




visit
California

Regional strategic tourism plan

Shasta Cascade

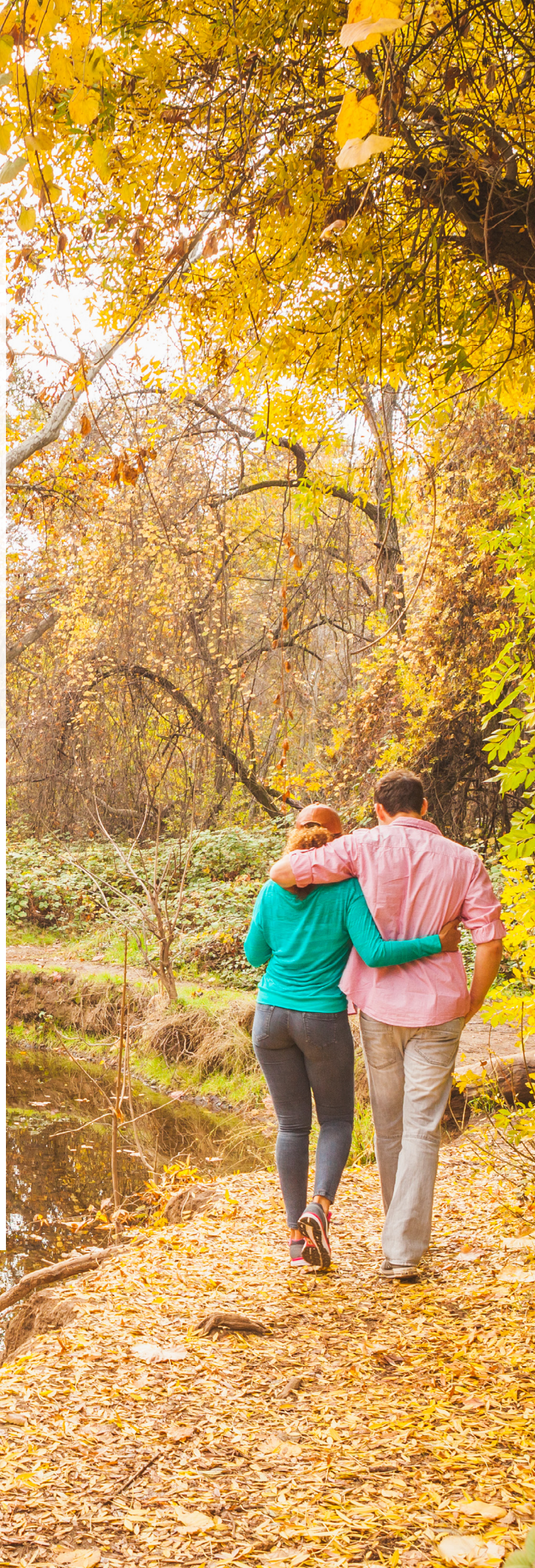
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June 2025

The development of these regional plans was funded by a State Tourism Grant awarded to Visit California as part of the U.S. Economic Development Administration's Travel, Tourism and Outdoor Recreation program. The program invested federal funds appropriated by the American Rescue Plan Act to support states and communities whose tourism economy was damaged by the COVID-19 pandemic.

The majority of the grant funds were used to directly support tourism recovery through marketing initiatives. With the EDA's oversight, a portion of the grant was directed to the development of these plans, which are designed to build a more resilient travel and tourism sector in California. While the one-time nature of the grant does not provide funding for ongoing implementation, the plans identify existing resources that can be leveraged at the state and regional level.

Visit California extends its gratitude to the diverse project teams, strategic partners and industry experts whose contributions were instrumental throughout the two-year process.



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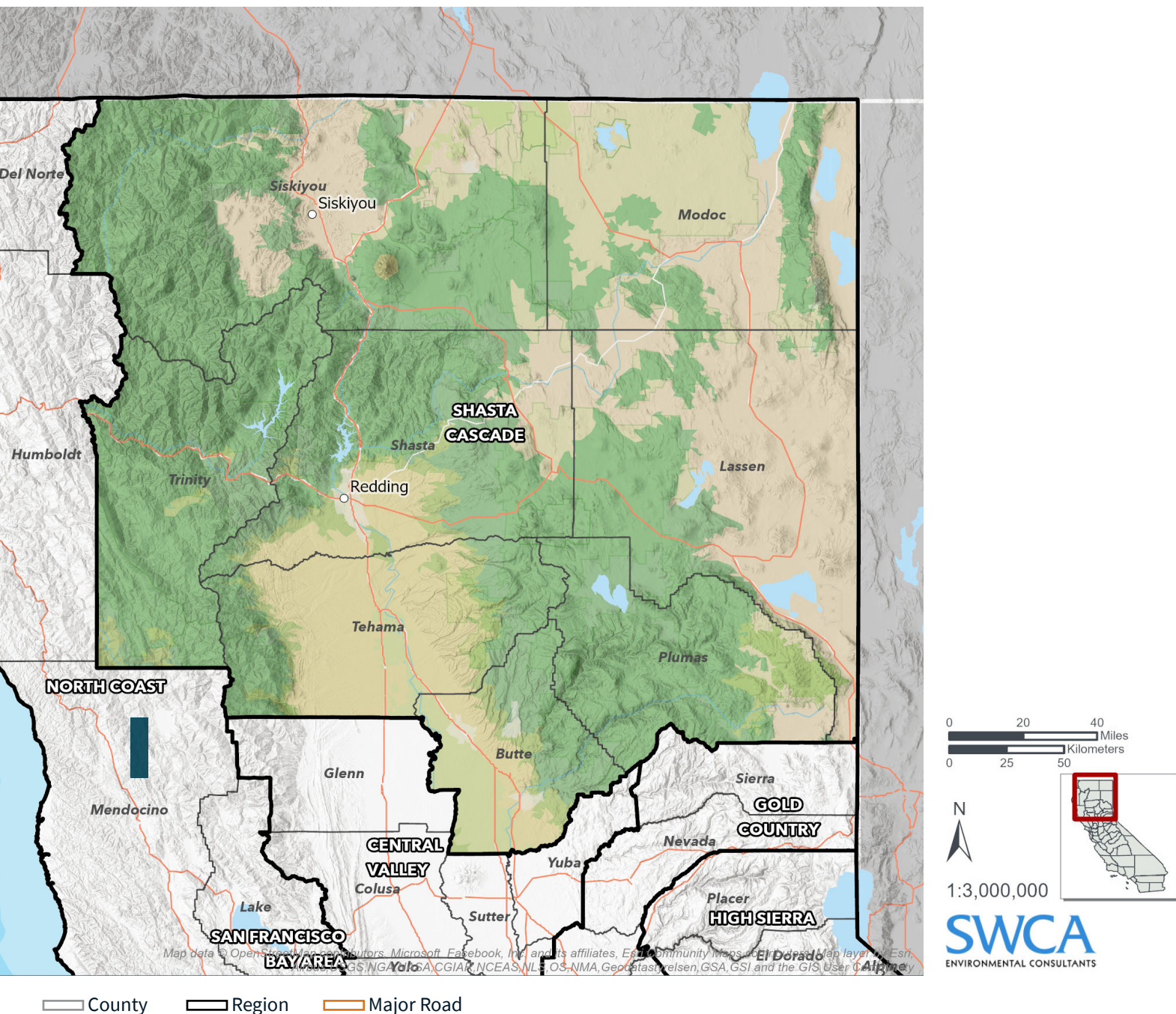
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Executive summary

The Shasta Cascade region is situated in the northeast corner of California, bordering Oregon to the north and Nevada to the east. This region encompasses eight counties and is renowned for its natural beauty and outdoor landscapes, attracting outdoor visitors and adventure seekers alike.



To develop a comprehensive tourism strategy, Jones Lang LaSalle and Visit California undertook an extensive two-year planning process, involving multiple stakeholder engagement methods and in-depth regional research and discovery. This effort aimed to enhance, harmonize and validate existing destination plans while examining tourism priorities and opportunities from a regional perspective. The approach included a thorough review of existing plans, such as [City of Shasta Lake 2040 General Plan](#), [Tehama County Business Attraction & Retention Program 2009](#), [Trinity County Regional Marketing Plan and Advertising Campaign](#) and [Butte County Tourism Strategy and Implementation Plan 2013](#), among others.

Broad stakeholder engagement was conducted through various methods, including regional advisory committee meetings, tourism stakeholder surveys with 38 participants, focus groups, individual interviews with more than 25 industry stakeholders and site visits to over 50 points of interest. Additionally, in-depth regional research and discovery was carried out to inform strategy development. This comprehensive approach not only provided valuable insights but also emphasized the importance of regional collaboration across the Shasta Cascade region, seeking to complement local strategies while identifying overarching priorities and opportunities to strengthen the region’s tourism sector as a whole.

The research process used several proprietary tools and methodologies. [The tourism readiness index](#), developed in collaboration with the World Travel & Tourism Council, analyzed nearly 4,000 tourism related data points across 68 indicators. Based on the results, the Shasta Cascade region is classified as a “dawning developer.” The classification highlights the Shasta Cascade region’s limited tourism infrastructure but its potential for sustainable growth with strategic product development. The region appears to align with the state average for safety and security, policy and concentration categories. However, it falls below average in scale, leisure and business. As a dawning developer, the Shasta Cascade region’s key priorities should be strategic planning and capital investment for product development.

In the context of this project, “demand” refers to motivating individual leisure travelers to visit a destination through various offerings such as products, events, activities, experiences and other attractions. To address this challenge, two JLL analytical tools, the demand driver scorecard and the event matrix, have been used. These products are specifically designed to evaluate and analyze the effectiveness of leisure demand drivers, providing valuable insights into sustainably attracting this crucial leisure market segment.

The [demand driver scorecard](#) evaluated over 77 attractions and experiences in the region. Approximately 73% of the assets scored are classified as outdoor recreation, with 17 attractions identified as regional demand drivers. These include the Diamond Mountain Casino and Hotel, Castle Crags State Park and Shasta Lake. The majority of the Shasta Cascade region’s tourism demand drivers fall into the family friendly and outdoor recreation categories highlighting the region’s strengths in these areas.

Using the [event matrix](#) rubric, this report evaluated 32 events across the region, identifying 10 events characterized as a “targeted regional draw.”



Mount Shasta

Based on the research findings and stakeholder input, several strategic priorities have been identified for the Shasta Cascade region. These priorities are designed to drive sustainable tourism growth while managing the tourism ecosystem to balance resident and visitor needs. The strategic priorities focus on:

- 1** Invest in tourism product development: monetize the outdoor visitor, further activate key demand generators, diversify lodging options and invest in local sports infrastructure.
- 2** Improve tourism-related transportation infrastructure: expand public transport, flight connectivity and accessibility.
- 3** Support workforce development: address housing and employment challenges, collaborate with educational institutions for tailored training programs and work with Tourism Diversity Matters.
- 4** Enhance regional marketing and messaging: embrace the destination as a rural region and establish a local ambassador program incorporating destination stewardship.



Sundial Bridge, Redding

These opportunities align with state goals of sustainable tourism development, economic growth and enhanced visitor experiences while preserving natural and cultural resources. Implementation will require ongoing engagement with stakeholders, including destination marketing organizations, local businesses and community organizations.

In conclusion, the Shasta Cascade region has high potential with its diverse natural outdoor attractions and experiences. The strategic plan emphasizes the importance of balancing tourism growth with community needs and environmental preservation. Ongoing focus among local stakeholders will be crucial in implementing these opportunities and ensuring the continued development of the region’s tourism industry.

JLL and Visit California would like to thank the Shasta Cascade Regional Advisory Committee members who played a crucial role in this planning process. Their time, expertise, insight and valuable contributions throughout the process were instrumental in shaping this strategic plan. Please refer to the committee participants in the [Appendix](#).



Mount Shasta

Regional research and discovery

To ensure a comprehensive approach, the Shasta Cascade regional strategic plan integrates insights from stakeholder engagement and regional research and discovery to develop a clear vision and strategy. Throughout two years of planning, extensive regional research and discovery was conducted to gain an in-depth understanding of the current state of the tourism industry and identify potential areas for growth. JLL leveraged both proprietary strategic planning tools, extensive stakeholder feedback and previous Visit California research to better understand each region. Many of the insights from these findings have been critical to the foundational strategies in this plan.



Redding

The Regional Research and Discovery section includes vast research, which has been detailed further and organized under the following categories for the Shasta Cascade region.

