



AGENDA

Visit SLO CAL Board of Directors

Visit SLO CAL Board of Directors Agenda

Wednesday, March 18, 2020

8:30am

Oxford Suites Paso Robles

800 4th St, Paso Robles, CA 93446

1. CALL TO ORDER
2. PUBLIC COMMENT (On Non-Agenda Items)

ANNOUNCEMENTS

C. Davison

CONSENT AGENDA - <i>motion required</i>
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C. Davison

3. Approval of February 19, 2020 Board of Directors Special Meeting Minutes
4. Approval of January Visit SLO CAL Financials
5. Approval of February Visit SLO CAL Financials

Staff will request Board approval of the February 19, 2020 Board of Directors Special Meeting Minutes, and the January and February Visit SLO CAL Financials.

CEO REPORT

C. Davison

6. CEO Report (25 min)

Staff will provide an update on current projects, reporting and areas of focus for the months ahead.

BUSINESS ITEMS

C. Davison

7. Board Member Guidelines (15 min) – *motion required*

Staff will review updated Board Member Guidelines and request Board approval, as recommended by the Executive Committee. Staff will also discuss the launch of the application process for open seats.

8. Experience SLO CAL 2050 Prioritization (30 min) – *motion required*

Staff will provide an update on the feedback received from the regional Community Leader Workshops, and will request Board approval on the prioritization of Experience SLO CAL 2050 recommendations.

9. FY2020/21 Budget Discussion (25 min)

Staff will outline key items and initiatives that staff is considering in preparation for the development of the FY2020/21 Budget and request Board feedback.

10. Marketing Update (10 min)

Staff will provide an update on key marketing initiatives.

ADJOURN.

Brown Act Notice: Each speaker is limited to two minutes of public comment for items not on the agenda. Public comment for each agenda item will be called for separately and is also limited to 2 minutes per speaker. State law does not allow the board to discuss or take action on issues not on the agenda, except that members of the board may briefly respond to statements made or questions posed by the person giving public comment. Staff may be directed by the board to follow-up on such items and/or place them on the next board agenda. The order of agenda items is listed for reference and items may be taken in any order deemed appropriate by the Board of Directors.

ADA Notice: Meeting facilities are accessible to persons with disabilities. If you require special assistance to participate in the meeting, notify Brendan Pringle at (805)541-8000 at least 48 hours prior to the meeting.



MINUTES

Visit SLO CAL Board of Directors

Visit SLO CAL Board of Directors

Special Meeting Minutes

Wednesday, February 19, 2020

8:30am

The Kinney

1800 Monterey St, San Luis Obispo, CA 93401

1. CALL TO ORDER: Clint Pearce

PRESENT: Jed Bickel, Mark Eads, Aaron Graves, Jim Hamilton, Jay Jamison, Hemant Patel, Nipool Patel, Clint Pearce, Victor Popp, Amar Sohi

ABSENT: Alma Ayon, Kathy Bonelli, Toni LeGras, Sam Miller

STAFF PRESENT: Chuck Davison, Brendan Pringle

Call to Order at 8:37 am.

2. PUBLIC COMMENT (On Non-Agenda Items)

None.

ANNOUNCEMENTS

Davison pointed out that the Board was provided handouts on the coronavirus, its impact on travel to California, and the expected bounceback. He noted that, based on the reports, the bounceback to California is expected to be immediate once travel fully opens back up, but asterisked the statement with the note that the report was produced in early February.

Davison also noted that the traditional non-board month CEO Report would be sent via email in the morning.

CONSENT AGENDA

3. Approval of January 15, 2020 Board of Directors Meeting Minutes

4. Approval of Visit SLO CAL Bylaws Updates

5. Approval of Visit SLO CAL Articles of Incorporation Amendment

Davison noted that the updates to the Bylaws and the draft Amendment to the Articles of Incorporation were included in the Agenda Packet. He also noted that that Amendment to the Articles of Incorporation reflects the changes made to the Bylaws. As reflected in the organization's mission statement, the Articles of Incorporation is being amended to read: "The specific purpose of this corporation is to promote tourism, destination management, economic development and common business interests in San Luis Obispo County."

Public Comment – None.

Board Discussion.

ACTION: Moved by N. Patel/Jamison to approve the Consent Agenda as presented.

Motion carried: 9:0:1
Graves abstained.

BUSINESS ITEMS

6. CEO Contract Terms

Davison left the room for the Board discussion. Pearce reviewed the proposed terms of the President & CEO contract, and noted the cost if Visit SLO CAL were to engage a search agency for a replacement. Mike Gamble, President of Searchwide, called in to the meeting as a resource to the Board, providing feedback on salary and contract term comparatives. Pearce noted that Gamble has acted as unbiased resource in the negotiation process. Gamble also clarified to the Board that he has not acted as an agent for Davison during the process.

Public Comment – None.

Board Discussion. The Board discussed Davison's performance over the past five years and the relationships he has built at the local, state and national level. Hamilton noted that in being stewards of Tourism Marketing District funds, the Board should do its due diligence in reviewing the total compensation amounts of CEOs at DMOs with comparable budgets and a comparable scope that includes destination management, and ensuring they don't exceed 20 percent of the proposed terms. The Board agreed that they were comfortable having the Executive Committee review the comparatives on behalf of the Board.

ACTION: Moved by N. Patel/Hamilton to approve the terms of the President & CEO contract, as recommended by the Executive Committee and allow the Chair to finalize the contract agreement, on the condition that the total compensation package does not exceed 20 percent of comparable organizations' CEO packages, as determined by Searchwide.

Motion carried: 11:0

ADJOURNMENT

Adjourned at 9:56 am.

San Luis Obispo County
Visitors & Conference Bureau
2019-2020 Financial Summary - January

Income	This Month	Budgeted for Month	MTD Variance	MTD Actual v. Budget %	MTD % of Total Income/ Expenses	FISCAL YTD	Budget YTD	YTD Variance	YTD Actual v. Budget %	YTD % of Total Income/ Expenses
Web & Ticket Revenue	\$ 554	\$ 850	\$ (296)	65%	0.20%	\$ 6,322	\$ 7,825	\$ (1,503)	81%	0.23%
Co-op Revenue	\$ -	\$ 500	\$ (500)	0%	0.00%	\$ 39,555	\$ 56,500	\$ (16,945)	70%	1.45%
Interest Income	\$ 1,879	\$ 1,873	\$ 5	100%	0.68%	\$ 15,382	\$ 12,232	\$ 3,150	126%	0.57%
TMD Income										
Collected from Prior Year Assessments	\$ -	\$ -	\$ -	100%	0.00%	\$ 2,188	\$ 20,000	\$ (17,813)	11%	0.08%
SLO County Unincorporated	\$ 72,447	\$ 72,447	\$ -	100%	26.25%	\$ 773,353	\$ 773,353	\$ -	100%	28.42%
SLO City	\$ 48,595	\$ 48,595	\$ -	100%	17.61%	\$ 462,344	\$ 462,344	\$ -	100%	16.99%
Pismo Beach	\$ 52,449	\$ 52,449	\$ -	100%	19.00%	\$ 633,675	\$ 633,675	\$ -	100%	23.29%
Morro Bay	\$ 16,502	\$ 16,502	\$ -	100%	5.98%	\$ 223,854	\$ 223,854	\$ -	100%	8.23%
Paso Robles	\$ 34,250	\$ 34,250	\$ -	100%	12.41%	\$ 361,500	\$ 361,500	\$ -	100%	13.28%
Arroyo Grande	\$ 5,819	\$ 5,819	\$ -	100%	2.11%	\$ 61,328	\$ 61,328	\$ -	100%	2.25%
Atascadero **	\$ -	\$ -	\$ -	100%	0.00%	\$ 74,686	\$ 74,686	\$ -	100%	2.74%
Grover Beach	\$ 1,771	\$ 1,771	\$ -	100%	0.64%	\$ 24,232	\$ 24,232	\$ -	100%	0.89%
Adjustment for Actual TMD Collected	\$ 41,720	\$ -	\$ 41,720	100%	15.12%	\$ 42,896	\$ -	\$ 42,896	100%	1.58%
Total TMD Income	\$ 273,554	\$ 231,834	\$ 41,720			\$ 2,660,055	\$ 2,634,972	\$ 25,083		
Total Income	\$ 275,987	\$ 235,057	\$ 40,930	117%	100.00%	\$ 2,721,314	\$ 2,711,529	\$ 9,786	100%	100.00%
** District pays quarterly										
Expenses										
Contingency Reserve	\$ 13,705	\$ 11,634	\$ 2,071	118%	2.94%	\$ 133,319	\$ 132,046	\$ 1,273	101%	5.12%
G&A	\$ 23,038	\$ 23,204	\$ (166)	99%	4.95%	\$ 165,954	\$ 186,582	\$ (20,628)	89%	6.38%
Industry Research and Resources	\$ 28,444	\$ 33,384	\$ (4,940)	85%	6.11%	\$ 142,914	\$ 217,795	\$ (74,881)	66%	5.49%
Travel Trade	\$ 17,702	\$ 18,439	\$ (738)	96%	3.80%	\$ 174,327	\$ 188,601	\$ (14,274)	92%	6.70%
Communications	\$ 38,634	\$ 54,954	\$ (16,320)	70%	8.30%	\$ 173,655	\$ 201,767	\$ (28,112)	86%	6.67%
Advertising	\$ 249,077	\$ 273,909	\$ (24,831)	91%	53.50%	\$ 1,386,034	\$ 1,342,923	\$ 43,112	103%	53.26%
Promotions	\$ 6,795	\$ 7,452	\$ (657)	91%	1.46%	\$ 22,301	\$ 24,347	\$ (2,045)	92%	0.86%
Events	\$ 32,467	\$ 29,505	\$ 2,962	110%	6.97%	\$ 91,463	\$ 82,977	\$ 8,486	110%	3.51%
Digital Marketing	\$ 24,798	\$ 32,057	\$ (7,259)	77%	5.33%	\$ 161,842	\$ 194,065	\$ (32,223)	83%	6.22%
Film Commission	\$ 2,984	\$ 2,111	\$ 873	141%	0.64%	\$ 8,457	\$ 23,982	\$ (15,524)	35%	0.32%
Engagement & Advocacy	\$ 27,913	\$ 24,217	\$ 3,696	115%	6.00%	\$ 142,235	\$ 189,316	\$ (47,082)	75%	5.47%
Total Expenses	\$ 465,557	\$ 510,865	\$ (45,308)	91%	100.00%	\$ 2,602,501	\$ 2,784,399	\$ (181,899)	93%	100.00%
Surplus(Deficit)	\$ (189,570)	\$ (275,808)	\$ 86,238	69%		\$ 118,814	\$ (72,871)	\$ 191,684	-163%	
Cash Flow										
Surplus (Deficit)	\$ (189,570)					\$ 118,814				
Beginning Cash Balance	\$ 2,147,034					\$ 1,589,714				
Change in Accounts Receivable	\$ (7,426)					\$ 310,774				
Change in Accrued Expenses	\$ 123,296					\$ 246,708				
Change in Prepaid Expenses	\$ 28,185					\$ (126,758)				
Change in Accounts Payable	\$ (63,855)					\$ (221,201)				
Change in Reserve Contingency	\$ 13,705					\$ 133,319				
Ending Cash Balance	\$ 2,051,370					\$ 2,051,370				
Contingency Reserve - 5% of Cumulative Revenue	\$ (922,749)					\$ (922,749)				
Liability on Balance Sheet										
Net Available Cash	\$ 1,128,621					\$ 1,128,621				

Notes:

- \$190k deficit for January (\$86k smaller deficit than budgeted). \$119k surplus year-to-date (\$192k larger surplus than budgeted). We are projecting an \$86k surplus at year-end if future months come in on budget.

- All TMD amounts accrued through November have been collected, with the exception of Grover Beach.

- Monies received from partners to help fund initiatives (co-op) are now being recorded as Income, versus a credit to Expenses as they have been recorded in the past.

1:11 PM

02/19/20

Accrual Basis

Visit SLO CAL
Balance Sheet Prev Year Comparison
As of January 31, 2020

	Jan 31, 20	Jan 31, 19	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
1010 · Bank of the Sierra - TMD	832,192.20	1,357,109.98	-524,917.78	-38.7%
1020 · Bank of the Sierra - Membership	269,065.39	222,843.02	46,222.37	20.7%
1030 · Morgan Stanley - TMD	844,017.64	551,585.86	292,431.78	53.0%
1040 · Morgan Stanley - Membership	106,094.82	102,333.50	3,761.32	3.7%
Total Checking/Savings	2,051,370.05	2,233,872.36	-182,502.31	-8.2%
Accounts Receivable				
1200 · Accounts Receivable	599,915.92	731,939.00	-132,023.08	-18.0%
Total Accounts Receivable	599,915.92	731,939.00	-132,023.08	-18.0%
Other Current Assets				
1320 · Prepaid Rent	4,369.95	4,369.95	0.00	0.0%
1340 · Workman's Comp Deposit	744.40	367.00	377.40	102.8%
1350 · Prepaid Expenses	181,183.28	128,033.66	53,149.62	41.5%
1330 · Employee Advances	7.26	0.00	7.26	100.0%
1499 · Undeposited Funds	0.00	6,479.84	-6,479.84	-100.0%
Total Other Current Assets	186,304.89	139,250.45	47,054.44	33.8%
Total Current Assets	2,837,590.86	3,105,061.81	-267,470.95	-8.6%
Fixed Assets				
1400 · Fixed Assets				
1405 · Computer Hardware/Software	31,747.44	31,747.44	0.00	0.0%
1410 · Furniture & Fixtures	102,213.07	102,213.07	0.00	0.0%
1415 · Leasehold Improvements	71,766.15	71,766.15	0.00	0.0%
1425 · Office Equipment	19,488.10	19,488.10	0.00	0.0%
Total 1400 · Fixed Assets	225,214.76	225,214.76	0.00	0.0%
1500 · Accumulated Depreciation				
1505 · Comp. Hdwr/Sftwr. Acc. Depr.	-17,156.17	-17,156.17	0.00	0.0%
1510 · Furn. & Fixt. Accum. Depr.	-10,765.00	-10,765.00	0.00	0.0%
1515 · Leasehold Imp. Accum. Depr.	-2,987.00	-2,987.00	0.00	0.0%
1525 · Office Equip. Accum. Depr.	-15,556.00	-15,556.00	0.00	0.0%
Total 1500 · Accumulated Depreciation	-46,464.17	-46,464.17	0.00	0.0%
Total Fixed Assets	178,750.59	178,750.59	0.00	0.0%
Other Assets				
1600 · Intangibles				
1605 · Trademark - Slocal	15,750.00	15,750.00	0.00	0.0%
Total 1600 · Intangibles	15,750.00	15,750.00	0.00	0.0%
Total Other Assets	15,750.00	15,750.00	0.00	0.0%
TOTAL ASSETS	3,032,091.45	3,299,562.40	-267,470.95	-8.1%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000 · Accounts Payable	141,940.30	165,395.60	-23,455.30	-14.2%
Total Accounts Payable	141,940.30	165,395.60	-23,455.30	-14.2%
Credit Cards				
2060 · American Express Credit Card	-2,407.43	23,337.06	-25,744.49	-110.3%
Total Credit Cards	-2,407.43	23,337.06	-25,744.49	-110.3%
Other Current Liabilities				
2070 · Accrued Liabilities	240,233.48	132,197.60	108,035.88	81.7%
2010 · Deferred Revenue	5,120.00	10,920.00	-5,800.00	-53.1%
2100 · Payroll Liabilities				
2115 · Company ETT Payable	48.02	13.67	34.35	251.3%
2125 · Company FUTA Payable	288.31	81.98	206.33	251.7%
2135 · Company SUI Payable	2,354.52	669.55	1,684.97	251.7%
2160 · Health Insurance Withheld	-1,303.59	-503.16	-800.43	-159.1%
Total 2100 · Payroll Liabilities	1,387.26	262.04	1,125.22	429.4%
Total Other Current Liabilities	246,740.74	143,379.64	103,361.10	72.1%

1:11 PM

02/19/20

Accrual Basis

Visit SLO CAL
Balance Sheet Prev Year Comparison
As of January 31, 2020

	Jan 31, 20	Jan 31, 19	\$ Change	% Change
Total Current Liabilities	386,273.61	332,112.30	54,161.31	16.3%
Total Liabilities	386,273.61	332,112.30	54,161.31	16.3%
Equity				
3120 · Reserved Earnings	922,748.68	702,259.89	220,488.79	31.4%
3130 · Retained Earnings	1,604,255.37	1,522,038.79	82,216.58	5.4%
Net Income	118,813.79	743,151.42	-624,337.63	-84.0%
Total Equity	2,645,817.84	2,967,450.10	-321,632.26	-10.8%
TOTAL LIABILITIES & EQUITY	3,032,091.45	3,299,562.40	-267,470.95	-8.1%

San Luis Obispo County
Visitors & Conference Bureau
2019-2020 Financial Summary - February

Income	This Month	Budgeted for Month	MTD Variance	MTD Actual v. Budget %	MTD % of Total Income/ Expenses	FISCAL YTD	Budget YTD	YTD Variance	YTD Actual v. Budget %	YTD % of Total Income/ Expenses
Web & Ticket Revenue	\$ 767	\$ 850	\$ (83)	90%	0.30%	\$ 7,089	\$ 8,675	\$ (1,586)	82%	0.24%
Co-op Revenue	\$ -	\$ -	\$ -	100%	0.00%	\$ 39,555	\$ 56,500	\$ (16,945)	70%	1.33%
Interest Income	\$ 4,413	\$ 1,873	\$ 2,540	236%	1.72%	\$ 19,796	\$ 14,105	\$ 5,691	140%	0.66%
TMD Income										
Collected from Prior Year Assessments	\$ -	\$ -	\$ -	100%	0.00%	\$ 2,188	\$ 20,000	\$ (17,813)	11%	0.07%
SLO County Unincorporated	\$ 72,813	\$ 72,813	\$ -	100%	28.44%	\$ 846,166	\$ 846,166	\$ -	100%	28.42%
SLO City	\$ 65,709	\$ 65,709	\$ -	100%	25.67%	\$ 528,053	\$ 528,053	\$ -	100%	17.74%
Pismo Beach	\$ 58,070	\$ 58,070	\$ -	100%	22.68%	\$ 691,745	\$ 691,745	\$ -	100%	23.23%
Morro Bay	\$ 14,975	\$ 14,975	\$ -	100%	5.85%	\$ 238,829	\$ 238,829	\$ -	100%	8.02%
Paso Robles	\$ 41,363	\$ 41,363	\$ -	100%	16.16%	\$ 402,863	\$ 402,863	\$ -	100%	13.53%
Arroyo Grande	\$ 7,209	\$ 7,209	\$ -	100%	2.82%	\$ 68,537	\$ 68,537	\$ -	100%	2.30%
Atascadero **	\$ -	\$ -	\$ -	100%	0.00%	\$ 74,686	\$ 74,686	\$ -	100%	2.51%
Grover Beach	\$ 2,516	\$ 2,516	\$ -	100%	0.98%	\$ 26,747	\$ 26,747	\$ -	100%	0.90%
Adjustment for Actual TMD Collected	\$ (11,826)	\$ 15,000	\$ (26,826)	-79%	-4.62%	\$ 31,070	\$ 15,000	\$ 16,070	207%	1.04%
Total TMD Income	\$ 250,829	\$ 277,655	\$ (26,826)			\$ 2,910,884	\$ 2,912,627	\$ (1,743)		
Total Income	\$ 256,010	\$ 280,378	\$ (24,368)	91%	100.00%	\$ 2,977,324	\$ 2,991,907	\$ (14,583)	100%	100.00%
** District pays quarterly										
Expenses										
Contingency Reserve	\$ 12,580	\$ 13,925	\$ (1,345)	90%	2.76%	\$ 145,899	\$ 145,971	\$ (73)	100%	4.77%
G&A	\$ 23,121	\$ 26,732	\$ (3,610)	86%	5.07%	\$ 189,075	\$ 213,313	\$ (24,239)	89%	6.18%
Industry Research and Resources	\$ 50,829	\$ 43,580	\$ 7,249	117%	11.15%	\$ 193,743	\$ 261,374	\$ (67,632)	74%	6.33%
Travel Trade	\$ 21,226	\$ 25,600	\$ (4,374)	83%	4.66%	\$ 195,553	\$ 214,202	\$ (18,648)	91%	6.39%
Communications	\$ 29,350	\$ 35,624	\$ (6,275)	82%	6.44%	\$ 203,005	\$ 237,391	\$ (34,386)	86%	6.64%
Advertising	\$ 228,962	\$ 235,692	\$ (6,730)	97%	50.23%	\$ 1,614,996	\$ 1,578,615	\$ 36,381	102%	52.81%
Promotions	\$ 4,245	\$ 4,142	\$ 103	102%	0.93%	\$ 26,546	\$ 28,488	\$ (1,942)	93%	0.87%
Events	\$ 32,117	\$ 29,505	\$ 2,612	109%	7.05%	\$ 123,580	\$ 112,481	\$ 11,099	110%	4.04%
Digital Marketing	\$ 27,116	\$ 23,484	\$ 3,633	115%	5.95%	\$ 188,958	\$ 217,548	\$ (28,590)	87%	6.18%
Film Commission	\$ 2,264	\$ 4,749	\$ (2,485)	48%	0.50%	\$ 10,721	\$ 28,730	\$ (18,009)	37%	0.35%
Engagement & Advocacy	\$ 23,984	\$ 36,506	\$ (12,522)	66%	5.26%	\$ 166,218	\$ 225,823	\$ (59,604)	74%	5.44%
Total Expenses	\$ 455,794	\$ 479,539	\$ (23,745)	95%	100.00%	\$ 3,058,294	\$ 3,263,938	\$ (205,644)	94%	100.00%
Surplus(Deficit)	\$ (199,784)	\$ (199,161)	\$ (623)	100%		\$ (80,970)	\$ (272,031)	\$ 191,061	30%	

Cash Flow		
Surplus (Deficit)	\$ (199,784)	\$ (80,970)
Beginning Cash Balance	\$ 2,051,370	\$ 1,589,714
Change in Accounts Receivable	\$ 815	\$ 311,589
Change in Accrued Expenses	\$ (38,366)	\$ 208,342
Change in Prepaid Expenses	\$ 20,663	\$ (106,095)
Change in Accounts Payable	\$ 108,131	\$ (113,070)
Change in Reserve Contingency	\$ 12,580	\$ 145,899
Ending Cash Balance	\$ 1,955,409	\$ 1,955,409
Contingency Reserve - 5% of Cumulative Revenue	\$ (935,329)	\$ (935,329)
Liability on Balance Sheet		
Net Available Cash	\$ 1,020,081	\$ 1,020,081

Notes:

- \$200k deficit for February (right on budget). \$81k deficit year-to-date (\$191k smaller deficit than budgeted). We are projecting an \$86k surplus at year-end if future months come in on budget (including the \$431k allocated from reserves, as previously approved).

