



VISIT  
santa rosa  
*Sonoma County, CA*

# SRTBIA

## **Annual Report** Fiscal Year 2018-2019 **Work Plan** Fiscal Year 2019-2020

The City of Santa Rosa's Economic Development Division partners with the Santa Rosa Metro Chamber's Visit Santa Rosa program to produce Santa Rosa tourism campaigns, actively promote Santa Rosa as a unique tourism destination, and operate and manage the California Welcome Center located in Railroad Square.

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# SRTBIA

## Santa Rosa Tourism Business Improvement Area

### OVERVIEW

The SRTBIA was established by **Santa Rosa Ordinance 3946** on August 3, 2010, creating a public-private partnership between the City of Santa Rosa, the Santa Rosa Metro Chamber, and Santa Rosa lodging establishments.

The SRTBIA is a **3% assessment** paid by people staying at Santa Rosa lodging establishments. On a quarterly basis, the lodging establishments remit these funds to the City. After a 2% City administrative fee is deducted from the total funds remitted, the remaining 98% of the funds are disbursed as follows:

- **30%** of the funds collected go to the City and is managed by the Economic Development Division of the Planning and Economic Development Department
- The remaining **70%** goes to the Santa Rosa Metro Chamber for their Convention & Visitors Bureau and Welcome Center operations & services

The Assessment provides for efficient and complementary destination marketing, tourism and group sales, and programs that encourage overnight stays and tourism infrastructure support.

### BOUNDARIES (participating businesses)

Lodging businesses collecting the 3% assessment are those operating within the Santa Rosa city limits, and include hotels, motels, bed and breakfast inns, vacation rentals, and all similar lodging businesses.

### AUTHORIZED USES (Ordinance 3946, Section 6-56.290)

The purpose of forming the Area as a business improvement area under the Law is to provide revenue to defray the costs of services, activities, and programs that promote and encourage tourism within the Area, which will benefit the Operators of Lodging establishments paying Assessments in the Area through the promotion of scenic, recreational, cultural, and other attractions in the Area.

Revenues from Assessments may also be used for programs, services, and activities inside or outside the Area, if such programs, services, and activities are designed to promote and encourage overnight visits to the Area. Revenues from Assessments may also be used to pay or reimburse administrative costs incurred by the Contractor or the City in connection with the creation of the Area and the ongoing administrative costs associated with the Marketing and Event Activities.

## FINANCIAL SUMMARY

### SRTBIA Assessment Actuals by Quarter

	Q1	Q2	Q3	Q4	Total	
<b>2018</b>	\$ 393,047	\$ 510,618	\$ 548,560	\$ 420,849	\$ 1,875,075	- 10%
<b>2017</b>	\$ 366,148	\$ 533,979	\$ 651,202	\$ 466,609	\$ 2,017,940	- 10%
<b>2016</b>	\$ 359,117	\$ 532,124	\$ 659,658	\$ 476,708	\$ 2,027,608	+ 10%
<b>2015</b>	\$ 319,047	\$ 471,471	\$ 600,755	\$ 432,620	\$ 1,823,893	+ 11%
<b>2014</b>	\$ 278,597	\$ 414,046	\$ 538,212	\$ 400,503	\$ 1,631,358	+ 11%
<b>2013</b>	\$ 243,392	\$ 388,906	\$ 486,382	\$ 334,930	\$ 1,453,610	+ 12%
<b>2012</b>	\$ 213,069	\$ 324,949	\$ 442,635	\$ 305,237	\$ 1,285,890	+ 11%
<b>2011</b>	\$ 192,463	\$ 285,884	\$ 405,871	\$ 258,274	\$ 1,142,492	

## PROGRAM BUDGETS – ACTUALS

### CITY BUDGET – FY 18-19

	BUDGETED	YTD ACTUALS
Administration + Ops	\$ 185,009	\$ 179,504
Marketing & Promotions	\$ 245,491	\$ 139,387
Event Support & Attraction	\$ 50,000	\$ 61,575
<b>Total</b>	<b>\$ 453,500</b>	<b>\$ 380,466</b>

