis for marketing a destination, an **experienced in-house** graphic designer who can create fast is essential. The RTMG/CVB Team's **experience with traditional media and advertising** adds depth to their understanding of the importance of having an on-staff graphic designer who has the qualifications to create for all platforms with a consistent feel, as shown in the following samples. The new brand, which once decided upon, will require an abundance of new design work that can be recreated in an appealing and consistent manner by the RTMG/CVB Team in-house designer. Ad sizes are not uniform, which means every ad must be sized to fit for specific platforms and older ads can't be repurposed and resized because they won't fit the new look. The in-house RTMG graphic design expert keeps the content creation pace moving fast and at a much lower cost than using an outside designer.





### REDDING AREA TRAILS

If you want to go for a nice hike, walk, run, or ride, Redding has a trail for you...several dozen in fact. Redding is the proud home of more than 225 miles of trails within a 15-mile radius of town, making it the "gem of the U.S. trail system." (Thanks San Francisco Chronicle)

The variety of trails to explore in Redding is unique. Set out from the world-famous Sundial Bridge – the hub of the Sacramento River National Recreation Trail – or pack some dirt on your mountain bike tires in Whiskeytown National Recreation Area. Bring your best friend, whether they're a dog, horse, or person, and see what kind of blooms and wildlife you can spot on your chosen stretch of trail. Enjoy river views, rolling foothills, canyoned corridors, flowing streams and waterfalls, and sweeping valley vistas along the well-maintained trails, which feature amenities and kindred spirits along the way. Short loops close to town and long stretches through the hills means all abilities and any schedule can be accommodated.

Redding was labeled the sunniest city in California by the National Oceanic Atmospheric Administration, so there's a good chance you'll be able to get outside no matter the season. Redding's trails are free to all (except for entrance fees for state and national parks), and most are dog-friendly, which means the whole family can discover the extensive trail system together. Remember to pack your camera, a few snacks and plenty of water, and as always, tread lightly!

For more trails information, go to: [VisitRedding.com/Trails](http://VisitRedding.com/Trails)

#### ICONS KEY

- Biking
- Pet Friendly
- Equestrian
- Walking/Hiking
- Wheelchair Accessible

### SACRAMENTO RIVER NATIONAL RECREATION TRAIL

Distance: 17.4 miles (From the Sundial Bridge to Shasta Dam)  
 Difficulty: Easy • Surface: Paved • Restrooms: Yes  
 Drinking Water: Yes • Location: 40.591368, -122.401916

The Sacramento River National Recreation Trail is the crown jewel of Redding's trail system, spanning 17.4 miles from the Sundial Bridge to Shasta Dam. The trail crosses three unique and historical bridges, including the world-famous Sundial Bridge, which stretches more than 300 feet across the river. The trail provides a spectacular vantage point for viewing wildlife.

### TURTLE BAY EAST TRAIL

Distance: 1.5 miles • Difficulty: Easy • Surface: Paved, Gravel, Granite, Dirt • Restrooms: No • Drinking Water: Yes  
 Picnic Facilities: Yes • Location: 40.568260, -122.363893

Accessible via a connector section west of the Sacramento River Trail, also accessible from the north end of Southbills. The 80-acre open space has one mile of Sacramento River frontage.

### FISHERMAN'S TRAIL

Distance: 1 mile • Difficulty: Easy • Surface: Dirt  
 Restrooms: Yes • Drinking Water: Yes  
 Location: 40.6117036, -122.4473959

Welcome to one of the oldest, continuously used trails in western Shasta County! Take this short trail to explore some of the shoreline of Keswick Reservoir.

### MCCONNELL ARBORETUM AND BOTANICAL GARDENS

Distance: 1.4 mile loop • Difficulty: Easy • Surface: Paved  
 Restrooms: Yes • Drinking Water: Yes • Location: 40.590211, -122.378842

This paved perimeter trail circles the McConnell Arboretum's 200 acres of oak savanna, riparian forest, and wetlands with birds and a large variety of wildlife.

### HILLTOP TO SUNDIAL BRIDGE TRAIL

Distance: 2 miles (Dino Dr. to Turtle Bay) • Difficulty: Easy  
 Surface: Paved • Restrooms: No • Drinking Water: Yes  
 Location: 40.587363, -122.378824

Connects the Mt. Shasta Mall area shops and Hilltop Drive hotels to Turtle Bay Exploration Park and the Sundial Bridge.

### UPPER AND LOWER SACRAMENTO DITCH TRAILS

Distance: Upper: 3.2 miles (Walker Mine Trail) to Shasta Dam  
 Lower: 2.8 miles (Walker Mine Road Access to Horseshoe Trail) • Difficulty: Easy to Moderate • Surface: Dirt  
 Restrooms: Yes, on the Upper Trail or Walker Mine Trailhead and Shasta Dam • Drinking Water: Yes, on the Upper Trail at the Shasta Dam Visitor Center • Location: 40.635895, -122.421719

Follow the course of an historically important ditch that once brought water to the early gold mine sluice boxes. Starting near the Shasta Dam visitor parking lot, this trail stretches to the trailhead at the end of Walker Mine Road. Stop on any of the three bridges to enjoy the spring-fresh cascades and falls on the northern portion of the trail. Take in the views of Shasta Dam, Sacramento River, and Keswick Reservoir. See if you can find evidence of the connector trail that once supplied gravel from the Turtle Bay area of Redding to the construction site for Shasta Dam.

### CHAMISE PEAK TRAIL

Distance: 2.4 miles (From Flanagan Trailhead to Chamise Peak)  
 Difficulty: Moderate • Surface: Dirt • Restrooms: No  
 Drinking Water: No • Location: 40.680408, -122.42227

Enjoy a 360-degree view to see Shasta Dam, Shasta Lake, Mt. Shasta and Shasta Lake City. This is the highest point on the north side of the river between Keswick Dam and Shasta Dam.

### FLANAGAN TRAIL

Distance: 2.5 miles (Trailhead to Upper Sacramento Ditch Trail)  
 Difficulty: Easy to Moderate • Surface: Dirt • Restrooms: No  
 Drinking Water: No • Location: 40.680408, -122.42227

The Flanagan Trail provides a direct link from Shasta Lake City to the Upper Sacramento Ditch Trail which is perched above Keswick Reservoir. The trail begins at the end of Flanagan Road near the long abandoned gold mining community of Mt. Zion.

### FB TRAIL

Distance: 10.5 miles (Sacramento River Trail to Lower Sacramento Ditch Trail) • Difficulty: Easy with a few moderate climbs  
 Surface: Dirt • Restrooms: Yes, near Steep Ribbon Bridge  
 Drinking Water: No • Location: 40.615166, -122.416672

Enjoy beautiful views of Keswick Reservoir on this winding trail which takes you past a seasonal waterfall access by side trail, a variety of historic roads, and mining features, including a very early mining site near the water access trail.

### HORNBECK TRAIL

Distance: 4 miles (Quartz Hill Rd. to Lower Sacramento Ditch Trail) • Difficulty: Easy • Surface: Dirt • Restrooms and Drinking Water: Yes, at Quartz Hill Railroad Trailhead  
 Location: 40.625892, -122.420174

Follow a long abandoned narrow gauge railroad that was once a critical feature for supplying quartz to area copper smelters.

# Graphic Design Example 1

## Redding Trails and Waterfalls Brochure

The Redding Trails Map was created by the Redding CVB Team and updated to become the Redding Trails and Waterfalls Map in response to industry feedback that waterfalls are of great interest to visitors. Along with adding waterfalls, updates were made to the trails section of the brochure such as an "at a glance" reference to streamline information comprehension for readers by using icons to represent some of the most important information.



## FINAL PRODUCT

Images of the final product can be seen on the prior page. A copy of the original printed version of this piece can be found in the examples packet.

## MISSION

Redesign the Redding Trails and Waterfalls Map, originally created by the Redding CVB Team, to align the printed brochure with current branding values and add expressed points of interests based on consumer feedback.

## GOAL

Give the community and visitors a take-along piece that can be used where cell service is spotty, so they have a reference to help them explore the area's extensive trail system, fulfilling an interest to hike to waterfalls.

# Graphic Design Example 1

## FINAL PROJECT STRATEGY

### Objectives

Update the brochure to integrate branding with existing Visit Redding marketing materials.

01

Add new visually appealing imagery of local scenery and update information on new trails, waterfalls, and Whiskeytown based on visitor and local feedback.

02

Use iconography to simplify ways to find key trail information.

03

Distribute it to hotels, bike shops, attractions and ranger stations.

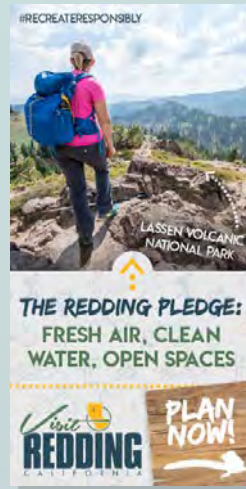
04

### ROI Measurements

Goal	Primary KPI
Awareness	Distribute brochures locally and regionally through Certified Folder
Interest	Print 116,000 copies since the redesign

### Timeline





## Graphic Design Example 2

### *“The Redding Pledge” Digital Campaign*

The encouragement of social distancing due to the COVID-19 pandemic led the RTMG to create a summer 2020 digital campaign focused on showing the wide variety of outdoor locations in the Redding area where visitors and residents can practice social distancing. Each ad showed a different location, while consistent branding and a single headline were used to provide a sense of unity and cohesion to the campaign.

## FINAL PRODUCT

Images of the final product can be seen on the prior page. A copy of the original digital versions of this piece can be found on the included flash drive.

## MISSION

Prepare for when the COVID-19 pandemic is over and other destinations will be outperforming Redding to gain exposure. This campaign is meant to stay top of mind by making potential travelers aware that Redding can be a safe place to travel to.

## GOAL

Create a digital awareness campaign by promoting socially distant outdoor activities in the area using "The Redding Pledge," which promises potential travelers how they can follow health and safety guidelines while still having a fun and clean trip to Redding.

## Graphic Design Example 2

### FINAL PROJECT STRATEGY

## Objectives

Align the design with the Visit Redding branding guidelines for a cohesive look.

01

Show an abundance of activities in Redding for those who are planning to travel without an active call-to-action.

02

Focus on visually appealing outdoor photos that capture a strengths of Redding to drive interest.

03

Partner with the National Park Service in its marketing promotion, recommending people to #RecreateResponsibly.