- All TMD amounts accrued through December have been collected.

- Monies received from partners to help fund initiatives (co-op) are now being recorded as Income, versus a credit to Expenses as they have been recorded in the past.

3:26 PM

03/12/20

Accrual Basis

Visit SLO CAL
Balance Sheet Prev Year Comparison
As of February 29, 2020

	Feb 29, 20	Feb 28, 19	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
1010 · Bank of the Sierra - TMD	706,973.62	1,283,369.86	-576,396.24	-44.9%
1020 · Bank of the Sierra - Membership	260,969.37	222,572.79	38,396.58	17.3%
1030 · Morgan Stanley - TMD	848,244.03	603,923.45	244,320.58	40.5%
1040 · Morgan Stanley - Membership	106,265.64	102,479.20	3,786.44	3.7%
Total Checking/Savings	1,922,452.66	2,212,345.30	-289,892.64	-13.1%
Accounts Receivable				
1200 · Accounts Receivable	599,100.96	579,876.40	19,224.56	3.3%
Total Accounts Receivable	599,100.96	579,876.40	19,224.56	3.3%
Other Current Assets				
1320 · Prepaid Rent	4,369.95	4,369.95	0.00	0.0%
1340 · Workman's Comp Deposit	744.40	367.00	377.40	102.8%
1350 · Prepaid Expenses	160,520.39	172,385.49	-11,865.10	-6.9%
1330 · Employee Advances	7.26	113.93	-106.67	-93.6%
1499 · Undeposited Funds	32,956.63	162,922.86	-129,966.23	-79.8%
Total Other Current Assets	198,598.63	340,159.23	-141,560.60	-41.6%
Total Current Assets	2,720,152.25	3,132,380.93	-412,228.68	-13.2%
Fixed Assets				
1400 · Fixed Assets				
1405 · Computer Hardware/Software	31,747.44	31,747.44	0.00	0.0%
1410 · Furniture & Fixtures	102,213.07	102,213.07	0.00	0.0%
1415 · Leasehold Improvements	71,766.15	71,766.15	0.00	0.0%
1425 · Office Equipment	19,488.10	19,488.10	0.00	0.0%
Total 1400 · Fixed Assets	225,214.76	225,214.76	0.00	0.0%
1500 · Accumulated Depreciation				
1505 · Comp. Hdwr/Sftwr. Acc. Depr.	-17,156.17	-17,156.17	0.00	0.0%
1510 · Furn. & Fixt. Accum. Depr.	-10,765.00	-10,765.00	0.00	0.0%
1515 · Leasehold Imp. Accum. Depr.	-2,987.00	-2,987.00	0.00	0.0%
1525 · Office Equip. Accum. Depr.	-15,556.00	-15,556.00	0.00	0.0%
Total 1500 · Accumulated Depreciation	-46,464.17	-46,464.17	0.00	0.0%
Total Fixed Assets	178,750.59	178,750.59	0.00	0.0%
Other Assets				
1600 · Intangibles				
1605 · Trademark - Slocal	15,750.00	15,750.00	0.00	0.0%
Total 1600 · Intangibles	15,750.00	15,750.00	0.00	0.0%
Total Other Assets	15,750.00	15,750.00	0.00	0.0%
TOTAL ASSETS	2,914,652.84	3,326,881.52	-412,228.68	-12.4%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000 · Accounts Payable	236,031.38	299,416.32	-63,384.94	-21.2%
Total Accounts Payable	236,031.38	299,416.32	-63,384.94	-21.2%
Credit Cards				
2060 · American Express Credit Card	11,632.55	-994.67	12,627.22	1,269.5%
Total Credit Cards	11,632.55	-994.67	12,627.22	1,269.5%
Other Current Liabilities				
2070 · Accrued Liabilities	197,302.36	159,604.22	37,698.14	23.6%
2010 · Deferred Revenue	8,645.00	10,920.00	-2,275.00	-20.8%
2100 · Payroll Liabilities				
2115 · Company ETT Payable	72.55	0.00	72.55	100.0%
2125 · Company FUTA Payable	435.34	0.00	435.34	100.0%
2135 · Company SUI Payable	3,555.28	0.00	3,555.28	100.0%
2160 · Health Insurance Withheld	-1,635.50	-505.21	-1,130.29	-223.7%
Total 2100 · Payroll Liabilities	2,427.67	-505.21	2,932.88	580.5%
Total Other Current Liabilities	208,375.03	170,019.01	38,356.02	22.6%

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Accrual Basis

Visit SLO CAL
Balance Sheet Prev Year Comparison
As of February 29, 2020

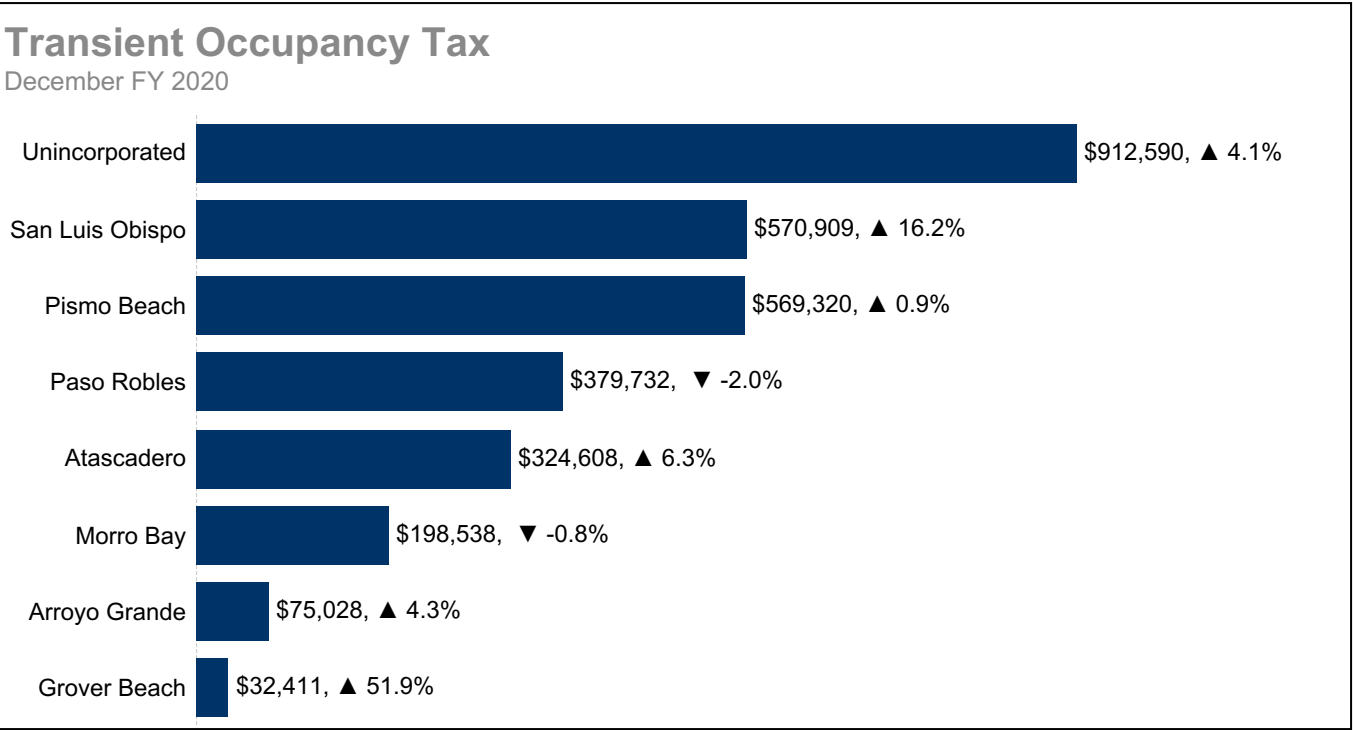
	Feb 29, 20	Feb 28, 19	\$ Change	% Change
Total Current Liabilities	456,038.96	468,440.66	-12,401.70	-2.7%
Total Liabilities	456,038.96	468,440.66	-12,401.70	-2.7%
Equity				
3120 · Reserved Earnings	935,328.51	713,282.17	222,046.34	31.1%
3130 · Retained Earnings	1,604,255.37	1,522,038.79	82,216.58	5.4%
Net Income	-80,970.00	623,119.90	-704,089.90	-113.0%
Total Equity	2,458,613.88	2,858,440.86	-399,826.98	-14.0%
TOTAL LIABILITIES & EQUITY	2,914,652.84	3,326,881.52	-412,228.68	-12.4%



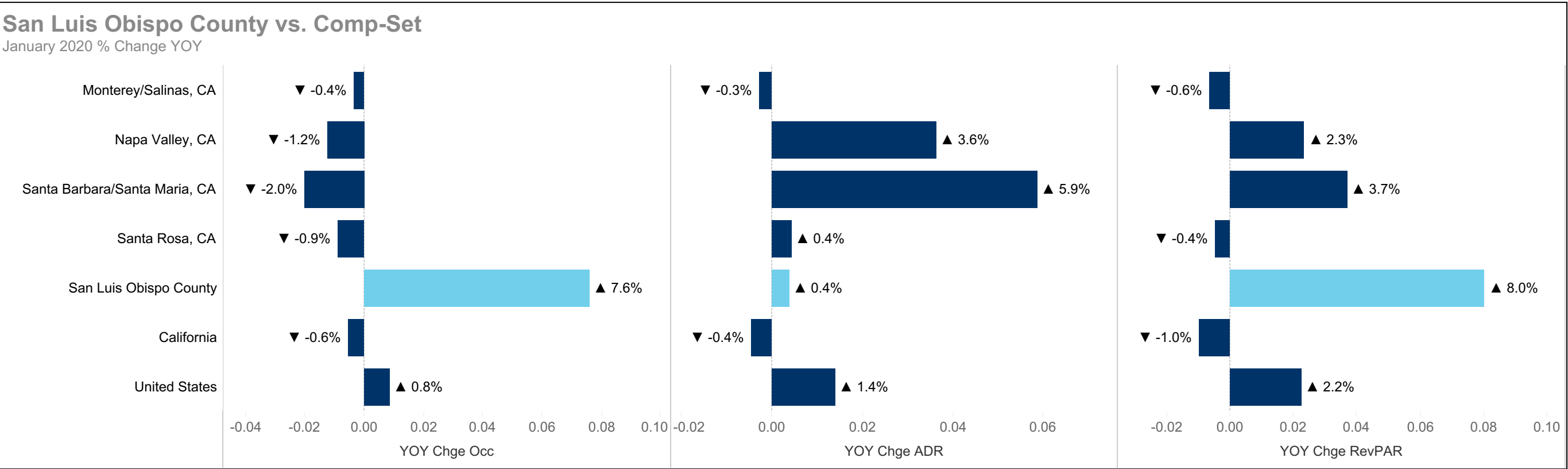
Hotel Performance, January 2020							\$3.1M	
	Occupancy	ADR	Rev PAR	Supply	Rooms Sold	Room Revenue	▲ 4.9% YOY	
San Luis Obispo County	56.1%	\$124.10	\$69.58	298,065	167,128	\$20.7M	Transient Occupancy Tax*	

- Key Highlights**
- 1) The **56.1%** hotel occupancy, **\$124** average daily rate (ADR) and **\$70** revenue per available room (RevPAR) were all record-highs for the month of January in San Luis Obispo County.
- 2) Six of eight communities within San Luis Obispo County, including the unincorporated area, reported a YOY increase in hotel room revenue and transient occupancy tax collections.
- 3) San Luis Obispo County outperformed their comp-set and the national average with a **8%** YOY increase in RevPAR
- 4) While the preliminary results for February are strong, we expect to see a decline in demand from all major market segments - business, leisure, and group - as a result of cancellations related to the travel impacts of COVID-19.
- 5) The decline in demand will be a result of a decrease in both international and domestic travel; however, many domestic travelers who were planning a trip abroad in 2020 will now turn their attention to U.S. destinations.

Hotel Performance by Community			
January 2020			
	Occupancy	ADR	Rev PAR
San Luis Obispo, CA	62.3%	\$130.45	\$81.27
Cambria, CA	57.6%	\$145.24	\$83.64
Pismo Beach, CA	56.2%	\$141.60	\$79.64
San Luis Obispo County	56.1%	\$124.10	\$69.58
Atascadero, CA	55.1%	\$100.70	\$55.49
Paso Robles, CA	54.4%	\$113.29	\$61.59
Morro Bay, CA	52.9%	\$104.67	\$55.38
San Simeon, CA	42.1%	\$102.55	\$43.21



San Luis Obispo County vs. Comp Set			
January 2020			
	Occupancy	ADR	Rev PAR
California	66.2%	\$166.76	\$110.33
Santa Rosa, CA	60.6%	\$145.89	\$88.40
San Luis Obispo County	56.1%	\$124.10	\$69.58
Monterey/Salinas, CA	55.9%	\$164.15	\$91.83
Santa Barbara/Santa Maria, CA	55.9%	\$170.87	\$95.56
United States	55.1%	\$126.06	\$69.47
Napa Valley, CA	54.8%	\$240.85	\$131.99



* Transient Occupancy Tax Revenue is reported with a month lag.
Source: Tourism Economics, STR, Visit SLO CAL (TOT Revenue)



Key Highlights

- 1) 23,389 deplanements this month was a 31.5% increase over STLY. United Airlines accounted for 45.8% of all enplanements and deplanements this month.
- 2) 69% of visits to San Luis Obispo County in January were overnight visits with Los Angeles, Fresno/Visalia, and San Francisco/Oakland/San Jose accounting for 2/3 of all travelers. Two of the three markets (LA and SF) are also where San Luis Obispo County's messaging is reaching the most devices with San Diego being the third.
- 3) 43% of the tracked arrivals to San Luis Obispo County were exposed to Visit SLO Cal's website, with campaigns delivered by Sojern a close second at 35%.
- 4) Organic traffic to Visit SLO CAL's website, and display ads delivered by Sojern are driving majority of the attributed arrivals, but email newsletters are also highly effective.
- 5) While San Luis Obispo was the most popular visitor destination in January with 19.8% of total demand, visitors to San Luis Obispo County are exploring many of the destinations and offerings within the County.