### VISIT SANTA ROSA BUDGET – CY 2018

	BUDGETED	ACTUALS
Administration / Operations	\$348,602	\$348,831
California Welcome Center Operations	\$197,792	\$185,179
Group Sales, Marketing, Promotions, PR	\$664,783	\$569,019
Event Support & Attraction	\$250,000	\$359,763
<b>Total</b>	<b>\$1,461,177</b>	<b>\$1,462,792</b>

## Contributions and Other Funding Sources – Visit Santa Rosa

Visit Santa Rosa received the following additional contributions for the 2018 Calendar Year:

\$ 31,000	County of Sonoma Welcome Center Funding
\$ 49,348	Merchandise Sales
\$ 13,100	Other
\$ 6,000	Certified Folder Contract Fees

## ADVISORY BOARD

The SRTBIA Advisory Board is comprised of five members appointed by City Council as follows:

- One Santa Rosa Metro Chamber employee
- One City of Santa Rosa employee
- Three hotel operators, at least one of whom is employed by a full-service hotel, and one of whom is employed by a select service hotel

The role of the Advisory Board is to advise the City Council on the amount of the Area's assessments and on the services, programs, and activities to be funded by the assessments. The Advisory Board meets on a bi-monthly bases throughout the year and meetings are typically in the offices of the Santa Rosa Metro Chamber.

The current Board roster is as follows:

	<b>Affiliation/Position</b>	<b>Representing</b>
• Peter Rumble	President and CEO	SR Metro Chamber
• Raissa de la Rosa	ED Manager	City of Santa Rosa
• Donna Renteria	Best Western Garden Inn	Hotel - Select Service
• Todd Anderson	Best Western Plus Wine Country Inn & Suites	Hotel – At Large
• Vern Lakusta	Hotel E	Hotel – Full Service

## ADDITIONAL REQUIRED COMPONENTS

In accordance with the Parking and Business Improvement Area Law of 1989, Section 36500 et seq. of the California Streets and Highways Code, the following information must be included in the Annual Report and Work Plan:

- **Changes to boundaries:**  
No changes recommended
- **Improvements and activities to be provided for the upcoming fiscal year:**  
Outlined herein
- **Estimated cost of providing the improvements and the activities for the upcoming fiscal year:**  
Outlined herein
- **Changes to the method and basis of levying the assessment:**  
No changes recommended
- **The amount of any surplus or deficit revenues to be carried forward from a previous fiscal year:**  
Outlined herein
- **The amount of any contributions to be made from sources other than assessments levied pursuant to this part:**  
Outlined herein

# TOURISM ECONOMICS

## Regional Indicators & Data

According to Sonoma County's 2018 Annual Tourism Report, tourism indicators show that travel is steadily increasing in Sonoma County following the economic downturn beginning in 2007-2008 and the October 2017 wildfires. Destination spending, transient occupancy tax (TOT) receipts, industry earning, and local and state tax receipts are the highest that Sonoma County has seen in the last decade. Travelers from around the country and world are flocking to Sonoma County and supporting the local economy through increased spending.

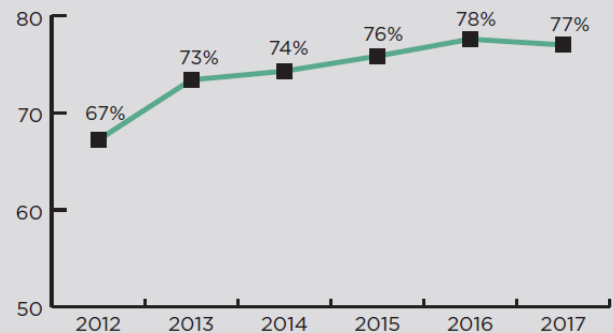
### Indicators

#### AVERAGE OCCUPANCY RATES

Visitors staying in hotels and motels are single-largest source of destination spending in Sonoma County, with an estimated \$1.1 billion in spending in 2017. Many residents who lost their homes in the fires and those assisting with recovery and rebuilding spent extended periods of time in hotels and motels. This caused a rise in hotel and motel spending from locals rather than tourists.