JLL-conducted research components:

- 1 State of the region overview: the overview provides an introductory summary of what currently impacts the tourism industry in the Shasta Cascade region.**
- 2 Destination plans review database: data gathering process that included 25 individual plans inventoried; elements include addressing outdoor recreation, hospitality and tourism employment, sports infrastructure, marketing, transportation infrastructure, sustainability and much more.**
- 3 Stakeholder engagement: this section incorporates feedback from multiple different methods outlined here:**
 - Regional advisory committees: meetings held monthly with a committee consisting of 10-plus members. Please refer to the [Appendix](#) for a full list of members.
 - Tourism stakeholder survey: thirty-eight participants representing a diverse range of individuals and organizations involved in the tourism sector. The feedback summary highlights perspectives on strengths, weaknesses and growth opportunities.
 - Focus group feedback: in a small group environment, eight in-depth discussions with stakeholders were conducted covering 12 different topics, including destination management/marketing organizations; lodging; restaurants and retail; arts and culture; diversity, equity and inclusion; economic development; transportation and connectivity; and workforce and housing. Through these discussions, valuable insights were gathered on specific areas of interest and growth potential.
 - Individual interviews feedback: over 25 key industry stakeholders interviewed, offering a deeper understanding of perspectives, and addressing any specific questions or concerns.
 - Site visits: visited 50-plus points of interest throughout the Shasta Cascade region, providing valuable insights and observations.
- 4 [Tourism readiness index](#): detailed data analysis that used nearly 4,000 data points to assess the readiness and capacity of the tourism industry in the Shasta Cascade region.**
- 5 [Demand driver scorecard](#): evaluation that identified the key assets and experiences driving visitor demand in the region.**
- 6 [Event matrix](#): evaluation that identified key events driving visitor demand in the region.**

Visit California-provided research, JLL-reviewed components

- 7 The Economic Impact of Travel (Dean Runyan Associates, 2023)**
- 8 Visit California Community Sentiment Study (Future Partners, 2023)**

A comprehensive research approach allowed for the development of a clear vision and strategy for the Shasta Cascade tourism industry, with foundational opportunities that are rooted in data, insights and feedback from stakeholders.

State of the region

The Shasta Cascade region is situated in the northeast corner of California, bordering Oregon to the north and Nevada to the east.

This region encompasses eight counties and is renowned for its natural beauty and outdoor landscapes, attracting outdoor visitors and adventure seekers alike. The region is home to 29 cities and several economic development and destination management/marketing organizations including Shasta Cascade Wonderland Association, Discover Siskiyou, Explore Butte County and Visit Redding, among others.

In 2023, the Shasta Cascade region achieved total travel spending of about \$1.6 billion, which represents a 0.9% decline from the previous year. Visitor spending accounted for approximately \$1.5 billion, while additional travel-related expenditures added about \$50 million. This trend reflects moderate recovery and growth post-pandemic, as total travel spending has increased by about 8.3% from 2018, by approximately 0.2% from 2019 and by about 67.7% from 2020, highlighting the region's continued growth and recovery (The Economic Impact of Travel, Dean Runyan Associates, 2023).

The Shasta Cascade region has a variety of attractions that appeal to different travelers. From hiking and biking trails to scenic drives along the Volcanic Legacy Scenic Byway, both visitors and locals can enjoy activities that cater to various preferences. Among these activities, the Redding area has become a popular fishing destination. Mt. Shasta City is acclaimed for outdoor recreation, along with the Bunny Flat and Gray Butte areas. Ultimately, the Shasta Cascade region is positioned as a destination for adventure-seekers and those who simply wish to spend time outdoors.

Visit California's Community Sentiment Study confirmed the attractiveness of the Shasta Cascade region, revealing that it excels in various aspects including landscapes and natural features (82%), recreational and outdoor activities (81%), restaurant and dining options (75%) and family friendly activities (64%). Popular tourist attractions include hiking trails (73%), mountains (71%) and outdoor activities (59%). While residents enjoy these amenities, issues like crowds (61%) and congestion (58%) are points of concern. (Future Partners, 2023)

Residents of the Shasta Cascade region tend to have a strong connection to outdoor activities, given the region's rich natural landscapes, including mountains, forests and lakes. Hiking, fishing, camping, mountain biking and boating are popular among locals.

With its combination of outdoor activities and historic legacy, the Shasta Cascade region continues to captivate those who love to escape from everyday urban life and enjoy the great outdoors.



Bidwell Park

Destination plans review database

The regional strategic tourism planning process was designed to examine issues from a regional perspective, building upon the valuable work already completed in destination-specific plans by destination marketing organizations, convention and visitors bureaus and municipalities. This approach ensures that existing efforts are leveraged and enhanced rather than duplicated.

The comprehensive review encompassed 500 plans across California, with 25 plans specifically focused on the Shasta Cascade region. A full list of the reviewed plans can be found in the [Appendix](#).

Upon analysis of the Shasta Cascade plans, several key themes were identified that align with the priorities highlighted in the present plan.

1 Sustainable community development

- Environmental and economic stewardship
- Natural resource preservation and growth
- Integration of land use with community needs

2 Economic connectivity

- Support local business growth and expansion
- Attract new businesses to the region and retain existing businesses

3 Environmental protection and resource management

- Conserve natural resources and open spaces
- Improve air quality and waste management
- Preserve agricultural lands sustainably

4 Community engagement and inclusivity

- Encourage public participation
- Foster an inclusive community
- Promote health and safety services

Working in conjunction with the regional advisory committee and armed with insights from the existing plans, the approach sought to examine regional issues holistically. This methodology was further validated through the engagement process. It is crucial to consider this regional plan in the context of destination-specific plans, recognizing that it does not aim to reinvent existing strategies. Instead, the regional plan serves to complement and align with these destination plans, while simultaneously reinforcing the significance of regional cooperation and engagement.



Stakeholder engagement

Stakeholder input was collected through multiple methods (outlined below in detail), including regional advisory committee discussion forums, a series of topical focus groups, a comprehensive tourism survey, a thorough site visit and individual meetings with tourism stakeholders, industry leaders and related entities.

Regional advisory committees

Regional advisory committees were monthly gatherings composed of industry leaders within culture and heritage; diversity, equity and inclusion; economic development; lodging; meeting and events; resilience and sustainability; restaurants; retail and entertainment; workforce; and more. Meetings were held monthly and consisted of 20-plus members, of which a full list can be found in the [Appendix](#).

Tourism stakeholder survey

Questions from the survey capture a variety of topics including travel preferences; satisfaction levels with accommodations, transportation, attractions, etc; suggestions for improvement and more. The tourism survey was conducted anonymously to encourage feedback and diverse perspectives from various sectors across the region, while asking overall demographics and industry profile questions to shed light on the represented stakeholder groups. This survey garnered 38 responses from across the Shasta Cascade region.

Focus groups

Focus groups were conducted to discuss key themes and gather qualitative data. Eight focus groups were conducted, including DMO leaders; representatives from the lodging, restaurant, retail and entertainment sectors; specialists in culture and heritage, economic development; workforce development; resilience and sustainability; transportation and infrastructure; meetings, events and conventions; diversity, equity and inclusion; and more.

Individual interviews

Individual meetings were held with stakeholders to collect detailed feedback. The stakeholders included industry leadership and management, supporters and individuals concerned with tourism's potential challenges and impacts on the Shasta Cascade region. The interview process encompassed 25-plus individual interviews, including all members of the regional advisory committee and other key stakeholders throughout the region.

Site visits

Local visits were conducted to the Shasta Cascade region to immerse further in the local environment, engage directly with stakeholders, visit tourism sites and attractions and witness firsthand the dynamics of the tourism industry in the Shasta Cascade region. Over 70 points of interest were visited throughout the region.

The diverse set of perspectives ensured our study comprehensively captured both the benefits and potential drawbacks of tourism. All stakeholder feedback also provided key guidance and direction to become the basis of many opportunities, supported by real-life examples from site visits.

Key themes from stakeholder engagement

The various methods of stakeholder feedback reflected several major themes within the Shasta Cascade region.

- The Shasta Cascade region stands as a destination for thrill-seekers, offering mountain biking, hiking, fishing, camping, skiing and water sports.
- The primary visitor is drawn to the region’s abundant natural amenities, often opting for the rustic charm and simplicity of RV parks or campgrounds. While this choice aligns with the outdoor-centric ethos of the area, it does present a limitation on the potential revenue generated from their stay.
- The region is anchored by the majestic Sacramento River, Shasta Lake, Mount Shasta and Whiskeytown Lake, each playing a pivotal role in drawing tourists to the region’s natural landscapes.
- Redding caters to a wide spectrum of accommodation preferences, offering an array of stays ranging from commercial short-term rentals to houseboats, ensuring a unique experience for every type of traveler. However, the region lacks higher-end accommodations.
- The region grapples with logistical constraints, including limited transportation networks and the impact of extreme summer temperatures, which can deter potential visitors during peak heatwaves.
- There is untapped potential in development around natural resources (lakes, rivers) where possible, and enriching the local culinary landscape, which could serve as catalysts for regional growth and visitor engagement.
- A winter wonderland, Mt. Shasta Ski Park enjoys growing popularity for its snowy slopes, while also exploring opportunities to become a year-round destination with summer activities.
- Fostering partnerships with neighboring jurisdictions could increase the effectiveness of regional tourism efforts. However, there is a delicate balance to strike, as some longtime residents express resistance to new developments, and securing funding for expansion remains a challenge.

The key themes identified above present a brief synopsis of the stakeholder conversations, focus group feedback, survey results and individual interviews. The themes supported the development of the priorities in this plan. The regional strategic planning process leveraged stakeholder feedback to validate research and direction for the future of the region. While this plan addresses many crucial aspects of tourism development, it is important to acknowledge that some identified issues fall outside the direct purview of the tourism industry and may require coordinated action from various levels of government and other sectors to effectively address.

Tourism readiness index

Overview

The first phase of the market study involved an in-depth analysis of the Shasta Cascade region as a destination based on the tourism readiness [index](#). The index is an analysis tool developed collaboratively by JLL and the World Travel & Tourism Council. The index offers destinations an opportunity to evaluate and comprehend their own tourism preparedness based on 68 essential data points that directly influence the tourism industry. The indicators evaluate the current state of the region's tourism industry and identify potential areas for future growth.

The assessment encompasses research of various aspects within a destination's landscape, including traditional hotel performance metrics, infrastructure and capacity building, environmental sustainability requirements and more. With the insights provided by the [index](#), destinations can gain a thorough understanding of growth readiness, enabling informed decisions and optimization of tourism strategies.

A comprehensive analysis was conducted on all 58 counties in California, examining a total of 68 indicators. The process resulted in the collection and organization of nearly 4,000 data points, categorized according to regional boundaries. All sources included were vetted by JLL and WTTC.

The tourism readiness index analyzed data for each region in the following categories:

- **Scale:** the capacity of the destination's tourism infrastructure, considering its size and volume.
- **Concentration:** the tendency to attract leisure visitors who focus on specific key attractions and areas.
- **Leisure:** evaluation of visitor spending, perceived attractiveness and specific attractions related to cultural and natural heritage sites and retail offerings.
- **Business:** the development of necessary infrastructure and products to support business travel.
- **Urban readiness:** investments in enhancing connectivity within the destination to attract business opportunities, talent and visitors.
- **Safety and security:** the prioritization of safety and security within policies and practices.
- **Environmental readiness:** the prioritization of sustainability through reflected strategies, policies and destination positioning.
- **Policy:** the integration of tourism policy within the destination's broader agenda.

These eight categories each incorporate up to 15 data points that are grouped to create the pillars of tourism readiness. The data points in each pillar are weighted and scored. The outcomes from this analysis determine what features of the destination need to be prioritized to ensure long-term smart growth to positively impact the local economy through tourism's benefits. See [Appendix](#) for further detail on the tourism readiness index methodology.



Mount Shasta

The Shasta Cascade results

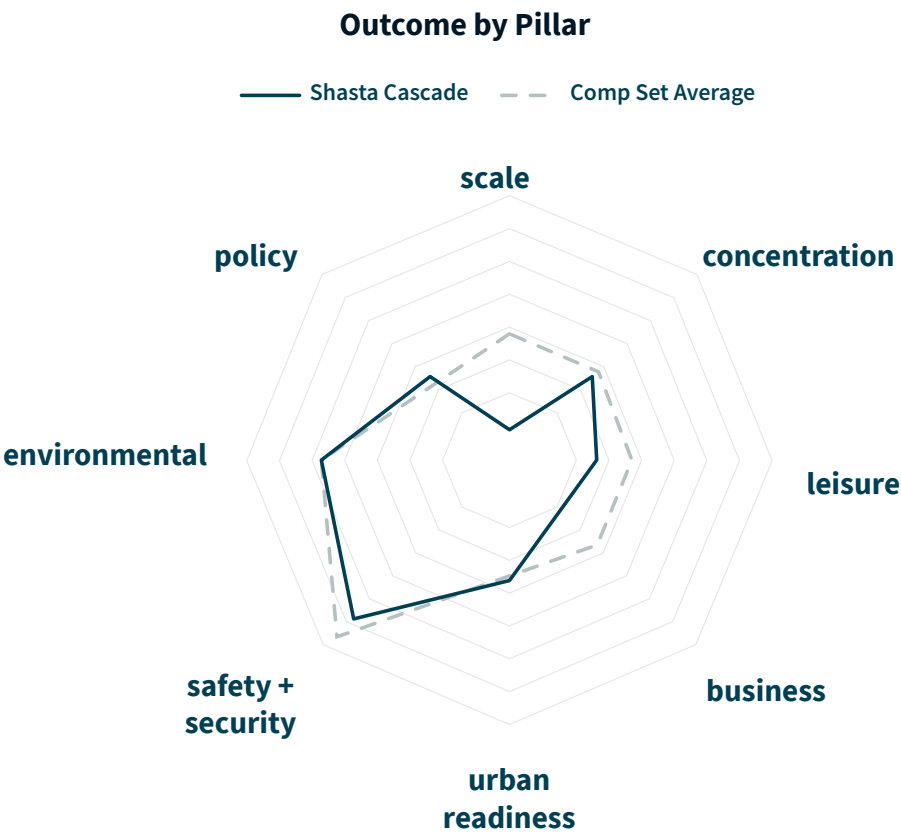
The tourism readiness **index** for the Shasta Cascade region aligns with the state average for five of the eight pillars including safety and security, policy, environmental, urban readiness and concentration. However, it falls below average in scale, leisure and business categories relative to other regions.