23,389

▲ 31.5% YOY

January, 2020
Deplanements

46,178

▲ 30.8% YOY

January, 2020
Enplanements/Deplanements

Day vs. Overnight Arrivals

San Luis Obispo County, January 2020

31%

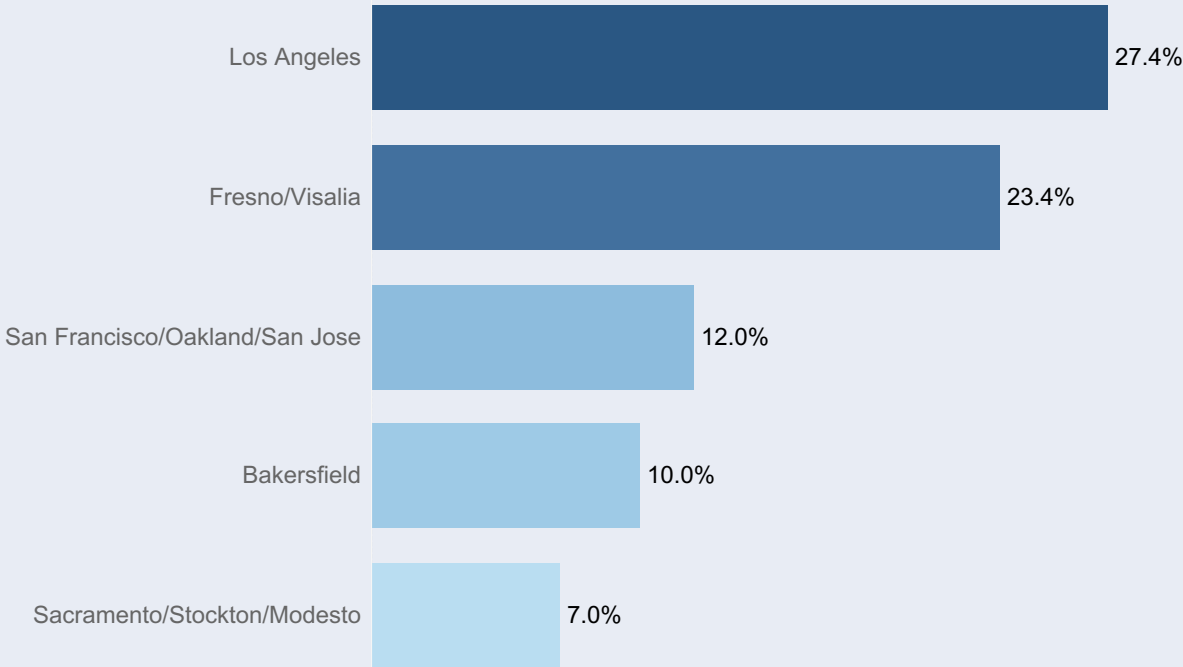
Day Visitor

69%

Overnight Visitor

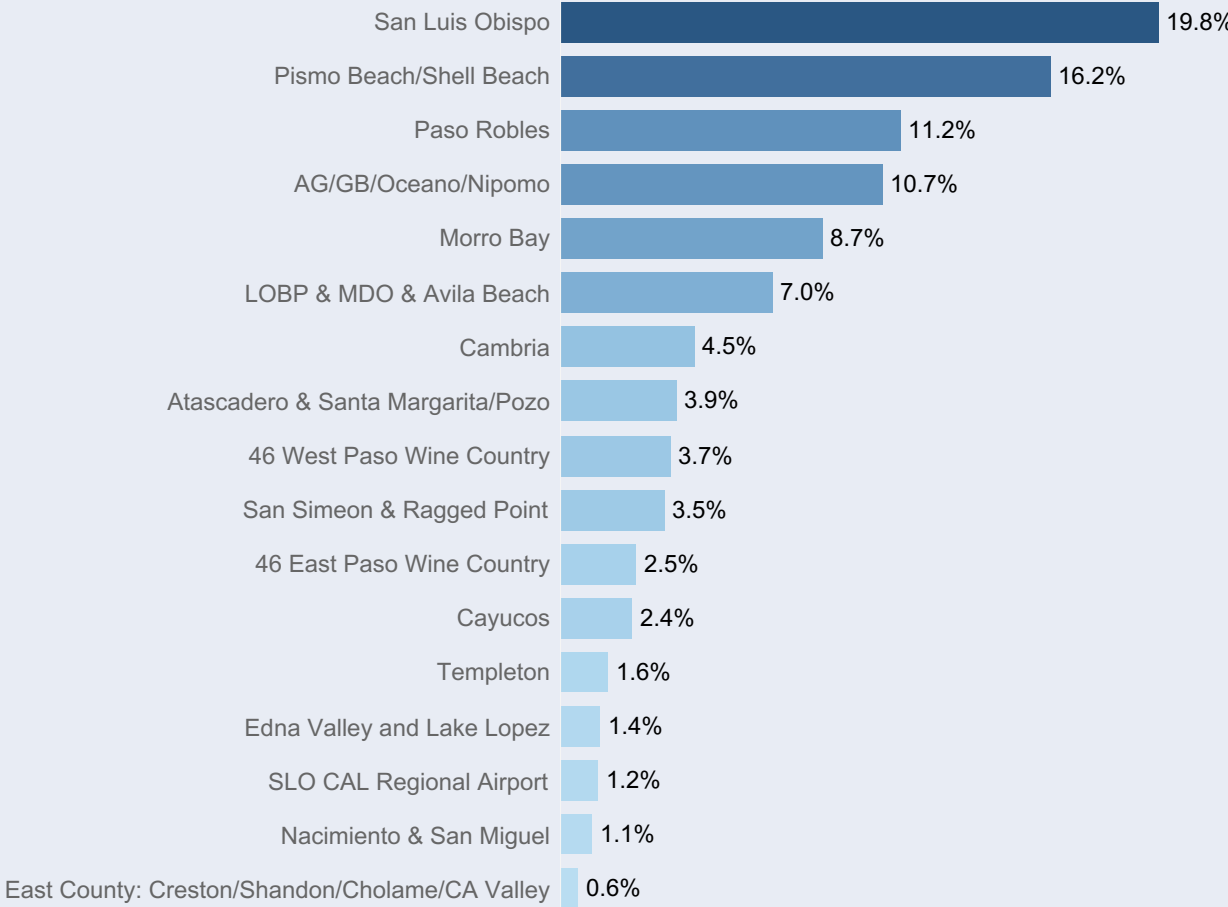
Top-5 Origin Markets

Visits to San Luis Obispo County, January 2020



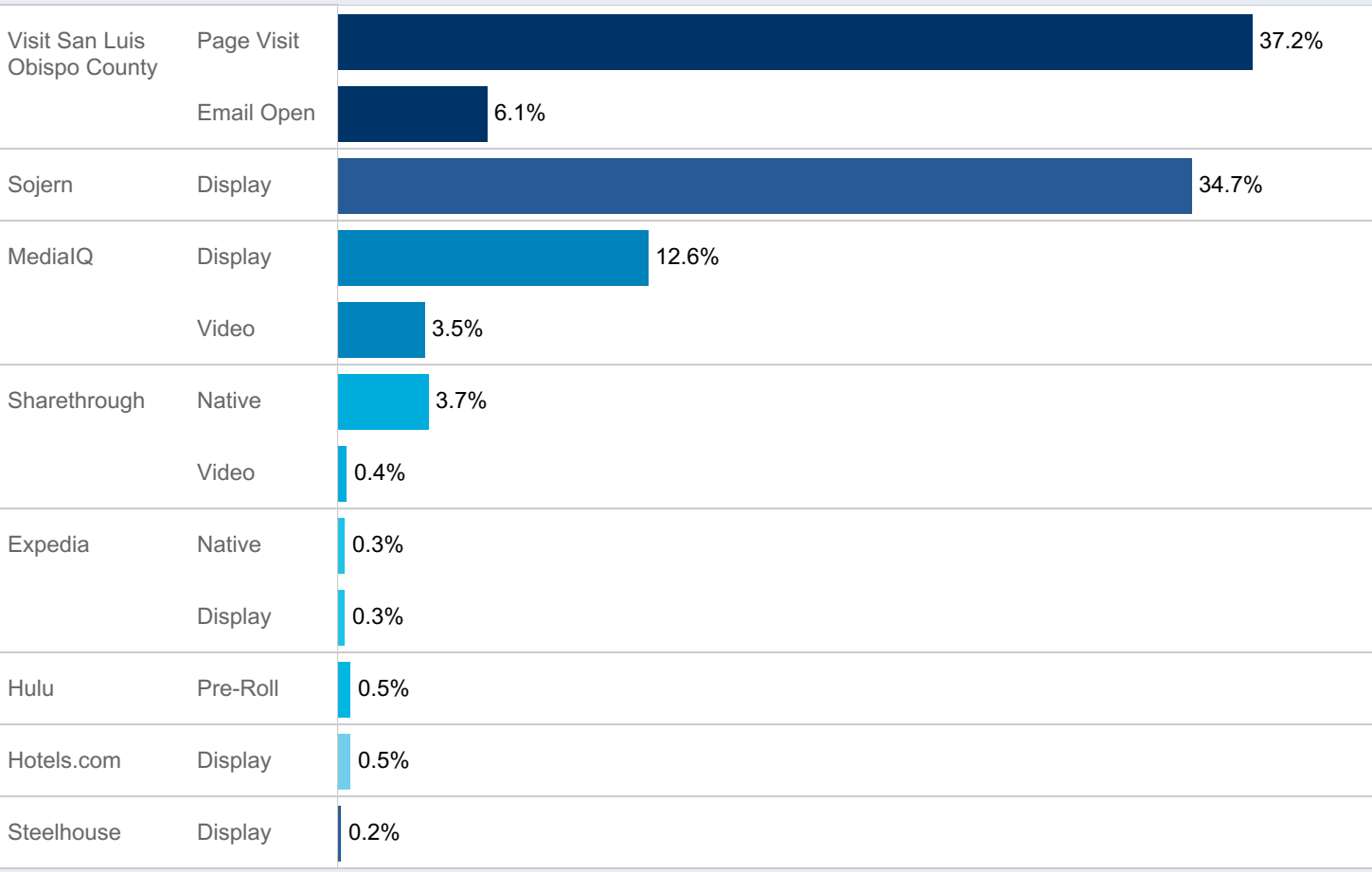
Arrivals to San Luis Obispo County

Total visits, January 2020 (% share)



Attributed Arrivals by Media Source

San Luis Obispo County, January 2020 (% share)



SAN LUIS OBISPO COUNTYWIDE REGIONAL COMPACT

A united regional framework to unlock our potential to develop an adequate supply of housing and resilient infrastructure that support our economic prosperity.

People, water, transportation, connectivity, and housing form the foundation of San Luis Obispo County Region’s healthy, livable communities and thriving economic opportunity.

We are a rural coastal county with seven vibrant cities and numerous unincorporated communities that depend on collaborative relationships between and among government agencies, community organizations, and residents to solve our Region’s significant issues, such as limited water supply, disconnects between communities, climate impacts, pressure on agriculture and open space resources, and inadequate access to affordable housing.

To identify actions our agencies can take to solve these issues, we agree to develop our first *Regional Infrastructure and Housing Strategic Action Plan*. This regional effort examines infrastructure and housing needs countywide and integrates efforts to address critical shortages. Our organizations are signing this compact as a first, necessary step toward creating opportunities for our local workforce and families, while preserving the appeal and vitality of our Region.

Our agencies collectively embrace the following six shared regional goals and support aligning resources and policies to make progress towards acting on them. These regional goals will underpin the future *Regional Infrastructure and Housing Strategic Action Plan*, create compatibility among the eight local agencies’ *Housing Elements*, and drive future recommendations for collaborative actions.

Strengthen community quality of life	We believe that our Region’s quality of life depends on four cornerstones to foster a stable and healthy economy for all: resilient infrastructure, services, and resources, adequate housing supply, business opportunities, and educational pathways.
Share regional prosperity	We believe that our Region should share the impacts and benefits of achieving enduring quality of life among all people, sectors and interests.
Create balanced communities	We believe that our Region should encourage new development that helps to improve the balance of jobs and housing throughout the Region, providing more opportunities for residents to live and work in the same community.
Value agricultural & natural resources	We believe that our Region’s unique agricultural resources, open space, and natural environments play a vital role in sustaining healthy local communities and a healthy economy, and therefore should be purposefully protected.
Support equitable & diverse opportunities	We believe that our Region should support policies, actions and incentives that increase the diversity of housing available to people at all income levels.
Foster accelerated housing production	We believe that our Region must achieve efficient planning and production of housing and focus on strategies that produce the greatest impact.

We believe that these regional goals will help to protect and enhance our communities, build critical infrastructure, protect natural resources and create a forward-thinking future for all of our communities. We believe in the importance of taking responsibility for leading our Region towards a brighter future. By signing this compact on this ____ day of _____ 2020, we commit to act as partners by aligning actions with these regional goals. By taking collaborative actions to further these goals, we believe that our Region will solve critical issues and become a statewide leader in sustaining vibrant communities.



City of Arroyo Grande



City of Morro Bay



City of San Luis Obispo



City of Atascadero



City of Paso Robles



San Luis Obispo County



City of Grover Beach



City of Pismo Beach



SLO Council of Governments





Visit SLO CAL Board of Directors Guidelines

The San Luis Obispo County Visitors and Conference Bureau, Inc., DBA Visit SLO CAL Board of Directors includes representatives from each community and type of lodging business, as described below. As directed in the Management District Plan, each community defines the designated lodging constituent to serve as their appointed member of the Board, which makes up the first eight (8) seats, one (1) representative at-large is appointed by the County Board of Supervisors and the remaining ten (10) seats are elected by the Board.

The Visit SLO CAL Board reviews key strategies throughout the year. Realizing this, and the busy schedules of all involved, we request that only lodging constituents who are able to attend the bi-monthly meetings in whole apply for Board seats so that we may assure the business of the organization can be conducted. Board meetings are currently held on the third Wednesday of every other month from 8:30 – 10:30 am and rotate locations throughout the county. Occasionally, meeting times will be extended based on the needs of the business. This format is expected to stay the same for the near future.

Board members must be an owner or currently working as the general manager of an assessed lodging business in San Luis Obispo County in order to remain on the Board.

It is the responsibility of each community appointed Board member to liaison back to their community (e.g., the Unincorporated County Business Improvement District (CBID)) on a monthly basis regarding Visit SLO CAL's efforts. However, we also ask our elected members to do the same with their respective communities. Within one week of a Board meeting, you will receive a copy of the draft minutes to aid you in these efforts.

The Board of Directors serve for staggered three-year terms. The initial Board serve for terms of one, two, or three years. **Seats up for election serve for three-year terms, unless they are replacing a prematurely-vacated seat.**

As defined in the organization's bylaws, "Any Board member who in a twelve-month period either does not attend three (3) successive Board meetings or who misses a total of three (3) meetings without an approved excuse will automatically be removed from the Board without Board resolution unless (i) the member requests a leave of absence for a limited period of time, and the leave is approved by the members at a regular or special meeting (if such leave is granted, the number of Board members will be reduced by one in determining whether a quorum is or is not present); (ii) the member suffers from an illness or disability that prevents him or her from attending meetings and the Board by resolution waives the automatic removal procedure of this subsection; or (iii) the Board by resolution of the majority of Board members must agree before a member who has missed three (3) successive meetings or three (3) meetings total may be reinstated."

The Board of Directors criteria and structure as defined in the [Management District Plan](#) is outlined on the following page.



Criteria and Structure Defined in the Management District Plan:

Board of Directors

The Visit SLO CAL Board will strive to ensure that each jurisdiction is represented in approximate proportion to the amount contributed by lodging businesses in that jurisdiction. Each Director must be the owner or the general manager of an assessed lodging business, except for the County representative. The Directors will include the following:

- At least one representative of a lodging business in each jurisdiction
- At least one representative each from a vacation rental, a bed and breakfast, and an R.V. park
- At least one representative who is appointed by the County of San Luis Obispo
- At least one at-large assessed lodging business member

The Board of Directors shall be selected as follows:

- At least one lodging business representative from each of the cities shall be appointed by the respective jurisdiction's city council or tourism organization, as each city determines
- At least one lodging business representative shall be appointed by the County Board of Supervisors
- At least one additional representative at-large shall be appointed by the County Board of Supervisors
- Nominations shall be sought from the assessed lodging businesses for the remaining at-large seats. Nominations will be verified by the nominating committee, and a slate provided to the Board of Directors for election. The slate will take into consideration the requirement for various business types.

The Board of Directors shall serve for staggered three-year terms.



Fiduciary and Legal Responsibilities of Board Members

As a Board member, you are responsible for financial and programmatic supervision of the association. You are urged to acquaint yourself with California's non-profit corporation laws. You can find this information here (<https://bit.ly/39Dm4Jd>); see Part 3. NONPROFIT MUTUAL BENEFIT CORPORATIONS. In general, you can protect yourself from liability through the following actions:

- Reviewing your fiduciary duties and the organization's conflict of interest policy
- Exercise reasonable diligence and care in the affairs of the corporation
- Act in good faith with "business judgment"
- Avoid gross negligence or self-dealing (makes you personally liable if the corporation sustains loss or injury)
- Oppose any board actions you don't agree with and be sure opposition is in the written minutes
- Place reasonable reliance on the information and reports of others, but exercise prudence and good judgment
- Attend all board and committee meetings, or show a valid reason for absence
- Thoroughly acquaint yourself with the by-laws
- Keep informed of program activities
- Ensure that statutory or technical requirements are fulfilled (annual reports, withholding taxes, etc.)
- Discourage transactions between the corporation and directors unless it is conducted entirely openly and with stringent safeguards
- Make no monetary profit unless expressly provided in reimbursement for expenses directly associated with the by-laws
- Be sure the records of the organization reflect good faith efforts and conscientious conduct

Code of Conduct

A healthy democracy respects the people's right to debate issues with passion. A healthy democracy not only tolerates disagreement but welcomes it in order to refine ideas and create policies that benefit the greater good.

A deterioration of civility at any level poses a threat to our community and our civic well-being. This deterioration:

- Compromises the integrity of a healthy, representative democracy
- Closes the door on depth of thought, reducing complex problems to harmful oversimplification
- Deters potential leaders from serving
- Poisons the well and discourages engagement on pressing community issues
- Casts the spotlight on poor behavior rather than shining a light on possible solutions
- Sets a poor example for our children

As a Board Member, you must affirm this Code of Conduct as a promise to each other, and to the investors we serve, that we will always strive to conduct our debates - whether in person, online, or in written communication



- in ways that allow for the widest range of opinions on ideas and policies, yet also respect the dignity, integrity and rights of those with whom we might disagree, and that we remember that the Board of Directors represents the entire lodging community in its considerations and actions. Therefore, in our deliberations, we pledge to:

Listen First

We will make an honest effort to understand views and reasoning of others by actively listening to understand, not listening to find fault, allowing thoughtful discussion to lead to the best possible outcomes.

Respect Different Opinions

We will invite and consider different perspectives, allowing space for ideas to be expressed, opposed and clarified in a constructive manner.

Show Courtesy

We will treat all colleagues, staff and members of the public in a professional and courteous manner whether in person, online, or in written communication, especially when we disagree.

Criticize Constructively

We strive to advance solutions to community issues; when faced with disagreement, we do more than simply share our concerns with differing positions, we work to propose a course of action of mutual benefit.

Debate the Policy Not the Person

We will focus on the issue, and not personalize debate or use other tactics that divert attention from the issue.

Consider the Best Interests of the Countywide Lodging Community the Organization Represents

We will set aside the interests of the property or community(ies) we represent so that our decisions represent the best interests of the countywide lodging community as a whole.

BOARD MEMBER RESPONSIBILITIES

You are elected or appointed to the Board of Directors because the community respects your good judgment and your interest in travel and tourism. Since the board is the main decision-making body of Visit SLO CAL and its legal representative, the community expects board members not only to be responsive to their needs, but also to be informed and prudent as they conduct the business of Visit SLO CAL.

It is not necessary to handle administrative details or concern yourself with day-to-day operations, as this is the responsibility of the President & CEO.



Your role is to ensure the continuity of Visit SLO CAL by planning for the future, establishing and reviewing the major policies and programs that support its mission, and ensuring that the Bureau is fiscally sound. In many ways, your function is critical to the life of the organization.

It is the responsibility of Visit SLO CAL board members to:

- Meet with Visit SLO CAL's President & CEO (along with a board member liaison) for a New Board Member On-Boarding Meeting as assigned. The President & CEO will reach out to schedule a date that works best for all parties
- View Visit SLO CAL's Brown Act Training video and confirm that they have watched it
- Assess Visit SLO CAL programs and services
- Periodically review bylaws, policy and procedure manuals, and other pertinent documents
- Be familiar with past board business and policies by reading the minutes of previous board meetings
- Come to board meetings informed about issues to be discussed. If you have any questions about an item on the agenda, consult the President & CEO or the Director of Operations prior to the meeting
- Help formulate and establish policies in the best interests of Visit SLO CAL's investors, based on your knowledge of their needs
- Be willing to accept assignments that result from action taken at board meetings and support the policies and programs adopted by the Board
- Help make decisions affecting Visit SLO CAL's financial structure and resource allocations and approve the annual operating budget
- Evaluate the programs of Visit SLO CAL to be sure they serve the mission of the organization
- Help ensure that the organization has adequate resources and that those resources are managed effectively
- Be an active advocate of Visit SLO CAL to the community, government, and local businesses
- In addition to the monthly board meetings, attend Visit SLO CAL functions and activities when possible including semi-annual Advisory Committee meetings, annual Destination Summit among others. Should you be unable to attend board meetings, let Visit SLO CAL know in advance and provide a reason for your absence.

WORKING WITH VISIT SLO CAL STAFF

It is important to work in partnership with Visit SLO CAL's President & CEO and other key personnel to carry out the policies the board develops. The staff possesses the professional skills and experience in handling Visit SLO CAL affairs. They are committed to helping you in every way possible.

The President & CEO and staff are a reliable and essential resource. They can provide you with information, answer questions you may have, identify problems, and offer solutions. They are the experts – equipped to handle the day-to-day administrative details of Visit SLO CAL, and freeing you to carry out the essential tasks involved in planning and decision making.



The President & CEO shares certain responsibilities with you, such as serving as spokesperson for the organization, representing it before its many publics, communicating information, identifying future Visit SLO CAL leaders, helping to develop policies and programs, and motivating participation. Because there are so many ways the board, the President & CEO, and the staff interact, it is vital that you approach each other with trust, candor, and respect. It is important to communicate openly and honestly from the very beginning and to agree on your respective roles and responsibilities, the mission of Visit SLO CAL, and its goals and objectives.

The board is covered by the Directors and Officers (D & O) insurance policy of Visit SLO CAL. In order to ensure that they do not put themselves at risk to be held personally liable or violate conditions of the insurance, board members must not discuss any board matters or employee complaints with members of the press or others outside the organization. All questions or requests for comments should be directed to the President & CEO.

HARASSMENT POLICY

It is the policy of Visit SLO CAL that every employee shall enjoy a work environment free from all forms of harassment. Harassment is a form of misconduct that is not welcome, is personally offensive, and undermines the integrity of Visit SLO CAL employment. This policy also applies to board members when in attendance at Visit SLO CAL functions.

By signing below, I understand and agree to adhere to the Board Member Guidelines outlined above.

Name: _____

Signature: _____ Date: _____

EXPERIENCE SLO CAL 2050

Recommendation: Air Service & Airport Development

Prioritization: Existing Scope of Work

Ownership: SLO County Regional Airport & Visit SLO CAL

Partners: Cal Poly, Office of Congressman Carbajal

Organizational Resource Obligation: Marketing Dollars and President & CEO Time

Estimated Timeline: 1 Year to Realize Benefits

High-level Action Items Include:

- Continue Marketing in Existing Direct Flight Markets
- Continue Working to Expand Direct Flight Markets through Air Service Development Initiatives
- Advocate for the Further Development of the SLO County Regional Airport

AIR SERVICE & AIRPORT DEVELOPMENT

The addition of six new markets (Seattle, Denver, Dallas, Las Vegas, Portland and San Diego) in the last three years—and potentially new service to Salt Lake City and Vancouver, BC—is a major step for San Luis Obispo County Regional Airport, allowing for an important increase in the level of connectivity for residents and visitors to and from SLO CAL. Even so, Visit SLO CAL and San Luis Obispo County Regional Airport officials

should continue to work together to develop and promote new aviation market opportunities such as Salt Lake City, Houston, Minneapolis and Chicago with a goal that every U.S. visitor or resident in or out of SLO CAL only needs to make a total of one connection (two flights).

To activate the Air Service & Airport Development recommendation, Visit SLO CAL will:

Advocacy and Government Relations

1. Encourage the county government to work with Visit SLO CAL's Air Service Development effort to develop new nonstop service.
2. Encourage the San Luis Obispo County Regional Airport officials to update the Airport Master Plan and adjust the plan accordingly as increased aircraft and passenger traffic warrants.
3. Encourage the municipal governments to work with the Air Service Development effort and support calls, activities and actions to develop new nonstop service.

Direct Actions and Plans

4. Continue to drive visitor demand, and work with county, municipalities and San Luis Obispo County Regional Airport officials to increase airlift opportunities for SLO CAL residents and visitors.

Visit SLO CAL will continue to provide tourism marketing and promotion services and work with the San Luis Obispo County Regional Airport officials in the same manner and method as they have over the past few years.

Visit SLO CAL will explore the issues and opportunities associated with SLO CAL creating an Airport Authority as well as the benefits and drawbacks that such entity of that type might create.

5. Look to other creative efforts for inspiration, like the Louisville Regional Airlift Development, Inc. (LRAD) – a public/private partnership formed to support Louisville Regional Airport Authority (LRAA) in pursuing new nonstop passenger service to key coastal markets, with other markets to follow. LRAD sponsors include state and local government, chambers of commerce, convention and tourism bureaus and many regional businesses.

