



ANNUAL REPORT

FY 2017/18



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DEAR STAKEHOLDERS,

The Visit SLO CAL team is excited to share with you our FY 2017/18 Annual Report and a glance at the year ahead. With tourism as a key pillar of economic development in our county, Strategic Direction 2020 as our north star and your partnership; we have been able to expand our efforts and accomplish more than ever on your behalf. This report concludes year three of the Tourism Marketing District (TMD), a five-year initiative. The TMD remains instrumental in Visit SLO CAL's ability to achieve the outcomes presented in this report and we are thrilled to showcase those results here.

Over the past year, we gained valuable knowledge and experience by filling open positions in marketing and communications, and by adding an important role in community engagement and advocacy. These team members not only add to our organizational capacity, but also expand the expertise we bring to our partners, helping make SLO CAL a leader in tourism.

Since the passage of the TMD, we have continued our progression from a Destination Marketing Organization (DMO) to a Destination Marketing and Management Organization (DMMO), advocating for SLO CAL's economic sustainability and preservation. This past spring, we accelerated those efforts by launching the Destination Management Strategy, a key initiative outlined in our Strategic Direction 2020. Visit SLO CAL continues to align with the worldwide travel industry movement of protecting and improving the quality of life for all who encounter our destinations, ensuring a brighter, more prosperous county for decades to come.

This past year, we built on previous Travel Trade successes. Visit SLO CAL continued to grow strategic relationships and leverage opportunities on behalf of our investors in key international and group markets. Through our international trade contract with Black Diamond, Visit SLO CAL landed the covers and centerfolds in the largest travel and trade publications in the UK and attended the World Travel Market trade show in London for the first time. Visit SLO CAL's promotional partnerships through trade shows, sales missions and familiarization tours have increased awareness of the SLO CAL brand, helped establish a collaborative tourism industry and created life-long ambassadors.

Marketing SLO CAL and establishing a unifying and emotionally resonant brand remain at the core of our efforts. In the past year, we broadened our reach in media relations, contracting our first national public relations firm, TURNER PR. We launched the new SLOCAL.com website in February, creating a more user-friendly, interactive experience and expanding our services for local businesses. We shifted from being a membership organization to one of inclusion, making Visit SLO CAL services, marketing and website listings available to all tourism-facing businesses and organizations in the county. With hundreds of additional listings, all-new copy, along with fresh professional photography and video, SLOCAL.com is more comprehensive and engaging than ever before.

Our "Life's Too Beautiful to Rush®" advertising campaign matured in year two, and Visit SLO CAL took center stage at the 2018 Visit California Poppy Awards, securing the trophy for Best Digital Campaign. Through strategic and data-driven insights, we continue to optimize the campaign performance and enhance the messaging of the brand to resonate with locals and visitors alike.

With the unwavering dedication of the Visit SLO CAL team and all of you, we have accomplished more than most imagined just three short years ago. The importance of tourism and the quality of life it creates in our county is becoming more evident to our communities. Although there is much work ahead, we remain focused on driving initiatives that work toward proactively crafting SLO CAL's future. Congratulations on what we have accomplished together and thank you for your trust and support as we embark on another spectacular year in SLO CAL tourism.



Chuck Davison
President & CEO
Visit SLO CAL

VISION

A vibrant and prosperous SLO CAL, fueled by a collaborative and flourishing tourism industry

ABOUT

Visit SLO CAL (VSC) is a small, but mighty team of destination marketing and management professionals who work with, and on behalf of, the community and lodging investors to promote SLO CAL to travelers from around the world. As the sole countywide non-profit destination marketing and management organization (DMMO) for SLO CAL, VSC's mission is to "inspire travel and foster our unique experiences to create life-long ambassadors and economic growth for SLO CAL". VSC's goal is to work with strategic partners and lodging constituents to build the SLO CAL brand through a data-driven, efficient and dynamic marketing program. Built on research, with a strategy of continuous improvement, this program aims to establish SLO CAL as a favorite West Coast destination that is known for its signature slower pace of life and wide variety of incredible, immersive guest experiences.

STRATEGIC DIRECTION 2020

The Visit SLO CAL Board of Directors approved the organization's three-year Strategic Plan (Strategic Direction 2020) in June 2016. Since then, the VSC staff, board and partners have been executing key initiatives to accomplish the outlined objectives and five over-arching imperatives. VSC worked with Coraggio Group to map out a detailed operational plan and prioritized its initiatives, which the board approved in November 2016.

IMPERATIVES

OPTIMIZE OUR ORGANIZATIONAL CAPACITY

INITIATIVES:

- Align our organizational structure with our strategic plan
- Establish a continuous learning program for the Visit SLO CAL Team
- Evaluate and develop the tools, systems and technologies we need to succeed

ESTABLISH BRAND CLARITY AND INCREASED AWARENESS THROUGH UNIFIED EFFORTS

INITIATIVES:

- Establish a unifying and emotionally resonant San Luis Obispo County brand
- Produce and share data-driven strategic insights
- Inspire and activate tourism ambassadors

BUILD AND EXPAND STRATEGIC PARTNERSHIPS

INITIATIVES:

- Develop a system for annual partnership planning
- Align resources to manage partnerships
- Identify, develop and activate relationships
- Work with our partners to identify and reduce duplication of efforts

ADVOCATE FOR THE DEVELOPMENT OF CRITICAL TOURISM INFRASTRUCTURE

INITIATIVES:

- Develop long-term Tourism Infrastructure Master Plan
- Enable access to San Luis Obispo County via increased transportation options
- Initiate feasibility study for conference center
- Advocate and educate to support international tourism readiness

DEMONSTRATE VALUE TO OUR STAKEHOLDERS, PARTNERS AND COMMUNITIES

INITIATIVES:

- Develop an engaged and high-functioning tourism culture for San Luis Obispo County
- Create an impactful annual marketing plan and timeline
- Develop and execute a local communication strategy
- Develop a plan for advocacy on behalf of stakeholders

FY2017/18 BOARD OF DIRECTORS

Clint Pearce · Chair | Madonna Enterprises | San Luis Obispo
Elected Designated At-Large Seat (—June 2019)

John Arnold · Vice Chair | Holiday Inn Express | Paso Robles
Appointed Paso Robles Seat (—June 2021)

Lori Keller · Secretary | Martin Resorts | Unincorporated Area
*Elected Designated At-Large Seat (—June 2021)**

Aaron Graves · Treasurer | The Rigdon House | Unincorporated Area
Elected Designated Bed & Breakfast Seat (—June 2020)

Jay Jamison · Past President | Pismo Coast Village | Pismo Beach
Elected Designated RV Park Seat (—June 2019)

Kathleen Bonelli | Paso Robles Vacation Rentals | Paso Robles
Elected Designated Vacation Rental Seat (—June 2019)

Mark Eads | SeaVenture Beach Hotel | Pismo Beach
Elected Designated At-Large Seat (—June 2019)

Jim Hamilton | County of San Luis Obispo
County At-Large Appointee (—June 2020)

Sarah Maggelet | Sarah's Suite | Unincorporated Area
Appointed Unincorporated Area Seat (—June 2019)

Sam Miller | Holiday Inn Express | Grover Beach
Appointed Grover Beach Seat (—June 2021)