In-depth analysis of data from reputable global databases such as CoStar, Oxford Economics, TripAdvisor and more shed light on the factors contributing to the Shasta Cascade region’s readiness performance. For instance, the analyzed data highlights the positive impact of factors including full-service restaurant and retail density, availability of hotel inventory and short-term rentals and safety for women and LGBTQ+ communities.

Conversely, certain data points contribute to the underperformance in areas such as traffic congestion, negative job growth and risk of potential natural disasters. These insights provide opportunities for targeted improvements to enhance the Shasta Cascade region’s overall tourism readiness and sharpen its competitive edge.

Based on the results, the Shasta Cascade region is classified as a “dawning developer.” This typology represents opportunities ahead with planning with gradual tourism growth. The classification highlights the region’s limited tourism infrastructure, but its potential to attract a diverse range of visitors over time.

As a dawning developer, the Shasta Cascade region should prioritize strategic planning and capital investment for product development. By continuously improving the overall experience for visitors through investments in infrastructure, amenities, attractions and services, the Shasta Cascade region can aim to become an established destination. Additionally, proactively managing challenges such as crowding and congestion will be crucial to ensure positive experiences for visitors and residents as the region’s tourism sector grows. Engaging small businesses, investors, developers and stakeholders will help shape the future of the Shasta Cascade region. Please refer to the **Appendix** for a more detailed overview of the tourism readiness index and all destination typologies.



Demand driver scorecard

Overview

The regional strategic planning process used JLL's proprietary **demand driver scorecard** to evaluate the impact of individual regional assets and experiences and future investment opportunities. The scorecard is designed to establish a baseline and identify investment prospects within the tourism sector. Strategic planners, investors and developers gain the ability to make informed decisions backed by robust data and analysis. The scorecard assists destinations in strategic planning and guides stakeholders in the formulation of targeted marketing to maximize returns.

This scoring process was based on an evaluation which includes:

- **Multistep assessment:** evaluating and assigning points to each attraction or experience against eight key criteria, including current visitor demand levels, event opportunities, engaging visitor experience and more (further detail outlined in [Appendix](#)).
- **Categorization as attractions vs. attractors/demand generators:** categorizing assets as attractions or attractors based on a scoring system of 0-100.
- **Scoring:** classifying each attraction into a category based on overall points score. Categories were little to no visitor interest (0-20), interesting to do on a repeat visit (20-39), "must see" if in the area (40-59), regional attractors (60-79), national attractors (80-95) and global attractor (96-100). Scoring above 60 indicates assets or experiences as an attractor.
- **Categorization of each demand driver:** segmenting assets into 13 unique market categories based on specific criteria and characteristics, including family-friendly attractions, museums, entertainment, educational attractions, outdoor recreation and more. Assets could be assigned to multiple relevant categories.

Categorization of a region's demand drivers helps assess the visitor experience, assists in strategic planning, identifies areas for future development or revitalization projects and enables the prioritization of enhancements to visitor-facing attractions. Overall, asset categorization provides a framework for a more organized and detailed analysis, aiding in regional research and discovery, planning and decision-making processes.



Lake Siskiyou



McArthur-Burney Falls



Floranthropis, Redding

The Shasta Cascade results

The Shasta Cascade demand driver scorecard process assessed 77 attractions and experiences across the region, which were identified by regional advisory committee members, desktop research and by JLL during site visits. The scoring and analysis is a representative analysis intended to highlight the inventory and diversity of assets in the Shasta Cascade region.

The results reveal that 85% of the scored assets are generating regional draw or “must see if in area” categories. Notably, 49 attractions and experiences are identified as “must see if in area” demand drivers, including popular destinations such as the Kelly Griggs House Museum. Additionally, there are 17 assets and experiences categorized as regional demand drivers, examples like The Diamond Mountain Casino and Hotel, Castle Crags State Park and Shasta Lake.

Approximately 73% of the assets scored are classified as outdoor recreation. The outdoor recreational areas encompass popular destinations such as Shasta Lake, Mt. Shasta Ski Park and Nordic Center and Lassen Volcanic National Park, among others. It is essential to underscore the significance of preserving and maintaining the natural assets within the region. Natural resources, such as lakes, parks and mountains, not only enhance the quality of life for residents but also play a vital role in attracting visitors and driving tourism.

Finally, 23% of all assets are related to entertainment and museums. These assets include Feather Falls Casino & Lodge, Sierra Nevada Brewing Co. and the National Yo-Yo Museum.

Driven by the insights obtained from the [demand driver scorecard](#), it is evident that outdoor recreation assets play a vital role as key drivers of visitor demand in the Shasta Cascade region. Recognizing the significance of these assets, the region can strategically leverage and showcase its outdoor atmosphere to attract additional visitors. This strategic approach can contribute to the overall growth and sustainability of the tourism industry in the Shasta Cascade region and will further be explored as a priority in the opportunities section.

The [demand driver scorecard](#) analysis findings have supported the identification of key priorities and the formulation of opportunities to continue positioning the Shasta Cascade region for sustainable success.

Event matrix

Overview

The [event matrix](#) process encompassed a thorough evaluation of existing annual leisure-facing events within each region. The assessment helps tourism stakeholders understand which events generated the most impact and more specifically, what aspects of event planning could further enhance the event. Like the demand driver scorecard, [JLL’s event matrix](#) product involves a dedicated analysis of individual events, charting their outcomes and impacts based on overall scores.

The iterative approach enables continual refinement and optimization as events are held each year. It empowers regions, destination marketing organizations and event organizers to stay ahead of market trends and make strategic adjustments to optimize event offerings, ensuring events remain competitive in the ever-changing landscape of the industry.

The event matrix process included:

- **Identifying significant events:** collaborated with regional advisory committee members and DMOs to inventory regionwide event master list.
- **Using comprehensive criteria:** scoring each event based on 11 detailed criteria aligned with the broader tourism landscape, such as event infrastructure, planning, marketing and potential economic impact.
- **Categorizing events based on score:** categorizing assets as attractions or attractors based on a scoring system of 0-100.
- **Scoring:** classifying each attraction into a category based on overall points score. Categories were community-based events (0-59), regional events (60-79), national events (80-95) and global events (96-100). Scoring above 60 indicates assets or experiences as an attractor.
- **Evaluating critical mass:** assessing the overall volume and significance of current events identifying need periods, gaps and opportunities.
- **Leveraging outcomes:** developing optimal calendar programming and identifying specific opportunities to enhance events.
- **Collaboration:** working closely with the regional advisory committee to review effective tactics, addressing study results and engaging individual event organizers in the future.

This approach ensures a well-informed understanding of the event landscape and helps in positioning regions for success by focusing on high-impact events. See [Appendix](#) for further detail on the event matrix methodology.



McCloud Lumberjack Fiesta

The Shasta Cascade results

The outcomes from this analysis identified 10 events that are categorized as “targeted regional draws” for the Shasta Cascade region, including the Lassen County Fair, High Sierra Music Festival and Garden of Lights, among others. There is opportunity to market events to broader target audiences, considering events in the Shasta Cascade region are well-regarded by those who attend, but attendance is predominantly made up of local residents. Generally, events drive leisure tourism, reinforce the positive nature of the destination’s brand and enhance the destination’s visibility, all elements that could benefit the Shasta Cascade region.

Several additional events were analyzed, such as the Lemurian Classic and Butte County Fair, among others. While these events attract some visitors, overall scores indicate these events are primarily local in nature, contribute relatively less overnight visitation and economic impact as compared to other annual events in the region.

The results of the event matrix indicate stakeholder focus should be placed on regional annual events that have a greater potential for driving overnight visitation and substantial economic impact.

Further, it is recommended that the event matrix be used on an ongoing basis as an objective approach to evaluating the event inventory at any given time to assess the impacts of current events in the region. The region can consider expanding its presence in the extreme outdoor sports and competition events space to further promote the hosting of more mountain, water, endurance and adventure competition events.

Additionally, it is highly recommended to supplement the use of the event matrix with external resources to support events with regional impact. Collaborating with local destination marketing organization’s economic development organizations and industry experts can provide valuable insights, data and expertise to further evaluate the potential economic benefits and overnight visitation drivers of current and future regional annual events. This collaborative approach in conjunction with the [event matrix](#), ensures a comprehensive and well-informed decision-making process when assessing the overall impact of current events in the region.

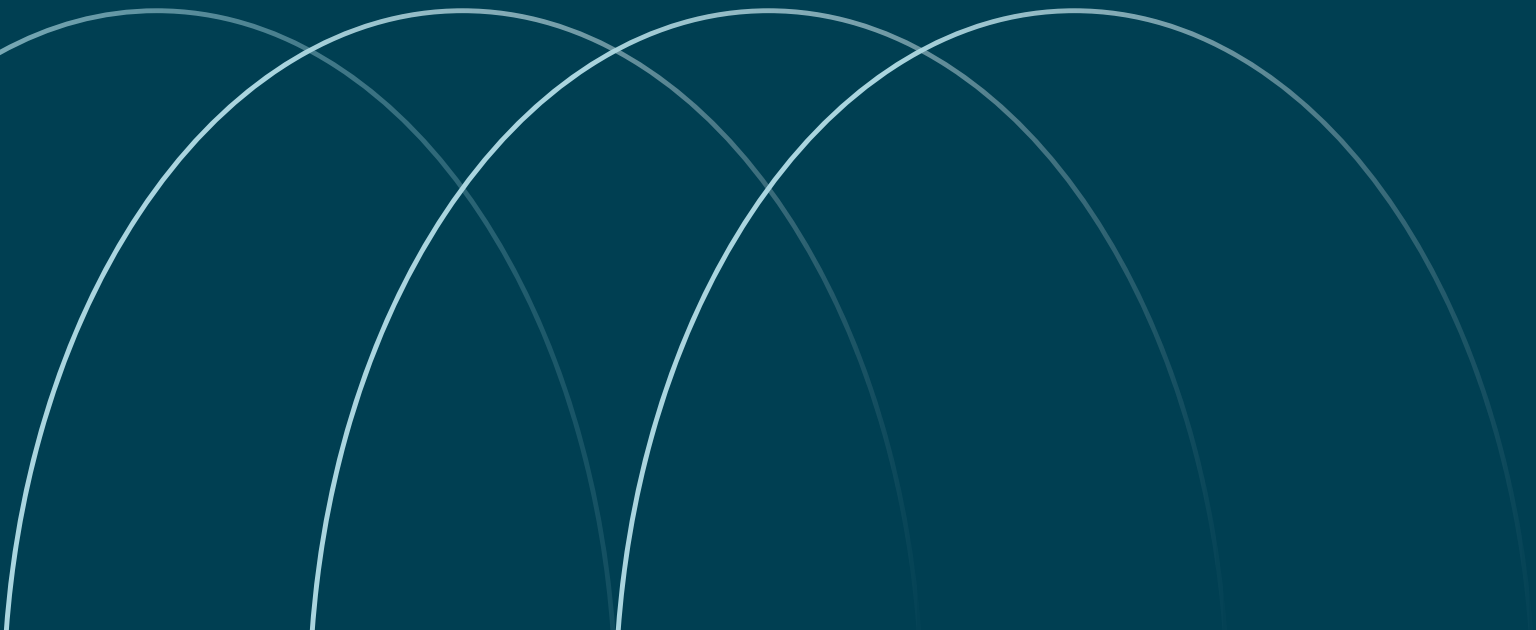


Siskiyou County

Key themes from the research process

- Widespread stakeholder engagement played a crucial role in developing the regional strategic plan, with input gathered through various methods such as interviews, surveys and focus groups.
- Key themes that emerged from the engagement process include the recognition that continuously improving the regional visitor and attendee experience is crucial for the success of the region. The leisure segment was identified as playing a vital role in driving economic growth and sustaining a thriving visitor economy. The themes will be further explored in the opportunities section of this plan.
- JLL’s tourism readiness **index** classifies the Shasta Cascade region as a “dawning developer” with limited tourism infrastructure and strong performance in categories like environmental, safety and security, and urban readiness.
- As a dawning developer, the Shasta Cascade region should seize opportunities to drive sustainable growth through new product development.
- The Shasta Cascade demand driver scorecard process assessed 77 attractions and experiences across the region.
- The demand driver scorecard results highlight the 92% of activities and experiences that are considered “family friendly.”
- The Shasta Cascade **event matrix** process inventoried 32 events and identified 10 unique events in the Shasta Cascade region that are characterized as a “targeted regional draw,” indicating an opportunity to invest in select events that attract visitors from new source markets, lengthen stay and drive off-peak visitation.