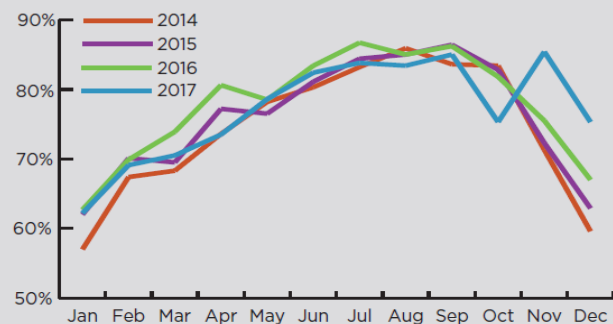
**AVERAGE DAILY RATES** Sonoma County's occupancy rates stayed relatively stable amid expansion in County's room offerings through 2007. During 2008 and 2009, however, average occupancy dropped as the recession decreased discretionary consumer spending. Annual occupancy rates have been steadily increasing since 2009. Occupancy rates increased in November 2017 as residents who lost their homes in the October 2017 fires flocked to hotels for temporary lodging. With three hotels destroyed and others sustaining damage, a larger-than-usual drop in occupancy rates was experienced in 2018.

**Annual Average Occupancy Rate**  
Sonoma County, 2012-2017



Source: Smith Travel Research

**Occupancy Rate by Month**  
Sonoma County, 2014-2017

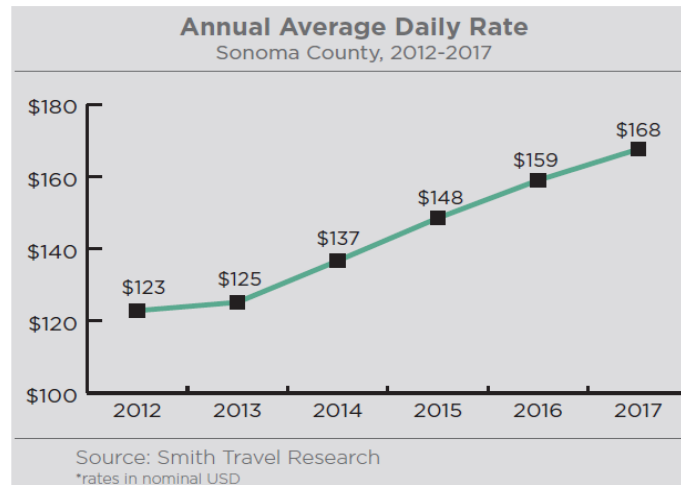


Source: Smith Travel Research

## Indicators (Cont'd)

### ANNUAL AVERAGE DAILY RATE

Average daily rate (ADR) began to increase following the low seen in 2010 at \$112.30. For 2017, the average daily rate improved to \$167.59, in line with other positive figures for travel into Sonoma County.

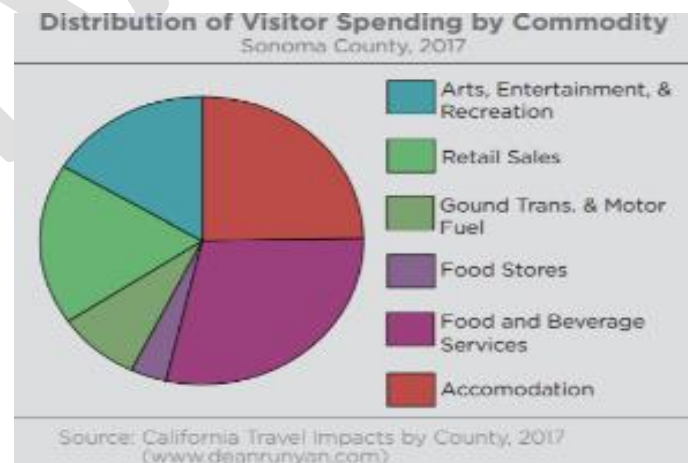


**VISITOR SPENDING** Sonoma County visitors spend a similar share of total spending on accommodations (25%), retail purchases (18%), and arts, recreation & entertainment (16%). They spend the largest amount on food and beverage services (29%) and accommodations (25%).