Nipool Patel | Lamplighter Inn & Suites | San Luis Obispo
Appointed San Luis Obispo Seat (—June 2020)

Val Seymour | Front Street Inn & Spa | Morro Bay
Appointed Morro Bay Seat (—June 2020)

Amar Sohi | Holiday Inn Express & Suites | Atascadero
Appointed Atascadero Seat (—June 2020)

Roger Wightman | Sandcastle Hotel on the Beach | Pismo Beach
Appointed Pismo Beach Seat (—June 2021)

**Resigned June 2018*

FY2017/18 MARKETING COMMITTEE

Ashlee Akers | Partner & VP of Client Services | Verdin

Jim Allen | Director of Marketing and Communications | Hearst Castle

Audrey Arellano | Brand Manager | Cambria Inns Collection

Terrie Banish | Deputy City Manager - Marketing/Promotions/Events | City of Atascadero

Jocelyn Brennan | President & CEO | South County Chambers of Commerce

Molly Cano | Tourism Manager | City of San Luis Obispo

Shari Clark | Marketing Account Executive | AMF Media Group*

Cheryl Cuming | Chief Administrative Officer | Unincorporated County Business Improvement District

Christen Goldie | Revenue & Marketing Director | Apple Farm

Lindsey Hartig | Marketing Manager | Martin Resorts

Gordon Jackson | Executive Director | Pismo Beach CVB

Stacie Jacob | Executive Director | Travel Paso**

Lori Keller | CEO | Martin Resorts***

Jennifer Little | Tourism Manager | City of Morro Bay

Courtney Meznarich | Account Management Supervisor | AMF Media Group

Heather Muran | Executive Director | San Luis Obispo Wine Country Association

Jennifer Porter | Executive Director & CEO | Paso Robles Wine Country Alliance

John Sorgenfrei | President & Owner | TJA Advertising & Public Relations

Danna Stroud | Executive Director | Travel Paso

Jill Tweedie | Founder & President | Breakaway Tours & Event Planning

Resigned December 2017 **Resigned November 2017 *Resigned April 2018*

FY2017/18 ADVISORY COMMITTEE

Jim Bergman | City Manager | City of Arroyo Grande
Matthew Bronson | City Manager | City of Grover Beach
Scott Collins | City Manager | City of Morro Bay
Lynn Compton | Supervisor | County of San Luis Obispo
Robert "Red" Davis | Councilmember | City of Morro Bay
Thomas Frutchey | City Manager | City of Paso Robles
Barbara Harmon | Councilmember | City of Arroyo Grande
Heidi Harmon | Mayor | City of San Luis Obispo

Wade Horton | County Administrative Officer | County of San Luis Obispo
Erik Howell | Mayor Pro Tempore | City of Pismo Beach
Derek Johnson | City Manager | City of San Luis Obispo
Jim Lewis | City Manager | City of Pismo Beach
Steve Martin | Mayor | City of Paso Robles
Tom O'Malley | Mayor | City of Atascadero
Rachelle Rickard | City Manager | City of Atascadero
Mariam Shah | Councilmember | Grover Beach

TEAM



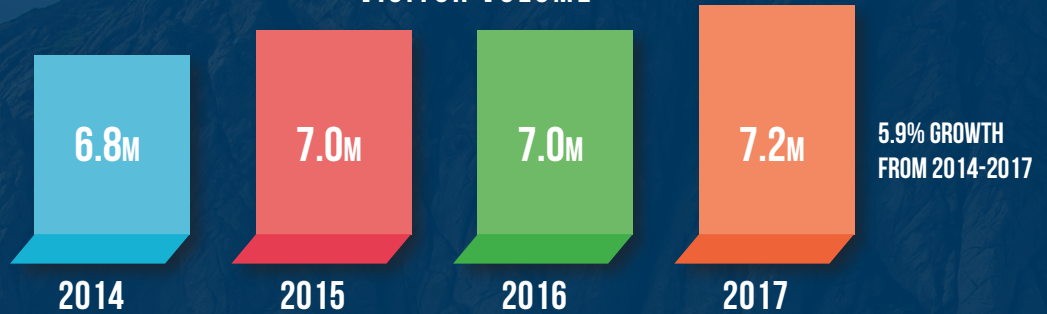
WHY TOURISM MATTERS

Visit SLO CAL's mission to "inspire travel and foster our unique experiences to create life-long ambassadors and economic growth for SLO CAL" is at the core of everything the organization does. Tourism supports SLO CAL's communities by creating jobs, generating tax revenue and supporting local businesses, all while fostering a higher quality of life through added amenities, diverse activities and robust local services.

ECONOMIC IMPACT

\$2.4B

VISITOR VOLUME

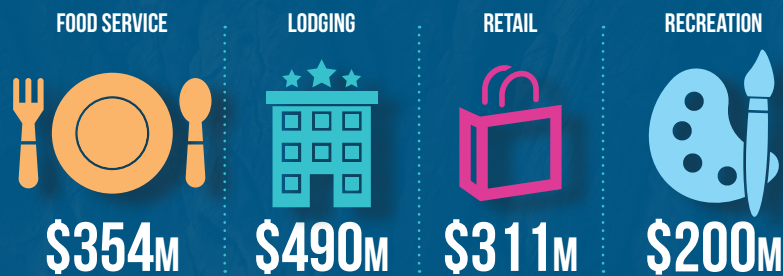


TOURISM SPENDING

\$1.69B

UP 4.5% OVER 2016

DIRECT SPENDING FROM KEY SECTORS



DIRECT SPEND BY DOMESTIC AND INTERNATIONAL TRAVELERS AVERAGED



\$4.6M
A DAY

\$193K
AN HOUR

\$3K
A MINUTE

\$54
A SECOND



1 OUT OF 7 SLO CAL JOBS
DEPEND ON TRAVEL AND TOURISM

23,386

TOTAL JOBS

ACCOMMODATIONS,
FOOD & BEVERAGE

10,786
JOBS

RECREATION &
ENTERTAINMENT

3,155
JOBS

RETAIL

4,023
JOBS

VISITOR AIR
TRANSPORTATION

67
JOBS

OTHER
TRANSPORTATION

384
JOBS

WINERIES

359
JOBS

OTHER

4,612
JOBS

\$746M

\$317M

\$73M

\$105M

\$5M

\$12M

\$20M

\$214M

IN INDUSTRY EARNINGS

SOURCE: TOURISM ECONOMICS LLC

Note: These figures reflect the impact in visitation due to the Highway 1 closure.

