

-2017-

Visit oakland.com #Oakland Love it



VISION: To tell the world that
Oakland is a world class destination

MISSION: Increase Tourism's Economic Impact to Oakland through destination development and brand management

EXECUTIVE SUMMARY 2016 / 17



Oakland has cause to celebrate in 2016-17, not only for hosting another NBA parade, but for its continued strong hotel performance in the Bay Area and its recognition on a state-wide and national level. Visitors to Oakland set new records in visitation and visitor spending. Oakland's performance in terms of year over year growth of hotel occupancy and revenue outperformed San Francisco and the Bay Area. This can be attributed to the foresight of Oakland hoteliers. Several Oakland hotels entered the year fully renovated with new products and services.

A shift in meetings & group event strategy to host national organizations in Oakland has also proved extremely successful. Oakland has won bids on major events. The National Coalition of Black Meeting Planners will hold their annual convention and trade show in Oakland in November 2017. US Rowing has selected Oakland as the host venue for the 2018 and 2020 Masters National Championships. Oakland was selected to host the Visit California/British Airways Super FAM, over San Francisco, LA and San Diego.

The key to Oakland securing these three influential events has been the ability of the Visit Oakland staff to leverage Oakland's community leaders, nonprofit organizations and businesses. Whether it was working hand in hand with the Oakland Zoo to bid on the Super FAM, or creating a local organizing committee of local rowing clubs for the US Rowing bid, we couldn't have done it without this support. The amazing community representation that attended the site visit with the National Coalition of Black Meeting Planners was described by their CEO as "inspirational" and something they had not experienced in other cities.

On the leisure marketing side, the Visit Oakland team is always looking for new, creative and cost effective ways to get the Oakland message out to visitors both in the Greater Bay Area and beyond. Programs like the Oakland Ale Trail, Oakland Restaurant Week, and the Oakland Urban Wine Trail, as well as a summer advertising campaign and new meetings campaign have increased Visit Oakland's website traffic and social media engagement, translating into more leisure bookings. Visit Oakland also produced twelve virtual reality videos of Oakland activities and locations. The reception of the VR videos has been overwhelming at several trade shows. All of these programs support

small, locally owned businesses. Visit Oakland also announced the Oakland Mural Grant Program that is intended to help beautify our city while supporting local artists and property owners. Traditional media buys were also deployed, including out of home media, radio and newspapers. By the end of 2017,

STRATEGIC PARTNERS



a new portable visitor center will be on the road to bring a bit of the Oakland experience to many different West Coast locations. The Jack London Square Visitor Center has been renovated and is ready to assist visitors with questions and suggestions.

Visit Oakland hired an outside PR agency to assist in garnering more domestic press and also attended sales and media missions in the UK, Canada and Mexico. Layered on top of the public relations efforts were direct media buys in Canada and the UK. All of these tactics, as well as a strong relationship with the Oakland International Airport work to heighten awareness of Oakland and support the new lift.

Visit Oakland will continue to think strategically and holistically about how to increase tourism in Oakland through brand awareness and destination product development. There is still more work to be done and challenges lie ahead. I know that the issues that affect Oakland's residents and small businesses also affect tourism. I look forward to having an opportunity to work with our city leaders and business community to address some of those challenges. Still, I am proud of the successful 2016-17 year, and optimistic about the upcoming year. The opportunity for Oakland to shine is upon us and I am confident that we will be able to showcase Oakland to the Bay Area, California and the world.

Mark Everton
CEO, Visit Oakland

2016 - 2017

BOARD OF DIRECTORS EXECUTIVE COMMITTEE

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STAFF

Mark Everton, President & CEO

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Mary Nassif, Visitor Services Coordinator