Throughout the planning process, JLL also conducted an in-depth review of research and data provided by Visit California. Below is a summary of the findings for the Shasta Cascade region.





McCloud Waterfalls

The Economic Impact of Travel

(Dean Runyan Associates, 2023)

This report provides a comprehensive analysis of the economic effects of travel on California’s state economy. It addresses various key metrics such as travel spending, earnings, employment and tax receipts, broken down by county and tourism regions. The data below is based on estimates and research conducted by Dean Runyan Associates for Visit California.

In 2023, the Shasta Cascade region achieved total travel spending of around \$1.6 billion, which represents a 0.9% decline from the previous year. Visitor spending accounted for approximately \$1.5 billion, while additional travel-related expenditures added around \$50 million. This trend reflects moderate recovery and growth post-pandemic, as total travel spending has increased 8.3% from 2018, 0.2% from 2019 and 67.7% from 2020, highlighting the region’s continued growth and recovery.

The economic contributions of travel in the Shasta Cascade region were relatively stable. Employment within the travel industry declined 1.3%, but still created an additional 4,940 jobs. Direct travel-generated earnings declined 2.5% to \$531.87 million, with key sectors such as campgrounds and food stores showing growth.

Visit California Community Sentiment Study

(Future Partners, 2023)

The Visit California Community Sentiment Study provides detailed findings and insights from various regions, including demographic data and the perceptions of residents regarding tourism. It explores both the benefits and strains of tourism on local communities and regions, highlighting aspects such as economic opportunities, traffic congestion and quality of life impacts. Specifically, the Shasta Cascade region is examined in terms of its residents’ views on tourism’s economic contributions, the challenges it creates and overall community sentiment.

Key findings for the Shasta Cascade region include residents’ appreciation for local amenities like landscapes and natural features, their views on tourism’s role in supporting attractions that appeal to both visitors and locals, and the challenges posed by crowds and congestion. This study includes more detailed evaluations on how tourism affects the Shasta Cascade region in more detail below.

The Shasta Cascade region offers numerous appreciated features, such as landscapes and natural features (82%), recreational and outdoor activities (81%), restaurant and dining options (75%) and family friendly activities (64%). While residents enjoy these amenities, issues like crowds (61%) and congestion (58%) are points of concern. Tourism’s dual impact is evident, with locals recognizing significant business opportunities, job creation and hotel support, alongside prevalent issues such as crowds (61%), congestion (58%) and risk of wildfires (58%).

Residents reportedly see tourism as a net positive, enhancing regional events and creating jobs. Over 40% of the residents agree that tourism’s benefits outweigh its problems both locally (49%) and regionally (43%). Importantly, tourism is crucial for regional economic health, with 54% of locals deeming it vital for their community and 61% for their region. In addition, regionally, approximately 33% feel that their quality of life is improved by tourism, indicating room for strategic enhancements.

Strategically, the region might focus on balancing tourism’s economic benefits with quality-of-life improvements. Addressing crowding, congestion, risk of fires and litter through greater infrastructure and policy changes could strengthen tourism’s positive perception. Enhancing lesser-known local events could help put the Shasta Cascade region on the map as a known tourist destination within California. A targeted campaign highlighting the symbiotic relationship between tourism and community wellbeing might also foster resident support and minimize resistance.

The Shasta Cascade regional opportunities

The Shasta Cascade regional opportunities outline several key priorities and strategies to enhance the region's tourism industry and address critical challenges. These opportunities have been developed through comprehensive research, extensive stakeholder engagement and thorough analysis of the Shasta Cascade region's unique attributes. The opportunities span across various crucial aspects of tourism development, including investment in tourism product development, improvement of tourism-related infrastructure, support for workforce development and enhancement of regional marketing and messaging.

Each opportunity area is accompanied by possible strategies designed to leverage the Shasta Cascade region's diverse assets, address existing challenges and position the region as a premier, sustainable destination for visitors. The following sections delve into these opportunities in detail, providing a comprehensive roadmap for stakeholders, DMOs and partners across the Shasta Cascade region to consider in the coming years. These strategies aim to foster a more integrated, sustainable and resilient tourism ecosystem that benefits both visitors and local communities while preserving the natural beauty and cultural heritage that makes the Shasta Cascade unique.

1 Invest in tourism product development

Monetize the outdoor visitor

The allure of the region's breathtaking natural landscapes and outdoor amenities acts as a powerful magnet, attracting a significant number of travelers each year. These adventurers, drawn by the promise of reconnecting with nature and the thrill of outdoor activities, form a vital segment of the Shasta Cascade tourism ecosystem.

According to the Tourism Stakeholder Survey, 89% of respondents ranked active recreation and 87% ranked natural tourism attractions as top strengths of the region. However, it's noteworthy that while their presence enriches the region's visitor numbers, their contribution to the local economy is limited compared to tourists who indulge in more traditional vacation spending, such as lodging, dining and entertainment options. This observation underscores the imperative need to craft and implement products and services that can effectively monetize the outdoor tourism sector, ensuring it becomes a more significant contributor to the region's tourism economy.

[The demand driver scorecard](#) and [event matrix](#) highlight the region's limited visitor demand from outside the immediate region, reinforcing the case for increased investment in outdoor tourism. Both analyses suggest investment in outdoor visitor experiences through unique product development and new event concepts could appeal to a broader geographic source market and ultimately increase visitor stay and spending.

Key partners

Shasta Cascade Wonderland Association, Visit Mount Shasta, Visit Redding, Discover Siskiyou, Explore Butte County, Plumas County, Tehama County Planning Department, Sierra Buttes Trail Stewardship, Shasta Economic Development Corp, Redding Chamber of Commerce, Butte County Economic Development Corp, Siskiyou Economic Development Council, Feather River Tourism Association, Lake Almanor Area Chamber of Commerce, Mount Shasta Chamber of Commerce

Strategies

- Create and facilitate investment forums and regional tours to connect potential investors with local businesses and entrepreneurs while demonstrating the region’s potential for growth.
- Develop and implement thematic experiences and visitation packages with local businesses that cater to outdoor enthusiasts with the aim of drawing visitors into the community, enhancing visitor engagement and increasing economic contributions to the local tax base.
 - » Initial efforts should focus attention on guided tours, which can appeal to all visitor types and serve as a low-barrier first step toward integrating low-spend travelers into the tourism economy.
 - » **Tehama County Business Attractions and Retention Program of 2009** relied on outdoor recreation as a theme around product and experience development, where stakeholders highlighted outdoor activities including fishing and hunting as a strengths of the region.
- Gather, organize and distribute details about incentive programs offered at local, state and federal levels with the purpose of encouraging private businesses in the area to create and enhance outdoor recreation facilities, services and experiences. Note: government incentive programs often have brief application periods and frequently change; however, two current examples that have caught the attention of regional stakeholders are provided below. These can serve as references or offer guidance for those seeking similar incentives in the future.
 - » This is aligned with the **City of Shasta Lake 2040 General Plan** goal to explore a range of incentives, partnerships and other methods to increase tourism serving uses within the city.
 - » **California Competes Tax Credit** is an income tax credit available to businesses that want to come to (or stay in) California.
 - » **California Rural Recreation and Tourism Program** funded new recreation opportunities within rural communities to support health-related and economic goals.
- Review local plans and zoning ordinances for opportunities to amend and update in a manner that supports investment in additional tourism infrastructure.
 - » This aligns with the **City of Shasta Lake 2040 General Plan** implementation effort to assess opportunities and zoning options to encourage additional hotels and recreational vehicle parks within the city to foster and support tourism.



Shasta Dam, Redding

Further activate key demand generators

The Shasta Cascade region is celebrated for its awe-inspiring natural features, including Mount Shasta, Shasta Lake, Lassen Volcanic National Park and Lake Oroville. These landmarks represent key demand drivers of the region’s tourism, drawing visitors for an array of outdoor recreation and leisure activities, including hiking, biking, skiing, boating, fishing and sightseeing. While these activities remain popular, there is a significant opportunity to continue to invest in these assets to broaden the scope of offerings provided at these locations.

The findings from the [demand driver scorecard](#) further emphasize the significance of outdoor recreation in the Shasta Cascade region, with a significant portion of tourism products and experiences falling under the outdoor recreation category. However, the demand driver scorecard also reveals the limited visitor draw from the existing product and provides additional support that further activation and expansion of outdoor experiences can play a pivotal role in sustainable tourism growth in the region.

According to the Tourism Stakeholder Survey, the top three strengths of the Shasta Cascade region include active recreation, natural tourism attractions and overall affordability, however, 41% of residents cited lack of master planning or strategic vision as a top weakness of Shasta Cascade development. There is opportunity for the master planning process to spur targeted development and broader activation of these sites, appealing to an expanded demographic of visitors and leveling out some of the seasonality issues that face the regional hospitality and tourism economy. As a tourism readiness [index](#) dawning developer, the phase of destination growth that relies on product development, the Shasta Cascade provides a unique opportunity for investors and developers to shape the future of these attractions to increase product offerings throughout the region and drive targeted sustainable tourism growth.

While restrictions on state and federal land can limit the development and activation potential around these key areas, the upside of any opportunity is worth exploration as any expansion, new development or enhanced activation could be a significant source of growth for the region.

Key partners

Shasta Cascade Wonderland Association, Visit Redding, Discover Siskiyou, Explore Butte County, Plumas County, Redding Chamber of Commerce, Shasta Economic Development Corp, Sierra Buttes Trail Stewardship, Shasta Lake Business Owners Association, Mount Shasta Resort, Mt. Shasta Ski Park, Mt. Shasta Nordic Center, Lassen Volcanic National Park, City of Oroville, Sierra Buttes Trail Stewardship, National Park Service, U.S. Forest Service, California State Parks

Strategies

- Direct investment in sustainable growth to enhance activation and product development around key demand drivers – Mount Shasta, Shasta Lake, Lassen Volcanic National Park and Lake Oroville to extend visitor stay, ease the sharp impact of seasonality and introduce new taxable revenue streams.
 - » Product development and activation of Lake Oroville could center around competitive rowing facilities and white-water rafting down the Feather River.
 - » Shasta Lake could benefit from enhanced activation of lake activities, including a wakeboarding course complete with obstacles and jumps, development of beach areas with a variety of water activities, updated and modernized fleet of rental boat options from ski/wakeboarding boats to house boats that could serve as a glamping alternative. Off-water opportunities can revolve around ATV, quad and motorbike trails in the Chappie-Shasta area, including an improved rental fleet of vehicles along with guided tours to some of the area’s most breathtaking sites and views.
 - » This aligns with the [City of Shasta Lake 2040 General Plan](#) implementation effort to explore other strategies for concentrating commercial and tourism growth in the downtown area and on underused parcels located adjacent to Interstate five entry points.

Investment in sports infrastructure

Historically, the region has relied on community parks, school facilities and modest sports complexes to support its athletic activities. According to the Tourism Stakeholder Survey, 38% of respondents listed new, expanded or enhanced entertainment venues (including sports venues), as the second most popular response for opportunities that would have the greatest impact on the Shasta Cascade hospitality and tourism industry.

Additionally, the [demand driver scorecard](#) and [event matrix](#) analyses indicate that current tourism products and events have limited appeal beyond the region. This highlights the opportunity to attract visitors from broader markets through strategic product development and unique thematic events, both of which could be supported by investments in sports infrastructure.

According to a 2023 report by the Sports & Fitness Industry Association, participation in team sports has been steadily increasing, with a notable rise in youth sports participation. This trend is driving demand for more comprehensive and adaptable sports facilities, highlighting the potential for economic benefits through strategic investment in sports infrastructure.

By hosting regional and national tournaments, the area can attract visitors and boost local businesses. Enhanced sports facilities not only draw athletes and teams but also their families and supporters, leading to increased demand for accommodations, dining and other local services. In 2023, the Sports Events and Tourism Association reported that the economic impact of the sports tourism sector was \$128 billion, with individual facilities creating significant economic impact to their local communities. For example, the city of Ontario in Southern California recently unveiled plans for a 190-acre multiuse sports complex named Ontario Sports Empire set to open in fall 2026 that will host regional and national tournaments for football, baseball and rugby. On an annual basis, the complex is expected to bring in 1.2 million visitors and generate \$70 million for the local community.