LOCAL TAX REVENUE

\$79.3M

WHICH COVERS EXPENSES FOR



792
POLICE OFFICERS'
SALARIES



127
MILES OF 2-LANE
ROADS RESURFACED



1,074
FIREFIGHTERS'
SALARIES



110
PARKS BUILT

EACH SLO CAL HOUSEHOLD WOULD PAY AN ADDITIONAL \$1,738 IN TAXES

WITHOUT THE TAX REVENUE GENERATED BY TRAVEL AND TOURISM

SOURCE: TOURISM ECONOMICS LLC

LODGING BY THE NUMBERS

	FY 2015/16	FY 2016/17	FY 2017/18	
TOT	\$ 35,928,231	\$ 37,620,040	\$ 39,556,572	UP 10.1% OVER 3 YEARS
			SOURCE: VISIT SLO CAL	
OCC	69.9%	68.8%	67.9%	SUPPLY UP 5.1% OVER 3 YEARS
			SOURCE: STR, INC	
ADR	\$ 144.23	\$ 149.38	\$ 152.89	UP 6.0% OVER 3 YEARS
			SOURCE: STR, INC	
REV PAR	\$ 100.79	\$ 102.76	\$ 103.87	UP 3.1% OVER 3 YEARS
			SOURCE: STR, INC	

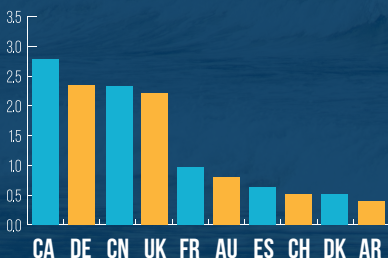
SMITH TRAVEL RESEARCH (STR) REPORTS

VSC uses weekly and monthly STR reports to monitor lodging industry performance and track seasonal changes and incidental impacts for 11 communities and the county as a whole.

VISAVUE® TRAVEL

VSC continues to invest in the Visit California co-op with VisaVue® Travel for both domestic and international travel spending data in SLO CAL. The quarterly and annual reports offer key information on spending by market segment and merchant category, allowing VSC to gain insights on market impacts, changes and opportunities.

TOP ORIGINATING COUNTRIES BY SPEND AMOUNT (\$M)



KEY

CA = CANADA
DE = GERMANY
CN = CHINA
UK = UNITED KINGDOM
FR = FRANCE
AU = AUSTRALIA
ES = SPAIN
CH = SWITZERLAND
DK = DENMARK
AR = ARGENTINA

TOP ORIGINATING MSA_s BY SPEND AMOUNT (\$M)



KEY

LA = LA/ORANGE COUNTY/RIVERSIDE
SB = SANTA BARBARA/SANTA MARIA
SF = SAN FRANCISCO/OAKLAND/SAN JOSE
FR = FRESNO
BF = BAKERSFIELD
SD = SAN DIEGO
SAC = SACRAMENTO/YOLO
VIS = VISALIA/TULARE/PORTERVILLE
SAL = SALINAS
SEA = SEATTLE/TACOMA/BREMERTON

SOURCE: VVT/VISA MSA=METROPOLITAN STATISTICAL AREA

Note: These figures reflect the impact in visitation due to the Highway 1 closure.

TRAVEL TRADE

The SLO CAL brand is catching on around the world. In FY 2017/18, Visit SLO CAL's Travel Trade Department expanded its trade show presence by attending World Travel Market (WTM) London and the Recreational Vehicle Industry Association's (RVIA) California RV Show for the first time. VSC grew awareness in China and Mexico through participation in Visit California's (VCA) international sales missions and in the UK and Ireland by renewing its partnership with Black Diamond on Travel Trade representation in the UK. The Travel Trade department also targeted meeting planners with sales missions, familiarization (FAM) tours and tradeshow in several markets.

JUL	AUG	SEP	OCT	NOV	DEC
2017	2017	2017	2017	2017	2017
VSC Tour & Travel Sales Mission		VSC Meetings & Conference Sales Mission	RVIA VCA UK Super FAM	WTM London	CalSAE Sacramento
		VCA Australia SuperSTAR FAM	Vacation Rental Management Association National Conference		Travel Weekly UK FAM
					National Travel Association
					

PARTNERSHIP WITH BLACK DIAMOND

In their second year of partnership, Black Diamond assisted VSC in promoting SLO CAL throughout the UK and Irish markets, including promoting access to Highway 1 during the closure.

- Secured 35 appointments at World Travel Market London and IPW
- Delivered two FAM tours:
 - Travel Weekly, the UK's top Travel Trade publication, resulting in four covers showcasing SLO CAL
 - Virgin Holidays, resulting in a 200%+ booking increase into SLO CAL
- Organized an exclusive VSC Sales Mission to London, Chester and Manchester

MEETINGS & CONFERENCES

VSC actively promoted SLO CAL as a premier meetings destination at tradeshow and through industry associations, resulting in:

- 37 Appointments
- 20 Leads
- \$3M Estimated Buying Power



4 FAMS WITH
34 TRAVEL PROFESSIONALS



7 TRADESHOWS

6 SALES MISSIONS



MEXICO



CHINA



UK



LOS ANGELES,
SAN FRANCISCO,
SACRAMENTO

11 CITIES

66 LEADS

8 AGENCY
TAKEOVERS

JAN

FEB

MAR

APR

MAY

JUN

2018

Go West Summit

2018

MPI Northern
California EXPO

2018

VCA Mexico
Sales Mission

Virgin Holidays
UK FAM

2018

VCA China
Sales Mission

2018

VSC Tour & Travel
Sales Mission

US Travel
Association IPW

2018

Black Diamond UK
Sales Mission



SALES MISSIONS

VSC targeted top tour operators in China, the UK and Mexico through international sales missions. These sales missions have been crucial to building SLO CAL's brand with tour operators and developing regional itineraries. The sales missions delivered one-on-one meetings with product managers, training sales agents and building relationships that resulted in:

- 112 Appointments
- 66 Leads
- \$75M Estimated Buying Power

FAM TOURS

This year, VSC hosted Travel Trade FAMs for product managers, tour operators and travel agents from the UK, Ireland, China and Australia. These FAMs showcased the county and promoted key activities and tours routes during the closure of Highway 1. These FAMs included:

- 34 International Travel Professionals
- 15 Leads
- \$17M Estimated Buying Power

EARNED MEDIA

PUBLIC RELATIONS AGENCIES

Visit SLO CAL began the year with local PR company, Townsend Public Relations, covering domestic media relations and Black Diamond contracting PR for the UK and Ireland. In November 2017, VSC signed on travel and lifestyle agency, TURNER PR, to execute a strategic, integrated and results-oriented domestic earned media campaign.

BLACK DIAMOND



27
ARTICLES



\$485,390
AD VALUE



55,708,812
IMPRESSIONS

TURNER PR



27
ARTICLES



\$52,504
AD VALUE



72,453,771
IMPRESSIONS

TOTAL FY 2017/18 RESULTS



171
ARTICLES



OVER
\$540,000*
AD VALUE EQUIVALENCY



OVER
128,162,583*
IMPRESSIONS

* AD VALUE EQUIVALENCY AND IMPRESSIONS NOT AVAILABLE OR PRESENTED FOR MOST NON-AGENCY ARTICLES.

5 NOTABLE ARTICLES FROM TURNER PR

Forbes

The Perfect San Luis Obispo SLO CAL Getaway



Stephen Raboin Contributor
Trends about emerging markets, fashion, arts, and culture.

From the hustle and bustle of the entertainment industry in LA to the vigorous start-up culture of the Bay Area, California is famous for its high octane creative energy. Tucked into the central coastline, there is a place cherished by the state's type A residents and visitors alike. San Luis Obispo county, or SLO CAL, is home to some of the best Pacific beaches, delicious locally produced food, award winning wineries, luxury boutique hotels and plenty of outdoor fun options.

San Francisco
magazine

Big Coast, Small Wonders

Small updates (Photo: Courtesy of Raboin) / March 28, 2018

From Paso Robles to San Luis Obispo, California's Central Coast reveals its country charms.