Visit SLO CAL, in cooperation with the San Luis Obispo County Regional Airport officials will continue to collect, review and assess best case examples of air service development by other destinations, and work these learnings into its own efforts.

Visit SLO CAL, in cooperation with the San Luis Obispo County Regional Airport officials will continue to evaluate and update the Airport Master Plan and funding to make sure future facilities, capacity and operations are aligned with future air traffic and visitor demand.

Industry Relations and Cooperation

6. Encourage the SLO CAL Travel & Tourism stakeholders to join forces with Visit SLO CAL's Air Service Development effort and support calls, activities and actions necessary to provide incentives for new nonstop service.

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

- County and municipal governments (engagement and support)

EXPERIENCE SLO CAL 2050

Recommendation: International Visitors

Prioritization: Existing Scope of Work

Ownership: Visit SLO CAL

Partners: Destination Partners

Organizational Resource Obligation: Staff Time

Estimated Timeline: 2 Years to Realize Benefits

High-level Action Items Include:

- Continuing Representation in UK and Adding Representation in China and Canada
- Execution of International Readiness Programs

INTERNATIONAL VISITORS

International Visitors are an important and growing market for SLO CAL, as these visitors tend to stay longer, spend more and travel during different periods of the year, helping to reduce some of the seasonality issues associated with domestic visitors. Visit SLO CAL should examine the destination, product and services preferences, transportation and logistics requirements and patterns, and cultural and language requirements

associated with international visitors. Using that information, Visit SLO CAL should develop and deliver destination strategies, plans and programs necessary, such as China-, India- and Brazil-ready plans, to host, accommodate and facilitate these visitor groups.

To activate the International Visitors recommendation, Visit SLO CAL will:

Direct Actions and Plans

1. Conduct research of SLO CAL Travel & Tourism industry establishments to determine the need for and interest in an international visitor ready plan.

Visit SLO CAL will announce the international visitor ready initiative and assess what Travel & Tourism establishments are interested to participate and / or sponsor the effort.

Visit SLO CAL will conduct research and gather information from Travel & Tourism establishments to determine what international readiness means for individual establishments, industry categories and the collective industry.

Visit SLO CAL will engage a third-party firm/organization to assist with the assessment, development and implementation of a payment program for international visitors.

2. Collect information on how the businesses in SLO CAL are becoming international visitor ready, and what gaps might exist that a broader countywide program might address.

Visit SLO CAL will develop and distribute an online survey to SLO CAL Travel & Tourism establishments to collect information and practices related to international visitor readiness.

3. Use their DMO network, Visit California and Destinations International (DI) membership to collect information, case studies and best practices of international visitor ready programs currently being used by other DMOs.

Visit SLO CAL will contact individual DMOs, as suggested by Visit California, DI or others, to collect and review International Visitor Ready programs.

Visit SLO CAL will review and assess each of the collected case studies and determine their applicability to SLO CAL's situation.

4. Examine, select and implement an international visitor ready program for SLO CAL's Travel & Tourism partners and businesses.

Visit SLO CAL will consult with Travel & Tourism stakeholders to create an international visitor ready initiative for SLO CAL.

Visit SLO CAL will apply the experience gained from the international visitor ready program to further develop and enhance its international visitor marketing strategy, programs and actions.

Advocacy and Government Relations

5. Encourage the county and municipal governments to cooperate with the SLO CAL International Visitors initiative to assist with any and all public sector services available and necessary to deliver a successful initiative.

Industry Relations and Cooperation

6. Encourage the SLO CAL Travel & Tourism industry to cooperate with the SLO CAL Travel & Tourism International Visitors initiative to assist with any and all private sector information, data, research experience and expertise available to deliver a successful initiative.
7. Encourage the SLO CAL Travel & Tourism industry to work with Visit SLO CAL to craft and deploy the selected International Visitors initiative.

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

- SLO CAL T&T establishments (research, rollout and implementation)
- Visit California, Destination's International and other DMOs (research and case studies)
- Third Party Firm (assessment, development and implementation - payment program)

EXPERIENCE SLO CAL 2050

Recommendation: Paso Robles & SLO Coast Wine

Prioritization: Existing Scope of Work

Ownership: Visit SLO CAL, PRWCA, SLO Coast Wine Collective

Partners: Destination Partners

Organizational Resource Obligation: Staff Time, Marketing Dollars

Estimated Timeline: 3 Years to Realize Benefits

High-level Action Items Include:

- Continue Working with the PRWCA and SLO Coast Wine Collective to
Expand Wine Messaging in Our Overall Marketing Strategy
- Find Additional Ways to Partner with the Wine Industry for Product
Development

PASO ROBLES & SLO COAST WINE

Visit SLO CAL should continue to work with Paso Robles Wine Country Alliance and the winemakers of Paso Robles to develop, feature and celebrate the wines, vineyards, people, events and experiences associated with Paso Robles AVA wines worldwide.

Visit SLO CAL should also continue to work with the SLO Coast Wine Collective and the winemakers of Edna

Valley and Arroyo Grande Valley to help them advance the reputation of SLO Coast wine and increase the global awareness of the SLO Coast wine region.

To activate the Paso Robles & SLO Coast Wine recommendation, Visit SLO CAL will:

Direct Actions and Plans

1. Establish a SLO CAL Wine Tourism Working Group that includes leadership from Visit SLO CAL, Paso Robles Wine Country Alliance, SLO Coast Wine Collective, Travel Paso, Highway 1 Discovery Route, Visit Arroyo Grande, Edna Valley, and SLO Wine Lodging Alliance. This group will meet quarterly to coordinate, cooperate and develop a long-term wine tourism strategy and plan to feature SLO CAL vineyards, wine making and events as a leading element of Visit SLO CAL's tourism branding, marketing and management.

Visit SLO CAL will convene a regular meeting of SLO CAL wine and tourism related organizations to develop a Wine Tourism marketing strategy and plan.

Produce an asset map of SLO CAL wine activities to identify and document where activities are currently taking place as well as the nature and quality of the activities themselves.

Visit SLO CAL will collect and compile wine tourism information (activities, events and festivals, experiences, marketing, promotion and communications) that is publicly available on other leading wine regions including, but not limited to, Napa and Sonoma Valleys, Santa Barbara, Monterey Willamette Valley, Columbia WA, Walla Walla WA, Yakima Valley WA, Charlottesville VA, Texas Hill Country, Finger Lakes NY and Long Island NY.

Advocacy and Government Relations

2. Encourage the county and municipal governments to cooperate with the SLO CAL Wine Tourism Working Group to assist with any and all public sector service requirements necessary and appropriate to deliver a successful initiative.

Industry Relations and Cooperation

3. Encourage the SLO CAL Travel & Tourism industry to actively participate in the SLO CAL Wine Tourism Working Group to contribute insight, experience and expertise to the initiative, as well as deliver tourism-related products, services and amenities that are necessary and appropriate to deliver a successful SLO CAL wine experience.

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

- Paso Robles Wine Country Alliance, SLO Coast Wine Collective, Travel Paso, Hwy 1 Discovery Route, Visit Arroyo Grande, Edna Valley, and SLO Wine Lodging Alliance (Wine Tourism Working Group)

EXPERIENCE SLO CAL 2050

Recommendation: SLO CAL Crafted Brand

Prioritization: Existing Scope of Work

Ownership: Visit SLO CAL

Partners:

Organizational Resource Obligation: Staff Time

Estimated Timeline: 2 Years to Realize Benefits

High-level Action Items Include:

- Develop Partner Program
- Develop Partner Assets
- Integrate into Overall Marketing Strategy

SLO CAL CRAFTED BRAND

Visit SLO CAL, through the SLO CAL Crafted sub-brand, should continue to assist and invest in the development, showcasing and branding of SLO CAL's authentic and unique artisanal and maker movement community to visitors and residents.

SLO CAL should activate empty spaces, build capacity, assist in startup processes, facilitate a community

incubator (also see Experience Incubator above) for new businesses, streamline the regulatory environment, and create a communications and brand platform that features SLO CAL's artists, craftspeople and artisan makers of all types.

To activate the SLO CAL Crafted Brand recommendation, Visit SLO CAL will:

Direct Actions and Plans	
1. Work to finalize the already submitted SLO CAL Crafted trademark registration.	
Follow thru on existing efforts to finalize supplemental trademark registration	
2. Collect, review and assess case studies from other destinations where place-specific brands have been developed, marketed and sold online or through brick and mortar sites to understand what works, what doesn't and what lessons can be learned for SLO CAL.	
Identify DMOs that have or support place-specific brands. Use Destinations International network to identify potential brands.	
Contact and interview DMO leaders and staff that have place-specific brands to explore:	
<ul style="list-style-type: none"> • How the brand was created and established • How the brands are used to connect products with the destination • What criteria was used to select products • How the products are marketed and sold • What is the coordinating entity for the brand • What criteria is used to select products to carry the brand • What lessons have been learned in the process • What recommendations can the DMO make for Visit SLO CAL 	
3. Define and articulate the selection criteria that products must fulfill in order to carry or be marketed under the SLO CAL Crafted brand.	
Visit SLO CAL team will create a brand criteria process to be used for judging new products for consideration.	
4. Create a new Visit SLO CAL position or engage a third-party operator to develop, manage and operate the SLO CAL Crafted brand, marketing and sales platform and retail establishment.	
Visit SLO CAL will develop an RFP and solicit proposals for a third-party operator of the SLO CAL Crafted Brand. Based on the proposals, Visit SLO CAL will decide if it makes sense to outsource the effort or bring it in house.	
5. Monitor and review performance and adjust the SLO CAL Crafted brand and operations accordingly.	
Visit SLO CAL will establish a review team / committee to periodically consider performance and adjust strategies, plans and operations as necessary and appropriate.	

Advocacy and Government Relations

6. Encourage San Luis Obispo County, municipal and community government agencies, offices and officials to embrace and cooperate with the SLO CAL Crafted brand to assist with any and all public sector service requirements to deliver a successful initiative.

Industry Relations and Cooperation

7. Encourage the SLO CAL Travel & Tourism industry to engage local artisans, artists and makers to join forces with the SLO CAL Crafted Brand to increase their visibility, exposure and access to a broader resident and visitor market.
8. Encourage the SLO CAL Travel & Tourism industry to embrace, feature and promote SLO CAL Crafted brand products at their establishments when and where possible.

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

- DMO Partners (engage, promote, expand market)
- Third Party Operator (retail operations)
- County and municipal governments (cooperation)
- SLO CAL Travel & Tourism industry (cooperation)

EXPERIENCE SLO CAL 2050

Recommendation: Chief Investment Officer (CIO)

Prioritization: FY 2020-21

Ownership: Visit SLO CAL

Partners:

Organizational Resource Obligation: Position estimated to cost \$125K.

Additional costs include travel, conferences, etc.

Estimated Timeline: 3 Years to Realize Benefits

High-level Action Items Include:

- Develop Job Description
- Attract Talent
- On-board New Hire into the Community
- Develop Prospectus Plan for Investment

CHIEF INVESTMENT OFFICER (TRAVEL & TOURISM)

The research and visioning workshops associated with the Destination Management Strategy project have suggested that future visitor markets and services in SLO CAL will trend toward more engaged consumers seeking a broader range of activities and experiences. To capitalize on and develop this potential, Visit SLO CAL should create a new staff position (Chief Investment

Officer) dedicated to working with SLO County and city development officials to identify Travel & Tourism investment opportunities and engage in programs, activities and events to promote high-end, experiential and conference Travel & Tourism opportunities in San Luis Obispo County.

To activate the Chief Investment Officer (Travel & Tourism) recommendation, Visit SLO CAL will:

Direct Actions and Plans

1. Collect, review and assess information about what other destinations are doing to market and promote their Travel & Tourism investment opportunities and develop a Travel & Tourism investment promotion strategy for SLO CAL.

Visit SLO CAL will consult with DMOs and economic development agencies to collect, review and consider Travel & Tourism investment promotion programs that are used by other destinations.

2. Create a portfolio of Travel & Tourism investment opportunities in SLO CAL, in conjunction and cooperation with San Luis Obispo County and municipalities' economic development agencies and offices as well as Travel & Tourism industry stakeholders. This portfolio will be used with developers and Travel & Tourism investors outside the county to promote SLO CAL opportunities.

Visit SLO CAL will consult with San Luis Obispo County and municipalities' economic development agencies and offices as well as Travel & Tourism industry stakeholders to collect and document a portfolio of Travel & Tourism investment opportunities in SLO CAL.

3. Establish a position to organize activities associated with this initiative and promote the Travel & Tourism investment portfolio at hospitality investment conferences and other venues where Travel & Tourism investors and brands are likely to be looking for new opportunities.

Visit SLO CAL will assign duties to an existing position or create a new position to cover the responsibilities associated with promotion of SLO CAL Travel & Tourism investment opportunities.

Visit SLO CAL will create marketing and promotion materials, collateral and / or an online presence to promote SLO CAL and individual Travel & Tourism related investment opportunities that have been collected for the SLO CAL portfolio.

Visit SLO CAL will review the calendar of Travel & Tourism investment conferences and schedule and participate as appropriate in using these conferences to promote SLO CAL activity and experience opportunities.

Advocacy and Government Relations

4. Encourage the county and municipal governments to utilize Visit SLO CAL as a resource to assist in building the Travel & Tourism investment portfolio and provide other public sector information, data, research experience and expertise available to deliver a successful initiative.

Industry Relations and Cooperation

- 5.** Encourage the SLO CAL Travel & Tourism industry to work with Visit SLO CAL to identify opportunities that should be included in the Travel & Tourism investment portfolio and provide other private sector information, data, research experience and expertise available to deliver a successful initiative.

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

- DMOs and economic development agencies (research and case studies)
- San Luis Obispo County and municipalities' economic development agencies and offices as well as Travel & Tourism industry stakeholders (Investment opportunities portfolio)
- Investment Conferences (venues for exposure)

EXPERIENCE SLO CAL 2050

Recommendation: Culinary Arts Campus

Prioritization: To be Included in the CIOs Scope of Work when that role is prioritized

Ownership: Visit SLO CAL

Partners:

Organizational Resource Obligation: CIO Staff Time

Estimated Timeline: 5 Years to Realize Benefits

High-level Action Items Include:

- Engaging Interested Parties from within SLO CAL
- Developing a Prospectus for Investment Opportunities
- Review the opportunities for partnership with the Institute of Culinary Education, Culinary Institute of America, International Culinary Center, etc.

CULINARY ARTS CAMPUS

Visit SLO CAL should join forces with premier culinary schools such as the Culinary Institute of America (Hyde Park, NY), the Institute of Culinary Education (New York, NY and Los Angeles, CA), or the International Culinary Center (New York, NY) in addition to Cuesta College Culinary Arts and Cal Poly Department of Experience Industry Management to create a culinary arts campus in San Luis Obispo County. The SLO CAL Culinary Arts Campus should take cues from the Culinary Institute of America Campus in Napa, CA by becoming a premier “destination for exploring, experiencing, and enjoying the world of food, wine, art, and community.”

A culinary arts campus would provide cooking and beverage classes taught by industry experts, curated tasting events and festivals, delicious dining selections, artisanal art collections, and private event space, all in one convenient location to create the epicenter of food and wine. The Culinary Arts Campus would also be seen as an international center for culinary learning, skills development and career training for chefs, as well as all sorts of people who want to build a career around food.

To activate the Culinary Arts Campus recommendation, Visit SLO CAL will:

Direct Actions and Plans

1. Collect, review and consider information and case studies from other culinary arts campuses, around the country and further afield, to determine the potential for creating and hosting a culinary arts campus in San Luis Obispo County.

Create a list and portfolio of information for the top 10 culinary arts campuses including but not limited to:

- Institute of Culinary Education (New York NY)
- Culinary Institute of America (Hyde Park NY)
- International Culinary Center (New York NY)
- Johnson & Wales University College of Culinary Arts (Providence RI, Charlotte NC, Denver CO, North Miami FL)
- New England Culinary Institute (Montpelier VT)
- Kendall College School of Culinary Arts (Chicago IL)
- L'Academie de Cuisine (Gaithersburg MD)
- Auguste Escoffier School of Culinary Arts (Boulder CO)
- Sullivan University National Center for Hospitality Studies (Louisville KY)
- San Diego Culinary Institute (San Diego CA)

Schedule and conduct conversations or meetings with the leadership from these culinary arts campuses to understand their start up experiences, history, operations, strategies and plans, opportunities, necessary resources, successes and failures, and lessons learned.

2. Open discussions with Cuesta College Culinary Arts and Cal Poly Department of Experience Industry Management to explore the potential opportunity for creating and hosting a culinary arts campus in San Luis Obispo County.

Schedule and conduct meetings with the leadership, management, professors, and administrators of Cuesta College Culinary Arts and Cal Poly Department of Experience Industry Management to discuss the DMS and Culinary Arts Campus Recommendation.

Explore the concept of a Culinary Arts Campus and agree to steps that move the concept forward with one or more of the selected partners including but not limited to:

- Overall Strategy and Plan
- Business Plan
- Location and Facilities
- Organization and Structure

- Academics, Curriculum, Certificates and Learning
- Students, Visitors and Residents
- Conferences and Events
- Restaurants, Food, Wine and Retail

3. Join with Cuesta College and Cal Poly to approach potential partners such as the Culinary Institute of America, the Institute of Culinary Education, the International Culinary Center and others to propose and assess their interest in establishing a culinary arts campus in San Luis Obispo County.

Work with Cuesta College and Cal Poly to agree to top selections and jointly approach potential partners.

Develop joint proposal with Cuesta College and Cal Poly to use for these discussions.

The proposal should include conceptual plan as identified above, incentives from SLO County and the municipalities and strong arguments for selecting SLO CAL as a Culinary Campus.

4. Join with Cuesta College and Cal Poly to work with interested partners and organizations to create a strategy, working plan and the funding necessary and appropriate to establish a culinary arts campus in San Luis Obispo County.

Work with Cuesta College, Cal Poly and interested partners to prepare, produce and “shop around” a proposal to County, Municipalities, organizations and agencies and private sector investors and developers and agree to a strategy and plan for moving forward.

5. Serve as the marketing and promotion arm of the SLO CAL Culinary Arts Campus and target residents and interested/high potential visitor target markets to visit and enjoy its services, activities and experience.

Create and deliver a marketing strategy and plan to feature the SLO CAL Culinary Arts Campus, similar in nature to those already produced and delivered by Visit SLO CAL for visitors and residents.

Advocacy and Government Relations

6. Encourage the county and municipal governments to cooperate with the Culinary Arts Campus partners to assist with any and all public sector service requirements to deliver a successful Culinary Arts Campus initiative.

Industry Relations and Cooperation

7. Encourage the SLO CAL Travel & Tourism industry to join forces and cooperate with the Culinary Arts Campus partners to deliver tourism-related expertise, experience, services and amenities that are necessary and appropriate to deliver a successful Culinary Arts Campus initiative.

8. Encourage the SLO CAL Travel & Tourism industry to use the Culinary Arts Campus for staff training and staff hiring.

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

- Cuesta College Culinary Arts and Cal Poly Department of Experience Industry Management (development partners)
- County, Municipalities, organizations and agencies and private sector investors and developers (implementation)
- Travel & Tourism Industry (engagement)

EXPERIENCE SLO CAL 2050

Recommendation: Experience Incubator

Prioritization: To be included in the CIOs Scope of Work when that role is prioritized

Ownership: Visit SLO CAL

Partners:

Organizational Resource Obligation: CIO Staff Time and Potential

Investment in Office Space, Additional Staffing and Program Development

Estimated Timeline: 3 Years to Realize Benefits

High-level Action Items Include:

- Engaging Interested Parties from within SLO CAL
- Developing a Business and Funding Model including initial KPIs

EXPERIENCE INCUBATOR

Visit SLO CAL should launch and lead a countywide incubator and network for SLO CAL visitor experience startups, a new program designed to discover and foster startups working on innovative brands, products, services, events and activities to improve the SLO CAL experience. The incubator will bring together Visit SLO CAL, SLO CAL tourism industry expertise and Cal Poly's Department of Experience Industry Management,

along with participating startups, to co-create unique and inventive new experiences for SLO CAL visitors. By fostering new businesses, the incubator should also be designed to create head-of-household jobs for the industry and SLO CAL.

To activate the Experience Incubator recommendation, Visit SLO CAL will:

Direct Actions and Plans

1. Establish the Experience Incubator as a department or division of Visit SLO CAL and, once self-sufficient and sustaining, may spin it off as a stand-alone entity with its own board of directors, funding/sponsorship and executive director.

Work with Visit SLO CAL leadership team, finance and legal to create department/division and provisionally define what a stand-alone entity would look like and require in regard to legal, finance, governance, funding, leadership, staffing, etc.

Define and establish criteria for "self-sufficient and sustaining".

2. Develop the incubator strategy, oversee the initiative, create a work program, seek out commercial/work space to house the program, develop the budget and operations.

Collect and review copies of other "incubator" strategies and plans to use as a basis for creating the Experience Incubator. Speak to / visit with other incubator leaders and organizations to collect advice, information, experience, case studies, etc.