ECONOMIC IMPACT OF TOURISM

TOURISM IN
OAKLAND
GENERATED

**\$131
MILLION**

IN STATE & LOCAL TAX REVENUE IN 2016

VISITOR SPENDING
HAS INCREASED

27%
over 4 years

VISITORS SPENT



LODGING

**\$195
MILLION**



FOOD AND
BEVERAGES

**\$156.1
MILLION**



SHOPPING
just under

**\$100
MILLION**



**3.7 MILLION
VISITORS**
in 2016

Tourism supports over

7,110
Jobs in Oakland
with total income of
\$271 MILLION

**1 IN 30 OF
ALL JOBS IN
OAKLAND**
are sustained by
tourism



Room Demand has grown

20%
since 2010

Room Supply has contracted
by 4% over the same period


Room Revenue grew 7.7%

41% of visitors
stayed overnight



 **64%** of visitors were leisure travelers

Oakland's annual
visitor spend is over

 **\$627
MILLION**
up 3.4% from 2015

Generating
**\$827
MILLION**
in total business sales

Hotel Occupancy
declined slightly
in 2016 while
ADR rose 9.4%

 **35%** were
business
travelers

<p>Increased website visits by 15% and had over 1.3 MILLION page views</p>		<p>Secured over 140 media placements in top tier publications</p>
	<p>Launched The Oakland Ale Trail</p>	<p>Launched Oakland Mural Grant Program</p>
<p>Organized networking mixers for stakeholders</p>	<p>Increased Mobile website traffic by 29%</p>	<p>Booked National Coalition of Black Meeting Planners Annual Meeting in Oakland in Fall 2017</p>
<p>Attended Sales & Media Missions in Canada, Mexico, UK</p>		<p>Increased PPC traffic by 18,000%</p>
<p>Hosted 170 VOLUNTEERS for Tourism Cares</p>	<p>Booked Visit California Super FAM for Fall 2017</p>	

Photos courtesy of Tiana Sisay Tuto, Damon Tighe

	<p>Increased Group Sales room night leads by 5%</p>	<p>Responsible for securing meetings valued at \$12.1 MILLION in economic impact</p>
<p>Installed 3 MURALS to beautify Oakland</p>		<p>Secured \$25,000 in sponsorship for Oakland Restaurant Week</p>
	<p>Produced & Distributed Oakland Inspiration Guide</p>	
<p>Launched new Meetings Market Ad campaign</p>		<p>Launched new LGBTQ advertising campaign</p>
<p>Launched first ever Oakland travel trade advertising program in UK and Canada markets</p>	<p>Launched Oakland's first ever Virtual Reality videos</p>	

SALES

BEFORE 8, AFTER 5 CAMPAIGN

The new creative aimed at meeting planners is intended to inspire planners to consider Oakland not for the number of hotel ballrooms or square footage, but because of Oakland's unique attributes like dining, nightlife and outdoor beauty.



KEY ACCOMPLISHMENTS

- Launched first programmatic advertising campaign targeted to Meeting planners with over 4,000 clicks to meetings pages
- Increased CVENT exposure
- Oakland won the National bid to host the National Coalition of Black Meeting Planners in Fall 2017.
- Our partnership with third party entities has proved to be successful and beneficial as the combined revenue generated through booked leads in Oakland from 2016-2017 fiscal is over \$12.1 Million
- Launched "Coffee & Cocktails are on Us" Meeting Incentive