04

## ROI Measurements

Goal	Primary KPI
Awareness	Impressions: 2,051,534
Interest	Click-Through Rate: 0.27%
Action	Clicks: 5,526

## Timeline





# AN ESCAPE WORTH SAVORING

The Park Food Truck Hub. Photo Credit Dan Shepler

Final Draft Brewing Co. | Linders Wood Fired Pizza | Taste & See | Mosa | The Dip

**Visit REDDING** [VISITREDDING.COM](http://VISITREDDING.COM)  
(530) 225-4100

Travelers love to find the hidden gem in a city - the restaurant, park, or shop that goes unnoticed but offers the best story of the whole trip. Imagine that feeling, but spread over a whole city: that's Redding, California! Spend your day exploring Redding's stunning mountain vistas, shimmering lakes, and tumbling waterfalls, and spend your evening at Redding's downtown cultural district - offering everything from craft breweries to historic theaters, alongside local restaurants for every taste. Whatever you choose you're bound to find something unique!

## Graphic Design Example 3

*Food and Travel Magazine Summer/Fall 2019 Ad*

This ad utilized multiple engaging photos to showcase the variety of Redding's emerging culinary and "foodie" landscape to Food and Travel Magazine's travel-ready audience. This ad depicts the reason Redding received one of California's 14 Cultural District Designations, because Redding is more than an outdoor recreation destination.

## FINAL PRODUCT

Images of the final product can be seen on the prior page. A copy of the original print version of this piece can be found in the examples packet.

## MISSION

Drive visitation to Redding and increase visitor spend by tapping into and placing Redding in front of the affluent culinary travelers.

## GOAL

Support downtown Redding and Redding restaurants by bolstering Redding's reputation as being well-rounded with unmatched outdoor recreation along with a vibrant restaurant landscape worthy of an extended overnight stay.

# Graphic Design Example 3

## FINAL PROJECT STRATEGY

### Objectives

Use engaging photos to show how people can have fun enjoying Redding's variety of indoor and outdoor establishments, including restaurants and breweries.

01

Highlight Redding's new food truck park, a popular downtown Redding attraction.

02

Display locations in the Redding Cultural District

03

Ensure consistency in branding with the rest of the RTMG's marketing strategies.

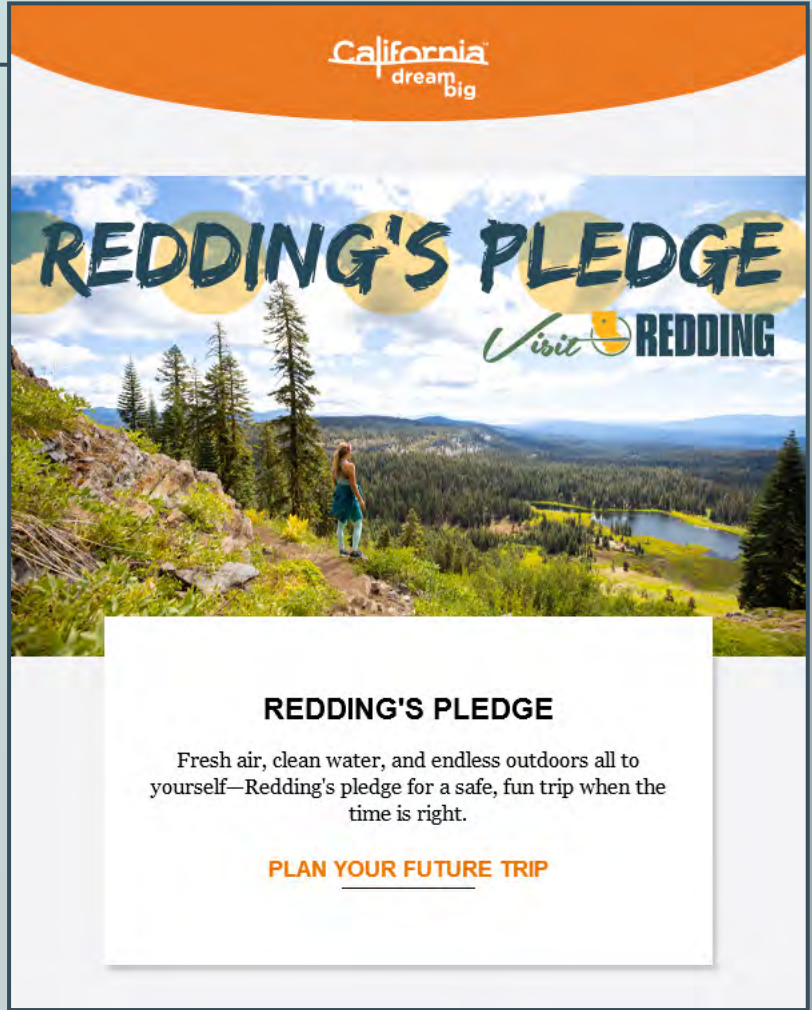
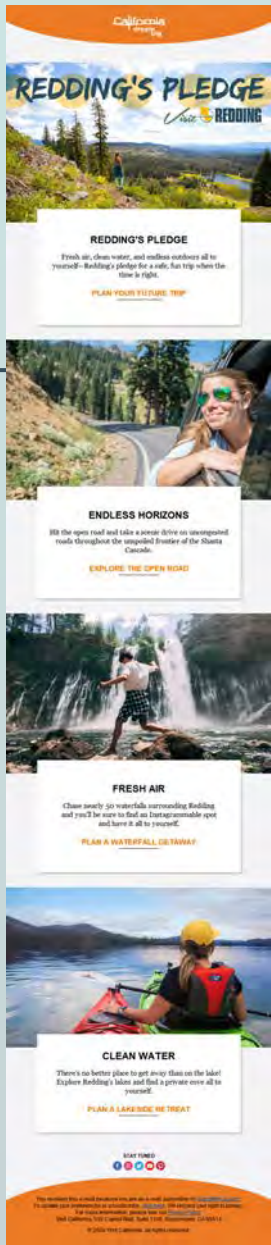
04

### ROI Measurements

Goal	Primary KPI
Awareness	Circulation: 110,000

### Timeline





## Graphic Design Example 4

*June 2020 Visit California E-Newsletter*

Having Redding be the main subject in a Visit California e-newsletter gave Redding an expansive reach along with immense credibility. The newsletter directed people to the Visit Redding website where they found “The Redding Pledge,” which described safe activities for visitors planning to travel, the ways that Redding is handling safety protocols, and asking visitors to do their part in following health and safety guidelines.



## FINAL PRODUCT

Images of the final product can be seen on the prior page. A copy of the original digital version of this piece can be found on the included flash drive.

## MISSION

Increase visitor awareness and Redding exposure by placing Redding in the same marketing platforms as the larger destinations such as San Diego and Santa Barbara, but with respectful content due to the sensitivities of the pandemic.

## GOAL

Utilize the RTMG's partnership with Visit California to disseminate information about "The Redding Pledge," which promises potential travelers how they can have a safe, fun trip to Redding when it is safe to travel.

# Graphic Design Example 4

## FINAL PROJECT STRATEGY

### Objectives

Show there are safe activities for those who are planning to travel now or later by not actively inviting visitors.

01

Focus on outdoor photos that emphasize a wide variety of safe, socially distant outdoor recreation activities that can be done while social distancing.

02

Target California travelers eager for safe road trip destinations due to the intrastate restrictions.

03

Align the Visit Redding brand with Visit California's newsletter brand to utilize the power of Visit California without compromising Redding's image.

04

### ROI Measurements

Goal	Primary KPI
Awareness	Delivered: 161,858
Interest	Opened: 41,129
Outcome	Clicks to VisitRedding.com: 1,469

### Timeline



**Visit REDDING**

**LET'S PARK!**

- Public Parking
- Paid Parking
- Redevelopment Underway

Go to [CityofRedding.org/Downtown](http://CityofRedding.org/Downtown) to view an interactive parking map.

**KEY**

- Food and Drink
- Shopping and Activities
- Visitor Center

**VISITOR CENTER**

- Redding Visitors Bureau** - Stop by the Visitor Center for free brochures and information about all things to do and see in Redding!

**FOOD AND DRINK**

- 1724 Downtown Bar & Grill** - Cocktail bar & pub food.
- Brew Craft Coffee** - Excellent, sustainable, and ethical coffee.
- Cafe Paradisio** - Globally inspired menu with a focus on Italian and California cuisine. Open for lunch and dinner.
- Carnegies** - Enjoy fresh soups, salads, and sandwiches. Open for lunch, closed weekends.
- Cedar Crest Brewing** - Small batch craft brewery & tasting room.
- Cinders Pizza and Taste & See Creamery** - Gourmet wood-fired pizza and homemade ice cream. Open for lunch and dinner.
- Club 501** - The gay "Cheers" of NorCal, everyone welcome.
- Corbett's** - Freshly-made breakfast and lunch items.
- Damburger** - Damburger has been serving delicious hamburgers for over 70 years. Open for lunch and dinner.
- Deja Vu** - Located in the historic Lorenz Hotel, Deja Vu offers breakfast and lunch.
- Downtown Java and Cafe** - Breakfast, lunch, and coffee. Closed weekends.
- Dutch Bros.** - Drive-through coffee shop.
- Feast Coffee and Culture** - Taste meticulously-crafted coffee. Closed Mondays and Wednesdays.
- Final Draft Brewing Company** - Pair your craft beer with your favorite food. Open for lunch and dinner.
- Fratelli's** - NY style Pizza parlor. Open for lunch and dinner.
- From the Hearth** - Offers coffee, sandwiches, fresh salads, and soups. Open for breakfast, lunch, and dinner.

**ATTRACTIONS (CONT.)**

- Boardmart** - Full-service board shop for sales and rentals.
- Bogbean Books and Music** - Used CD's, vinyl, DVD's, video games, and more.
- Carousel** - Locally owned women's clothing and gifting boutique. Open Wed - Sat.
- Cascade Theatre** - Restored historic art deco theater. Check [CascadeTheatre.org](http://CascadeTheatre.org) for current showtimes.
- Chain Gang Bike Shop** - Local bike shop. Open Tues - Sat.
- Common** - Women's clothing boutique. Closed Tuesdays.
- Dandelion** - High quality women's fashion and decor boutique. Closed Sundays.
- Enjoy The Store** - Find gifts and food that were made and produced throughout Northern California.
- Extreme Escape Redding** - Live action escape game.
- Floranthropist** - Florist and lifestyle boutique. Open Tues - Sat.
- Janine's Jewelry** - Handmade jewelry. Open Mon - Thurs.
- Memory Lane Antiques & Vintage** - Unique vintage and antique items. Closed Sundays.
- Old City Hall Arts Center** - Art gallery and performance venue. Open Tues - Fri.
- One Heart Global Boutique** - Marketplace for handcrafted items. Open Wed - Sat.
- Redding Fashion Alliance** - Retail and maker space for local designers. Open Wed - Sat.
- Riverfront Playhouse** - Redding community theater. See [RiverfrontPlayhouse.net](http://RiverfrontPlayhouse.net) for current showtimes.
- Sketch & Press** - Locally owned lifestyle shop. Open Wed - Sun.
- Zoe's Travel Shoppe** - Locally owned business specializing in all types of traveler's needs.

