Executive Summary 2017/18

This year marked a period of notable accomplishments for Oakland. Among the most recent – for the first time Oakland was selected as one of 28 must-see travel destinations on National Geographic Traveler magazine’s Best Trips 2019 list and the only U.S. destination in the culture category. Visitation and visitor spending continued to head in a positive direction as outlined in this report, with the city’s tourism economy showing an impressive 28% growth in visitor spending over the past five years.

Oakland’s dedicated community partners continued to strengthen visitor experiences with new and refreshed product development, such as Oakland Zoo’s recent expansion of the California Trail, opening of the Radisson Hotel Oakland Airport and recently completed renovations at the Claremont, Waterfront and Z Hotels.

We also recognize Oakland’s city leaders, hoteliers and business community for their support of Oakland’s Tourism Business Improvement District (OTBID). Renewed until 2025, the OTBID provides vital marketing and destination development programs that promote Oakland’s visibility as an engaging leisure and group destination.

Visit Oakland also continues to strengthen its relationships with Oakland International Airport and Port of Oakland to support expanded service in domestic and international markets.

Oakland remains poised for growth with innovative efforts and strategies employed to grow demand for conventions and group events. In 2018, destination sales helped secure meetings valued at more than $43.5 million in economic impact for Oakland and a 40% increase in booked room nights. The USRowing Masters National Championships held on Lake Merritt, which returns in 2020, translated into an economic impact of $6-7 million for our destination.

The tourism outlook in the leisure market remains bright. Visit Oakland employed a series of print and digital marketing initiatives to garner increased brand awareness and excitement. The launch of the new Visit Oakland website resulted in organic website traffic up nearly 34%. The Visit Oakland team produced the Oakland Inspiration Guide, as well as the inaugural Oakland Art Month and Oakland Mural Festival in May, which bestowed an invigorating cultural experience. Oakland Restaurant Week attracted a significant number of culinary enthusiasts and high social media engagement.

In addition to Oakland’s summer and holiday advertising campaigns, Oakland’s Coffee Rush promotion leveraged the city’s stature as the #3 coffee city in the U.S. and a major hub for entrepreneurial roasters and specialty coffee.

A robust public relations presence resulted in increased total media placements over 42%. Visit Oakland maintained strong visibility in the international markets, with an active program of work that included participation in IPW, World Travel Market and Showcase USA in Venice, Italy.

As we enter the coming year, we look forward to the opening of the new Hampton Inn downtown and SpringHill Suites at the Oakland Airport, as well as more product development coming down the pipeline. Visit Oakland has identified a number of strategic priorities that substantially seek to further our tourism economy.

We extend special appreciation to our Board of Directors and their active participation in strategically guiding Oakland’s development. With a membership reflective of the diversity of Oakland’s business sector, they provide invaluable leadership.

I speak on behalf of the entire Visit Oakland team when I say that it’s a privilege to represent Oakland to the world. We look forward to advancing the shared vision of ensuring Oakland’s long-term prosperity.

Mark Everton
CEO, Visit Oakland

Visit Oakland Mission
Increase tourism’s economic impact through destination development and brand management.

Board of Directors/Executive Committee
Mark Hochstatter, Chair, Executive Inn & Suites and Bayside Hotel, a Best Western Plus
Michael LeBlanc, Past Chair, Playt Restaurant
Gyasi Edwards, Vice Chair #1, Booking.com
Sima Patel, Vice Chair #2, Ridgemont Hospitality
Sam Naseif, Z Hotel Jack London Square
V. Toni Adams, Secretary, Retired Alameda County Office of Education
Jon Primm, Treasurer, Courtyard by Marriott Downtown
Mark Everton, CEO, Visit Oakland

Board of Directors
Barney Fonzi, Diablo Publications
Carl Chan, Oakland Chinatown Chamber Foundation
John Albrecht, Port of Oakland
Dr. Joel Parrott, Oakland Zoo
Paresh Patel, The Washington Inn
Barbara Leslie, Oakland Metropolitan Chamber of Commerce
Chris Offutt, Waterfront Hotel
Charles Head, Claremont Club & Spa, A Fairmont Hotel
Christopher Sullivan, Oakland Marriott City Center & Oakland Convention Center
Anand Patel, Piedmont Place
John Marsh, District
Patten Wood, FLRish Retail Management
Thomas Cavanagh, BANADLOOP

Oakland
Economic Impact of Tourism in 2017

- **3.8M** VISITORS IN 2017
- **$668M** ANNUAL VISITOR SPEND (UP 6.5% IN 2017)
- **$882M** TOTAL BUSINESS SALES
- **7,310 JOBS** TOURISM SUPPORTS 1 IN 30 OAKLAND JOBS (UP 17.3% SINCE 2013)
- **$142M** VISITOR GENERATED STATE AND LOCAL TAXES (OFF-SETS $505 OF TAXES PER HOUSEHOLD)
- **7.3% INCREASE** IN ROOM DEMAND/REVENUE (INTERNATIONAL TRAVELERS TICKED UP MODESTLY IN 2017)

The Oakland travel industry benefits from improving consumer confidence and rising incomes. This positive economic environment is leading to steady gains in spending.