Create strategy, business and operations plan, and develop finance plan and budget.

Research and select commercial / work space for Incubator, organize lease, design space, and organize utilities.

3. Create a network of mentors, establish startup selection criteria, solicit and select incubator participants.

Solicit and register a network of mentors from the SLO CAL Travel & Tourism industry and other organizations and agencies that have a connection to SLO CAL and/or SLO CAL tourism.

Define and articulate the criteria for selecting entrepreneurs and start-up businesses; publish, publicize and market / promote the criteria and solicit applications.

Using the mentor network select and engage incubator participants.

4. Oversee and monitor the Experience Incubator initiative and adjust accordingly.

Establish a series of key performance indicators (KPIs) and measurement mechanisms for incubator participants to monitor and track the success of individual participants and the program as a whole.

Conduct regular (monthly) reviews of incubator activities with Visit SLO CAL leadership and the mentor network to assess progress against plans, KPIs and adjust.

Advocacy and Government Relations

5. The county and municipal governments will be asked to support the Experience Incubator and engage with Visit SLO CAL, sponsors, mentors and participants to help guide it toward success.
6. The county and municipal governments will be asked to establish individual points of contact to ease regulatory issues for the development of experiential based businesses.

Industry Relations and Cooperation

7. Encourage the SLO CAL Travel & Tourism industry and Cal Poly's Department of Experience Industry Management to support the Experience Incubator and engage with Visit SLO CAL, the Experience Incubator mentors and participants to help guide the incubator program toward success.

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

- Travel & Tourism Executives, Owners and Operators (mentorship, guidance and support)
- Cal Poly's Department of Experience Industry Management (strategy and operations support)
- County, Municipalities, organizations and agencies (implementation)

EXPERIENCE SLO CAL 2050

Recommendation: Morro Bay Waterfront

Prioritization: To be included in the CIOs Scope of Work when that role is prioritized

Ownership: City of Morro Bay

Partners: Visit SLO CAL

Organizational Resource Obligation: CIO Staff Time

Estimated Timeline: 5 Years to Realize Benefits

High-level Action Items Include:

- Engage with City of Morro Bay to Develop Prospectus for Investment Opportunity

MORRO BAY WATERFRONT

The numerous Morro Bay waterfront activities and experiences (boating, sailing, kayaking, surfing, stand up paddle boarding, fishing, aquarium, retail, food and beverage, entertainment, events and accommodations) and assets (embarcadero, beach, bay and harbor) create a unique destination for SLO CAL residents and visitors that is nearly impossible to duplicate and sets SLO CAL apart from many other California coastal destinations. Adding the potential future development of the Morro Bay Power Plant to the mix, as a tourism

asset or experience, is an opportunity that must not be ignored or left to chance. Visit SLO CAL should join with Morro Bay and San Luis Obispo County leaders (public and private) to create an acquisition strategy, redevelopment plan and program that seeks to turn the Morro Bay Power Plant and waterfront into a key tourism and quality of life asset for Morro Bay and SLO CAL.

To activate the Morro Bay Waterfront recommendation, Visit SLO CAL will:

Advocacy and Government Relations

1. Encourage the City of Morro Bay, the county and other local governments to work with Visit SLO CAL to feature and champion the Morro Bay Power Plant as a major tourism investment opportunity for SLO CAL.

Direct Actions and Plans

2. Join with, and contribute to, the working group in Morro Bay that is actively engaged in discussions with the owners of the Morro Bay Power Plant and other stakeholders about the future of the plant.

Establish regular briefings / updates with the Morro Bay working group to share the latest developments and identify actions that should / could be taken to move forward with the plant project.

3. Study Morro Bay Power Plant opportunities and develop tourism forecasts, impact analyses and research that can be used by Morro Bay to assess alternative proposals.

4. Assess the impact of Morro Bay Power Plant opportunities on the broader SLO CAL tourism industry.

Visit SLO CAL will advocate for, sponsor and / or organize Travel & Tourism related research, economic impact and analysis to assist the Morro Bay working group as needed or required in their efforts.

5. Advocate for and champion the conversion of the Morro Bay Power Plant into a county, community and Travel & Tourism asset that can deliver long-term quality of life and tourism economic impact for Morro Bay and San Luis Obispo County.

Visit SLO CAL will produce and deliver advocacy efforts, community relations efforts and other public relations / communications when needed or necessary to support the City of Morro Bay as they move forward with the Morro Bay Power Plant project.

6. Feature the Morro Bay Power Plant as one of the premier tourism investment opportunities to outside industry investors.

Visit SLO CAL will work with the City of Morro Bay to feature the Morro Bay Power Plant project in the tourism investment promotion portfolio that is used by the Chief Investment Officer with interested out-of-county investors.

Industry Relations and Cooperation

7. Encourage the SLO CAL Travel & Tourism industry to join forces with Visit SLO CAL to support and champion the repurposing of the Morro Bay Power Plant into a community and Travel & Tourism asset.

Responsibilities

Suggested Lead:

- City of Morro Bay

Additional Suggested Partners:

- Visit SLO CAL (support, research, impact analysis, advocacy, sponsorships, community relations, investment promotion portfolio)
- SLO CAL Travel & Tourism industry (support and advocacy)

EXPERIENCE SLO CAL 2050

Recommendation: San Luis Obispo County Conference Center(s)

Prioritization: To be included in the CIOs Scope of Work when that role is prioritized

Ownership: Municipalities

Partners: Visit SLO CAL, Travel Paso, Mid State Fair, SLO TBID

Organizational Resource Obligation: Staff Time

Estimated Timeline: 5 Years to Realize Benefits

High-level Action Items Include:

- Convene Interested Municipalities and Stakeholders
- Determine Opportunity for Initiative Advancement
- Develop Prospectus for Investment Opportunity

SAN LUIS OBISPO COUNTY CONFERENCE CENTER(S)

The need to attract high spending meetings and conference visitors to San Luis Obispo County remains at the top of the wish list for many SLO CAL hospitality establishments seeking to increase off-season and mid-week business. Visit SLO CAL should take a leadership role in advocating for and assisting one or more communities in developing new meeting and event space.

Although Visit SLO CAL completed a countywide feasibility study in 2017, and several proposals to

build a conference center (Grover Beach, Paso Robles, Atascadero and San Luis Obispo) have been considered over the past couple of years, the industry, government leaders and potential developers have yet to agree on a definitive plan to move forward. As a result, Visit SLO CAL should create and host a SLO County Conference Center(s) Development Task Force to assess the options and make a definitive decision on the potential for a San Luis Obispo County Conference Center(s).

To activate the San Luis Obispo Conference Center(s) recommendation, Visit SLO CAL will:

Direct Actions and Plans

1. Create and host a SLO County Conference Center(s) Development Task Force of county and municipal officials, economic development officials, developers, tourism officials and other key stakeholders to share information, efforts and progress on individual conference center initiatives.

Visit SLO CAL will convene and host a meeting of stakeholders involved with any and all SLO County Conference Center(s) development projects.

2. Guide the SLO County Conference Center(s) Development Task Force to discuss and agree to individual and cooperative efforts to move forward on one or more conference center initiatives.

Individual project leaders will be asked to present and update the Task Force on their various efforts.

The Task Force will discuss and agree to cooperative efforts to communicate, update and share resources to assist each of the efforts moving forward in a positive and collective manner.

3. Provide supportive resources to assist individual initiatives as needed and required to move proposals forward.

Visit SLO CAL will continue to collect, produce and disseminate data and analytics to support the information requirements and policy decisions of the SLO County Conference Center(s) Development Task Force and conference center stakeholders.

Visit SLO CAL will continue to identify and articulate the benefits that conference center development(s) could bring to SLO CAL.

Visit SLO CAL will champion proposals to third-party agencies to assist the individual proposals in their efforts to move forward.

Visit SLO CAL will work to foster a positive relationship between the individual proposals and the local communities.

Visit SLO CAL will offer and deliver destination management, marketing and advocacy efforts to assist each of the efforts moving forward as requested, necessary and appropriate.

Advocacy and Government Relations

4. Encourage the county and municipal governments to cooperate with the SLO County Conference Center Development Task Force to assist with any and all public sector information, data, research experience and expertise available to deliver a successful initiative.

Industry Relations and Cooperation

5. Encourage the SLO CAL Travel & Tourism industry to cooperate with the SLO County Conference Center(s) Development Task Force to assist with any and all private sector information, data, research experience and expertise available to deliver a successful initiative.

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

- SLO CAL Travel & Tourism industry (SLO County Conference Center(s) Development Task Force)
- County and municipal governments (SLO County Conference Center(s) Development Task Force, engagement and support)

EXPERIENCE SLO CAL 2050

Recommendation: Signature Event(s)

Prioritization: Included in the CIOs Scope of Work and the Events & Festivals
Strategy Development

Ownership: Visit SLO CAL

Partners:

Organizational Resource Obligation: Staff Time

Estimated Timeline: 3 Years to Realize Benefits

High-level Action Items Include:

- Develop Understanding of Opportunity and Viability in Events & Festivals Strategy
- Determine Type of Events that May Qualify for Targeting
- If Viable, Develop a Prospectus for Investment Opportunities

SIGNATURE EVENT(S)

Visit SLO CAL should work with existing and/or new events and festivals to help deliver high quality experiences during need periods and explore the potential for developing signature events or festivals for the destination. General preference for signature events and festivals should be given to those that align with SLO CAL's Events and Festivals Strategy, with specific

focus on SLO CAL's strengths in the areas of outdoor and coastal activities as well as food and wine (such as SLO Farmers' Market, Mid-State Fair, SLO CAL Open, Tamale Fest or Paso Robles Wine Festival), and can represent the SLO CAL brand 365 days of the year.

To activate the Signature Events recommendation, Visit SLO CAL will:

Direct Actions and Plans

1. Define and articulate what a signature festival or event means for SLO CAL, the destination.

Visit SLO CAL should use the Events & Festivals Working Group to consider and agree to a definition and description of what a signature festival or event means for the destination, and how it should connect with, complement and deliver the destination brand.

2. Conduct an analysis of the festivals and events portfolio to assess the quantity, quality, calendar distribution (scheduling), resident and visitor attendance/satisfaction, diversity (interest group), current results (attendance, income, reviews), future viability/opportunity for growth, and economic impact of SLO CAL's existing events.

See details for this assessment in the Events & Festivals Strategy recommendation.

3. Use the results of the analysis to identify existing events and festivals that might serve as a signature event and festival for SLO CAL.

Following the events and festivals analysis, take a deeper look at each of the top 5-10 scoring events and compare those events against the definition and articulation of a SLO CAL Signature Event(s) as developed above to determine if any of the top scoring events are a match.

4. Collect, review and consider information and case studies from other destinations to assess their signature festivals and events, success and development applicability to SLO CAL.

Visit SLO CAL should collect information, research studies and white papers, books and materials that explore, assess and analyze internationally known signature festivals and events such as: the Kentucky Derby, Montreal Jazz Festival, Art Basel (Basel, Miami, Hong Kong), New Orleans Mardi Gras, New Year's Eve in Times Square, Tour de France, etc.

5. Use the above to determine if a signature event is desirable and possible for SLO CAL, and whether an existing event or festival or a newly created event or festival can serve in the role.

Use the Events & Festivals Working Group to apply the results of the case studies review to the potential signature events list created from the Events & Festivals analysis to determine if one or more of the lists can serve in the Signature Event(s) role for SLO CAL.

6. Work with industry and government partners to develop an event-specific strategy, action plan and funding source to move the initiative forward, if an event or festival is identified as a potential opportunity for signature status.

The Events & Festivals Working Group will work to develop and agree to a Signature Event(s) and strategy, resources and actions necessary to make it happen.

Visit SLO CAL should apply its marketing, promotion, PR and communications resources to the Signature Event(s) to deliver the greatest potential from these activities.

Visit SLO CAL marketing should create a Signature Event(s) marketing, promotion and communications strategy for pushing information out to residents and potential visitors. The strategy should be organized for the whole destination, individual municipalities and targeted Signature Event(s) visitor markets.

Advocacy and Government Relations

7. Encourage the county and municipal governments to actively participate in Visit SLO CAL's Signature Event(s) initiative to contribute insight, experience and expertise to the analysis, strategy, planning, funding and implementation.

Industry Relations and Cooperation

8. Encourage the SLO CAL Travel & Tourism industry to actively participate in Visit SLO CAL's Signature Event(s) initiative to contribute insight, experience and expertise to the analysis, strategy, planning, funding and implementation.

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

- Major event producers, organizers and SLO CAL Travel & Tourism industry (Events and Festivals Working Group)
- County, municipal governments and community leaders (Events and Festivals Working Group)

EXPERIENCE SLO CAL 2050

Recommendation: Customer Service

Prioritization: FY 2020-21

Ownership: Visit SLO CAL

Partners:

Organizational Resource Obligation: Web application expense between \$60K and \$90K in year one

Estimated Timeline: 2 Years to Realize Benefits

High-level Action Items Include:

- Program Development & Execution
 - Industry Task Force
- Integration into VSC Educational Events
- Development of an Awards/Recognition Program

CUSTOMER SERVICE

The research prepared for the Destination Management Strategy suggested that customer service in SLO CAL could benefit from increased attention and development in order to deliver the destination, product and service experience necessary for more discriminating, international and experienced travelers who are demanding a better quality of service. As a result, Visit SLO CAL should work with Cal Poly, Cuesta College, and other educational and training organizations, to examine, select and implement customer service training

and a certified customer service program for SLO CAL's Travel & Tourism partners and businesses. Visit SLO CAL should also consider developing and implementing an industry business and employee recognition program to award and reward establishments and people who are providing and delivering excellent customer service in SLO CAL, and use this program to increase visibility and efforts in this area.

To activate the Customer Service recommendation, Visit SLO CAL will:

Direct Actions and Plans

1. Conduct research of SLO CAL Travel & Tourism industry establishments to determine the need for and interest in a Customer Service initiative.

Visit SLO CAL will assume that the DMS visitor survey research, which identified the opportunity for improving customer service is valid, and will survey SLO CAL Travel & Tourism industry establishments to determine which are interested to participate in and sponsor a Customer Service initiative.

2. Collect information on who is conducting actual customer service training and what customer service programs are currently being used in SLO CAL identifying what gaps exist that a broader countywide program might address.

- Visit SLO CAL will follow up with individual establishments to collect and discuss their customer service programs, if and how they might be used more broadly in SLO CAL and what gaps still exist to be addressed.

3. Use their DMO network and Destinations International (DI) membership to collect information, case studies and best practices of Customer Service and Tourism Ambassador programs currently being used by other DMOs.

Visit SLO CAL will contact individual DMOs, as suggested by DI or others, to collect and review Customer Service and Tourism Ambassador programs. Special attention will be paid to Calgary's White Hat program as a best in class example.

Visit SLO CAL will review and assess each of the collected case studies and determine their applicability to SLO CAL's situation.

4. Work with Cal Poly, Cuesta College, and other educational and training organizations, to examine, select and implement customer service training and a possible certified customer service program for SLO CAL's Travel & Tourism partners and businesses.

Visit SLO CAL will work with Cal Poly and Cuesta College to review the SLO CAL situation (including gaps) in regard to customer service, best case examples from other destinations and select or create a customer service program that is right for SLO CAL.

5. Develop and implement a Travel & Tourism industry business and employee recognition program to award and reward establishments and people who are providing and delivering excellent customer service in SLO CAL.

Visit SLO CAL will consult with DMOs to collect, review and consider industry recognition programs that are used by other destinations, and create a comparable initiative for SLO CAL.

Advocacy and Government Relations

6. Encourage the county and municipal governments to cooperate with the SLO CAL Travel & Tourism Customer Service initiative to assist with any and all public sector information, data, research experience and expertise available to deliver a successful initiative.

Industry Relations and Cooperation

7. Encourage the SLO CAL Travel & Tourism industry to cooperate with the SLO CAL Travel & Tourism Customer Service initiative to assist with any and all private sector information, data, research experience and expertise available to deliver a successful initiative.
8. Encourage the SLO CAL Travel & Tourism industry to work with Visit SLO CAL to craft and deploy the selected Customer Service initiative, and use the program with its employees to improve/enhance customer service delivery.
9. Encourage the SLO CAL Travel & Tourism industry will work with Visit SLO CAL to identify industry businesses and employees who are providing and delivering excellent customer service in SLO CAL so that Visit SLO CAL can recognize, award and reward their contribution.

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

- Destinations International Member DMOs (research and case studies)
- Cuesta College Culinary Arts and Cal Poly Department of Experience Industry Management (program development partners)
- SLO CAL Travel & Tourism establishments (research, rollout and implementation)

EXPERIENCE SLO CAL 2050

Recommendation: Events & Festivals Strategy

Prioritization: FY 2020-21

Ownership: Visit SLO CAL

Partners: Destination Partners, Event Producers

Organizational Resource Obligation: If done through a consultant, estimated at a one-time \$120K expense for the strategy development

Estimated Timeline: 1 Year to Realize Benefits

High-level Action Items Include:

- Mapping & Adjustment of Existing Events & Festivals
- Adoption of One Countywide Events Calendar
- Use of Event Economic Impact Calculator
- Possibly developing a Tiered Funding/Sponsorship Model
- Development of SAVOR SLO CAL Recommendation

EVENTS & FESTIVALS STRATEGY

Visit SLO CAL should develop and implement a comprehensive countywide Events and Festivals Strategy, along with professional resources and a dedicated stakeholder group (Visit SLO CAL, county, cities, and communities) that brings together public sector officials, industry stakeholders, venue owners/operators/organizers and event producers.

The strategy's purpose should be to develop a destination-wide master calendar, program, sponsorship/funding, locations, seasonality, logistics and operating plan to strategically deliver the full potential of events and festivals to SLO CAL.

The Events and Festivals strategy should establish and apply business plan criteria for Visit SLO CAL investment and activation and define performance measures for continued resources and effort.

Visit SLO CAL should work with event producers and organizers, who score a high "Event Impact" (see

below) to develop and enhance their marketing reach, operational and quality efforts to create, maintain and enhance events and festivals that are true to SLO CAL's brand, authentic to SLO CAL as a destination, capitalize on SLO CAL's strengths as a destination and are reflective of SLO CAL's values.

Visit SLO CAL should work with events and festivals producers to invest in, incubate and spin-off events and festivals that create high "Event Impact" (see below) set forward in an Events and Festivals Strategy.

Visit SLO CAL should work with the events and festival producers to identify and fill niches, placing events in key need periods and eliminating gaps in the visitor calendar.

To activate the Events & Festivals Strategy recommendation, Visit SLO CAL will:

Direct Actions and Plans

1. Work with county, municipal and community leaders, major events producers and organizers, along with industry stakeholders, to create a countywide Events and Festivals Strategy to set forth the vision, goals, strategies and plans for creating, incubating and facilitating visitor-related events and festivals in SLO CAL that increase the economic contribution from visitors and enhance the quality of life for residents.

Visit SLO CAL should first determine if it has the capacity and resources to produce the Events & Festival Strategy in-house or engage an events and festivals consultant to assist with the process. In either event, Visit SLO CAL should engage key industry stakeholders (producers, venues, facilities) and residents to participate in the development of the strategy.

Collect, review and consider Events & Festivals strategies from Destinations around the world that are noted for the experience and expertise including, but not limited to:

Denmark – Sport Event Denmark

Sport Event Denmark is a leader in attracting and hosting major international sport events. It has been in operation for twenty years and has delivered significant impact for the country.

Queensland Australia

The Queensland Destination Events Program is a strong model to follow, to develop a sophisticated strategy, organization and operation for developing and hosting a wide range of events.

Saskatchewan Canada

Saskatchewan has produced an Event Hosting Strategy, which is a good case study to consider to provide clear and practical structure for growing its tourism events business.

Montreal, Quebec, Canada

Montreal has created a well-respected strategy, organization and program for international, national and metropolitan sporting events, which could provide direct guidance to focus on sporting events.

Scotland

Scotland has produced a sophisticated events strategy, which sets the bar extremely high for comprehensiveness and detail.

Northern Ireland

Without being too complicated or simplistic, Northern Ireland has created an events sponsorship program, strategy, guidelines and application process that is direct, clear and on point for growing the destination with focus on developing events.

Niagara, Ontario, Canada

Niagara has developed a simple, easy to follow, set of guidelines and application process for event organizers looking for DMO sponsorship.

Denver, CO

Denver Sports was founded in 2001 to help bring high-profile sporting events to Denver. In December 2012, the Board of Directors voted to align themselves with VISIT DENVER's sports marketing efforts, effective January, 2013. Under the direction of VISIT DENVER, the Denver Sports Commission continues to serve as a clearinghouse and resource for all sporting event organizers interested in Denver as a future location.

Choose Chicago

The Chicago Sports Commission (CSC) launched in 2011 as a part of Choose Chicago®. A registered 501(c)6, CSC is comprised of a dedicated full-time staff and supported by a Corporate Partner program, which makes up CSC's Executive Committee and Board of Directors.