**DASH**  
Redding's FREE Downtown Area Shuttle Service

Looking for a convenient way to get from your downtown parking spot to that new restaurant you've been dying to try? Well then, meet DASH, the Downtown Area Shuttle, a fast, free, reliable service for downtown Redding. The DASH transports those who live, work and play in downtown Redding into the city's center from outlying parking lots, connecting them with the shops, restaurants and attractions that make downtown Redding special. The shuttles run on two distinct loops, which circle every 8-10 minutes at designated shuttle stops. Learn more about DASH and find the shuttle routes and times at [CityofRedding.org/Downtown](http://CityofRedding.org/Downtown).

**Visit REDDING** [VISITREDDING.COM/DOWNTOWN](http://VISITREDDING.COM/DOWNTOWN)

Check out Downtown Redding on the [distrx](#) app - available on the App Store and Google Play

## Graphic Design Example 5

### Downtown Redding Walking Map

The goal of this project was two-fold, to support downtown businesses and visitors and fulfill a frequent visitor request. The Downtown Redding Walking Map was designed and distributed to Redding businesses and is an ongoing development with frequent updates and reprints due to the revitalization of downtown Redding. The design incorporated City of Redding parking options and redevelopment progress overlaid with the Visit Redding branding.

## FINAL PRODUCT

Images of the final product can be seen on the prior page. A copy of the original print version of this piece can be found in the examples packet.

## MISSION

Support the vibrancy of downtown Redding businesses and the Redding Cultural District by increasing exposure to the area.

## GOAL

Create a map of downtown parking, restaurants, attractions, and points of interest to help visitors and locals easily navigate the area with one reference piece.

# Graphic Design Example 5

## FINAL PROJECT STRATEGY

### Objectives

Create a piece that is both cohesive with Visit Redding branding but still complements city branding efforts for downtown redevelopment. **01**

Clearly illustrate downtown parking locations. **02**

Encourage visitors and locals to utilize downtown Redding by showing the positive changes and the wide variety of things to do in downtown Redding. **03**

Promote the use of DASH, and offer solutions for people concerned about downtown parking to support one of Redding's improvement initiatives. **04**

### ROI Measurements

Goal	Primary KPI
Awareness	Distribute Locally: Downtown Collaborative, Redding Lodging Properties, Visitors Desk
Interest	Print 2,500 copies – reprint due to popularity
Action	Downtown businesses are pleased with results

### Timeline







### REDDING'S TOP SIGHTS

Every Redditor has their own list of things to do in Redding. From hiking to wine tasting, there's something for everyone. Here are some of the top sights in Redding, California.

**SUNDIAL BRIDGE**  
Designed by Santiago Calatrava, the Sundial Bridge is an iconic steel truss bridge that spans 377 feet across the Sacramento River. It's a unique blend of art and engineering, featuring a central arch that supports the bridge's weight. The bridge is a popular spot for walking, jogging, and cycling.

**TURTLE BAY EXPLORATION PARK**  
Turtle Bay Exploration Park is a 200-acre campus along the banks of the Sacramento River. It features a variety of exhibits, including a large indoor theater, a planetarium, and a variety of educational programs. The park is a great place to spend a day with the family.

**SHASTA DAM**  
Shasta Dam is a concrete gravity dam on the Sacramento River. It's one of the largest dams in the world and is a major source of hydroelectric power. The dam is a popular spot for fishing and boating.

**SHASTA LAKE**  
Shasta Lake is a large reservoir in California. It's a popular spot for fishing, boating, and water skiing. The lake is surrounded by beautiful scenery and is a great place to spend a day outdoors.

#### SUNDIAL BRIDGE

Designed by Santiago Calatrava, the Sundial Bridge is an iconic steel truss bridge that spans 377 feet across the Sacramento River. It's a unique blend of art and engineering, featuring a central arch that supports the bridge's weight. The bridge is a popular spot for walking, jogging, and cycling.

For more information, go to [VisitRedding.com/Sundial-Bridge](http://VisitRedding.com/Sundial-Bridge)

#### SACRAMENTO RIVER NATIONAL RECREATION TRAIL

This walking trail is popular with locals and visitors alike who want to take a scenic stroll along the Sacramento River. The trail is a mix of paved and dirt paths, with beautiful views of the river and surrounding landscape. It's a great place to enjoy nature and get some exercise.

For more information, go to [VisitRedding.com/Trails](http://VisitRedding.com/Trails)

#### LAKE SHASTA CAVERNS NATIONAL NATURAL LANDMARK

A trip to Shasta Caverns is a unique experience. The caverns are a series of underground chambers, with the largest being the "Cave of the Sun." The caverns are a great place to learn about the geology of the area and to enjoy the natural beauty of the region.

For more information, go to [LakeShastaCaverns.com](http://LakeShastaCaverns.com), or call 1-800-795-CAVE

#### TURTLE BAY EXPLORATION PARK

Turtle Bay Exploration Park is a 200-acre campus along the banks of the Sacramento River. It features a variety of exhibits, including a large indoor theater, a planetarium, and a variety of educational programs. The park is a great place to spend a day with the family.

For more information, go to [VisitRedding.com](http://VisitRedding.com)

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#### SHASTA LAKE

Shasta Lake is the largest reservoir in California. It's a popular spot for fishing, boating, and water skiing. The lake is surrounded by beautiful scenery and is a great place to spend a day outdoors.

For more information, go to [VisitRedding.com/Shasta-Lake](http://VisitRedding.com/Shasta-Lake)

### REDDING CULTURAL DISTRICT

The Redding Cultural District includes three historic theaters: the Cascade Theatre, the Redding Civic Auditorium, and the Redding Community Center. Each theater offers a unique experience, from live performances to educational programs. The district is a great place to enjoy the arts and culture of the region.

For more information and current showtimes, go to [VisitRedding.com](http://VisitRedding.com)

#### CASCADE THEATRE

Originally built in 1935, the Cascade Theatre is a beautiful example of art deco architecture. It's a popular spot for live performances, including plays, musicals, and operas. The theater is a great place to enjoy the arts and culture of the region.

For more information and current showtimes, go to [VisitRedding.com](http://VisitRedding.com)

#### SHOPPING AND PUBLIC ART

The perfect afternoon of your time in Redding is waiting for you at the various local art galleries and public art installations. The city is home to a variety of talented artists, and their work is on display in galleries and public spaces. It's a great place to enjoy the arts and culture of the region.

For more information, go to [VisitRedding.com/Shopping-and-Public-Art](http://VisitRedding.com/Shopping-and-Public-Art)

#### FOOD AND DRINK

Redding has the perfect dining list for nearly any taste. From fine dining to casual eats, there's something for everyone. The city is home to a variety of talented chefs, and their work is on display in restaurants and cafes. It's a great place to enjoy the food and drink of the region.

For more information, go to [VisitRedding.com/Food-and-Drink](http://VisitRedding.com/Food-and-Drink)

#### REDDING CIVIC AUDITORIUM

Redding Civic Auditorium is a beautiful example of art deco architecture. It's a popular spot for live performances, including plays, musicals, and operas. The auditorium is a great place to enjoy the arts and culture of the region.

For more information and current showtimes, go to [VisitRedding.com](http://VisitRedding.com)

#### FESTIVALS AND EVENTS

Redding's year-round calendar of events and festivals is something to behold. From the Redding Jazz Festival to the Redding Wine Festival, there's something for everyone. The city is home to a variety of talented artists, and their work is on display in galleries and public spaces. It's a great place to enjoy the arts and culture of the region.

For more information, go to [VisitRedding.com](http://VisitRedding.com)

#### WINERIES AND BREWERIES

Let your taste buds go wild when you visit the local wineries and breweries in Redding, CA. The city is home to a variety of talented winemakers and brewers, and their work is on display in wineries and breweries. It's a great place to enjoy the food and drink of the region.

For more information, check out our app [VisitRedding.com](http://VisitRedding.com)

### Visit Redding

**VISITOR CENTERS:**  
Redding Convention and Visitors Bureau  
1448 First St., Redding, CA 96001  
(530) 225-4100  
California Welcome Center  
1000 Hwy 275, Anderson, CA 96007  
(530) 365-7500

**SOCIAL MEDIA:**  
Facebook, Twitter, YouTube, Instagram, LinkedIn  
#LoveRedding

**OTHER USEFUL RESOURCES:**  
Upstate CA: [InfoUpstate.com](http://InfoUpstate.com)  
Transportation Info: [VisitRedding.com/Transportation](http://VisitRedding.com/Transportation)  
Insider Blog: [VisitRedding.com/Blog](http://VisitRedding.com/Blog)  
#LoveRedding

**DON'T FORGET TO CHECK OUT OUR REDDING TRAILS AND WATERFALLS BROCHURE!**

**CONTACT US:**  
(530) 225-4100  
[VisitRedding.com](http://VisitRedding.com)

## Graphic Design Example 6

### Redding Visitor Guide

The Redding Visitors Guide has been a staple of the Redding CVB for years. This version received a complete redesign, which included more colorful and engaging imagery of the area and adding important information about “why” readers should visit the attractions, restaurants, businesses, and the Redding Cultural District.

## FINAL PRODUCT

Images of the final product can be seen on the prior page. A copy of the original print version of this piece can be found in the examples packet.

## MISSION

Increase awareness of Redding as a premier tourist destination in an appealing and condensed fashion for those who want to see a variety of options all at once.

## GOAL

Redesign the Redding Visitor Guide to align the printed brochure with current branding values and present amenities in close proximity of Redding to inspire extended overnight visitation to the city.

# Graphic Design Example 6

## FINAL PROJECT STRATEGY

### Objectives

Update the brochure to integrate branding with existing Visit Redding marketing materials including advertising, social media, and website.

01

Add visually appealing photos to show the area's variety of photogenic beauty.

02

Support the Redding Cultural District by adding a section in the brochure honoring the distinction as a gateway to the vibrancy of downtown Redding.

03

Meet visitor demands by adding a list of lodging properties and a distance map to complement the attractions list.