From Google to Google

SLIDE SHOW
Wanderings in the Central
Coast's Santa Valley
Photo: Shook
(1 of 6)

7x7



The Lake Tahoe Antidote: Snow-Free Winter Getaways in Northern California

By Jess Lander Feb 19, 2018

Like us on Facebook

Sunset

10 Best Craft Beer Taprooms in the West

Modern taprooms—with their attention to design, lineup of games, award-winning menus, and rotation of special characters—are the new home away from home.



Modern Times Beer, San Diego, CA



You May Like

Check the top 10 Best
Beer Breweries in
the West

New England
Craft Beer Co.

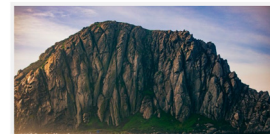
SEATTLEITE

WEEKEND 'WANDERINGS: SAN LUIS OBISPO COUNTY, CALIFORNIA

By Andrew Pardo on April 12, 2018

Slow Down in SLO CAL

San Luis Obispo County, California (SLO CAL) is quietly making itself a vacation destination. Whether you're looking for outdoor adventures, a heavenly spa scene, or a quiet day at the spa, SLO CAL has something for the whole family.



DESKSIDES AND EVENTS

SEATTLE

6 DESKSIDES
33 MEDIA ENGAGEMENTS

NEW YORK

5 DESKSIDES
115 MEDIA ENGAGEMENTS



LOS ANGELES

10 DESKSIDES
80 MEDIA ENGAGEMENTS

DENVER (IPW)

23 DESKSIDES

UK

11 DESKSIDES
31 MEDIA ENGAGEMENTS

CRISIS COMMUNICATION

In FY 2017/18, VSC remained steadfast in their support of local partners affected by the Highway 1 closure by working closely with regional tourism partners, as well as Caltrans and Visit California. VSC provided maps translated into four languages which highlighted accessible routes and encouraged visitors to continue to explore SLO CAL's north coast.

Additionally, with the support of TURNER PR, VSC provided crisis communication updates regarding nearby fires that allowed the organization and its stakeholders to supply information effectively and in a timely manner.



OWNED MEDIA

SLOCAL.COM

In February, Visit SLO CAL launched the all-new SLOCAL.com, offering a superior user experience and reflecting the ethos of the SLO CAL brand as VSC's main digital marketing asset. SLOCAL.com is part of a multi-channel technology upgrade for the organization. The new software also included VSC's first customer relationship management (CRM) system to better track sales, contacts, services and partner benefits, as well as a new extranet, the SLO CAL Connection, to streamline partner interactions, giving business marketers direct access to their SLOCAL.com profiles, sales leads, media opportunities and more. These upgrades were part of a series of efforts to add value for stakeholders by enabling straightforward communication and elevated service standards.

In addition to technological advances, SLOCAL.com was upgraded with all-new content, including fresh copy on every page, expanded sections and aerial video postcards for SLO County destinations, more dynamic blog posts and new professional photos for all hotel, motel and RV park listings. These enhancements increased website engagement and better showcased all SLO CAL has to offer.

FY 2017/18 SLOCAL.COM SNAPSHOT*



39.25%
BOUNCE RATE



48.92%
YOY



2.29
PAGES PER SESSION



35.08%
YOY



2:15
AVG SESSION DURATION



82.11%
YOY



77.63%
PERCENTAGE OF NEW SESSIONS



43.48%
YOY

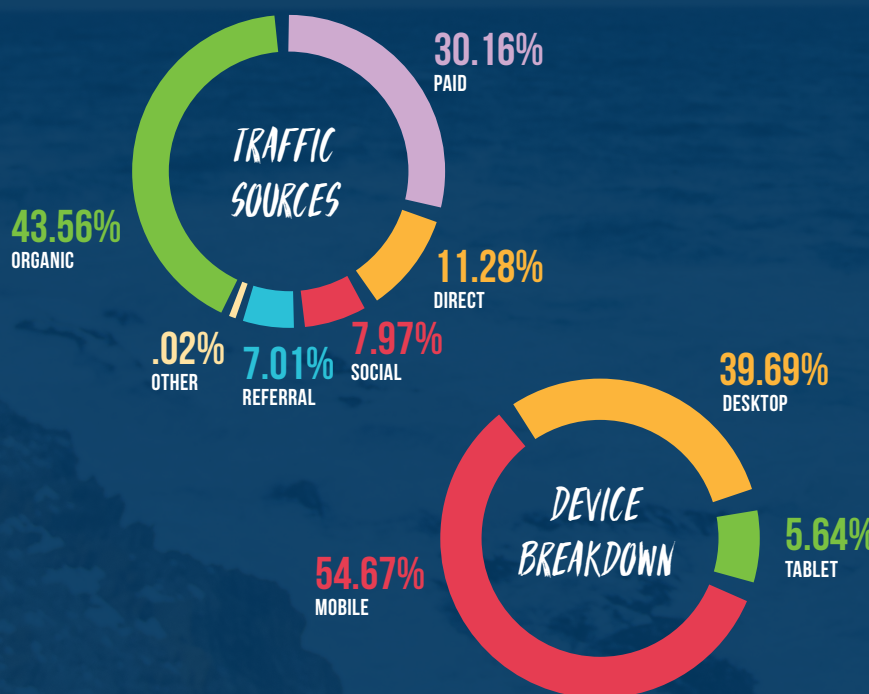


989K
SESSIONS



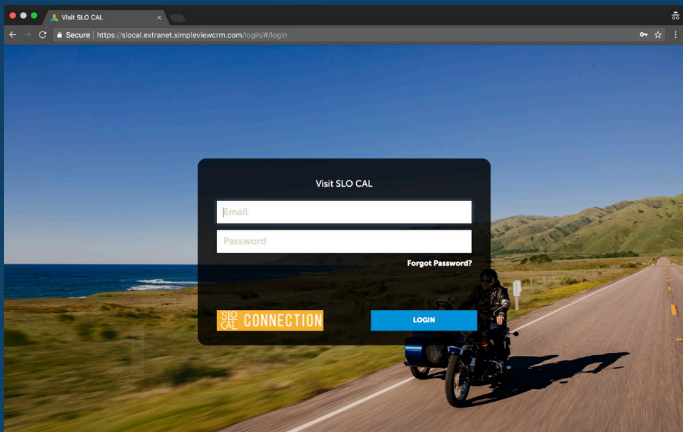
777K
USERS

* THE FY 2017/18 PAID MEDIA STRATEGY FOCUSED ON QUALITY OVER QUANTITY, IMPROVING ENGAGEMENT METRICS WHILE DECREASING OVERALL TRAFFIC. DATA IS FROM GOOGLE ANALYTICS AND INCLUDES BOTH DOMAINS: VISITSANLUISOBISPOCOUNTY.COM AND SLOCAL.COM. YOY=YEAR-OVER-YEAR.