SALES BY THE NUMBERS

5%
LEAD GROWTH

30%
ROOM NIGHT LEAD GROWTH

248,610
POTENTIAL ROOM NIGHTS

\$12.1 MILLION
ECONOMIC IMPACT OF BOOKED BUSINESS

20
TRADESHOWS ATTENDED

3
SALES MISSIONS TO THE UK, CANADA AND MEXICO

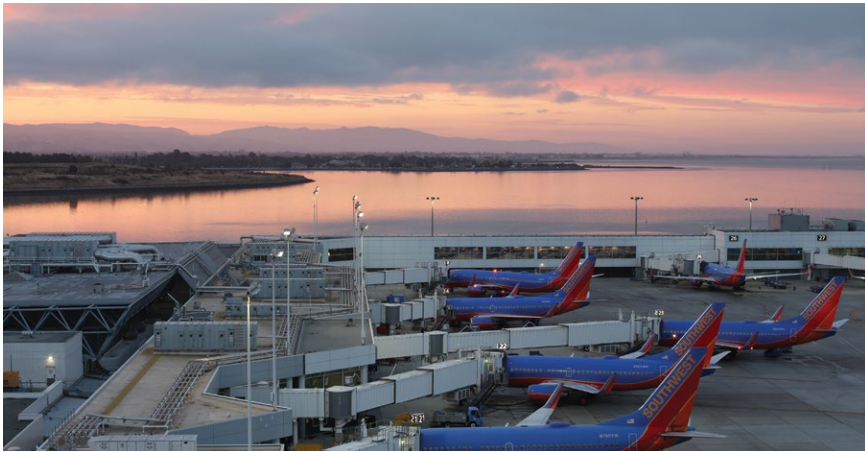
3%
BOOKING RATIO INCREASE

9
GROUP FAM TOURS

100+
CUSTOMERS HOSTED FROM ITALY, NORWAY, SWEDEN, UK, IRELAND AND KOREA

INTERNATIONAL REPRESENTATION

Visit Oakland's presence in the international market grew through sales and media missions with Visit California and Brand USA as well as leveraging partnerships with OAK. Visitoakland.com international website traffic has increased 176% from Canada and 171% from the UK.



Oakland International Airport secured non stop service to the London/Gatwick, Barcelona and Rome in 2016/17 from British Airways, Norwegian Airlines and Level Airlines.

Visit Oakland met with Key International Travel Trade & Media at IPW, World Travel Market and during Sales Missions in Canada, Mexico and the UK.



Oakland Hosted Travel Trade representatives from 5 countries including: Italy, UK, North Korea, Mexico and Canada.

Launched first ever Oakland travel trade advertising program for UK & Canadian Markets.



To educate Canadian and British Travel Agents on Oakland, Visit Oakland capitalized on the “adult coloring book” trend by polybagging a black and white version of the cover of the Oakland Inspiration Guide into Travel Weekly in the UK and Canada. Agents were asked to submit their colored in posters for a chance to win a prize. Over 200 agents submitted to the contest. This was done in conjunction with an expanded media buy in Travel Weekly and Travel Age in both the Canadian and UK Markets.



MARKETING

Visit Oakland shifted strategy to feature multiple advertising campaigns to niche markets.

ADVERTISING CAMPAIGNS



SUMMER IS COOL

Greater Bay Area Drive Market,
Sacramento, Los Angeles

Target Audience: Couples, Singles, Families,
Ages 25-55



OAKLAND ALE TRAIL

Greater Bay Area Drive Market,
Sacramento, Los Angeles

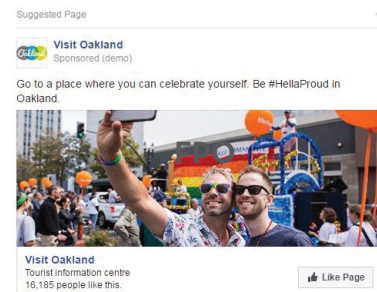
Target Audience: Males, Ages 25-50



OAKLAND URBAN WINE TRAIL

Greater Bay Area Drive Market,
Sacramento, Los Angeles

Target Audience: Females, Ages 25-50



OAKLAND IS HELLA PROUD

Greater Bay Area Drive Market, Sacramento, Los Angeles

Target Audience: LGBTQ+

COLLATERAL



Oakland Inspiration Guide



Convention Card



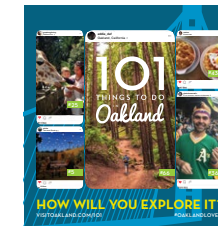
Oakland Urban Wine Trail



Oakland Maps



Oakland Ale Trail Passport



100 Things to Do in Oakland

MARKETING BY THE NUMBERS

1.2 MILLION WEBSITE PAGE VIEWS

23% INCREASE IN WEBSITE SESSIONS

55% OF WEBSITE TRAFFIC COMES FROM MOBILE

21,645 WEBSITE VISITS TO SUMMER LANDING PAGE

Over 75 million in Advertising Impressions

Youtube Channel Views **251%**

Facebook Followers **22%**
Facebook Reach **329%**
Facebook Video Minute Views **63,500%**