### INDUSTRY EMPLOYMENT

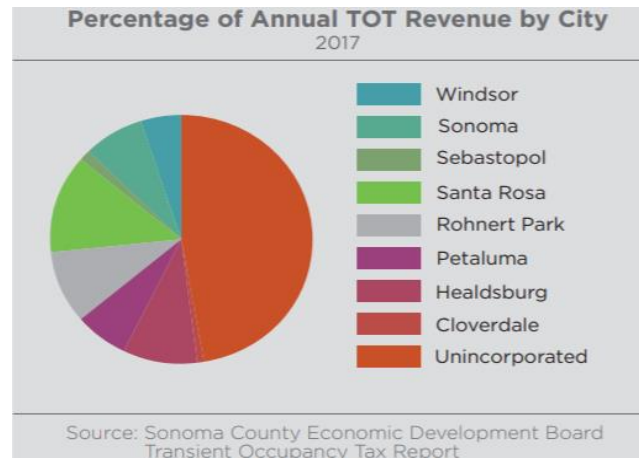
Distribution of employment within Sonoma County's tourism industry is similar to previous years, with 51% of employment in accommodations & food services, 37% in arts, entertainment & recreation, and 7% in retail. Ground transportation and air travel (Other Travel) have also increased their share of employment at 2.3% and 2.6%, respectively.





## Indicators (Cont'd)

**TRANSIENT OCCUPANCY TAX (TOT)** is a local tax on room rental revenue in lodging properties located in Sonoma County. The TOT rate varies between 9% and 14% from city to city. Revenues in Sonoma County increased 16.53% from \$37.5 million in 2016 to \$43.7 million in 2017. TOT revenues fell in 2008 and 2009 as the recession began to negatively affect visitor traffic and spending nationwide. The levels have completely rebounded, with 2016 TOT revenues as the highest ever in Sonoma County.



## TRANSIENT OCCUPANCY TAX

As of 2016, **Santa Rosa lodging establishments generated 16% of the County's Transient Occupancy Tax (TOT)**; higher than any of the other incorporated cities in Sonoma County, and just under half of that generated in unincorporated areas (39%).

### Santa Rosa Transient Occupancy Tax by Quarter

	Q1	Q2	Q3	Q4	Total	
<b>2018</b>	\$ 1,179,143	\$ 1,531,855	\$ 1,645,681	\$ 1,268,549	\$ 5,625,228	-10%
<b>2017</b>	\$ 1,098,497	\$ 1,601,930	\$ 1,953,564	\$ 1,399,845	\$ 6,053,836	- 10%
<b>2016</b>	\$ 1,077,265	\$ 1,595,832	\$ 1,979,642	\$ 1,429,781	\$ 6,082,520	+ 10%
<b>2015</b>	\$ 957,684	\$ 1,413,327	\$ 1,801,829	\$ 1,294,574	\$ 5,467,414	+ 11%
<b>2014</b>	\$ 836,436	\$ 1,241,528	\$ 1,610,962	\$ 1,200,765	\$ 4,889,721	+ 10%
<b>2013</b>	\$ 730,203	\$ 1,166,691	\$ 1,459,427	\$ 1,004,402	\$ 4,360,723	+ 11%

# 2018 ACCOMPLISHMENTS

## City of Santa Rosa Program Highlights

### OUT THERE SR CAMPAIGN

#### Objectives

- Build measurable engagement and drive visitation from outside markets
- Maintain and enhance:
  - Awareness of Santa Rosa in key target markets
  - Authentic and user generated marketing content
  - Community presence, engagement and participation

#### Initiatives

- **Outbound Relationship Marketing:** Extend the reach of the campaign to effectively reach likely visitors in a disruptive and engaging way. Focus efforts on online channels with strong call to action to OutThereSR.com to increase efficiency, effectiveness and measurability.
- **Content Category Micro-Targeting:** Infiltrate and, as much as possible, disrupt media environments aligned with SR-related areas of interest, such as

cycling and craft beer. Tactics include intrusive digital advertising units, promotions and events.