While these facilities generate significant visitation and economic impact to local communities, there is substantial competition both locally and nationally (e.g., Roseville, which is home to Synergy Force Volleyball Club and Jessup University, which has a volleyball gym). Any new facility needs to consider market positioning and differentiation in order to carve out a niche in the market to attract and win tournament bids. The Shasta Cascade region should be tactical in conducting feasibility analyses and due diligence to understand external threats and define a competitive advantage to other regions and facilities.

By embracing trends such as multiuse facilities, sustainable practices and community engagement, the region would be well-positioned to meet the evolving needs of athletes and spectators alike. These efforts not only enhance the quality of life for residents but also contribute to the region’s economic vitality and reputation as a premier destination for sports and recreation.

Key partners

California State University, Chico, Mt. Shasta City Park, city of Shasta Lake, Mount Shasta Chamber of Commerce, U.S. Forest Service, Visit Redding, Discover Siskiyou, Explore Butte, Shasta Cascade Wonderland Association, Plumas County, Tehama County Planning Department, Sierra Buttes Trail Stewardship, Shasta Economic Development Corp, Redding Chamber of Commerce, Butte County Economic Development Corp, Siskiyou Economic Development Corp, Feather River Tourism Association, Lake Almanor Area Chamber of Commerce, Mount Shasta Chamber of Commerce

Strategies

- Commission a feasibility study for developing sports facilities to enable the region to compete to host regional and national tournaments, including a comprehensive analysis of potential sites, infrastructure and amenity needs, financial viability, assessment of existing facilities, economic assessment of current and potential projects, estimated cost, strategic opportunities and long-term sustainability and community benefits.
- Share information within the community and across the Shasta Cascade region of the economic benefits derived from hosting large regional sports tournaments, highlighting the benefits to local businesses as well as residents and even the advantages for local athletes.

- Strengthen relationships with key members of California State University Chico to enhance mutual efforts around facility development and playing host to regional and national tournaments at the middle, high school and collegiate level.
- If results of the feasibility study suggest an opportunity, appoint a strategic leader or advisory board to spearhead the development and promotion of regional sports and recreation facilities and events, including brand identity, product development, partnerships and marketing.

Events

The Shasta Cascade region is home to a variety of annual events positioned to promote the region’s diverse cultural, recreational and community strengths and attributes. However, there is continued opportunity and interest in investing in new regionwide events. In fact, 51% of Tourism Stakeholder Survey respondents agree that new, expanded or enhanced festivals and events would have a positive impact on the hospitality and tourism industry and listed it as the top response in this category. Further, strategic growth and timing of new events may also help alleviate some of the stark seasonality that the region’s tourism economy experiences.

While numerous events are held across the region each year, they struggle to attract attendees from the visitor population, with the vast majority of attendees coming from the local community. For example, just 2% of attendees to the annual Redding Salmon Festival were visitors to the region and this ratio is consistent across other key events. This indicates that regional events are not drawing visitors to the region or extending visitor stay, limiting the impact of these events on the regional economy. Stronger messaging and promotion of these events to the region’s key source markets should be a key part of investment in expanding events and festivals in the region.

There are few events in the [event matrix](#) that fall into the outdoor recreational sports category. The addition of tournaments or sports-related events could be a potential opportunity for the Shasta Cascade region to explore and add to its existing event offerings.

Key partners

Shasta Cascade Wonderland Association, Visit Mount Shasta, Visit Redding, Discover Siskiyou, Explore Butte County, Plumas County, Tehama County Planning Department, Sierra Buttes Trail Stewardship, Shasta Economic Development Corp, Redding Chamber of Commerce, Butte County Economic Development Corp, Siskiyou Economic Development Council, Feather River Tourism Association, Lake Almanor Area Chamber of Commerce, Mount Shasta Chamber of Commerce

Strategies

- Develop signature events that align with the region’s brand and target key visitor source markets to drive visitor attendance.
 - » Such events should be scheduled to offset seasonality and could include music festivals, cultural events, food and wine events, art exhibitions, winter recreation, autumn harvest themed events, or outdoor adventure races.
- Create a centralized regional events calendar, accessible to visitors, and inclusive of all events hosted throughout the region, giving visitors the opportunity to purposefully build itineraries around events to drive overnight visitation to the region and extend length of stay.
- Leverage the Shasta Cascade [event matrix](#), which facilitates targeted goals designed to address the challenges facing Shasta Cascade events, specifically seasonality and visitor attendance, to understand and assess the current state and future potential of individual events throughout the region to drive targeted growth across the annual event and festival calendar.

2 Improve tourism-related transportation infrastructure

The Shasta Cascade region currently suffers from limited air connectivity, with few direct flights from major cities or international airports. The Tourism Stakeholder Survey reported that 50% of respondents felt that broader availability and frequency of flights would have a positive impact on the Shasta Cascade tourism industry. The region is primarily served by Redding Regional Airport, which has limited capacity and service, serving as a significant barrier for tourists, particularly those traveling from distant locations. The lack of air connectivity restricts the flow of visitors and makes the region less competitive compared to other destinations. Additionally, 24% of Tourism Stakeholder Survey respondents suggest that improved variety and availability of public transportation services would have a positive impact on travel. Rental car office hours and ridesharing availability are not consistently aligned with arrival and departure schedules, creating challenges for visitors arriving and departing through the airport.

Public transportation options within the Shasta Cascade are generally limited to local or county bus services (e.g., ShastaConnect, Redding Area Bus Authority, B-Line, etc.). The lack of a comprehensive, multimodal public transit system makes it challenging for visitors without private vehicles to access and explore the region.

As electric vehicle ownership, lease and rental becomes more widespread, and considering sale of all new passenger vehicles will be zero-emission by 2035, the development of EV infrastructure is critical to accessing the region and preserving California’s storied road trip experience.

Key partners

Shasta Cascade Wonderland Association, Visit Redding, Discover Siskiyou, Explore Butte County, Plumas County, ShastaConnect, Redding Area Bus Authority, Redding Regional Airport, Tehama Transportation Commission, Redding BikeShare, Siskiyou Transit and General Express, Glenn Ride, Plumas Transit, Butte Regional Transit, Shasta Living Streets, Caltrans

Strategies

- Develop, publish and make accessible to visitors a coordinated transportation schedule that aligns the timing of air service, rental car services, public transit, ride share, potential bike-sharing programs and other regional transportation nuances to help synchronize and link the transportation options to provide a more seamless visitor journey.
- Analyze data and commission visitor surveys to gain insights into the travel patterns and needs of different user groups to help tailor services to meet demand, such as offering increased frequency during peak travel times, providing convenient pickup and drop-off points for rental cars, and ensuring that bike-sharing stations are accessible and bike availability is accurate.
 - » The City of Anderson General Plan 2007 emphasized the need for alternative modes of transportation (e.g., Redding Area Bus Authority) to limit traffic and more efficiently access and navigate the city.
- Develop and execute a selection process to prioritize sites for installation of EV charging infrastructure throughout the region, with a focus on tourist attractions, accommodations, downtown areas and linking the California road trip.

3 Support workforce development

According to the Tourism Stakeholder Survey, 66% of employers reported challenges with workforce recruitment and attraction within the last two years. Additionally, 32% cited labor availability as a major obstacle to growth within the region. Seasonality, turnover, housing affordability and career advancement are all hurdles.

The area experiences pronounced seasonal fluctuations in economic activity, posing challenges for year-round full-time employment. As a result, workers often transition between different jobs throughout the year to maintain steady employment. Some employers have informally collaborated on staff-sharing initiatives to provide employees with consistent work equivalent to full-time positions. Despite efforts to mitigate the impact of seasonality, significant progress is still needed to achieve a more balanced year-round economy.

Housing affordability and availability are concerns across the region. The Tourism Stakeholder Survey revealed that 18% of respondents feel that expanded housing accessibility would have the highest potential to positively impact the Shasta Cascade tourism industry and support future growth.

By addressing both employment and housing challenges, the Shasta Cascade region can attract and retain a skilled workforce. This stability is crucial for developing new products and responding to evolving traveler trends and enhancing the overall visitor experience.

Key partners

Shasta Cascade Wonderland Association, Visit Redding, Discover Siskiyou, Explore Butte County, Plumas County, Tehama County, California State University, Chico, Tourism Diversity Matters, Shasta Economic Development Council, Redding Chamber of Commerce, Butte County Economic Development Corp, Siskiyou Economic Development Corp, Feather River Tourism Association, Lake Almanor Area Chamber of Commerce, Mount Shasta Chamber of Commerce

Strategies

- Use Tourism Diversity Matters’ apprenticeship program, which provides hands-on working experience within the tourism and hospitality sectors for diverse professionals interested in pursuing careers in tourism and hospitality, to support workforce development in the region.
- Develop a shared employment pool, facilitating collaboration between employees and employers to coordinate schedules and ensure full-time, year-round employment opportunities for members of the regional hospitality workforce.
- Partner with local universities and colleges (e.g., California State University Chico) to develop specialized tourism and hospitality programs, courses and/or certificates that align with the immediate needs of the region’s tourism industry (e.g., economic development, hospitality management, event planning).
 - » The University of Las Vegas Nevada [Hospitality College Mentor Program](#) connects students and hospitality industry professionals to support students as they begin making career choices.

4 Enhance regional marketing and messaging

At the core of the Shasta Cascade’s enchantment are the stories that permeate its landscape, including its people, culture and the unspoiled beauty that defines the region. To bring these narratives to the forefront, it is essential to integrate fresh, engaging content tailored to the spirit of adventure. This involves using a variety of approaches to engage residents and local businesses, encouraging them to become the voice of the Shasta Cascade region. This strategic approach will not only cast a wider net to reach audiences across various channels but will also showcase the unique allure of the region’s rural charm.

Many travelers are seeking rural backdrops and off-the-beaten-path explorations, including obscure travel opportunities. Embracing, protecting and celebrating the Shasta Cascade region’s rural character and charm is critical as development and growth are explored and executed. By highlighting the region’s rural identity and demonstrating how Shasta Cascade is one of the most remote places in the state, the region can continue to attract new travelers drawn to this type of setting. It is also important to communicate to these travelers the significance of respecting and sharing these spaces with residents and preserving this pristine and welcoming destination for future generations.

Key partners

Shasta Cascade Wonderland Association, Visit Redding, Discover Siskiyou, Explore Butte County, Plumas County, California State University Chico, Shasta Economic Development Corp, Redding Chamber of Commerce, California Green Business Network, Regenerative California, California Coastal Conservatory, Trail Labs Co, Sierra Buttes Trail Stewardship

Strategies

- Establish a regionwide ambassador program that enlists residents and local business owners to be the authentic voice of the region, share their love for the region and provide authentic testimonials and insider tips.
 - » Referred to by regional leaders as the gold standard ambassador program, Sonoma County has set an example with the implementation of its **Accredited Hospitality Professional program**. The main goal of the program is to educate professionals on “The Foundational Five” key areas of Sonoma County hospitality, which include the power of tourism, sustainability, wineries, art & culture, and customer service.
- Leverage the California Welcome Center in Anderson as an existing resource hub staffed with personal travel concierges, knowledgeable experts ready to provide information to enhance and enrich visits no matter the focus — the arts, local culture or ecological crossroads.
 - » This aligns with the **Trinity County Regional Marketing Plan and Advertising Campaign** recommendation to develop a countywide regional brochure and to distribute the guide at the California Welcome Centers in Anderson and Eureka.
- Make destination stewardship an integral part of the visitor experience, giving visitors the honor and responsibility of preserving and caring for the destination through creative campaigns that gamify destination stewardship.
 - » Fayetteville, Arkansas, gamified disposing of cigarette waste with “ballot bins,” which have significantly reduced cigarette litter in the city.
- Integrate Visit California’s Responsible Travel Code into existing efforts or supplement with destination or attraction-specific nuances so as to encourage visitors to do their part in preserving the natural environment of the Shasta Cascade region.
- Ensure that marketing strategies during periods of growth and product development continue to celebrate the Shasta Cascade region’s off-the-beaten-path character and embrace its rural charm.

Conclusion

The establishment of the Shasta Cascade regional opportunities initiative marks a significant advancement in the ongoing efforts to enhance and sustain the tourism sector within the region. Through comprehensive research, strategic evaluation and stakeholder engagement, this initiative identifies opportunities aimed at steering the Shasta Cascade region toward a sustainable and vibrant future.

The development of these opportunities has been informed by valuable input from a diverse array of stakeholders. Contributions from destination marketing organizations, economic development agencies, attraction owners, operators of restaurants and lodging businesses, local business associations and advocates for sustainability have been instrumental. Their insights have helped shape a strategy that is both practical and attainable.

The initiative focuses on four primary areas: invest in tourism product development, improve tourism-related infrastructure, support workforce development and enhance regional marketing and messaging. These areas are backed by actionable strategies designed to enhance the region’s tourism offerings.

These opportunities reflect a commitment to fostering a more sustainable future for the Shasta Cascade region’s tourism sector. While challenges may emerge, they also present avenues for growth and innovation. By remaining aligned with the region’s vision and values, the Shasta Cascade region can advance its goals in sustainable tourism development.