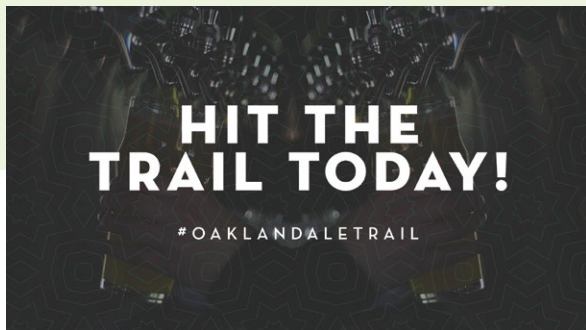
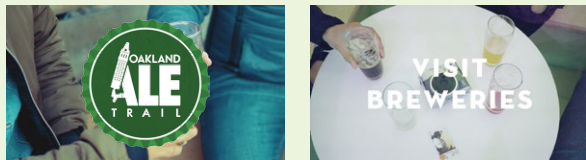
Instagram Followers **37.6%** **#oaklandloveit** used in 39,847 posts

CONTENT DEVELOPMENT

Visit Oakland's content marketing, native advertising and video creation model works to deliver results.



URBAN WINE TRAIL VIDEO



ALE TRAIL VIDEO

Top 10 Oakland Attractions

Like 16 people like this. Be the first of your friends.



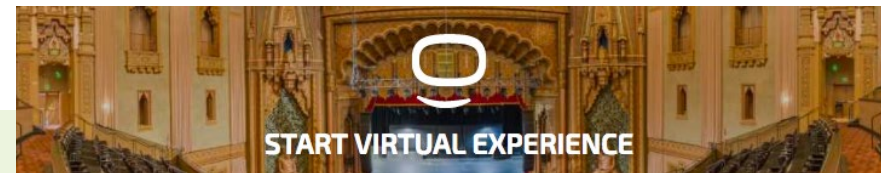
Coming to Oakland soon and wondering what to do? Laser shows, fairylands, urban lakes, we've got you covered in Oakland. Here are our picks for the top 10 attractions in Oakland!

Top Things to Do in Jack London District

Like 90 people like this. Be the first of your friends.



Oakland's waterfront neighborhood - named for the famed American author who grew up here - is a mix of stunning scenery, fantastic food, and lively events. It doesn't matter the time, day or season Jack London Square is always the place to be.



LAUNCHED OAKLAND'S FIRST EVER 360 VIRTUAL EXPERIENCE



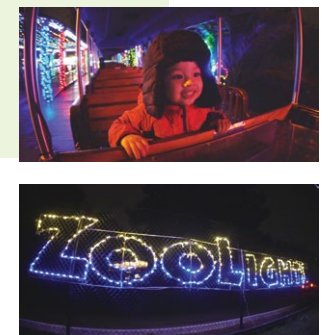
OAKLAND A'S FAN FEST VIDEO



BLACK HISTORY MONTH VIDEO



ZOO LIGHTS VIDEO



7TH ANNUAL OAKLAND RESTAURANT WEEK

PRESENTED BY VISIT OAKLAND
AND AMERICAN EXPRESS



"The city's growing rep as a 'hot culinary destination on the west coast' can be attributed to its unique selection of independent, non-touristy eateries" -Hoodline



In the 7th year of Oakland Restaurant Week the program garnered praise from restaurants and diners alike. New this year was an expanded media buy, online consumer engagements, viral videos and more local sponsorships.



"I saw ads/ billboards all over."

-Izzy's Oakland

"Our customers loved it, said it was a great way to try new restaurants."

-Terrace Room Restaurant & Bar



Expanded advertising and outdoor media buys.

KEY ACCOMPLISHMENTS

93

PARTICIPATING
RESTAURANTS

5,000

DINERS SEATED VIA
OPENTABLE

454,396

PAGE VIEWS TO THE
WEBSITE

\$24 MILLION

PAID MEDIA IMPRESSIONS

3500+

PLAYERS IN LUCKY 7 SLOT
MACHINE WITH DAILY WINNERS

1100

NEW EMAIL
SUBSCRIPTIONS

6

GOLD FORK SPONSOR
RESTAURANTS PARTICIPATED IN
THE NIGHTLY GIFT CERTIFICATE

THANK YOU TO OUR SPONSORS



DESTINATION DEVELOPMENT



OAKLAND URBAN WINE TRAIL

Oakland's Urban Wine Trail is a program developed in partnership with ten Oakland wineries. The goal is to drive brand awareness from key drive markets (Greater Bay Area, Los Angeles and Sacramento) encouraging travel to Oakland for wine tasting and a weekend stay.