04

### ROI Measurements

Goal	Primary KPI
Awareness	Distribute brochures locally & regionally with Certified Folder
Interest	Printed 128,000 copies since 2019
Action	Have a compact cost-effective brochure to mail for information requests.

### Timeline



WELCOME TO  
REDDING

Visit  REDDING

DOWNTOWN  
EXIT 681 B



VISITREDDING.COM

## Graphic Design Example 7

### *“Welcome to Redding” Billboard*

The Mountain Gate southbound Interstate 5 billboard contract was purchased with the idea of promoting local events and seasonal activities, and welcoming travelers to Redding. It has been given at no charge to the Redding Civic Auditorium for various events. This design used the “Welcome to Redding” theme with the idea of getting travelers to take the Market Street exit into downtown Redding.



## FINAL PRODUCT

Images of the final product can be seen on the prior page.

## MISSION

Funnel travelers off Interstate 5 to downtown Redding businesses and restaurants, driving economic development through visitation and visitor expenditures.

## GOAL

Create a design for the Mountain Gate I-5 billboard that uses a downtown image to invite travelers to exit to Redding.

# Graphic Design Example 7

## FINAL PROJECT STRATEGY

### Objectives

Use colorful imagery to accurately show visitors where to go and what it will look like when they arrive. **01**

Entice travelers to stop and invite them to Redding so they feel a warm welcome to the city. **02**

Provide a website address where a traveler can find out more information about Redding and what to do when they are in the destination. **03**

### ROI Measurements

Goal	Primary KPI
Awareness	1,275,500 cars drive by billboard annually on average

### Timeline





## Graphic Design Example 8

### Sunset Magazine Spring 2020 Ad

Sunset Magazine is a tourism favorite for destination marketing organizations due to its quality and editorial content that accompanies the paid ads. Ads like these supply Redding with about 600 leads per month for bulk mail packets to be sent to interested viewers. The number of leads is the measure of which publications to advertise with and which to eliminate.

## FINAL PRODUCT

Images of the final product can be seen on the prior page. A copy of the original print version of this piece can be found in the examples packet.

## MISSION

Motivate affluent, experienced family travelers to research Redding for their next vacation.

## GOAL

Design an ad that speaks to the targeted travel-ready audience of Sunset Magazine about the abundance of outdoor recreation activities within close proximity to Redding.

# Graphic Design Example 8

## FINAL PROJECT STRATEGY

### Objectives

Use powerful and visually appealing imagery of tourism bucket list icons to show Redding has what families desire when on vacation.

01

Engage the viewer with people enjoying the unique experience rather than a passive landscape shot.

02

Provide information where a reader can find out more information about Redding.

03

In a small space, give a visual of all the tourism bucket list locations.

04

### ROI Measurements

Goal	Primary KPI
Awareness	Circulation: 530,000
Interest	Requests for Brochures: 135
Outcome	Brochures & welcome letter mailed to all leads

### Timeline





## SPORTS FACILITIES GUIDE

SMALL TOWN CHARM, WORLD-CLASS LOCATIONS, THE WINNING CHOICE

Visit **REDDING**

# SOCCER/FIELD SPORTS

There are 100+ soccer and field sports venues in Redding, including the California Soccer Park, a state-of-the-art, 22-acre facility that features top-of-the-line equipment and a fully equipped indoor field, which provides for year-round play. Located at the top of Park Mountain, the park is the centerpiece of the surrounding area, which is designed to offer an unforgettable experience with unique features and amenities. From the moment you arrive, you'll be greeted by friendly staff and a warm atmosphere. The park is always open to the public, and the surrounding area is a beautiful blend of nature and recreation. There's also a full-service restaurant and bar, a health club, and a fitness center. From the covered seating area, spectators can view the action up close. The park is also a great place for family fun, with a playground, a picnic area, and a gazebo. For players, each soccer field has permanent benches in the team area.

Facility	Number of Fields	Grass or Turf	Lighted	Parking
California Soccer Park	4	Turf	Yes	Yes
Enterprise Park	2	Grass	Yes	Yes
Goldblatt Park	2	Grass	Yes	Yes
Simpson University	2	Grass	Yes	Yes
Shasta College	2	Grass	Yes	Yes

**Facility Highlight: California Soccer Park**  
Events held at the Soccer Park include the Soccerfest International, drawing top teams from a number of states, the World Youth Football, and the International Soccer Festival. The park also hosts a variety of youth and adult soccer leagues, and is a popular venue for soccer tournaments and events.

# BASEBALL AND SOFTBALL

There are 100+ baseball and softball venues in Redding, including the California Soccer Park, a state-of-the-art, 22-acre facility that features top-of-the-line equipment and a fully equipped indoor field, which provides for year-round play. Located at the top of Park Mountain, the park is the centerpiece of the surrounding area, which is designed to offer an unforgettable experience with unique features and amenities. From the moment you arrive, you'll be greeted by friendly staff and a warm atmosphere. The park is always open to the public, and the surrounding area is a beautiful blend of nature and recreation. There's also a full-service restaurant and bar, a health club, and a fitness center. From the covered seating area, spectators can view the action up close. The park is also a great place for family fun, with a playground, a picnic area, and a gazebo. For players, each soccer field has permanent benches in the team area.

Facility	Number of Fields	Grass or Turf	Overhead Canopies	Lighted	Scoreboards	Parking
Big League Dreams	1	Turf	Yes	Yes	Yes	Yes
Goldblatt Park	2	Grass	Yes	Yes	No	Yes
Shasta College	1	Grass	No	Yes	No	Yes
Enterprise Park	1	Grass	No	Yes	No	Yes
Marion Luther King Jr. Park	1	Grass	No	No	No	Yes
Simpson University	2	Grass	Yes	Yes	Yes	Yes
South City Park	2	Grass	Yes	Yes	Yes	Yes
Shasta College	2	Grass	Yes	Yes	Yes	Yes

**Facility Highlight: Big League Dreams**  
This state-of-the-art, 22-acre facility is the centerpiece of the surrounding area, which is designed to offer an unforgettable experience with unique features and amenities. From the moment you arrive, you'll be greeted by friendly staff and a warm atmosphere. The park is always open to the public, and the surrounding area is a beautiful blend of nature and recreation. There's also a full-service restaurant and bar, a health club, and a fitness center. From the covered seating area, spectators can view the action up close. The park is also a great place for family fun, with a playground, a picnic area, and a gazebo. For players, each soccer field has permanent benches in the team area.

# BMX, CYCLING, AND SKATING

There are 100+ BMX, cycling, and skating venues in Redding, including the California Soccer Park, a state-of-the-art, 22-acre facility that features top-of-the-line equipment and a fully equipped indoor field, which provides for year-round play. Located at the top of Park Mountain, the park is the centerpiece of the surrounding area, which is designed to offer an unforgettable experience with unique features and amenities. From the moment you arrive, you'll be greeted by friendly staff and a warm atmosphere. The park is always open to the public, and the surrounding area is a beautiful blend of nature and recreation. There's also a full-service restaurant and bar, a health club, and a fitness center. From the covered seating area, spectators can view the action up close. The park is also a great place for family fun, with a playground, a picnic area, and a gazebo. For players, each soccer field has permanent benches in the team area.

**Event Highlight: Mayor's Mountain Bike Challenge**  
This annual event attracts over 100 mountain bikers from all over the world. The race starts at the top of Park Mountain and ends at the bottom of the mountain. The course is challenging and scenic, and the event is a great way to enjoy the outdoors and support local businesses.

## Graphic Design Example 9

### Sports Facilities Guide

When at tradeshows where Redding looks for sporting events to invite to town, collateral needs to be available for distribution, but Redding didn't have any until the RTMG/CVB Team decided to make it a project. This guide is designed as an all-encompassing information piece to help Redding sports facilities get more exposure and increase their chances at hosting a sporting event at no cost to the facilities. Plus, the piece is more likely to be kept by sports directors because there are no ads.

## FINAL PRODUCT

Images of the final product can be seen on the prior page. A copy of the original print version of this piece can be found in the examples packet.

## MISSION

Attracting sports directors and event planners to choose Redding as a host city for their tournament or event, thereby increasing visitation and visitor spend.

## GOAL

Create a resourceful pamphlet highlighting Redding facilities and sports and recreation opportunities to acquire multi-day sports tournaments and events.

# Graphic Design Example 9

## FINAL PROJECT STRATEGY

### Objectives

Create a colorful and easy-to-read guide cohesive with the Visit Redding branding to showcase the sports and recreation offerings in Redding. **01**

Display locations and/or events for a variety of sports with visually appealing action-packed photography. **02**

Include general tourist information about Redding for amenities visitors can enjoy during “down time” between games, tournaments, and events. **03**

Show Redding’s capabilities by describing Redding’s history of hosting events and tournaments. **04**

### Design Plan

Sports	Facilities/Events Highlight
Baseball & Softball	Big League Dreams Sports Park
Soccer/Field Sports	California Soccer Park
Water Sports	Sundial Splash
Waterfalls	Burney Falls
BMX, Cycling, & Skating	Mayor's Mountain Bike Challenge
Running	Shasta Mud Run
Winter Sports	Ranger-Led Snowshoe Tours
Golf, Archery, Pickleball, Disc Golf	Various Parks & Recreation Facilities
Off-Highway Vehicles	Chappie-Shasta OHV Area
Other Large Venues	Redding Civic Auditorium

### Timeline







## Graphic Design Example 10

### 72 Hours in Redding Social Campaign

A social media campaign using video and photos of attractions inside and outside of Redding was created to showcase fun, adventurous, and inspiring trip ideas for potential travelers. The project presented Redding as a destination worthy of a three-day or weekend vacation by highlighting a variety of locations including outdoor recreation and activities, historical sites, and culinary and libation offerings in downtown Redding.



## FINAL PRODUCT

Images of the final product can be seen on the prior page.

Copies of the videos used in this piece can be found on the included flash drive. For digital viewers, you can access the video at this link:

<http://bit.ly/3jFkZqk>

## MISSION

To show Redding is more than a stop on the road. Redding is worthy of a 3-day trip.

## GOAL

Leave a lasting impression that Redding is interesting enough to be a top-choice vacation destination, with evergreen content that can be reused for future marketing campaigns.