The project team expresses gratitude for the contributions of all participants in this initiative. Their involvement has been crucial in shaping strategies that resonate with the needs and aspirations of the Shasta Cascade region. The aim is to cultivate a tourism landscape that balances contemporary demands with the preservation of the region’s unique character.



Appendix

Regional advisory committee members

JLL extends its heartfelt appreciation to the entire Visit California team, the dedicated members of the Regional Advisory Committee, as well as the stakeholders and partners across the community who actively participated in the regional strategic tourism planning process for the Shasta Cascade. Without their unwavering support and commitment, this plan would not have been possible. Thank you all for your contributions.

Name	Organization
Brian Applegarth	Applegarth Strategies
Danny Orloff	Visit Redding
Debra Lucero	Plumas County
Grace Hornbeak	Mt. Shasta Ski Park
Heather Dodds	Discover Siskiyou
Jennifer Zimmer	Visit Redding
Karen Kleven	Feather River Tourism Association
Laurie Baker	Shasta Cascade Wonderland Association
Lisa May	Choose Redding
Matt Doyle	Lake Shasta Caverns
Nichole Farley	Explore Butte County
Rebecca Baer	Shasta Economic Development Corporation
Todd Jones	Redding Chamber of Commerce
Tonya Dowse	Siskiyou Economic Development Council

Engaged destination marketing organizations and convention and visitors bureaus

JLL extends its sincere thanks to the destination marketing organizations and convention and visitors bureaus whose partnership and expertise were essential to the success of this project. Their insights into local tourism landscapes and their commitment to collaboration were invaluable.

Organization
Shasta Cascade Wonderland Association
Visit Redding
Explore Butte County
Discover Siskiyou
Choose Redding
Visit Redding
Feather River Tourism Association



Baily Cove, Lakehead

Destination plans review database

A review of the following existing regional plans was conducted to establish context and identify key priorities and available resources for this project:

City/County	Name of plan
Butte County	City of Chico General Plan
Butte County	2020-2024 Consolidated Plan
Butte County	Town of Paradise 1994 General Plan
Butte County	City of Gridley General Plan
Butte County	City of Biggs General Plan
Butte County	Butte County Tourist Strategy and Implementation Plan
Butte County	Oroville Tourism Marketing Coordination and Implementation Plan
Butte County	Outdoor Recreation/Tourism Growth and Impact Analysis
Lassen County	City of Susanville General Plan
Plumas County	General Plan 2045
Shasta County	2000–2020 General Plan City of Redding
Shasta County	City of Anderson General Plan
Shasta County	City of Shasta Lake 2040 General Plan
Siskiyou County	City of Yreka General Plan Update
Siskiyou County	Mt. Shasta General Plan 2045
Siskiyou County	City of Weed 2040 General Plan
Siskiyou County	City of Dunsmuir General Plan
Siskiyou County	City of Montague General Plan
Siskiyou County	City of Dorris General Plan
Siskiyou County	City of Etna General Plan 2004-2024
Siskiyou County	Town of Fort Jones General Plan
Tehama County	Groundwater Sustainability Plan
Tehama County	Corning Subbasin Groundwater Sustainability Plan
Tehama County	Tehama County Business Attraction & Retention Program
Tehama County	City of Tehama 2045 General Plan

Focus group attendees

JLL extends its sincere gratitude to all the focus group participants whose valuable insights and contributions were essential to the development of this plan. Your time and expertise are deeply appreciated.

Name	Organization
Raymond Bacon	Yurok Economic Development Corporation
Sara Barbour	Yurok Economic Development Corporation
Sierra Grossman	Sierra Nevada Brewing Co.
Suzanne Bentley	Mount Shasta Resort
Todd Jones	Shasta EDC
Travis Menne	City of Redding

Focus group attendees (cont.)

Name	Organization
Raymond Bacon	Yurok Economic Development Corporation
Sara Barbour	Yurok Economic Development Corporation
Sierra Grossman	Sierra Nevada Brewing Co.
Suzanne Bentley	Mount Shasta Resort
Todd Jones	Shasta EDC
Travis Menne	City of Redding

Stakeholder interviewees

JLL expresses its sincere thanks to stakeholders and interviewees for their collaborative spirit and willingness to share their knowledge. Their partnership was invaluable in achieving the goals of this project.

Name	Organization
Anna Maldonado	California Governor's Office of Business and Economic Development
Anne Kassebaum	Lake Almanor Area Chamber of Commerce
Brian Applegarth	Applegarth Consultative Services
Cara Owings	Governor's Office of Business and Economic Development
Danna Stroud	California Governor's Office of Business and Economic Development
Danny Orloff	Visit Redding
Debra Lucero	Plumas County
Grace Hornbeak	Mount Shasta Ski Park
Heather Dodds	Discover Siskiyou
Jamie Winter	California Office of the Small Business Advocate
Jennifer Zimmer	Visit Redding
Jill Drinkwater	California Governor's Office of Business and Economic Development
Jim Wadleigh	Redding Airport
Karen Gaffney	North Coast Resource Partnership
Karen Klevin	Feather River Tourism Association/Plumas County Tourism
Laurie Baker	Shasta Cascade Wonderland
Lisa May	Choose Redding
Lynn Mohrfeld	California Hotel & Lodging Association
Matt Doyle	Lake Shasta Caverns
Nichole Farley	Explore Butte County
Nina Natina	California Governor's Office of Business and Economic Development
Rebecca Baer	Shasta EDC
Ronald Moore	Rain Rock Casino
Todd Jones	Redding Chamber of Commerce, Shasta Economic Development Corporation
Tonya Dowse	Siskiyou Economic Development Council
Tuli Potts	Sierra Nevada Conservancy

Visited points of interest

The following points of interest were visited to gather firsthand information and context for this project:

Point of interest	Location	Point of interest	Location
Coleman Fish Hatchery	Anderson	Shasta State Historic Park	Redding
California Welcome Center	Anderson	Sacramento River Trail	Redding
Bernie Falls	Burney	Golf Course at Teirra Oaks	Redding
Shasta Lake	California	Bridge Bay at Shasta Lake	Redding
Hotel Diamond	Chico	Crystal Creek Falls	Redding
Tres Hombres Chico	Chico	McConnell Arboretum & Botanical Gardens	Redding
Burgers n Brew	Chico	Sacramento River Trail	Redding
Sierra Nevada Brewery	Chico	Shasta Dam	Shasta Lake
Bidwell Mansion	Chico	Whiskeytown Waterfalls	Whiskeytown
Bidwell Park	Chico	Whiskeytown National Recreation Area	Whiskeytown
Bidwell Mansion State Historic Park	Chico	Nature's Kitchen	Yreka
Honey Run Covered Bridge	Chico	Zephyr Books and Coffee	Yreka
Cave Springs	Dunsmead	W Miner St. Downtown Yreka	Yreka
Lake Shasta Caverns	Lakehead	Greenhorn Park Reservoir Trail	Yreka
Lake Shasta Marina	Lakehead	Main Street Yreka	Yreka
Shasta Marina and Packers Bay	Lakehead		
McClouds Falls	McCloud		
Mt. Shasta Ski Park	Mt. Shasta		
Downtown Mount Shasta	Mt. Shasta		
Mt. Shasta Nordic Center	Mt. Shasta		
Sparky's Restaurant	Mt. Shasta		
The Fifth Season	Mt. Shasta		
Mount Shasta Resort Lodge	Mt. Shasta		
Mount Shasta Resort Golf Course	Mt. Shasta		
Sacramento River	Red Bluff		
Turtle Bay Exploration Park	Redding		
Redding Airport	Redding		
Downtown Redding	Redding		
Sheraton Redding	Redding		
Pipeline Craft Taps	Redding		
Mosaic Redding	Redding		
Sundial Bridge	Redding		
Redding Civic Center	Redding		
Redding Rodeo	Redding		

Global destinations’ readiness for sustainable tourism

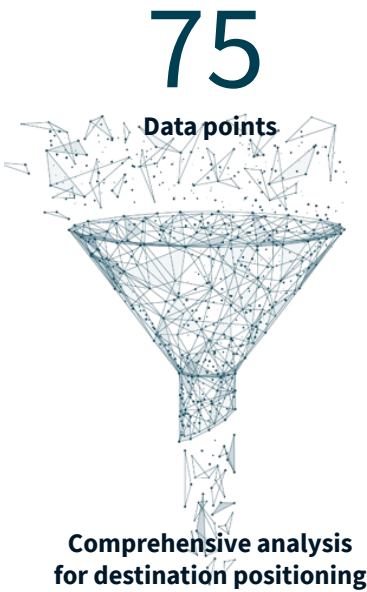
- Tourism readiness index is the product of a partnership between JLL and the World Travel & Tourism Council to assess global cities’ tourism readiness.
- While readiness will depend on the ambitions and goals of every city, WTTC and JLL define tourism readiness as a strategic and all-inclusive approach that proactively addresses and implements factors and policies relating to scale, concentration, leisure and business offerings, environmental and urban readiness, safety and security as well as the prioritization of tourism.
- Indeed, no two destinations are better or the same and, as such, the challenges they will face, and the opportunities to unlock their tourism potential, will differ.
- However, commonalities can be identified to provide a framework through which cities can assess their context and plan for the future.

Tourism readiness index

- Comprehensive analysis addresses what makes a destination ready for sustainable travel and tourism.
- Assess current positioning and ability to manage growth
- Indicators | 75 data points across all facets of the tourism economy
- Outcomes | eight categories and five destination typologies



Globally recognized tool validated by over 100 domestic and international destinations and the World Travel & Tourism Council



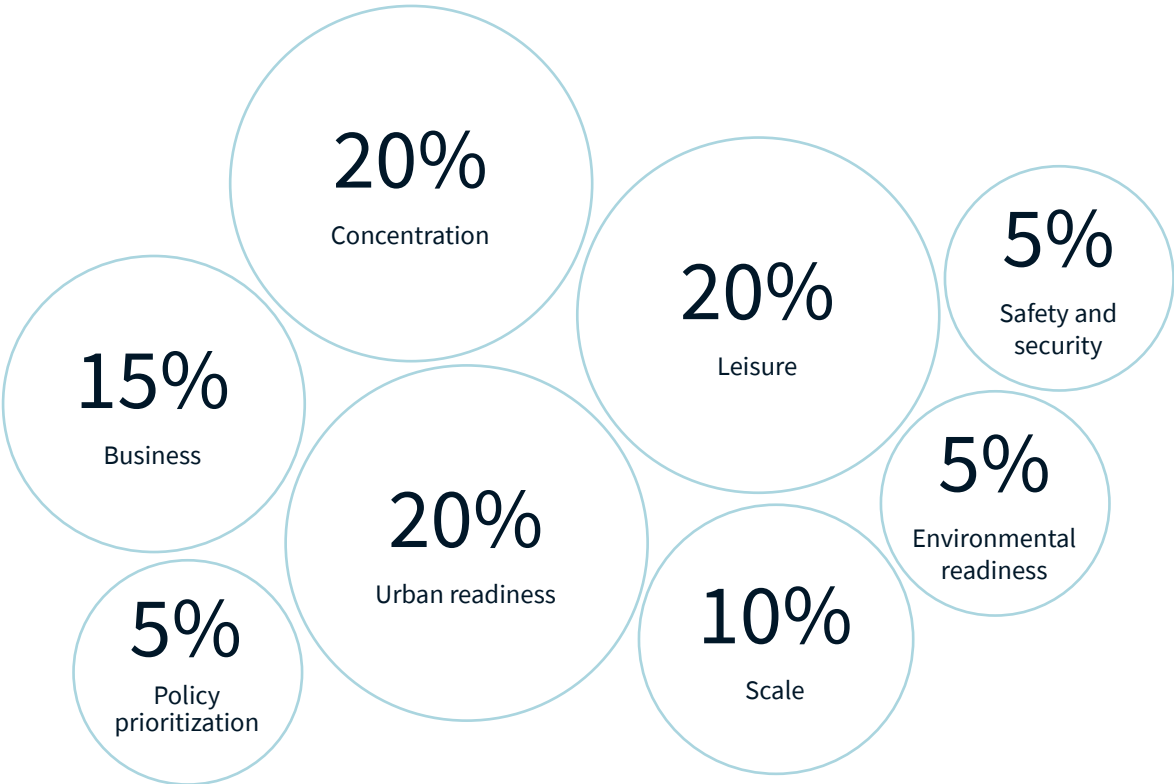
Tourism readiness index categories

- | | |
|----------------------------|--------------------------|
| 1. Scale | 5. Concentration |
| 2. Leisure | 6. Business |
| 3. Environmental readiness | 7. Urban readiness |
| 4. Safety and security | 8. Policy prioritization |