TOP TARGET MARKETS BY TRAFFIC

TOP CITIES	% OF SESSIONS
LOS ANGELES	25.75%
SAN FRANCISCO	14.98%
SAN JOSE	4.69%
PHOENIX	4.13%
DENVER	3.26%
SEATTLE	2.62%

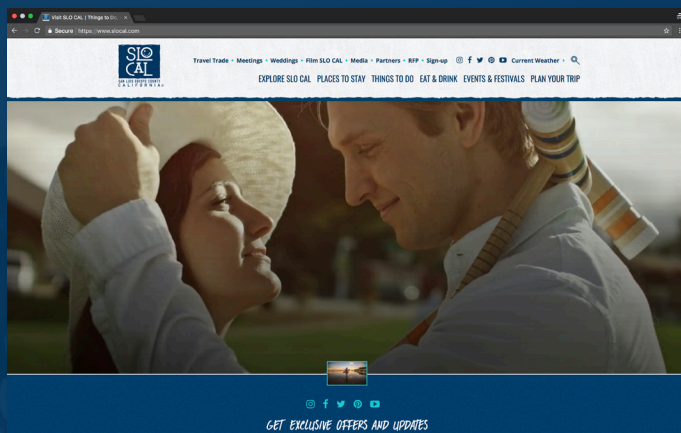
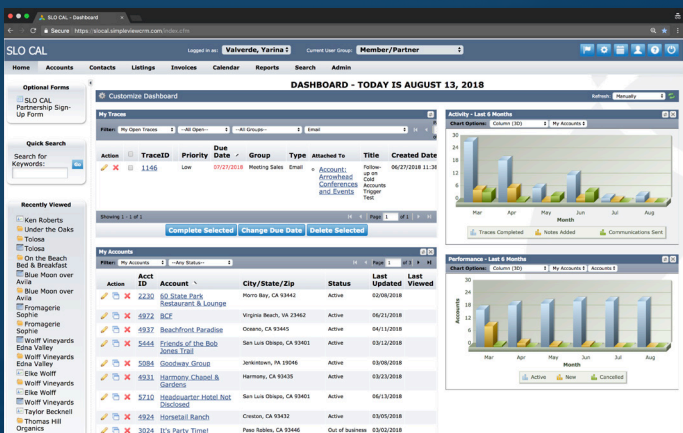


SLO CAL CONNECTION

SLO CAL Connection is a new way for partners to get updates from Visit SLO CAL, edit their business information and interact with other members of the community.

NEW DOMAIN AND WEBSITE SLOCAL.COM

A new and improved user experience



SIMPLEVIEW CRM

The leading industry solution for Customer Relationship Management



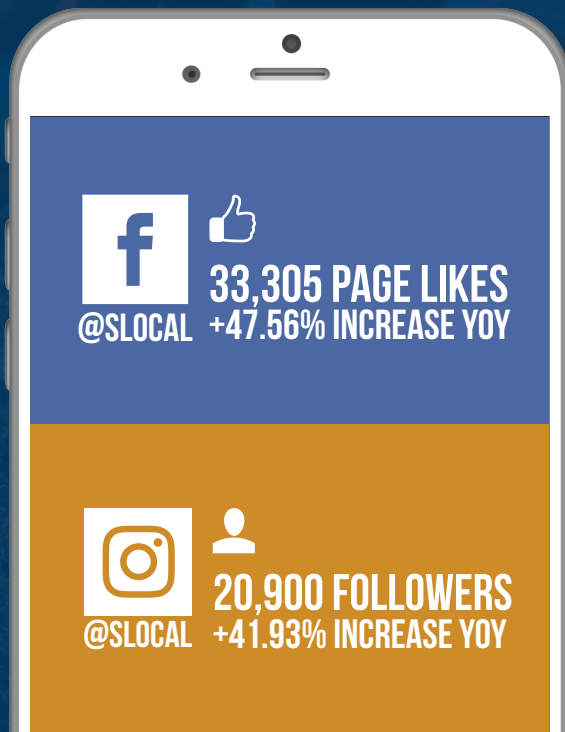
OFFICIAL SLO CAL VISITORS MAGAZINE

VSC partnered with Destination Creative Group to produce the SLO CAL 2018 Official Visitors Magazine and distributed over 45,000 copies during the year through a variety of channels. Working with Certified Folder Display Service, the magazines were distributed through brochure racks in

key feeder markets at airports, hotels, car rental locations and California Welcome Centers.

The magazines are available in visitor centers, lodging properties and other locations throughout SLO CAL. In addition to local distribution, the publication is also available on SLOCAL.com as a digital guide to view online and to be shipped to individual travelers at no charge.

SOCIAL MEDIA ENGAGEMENT



PAID MEDIA

CHASING A HIGH-VALUE USER

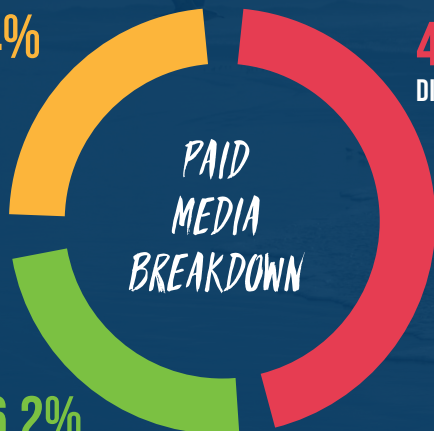
This year, Visit SLO CAL evolved their targeting strategy to emphasize conversions over traffic. VSC made optimizations with the goal of getting a progressively lower effective-cost-per-action (eCPA), where high-value activities were identified and tracked. The result was an improvement in user engagement metrics, including doubling the average session duration and improving the bounce rate by double-digits.

CAMPAIGN BY THE NUMBERS

26.4%
SEARCH

47.4%
DISPLAY

26.2%
SOCIAL



SPEND
\$1.1M



CLICKS
337K



ECPA
\$3.45



IMPRESSIONS
99.7M



BOUNCE RATE
46.90%



42.31%
YOY



PAGES/SESSION
1.55



24.00%
YOY



AVG SESSION DURATION
1:17



266.67%
YOY

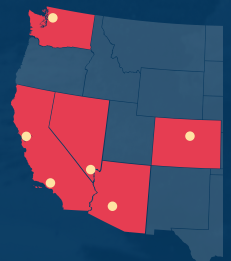
TARGET MARKETS

VSC's limited advertising budget means that each dollar must be spent strategically, hitting the right people, at the right time, with the right message and only those people. VSC reduces waste by careful targeting and optimization toward three strategic personas and by narrowing the focus to six key feeder markets, chosen through research data and to support the two new direct flight markets.

6 MARKETS

LOS ANGELES
SAN FRANCISCO
SEATTLE

DENVER
PHOENIX
LAS VEGAS





PERSONAS

VSC's marketing strategy leverages psychographic segmentation to go beyond the demographics of household income, age, education level, etc., to uncover the beliefs, motivations, aspirations and lifestyles that enable engagement with the person, not just the target market.