# Graphic Design Example 10

## FINAL PROJECT STRATEGY

### Objectives

Target 20-40 year olds within a four-hour drive to inspire a planned or last minute trip. **01**

Use 8mm video periodically to show beauty is timeless – generations before and in the future have and will create memories here. **02**

Make it active with real people having real fun. **03**

### Storyboard

#### Actual Shoot

Focus on Strengths	Activities to Highlight	Locations to Use
Outdoor Scenery	Hiking	Lassen National Park
Water Recreation	Kayaking	Whiskeytown Lake
Historical Context	Adventure Tour	Lake Shasta Caverns
Culinary/Libation	Downtown Redding	The Park (Food Trucks)

### ROI Measurements

Goal	Primary KPI	Secondary KPI
Awareness	Impressions: 844,911	Reach: 253,099
Interest	Views to Completion: 281,392	Engagements: 2,512

### Timeline





## Photography Samples of Work

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Quality photography is vital to the type of inspirational marketing that is conducted by tourism destinations, yet the number of images necessary to show all aspects of what a destination has to offer is limited by the available funding. The RTMG/CVB photography strategy is to find a balance between quality and quantity. The following examples show the strategy behind a few images. The same mindset for cross functionality will be used over the five-year contract by professionals who can create quality work at a price that will allow for an abundance of imagery as required to illustrate the new direction.



## Photography Example 1

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### *Kayaking at Whiskeytown National Recreation Area*

To be transparent and true to Redding's current reality, pre-Carr Fire photography of Whiskeytown couldn't be used in post-fire campaigns. Years of good photography had to be replaced quickly so residents could see that their treasured lake was still enjoyable, and visitors could see that Whiskeytown is still a fantastic recreational lake.



## FINAL PRODUCT

Images of the final product can be seen on the prior page. A printed copy of this piece can be found in the examples packet.

## MISSION

To create an engaging shot with color and action that shows more of the beautiful water and less of the burned landscape while still being true to the current landscape view.

## GOAL

This sample shot was taken with the idea of creating several shots of a high enough resolution that they could be used for all mediums, not just social media and digital marketing.

# Photography Example 1

## FINAL PROJECT STRATEGY

### Objectives

Find places to shoot kayaks with some green and some burn in the background.

01

Take colorful and engaging shots of kayaking to show Whiskeytown activities that are fun and still visually appealing.

02

Make the shot so it is not about the person but instead about the destination, yet still having enough action to give the reader the feeling of being there.

03

### ROI Measurements

Goal	Primary KPI
Quality Photography	Image used in 14 campaigns

### Timeline





## Photography Example 2

---

### *Fun in Downtown Redding at Final Draft Brewing Company*

A trend in destination marketing is to show vibrant downtown settings, breweries, and culinary experiences. Having historical places like Jack's Grill and breweries like Final Draft in the heart of the Redding Cultural District are the beginning of what is becoming Redding's downtown story. Images of these locations and people enjoying them can be marketed to locals to show downtown is a place to visit, and to tourists that Redding has choices to fit interests beyond outdoor recreation.

## FINAL PRODUCT

Images of the final product can be seen on the prior page. A printed copy of this piece can be found in the examples packet.

## MISSION

To create new content for social media and digital campaigns as well as showing travel writers and tour operators that Redding is building an up-and-coming downtown scene. This sample is just one of several downtown shots taken for the purpose of marketing a revitalization of Redding.

## GOAL

Tell Redding's downtown story with a cross-functional purpose to promote the Cultural District and downtown Redding. The ultimate goal being to show residents that downtown is changing, to show tourists that Redding has day and night activities, and to promote the newly designated Cultural District.

## Photography Example 2

### FINAL PROJECT STRATEGY

## Objectives

Create "family-fun" nightlife shots to show Redding has things to do after a long day in the outdoors.

01

Get fun, playful shots of people who are relaxed with room to enjoy their time.

02

Get images of Redding as having fun breweries with a special local flare that can rival other popular destinations.

03

## ROI Measurements

Goal	Primary KPI
Quality Photography	Image used in 5 campaigns

## Timeline







## Photography Example 3

---

### *Chasing Waterfalls at Crystal Creek Falls*

Having a multitude of photography shots is the backbone of tourism marketing. A diverse library is necessary to reach various geo-markets that attract different demographics and meet mass deadlines across many marketing channels. This sample is one of many photography shots depicting Redding's beautiful scenery in a way that people can see themselves in that spot enjoying the stunning view.

## FINAL PRODUCT

Images of the final product can be seen on the prior page. A printed copy of this piece can be found in the examples packet.

## MISSION

Hiking to waterfalls is of great interest to people who live in Redding and who like to delve into the local lifestyle while traveling to new destinations. The mission of this shot was to capture a picturesque shot that can be experienced by most anyone.

## GOAL

To entice people to get outdoors and experience the abundance of beauty that is close to Redding. Another goal is to find a shot that could be packaged with other activity images and illustrates a full day of a variety of activities all within Redding or very close to Redding.

## Photography Example 3

### FINAL PROJECT STRATEGY

## Objectives

Photograph Crystal Creek Falls as one of the attractive waterfalls close to Redding.

01

Use it for campaigns that outline various itineraries with activities inside and outside of Redding.

02

Use Crystal Creek Falls to show an easy waterfall hike that is close enough to town so there is still time in the day to explore other attractions in Redding.

03

## ROI Measurements

Goal	Primary KPI
Quality Photography	Image used in 10 campaigns

## Timeline





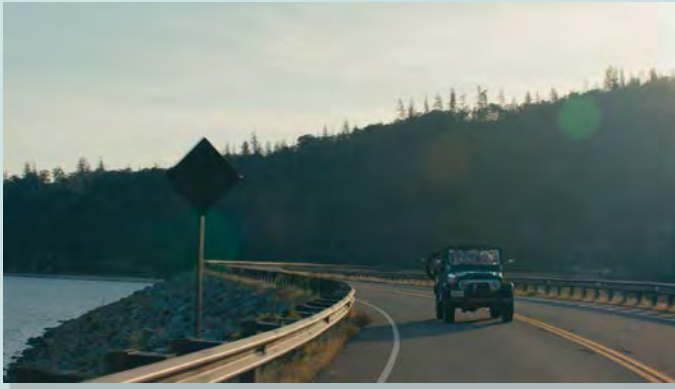


## Videography Samples of Work

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The RTMG/CVB Team's **experience with traditional and media advertising** sets the stage for the importance of video production used for a wide variety of marketing channels: television commercials, social media marketing, digital advertising, e-newsletters, and website content including the Visit Redding blog. The RTMG/CVB Team creates video content designed for specific platforms and their **in-house marketing expertise** is demonstrated by their understanding of where to advertise the videos for a qualitative return on investment. Video projects for the RTMG/CVB Team varied over the course of the five-year contract with the City of Redding. Local artists created videos with shorter timelines and minimal structure. Larger projects with longer lead times were produced so strategies, themes, storyboards, and film days could be extended as necessary. The following samples are commercials for full campaigns used for traditional media and digital advertising.





## Videography Example 1

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### *Undiscovered California – Outdoor Adventure*

The video aimed to show a target audience of active outdoor enthusiasts fitting different demographic models how they can best enjoy friends by sharing the hidden gems found in and around Redding.

## FINAL PRODUCT

The video can be found on the included flash drive. For digital viewers, you can access the video at this link:

<https://youtu.be/a8-slgMPhWg>

## MISSION

Inspire travel and overnight stays to Redding using storytelling to showcase the variety in proximity of natural outdoor recreation opportunities.

## GOAL

Create a recognizable commercial video series that, once completed over several years, people will start to identify Redding, connect to the content, and want to “discover” Redding.

# Videography Example 1

## FINAL PROJECT STRATEGY

## Objectives

Use custom inspirational content to capture a sense of awe and wonder, along with fun and adventure. **01**

Target 20-40-year-old outdoor enthusiasts from urban areas with activities that can be enjoyed by all ages from different backgrounds. **02**

Visually show people enjoying a variety of outdoor activities within a 30 second spot with an upbeat tone to depict a fun and carefree feeling. **03**

## Storyboard

### Actual Shoot

Focus on Strengths	Activities to Highlight	Locations to Use
Water Recreation	Kayaking	Whiskeytown Lake
Scenic Views	Road Trips	Whiskeytown Lake/Shasta Lake
Hidden Gems	Hiking to Waterfalls	Crystal Creek Falls
Trails	Mountain Biking	Trails/Shasta Lake

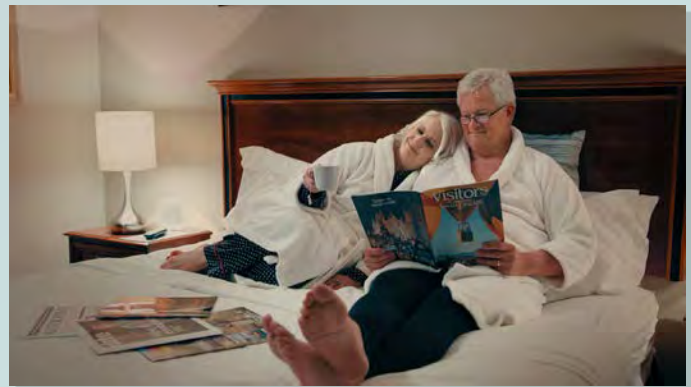
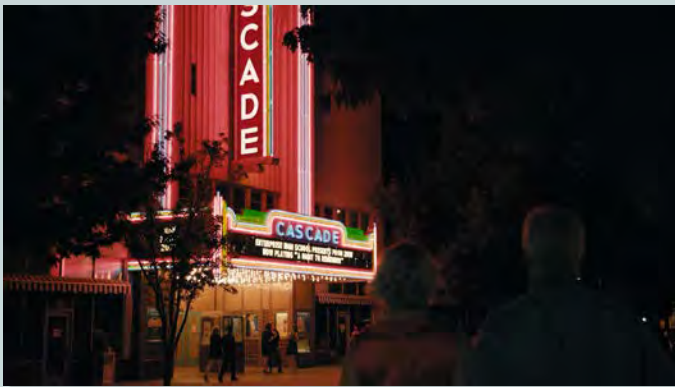
## ROI Measurements

Campaign	Run Dates	Primary KPI	Secondary KPI
Traditional TV	Jul–Nov 2019	2,582 spots	413 website visits
Comcast	Jul–Nov 2019	169,066 views	90.7% fully viewed
Hulu	Jul–Nov 2020	865,347 views	98.6% fully viewed
YouTube	Jul '18 – Today	35,675 views	96.7% fully viewed
Facebook	Jul '18 – Today	36,663 views	51% avg. watch length
<b>TOTAL</b>		<b>1,076,751 views</b>	

## Timeline







## Videography Example 2

### *Undiscovered California – Relaxation in Redding*

Building off the same “Undiscovered California” motif as the videography example #1, we invited the viewer to discover a way of relaxation in Redding centered around Redding’s Cultural District and downtown locations.