Levels of readiness | Destination typologies

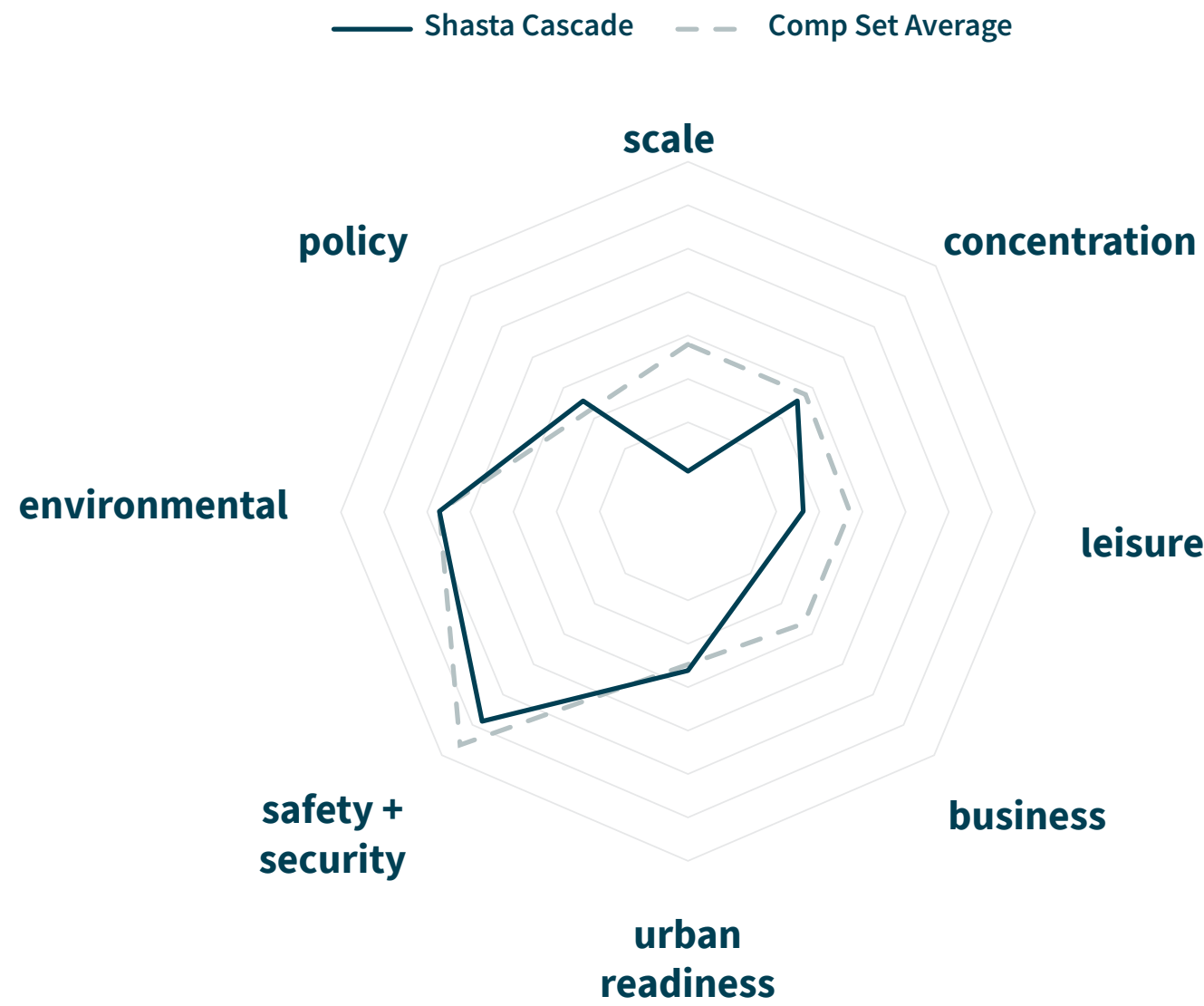
Dawning Developers	Emerging Performers	Balanced Dynamics	Mature Performers	Managing Momentum
Limited tourism infrastructure	Growing momentum	Established infrastructure	Strong leisure and/or business travel dynamics	Historically high growth momentum
Gradual tourism growth	Rising infrastructure	Growth in business and leisure paces with scale	Established tourism infrastructure	Aging or strained tourism infrastructure
Opportunities ahead with planning	Opportunities for strategic development	Equalized scale and concentration	Proactively manage pressures and capacity building	Feeling the pressures of scale and concentration
	Smaller scale — may experience pressures			

Weights by category



Shasta Cascade results

Outcome by pillar



Demand driver scorecard

Process — multistep assessment of destination assets



Use visitor traffic and flow data to assess current demand



Place individual assets on scale based on eight criteria to score



Rate anything that is a 6-7 or greater as the Region's Attractors



Use the outcome to identify future competitive positioning



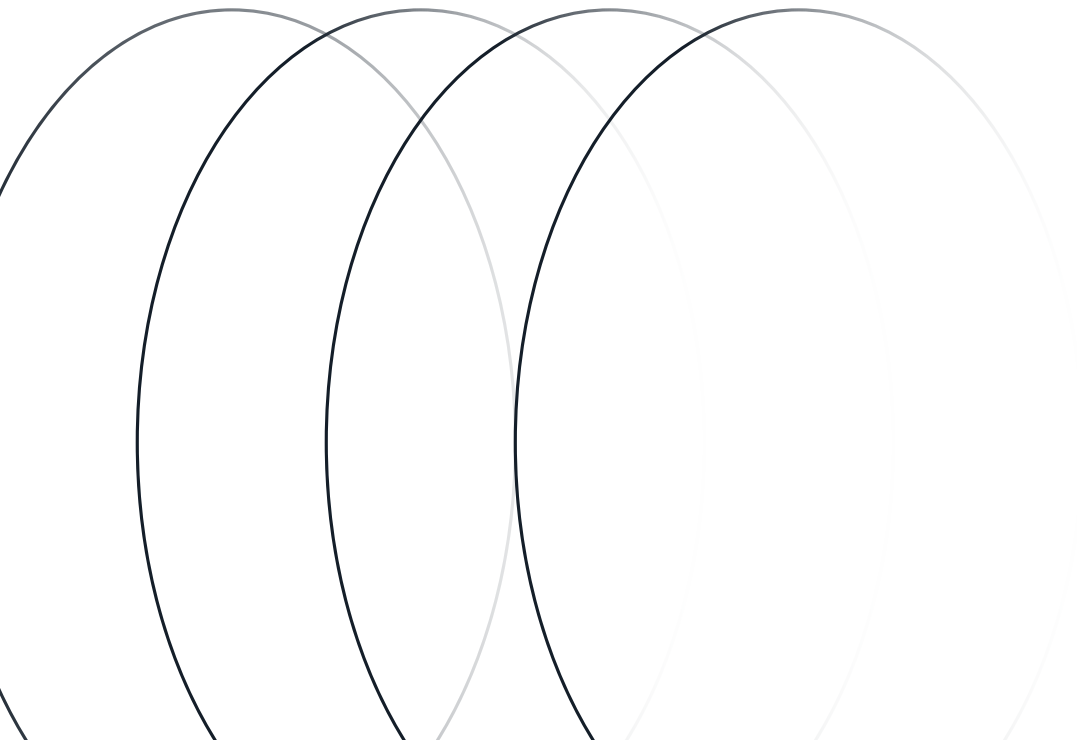
Recommend new investment or enhancement to grow assets on the scale

Score card elements

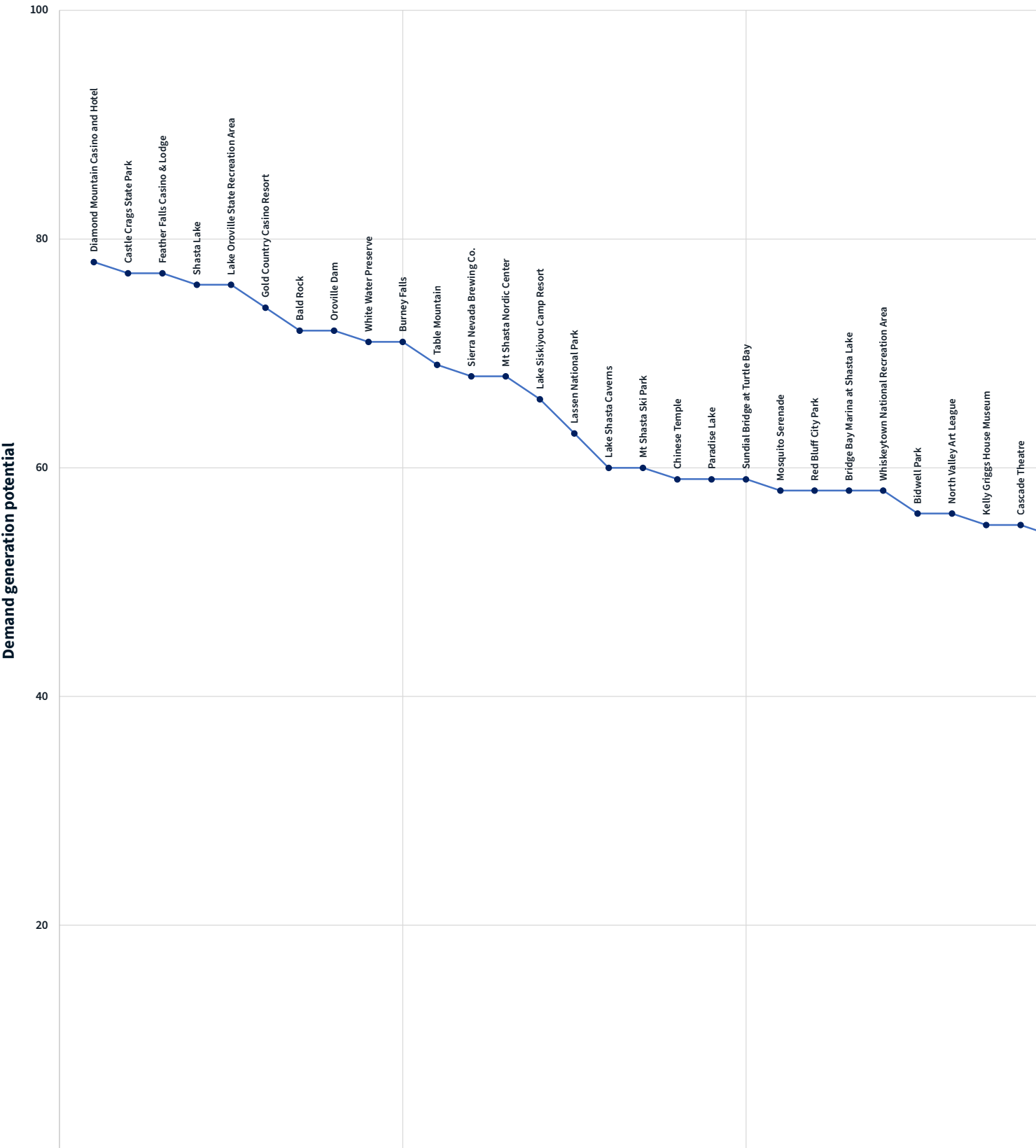
Item	Definition	Max point value
One of a kind	Captivating content or collections that drives interest and appeal. Proximity of alternative similar offerings can be a factor in overall uniqueness	25
Iconic scale	Dramatic visual prompting a curiosity powerful enough to inspire a visit (Instagram-worthy — trying to capture a moment)	20
Engaging visitor experience	Interaction between the guest and the attraction	15
Current visitor demand	Level of visitor traffic, reviews, etc., to the asset currently	15
Event opportunities	Programming temporal, catalytic events	10
Venue capabilities	Easily transformed and adapted to host various functions	5
Identified target audience(s)	Multiple target audience and visitor types can be targeted based on overall connectivity	5
Future unique development	Upcoming additions or plan initiatives that elevate potential	5