MOM TO THE MAX

Scheduled, Connected, Affluent,
Seeks Transparency



ACTIVE ADVENTURER

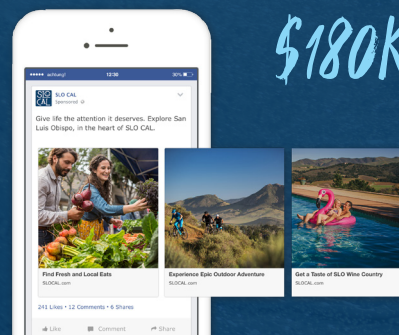
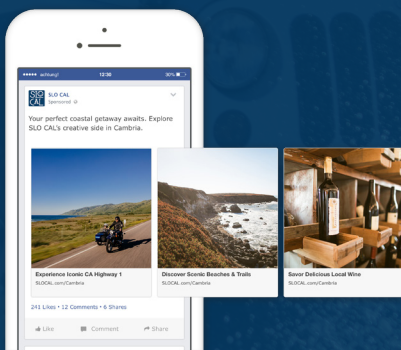
Active, Mid-High Affluent, Educated,
Passionate Experience-Seekers



CULTURED CLASS

Educated, Risk Takers, Gracious,
Confident, Professionals

COOPERATIVE ADVERTISING



\$180K

JOINT CAMPAIGN SPEND

6 DMO PARTNERS

SOCIAL & NATIVE
ADVERTISING



MARKETING RESEARCH

RESEARCH NOW

The third and final wave of Visit SLO CAL's brand lift study with Research Now was completed in August 2018. The purpose of this study is to measure the consumer-brand interaction post marketing campaign and to help identify favorable changes in the customer journey, from awareness to the likelihood of visiting.

FAMILIARITY WITH SLO CAL

38% HAVE VISITED SLO CAL
IN THE PAST

UP FROM 36% IN WAVE 1
93% WOULD VISIT AGAIN

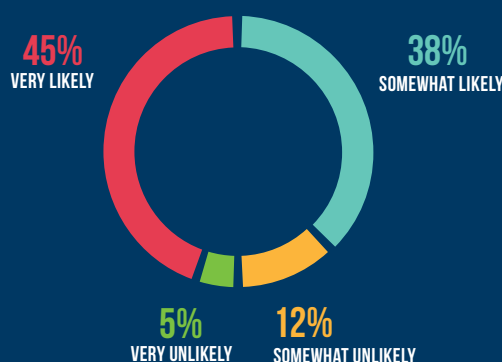
62% HAVE NOT VISITED, OF
WHICH 68% WOULD BE
INTERESTED IN VISITING SLO CAL

ARRIVALIST

Arrivalist uses patented technology that anonymously tracks the location of a user's mobile device. They can compare the messages about SLO CAL that people are exposed to with whether or not they subsequently visit. This data allows VSC to understand user behavior patterns such as:

- Days to arrival after media exposure
- Arrivals by market
- Relationships between type of media and arrivals

LIKELIHOOD TO CONSIDER VISITING SLO CAL AFTER SEEING ADS



Note: "Very likely" responses increased from 41% in wave 1.

OWNED MEDIA USA ARRIVALS 2,932

ORIGIN STATE	% ARRIVALS
CALIFORNIA	78.2%
ARIZONA	2.2%
WASHINGTON	2.2%
TEXAS	2.0%
COLORADO	1.8%

PAID MEDIA USA ARRIVALS 7,614

ORIGIN STATE	% ARRIVALS
CALIFORNIA	80.6%
ARIZONA	6.9%
WASHINGTON	4.9%
TEXAS	4.9%
COLORADO	1.8%

MONTH	EXPOSURE %	ARRIVALS %
DEC-17	0.2%	4.0%
JAN-18	0.3%	3.6%
FEB-18	14.7%	7.1%
MAR-18	29.0%	13.4%
APR-18	25.4%	17.7%
MAY-18	4.4%	13.4%
JUN-18	0.2%	11.2%

FILM SLO CAL

Film SLO CAL (FSC), a division of Visit SLO CAL, promotes, tracks and facilitates filming throughout SLO CAL. In 2017, filming remained strong with 145 project leads coming through the FSC office, including independent feature films, television programs, commercials, photo shoots, music videos, documentary films and more.

262
FILMING
DAYS

120
PRODUCTIONS

MORE THAN
1200
ROOM NIGHTS

ESTIMATED
\$3.1M
SPEND IN SLO CAL

NOTABLE PRODUCTIONS:

- *Destination Wedding*, a feature film starring Keanu Reeves and Winona Ryder
- *Jay Leno's Garage*, NBC
- *Great American Railroad Journeys*, BBC
- *Mission America's*, National Geographic
- *Top Secret Swimming Holes*, *Rick Stein's Ocean Highway* and other TV pilots for HGTV, Travel Channel, Netflix and DIY Network
- Commercial film and still shoots for Microsoft, GMC, JanSport, Pottery Barn, Clarks Shoes, Subaru, ASUS and Fenty PUMA by Rihanna
- Music and commercial promotional videos for Nick Jonas and Lady Antebellum

FILM INDUSTRY LOCATION FAMILIARIZATION TOUR

In partnership with the SLO International Film Festival (SLOIFF), FSC hosted eight location managers, scouts and filmmakers in March for a two-day film location scouting FAM tour through the county.

MAJOR FILM COMMISSION TRADE SHOWS

FILM IN CALIFORNIA CONFERENCE: In May, FSC attended the Film in California Conference, providing the opportunity to meet with several location managers.

AMERICAN FILM MARKET (AFM): FSC attended and exhibited at the new LocationEXPO, part of the AFM, in partnership with ten other California film commissions. AFM draws more than 7,000 participants from 80+ countries.

NEW FILM SLO CAL VIDEO

This year, FSC produced its first-ever promotional video, highlighting a variety of locations throughout the county. This high-caliber, 60-second video will be used on social media and the FSC website, FilmSLOCAL.com, to inspire and inform location seekers.



SPONSORSHIPS + EVENTS

SAVOR-A SAN LUIS OBISPO COUNTY EXPERIENCE

Partnering with area businesses and DMOs, Visit SLO CAL promoted the county with an immersive, interactive installation at two food and wine events: San Diego Bay Wine + Food Festival and Taste Washington in Seattle. VSC's sponsorship included targeted marketing campaigns to past and current event attendees, including trip giveaways before, during and after the events.



*SAN DIEGO BAY
5,914 ATTENDEES*



*TASTE WASHINGTON
6,750 ATTENDEES*



San Diego Bay Wine + Food Festival, November 2017



Taste Washington, March 2018



THE CLYMB AND LEFTLANE SPORTS

The Clymb and its sister company, San Luis Obispo-based LeftLane Sports, are curators of outdoor adventure experiences, gear and travel stories. In 2017, VSC hosted The Clymb in SLO CAL as part of a partnership to reach a large, highly-engaged outdoor adventure audience through custom professional content on multiple channels. The Clymb highlighted everything from surfing and kiteboarding, to coffee shops and farmers markets. The Clymb produced three blog posts which were distributed via their e-newsletters, email banners, social media, website ads and an Instagram takeover.

STATS

3 BLOG POSTS

13 EMAIL BANNERS

6 WEBSITE ADS

21 SOCIAL MEDIA POSTS

24,419 BLOG IMPRESSIONS

214,784 SOCIAL IMPRESSIONS

768,060 EMAIL IMPRESSIONS

1,007,263 TOTAL IMPRESSIONS

INDUSTRY EDUCATION

In the fast-paced, ever-evolving modern world, Visit SLO CAL is dedicated to delivering the latest industry information, research and resources to area tourism partners, lodging constituents and business leaders. In addition to ongoing partner communications, in FY 2017/18, VSC hosted several industry events covering a wide range of topics, including:



INDUSTRY EDUCATIONAL SYMPOSIUM

In September, VSC held an Industry Educational Symposium, covering important and timely industry topics centered on perfecting operational effectiveness and increasing revenue opportunities. This symposium included speakers from Arrivalist, Host Compliance and JBS Hotels.