- **Maintain Content Cadence and Relevance:** Through [OutThereSR.com](http://OutThereSR.com), continue to create and disseminate compelling content.
  - Refresh Ambassadors where necessary and continue to introduce new guest-bloggers, particularly those with established followings
  - Consider alternative incentives/rewards for user generated content creation.
- **Maintain Local Engagement:** Continue to have a strong presence at local events and stay active as a participant, sponsor and curator of local culture such as arts, music, food, etc.

## PLACEMAKING + LOCAL ENGAGEMENT:

The **Welcome Wagon** serves as a mobile content collector and public engagement platform. Attendance at events is an important element of the campaign. **The Welcome Wagon** took presence during at the Annual Railroad Square Music Festival, Santa Rosa's Sesquicentennial Celebration, Winter Lights and others.



**OutThereSR merchandise** featuring local artists is available online, at special events, at the Santa Rosa Visitors Center, and other locations interested in carrying items.

New merchandise was created for sale and for give-away, extending the brand.



## WEBSITE + SOCIAL MEDIA STATS

Our **blog website OutThereSR.com** has fresh content generated by locals about Santa Rosa's food, beer, wine, art, music, and cycling.

In 2018, the City's visitor sites received approximately 149,082 webpage views.

The **OutThereSR Dispatch**, our **quarterly email newsletter**, reaches 7,278 email subscribers to push traffic to and highlight blog posts on

[OutThereSR.com](http://OutThereSR.com)

Using multiple social media platforms, we engage with 13,343 followers on **Facebook**, 7,508 followers on **Twitter**, and 5,087 followers on **Instagram**, and 37,029 **YouTube** views to promote Santa Rosa and push website traffic.

## TOURISM INFRASTRUCTURE

Inherent in the Economic Development Division's management of the City's portion of the SRTBIA assessment funds, an effort is placed on aligning the tourism campaigns with business and workforce attraction, retention and expansion. Workforce attraction and retention has been a common theme of angst amongst tourism serving businesses, with businesses identifying housing as the root cause of much of this difficulty.

In 2014, tourism accounted for approximately 19,350 jobs in Sonoma County, a higher number than our surrounding counties, and a 2.4% increase from 2013. Because Santa Rosa houses approximately one-third of the County's workforce, the Division views investing time and money into progression and implementation of the Santa Rosa Housing Action Plan to be a worthwhile undertaking for the continued growth of the economy, including tourism.

Similarly, the Division recognizes the value of time, effort, and often funds towards such projects as the reunification and programming of Old Courthouse Square and other placemaking opportunities. A foundational aspect of placemaking is addressing land use issues, and the policies and processes that enable business development including the attraction of businesses that attract and enhance tourism and the tourist experience.

Examples of the value of these investments can be seen in such articles as:

- The Press Democrat, [New co-working center coming to Santa Rosa](#), April 3, 2018
- The Press Democrat, [Celebration set for Santa Rosa's 150<sup>th</sup> birthday](#), August 30, 2018

## OTHER INITIATIVES

- Increase the tourism industry's impact on the local economy by supporting opportunities for growth for Santa Rosa's and Sonoma County's tourism related businesses:
  - Collaborate with the Sonoma County Economic Development Board on initiatives such as the Outdoor Recreation sector which is comprised of more than 350 outdoor recreational businesses
  - Build and maintain relationships with past, current, and potential event producers such as Bike Monkey, Medalist Sports, The North Bay Hootenanny, The Lost Church, etc.
- Pursue industries and businesses that can benefit from Santa Rosa's unique offerings in terms of locational assets (e.g. 5<sup>th</sup> largest city in the Bay Area, largest city in Sonoma County), infrastructure (e.g. water utilities, road network, airport),

and business culture (e.g. land use, progressing zoning practices, process improvements).