## FINAL PRODUCT

The video can be found on the included flash drive. For digital viewers, you can access the video at this link:

<https://youtu.be/p3Nj6KfvyqQ>

## MISSION

Inspire travel and overnight stays to Redding using storytelling centered around arts, culture, libation, and downtown attractions.

## GOAL

Create a recognizable commercial video series that, once completed over several years, people will start to identify Redding, connect to the content, and want to “discover” Redding.

# Videography Example 2

## FINAL PROJECT STRATEGY

### Objectives

Use custom inspirational content to capture a sense of connection between real people creating new memories together. **01**

Target drive market baby boomers who can travel during off-peak season to fill a void during a slower time of the year. **02**

Show the depth of amenities relating to indoor activities that are centered around downtown, the Cultural District, and entertainment. **03**

### Storyboard

#### Actual Shoot

Focus on Strengths	Activities to Highlight	Locations to Use
Outdoor Activity	Golfing	Gold Hills Golf Course
Shopping	Antiquing	Oregon Street Antiques
Art & Culture	Art Galleries	North Valley Art League
Downtown Redding	Fine Dining	Vintage Public House
Cultural District	Live Performance	Cascade Theatre

### ROI Measurements

Campaign	Run Dates	Primary KPI	Secondary KPI
Traditional TV	Jul–Nov 2019	2,113 spots	338 website visits
Comcast	Jul–Nov 2019	138,327 views	90.7% fully viewed
YouTube	Jul '18 – Today	79,672 views	96.9% fully viewed
Facebook	Jul '18 – Today	7,515 views	25% avg. watch length
<b>TOTAL</b>		<b>225,514 views</b>	

### Timeline





## Videography Example 3

*Where Fun Meets Adventure*

The Redding Tourism Team has aided in obtaining accolades for Redding that can be used for marketing. Our strategy aimed at capitalizing on those earned honors by highlighting them in a commercial.

## FINAL PRODUCT

The video can be found on the included flash drive. For digital viewers, you can access the video at this link: [youtu.be/CANP5trH8c8](https://youtu.be/CANP5trH8c8)

## Videography Example 3

### FINAL PROJECT STRATEGY

### Objectives

Show the depth of outdoor recreation in Redding and how these activities can turn a weekend into a memorable trip full of fun and adventure. **01**

Target people who watch baseball games on TV and drive market outdoor enthusiasts on social media (YouTube and Facebook). **02**

Highlight top accolades of fishing, trails, and kayaking to pair with activities. **03**

### Storyboard

#### Actual Shoot

Focus on Strengths	Activities to Highlight	Locations to Use
"225+ Miles of Trails"	Mountain Biking	Local Trails
"Top 10 Fishing Town" - <i>Forbes</i>	Fly Fishing	Lower Sacramento River
"Unofficial Capital of Kayaking" - <i>TIME Magazine</i>	Kayaking	Sacramento River
Active Outdoors	Rock Climbing, Waterfalls	Local Spots
Park Investment	Skateboarding/ Aerial Shots	Sundial Bridge, Skate Park, Downtown

### ROI Measurements

Campaign	Run Dates	Primary KPI	Secondary KPI
Traditional TV	Aug. 15-26, 2017	13 spots	--
YouTube	June 2017 - Today	108,703 views	96.9% viewed in full
Facebook	June 2017 - Today	1,824 views	80% average watch length
<b>TOTAL</b>		<b>110,540 views</b>	

### MISSION

Inspire travel and overnight stays to Redding using storytelling.

### GOAL

Capitalize on earned honors, accolades, and distinctions by highlighting them in a commercial to show how Redding is a unique and fun destination.

### Timeline







## Summary

The RTMG Board of Directors are presenting a plan that will address the needs of businesses with a sustainability that honors the lifestyle Redding residents cherish. This plan brings in outside research and vision that will supplement the current team's knowledge to create the best tourism organization the City of Redding can choose. The RTMG/CVB Team will create a brand that complements all aspects of the community, one that brings together leisure activities, industry investment, and workforce talent. We are excited to present an updated image that encompasses a new culture shift along with an innovative strategy that is measured by some of the biggest names in destination marketing – Uber Media, Madden Media, STR, Adara, Arrivalist, and others. The RTMG/CVB Team provides a valuable understanding of both tourism and City of Redding dynamics, which expedites the onboarding and learning curve process a new organization would require.

The RTMG/CVB Team can dedicate 100 percent of its time and devotion to marketing the City of Redding; Redding will not be just another client. With an additional \$1 million of funding added to fulfilling the scope of work from the TMBID, the current team will:

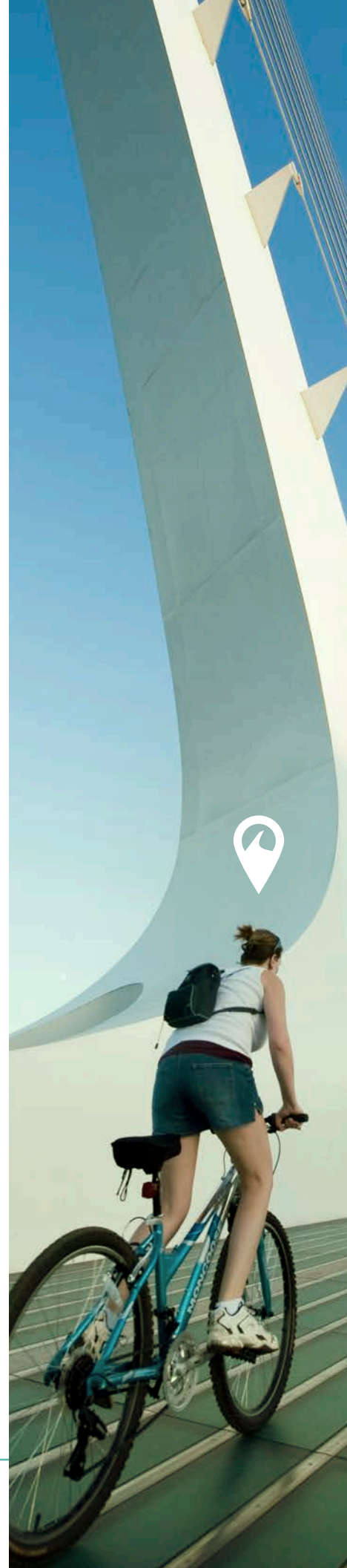
- » Support local arts and entertainment venues, sports venues, and airlift expansion.
- » Finance media buy and public relations simultaneously while the one-time investment in brand development, logo design, strategic creativity, content development, and website design are being formulated.

Please accept this proposal as our commitment to serve all residents of Redding without any special interests except those that bring economic enhancement to the City of Redding.

# Subcontractor City Experience

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Appendix 1



## Madden Media City Experience

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- » Atlanta CVB
- » Beverly Hills Conference & Visitors Bureau
- » Bozeman CVB
- » Bradenton Area CVB
- » Branson Lakes Area COC/CVB
- » Bryan/College Station CVB
- » Buellton CVB
- » Buffalo Niagara CVB
- » Charleston WV CVB
- » Clay County Commission
- » City of Grand Prairie
- » Columbia County Tourist Development Council
- » City of Independence
- » Destination Gettysburg
- » Discover Crystal River Florida
- » Experience Columbia SC
- » Explore St. Louis
- » Florida Keys & Key West Tourist Council
- » Galena Country Tourism
- » Grand Canyon Chamber and Visitor's Bureau
- » Grand Canyon Resort Corporation
- » Idaho Department of Commerce
- » Kansas City KS CVB
- » Lake Havasu City CVB
- » Lake of the Ozarks/Tri County Lodging
- » Louisiana Office of Tourism
- » Lubbock CVB
- » Lubbock Economic Development Alliance
- » Meet Chicago Northwest
- » Missouri Division of Tourism
- » Northern Virginia Tourism Partnership
- » Pebble Beach Concours d'Elegance
- » Platte County CVB

- » Saint Charles CVB
- » South Carolina's Hammock Coast
- » Springfield CVB
- » St. Joseph CVB
- » St. Lucie County Tourist Development Council
- » Table Rock Lake Area COC
- » Texas Travel Alliance
- » Tickle Pink Inn
- » Travel Marquette
- » Traverse City Tourism
- » Visit Alexandria
- » Visit Bellevue Washington
- » Visit Carmel
- » Visit Casper
- » Visit Cheyenne
- » Visit Frisco
- » Visit Idaho
- » Visit Independence
- » Visit Luzerne County
- » Visit Oakland
- » Visit Tampa Bay
- » Visit Valdosta CVB
- » Wisconsin Department of Tourism
- » Wyoming Office of Tourism

## GreenRubino City Experience

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- » Visit Bellevue Washington
- » Ketchikan Visitors Bureau
- » Travel Nevada
- » Washington State Tourism
- » City of SeaTac
- » Downtown Seattle Association
- » Seattle Convention and Visitors Bureau
- » Seattle Southside Regional Tourism Authority



- » Lake Chelan Chamber of Commerce
- » City of Ellensburg
- » Destination British Columbia
- » Explore Kirkland
- » Visit Phoenix
- » Yakima Valley Tourism
- » Visit Seattle
- » Woodinville Wine Country
- » Tourism Burnaby
- » Tourism Victoria
- » Provincetown Business Guild
- » Walla Walla Valley Wine

### **DVA Advertising City Experience**

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- » Visit Central Oregon – Your Adventure Begins Here
- » Visit Bend – Outside Magazine’s Best Multi-Sport Town for 2017
- » Visit Walla Walla – USA Today’s Best Wine Region for 2020
- » Explore Whitefish – The Gateway to Montana’s Glacier National Park
- » Visit Hood River – The country’s only true mountain-beach town
- » Visit Leavenworth – Washington’s Bavarian-inspired mountain oasis
- » Visit the Santa Ynez Valley – The heart of Santa Barbara County wine country
- » Seattle NorthCountry – Western Washington’s “mountains to sea” territory
- » Bandon Dunes Golf Resort – The country’s top golf destination
- » Northern California Golf Association – Supporting and promoting the game of golf in NorCal
- » Tetherow Resort – Conde Nast Traveler’s #1 Oregon Resort
- » Campfire Hotel – Your hip, urban base camp in the heart of Bend

### **Drozan Webworks City Experience**

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- » Visit Wausau: *Website*  
[visitwausau.com](http://visitwausau.com)
- » Visit Berkeley: *Digital Strategy Only*
- » Mt. Hood Territory: *Website*  
[mthoodterritory.com](http://mthoodterritory.com)
- » Visit Tuolumne: *Website/SEM/SEO*  
[visittuolumne.com](http://visittuolumne.com)
- » Madera County: *Website/SEO/SEM/Strategy*  
[yosemitethisyear.com](http://yosemitethisyear.com)
- » Travel Medford: *Website/SEM/SEO*  
[travelmedford.org](http://travelmedford.org)
- » Visit Corvallis: *Website*  
[visitcorvallis.com](http://visitcorvallis.com)
- » Mt. Hood/Columbia River Gorge Regional Tourism Alliance: *Website*  
[hood-gorge.com](http://hood-gorge.com)
- » Cascade Loop Scenic Byway: *Website/SEO*  
[cascadeloop.com](http://cascadeloop.com)
- » Visit Visalia: *Website/SEO*  
[visitvisalia.com](http://visitvisalia.com)
- » Visit San Juan: *Website/SEO*  
[visitsanjuans.com](http://visitsanjuans.com)

# Subcontractor Qualifications

## Appendix 2



## Subcontractor Experience & Qualifications

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The RTMG will use subcontractors to assist in the fulfillment of the “scope of work” outlined in the RFQ, schedule number 5190. Each potential subcontractor has a specialized expertise and an established history working with various destinations that the RTMG team can tap into to maximize its resources for promoting the City of Redding. Below is the brief resume, qualifications, and experience of the subcontractors. A list of their clients is in Appendix 1.