Score card: Eiffel Tower sample scoring

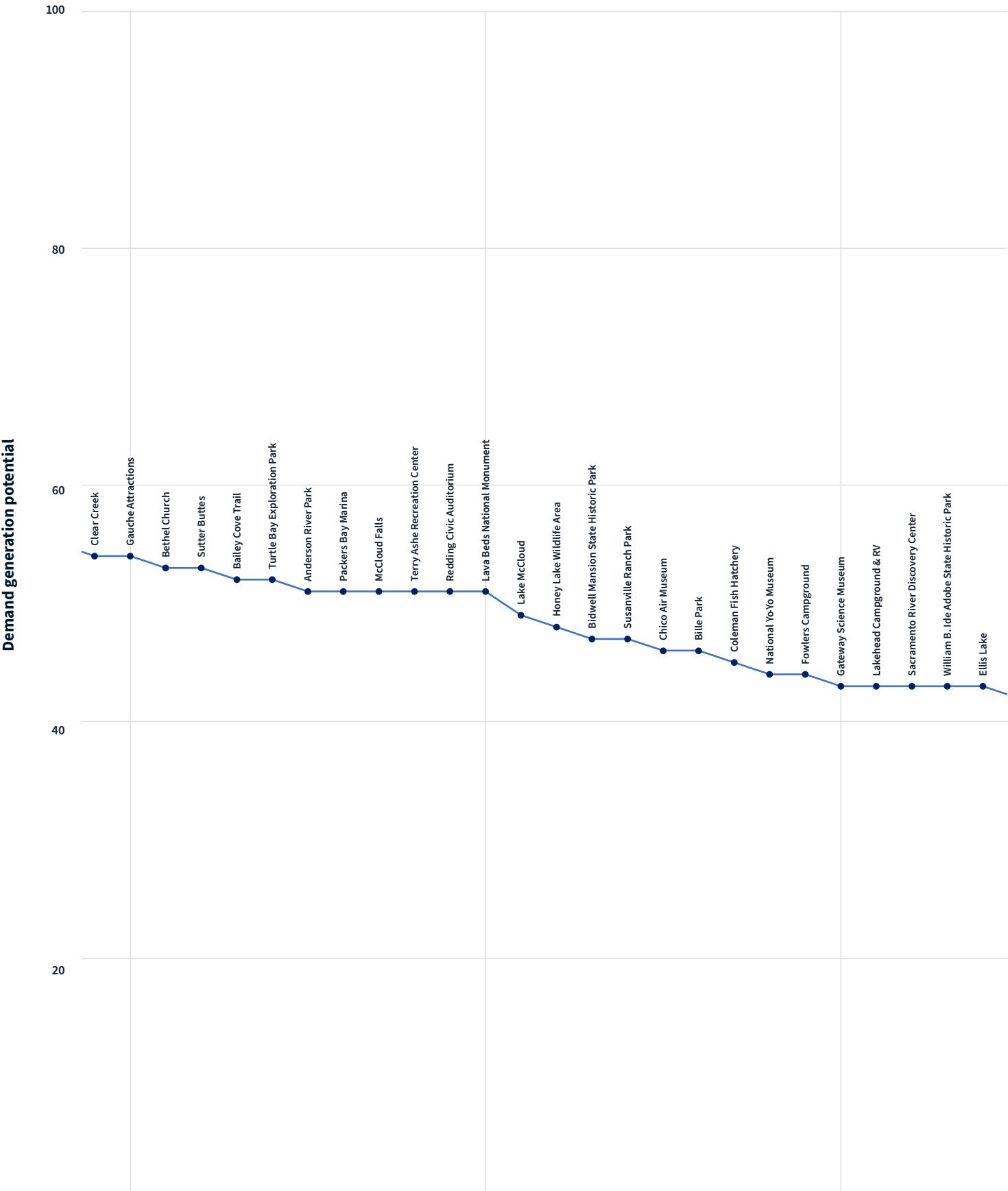
Item	Definition	Score	Max point value
One of a kind	Captivating content or collections that drives interest and appeal. Proximity of alternative similar offerings can be a factor in overall uniqueness	25	25
Iconic scale	Dramatic visual prompting a curiosity powerful enough to inspire a visit (Instagram worthy- trying to capture a moment)	20	20
Engaging visitor experience	Interaction between the guest and the attraction	15	15
Current visitor demand	Level of visitor traffic, reviews, etc. to the asset currently	15	15
Event opportunities	Programming temporal, catalytic events	10	10
Venue capabilities	Easily transformed and adapted to host various functions	5	5
Identified target audience(s)	Multiple target audience and visitor types can be targeted based on overall connectivity	5	5
Future unique development	Upcoming additions or plan initiatives that elevate potential	5	5



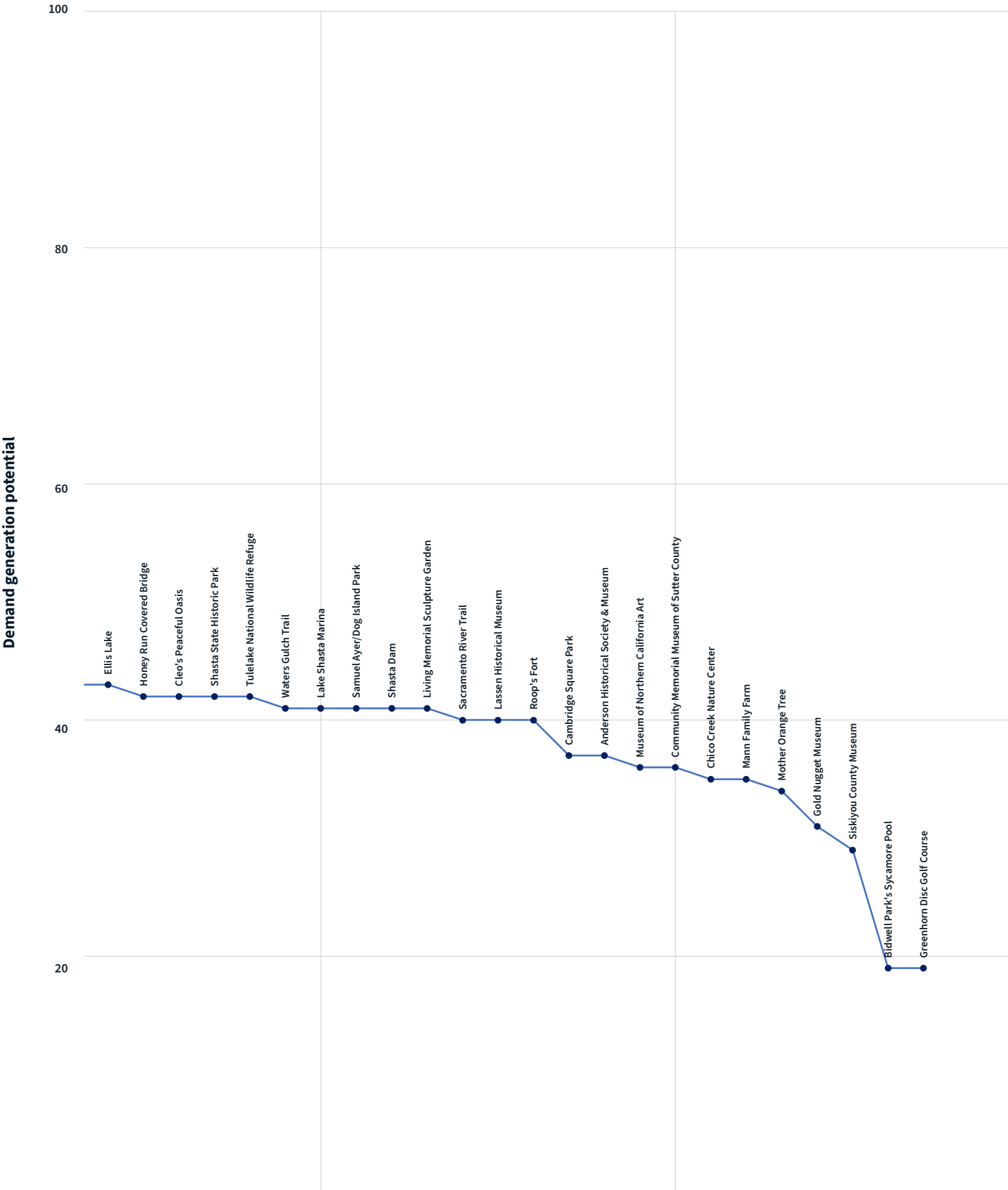
Shasta Cascade demand drivers



Shasta Cascade demand drivers



Shasta Cascade demand drivers



Event matrix

Purpose — Use criteria that drives event return to understand the current landscape of successful events and position the region to support up and coming events.



Identify key events serviced by the region



Rate events on matrix using 11 criteria



Identify those events that can grow in specific areas through matrix outcomes



Work with organizers on tactics for implementation

Program components

- Tourism promotion — destination impact
- Benefit to the destination brand
- Innovation — uniqueness
- Evidence of partnerships
- Organizational structure and management capability
- Economic impact (direct spending)
- Suitable target market(s)
- Comprehensive marketing plan/approach
- Overnight stays (room nights)
- Scale of project — future potential
- Time of year — need periods

Multi-day event

Each event is scored as a single instance, regardless of duration. The evaluation, across the 10 criteria, considers the event’s overall impact and attendance. Instead of daily attendance, the Event Matrix uses criteria such as total overnight stays and the suitability of the event’s target markets. The approach to determining overnight stays involves a two-stage analysis. The first stage uses methods tailored to each event’s reporting sophistication, including reviewing event websites (for past statistics and future room block numbers), reported attendance on Destination Marketing Organization (DMO) websites, and public articles for high-profile events. In the second stage, DMO representatives and regional advisory committees qualitatively review these findings to provide feedback and revisions, validating the scoring process.

Risk

The Event Matrix tool does not directly incorporate event-related risks into final scores, as these considerations are outside its scope. However, stakeholder-identified regional risks, including public safety challenges and high liability insurance premiums due to climate-related risks have been addressed in regional plans and discussions.

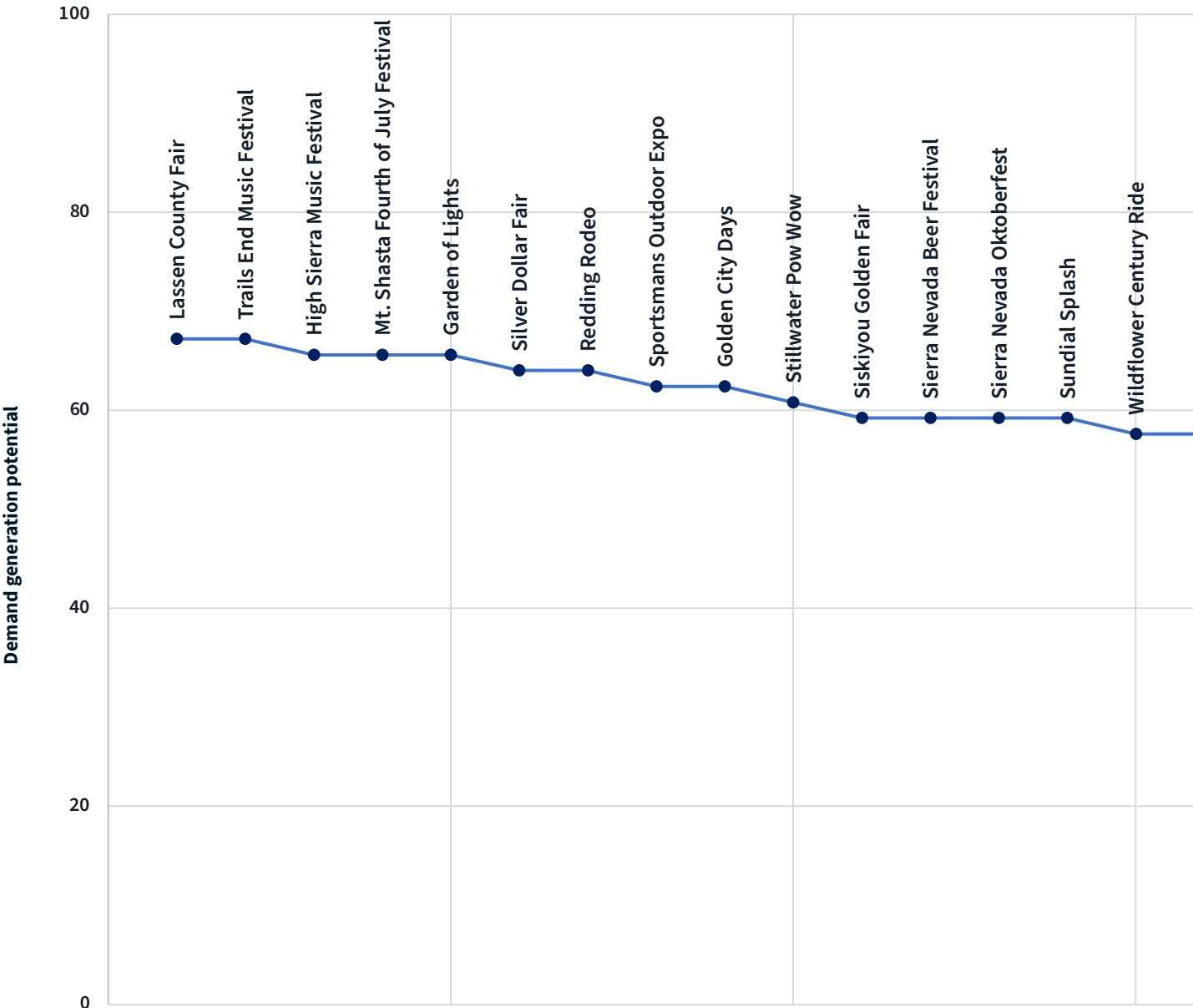


Castle Lake, Shasta-Trinity National Park

Program components

	Fail	Poor	Average	Above average	Excellent	Total points awarded
Program components						10
1. Tourism promotion – destination impact						10
2. Benefit to the destination brand						10
3. Innovation — uniqueness						10
4. Evidence of partnerships						10
5. Organizational structure and management capability						10
6. Economic impact (direct spending)						10
7. Suitable target market(s)						10
8. Comprehensive marketing plan/ approach						10
9. Overnight stays (room nights)						10
10. Scale of Project – future potential						10
*Bonus- need periods/time of the year						
Total maximum possible points = 55						100

Shasta Cascade leisure events



Shasta Cascade leisure events