- Engage the craft brewing and distillery community, connecting them to operational resources and product suppliers, building networks and enhancing cluster development
  - Partner with Go Local to identify and add value to small local businesses that enhance the visitor experience, such as farms, restaurants, boutiques, etc.
- Expand opportunities to promote public art and seek greater partnerships throughout the County and the State
- Marketing and ads
  - Restaurant Week
  - Small Business Awareness Week
  - National Travel and Tourism Week
- Participate on Sonoma County Airport Board of Directors and Marketing Subcommittee and the Downtown Action Organization Board of Directors

# 2018 ACCOMPLISHMENTS

## Visit Santa Rosa Program Highlights

### SALES

- Worked with local clubs, regional state and national organizations to bring sporting events to Santa Rosa
- Focused on conferences, events and meetings group resulting in 5,656 group room nights booked into Santa Rosa SRTBIA hotels in 2018
- Through the group sales effort, drove business of non-hotel room nights resulting in non-lodging leads valued at \$324,290
- Worked with a diversity of groups that included: Adult Sports (Senior Hockey), Sonoma County Wine Country Games, Epic Cup Soccer Tournament....
- Youth Groups included; American Junior Golf Assn, All Star Tournament, NorCal Odyssey of the Mind Tournament
- Other Groups - Beaglefest, Classic Mandolin Society, Bay Area Travel Writers, Model A Convention, Beerfest, Sonoma County Pride
- Business Conferences - Grassfed Exchange Conference, CA United Postmasters & Managers of America State Convention, Salmonid Restoration Conference
- Focused on Silicon Valley as a target group market by attending trade shows and meeting monthly in person with travel managers, travel agents, meeting planners and concierges
- Focused on conferences, events and meeting groups resulting in 7,899 group room nights booked into Santa Rosa SRTBIA hotels in 2017
- Through the group sales effort, drive business of non-hotel room nights resulting in non-lodging leads valued at \$406,682 in 2017
- Support our SRTBIA events through booking staff and visitor rooms into Santa Rosa lodging and referring ancillary revenues to local businesses
- Capitalize on Sonoma County as a destination wedding location by attending wedding shows and sending out wedding related leads including venue locations, transportation and ancillary events
- Work with all types of groups including North Bay Regional Fencing Tournament, Chef's Cycle, Alaska Airlines Corporate Sales Manager, Summit on Homeless Solutions, corporate meetings, retreats, social events, etc.

- Service existing groups who already have rooms secured to increase spend (upsell) and extend stays. Create value added program like dine-arounds and fun-arounds for groups
- Leverage all potential partners including Recreation and Parks, the Fairgrounds, Epicenter
- Promote “local host” and assist residents in bringing their meetings, conferences and regional associations to Santa Rosa
- To attract corporate businesses, advertise in MPI and SV Business Journal
- Regularly updated content and provided a dynamic website experience resulting in 111,637 unique website visitors in 2018

## **MARKETING + ADVERTISING + PUBLIC RELATIONS**

- Use multiple platforms of social media focusing on creating engagement and sharing the destination with 34,292 Facebook and 4,769 Twitter followers at the end of 2018
- Welcome 61,177 visitors into the center
- Drive revenues to our lodging partners through an effective visitor marketing program to include both print and electronic advertising
- Use programmatic and targeted advertising to focus our messaging to travelers
- Regularly update content and provide a dynamic website experience resulting in 152,179 unique website visitors in 2017
- Work with partners like Sonoma County Tourism and leverage co-ops to insure Santa Rosa is present in county wide opportunities and programs including the largest section of the Sonoma County Tourism Guide
- Use multiple platforms of social media focusing on creating engagement and sharing the destination with 44,484 Facebook and 4,709 Twitter followers at the end of 2017
- Emphasize public relations and earned media that create favorable converge for the destination by participating with Visit California media missions and outreach to influencers