### Destination Consultancy Group (DCG)

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DCG provides 25 years of destination marketing and management experience with destinations from coast-to-coast in: community brand research and strategy, events and sports tourism, and tourism development within communities. DCG’s extensive client experience spans more than 20 sports commissions and CVBs with development in event and festivals destination management and sports tourism marketing. DCG is an attractive firm for the RTMG to contract with based on its values of providing quality research, results-oriented decision-making, and solution-based initiatives.

### Drozian Webworks

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Drozian Webworks brings 15 years of experience programming database-driven web applications and websites for small to medium-sized Destination Marketing Organizations (DMOs). Before specializing in DMO website design, Drozian determined the need for functional, user-friendly systems after working for five years on strategic project implementation for large-scale corporate clients such as Honeywell, Apple, SAP, and KLA-Tencor. That experience combined with a background in DMO marketing led to Drozian’s full understanding of how a visitor bureau’s website impacts the visitor experience. Drozian develops custom tools within its content management system (CMS), customer relationship management (CRM) system, digital

asset management (DAM) system, and itinerary planner to produce effective software DMOs can use to drive visitation to their city and region.

### DVA Advertising and Public Relations

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Founded in 1990 and based in the outdoor recreation mecca of Bend, Ore., DVA is a 14-person, full-service agency comprised exclusively of senior level professionals who have been drawn to Bend from larger markets to strike an important balance between their passion and their profession. The RTMG expects to tap into DVA’s wealth of experience working with city and county municipalities and its client base that stretches coast-to-coast across 12 states, including some of the top tourism entities in the West. DVA specializes in creating brands that move audiences and its team members are experts in developing strategies and communications that drive visitation, put the destination on the map, and establish short and long-term crisis recovery procedures.

### Lou Hammond Group

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Lou Hammond Group (LHG) is accessible 24/7 for around-the-clock public relations and crisis management support. They are the best of both worlds – a national firm headquartered in New York City, the media capital of the world, with a Los Angeles-based PR partner offering proximity and positive media coverage cultivated from its outstanding relationships to the most influential media. At the end of the day, it comes down to measurable results and theirs are unmatched. In fact, LHG is the most award-winning firm in the travel industry, winning more of the prestigious Hospitality Sales and Marketing Association International (HSMIA) Adrian Awards for their clients than any other entity for 15+ years. For 33 years, Lou Hammond Group has been the leader in PR and marketing communications in eight key industries: Destinations, Economic Development, Food & Wine, Cruise, Rail & Travel, Hospitality, Real Estate, and Tech. They know



the West, being the agency of record for clients such as Sonoma County, Sacramento, Santa Barbara, and more listed below.



imagination, nurture curiosity and connect consumers to communities. NextGen Websites by Madden Media will provide the RMTG website analysis, Voyage+ by Madden Media might be the chosen program for data insights, and Madden Media will be handling a good portion of the search engine management.



### GreenRubino

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GreenRubino offers experience gained from working with 20+ different DMO destinations. At the core of its mission, GreenRubino believes great work comes from a good place. “Good” is its north star and putting people first presents a natural way of cultivating a firm grasp of what connects. This is why many of GreenRubino’s client relationships are long-term ones, some surpassing 25 years and many exceeding a decade. The RTMG is considering developing its marketing and branding plan with GreenRubino because of its commitment to staying on the cutting edge and consistently continuing promotions driven by creativity, media, data, and strategy.

### Madden Media

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**In the field of destination marketing**

Madden Media brings experience from working with more than 57 different destinations spread over domestic and international locations. Madden’s destination marketing excellence stems from blending innovative, technology-driven strategies with creativity to spark

# Demonstrated ROI Metrics & Analytics

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## Appendix 2



## Past Marketing Campaign ROI, Metrics, & Analytics

ROI Metrics & Analytics	2019/20 Fiscal Year	Full Contract Term
<b>Visit Redding Website</b>		
Users	304,366	1,505,996
New Users	303,329	1,522,704
Sessions	402,334	1,962,420
Pageviews	1,084,146	5,272,910
Average Session Duration	2:09 minutes	2:06 minutes
% of Users Outside of Redding	81.60%	84.44%
Leads to Hotel sites	7,363	11,215
Leads to Local Partners	50,976	Data not Available
<b>Brochures Distributed</b>		
Redding Visitor Guide	63,018	281,155
Redding Trails Map	41,018	194,418
<b>Digital Ads</b>		
Total Impressions	6,007,486	40,077,430
Clicks to VisitRedding.com	23,771	137,869
Click-Through-Rate (CTR)	0.40%	0.34%
<b>Print Ads</b>		
Circulation	6,922,000	52,759,925
Packets Mailed for Leads	1,610	21,464
<b>Radio &amp; TV</b>		
Traditional TV Spots Aired	5,074	10,930
Streamed TV Spots	307,393	1,088,918
Radio Spots Aired	0	8,004,169
In-Flight Radio	318,500 flights	1,386,598 flights
<b>Leads - Consumer Shows</b>		
	469 leads	4,273 leads
<b>Billboards &amp; Signage</b>		
	21,765,042 impressions	187,765,042 impressions
<b>Search Engine Marketing (SEM)</b>		
Clicks to VisitRedding.com	57,826	218,176
<b>E-Newsletters Opened</b>		
Sponsored Newsletters	51,400	1,120,684
Redding Local	1,200	1,589
Redding Consumer	3,704	38,122
Film Shasta	2,181	4,378
<b>Film Shasta Website</b>		
Users	1,881	8,127
New Users	1,749	8,148
Sessions	2,164	9,803



ROI Metrics & Analytics	2019/20 Fiscal Year	Full Contract Term
<b>Film Shasta Website (Continued)</b>		
Pageviews	4,496	21,469
% of Users Outside of Shasta County	83%	84%
<b>Film Shasta Print Ads</b>		
Circulation	789,410	1,021,152
<b>Sundial Bridge Webcam Views</b>		
	19,454	58,324
<b>Social Media</b>		
Followers Gained	8,603	19,911
Posts	427	3,333
Impressions	5,847,349	22,334,652
Engagements	183,634	510,284
Social Referrals to VisitRedding.com	20,220	72,718
Videos	94	162
Total Length of Video	2h 40m 44sec	4h 55m 30s
Total Video Views	841,546	2,320,959
Total Watch Time (Minutes)	157,042	640,283
Google Views From Uploaded Photos	2,021,912	Data not Available
Film Shasta Facebook Likes	3,778	9,337
Film Shasta Instagram Followers	236	819
Film Videos Posted to YouTube & Facebook	34	Data not Available
<b>Public Relations</b>		
Article Placements	54	333
Earned Media	103.9 million unique monthly visitors	4.19 billion unique monthly visitors
Travel Writers	9	53
Media Outlets	28	Data not Available
Paid Media	3.03 million unique monthly visitors	Data not Available

## Arrivalist

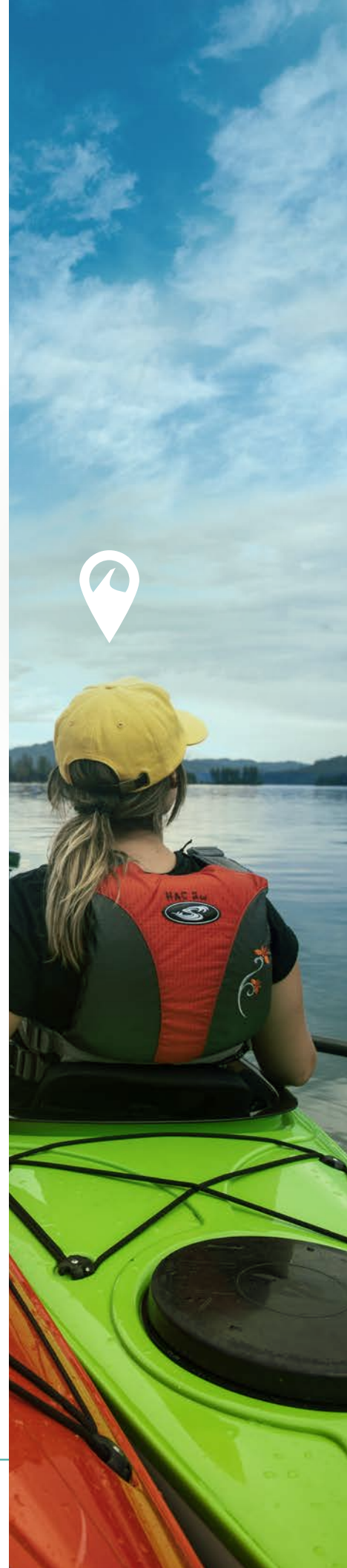
The RTMG/CVB Team partners with Arrivalist to better track ROI from the Visit Redding website. In addition to traditional website ROI measurements such as users and pageviews, Arrivalist puts a cookie on VisitRedding.com that allows the RTMG/CVB Team to trace if a device (such as a smartphone) someone used to visit the website eventually physically shows up in Redding itself.