WHO NEEDS A VINEYARD?

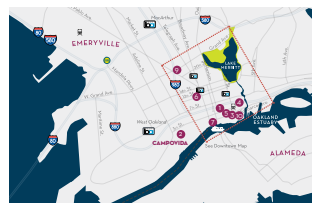
Oakland is home to ten wineries within minutes from each other. Explore the new Oakland Urban Wine Trail and taste delicious California wines in a hella hip, urban setting.

Plan your trip today at
OAKLANDURBANWINETRAIL.COM



KEY ACCOMPLISHMENTS

- 30 second Television Spots during Golden State Warriors Playoffs
- Media Impressions
- 25,048 website views
- Tasting Room Traffic Increased by 15%



OAKLAND ALE TRAIL

The objective of the Oakland Ale Trail is to develop a cohesive brand that encompasses all of the craft beer community within Oakland. This brand has enabled Visit Oakland to more concisely and efficiently promote the industry outside of Oakland, enticing enhanced media coverage and resulting in increased visitation to Oakland for our craft beer community.



KEY ACCOMPLISHMENTS

- Launched the Oakland Ale Trail Brand
- Developed a Passport Program to entice visitors to visit all the breweries and to receive a branded Growler
- Sponsored SF Beer Week
- Sponsored East Bay Brewers Festival
- Launched a digital marketing campaign "The Brew Code"
- Media Impressions
- 36,000 website views



COMMUNITY RELATIONS

NBA FINALS

In 2016/17 Visit Oakland worked in partnership with the City of Oakland and the Golden State Warriors during the NBA Finals. From helping source live shots for shows like ESPN's First Take, to providing media with Oakland images, this world-wide exposure brought the beauty of Oakland to millions of basketball fans for the past three years.

#ROOTEDINOAKLAND

Meanwhile, the Oakland Athletics have a renewed commitment to Oakland and Visit Oakland is collaborating with them on new promotions. A few of note, the 510 Ticket Promotion presented by Visit Oakland provided 20 field level tickets for \$510 to fans. VO was a sponsor of the Oakland A's Mural in downtown Oakland and also assisted in securing Oakland Fan Fest in Jack London Square.



TOURISM CARES IN OAKLAND

Visit Oakland hosted 170 travel professionals that spent 2 days doing volunteer projects in Oakland, including creating a mural, a clean up at Lake Merritt and building sheds for Children's Fairyland.



OAKLAND MURAL GRANT

Visit Oakland's Public Mural Grant Program (PMGP) is a recognition that the arts community within Oakland is valuable in building visitor interest, as well as vital in establishing a strong sense of place for local residents of the city. The program intends to increase the number of public murals for display on the outward walls of buildings within city limits as a way to further enhance the aesthetics of the city, while supporting the incredibly talented artist community within Oakland. The PMGP will identify and fund the projects that highlight positive images of Oakland's history and culture.



PUBLIC RELATIONS

PR ACHIEVEMENTS

The Visit Oakland PR team continues to shape the stories told about Oakland as a destination, highlighting the city's culinary landscape, arts and culture, and position as a gateway to the Bay Area. Ongoing positive media coverage and debunking of Oakland's negative stereotypes continue, focusing on the city's appeal to an international audience.



TOP PR HEADLINES

"It's Party Time in Frisco's Frisky Rival: How Oakland with its New Hipster Hangouts is Becoming San Francisco's Trendier Sibling"

- Daily Mail, June 2016 -

"Meeting Guide: Come on Over to Oakland, the Hottest Spot in the Bay"

- San Francisco Business Times, August 2016 -

"Tourism Leaders Spread the Love Beyond Downtown"

- East Bay Times, October 2016 -

"Oakland's Dining is Hot. Is it Even Hotter Than SF's?"