Source: Economic Impact of Visitors to Oakland in 2017, Tourism Economics December 2018
Key Accomplishments in 2018

Visit Oakland's key accomplishments are based on their strategic initiatives to increase brand awareness to potential over-night travelers through a variety of convention and meetings sales strategies, marketing to domestic and leisure travelers, marketing to the meetings industry, and implementing public relations strategies.

- TOURISM IMPROVEMENT DISTRICT (OTBID) RENEWAL UNTIL 2025
- HOSTED US ROWING MASTERS NATIONALS CHAMPIONSHIPS ON LAKE MERRITT WITH AN ECONOMIC IMPACT OF $6-7M [Secured Event for 2020]
- LAUNCHED INNOVATIVE NEW WEBSITE

Sales
- $43.5M ECONOMIC IMPACT OF MEETINGS
- 48% INCREASE IN ECONOMIC IMPACT
- 43,092 ROOM NIGHTS
- 40% INCREASE IN BOOKED ROOM NIGHTS

PR
- 321 MEDIA PLACEMENTS IN TOP TIER PUBLICATIONS
- 40% INCREASE IN MEDIA PLACEMENTS

Marketing/Digital/Social
- 1.3M TOTAL VIDEO VIEWS
- +50.6% USAGE #OAKLANDLOVEIT
- +38.74% SESSIONS UP ORGANIC WEBSITE TRAFFIC
- +12.01% WEBSITE VISITS
- +29.11% HIGHER TIME ON SITE ON MOBILE
- LAUNCHED 8TH ANNUAL RESTAURANT WEEK, SUMMER CAMPAIGN, OAKLAND COFFEE RUSH, AND HOLIDAY CAMPAIGN
- 89,746 PARTNER QUICK VIEWS
- +7.47% PARTNER REFERRALS UP

Other Accomplishments
- LAUNCHED INAUGURAL OAKLAND ART MONTH AND MURAL FEST IN MAY 2018
- PARTNERED WITH OAK FOR NEW PARIS + ROME FLIGHTS
- 55,000 OAKLAND INSPIRATION GUIDES DISTRIBUTED

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Sales

- +16% LEADS GROUP SALES ROOM NIGHTS
- 96 MEETING PLANNER FAMS
- 170 TRAVEL TRADE FAMS

Year over Year Economic Impact and Booked Room Nights

- 40% INCREASE IN BOOKED ROOM NIGHTS
- 48% INCREASE IN ECONOMIC IMPACT

2018
- SECURED MEETINGS VALUED AT $43M ECONOMIC IMPACT
- 43K BOOKED ROOM NIGHTS

2017
- SECURED MEETINGS VALUED AT $22M ECONOMIC IMPACT
- 25K BOOKED ROOM NIGHTS

Awards

- 2018 PARTNER OF THE YEAR - MPINCC ANNUAL GALA
- 2018 SUPPLIER OF THE YEAR, RHANEE PALMA – PCMA BAMIES

Hotel Performance

All Oakland Hotels for FY 2017:
- OCC 75.2%
- ADR $149.82
- REVPAR $112.59

FY 2018:
- OCC 76.7%
- ADR $155.79
- REVPAR $119.53

The Bigger Full-Service Oakland Hotels Increase over 2017:
- OCC +0.5%
- ADR +4.5%
- REVPAR +5.0%

For all Oakland Hotels over 2017:
- OCC +2.1%
- ADR +4.0%
- REVPAR +6.2%

In Comparison to other Cities’ Performance:

San Francisco
- OCC -1.4%
- ADR +6.2%
- REVPAR +4.7%

Santa Clara
- OCC +2.2%
- ADR +4.3%
- REVPAR +6.6%

*Occupancy | **Average Daily Rate | ***Revenue Per Available Room
“5 Reasons Oakland, California Makes the Perfect Summer Vacation Spot”

Oakland’s street art scene is vibrant. New works will be created during the city’s first Mural Festival

“Oakland’s Street Art Scene is Vibrant.”
Los Angeles Times

“Oakland Makes National Geographic Travel’s Best Trips List for 2019”

“How to Spend the Ultimate Eating Weekend in Oakland”

“13 Facts About Oakland’s Food Scene You Know If You’re a Local”