Arrivalist ROI for VisitRedding.com (2019/20 Fiscal Year)	
Exposures	675,535
Arrivals	650
APM (Arrivals per Thousand Exposures)	0.96

# Endorsement Letters

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## Appendix 4



**CHAIR**

**James Bermingham**  
Montage International

**OFFICERS**

**Gene Zanger**  
Casa De Fruta Parkway, LLC

**Dan Gordon**  
Gordon Biersch

**COMMISSIONERS**

**Gary Buffo**  
Pure Luxury Transportation

**Jim Burba**  
Burba Hotel Network

**Jason Clarke**  
Enterprise Rent-A-Car

**Peter Clarke**  
InterContinental Hotels Group

**Joe D'Alessandro**  
San Francisco Travel

**Michael Dunne**  
Hilton Worldwide

**Jeff Eisenbarth**  
Avis Budget Group, Inc.

**Kevin Fat**  
Fat Family Restaurant Group

**Robert Gleason**  
Evans Hotels

**Dan Harvey**  
The Hertz Corporation

**Karen Irwin**  
Universal Studios

**John Kelliher**  
The Grapeline Wine Country Shuttle

**Tom Klein**  
Rodney Strong Wine Estates

**William Loughran**  
Evolution Hospitality

**Terry MacRae**  
Hornblower Cruises and Events

**Jordan Meisner**  
Hyatt Hotels & Resorts

**Carla Murray**  
Marriott International

**Dee Dee Myers**  
Governor's Office of Business and Economic Development

**Sima Patel**  
Ridgmont Hospitality

**Ken Potrock**  
Disneyland Resorts

**Bobbie Singh-Allen**  
California Lodging Industry Association

**Pete Sonntag**  
Mountain Division Vail Resorts

**Kurt Stocks**  
Legoland

**Paul Tormey**  
Fairmont Hotels & Resorts

**Benjamin Webster**  
Littler Mendelson P.C.

**Scott White**  
Greater Palm Springs Convention & Visitors Bureau

January 19, 2021

City of Redding  
City Clerk  
777 Cypress Avenue,  
Redding, CA 96001

To Whom it May Concern,

I am writing to express Visit California's enthusiastic endorsement of Redding Visitor Bureau CEO Laurie Baker for successfully developing the tourism market in Upstate California. Her longstanding and effective partnership with the State of California's destination marketing program is a testimony to her vision and commitment to Redding, Upstate California and California as a whole.

I have enjoyed a close working relationship with Laurie since 2010, when she was appointed to head the Redding Visitors Bureau. Over the past 10 years she has been an effective advocate of tourism in the Redding and the Shasta Cascade regions, overseeing programs that have led to creating and supporting economic development, cultural entertainment and new accommodations.

Further, Laurie's leadership within California's tourism industry extends well beyond Redding. She currently works with several north state organizations where she is streamlining marketing collaboration between Visit California and the eight counties in Upstate California. Additionally, as chair of Visit California's Rural Committee, Laurie has been a resource to help guide and advise the marketing initiatives for California's rural region program. In addition, Laurie is an active member of Visit California's Outlook Forum Steering Committee and Marketing Advisory Committee.

Laurie's leadership, statewide connections and marketing influence are all critically important to a sustained economic recovery for Redding and California.

Sincerely,



Caroline Beteta  
President & CEO





City of Redding, CA

To Whom it May Concern,

I am writing this letter to endorse Laurie Baker in the position of Chief Executive Officer of Visit Redding.

California Travel Association (CalTravel) is the umbrella trade association for travel and tourism in the state. We work with over 800 leaders of the travel and tourism industry to protect and defend our industry.

Laurie has been a strong advocate for your destination, meeting with state and federal legislators, signing coalition letters, responding to surveys, and participating in CalTravel events.

A few years ago she invited me to speak to her group and I was impressed with her passion, knowledge, and the leadership of her team.

We need strong leaders like Laurie in these positions now more than at any time in a generation. I hope you will support her continued position.

Best regards,

Barbara Newton  
President and CEO  
[bnewton@caltravel.org](mailto:bnewton@caltravel.org)  
650-743-9936



February 19, 2021

Dear Community Leaders:

I would like to state how pleased I am to see the many accomplishments in recent years under Laurie Baker and her team at the Redding CVB/Visit Redding. As the leader of Concord's destination marketing organization in the Bay Area, I have witnessed Redding's vision become a marketing reality with the enhanced sports facilities, Welcome Center and more in your area.

From the Bay Area, Redding is now a desired and "known" experience in Northern California. I see great ads from such publications as *Sportstar Magazine* that showcases Redding for HS prep sports as well all the great Things to Do while staying in the Redding CVB/Visit Redding area. Visit California also does an excellent job promoting your area. This is all thanks to the well-thought marketing and strategic plan of Laurie and her team.

Having spent many summers on our family houseboat at Lake Shasta, I am thrilled to see all the new and positive changes for the areas, driving economic impact and showcasing your healthy, outdoors destination. I thank your tourism experts!

Best,

*Elaine Schroth*

Elaine Schroth

CEO & President, Visit Concord



January 20, 2021

City of Redding  
City Clerk  
777 Cypress Avenue  
Redding, CA 96001

To Whom it May Concern,

I am writing to express our strong endorsement of Laurie Baker and her tourism team to continue as the official marketing group for the City of Redding. The North Coast Tourism Council has partnered with Laurie and her team since she joined the tourism industry in 2010. Her understanding of marketing, tourism and the attractions in all the regions north of San Francisco is of benefit to the entire northern region of California. We understand that the City of Eureka did an RFP for marketing services and chose to contract with an organization outside the North Coast region. We do not believe such a move was good for our region and it has taken us a few years to regroup all the tourism organizations within our region to effectively move forward in collaboration with our first priority being the economic well-being of our partners, stakeholders and regions as a whole. We have moved forward, and we have built an effective and strong alliance amongst ourselves, but we think it would have been best if the City of Eureka created a new contract that outlined their needs and asked the Humboldt Visitors and Convention Bureau to address and meet those needs. Our organizations were left to pick-up the pieces from this major disruption before we could once again promote the region in a unified manner.

Laurie is always willing to partner with our region(s) at consumer and tradeshow which is of benefit to all counties north of San Francisco. Her team worked with us to conduct familiarization tours, invite journalists and media, and design joint itineraries. To further support these endeavors, Laurie's team designed joint brochures and media kits that both of our regions used to market in a cohesive and unified manner. We did not have the unification nor the design talent on staff at that time, so her leadership and team's ability and support were extremely valuable to the whole tourism industry in Northern California.

We hope that you can look at the changes Laurie's team is willing to make so you don't lose the momentum they have built within the tourism industry in California and beyond. If you choose her team to lead the tourism efforts in your region with the changes you direct, we know that we will continue to have a good partner in our efforts to build a stronger network and collective economy for all.

I am happy to discuss anything further with you, at your request.

Yours Very Truly,

Travis Scott  
Administrator, North Coast Tourism Council  
Executive Director, Mendocino County Tourism Commission/Visit Mendocino County, Inc.



# V!VA DOWNTOWN REDDING

1725 Market Street  
Redding, CA 96001

Tel: 530.243.7773  
vivadowntownredding.org

January 16, 2021

Laurie Baker  
CEO  
Redding Convention and Visitors Bureau  
1448 Pine Street  
Redding, CA 96001

Laurie,

As you know Viva Downtown, a designated and accredited Main Street America organization, is dedicated to enhancing the cultural, social and economic development of Downtown Redding. Downtown is currently experiencing growth not seen in many decades. I want to thank you and Redding Convention and Visitors Bureau for what you have done during these past couple of years, particularly:

- Your continued presence and sharing in the Downtown Collaborative Group along with regularly updated Visit Redding promotion of Downtown businesses, non-profit organizations, entertainment venues, and events has benefited Downtown. The 360-degree videos of Downtown attractions were particularly striking.
- Your support of the Redding Cultural District helped the founding group create a terrific community asset for growth.
- My team has used and distributed Visit Redding designed maps of Downtown to assist people during this time of great physical change in Downtown.
- I appreciate your selected site in Downtown. I have been happy to have you as neighbors in at the corner of Pine and Butte Streets, and I enjoy how the location has been such a great setting for our Hops and Shops events along with other gatherings held there.

Thanks for all you do. I wish you the best in the coming year.



John Truitt  
Viva Downtown Executive Director  
E: [truitt.john@sbcglobal.net](mailto:truitt.john@sbcglobal.net)  
T: 530-243-7773



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**City of Redding**  
**777 Cypress Ave**  
**Redding, CA 96001**

To Whom It May Concern,

As a business owner that has Redding and Northern California's best interest at heart, I believe the current staff at Visit Redding shares our values. That's why I would like to extend my full support behind the current team of the Redding Convention & Visitor's Bureau and their efforts to increase tourism in Redding, California.

I have worked with the current staff for years and believe they are the right people to lead the city's tourism efforts. As a Redding local and with my unique position as the Editor-in-Chief for Active NorCal, I have seen the positive impact this group has brought to the community. They are constantly engaging with us to create Redding-centric content and working to represent the area in the best light.

I've found our collaboration invaluable on our way to reaching millions of people through Active NorCal's digital outlets. I have also witnessed the influx of visitors at the area's outdoor destinations, many of whom reference our collaborative content and social media posts as their inspiration.

This current staff is our best bet to move the community into the future and shine a light on the beautiful city of Redding for the world to see.

**Sincerely,**

**Zach O'Brien**  
**Founder - Active NorCal**



City of Redding  
777 Cypress Ave  
Redding, CA 96001

To Whom It May Concern,

I am writing you on behalf of the Redding Trail Alliance team to express our appreciation for the support and collaborative efforts of Visit Redding to help advance and promote mountain bike recreation and it's associated tourism.

Since 2017 Visit Redding has been involved in an event we are proud to be a part of every year, the Bigfoot MTB Challenge. Originally known as the Mayor's Mountain Bike Challenge, this event has encouraged people of all skills levels to "Get Out and Ride"! As a BMBC partner Visit Redding has been an integral part in making sure the event received the promotion it deserved.

Visit Redding has also sponsored the Lemurian Classic. This grass roots mountain bike race has proven to be our biggest fundraiser because of the support of not only it's participants, but the many sponsorships from local companies like Visit Redding.

Sincerely,

Nathan Knudsen  
Executive Director  
Redding Trail Alliance  
info@reddingtrailalliance.org  
530-515-0908



[info@reddingtrailalliance.org](mailto:info@reddingtrailalliance.org)



[www.reddingtrailalliance.org](http://www.reddingtrailalliance.org)



[redding\\_trail\\_alliance](https://www.instagram.com/redding_trail_alliance)



[Redding Trail Alliance](https://www.facebook.com/ReddingTrailAlliance)