SLO CAL CONNECTION AND INDUSTRY COMMUNICATIONS

Midyear, VSC launched its first dynamic communication hub and extranet, the SLO CAL Connection, where partners can manage their accounts, listings, events and special offers, as well as respond to trade, media and marketing opportunities. VSC also utilized industry-specific social media channels and emails to inform constituents and tourism partners on industry news, local developments, crisis updates and more. Go to SLOCAL.com/Partners to get connected.

2018 ANNUAL VISIT SLO CAL TOURISM EXCHANGE

The VSC Tourism Exchange in May is the largest tourism industry event of the year, bringing together a record number of industry partners, community leaders and government officials to celebrate National Travel and Tourism Week through networking, learning and collaboration. Here, attendees heard the latest on VSC programs, customer service insights, tips on brand management and information on emerging trends, such as the cannabis industry.

SPEAKERS FROM...

203 ATTENDEES



INDUSTRY + STRATEGIC PARTNERSHIPS

Following the Strategic Plan imperative to “build and expand strategic partnerships,” Visit SLO CAL continued cultivating and strengthening collaboration with several national, California, regional and local organizations in marketing, economic development and tourism.

VISIT CALIFORNIA

In February 2018, VSC won its second Visit California Poppy Award. The honor of Best Digital Campaign was given in recognition of the “Life’s Too Beautiful to Rush®” campaign, which introduced the first ever countywide destination brand, SLO CAL.

VSC understands the value of the tourism funnel and having strong relationships with DMOs at the national, state and regional level. It is critical for VSC to stay top-of-mind with these organizations, and Visit California (VCA), the state’s destination marketing organization, has proven to be a key ally in accomplishing VSC’s mission. To help maintain this vital relationship, VSC President & CEO, Chuck Davison, sits on VCA’s Brand Content Committee, while VSC’s Director of Travel Trade, Michael Wambolt, is part of the International Committee.



Visit California Poppy Award for Best Digital Campaign 2018



Ryan Becker (Visit California) & Chuck Davison (Visit SLO CAL)

BEST BUDDIES CHALLENGE

In partnership with Visit California, Chuck Davison participated in the Best Buddies Challenge charity bike ride that supports individuals with intellectual and developmental disabilities. The event, hosted by Hearst Castle, attracted over 600 riders, including celebrities and other luminaries, providing a wealth of exposure for SLO CAL and Highway 1 via social media, obtaining 7,800 engagements and over 331,000 impressions.

CALIFORNIA DMO LEADERSHIP SUMMIT

Chuck Davison, President & CEO of Visit SLO CAL, is among 15 destination CEOs invited by VCA to participate in biannual DMO Leadership Summits where the group discusses and debates industry hot topics, such as marketing trends, government affairs, organizational governance and economic development issues.

INDUSTRY PARTNERSHIPS



CALIFORNIA TRAVEL ASSOCIATION (CALTRAVEL)

- Protects and enhances the interests of California's travel and tourism industry through advocacy, collaboration and education.
- VSC's President & CEO, Chuck Davison, sits on the CalTravel Board of Directors and will serve as treasurer on the executive committee for FY 2018/19.



CENTRAL COAST TOURISM COUNCIL (CCTC)

- VSC Vice President of Marketing, Brooke Burnham, serves on the board of this regional DMO.
- Michael Wambolt, VSC Director of Travel Trade, sits on the CCTC Marketing Committee.



BRAND USA

- Brand USA leads the nation's global marketing effort to promote the United States as a premier travel destination.



U.S. TRAVEL ASSOCIATION

- U.S. Travel is the leading force that grows and sustains travel and protects the freedom to travel.



DESTINATIONS INTERNATIONAL

- Destinations International is the world's largest resource for official destination organizations, convention and visitors bureaus and tourism boards, providing education, resources and advocacy for DMOs worldwide.
- Visit SLO CAL was awarded with the Destination Marketing Accreditation Program (DMAP) seal by Destinations International. This seal is in recognition of Visit SLO CAL's commitment to industry excellence and meeting the industry standard for performance and accountability of destination organizations around the world.



DMA WEST

- DMA West is the trade association for destination marketing organizations in the western United States, providing regionally specific educational enrichment and networking opportunities.

LOCAL PARTNERSHIPS



SLO COUNTY REGIONAL AIRPORT (SLOCRA)

- VSC continues to assist SLOCRA with developing and supporting new markets with marketing.
- The new 56,000 square-foot terminal opened on November 2, 2017, where guests are welcomed with vibrant SLO CAL banners.
- This year, SLOCRA added a second daily Denver flight and expanded capacity on flights to Los Angeles and San Francisco, for a total of 225+ new seats added.



CAL POLY

- VSC President & CEO, Chuck Davison, sits on the Local Economic Development Committee and the Economic Expansion and Regional Collaboration Focus Group, and is a guest lecturer.
- VSC collaborates with Cal Poly on several initiatives, including Poly Parent Adventures, the Poly Royal Rodeo, Experience Industry Management interns and other promotions.



ECONOMIC VITALITY CORPORATION (EVC)

- VSC President & CEO, Chuck Davison, serves on the EVC Board of Directors and chairs the "Uniquely SLO County" Cluster.

DESTINATION MARKETING ORGANIZATION (DMO) PARTNERS

- VSC collaborates with local DMOs to expand their reach and impact, while seeking to reduce and avoid duplication of efforts.
- Each DMO has a seat on the VSC Marketing Committee, informing the annual VSC Marketing Plan.

TOURISM INFRASTRUCTURE

One of the five key imperatives of the Visit SLO CAL Strategic Direction 2020 is to “advocate for the development of critical tourism infrastructure”. VSC has been working on a number of related initiatives over the past year, including continued air service development and launching the first countywide Destination Management Strategy (DMS).

DESTINATION MANAGEMENT STRATEGY

In spring of 2017, work began ahead of schedule to address a key initiative in VSC's Strategic Direction 2020. The Destination Management Strategy proactively plans for and manages to the long-term success of SLO CAL's tourism economy. With tourism serving as the largest local economic driver outside of agriculture, there is significant interest in how a stronger and smarter tourism industry might help mitigate the impacts of the impending Diablo Canyon plant closure and other economic challenges.