Edinburgh

The City of Edinburgh has produced a sophisticated festivals strategy, organization and operation, which is one of the leading case studies in this area.

2. Establish and facilitate an Events and Festivals Working Group to:

- Agree on a vision and strategy for SLO CAL supported arts, music, food and drink, cultural and sports events and festivals
- Identify and articulate detailed funding criteria for arts, music, food and drink, cultural and sports events and festivals that will be supported by SLO CAL organized sources
- Encourage coordination of events and festivals to maximize timing and impact, while reducing seasonality swings and unsustainable high-volume visitor traffic
- Deliver a consolidated and shareable countywide events and festivals calendar

Visit SLO CAL should establish an Events & Festivals Working Group, comprised of key stakeholders that were involved in the Destination Management Strategy process, county, municipal and community leaders, to meet on a regular basis (quarterly) to consider and agree: vision and strategy, calendars and scheduling, grant making criteria, funding and grant applications, as well as review results and performance.

Visit SLO CAL or a third-party consultant should produce an asset mapping of SLO CAL events and festivals, producers, establishments and stakeholders who are involved in or associated with delivering events and festivals activities, experiences, products and services to SLO CAL residents and visitors.

The asset mapping should include an assessment (Festivals & Events Analysis) of the quantity, quality, calendar distribution (scheduling), resident and visitor attendance / satisfaction, diversity (interest group), current results (attendance, income, reviews), future viability / opportunity for growth, and economic impact of SLO CAL's existing events and festivals. Use this research to inform the Working Group on the existing situation, and strengths and weaknesses of SLO CAL's current portfolio.

The data source for the Festivals & Events Analysis should be SLO CAL's calendar of events.

Each of the event listings should be scored against 7 categories of "Event Impact" (see below) based on publicly available information and the consultant's expert opinion.

- Economic Impact
- Attendance
- Expenditures
- Length of stay
- Yield
- Employment / job creation
- Tax revenue
- Standard of living

Tourism Potential

- Awareness of the region as a travel and tourism destination
- Potential for visitation
- Creation of new tourism product
- Creation of new tourism market

Uniqueness

- Nontraditional event, venue, etc.
- Caters to niche markets

Social / Cultural

- Shared experience
- Revitalizing traditions
- Level of local interest and participation in types of activity associated with event
- Regional values and traditions
- Cultural perspectives
-

Scalability

- Potential to scale event with purpose
- Stage in event lifecycle
- Footprint of the event

Brand Alignment

- Events that align with Visit SLO CAL's brand
- Events that align with Visit SLO CAL's preferred visitors

Timing / Seasonality

- Off-peak / shoulder season
- Mid-week

Collect best practice case studies of event and festival funding strategies, granting processes and operations to inform the Working Group and events and festivals strategy development process.

Conduct a visioning workshop(s) with collected stakeholders to identify, agree and articulate a festivals and events vision and strategy.

Propose, discuss and agree to criteria for Event & Festival solicitations or funding requests that will be funded by Visit SLO CAL.

Review, discuss and agree a county-wide Events & Festivals calendar to coordinate dates, places and venues. Where and when possible, move events to need periods to address seasonality issues.

Engage a technology firm / company to create a universal, comprehensive, one-stop-shop for various organizations to post their items to the SLO CAL Events & Festival calendar and distribute the same back to individual calendars. This task needs to remove the need to enter event and festival information on multiple event calendars.

3. Encourage the Events and Festivals Working Group to organize communication, marketing and promotion of SLO CAL supported events as well as other events and festivals not supported or sponsored by the city, municipalities or communities, but nevertheless of potential interest to SLO CAL visitors.

Visit SLO CAL should apply its marketing, promotion, PR and communications resources to Events & Festivals throughout the region in a strategic and comprehensive manner to deliver the greatest potential from these activities.

Visit SLO CAL marketing should create an Events & Festivals marketing, promotion and communications strategy for pushing information out to residents and potential visitors. The strategy should be organized for the whole destination, individual municipalities and various visitor market (e.g. wine visitors, biking visitors, beach visitors, etc.). This effort should be connected to the county-wide universal calendar system described above.

4. Create, manage and administer an events and festivals development fund available to create, incubate, market and promote, manage, direct and facilitate events and festivals in SLO CAL that fulfill grant criteria and deliver Key Performance Indicator results set forth by the Events and Festivals Strategy.

Visit SLO CAL will establish and operate an Events & Festivals Development Fund as suggested to deliver quality visitor experiences and enhanced quality of life for residents.

Advocacy and Government Relations

5. Encourage the county and municipal governments to actively participate on Visit SLO CAL's Events and Festivals Working Group to facilitate and operationalize SLO CAL events and festivals from a regulation/permitting, and public services perspective.

6. Encourage the county and municipal governments to designate a point person to assist in the realization and delivery of events.

7. Encourage the county and municipal governments to organize and manage municipal and county agency involvement in SLO CAL events and festivals.

Industry Relations and Cooperation

8. Encourage the SLO CAL Travel & Tourism industry including existing event organizers and venues to engage with the Events and Festivals Working Group to coordinate calendars, resources and funding.
9. Encourage the industry to collaborate with event organizers and venues in the sector to build stronger, more engaging, need period events.

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

- Local SLO CAL DMOs
- Major event producers, organizers and SLO CAL Travel & Tourism industry (Events and Festivals Working Group, coordinate calendars, resources and funding)
- County, municipal governments and community leaders (Events and Festivals Working Group, facilitate and operationalize SLO CAL events and festivals)

EXPERIENCE SLO CAL 2050

Recommendation: SAVOR SLO CAL

Prioritization: Included as part of the Events & Festivals Strategy

Ownership: Visit SLO CAL

Partners: Destination Partners, Wine Alliances

Organizational Resource Obligation: Potential for Annual Sponsorship

Estimated Timeline: 2 Years to Realize Benefits

High-level Action Items Include:

- Plans to be developed pending Events & Festivals Strategy Development

SAVOR SLO CAL

Visit SLO CAL should reimagine the SAVOR SLO CAL brand and event, working with SLO CAL stakeholders to establish and promote a multi-week signature festival of SLO CAL wines, craft beverages and culinary arts. SAVOR SLO CAL would be designed around visitors as much as locals and be held during harvest with a focus on midweek activations.

SLO CAL should consider successful examples of wine and culinary festivals such as the Dine Out Vancouver Festival, which has grown into Canada's largest food

and drink festival. More than prix-fixe menus, SAVOR SLO CAL, like Dine Out Vancouver, could be about "community, collaboration, and sharing...a culinary story with the world." Culinary talent and cultural experiences, including neighborhood food tours and lunch-hour food truck fests, could inspire SAVOR SLO CAL events, along with local wine tastings and global guest-chef collaborative dinners. SAVOR SLO CAL could grow into a compelling annual mid-week reason to visit.

To activate the Savor SLO CAL recommendation, Visit SLO CAL will:

Direct Actions and Plans

1. Collect, review and consider information and case studies from other wine and culinary festivals held by destinations around the country and further afield to determine what works best and how SLO CAL can benefit from these experiences.

Join and / or participate in culinary / gastronomy / wine tourism organizations and conferences to increase professional awareness and knowledge of premier culinary / wine destinations and Events & Festivals. Organizations and conferences might include, but are not limited to: World Food Tourism Association, International Culinary Tourism Association, Wine Tourism Association, UNWTO World Forum on Gastronomy Tourism, UNWTO Global Conference on Wine Tourism, etc.

Develop and complete an analysis of the premier culinary, food and wine festivals to understand best practice and what that means for SLO CAL. Best practice case studies might include Dine Out Vancouver, the Okanagan Wine Festivals, San

Diego Bay Wine + Food Festival, Hawaii Food & Wine Festival, Taste of Vail, Charleston Wine & Food Festival, Aspen Food & Wine Classic, etc.

2. Create and host a SAVOR SLO CAL Working Group to consider, design and agree on (see Events & Festivals Strategy) a multi-week signature festival of SLO CAL wines, craft beverages and culinary arts to be held during SLO CAL's harvest season.

Identify key culinary, food and wine stakeholders (public and private sector) in SLO CAL and invite them to participate in the SAVOR SLO CAL Working Group.

Produce an asset mapping of SLO CAL food and wine events, producers, establishments and stakeholders who are involved in or associated with delivering food and wine activities, experiences, products and services to SLO CAL residents and visitors.

Present highlights of the Destination Management Strategy and the SAVOR SLO CAL recommendation, analysis of best practice from premier culinary, food and wine festivals to consider.

3. Guide the SAVOR SLO CAL Working Group to create a strategy, working program and funding source to move the festival forward.

Host a visioning workshop to design and agree a strategy, work plan, operations, marketing and promotion, budget and logistics for SAVOR SLO CAL.

4. Market and promote SAVOR SLO CAL to residents and interested/high potential visitor target markets.

Visit SLO CAL will establish the brand and marketing platform for SAVOR SLO CAL and work to sign up partners, sponsors and participants.

Visit SLO CAL will create and deliver a marketing and communications strategy and plan for SAVOR SLO CAL.

5. Guide the SAVOR SLO CAL Working Group to implement the strategy, review performance and adjust the strategy as necessary and appropriate.

Visit SLO CAL will provide leadership, staffing, management and direction necessary to organize the implementation of the SAVOR SLO CAL strategy.

Establish key performance indicators (KPIs) and conduct a post-event review and assessment of festival performance and share with Working Group to determine and agree to necessary adjustments and changes.

Update the strategy, work plan, operations, marketing and promotion, budget and logistics for SAVOR SLO CAL as necessary and appropriate.

Advocacy and Government Relations

6. Encourage the county and municipal governments to support the SAVOR SLO CAL Working Group to assist with logistics, security, sanitation and any/all other public sector service requirements to deliver a successful countywide festival.

Industry Relations and Cooperation

7. Encourage the SLO CAL Travel & Tourism industry to join forces and cooperate with the SAVOR SLO CAL Working Group to deliver tourism-related expertise, experience, services and amenities that are necessary and appropriate to deliver a successful festival.

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

- Culinary, food and wine stakeholders and SLO CAL Travel & Tourism industry (SAVOR SLO CAL Working Group)
- County, municipal governments and community leaders (SAVOR SLO CAL Working Group)

EXPERIENCE SLO CAL 2050

Recommendation: Space Launch Events

Prioritization: FY 2020-21

Ownership: Visit SLO CAL

Partners: South County Destination Partners

Organizational Resource Obligation: Staff Time, Interns to Develop this
Scope of Work

Estimated Timeline: 1 Year to Realize Benefits

High-level Action Items Include:

- Develop Itinerary for Events
- Develop Partner Programs
- Develop Web Resources for Promotion
- Monitor Vandenberg Airforce Base for Launches and Promote to
Visitors

SPACE LAUNCH EVENTS

Vandenberg Air Force Base, located in northern Santa Barbara County, only 30 miles from San Luis Obispo County, is home to the 30th Space Wing and Air Force Space Command, whose mission is placing satellites into polar orbit from the West Coast and providing launch pad facilities to businesses such as SpaceX. In 2018, nine space launches were made from Vandenberg while 10 were made in 2017. Although these launch events do not follow a regular schedule,

they are certainly increasing and are building a unique group of visitors (space enthusiasts) who travel from near and far to enjoy the launches. Visit SLO CAL should continue to develop, market and promote this niche event business, which is unique to the region, state and country.

To activate the Space Launch Events recommendation, Visit SLO CAL will:

Direct Actions and Plans

1. Develop a launch-ready special event itinerary, activities, packages and partner promotions for those who cater to space launch enthusiasts.

Visit SLO CAL will organize and register Travel & Tourism establishments that are eager and willing to join efforts to deliver a Space Tourism package for residents and visitors.

Visit SLO CAL will create a marketing, communications and PR strategy to promote these events and visitor packages.

2. Coordinate with Vandenberg Air Force Base officials, companies and organizations to identify and calendarize existing and potential launch events, dates, timing and access.

Visit SLO CAL will establish open channels of communications with Vandenberg officials and their staff / teams to identify, track and monitor future space launch events.

3. Work with Vandenberg Air Force Base officials, companies and organizations to create and deliver special and unique experiences for SLO CAL residents and visitors.

Visit SLO CAL will explore and develop "special and unique" visitor experiences with Vandenberg officials and their staff / teams that might not be normally available to the general public.

4. Market and promote Vandenberg Air Force Base space launch events to SLO CAL residents, space launch enthusiasts and the broader visitor markets.

Visit SLO CAL will use its in-house resources to create and deploy as needed specialized on-demand space launch marketing and promotion effort.

Visit SLO CAL will tap into and feed the marketing and promotion resources of Visit California to increase the reach of the Space Launch Events target market.

Visit SLO CAL will also advocate through Cal Travel for enhanced cooperation and event development with Vandenberg, regional government, state and federal officials.

Advocacy and Government Relations

5. Encourage the county and municipal governments to actively participate in Visit SLO CAL's Space Launch Events initiative to contribute insight, experience, logistics and public sector services to the effort where necessary, appropriate and possible.

Industry Relations and Cooperation

6. Encourage the SLO CAL Travel & Tourism industry to actively participate in Visit SLO CAL's Space Launch Events initiative to contribute insight, experience and expertise to the initiative, as well as deliver tourism-related products, services and amenities that are necessary and appropriate to a successful Space Launch Event experience.

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

- County and municipal governments (cooperation)
- SLO CAL Travel & Tourism industry (package development, cooperation)
- Vandenburg Officials (initiative development, cooperation)
- Cal Travel (cooperation)

EXPERIENCE SLO CAL 2050

Recommendation: Sustainable Tourism

Prioritization: FY 2020-21

Ownership: Visit SLO CAL

Partners: Lodging Investors, Municipalities, Destination Partners

Organizational Resource Obligation: Staff & Intern Time in Year One,
Potential for Investment Pending Visit CA's Program Roll-Out

Estimated Timeline: 5 Years to Realize Benefits

High-level Action Items Include:

- Map Existing Sustainability Programs Used in SLO CAL
- Possible engagement in Visit California Stewardship Programs
(pending completion)

SUSTAINABLE TOURISM

SLO CAL, like many other popular and important destinations, is facing a number of natural and manmade issues that are impacting, and will continue to impact, the quality of SLO CAL as a visitor destination and a place for residents to live, work and play. These

issues include, but are not limited to: climate change, water shortages, energy, waste management, land use, economic growth and social development.

To activate the Sustainable Tourism recommendation, Visit SLO CAL will:

Direct Actions and Plans

1. Review and assess sustainable tourism programs that are currently in place in SLO CAL and used by industry stakeholders, owners and operators, and their impact on industry-wide objectives.

Visit SLO CAL will create, distribute and analyze an online survey of SLO CAL Travel & Tourism industry establishments to collect and document sustainable tourism programs currently in place and implemented in SLO CAL.

2. Review well-known international, national and statewide resources such as the United Nations World Tourism Organization programs for sustainable tourism and their applicability to SLO CAL.

Visit SLO CAL will collect and review leading Sustainable Tourism programs generally available from international, national and state tourism organizations and agencies, and determine their applicability to SLO CAL.

3. Consider other well-known sustainable tourism organizations' programs and certifications and understand what benefits they might bring to SLO CAL.

Visit SLO CAL will collect and review leading Sustainable Tourism programs generally available from Travel & Tourism related nonprofit organizations and determine their applicability to SLO CAL.

4. Select or design and implement a sustainable tourism program that best suits the needs and requirements of tourism in SLO CAL, its visitors and its residents.

Visit SLO CAL will analyze the along with other the public and nonprofit sustainable tourism programs and determine if there is a good fit of any with SLO CAL as a destination.

If there is no program available that is a good fit for SLO CAL, Visit SLO CAL will engage a specialist consultant to assist in the development of a customized program for SLO CAL.

5. Build consensus with tourism stakeholders on the need for and benefit of a sustainable tourism program and roll out the agreed strategy and program to the industry.

Visit SLO CAL will develop a Sustainable Tourism campaign to educate and inform SLO CAL stakeholders on the need for an initiative, the benefits of the initiative, the program selected for SLO CAL and the implementation of the initiative.

6. Work with industry stakeholders, government leaders and the community to assess, develop and implement sustainable land use plans for resident and visitor activities, such as the off-highway vehicle riding at Oceano Dunes State Vehicular Recreation Area, that may impact the environmental, social and economic impact of tourism in SLO CAL.

Visit SLO CAL will work with the parties identified above to create a site-specific Sustainable Tourism plan for the Oceano Dunes.

Visit SLO CAL will integrate its efforts associated with Oceano Dunes with the Pismo State Beach and Oceano Dunes State Vehicular Recreation Area Public Works Plan.

Advocacy and Government Relations

7. Encourage the county and municipal governments to cooperate with Visit SLO CAL and their stakeholders to define and organize a sustainable tourism strategy that complements existing programs and efforts and makes SLO CAL a sustainable tourism destination.

Industry Relations and Cooperation

8. Encourage the SLO CAL Travel & Tourism industry to contribute to the sustainable tourism inventory and work to identify gaps that need to be filled in order to make SLO CAL a strong and vibrant sustainable tourism destination.
9. Encourage the SLO CAL Travel & Tourism industry to work with Visit SLO CAL to develop a SLO CAL sustainable tourism strategy and plan and implement it across the region.

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

- SLO CAL Travel & Tourism establishments (research, rollout and implementation)
- International, national and state tourism organizations and agencies (research, best practice)
- Travel & Tourism related nonprofit organizations (research and case studies)
- Specialist consultant (as required)
- Industry stakeholders, government leaders and the community (Oceano Dunes)

EXPERIENCE SLO CAL 2050

Recommendation: Talent Attraction, Development & Careers

Prioritization: FY 2020-21

Ownership: Economic Development Organizations, SLO Partners

Partners: Visit SLO CAL

Organizational Resource Obligation: (Development) Bootcamp Estimated at \$100K in Year One, with Staff Participation in Program Development and Advisory Committee. Annual \$30K - \$50K Sponsorship Thereafter.

(Attraction) Workshop with Economic Development Partners to Build Talent Attraction Strategy (\$17k)

Estimated Timeline: 5 Years to Realize Benefits

High-level Action Items Include:

- Exploration and Possible Development of a Certificated Hospitality Management Bootcamp
- Engagement with Economic Development Organizations on Developing a Talent Attraction Model

TALENT ATTRACTION, DEVELOPMENT & CAREERS

The Workforce Development Board of San Luis Obispo County Local Plan 2017-2020 identified “Accommodation and Food Service” as the largest economic sector in San Luis Obispo County. The Plan also reports that these “Tier 3” occupations tend to represent lower-skilled service positions with lower wages, but “does offer many career pathways into management or middle-skilled jobs.” Although this research is excellent, Visit SLO CAL and its industry partners should conduct, produce and publish sector specific employment research to provide greater detail and analysis of Travel & Tourism industry needs.

Visit SLO CAL should also join forces with the Hourglass Project and their jobs roadmap and

action plan, and the EVC Workforce Development Task Force, in collaboration with Cuesta College, the SLO County Office of Education, SLO Partners, Cal Poly, and the Workforce Development Board of SLO County, to “align career pathways [for Travel & Tourism employees] and meet the needs of local [accommodation and food service] employers... by connecting the talent in the region to local businesses and career opportunities.”

Visit SLO CAL should also work with industry leaders and the above-mentioned groups to launch a scholarship fund specifically for those individuals that are in a Travel & Tourism focused pathway.

To activate the Talent Attraction, Development & Careers recommendation, Visit SLO CAL will:

Direct Actions and Plans

1. Study and assess the SLO CAL Travel & Tourism workforce—including needs, requirements, forecast of labor supply and demand, skills, education and training, and career pathways - in cooperation and coordination with the Workforce Development Board of San Luis Obispo County, EVC Workforce Development Task Force, Hourglass Project, Cuesta College, SLO County Office of Education, SLO Partners and Cal Poly.

Visit SLO CAL will convene a meeting of the above organizations and share with them the issues and concerns about the Travel & Tourism workforce identified in the Destination Management Strategy.

Visit SLO CAL will volunteer to spearhead a research effort to survey and collect information on workforce needs, requirements, forecast of labor supply and demand, skills, education and training, and career pathways.

Visit SLO CAL will compile a portfolio of best practice case studies, news articles, and research focused on Travel & Tourism talent attraction, development and careers. It will review this material and create an ongoing summary report that identifies best practices, lessons learned, new developments, destination issues, and destination opportunities. Research will include target programs and efforts in the State of Virginia, Wisconsin and the Topeka Partnership.

Visit SLO CAL will most likely engage a specialized consultant to assist with the process.

2. Use this research to develop a detailed SLO CAL Travel & Tourism Workforce Development Strategy and plan to align labor needs and requirements with those of the SLO CAL Travel & Tourism industry.

Using the results from the research, Visit SLO CAL will work with the Workforce Development Board of San Luis Obispo County, EVC Workforce Development Task Force, Hourglass Project, Cuesta College, SLO County Office of Education, SLO Partners and Cal Poly to determine what gaps need to be filled in SLO CAL and develop a Travel & Tourism Workforce Development Strategy and action plan to fill these gaps.