- SF Gate, November 2016 -

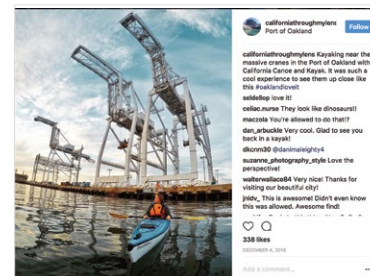
"The Best Things to See and Do in Oakland as San Francisco's hipster brother steps into the Limelight"

- Daily Mirror, May 2017 -

HIGHLIGHTS INCLUDE:

- Launched "Oakland Spotlight," a monthly press release that features a neighborhood in Oakland and strategically focuses PR efforts around the area's businesses and attractions. Kicked off the 2-year program with a press conference in Fruitvale with Mayor Schaaf and City Council members.
- In partnership with Roc Nation, promoted Andre Ward as an Oakland hero story to press in preparation for his last Oakland fight at Oracle Arena.
- Sponsored and led a wine blending session at the Wine Bloggers Conference in Lodi.
- In-person pitches to out of market media including NYC, LA, Seattle and Mexico.

LOCAL NEWS & COMMUNITY OUTREACH



PR BY THE NUMBERS

238 MIL

MEDIA REACH INCREASE

30

PRESS VISITS

85

MEDIA OUTLETS

634,869,068

635M REACH

10

COUNTRIES REACHED
(US, UK, ITALY, CANADA, SPAIN, FRANCE, CHINA, DENMARK, SWEDEN, MEXICO)

FEATURED PUBLICATIONS



OAKLAND SPOTLIGHT

Oakland Spotlight is a program designed to showcase the diverse and vibrant neighborhoods in Oakland. Every month we feature a new neighborhood to highlight the unique cultural institutions, attractions, restaurants that make it a great place to live, and an unforgettable place to visit.



FEATURED NEIGHBORHOODS

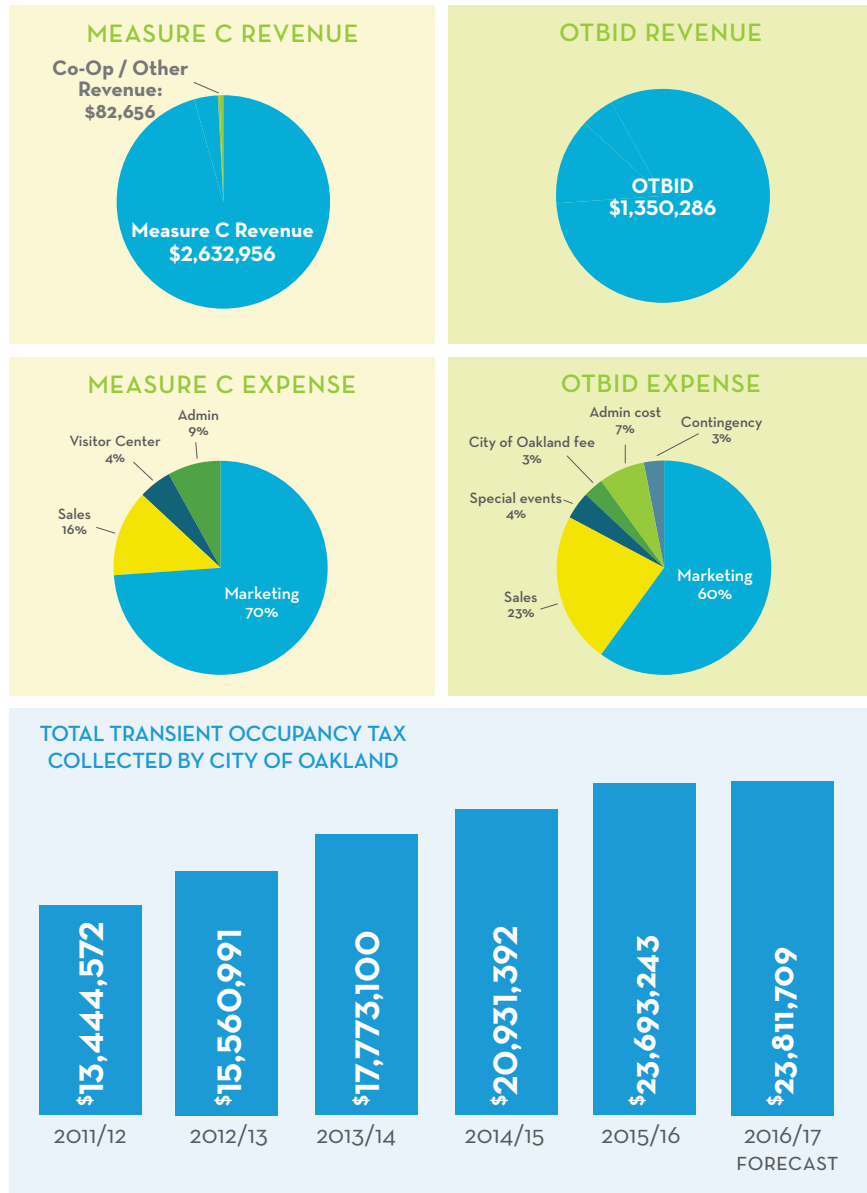
Fruitvale, KONO, Jack London, Chinatown, Downtown, East Oakland, Grand Lake, Lake Merritt, Rockridge, West Oakland