SPRING/SUMMER 2018: STAGES 1-5

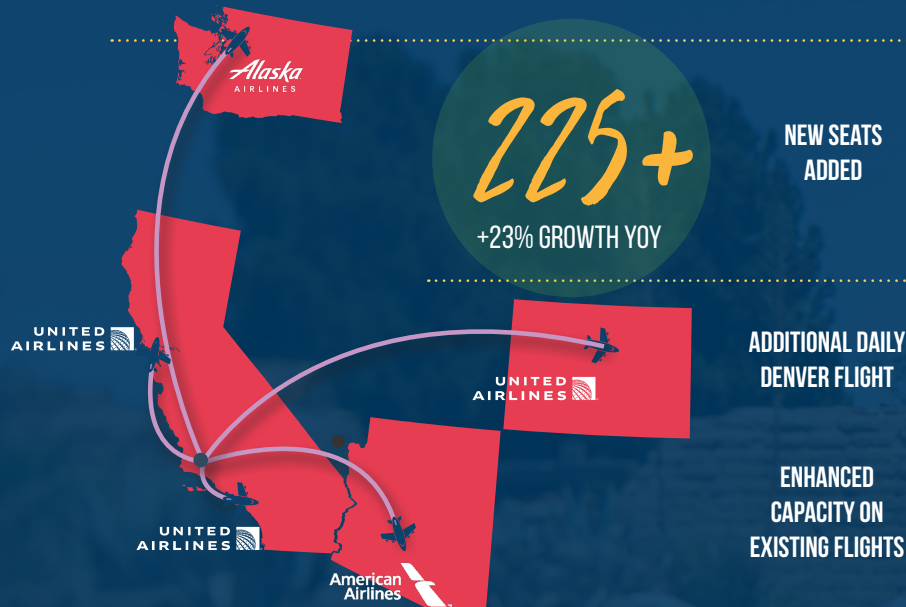
- Kick-Off & Stakeholder Analysis
- Economic Impact Analysis
- Consumer Research & Market Analysis
- Destination Assessment
- Stakeholder Engagement

GOAL: TO OUTLINE THE EVOLUTION, MARKETING AND MANAGEMENT OF OUR DESTINATION 20-30 YEARS INTO THE FUTURE



\$250K INVESTMENT
9-12 MONTHS

AIR SERVICE DEVELOPMENT



MOVING FORWARD

As Visit SLO CAL embarks on year four of the Tourism Marketing District (TMD), new components of Strategic Direction 2020 will come online as others advance and mature. Advocating for tourism infrastructure will be a key focus for VSC in the coming year, as the Destination Management Strategy is developed and readied for implementation. Demonstrating value to local communities and building partnerships will continue to play a key role as VSC works toward year five and the renewal of the TMD. Brand clarity and unification will continue as the ambassador program, SLO CAL Storytellers, takes shape and brings local voices to the tourism brand. Through these endeavors and more, VSC will work to strengthen the tourism industry, enhance the local economy and protect the quality of life for all in San Luis Obispo County.

DESTINATION MANAGEMENT STRATEGY

In early 2019, VSC will share the final recommendations of the DMS as a community-designed strategy and action plan aimed at enhancing SLO CAL as a place to live, to work and to visit, positioning the region for success over decades to come.

FALL 2018: STAGES 6-10

- Community Survey
- Situational Analysis
- Visioning Workshops
- Draft Recommendations
- Open House/Online Forum

WINTER 2018/19: FINAL STAGE

- Final Report & Delivery

ADVOCACY

Advocacy for the tourism industry and partners will be front and center for VSC in FY 2018/19. An advocacy strategy will be developed to identify, vet and support key initiatives that are positioned to streamline policies, realize efficiencies and to facilitate responsible development and the management of tourism in SLO CAL.

RENEWAL OF THE TOURISM MARKETING DISTRICT

VSC will continue efforts over the coming year to bring value to partners, especially investors from the lodging sector, and to build support for the TMD renewal in 2020. VSC will continue working to better understand the changing needs of SLO CAL business owners and managers, and to support their success through ongoing marketing, education and product development. VSC will develop a renewal plan over the coming year to ensure a successful campaign, shoring up critical funding for the advancement of tourism in SLO CAL.

SLO CAL STORYTELLERS

The local brand ambassador program, SLO CAL Storytellers, launched in June of 2018. Over the coming year, this program will bring a local angle to the SLO CAL brand voice by allowing local photographers, videographers and writers to tell their destination stories. The Storytellers will share their first-hand experiences throughout the year on both their own online channels and social media, as well as on Visit SLO CAL's channels, as they encounter SLO CAL activities, businesses, local personalities and accommodations. Guests and locals alike can follow their adventures via the hashtag #SoSLOCAL.

FY 2018/19 BUDGET

Estimated cost of providing activities in the next fiscal year:

\$4,149,810

Estimated amount of contribution from non-assessment sources:

\$10,200

Estimated FY 17/18 surplus carried forward to FY 18/19:

\$357,120

Reserves:

\$565,953

Cash carry-over:

\$648,364



APPENDIX

METHOD AND BASIS OF LEVYING ASSESSMENT

The annual assessment rate is 1% of gross short-term (stays 30 or fewer consecutive days) room rental revenue. With the passage of the Tourism Marketing District (TMD) on June 10, 2015, implementation of the assessment began July 1, 2015, and continues for five years through June 30, 2020. The county and each city are responsible for collecting the assessment from lodging businesses within their respective jurisdictions on a monthly or quarterly basis, including any delinquencies, penalties and/or interest. Within thirty days of receipt, the county and each city then forward the assessments collected to the TMD managed by Visit SLO CAL.

PROPOSED BOUNDARY, ZONE OR CLASSIFICATION CHANGES

There are no proposed boundary, zone or classification changes for the coming year.

SLO CAL TOURISM MARKETING DISTRICT

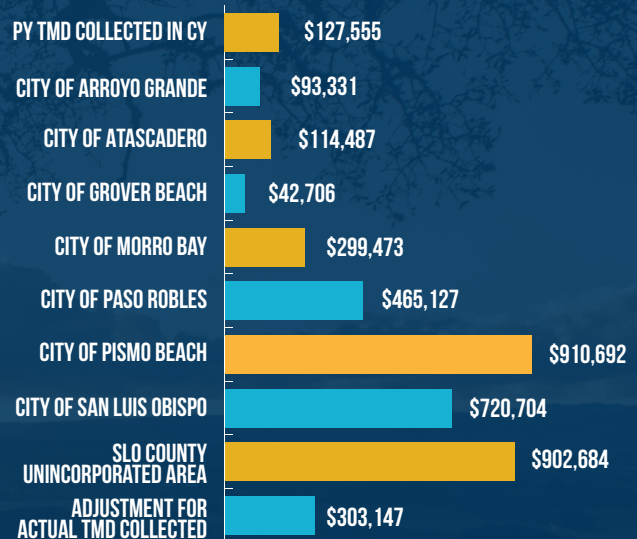
Developed by VSC, the San Luis Obispo County TMD (SLOCTMD) is a countywide cooperative effort to collectively market all that the county has to offer for the benefit of assessed lodging businesses. The assessment district provides specific benefits to payors by funding marketing, advertising, promotions and sales efforts for assessed businesses.

The SLOCTMD provides an opportunity for lodging businesses throughout the county to collaboratively engage in marketing, advertising, sales and promotional efforts. This joint effort helps foster synergy among the county and businesses, and ensures TMD dollars are spent in the most streamlined manner possible. It aims to establish SLO CAL as a premier Central Coast tourism destination and a leader in the California tourism community.

The core focus of the SLOCTMD is twofold: to put more heads in beds and to increase the average daily rate charged for those beds.

To that end, the programs funded by the SLOCTMD have two specific goals: (1) to increase awareness of SLO CAL as an overnight destination, and (2) to increase lodging demand for the destination and lengthen visitors' average stay (leading to boosted lodging sales and revenue).

*ASSESSED FUNDS FROM FY 2017/18



*Collections remitted from July 1, 2017 to June 30, 2018, including adjustments made for current year remittances that varied from accrued amounts.

FY 2017/18 DETAILED EXPENDITURES PAID

(Amounts and percentages)