As part of the Travel & Tourism Workforce Development Strategy, Visit SLO CAL will launch a scholarship fund, either as a separate fund of the existing organization or as a separate 501c3. This fund/organization will collect donations from the Travel & Tourism industry annually to fund a scholarship for high school or college students in a Travel & Tourism focused pathway.

Visit SLO CAL will work to develop an application process and criteria for the scholarship and market it to students in SLO CAL.

Advocacy and Government Relations

3. Encourage the county and municipal governments to cooperate with the SLO CAL Travel & Tourism workforce research and strategy initiative to assist with any and all public sector information, data, research experience and expertise available to deliver a successful initiative.

Industry Relations and Cooperation

4. Encourage the SLO CAL Travel & Tourism industry to cooperate with the SLO CAL Travel & Tourism workforce research and strategy initiative to assist with any and all private sector information, data, research experience and expertise available to deliver a successful initiative.

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

- Workforce Development Board of San Luis Obispo County, EVC Workforce Development Task Force, Hourglass Project, Cuesta College, the SLO County Office of Education, SLO Partners and Cal Poly. (Research, Initiative Partners, Strategy and Plan)
- Specialized consultant

EXPERIENCE SLO CAL 2050

Recommendation: Thematic Routes

Prioritization: FY 2020-21

Ownership: Destination Partners

Partners: Visit SLO CAL

Organizational Resource Obligation: Staff Time to Coordinate Development of Routes, Build Relationships with Partners and Design Route Maps for Publication

Estimated Timeline: 2 Years to Realize Benefits

High-level Action Items Include:

- Partnering with Destination Partners to Build and Map Thematic Routes for Visitors
- Developing Mapping Tool Available on SLOCAL.com for Visitors and Residents

THEMATIC ROUTES

San Luis Obispo County measures approximately 3,600 square miles with more than 80 miles of coastline and beaches, 1,330 miles of scenic county roadways, three wine regions, eight golf courses, 3,500 acres of sand dunes, hundreds of farms, thousands of culinary choices, a burgeoning craft brewing, cider and distillery scene, legalized cannabis, more than 20 art galleries and arts venues, famed mineral waters, dozens of premier historic sites like Hearst Castle, tons of shopping for every taste, 315 days of sunshine per year for outdoor activities, miles upon miles of hiking, biking and walking trails, and world famous Highway 1 – the road

trip of a lifetime. Thematic Routes such as the Farm Trail or Wine Trail help visitors understand how to consume a diverse region such as this based on their particular interests, while also helping to disperse visitors to less visited parts of the county. Visit SLO CAL should work with each of the industry sectors, activity stakeholders and communities to identify, create, package, market and promote a series of thematic routes that leverage key points or areas of interest, and connect visitors to lesser known or visited parts of the county.

To activate the Thematic Routes recommendation, Visit SLO CAL will:

Direct Actions and Plans

1. Develop a series of thematic route itineraries, activities, packages, events and partner promotions for the major tourism experience categories in SLO CAL.

Visit SLO CAL will identify visitor experience markets (i.e. bikers, wine tasters, surfers, hikers, etc.) based on the DMS research.

Visit SLO CAL and the individual communities will produce an asset mapping of Travel & Tourism establishments and events and festivals (see Events & Festival Strategy) to identify and document where visitor and resident activities are currently taking place and in what forms.

Visit SLO CAL will develop a series of experience clusters based on the asset mapping to aid in the development of thematic itineraries.

Visit SLO CAL will work with firms like Arrivalist to collect and document visitor movement, activities and experiences and how they are connected geographically.

2. Coordinate with thematic stakeholder groups, companies and organizations to identify and shape the opportunities for cooperation and collective packaging and sales of visitor experiences.

3. Work with thematic stakeholder groups, companies and organizations to create and deliver special and unique experiences for SLO CAL residents and visitors.

Visit SLO CAL will hold a series of thematic visitor experience workshops and encourage participants to create packages, tours, itineraries that pull the individual activities into a collection of experiences.

4. Market and promote thematic routes to SLO CAL residents, thematic groups and the broader visitor markets.

Visit SLO CAL will develop thematic routes and suggested itineraries for the thematic experiences and develop marketing and promotion strategies for same

Advocacy and Government Relations

5. Encourage the county and municipal governments to cooperate with Visit SLO CAL to assist with public sector service requirements needed to successfully deliver thematic tourism routes..

Industry Relations and Cooperation

6. Encourage the SLO CAL Travel & Tourism industry to assist Visit SLO CAL in identifying and packaging thematic route opportunities and delivering the tourism-related products, services and amenities that are necessary and appropriate to a successful Thematic Routes initiative and experience.

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

- County and municipal governments (cooperation)
- Local DMO's (cooperation)
- Third party firm such as Arrivalist (research)
- SLO CAL Travel & Tourism industry (package development, cooperation)

EXPERIENCE SLO CAL 2050

Recommendation: Authentic Communities

Prioritization: Ongoing Advocacy

Ownership: County & Municipal Governments

Partners: Visit SLO CAL, Destination Partners

Organizational Resource Obligation: Staff Time

Estimated Timeline: 2 Years to Realize Benefits

High-level Action Items Include:

- Engage with Municipalities to Determine Community Direction
- Encourage Authentic Community Growth and Development

AUTHENTIC COMMUNITIES

Pismo Beach is a quintessential “Classic California” beach community with an energetic vibe, where visitors surf the day away, lounge on the sand, stroll the boardwalk and enjoy world famous clam chowder. On the other hand, Paso Robles is a place of gently rolling hills where cowboy meets world-class wine region, with a charming downtown square and picturesque vineyards. Pismo Beach, Paso Robles and each of SLO CAL’s cities, communities and unincorporated areas

have a unique character and nature all their own, which is an important quality of life aspect for residents and a major draw for visitors near and far. SLO CAL should identify, document, advocate for and maintain as best as possible the authenticity of these places, so SLO CAL residents and visitors can enjoy their quality of life and experiences now and into the future.

To activate the Authentic Communities recommendation, Visit SLO CAL will:

Advocacy and Government Relations	
1. Encourage the county and municipal governments to keep lines of communication open with Visit SLO CAL and the Authentic Communities Working Group regarding proposals or issues that might have an impact on the authenticity of SLO CAL places.	
Direct Actions and Plans	
2. Establish and host an Authentic Communities Working Group of interested and connected stakeholders who are passionate about and engaged in community specific proposals, along with planning and zoning issues that might impact the look, feel and authenticity of SLO CAL places.	
Visit SLO CAL will work with individual communities as they continue to define and articulate what “authenticity” means to their community.	
Visit SLO CAL will regularly meet (semi-annual is suggested) with each community working group to review planning and zoning issues that have arisen or are expected to arise that might impact the look, feel and authenticity of the place.	
Visit SLO CAL and the community working groups will create strategies and plans necessary and appropriate to address potential issues and opportunities.	
3. Monitor and identify issues and opportunities that might impact residents’ quality of life and the visitor experience and identify where and when Visit SLO CAL should assist individual communities in potential development opportunities.	
Visit SLO CAL will continue to monitor active events and work with the community working group(s) to engage on the issue(s) / opportunity(ies) and take action(s) to protect authenticity of resident quality of life and visitor’s experiences.	
4. Contribute to, advocate on behalf of and champion issues associated with zoning or planning that might have a positive or negative impact on the authenticity of SLO CAL places.	
Visit SLO CAL will participate and engage in planning or zoning meetings and discussions to represent the interests of the broader SLO CAL Travel & Tourism industry.	
Industry Relations and Cooperation	
5. Encourage the SLO CAL Travel & Tourism industry to monitor county and community developments and proposals and keep Visit SLO CAL informed of issues, proposals or opportunities that might impact the authenticity of SLO CAL places.	

Responsibilities

Suggested Lead:

- County and municipal governments (Authentic Communities Working Group)

Additional Suggested Partners:

- Visit SLO CAL
- SLO CAL Travel & Tourism industry (Authentic Communities Working Group)

EXPERIENCE SLO CAL 2050

Recommendation: Develop & Grow Communities

Prioritization: Ongoing Advocacy

Ownership: County & Municipal Governments

Partners: Visit SLO CAL, Destination Partners

Organizational Resource Obligation: Staff Time

Estimated Timeline: 4 Years to Realize Benefits

High-level Action Items Include:

- Engage with Municipalities on Plans to Develop and Grow Tourism Products in their Communities
- Create Working Groups in the Sub-Regions of the County, Led by the CIO, to Assist Municipalities and Communities Towards Accomplishing Their Plans

DEVELOP & GROW COMMUNITIES

A number of SLO CAL communities including, but not limited to, Arroyo Grande, Atascadero, Cayucos and San Simeon were identified as lower traffic destinations with excess capacity to grow or develop their Travel & Tourism business.

Visit SLO CAL should work with these communities to develop their placemaking opportunities, establish and

grow their events and festivals opportunities, assist them in the local marketing and promotions efforts, and assist with capacity building efforts to enhance their visitor experience and quality of life experience for local residents.

To activate the Develop & Grow Communities recommendation, Visit SLO CAL will:

Advocacy and Government Relations
<ol style="list-style-type: none"> 1. Encourage the county and municipal governments to provide municipalities, communities and neighborhoods with organizational assistance to better develop, manage and market their places.
Direct Actions and Plans
<ol style="list-style-type: none"> 2. Conduct a detailed physical audit, examination and review of these places and determine what placemaking opportunities exist, are desired or should be explored to increase visitor attraction and experiences.
<p>Visit SLO CAL will engage a placemaking consultant to assist with the process.</p> <p>Visit SLO CAL will work with the individual communities to determine where they fit in the develop and growth matrix, and if they are interested to participate in the initiative.</p> <p>Visit SLO CAL and the individual communities will produce an asset mapping of Travel & Tourism establishments and events and festivals (see Events and Festivals Strategy recommendation) to identify and document where visitor and resident activities are currently taking place and in what forms.</p>
<ol style="list-style-type: none"> 3. Continue to engage with county, municipalities and local economic development leaders to provide input, feedback and advice on issues and opportunities that might impact the visitor experience in the various municipalities, communities and neighborhoods.
<p>Visit SLO CAL will meet with individual community stakeholders on a regular basis (semi-annual is suggested) to review Placemaking plans, efforts, issues and opportunities. The periodic meetings will produce 6-month action plans for each community for activation by the individual communities and Visit SLO CAL.</p> <p>Specific and appropriate opportunities will be referred to the Chief Investment Officer and that initiative, to market and promote the develop and grow community opportunities outside SLO CAL.</p>
<ol style="list-style-type: none"> 4. Work with county, municipalities and local officials and leaders to help articulate, market and promote the unique sense of place and character that SLO CAL's municipalities, communities and neighborhoods offer to residents and visitors.
<p>Visit SLO CAL will partner with each community to define and articulate the unique sense of place and character. Those stories will be used by Visit SLO CAL and the communities to help create or advance a community "brand" and deliver marketing and promotion that suits that brand.</p>

5. Review destination/neighborhood-focused development and marketing efforts by local tourism organizations to see how they are organizing capacity building for their own business establishments and destinations/neighborhoods, and apply best practices to SLO CAL's communities.

Visit SLO CAL will meet regularly (semi-annual is recommended) to review local tourism organization plans, operations and efforts to market and promote their communities. Visit SLO CAL will provide feedback, best practice examples, guidance and consulting to these communities to assist them as necessary, desired and appropriate.

Industry Relations and Cooperation

6. Encourage the SLO CAL Travel & Tourism industry establishments to join with their municipalities, communities and neighborhoods to actively engage in their destination development and promotional efforts and increase the connectivity of local business owners and operators to the broader SLO CAL experience.

Responsibilities

Suggested Lead:

- County and municipal governments

Additional Suggested Partners:

- Visit SLO CAL (research, placemaking reviews, investment portfolio, community brands)
- Third party consultant (if necessary)
- SLO CAL Travel & Tourism industry (cooperation, engagement)

EXPERIENCE SLO CAL 2050

Recommendation: Tourism Management

Prioritization: Ongoing Advocacy

Ownership: County & Municipal Governments

Partners: Visit SLO CAL, Destination Partners

Organizational Resource Obligation: Staff Time

Estimated Timeline: 5 Years to Realize Benefits

High-level Action Items Include:

- Engage with Municipalities on Plans to Alleviate Impacts on Residents and Visitors Experience in Peak Season, High Traffic Areas
- Work Towards the Development of a Technology-Based Communications Platform to Communicate with Visitors

TOURISM MANAGEMENT

During peak-season, on certain weekends/holidays and during special events, there are occasionally too many SLO CAL visitors in the same place, at the same time, competing for limited resources such as parking spaces, beach space, highways, etc. The quality of life for SLO CAL residents is negatively impacted during these times. Visit SLO CAL, working with the county and municipal governments, should conduct carrying capacity research to identify and document these

“overtourism” times. That research should then be used to identify places and create destination- and time-specific strategies, plans and programs to redirect visitors using events and festivals, promotions and real-time visitor messaging to under-visited communities and reduce the negative impact of overtourism on resident quality of life.

To activate the Tourism Management recommendation, Visit SLO CAL will:

Direct Actions and Plans

1. Develop a Carrying Capacity Study of SLO CAL communities, activities and experiences focused on identifying specific places, days and times when tourism demand exceeds supply or when resident quality of life is degraded.

Visit SLO CAL will determine if it has the capacity and resources to produce the research in-house or engage a specialized consultant to assist with the process.

The researcher will survey, collect, analyze and report Carrying Capacity research for the major visitor traffic communities in SLO CAL including, but not limited to, Avila Beach, Pismo Beach, San Luis Obispo, Paso Robles, Cambria and Oceano Dunes.

2. Use information from the Carrying Capacity Study to educate and inform community officials and industry stakeholders about overtourism and present options and opportunities for managing visitor traffic.

- The results from the research will be distributed and presented widely throughout SLO CAL.
- Options and opportunities for managing visitor traffic will be developed and presented and discussed with community stakeholders.

3. Work with these community officials and industry stakeholders to develop strategies, plans and programs to reduce or eliminate overtourism situations.

Visit SLO CAL will collect a series of case studies associated with overtourism situations and highlight and assess those that have similar situations or circumstances relative to SLO CAL communities.

Visit SLO CAL will create tourism management working groups in each of the negatively impacted communities, with overtourism situations, and work with them to develop strategies, recommendations and action plans for redirecting visitors.

Visit SLO CAL will also create tourism management working groups in under-visited communities with excess capacity, and work with them to develop strategies, recommendations and action plans for hosting redirected visitors.

4. Monitor and assess carrying capacity performance against developed strategies and adjust accordingly.

Visit SLO CAL and the community working groups will regularly measure and assess performance against plans and adjust the strategies, recommendations and action plans accordingly.

Advocacy and Government Relations

5. Encourage the county and municipal governments to cooperate with Visit SLO CAL to develop carrying capacity research, and undertake public sector activities necessary to fulfill the strategies associated with reducing or eliminating overtourism situations.

Industry Relations and Cooperation

6. Encourage the SLO CAL Travel & Tourism industry to cooperate with Visit SLO CAL to identify overtourism situations and implement solutions to reduce or eliminate these situations.

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

- Specialized consultant
- Community officials, industry stakeholders and tourism management working groups (strategies, plans, programs, assess performance)

EXPERIENCE SLO CAL 2050

Recommendation: Countywide Trail System

Prioritization: Advocacy in FY 2020-21

Ownership: County & Municipal Governments, SLOCOG

Partners: Visit SLO CAL

Organizational Resource Obligation: Staff Time in Year One, Potential for Investment in a Mapping Tool for Visitors and Residents

Estimated Timeline: 4 Years to Realize Benefits

High-level Action Items Include:

- Engage with County, Municipal and Non-Profits Partners to Understand Existing Trail Systems
- Advocate for Connectivity Among Existing Trails and Development of New Trails
- Develop a Consumer Facing Mapping Tool

COUNTYWIDE TRAIL SYSTEM

Visit SLO CAL should join efforts with San Luis Obispo County, the municipalities, city park rangers, SLO Hike, ECOSLO, SLO County Parks, SLOCOG, Hike SLO, SLOPOST, Bike SLO County, CCMP, SLOBC, SLO Horse News, Ride Nipomo-Equestrian Trails Alliance, PG&E and many other interested groups in San Luis Obispo County to create, develop, feature, celebrate

and promote a countywide trail system that connects all SLO CAL trail assets into a world class experience for residents and visitors who love to walk, hike, run, bike and ride horses.

To activate the Countywide Trail System recommendation, Visit SLO CAL will:

Advocacy and Government Relations

1. Collect, review and consider information and case studies from other culinary arts campuses, around the country and further afield, to determine the potential for creating and hosting a culinary arts campus in San Luis Obispo County.
2. Encourage the county and municipal governments as well as regional agencies to share challenges and promote partnerships in order to advance the continued development of the countywide trail system.
3. Encourage the county and municipal governments as well as regional agencies to advocate for continued development and set completion dates.
4. Encourage the county and municipal governments as well as regional agencies to market the countywide trail system as beneficial to SLO CAL residents and visitors.

Direct Actions and Plans

5. Advocate for development, maintenance and enhancement of a countywide trail system as an important visitor activity and experience.

Develop a broad coalition of support for the Countywide Trail System recommendation from public and private sector officials and leaders.

Convene a meeting / working group of SLO CAL trail organizations to agree to a joint strategy, plan, and approach to advocate for a countywide trail system.

Engage a professional planning firm to assist in the research, strategy, recommendations and implementation of the Countywide Trail System recommendation.

Produce an asset mapping of the countywide trail system to identify and document infrastructure, amenities, benches / shelters, trail surface, surface cracking, tree root damage, litter / debris, landscaping, maintenance issues/items, working order, etc.

6. Communicate and promote the idea of a connected county, ease of connectivity and the unique visitor experience that a countywide trail system would create for SLO CAL.

Develop and launch a communications / PR effort, in conjunction with the working group, to convey the concept of a connected (trail system) county and the impact it could have on visitors and residents.

Visit SLO CAL should begin to feature the countywide trail system in its marketing, promotion, PR and communications and encourage future visitors to use the countywide trail system instead of their autos. Visit SLO CAL should become an active and engaged communicator of the system.

7. Encourage broad scale use of the countywide trail system as a premier experience for residents and visitors.

Develop website, mobile app, maps and other materials that promotes, markets and operationalizes the countywide trail system for visitors and residents.

Market and promote the online and offline materials to the public.

Visit SLO CAL should feature the Countywide Trail System as one of SLO CAL's premier visitor attractions and experiences in its visitor marketing, promotion, PR and communications.

8. Encourage local establishments to leverage the countywide trail system and its walkers, runners and riders to create amenities, activities and experiences that activate the countywide trail system 365 days per year and create new business.

Formally launch the countywide trail system and use the launch to communicate with SLO county businesses the opportunities for creating and generating business from the trail system.

Work with the Chambers of Commerce and the various Economic Development agencies to spread the word about the trail system and develop specific plans, programs and efforts to identify and communicate opportunities to existing and potential business operators.

Industry Relations and Cooperation

9. Encourage the SLO CAL Travel & Tourism industry to designate an advocate to represent industry concerns, ideas and opportunities.

10. Encourage the SLO CAL Travel & Tourism industry to communicate the value of the countywide trail system as a way to direct walkers, hikers, runners, bikers and riders' traffic to industry establishments including restaurants, hotels, retail, attractions and more.

Responsibilities

Suggested Lead:

- County and municipal governments, regional agencies

Additional Suggested Partners:

- Visit SLO CAL (Coordination, PR/Comms/Marketing,
- SLO CAL trail organizations
- Professional planning firm (research, strategy, recommendations and implementation)
- SLO county businesses (amenities, activities and experiences)
- Chambers of Commerce and the various Economic Development agencies (PR / Communications)
- SLO CAL Travel & Tourism industry (Advocate, PR/Communications)

EXPERIENCE SLO CAL 2050

Recommendation: Bike Tourism

Prioritization: Advocacy in FY 2020-21 (as part of Countywide Trail System)

Ownership: Visit SLO CAL

Partners: SLOCOG, Bike SLO County, Cities

Organizational Resource Obligation: Staff Time and Potential Investment in a Mapping Tool

Estimated Timeline: 2 Years to Realize Benefits

High-level Action Items Include:

- Mapping of Existing Countywide Trail Assets Including Gaps in Connectivity
- Scope a Resident and Visitor Accessible Mapping Tool (to be included in proposed Countywide Trail Map)
- Development of a Resident and Visitor Accessible Mapping Tool
- To be Included in the Countywide Trail Systems Advocacy

BIKE TOURISM

Visit SLO CAL should join forces with SLOCOG, Bike SLO County, local partners (Bike Happening, CCMP, SLO Bicycle Club, Cal Poly Bicycle Coalition, SLO Bike Club, Cycle Central Coast and SLO Nexus), and Connect SLO County efforts to advocate for and create a “bike-friendly future in SLO County.” Visit SLO CAL should work to create and promote a premier

west-coast outdoor destination (trails, parks, venues, roadways and amenities) for all types of biking (road, racing, BMX, mountain and cyclocross) and all levels of riders (recreational, amateur and professional).

