DRAFT 3.11.19

Destination Marketing and Management Goals

Mission: To attract visitors and advocate for commerce on Catalina Island

Purpose: To advance the general welfare and prosperity of the Santa Catalina Island Area so that its citizens and all areas of its business community shall prosper. All necessary means of promotion shall be provided and particular attention and emphasis shall be given to the economic, civic, commercial, cultural, industrial and educational interests of the area. The corporation is organized exclusively for purposes within the meaning of section 501(c)6 of the Internal Revenue Code of the United States.

Vision: Avalon and Catalina Island make up a community where tourism promotion and economic vitality are supported by residents, local businesses and civic leaders to

- ensure economic growth
- encourage conservation of precious resources
- be stewards for Catalina's unique character
- prepare for crisis or change
- establish/maintain ample finances
- be flexible and adaptive

Goals that Ensure Economic Growth

1. Track and report visitor counts and tourism driven revenue on a monthly basis
2. Establish a baseline of hotel properties reporting to STR on a monthly basis
3. Track and report hotel and vacation rental occupancy in comparison to competitive set from STR
4. Track and report hotel and vacation rental ADR in comparison to competitive set from STR
5. Support an Increase hotel occupancy by xx%
6. Support an Increase in RevPar by xx%
7. Support growth in ADR @ at least xx%
8. Increase RFPs for group bookings by xx%. (Group Sales co-op)
9. Track and report Weddings RFPs with % change YOY
10. Increase access to Catalina Island Visitor Guide among potential visitors by xx quantity
11. Increase traffic to CICVB website by xx%
12. Increase traffic to CICVB social channels by xx%

13. Advocate for policy that results in prosperity for residents and business owners.
    a. Cruise Committee xxx
    b. TOT Committee xxx
    c. Water Consortium xxx
    d. Hospital Consortium xxx
14. Partner with City, Conservancy and members to encourage increased biking activity including annual biking event
15. Launch mobile Visitor Services info-bike

Goals that Encourage Conservation of Precious Resources

1. Create and grow Care for Catalina Programs
    a. Curate consumer focused website content that inspires Conservation and Voluntourism and discourages Overtourism
    b. Establish Care Fund 501(c)(3)
    c. Partner with civic leaders to stage annual Care for Catalina Clean-up day
    d. Host fixers to include green alternatives for business members
2. Participate in Catalina Island Marine Protection Area programs and events. Promote awareness of same
    a. Distribute Island MPA maps at tradeshows and Visitor Center
    b. Display materials for consumers in Visitor Center and on catalinachamber.com boating information sections
3. CICVB staff and board participate in annual Conservancy Training and/or Windward Beach Clean-up days
4. Develop Destination Marketing materials that are branded and/or focused on natural assets
5. Establish annual award for individuals or businesses that demonstrate resource preservation and stewardship
6. Demonstrate organizationally and encourage island-wide use of recycled and low impact materials for events, office supplies etc.
7. Encourage water conservation as the "norm" for all businesses and guests on Catalina Island
8. Incorporate green filming recommendations into filmcatalina.com website materials
9. Incorporate green meeting recommendations in group and meetings sections of catalinachamber.com website materials
10. Work with Island stakeholders to engage widespread support and participation in conservation
11. Membership in Global Sustainable Tourism Council

Goals that make the CICVB good stewards of Catalina's unique character

1. Work with area landlords to fill vacant storefronts with businesses that serve visitor and resident's needs while maintaining uniqueness
2. Work with Avalon School to educate and prepare youth for hospitality related employment (focus group comments)
3. Work with Island nonprofits that are actively restoring, preserving and enhancing cultural resources. *See Care for Catalina fund*
4. Engage in content development and storytelling that speaks to uniqueness of the Island, its residents, history, present and future
5. Membership in Main Street USA, adoption of programs
6. Include local artists and performers in CICVB events
7. Planning Commission/historic preservation???

Goals that make the CICVB prepared for crisis or change

1. Conduct Sentiment survey and incorporate results into programs and goals
2. Create and engage stakeholders in Crisis Communications planning
3. Create organizational Emergency Plan
4. Establish reserve policy and fund accordingly
5. Implement updated Conflict of Interest policy
6. Hold Board Retreat at east every three years
7. Board engagement: overall attendance, one-on-one meetings

Goals that establish/maintain ample finances

1. Establish reserve policy
2. Form an adhoc TOT Committee
   a. City of Avalon
   b. County of Los Angeles
   c. Board Members
   d. General Members
3. Investigate feasibility of TBID or similar
4. Establish/Use a Membership Committee to grow membership and membership engagement
5. Establish two-year rolling budget subject to annual adjustment(s)
6. Develop/increase sponsorships of CICVB events
7. Establish criteria for all sales agreements to include late fees, cancellation policies and credit/refunds

Goals that encourage being flexible and adaptive

1. Conduct weekly staff meetings to discuss adaptations to work plans

2. Monitor and report US Travel and VisitCalifornia economic impacts and forecasts
3. Cross-train team members for temporarily coverage of one another's duties
4. Include exit language in all contracts
5. Annually review and update as necessary governing documents
    a. Bylaws
    b. Film Handbook
    c. Volunteer Manual
    d. Policies/Procedures
    e. Member Benefits
    f. Crisis Communications