Domestic Public Relations – Earned Media

- 185 MEDIA PLACEMENTS
- 62 MEDIA FAMS
- 20 INFLUENCER FAMS
- 500.3 MILLION REACH
- $3.1 MILLION AD VALUE
International Public Relations – Earned Media

• 136 MEDIA PLACEMENTS
• 12 INTERNATIONAL FAMS
• 132 MILLION INTERNATIONAL REACH
• $643,000 INTERNATIONAL AD VALUE
• INTERNATIONAL REACH: ITALY, SPAIN, UNITED KINGDOM, CANADA, MEXICO, SCANDANAVIA, THE NETHERLANDS

“Welcome to Oakland the West Coast Brooklyn”

“Transformative Oakland”

International Travel Trade, Tour Operators, and FIT

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. Norwegian Paris to OAK Launch, Paris; IPW, Travel Trade Appointments, Denver; Showcase USA-Italy, Venice 4-5 March 2018; FCO OAK Launch Event (Participants: 10 TO Reps, 25 Travel Agencies, 12 Digital Influencers, 27 press reps); Italian FAM; United Airlines FAM TRIP 10-14 April; Training at Alpitour HQ in Milan on 7th May

La playlist di Oakland per cibo, drinks e musica

MUSICA NEI DISTINTI DELLA BAY AREA

Itinerario di 3 días en Oakland

Pier 39

Temple

Itinerario de 3 días en Oakland

International FAM - Federica Dinardo
Marketing – Owned Media

Year over Year Increases for 2018
• +38.74% ORGANIC TRAFFIC SESSIONS
• +12.01% TOTAL SESSIONS
• +29.11% AVERAGE SESSION DURATION
• 70K PARTNER REFERRALS (+7.47%)
• 89K PARTNER QUICK VIEWS

Mobile
• +29.11% HIGHER TIME ON SITE ON MOBILE
• +16.82% MORE PAGES PER SESSION
• -5.26% LOWER BOUNCE RATE

Awards
• 2018 SILVER ADRIAN AWARD – HSMAI
• 2018 COMMUNICATOR AWARD – AIVA

First DMO website to launch AudioEye “Digital Accessibility Solution”

Social Media Stats
• +13.5% FACEBOOK FOLLOWERS
• +10.5% FACEBOOK REACH
• +215% FACEBOOK VIDEO MINUTE VIEWS
• +1,229.4% YOUTUBE CHANNEL VIEWS
• +23.8% INSTAGRAM FOLLOWERS
• +50.6% #OAKLANDLOVEIT USAGE

Things To Do

upcoming events
Oakland Restaurant Week
Build increased National brand awareness of the thriving culinary scene in Oakland in drive market.

- 21 FOODIE INFLUENCERS
- 82 RESTAURANTS
- 1,188 RESERVATIONS MADE VIA OPENTABLE
- $247K REVENUE ESTIMATED TOTAL
- 48M IMPRESSIONS
- 22 MEDIA PLACEMENTS
- 150K INSTAGRAM STORY IMPRESSIONS
- 246,664 PAGE VIEWS
- 65K VIDEO VIEWS

Holiday Campaign
Visit Oakland launched the Holiday Campaign to boost retail sales.

- 10 SMALL BUSINESSES HIGHLIGHTED
- 6,315 PAGE VIEWS
- 121K IMPRESSIONS
- +266.5% COMMENTS
- 5,000 HOLIDAY EVENT RACK CARDS DISTRIBUTED TO HOTELS & AIRPORT

Oakland Art Month
The entire month of May was dedicated to promoting the artists and events that highlight the diversity of Oakland’s artistic community.

- 4.3M PR REACH
- $40K PR AD VALUE
- 315K VIDEO VIEWS
- 52K WEBSITE PAGE VIEWS
- 937K FACEBOOK AD VALUE
- 426 #OAKLANDARTMONTH INSTAGRAM POSTS
- 482 #OAKLANDMURALFESTIVAL INSTAGRAM POSTS

Urban Wine Trail Re-Launch
Created a more inclusive program with wineries, wine shops, tours, and bottle shops.

- NEW WINE TRAIL MAP AND PASSPORT
- PASSPORT REDEMPTION PRIZE
- WINE INFLUENCER FAM
- GEO-TARGETING AT HOTELS
Summer Campaign
Visit Oakland launched a summer campaign to target at-large Bay Area, drive markets and nearby direct flight destinations.

- 1.7M DIGITAL IMPRESSIONS
- 101.98%+ WEBSITE TRAFFIC FROM SACRAMENTO, CA
- 15.96%+ WEBSITE TRAFFIC FROM PORTLAND, OR
- 16 HOTEL PACKAGES BOOKED
- 7M READERSHIP

Oakland Coffee Rush
Visit Oakland launched the Oakland Coffee Rush to celebrate Oakland’s unique and vibrant coffee culture. It officially launched on International Coffee Day, September 29.