UPCOMING FEATURES

Uptown, Airport District, Oakland Hills, Old Oakland, Lower Hills, Temescal, Piedmont

VISIT OAKLAND BUDGET 2016/17



(Source: City of Oakland)

LOOKING AHEAD TO 2017/18



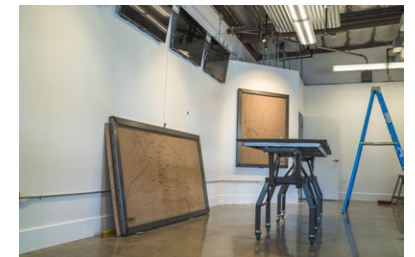
OAKLAND ART MONTH - MAY 2018



NEW MOBILE VISITORS CENTER



NEW FLIGHTS AND ROUTES FROM OAK



JACK LONDON SQUARE VISITOR CENTER RENOVATION

OAKLAND WILL HOST



Connect
CALIFORNIA

- ACCOLADES & AWARDS -

No. 9 among the 10 Most Walkable Cities of 2017 - Redfin, May 2017

No. 5 among the Top 10 Vegan Cities in America - VegNews, May 2017

2017's 3rd Best City for Basketball Fans - WalletHub, May 2017

8th Happiest Place to Live - WalletHub, March 2017

15th among super cool U.S. cities to visit - Expedia Viewfinder, March 2017

Top 10 Cities Where Downtown Is Making a Comeback - Realtor.com, March 2017

7th Most Culturally Diverse U.S. City and 1st in Ethnoracial Diversity - WalletHub, February 2017

Among the Top 10 U.S. cities for employee happiness - Kununu, February 2017

10th Best U.S. City for Living Without a Car - Redfin, February 2017

9th Best City to Score Your Dream Job - GoBanking, January 2017

Oakland's Bushrod neighborhood named the Hottest Neighborhood of 2017 - RedFin, January 2017

America's best new bike lanes of 2016 - People for Bikes, December 2016

7th Greenest City in America - WalletHub, October 2016

No. 7 on roster of cities with the Best Local Food Scene - USA Today, September 2016

11th Best City for Coffee Lovers - WalletHub, September 2016

No. 1 among Top 10 U.S. Cities for International Foods - Travel Channel, September 2016

Area with the highest rate of same-sex female marriage and 6th highest rate of same-sex male marriage
- New York Times, September 2016

11th Best Large City to Live in - WalletHub, July 2016

Oakland MSA Ranked 3rd Best Place for Tech Careers - Value Penguin, June 2016

Oakland is the most diverse large city in the U.S. - WalletHub, May 2016

Oakland ranks as foodie heaven: nation's best city for coffee, food trucks, breakfast and more by Eately
- San Francisco Chronicle, March 30, 2016

Oakland was named the 5th Best City for Basketball Fans - WalletHub, March 2016

Ranked No. 13 among America's Fastest-Growing Cities 2016 - Forbes, March 2016

Among the 52 Places to Go in 2016 - New York Times, January 2016