## CALIFORNIA WELCOME CENTER

- Maintain daily Welcome Center operations 361 days a year
- Welcome 61,177 visitors into the center
- Capitalize on local expertise using volunteers who donated 2,781 hours assisting visitors
- Work with Visit California to promote Santa Rosa and the state-wide welcome center network
- Conduct ongoing training programs for staff and volunteers highlighting the Sonoma County Certified Tourism Ambassador Program
- Work with the Sonoma County Economic Development Board and Sonoma County Tourism to feature and promote both Santa Rosa and Sonoma County to all visitors
- Support local artist and photographers by creating a rotating photo display featuring Santa Rosa and Sonoma County locations
- Promote Santa Rosa by featuring merchandise from locals along with merchandise with Santa Rosa proudly showcased on the produce including Out There SR logo items

## TOP ARTICLES

- Vogue Magazine: "From Florida to Idaho: 9 US Destinations to Visit in 2018"
- Architectural Digest: "Here's Proof that California Wine Country Has Risen from the Ashes"
- Great Beer Now: "Take Me to the River: Russian River Brewery, that is"
- Portland Monthly: A Perfect Weekend Getaway in Santa Rosa"
- NBC Bay Area's Worth the Trip: "The Astro: Santa Rosa by Way of Out Space"
- Sonoma Magazine: "8 Great Sonoma Wineries for Mother's Day Wine Tasting."
- Late Afternoon Blog: "Sonoma Guide"
- Allie Eats: "Food, Wine and a Safari? Only in Santa Rosa"
- Eater SF: "17 Napa and Sonoma Wineries that are Perfect for Picnicking."
- Vine pair: "Now's the Time to Plan Your Craft Beer Pilgrimage to Napa and Sonoma"
- AFAR Magazine:
  - Where to Go Now in Sonoma County
  - The Comprehensive Insider's Guide to Northern California Wine Country
  - The Best Things to Do in Northern California Wine Country
  - The Best Outdoor Experiences in Northern California Wine Country
- Obsessed by Portia: "Where to Stay in Santa Rosa"
- Red Tricycle: "Fall Road Trips from the Bay Area"
- Bride's Magazine online: "Why You Need to Visit Santa Rosa Right Now"



## MEDIA VISITS

- Tara Nurin – Food & Wine Magazine and Vine pair contributor: craft beer, alcohol, and culinary tourism (February 2018) Bryan Carey – Great Beer Now.com, beer news, events and beer travel (February 2018)
- Erin Gifford – Travel Channel, contributor, family and adventure travel (March 2018)
- Allie Tong – Allie Eats, Founder, @allie.eats (April 2018)
- Ashley Muir Bruhn, Founder, Hither and Thither (April 2018)
- Liz Cherkasova – Founder, Late Afternoon Blog (April 2018)
- Portia Smith – Founder, @obsessedbyportia (June 2018)
- Cassie De Pecol – cassiedepecol.com (June 2018)
- Mae Respicio – Red Tricycle (July 2018)
- Erin Aschow - @erinaschow (August 2018)
- Lindsay Cohn – Brides Magazine Contributor (August 2018)
- Jess Lander – 7 x 7 contributor (August 2018)
- Alice and Danny Scott, Golf Travel Weekly (October 2018)
- Matt Ward, Epoch Times and Golf Content Network contributor (October 2018)
- Winston Ross, Newsweek (November 2018)

## PRESS RELEASES

- 150 Years Later, Santa Rosa Looks Toward a Bright Future (March 2018)
  - Picked up by Wine Business Monthly (202,440 UVPM)
  - Picked up by NBC Bay Area (481,920 UVPM)

# 2018 ACCOMPLISHMENTS

## Shared Program Highlights

### Event Support



Sections

The Press Democrat

### Sonoma County Pride returns LGBTQ celebration to Santa Rosa



SLIDE 19 OF 22

Crowds start to make their way towards the stage during the 31st annual Sonoma County Pride Festival held Saturday for the first time in downtown Santa Rosa, California at Old Courthouse Square, June 2, 2018 (Photo: Erik Castro/for The Press Democrat)

J.D. MORRIS  
THE PRESS DEMOCRAT | June 2, 2018

[Follow this story](#) 

Rainbow flags and thousands of colorfully clad revelers marked the return Saturday, after many years, of the Sonoma County Pride parade and festival to downtown Santa Rosa.