- 7.8K VIDEO VIEWS
- $73K AD VALUE
- 3M PR REACH

HOSTED VISIT FOR JEAN LEE @JEANIUSEATS
- 18 INSTAGRAM POSTS AND STORIES

“A Coffee Lover’s Guide to Oakland”
THE EPOCH TIMES
Visit Oakland in the Community

Community Partnership
- City of Oakland
- Oakland Airport
- Oakland Metropolitan Chamber of Commerce
- Oaklandish
- Wine & Bowties
- OAKELLA
- Bay Area Mural Fest
- Port of Oakland
- BIDs (Business Improvement Districts)
- Oakland Zoo
- Fairyland
- Capitol Corridor
- Amtrak San Joaquin
- Bartable
- Art & Soul
- 3rd Thursday @ Latham Square
- Hellas Gay 5K
- Rainbow Crosswalk
- Mural Grant Program
- Oakland Parks & Rec
- OPD
- Oakland Grown
- Ralph Bunche Academy
- Fantastic Negrito
- Oakland A's Fan Fest
- Jack London Square
- First Friday's
- Black Santa
- Dia de Los Muertos

Tourism Education
- Small Business Week – Social Media Workshop
- Disability 101 – Customer Service Training
- Sales Lunch and Learn with Partners, Oakland
- Visit California Global Ready India, Oakland
- Cannabis Tourism 101

Tourism Sponsored Events
- Oakland Running Festival
- Oakland Marathon
- Oakland Triathlon
- Eat Real Fest
- Oakland Cocktail Week
- Black Joy Parade
- Oakland Central/Old Oakland Ice Skating Rink
- Audacity Fest
- Turkey Trot
- Gran Fondo
- Haute Route
- Oakland Pride Festival
- Blurry Vision
- Treasure Island Music Festival
- USRowing Masters Championship
Strategic Priorities 2019

#1 Increase Oakland’s Brand Awareness
  • Awareness focused efforts promoting the overall destination
  • Promote Oakland’s brand to Group, Corporate, Leisure and International audiences through Marketing and Sales strategies
  • Target Key Media, Influencers and Bloggers with compelling stories that drive media coverage and social media impressions
  • Partner with Oakland’s based tourism offerings and attractions to build brand awareness and increase visitations
  • Continue to drive website traffic to relevant content through cutting-edge social media, marketing, and digital strategies
  • Continue awareness of Oakland with international media in target markets

#2 Grow Demand for Destination
  • Deploy sales resources towards Corporate, Association and 3rd party Meeting Planners to increase Meeting & Travel Industry consideration
  • Host Familiarization trips to Oakland for Planners, Media and Influencers
  • Partner with our hotels for year-round packages and need-time promotions
  • Implement strong sales and media strategies in key international travel trade markets
  • Deliver value to and collaborate with tourism-related businesses to inspire travel to Oakland

#3 Be a Leader in Destination Development
  • Grow consumer engagement and loyalty
  • Facilitate Product Development, especially hotel development
  • Create value for visitors and residents
  • Advocacy – Maintain and build active government and community relations
  • Enhance Partner Capabilities

#4 Strengthen & Grow our Partnerships
  • Collaborate and assist on air service development
  • Support City Marketing Initiatives
  • Build successful Community Partnerships
2018 Budget Allocation/Funding

**$2.9M**

**MEASURE C REVENUE**

MEASURE C EXPENSE:
- 70% MARKETING
- 16% SALES
- 4% VISITOR CENTER
- 9% ADMIN

**$1.5M**

**OTBID REVENUE**

OTBID EXPENSE:
- 63% MARKETING
- 23% SALES
- 4% SPECIAL EVENTS
- 3% CITY OF OAKLAND FEE
- 7% ADMIN
- 3% CONTINGENCY

**TOTAL TRANSIENT OCCUPANCY TAX TO CITY OF OAKLAND'S GENERAL FUND**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>2011/12</td>
<td>$13M</td>
</tr>
<tr>
<td>2012/13</td>
<td>$15M (+16.8%)</td>
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<tr>
<td>2013/14</td>
<td>$17M (+3.3%)</td>
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<tr>
<td>2014/15</td>
<td>$20M</td>
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<tr>
<td>2015/16</td>
<td>$24M (+18.1%)</td>
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<tr>
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<td>$25M</td>
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<td>2017/18</td>
<td>$30M</td>
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</tbody>
</table>

(+16.8%, +3.3%, +18.1%)