### 'Favorite place to live and ride a bike': Levi's GranFondo draw thousands of cyclists to Sonoma County



SLIDE 1 OF 40

Doug McCracken, second from left, of Mill Valley snaps a photo while waiting with his coworkers at the start of the tenth Levi's GranFondo at A Place to Play in Santa Rosa, California, on Saturday, October 6, 2018. (Alvin Jornada / The Press Democrat)

SUSAN MINICHELLO AND KEVIN FIXLER  
THE PRESS DEMOCRAT | October 6, 2018

[Follow this story](#) 

It's been 10 years since Levi's GranFondo, a popular series of group bike rides for avid and aspirant cyclists alike, first began in Sonoma County.

"Can you believe it?" Levi Leipheimer, a former professional cyclist who founded the ride, asked the cheerful crowd of more than 4,000 cyclists gathered early Saturday morning at the start line at A Place To Play Park in northwest Santa Rosa.

The milestone anniversary came with several changes, transforming the one-day bike ride into a bustling weekend of activity with the addition of Sonoma Vita, a beer, wine and music festival in downtown Santa Rosa with a paella competition and 1-mile footrace.

### OTHER EVENT SUPPORT:

- Ironman 70.3
- Country Summer
- Snoopy's Senior World Hockey
- Sonoma County LGBTQ Pride Parade
- Battle of Brews
- California Artisan Cheese Festival
- WAGS Motorsports Spring Nationals

# Looking Ahead

## SRTBIA Work Plans

### CITY OF SANTA ROSA WORK PLAN – FY 2019-20

#### PROPOSED CITY BUDGET – FY 2019-20

	BUDGET
Administration	\$ 208,440
Programming: Marketing & Promotions Event Support & Attraction	\$ 296,060
<b>Total</b>	<b>\$ 504,500</b>

#### INITIATIVES

The Economic Development Division will focus on strategic planning around

- **Organic Outbound Marketing:**
  - In addition to paid media, consider social strategies such as guest blogger outreach, attending out of town events that relate to the Out There categories, extending personal invitations to specific groups, etc.
- **Local Engagement:**
  - Merchandise
  - Maker Profiles
  - Music Promotion
  - Public Art & Art Exhibitions
  - Event Promotion
- **Campaign Maintenance:**
  - Weekly OutThereSR.com influencer posts
  - Quarterly “high impact” posts
  - Welcome Wagon presence; consider ways to occupy space in newsworthy ways
  -
- **High Impact Media Development – consider:**
  - Commercial Spots - :30 to :60 video ads for broadcast or online

- **Aesthetic Evolution:**

- Represent a more urban sensibility, further differentiating Santa Rosa from other Sonoma County destinations that have a consistent, rustic wine country identity
- Introduce more original design work from original artists. While maintaining a consistent brand identity, with the logo and tagline, allow the overall visual aesthetic of the brand to be more flexible and reflective of the local art and design scene.

Continuing to feature the following categories:

- Manufacturers and Makers
- Outer Spaces (placemaking)
- The Nabes (mapping the culture and character of our neighborhoods)
- Out There (an insider's view of Santa Rosa)



## VISIT SANTA ROSA WORK PLAN – CY 2019

### PROPOSED VISIT SANTA ROSA BUDGET – CY 2019

	BUDGET
Administration / Operations	\$ 373,870
California Welcome Center Ops	\$ 208,973
Sales, Marketing, Promotions, PR	\$ 617,320
Event Support & Attraction	\$ 275,000
<b>Total</b>	<b>\$ 1,475,163</b>

# CONTACTS

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