To activate the Bike Tourism recommendation, Visit SLO CAL will:

Direct Actions and Plans

1. Work with the state, county and municipalities to help fulfill the objectives of the bicycle transportation plans in accordance with the California Bicycle Transportation Act, Section 890-892 of the Streets and Highways Code.

Identify state, county and municipal authorities that are responsible for the California Bicycle Transportation Act in SLO CAL.

Hold working sessions with these authorities to identify what objectives require, need or could use the resources of Visit SLO CAL to fulfill the Act.

Develop strategies, plans and programs to deliver on the objectives.

2. Work with SLOCOG, Bike SLO County, its local partners (Bike Happening, CCMP, SLO Bicycle Club, Cal Poly Bicycle Coalition, SLO Bike Club, Cycle Central Coast and SLO Nexus) and others to advocate for SLO CAL biking infrastructure, trails, multimodal connections, amenities, programming, events and festivals and amateur/professional competitions.

Convene a meeting of this group of biking partners to discuss the Destination Management Strategy and the Biking Tourism recommendation, and seek their advice, feedback and contributions on how SLO CAL can implement the recommendation, as well as fulfill this specific action item to support trails, activities, events and festivals, and competitions.

3. Work with county, municipalities and community governments and biking organizations to develop and maintain biking tourism guides, maps and technology to make all kinds of biking in SLO CAL accessible and convenient.

Establish partnership with SLOCOG Bikes to organize and create biking collateral materials and technology.

Collect case studies / best practices from other destinations that are well known in delivering biking tourism information.

Determine what measures, documentation, and / or technology might be necessary to create a comprehensive biking tourism information system for SLO CAL.

Work with biking partners to agree to an approach and work plan to deliver comprehensive biking tourism information.

Create a comprehensive collection of SLO County biking guides, maps and technologies to identify what exists and what is missing in regard to covering all the biking tourism elements of SLO CAL.

Develop and rollout a marketing and promotion strategy to help build demand for biking tourism in SLO CAL.

Advocacy and Government Relations

4. Encourage the county and municipal governments to work with Visit SLO CAL and the regional biking organizations to make biking in SLO CAL safer, better and more convenient.
5. Encourage the county and municipal governments to work with Visit SLO CAL to explore the potential opportunities for enhancing SLO CAL as a premier visitor destination for Bike Tourism.

Industry Relations and Cooperation

6. Encourage the SLO CAL Travel & Tourism industry to work with Visit SLO CAL to develop and implement Bike Tourism specific actions that improve infrastructure, policies, activities, experiences, operations, events and festivals.

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

- SLO CAL Travel & Tourism industry (develop and implement)
- State, county and municipal governments (California Bicycle Transportation Act, development, safety)
- SLOCOG, Bike SLO County, its local partners (Bike Happening, CCMP, SLO Bicycle Club, Cal Poly Bicycle Coalition, SLO Bike Club, Cycle Central Coast and SLO Nexus) and others (advice, feedback and contributions on biking infrastructure, trails, multimodal connections, amenities, programming, events and festivals and amateur/professional competitions)

EXPERIENCE SLO CAL 2050

Recommendation: Ground Transportation

Prioritization: To be included in the CIOs Scope of Work when that role is prioritized

Ownership: SLOCOG

Partners: SLO County Regional Airport, Visit SLO CAL

Organizational Resource Obligation: CIO Staff Time

Estimated Timeline: 4 Years to Realize Benefits

High-level Action Items Include:

- Mapping Existing Transportation Resources by Community
- Determine Gaps in Countywide Connectivity and “Last Mile”
Transportation Access
- Develop Prospectus of Investment Opportunity

GROUND TRANSPORTATION

San Luis Obispo County is dealing with a number of visitor ground transportation issues including, but not limited to:

Peak summer season when SLO CAL's highways are crowded with beach going visitors or when convenient parking is difficult to find;

Late night hours when it's difficult to find a taxi or ride sharing service for an airport pickup;

During a rental car pick up or drop off at the airport when the rental car lot is bursting at the seams;

When the nearest RTA bus stop is still some distance away from the visitor's final destination.

All of these examples suggest that Visit SLO CAL should join forces with SLOCOG and county, cities and community's transportation officials and leaders to identify specific visitor-related intra-county transportation issues, analyze the situation, develop options and implement solutions to make the visitor transportation experience in SLO CAL sustainable, seamless and convenient.

To activate the Ground Transportation recommendation, Visit SLO CAL will:

Direct Actions and Plans

1. Be included and engaged at state, county, municipal and community transportation forums held to help identify options that leverage existing transportation solutions.

Seek out and engage in local, city, county and state transportation discussions, meetings and events that have the potential to impact visitor and public transportation (air, water, road, rail/Amtrak, mass transit) services, options or experiences in SLO CAL.

2. Conduct visitor flow research to assess true demand impact from out of town visitors to be used in future transportation policy considerations as well as local campaigns.

Conduct or commission research to identify visitor related transportation demand, safety and connectivity issues and present proposals and / or recommendations to local, city, county and state officials to educate and inform them on opportunities to increase car-free travel.

Undertake or commission research associated with SLO CAL visitor transportation experiences, issues and opportunities and use this information to make specific recommendations to County and State transportation officials.

Work with firms like Arrivalist to collect and document visitor transportation demand, timing and routing.

3. Advocate for a Visitor Transportation Strategy for San Luis Obispo County.

Research, collect, package and share best case studies of visitor transportation strategies produced by and for other destinations, to transportation officials in SLO CAL to illustrate and argue for greater attention and focus on SLO CAL's visitor transportation situation.

4. Promote, communicate and demonstrate to future visitors the ease of car-free visits to SLO CAL.

Create and deploy marketing, communications and logistics efforts to help visitors plan and execute car-free visits to SLO CAL.

- 5.** Advocate for alternate transportation options such as the RTA for convention and leisure purposes, and ride-sharing services for minimizing congestion.

Advocate for additional rideshare services from companies such as Uber or Lyft to make sure visitor and resident demand is satisfied, especially during periods of the day/week where total demand may be low, but individual needs may be high such as late-night airport pickups.

- 6.** Create incentives for businesses (tourism and non-tourism) and events and festivals to promote car-free movement.

Work with industry stakeholders (especially event producers) and government officials (city, county and state) to explore, develop and implement incentives that encourage residents and visitors to use public transportation or other forms of "group" transportation.

- 7.** Advocate for the enhancement of safety and connectivity so car-free travel is viable.

Work with government officials (local, city, county and state) to explore, develop and implement programs that encourage residents and visitors to use public transportation or other forms of non-auto transportation.

Advocacy and Government Relations

- 8.** Encourage the county and municipal governments to develop policies to support alternative transportation, including public transportation and ride-sharing services.

- 9.** Encourage these governments to create incentives for businesses, events and festivals to use public/alternative transportation.

- 10.** Encourage the county and municipal governments to enhance safety, security and connectivity of public transit and bike routes.

- 11.** Encourage the county and municipal governments to create and implement a visitor transportation strategy for SLO CAL that maps to existing transportation master plans for the county.

Industry Relations and Cooperation

- 12.** Encourage the SLO CAL Travel & Tourism industry to be "at the table" when transportation policies are taking shape (state, county, municipalities and local).

- 13.** Encourage the industry to create forums to engage on issues affecting the visitor transportation experience.

- 14.** Encourage the industry to create incentives for tourists to use alternate forms of transit.

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

- State, county, municipal and community transportation forums (engagement)
- Third party research / data firms like Arrivalist (research, information)
- Other destinations (research, case studies)
- Rideshare services such as Uber or Lyft (cooperation)
- Industry stakeholders (especially event producers) and government officials [local, city, county and state] (explore, develop and implement incentives, policies, alternative modes of transportation, safety, security, connectivity, visitor transportation strategy)

EXPERIENCE SLO CAL 2050

Recommendation: Nightlife, Music Entertainment

Prioritization: Advocacy in FY 2020-21

Ownership: Municipal Governments

Partners: Visit SLO CAL, Destination Partners

Organizational Resource Obligation: Staff & Intern Time

Estimated Timeline: 3 Years to Realize Benefits

High-level Action Items Include:

- Research and Develop Asset Map by Community
- Determine Community Interest and Availability to Expand Services
- Develop Prospectus of Investment Opportunity

NIGHTLIFE, MUSIC & ENTERTAINMENT

SLO CAL should target the advancement of nightlife, music and entertainment to deliver evening activities that compare favorably to its strength in outdoor activities. Visit SLO CAL should work with the local municipalities' restaurants, bars, clubs, music, arts and entertainment venue owners/operators, downtown associations and other interested stakeholders to create a Nightlife

Strategy for SLO CAL, individual cities and communities. The strategy should deliver a balanced plan for enhancing nightlife experiences, while maintaining a high quality of life for residents.

To activate the Nightlife, Music & Entertainment recommendation, Visit SLO CAL will:

Direct Actions and Plans

1. Work with the county and municipalities' departments of economic development, downtown associations, restaurants, bars, clubs, music, arts and entertainment venue owners/operators and other interested stakeholders to create a Nightlife Strategy for SLO CAL.

Visit SLO CAL should hire a nightlife and entertainment consultant to produce the Nightlife, Music & Entertainment Strategy. Visit SLO CAL should also engage key industry stakeholders (list above) and residents to participate in the development of the strategy.

Visit SLO CAL should establish a Nightlife, Music & Entertainment Working Group, comprised of key stakeholders that were involved in the Destination Management Strategy process and others, to consider and agree on a vision and strategy, appropriate plans and programs to develop, and marketing and promotion opportunities for SLO CAL nightlife, music and entertainment.

Produce a zoning and asset mapping of SLO CAL Nightlife, Music & Entertainment establishments to identify and document where these activities are permitted and where these activities are currently taking place and in what forms.

Collect case studies / best practices from other destinations that are well known in delivering excellent nightlife, music and entertainment activities and experiences. The following small cities have been identified by the Resonance 2019 America's Best Cities report as ranking best in Programming, which includes Culture, Nightlife, Dining and Shopping: Honolulu, Asheville, Savannah, Albuquerque, Charleston, Omaha, Reno, Myrtle Beach, Colorado Springs and Knoxville.

Conduct a visioning workshop(s) with collected stakeholders to identify, agree and articulate a Nightlife, Music & Entertainment vision and strategy.

2. Create a Nightlife Strategy that delivers a balanced plan for enhancing resident and visitor nightlife experiences, while maintaining a high quality of life for residents.

Visit SLO CAL will conduct a number of public town hall sessions to gather input and contributions from residents about nightlife, music and entertainment in SLO CAL:

- What are resident perspectives on nightlife, music and entertainment?
- What are resident suggestions for improving and enhancing nightlife, music and entertainment?
- What are resident concerns about nightlife, music and entertainment?

3. The Nightlife Strategy will encompass all SLO CAL communities with immediate attention and focus on the cities of San Luis Obispo, Paso Robles and Pismo Beach.

Visit SLO CAL will meet with city officials and community leaders from cities such as but not limited to San Luis Obispo, Paso Robles and Pismo Beach to kick off the process and understand their desires, issues and opportunities related to the Nightlife, Music & Entertainment vision and strategy.

4. The Nightlife Strategy will act as a guide for public and private sector officials, leaders and industry partners to:
- Form an Alliance - Collaborative partnerships between diverse stakeholders form the foundation of a well-planned and managed hospitality zone responsible for allocating resources, crafting policies and procedures, overseeing implementation and making nightlife safe and vibrant.
 - Plan for People - Planning for different times of day and for different purposes requires foresight, infrastructure, clear community standards and management of sound, litter and waste, safe rides home, coordination of transportation options and a robust mobility management plan.
 - Assure Safety - Preventing crime and addressing disorder in public spaces and private venues requires a continuum of partnerships (police, fire marshals, private security and district ambassadors), as well as better communication with regulatory and enforcement agencies.
 - Enhance Vibrancy - Creating a seamless flow of social experiences in public and private spaces—from sidewalk cafes and buskers to live entertainment in restaurants, bars and clubs—and the systems to support venues, nurture performers and provide opportunities for entrepreneurs to showcase their talent.

Visit SLO CAL will partner to create a strategy that covers these four main areas of focus.

Advocacy and Government Relations

5. Encourage the county and municipal governments to work hand-in-hand with Visit SLO CAL and its hospitality and entertainment partners to create and deliver a balanced Nightlife Strategy and plan for residents and visitors, preserving resident quality of life and enhancing the nightlife experience in SLO CAL.
6. Encourage the county and municipal governments to keep Visit SLO CAL updated on their individual strategies and plans associated with nightlife, music and entertainment to avoid duplication of effort.

Industry Relations and Cooperation

7. Work hand-in-hand with the SLO CAL Travel & Tourism industry and its hospitality and entertainment partners and municipal officials and agencies to create and deliver a balanced Nightlife Strategy and plan for residents and visitors preserving resident quality of life and enhancing the nightlife experience in SLO CAL.

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

- County and municipalities' departments of economic development, downtown associations, restaurants, bars, clubs, music, arts and entertainment venue owners/operators and SLO CAL Travel & Tourism industry (Nightlife Strategy)
- Community residents (engagement)

EXPERIENCE SLO CAL 2050

Recommendation: Workforce Housing

Prioritization: Advocacy in FY 2020-21

Ownership: County & Municipal Governments

Partners: Coalition of Housing Partners, Visit SLO CAL

Organizational Resource Obligation: Staff Time

Estimated Timeline: 5 Years to Realize Benefits

High-level Action Items Include:

- Survey Needs of Travel & Tourism Industry Employees
- Advocacy with County and Municipal Leaders to Develop Workforce Housing
- Facilitate Conversation Among Travel & Tourism Industry Partners on Private Housing Development Interest and Opportunities

WORKFORCE HOUSING

Throughout the Destination Management Strategy project, the need for greater workforce housing was top of mind for Travel & Tourism business owners and operators, industry stakeholders, government officials and sector employees. This existential threat to the industry was also confirmed by several pieces of stakeholder and survey research conducted for the project. Although the need for affordable housing

is not unique to tourism industry workers, Visit SLO CAL and their partners should join with the broader Coalition of Housing Partners led by the SLO Chamber of Commerce to advocate for, explore and develop strategies, plans and programs for workforce housing.

To activate the Workforce Housing recommendation, Visit SLO CAL will:

Advocacy and Government Relations

1. Encourage the county and municipal governments to cooperate with the SLO CAL Travel & Tourism Workforce Housing initiative to assist with any and all public sector information, data, research experience and expertise available to deliver a successful initiative.

Direct Actions and Plans

2. Survey SLO CAL Travel & Tourism industry workers and assess their housing situation, needs and requirements, in conjunction and cooperation with Coalition of Housing Partners.

Visit SLO CAL will convene a meeting of the above organizations and share with them the issues and concerns about workforce housing identified in the Destination Management Strategy.

Visit SLO CAL will volunteer to spearhead a research effort to survey and collect information on the Travel & Tourism workforce housing situation, needs and requirements, in conjunction and cooperation with the survey suggested for Workforce Transportation.

3. Collect survey information on the Travel & Tourism housing situation (cost, location, affordability, etc.), preferences and potential for alternative housing options.

Visit SLO CAL will determine if it has the capacity and resources to produce the Travel & Tourism research in-house or engage a specialized consultant to assist with the process.

4. Use the research and information to advocate for policies, strategies, plans and programs to improve the housing options for Travel & Tourism industry workers.

Using the results from the research, Visit SLO CAL will work with the Coalition of Housing Partners from San Luis Obispo County to determine what gaps need to be filled in SLO CAL and develop a Travel & Tourism Workforce Housing Strategy to fill these gaps.

Industry Relations and Cooperation

5. Encourage the SLO CAL Travel & Tourism industry to cooperate with the SLO CAL Travel & Tourism Workforce Housing initiative to assist with any and all private sector information, data, research experience and expertise available to deliver a successful initiative.

Responsibilities

Suggested Lead:

- Coalition of Housing Partners

Additional Suggested Partners:

- Visit SLO CAL (coordination, research)
- Third party consultant (if necessary)
- SLO CAL Travel & Tourism industry (cooperation, advocacy)
- County and municipal governments (cooperation)

EXPERIENCE SLO CAL 2050

Recommendation: Workforce Transportation

Prioritization: Advocacy in FY 2020-21

Ownership: SLOCOG, RTA

Partners: County & Municipal Governments, Visit SLO CAL, Lodging Investors

Organizational Resource Obligation: Staff Time

Estimated Timeline: 5 Years to Realize Benefits

High-level Action Items Include:

- Survey Needs of Travel & Tourism Industry Employees
- Determine Gaps in Connectivity
- Engage with Regional Transit Authority (RTA) and Lodging Investors on Potential to Reconfigure Public Transportation Options
- Determine New Opportunities for Additional Transportation Options

WORKFORCE TRANSPORTATION

The San Luis Obispo Regional Transit Authority (RTA) Strategic Business Plan for 2018-2020 is focused (Goal 1) to “Increase ridership through improved system design by attracting discretionary customers and improving sub-regional transit alternatives.” To assist the RTA in this effort, SLOCOG, Visit SLO CAL and industry partners should work together to identify, map and assess the county’s hospitality and Travel & Tourism

workforce transportation needs (home to workplace schedules, routes and last-mile connections) and create strategies and plans to deliver “increased [hospitality and Travel & Tourism workforce] ridership through improved system design.”

To activate the Workforce Transportation recommendation, Visit SLO CAL will:

Advocacy and Government Relations

1. Encourage the county and municipal governments to cooperate with the SLO CAL Travel & Tourism Workforce Transportation initiative to assist with any and all public sector information, data, research experience and expertise available to deliver a successful initiative.

Direct Actions and Plans

2. Survey SLO CAL Travel & Tourism industry workers and assess their regional transportation situation, needs and requirements, in conjunction and cooperation with SLOCOG and RTA.

Visit SLO CAL will convene a meeting of the above organizations and share with them the issues and concerns about workforce transportation identified in the Destination Management Strategy.

Visit SLO CAL will volunteer to spearhead a research effort to survey and collect information on the Travel & Tourism workforce transportation situation, needs and requirements, in conjunction and cooperation with the survey suggested for Workforce Housing.

3. Collect survey information on their commuting patterns (home to work), preferences, existing private transportation services including those provided by Travel & Tourism employers and the potential for alternative transportation options.

Visit SLO CAL will determine if it has the capacity and resources to produce the research in-house or engage a specialized consultant to assist with the process.

4. Use the research and information to explore transportation options with SLOCOG and RTA, and the potential for allocating or reallocating resources and assets to improve and/or enhance public, private and industry transportation options for Travel & Tourism industry workers.

Using the results from the research, Visit SLO CAL will work with the RTA and SLOCOG to determine what gaps need to be filled in SLO CAL and develop a Travel & Tourism Workforce Transportation Strategy to fill these gaps.

Industry Relations and Cooperation

5. Encourage the SLO CAL Travel & Tourism industry and its workforce to cooperate with the SLO CAL Travel & Tourism Workforce Transportation initiative to assist with any and all private sector information, data, research experience and expertise available to deliver a successful initiative.

Responsibilities

Suggested Lead:

- SLOCOG and RTA

Additional Suggested Partners:

- Visit SLO CAL (coordination, research)
- Third party consultant (if necessary)
- SLO CAL Travel & Tourism industry (cooperation, advocacy)

EXPERIENCE SLO CAL 2050

Recommendation: Cannabis Tourism

Prioritization: Hold

Ownership: County & Municipal Governments

Partners: Destination Partners, Visit SLO CAL

Organizational Resource Obligation: Staff Time

Estimated Timeline: 4 Years to Realize Benefits

High-level Action Items Include:

- Monitor and Understand Municipal Regulations by Community
- Advocacy for Clear Consumption Laws
- Develop Awareness Among Residents and Visitors of Consumption Regulations
- Integrate into Marketing Efforts

CANNABIS TOURISM

Recreational cannabis is now legal in Canada, eleven U.S. states (California included), plus the District of Columbia, with New Jersey and New York quickly closing in on legalization. As a result, Cannabis Tourism, as an activity, is expected to evolve from visiting a place “just because cannabis is legal there” to visiting a place for “the unique cannabis products, activities and experiences it has to offer.”

In this regard, SLO CAL’s history and experience with creating agritourism is a perfect case study of how intrepid SLO CAL entrepreneurs have created and

delivered innovative wine/winery/vineyard products, activities and experiences to residents and visitors for decades. As regulations evolve enabling communities and venues to allow the onsite public consumption of cannabis, Visit SLO CAL should work with these communities and new cannabis entrepreneurs and leaders to assist them in establishing SLO CAL as a destination for unique cannabis/processing/farm products, activities and experiences.

To activate the Cannabis Tourism recommendation, Visit SLO CAL will:

Advocacy and Government Relations

1. Encourage interested municipal governments and regional agencies to actively participate in Visit SLO CAL’s Cannabis Tourism Working Group and contribute to discussions, assessment and strategies related to Cannabis Tourism in SLO CAL.

Direct Actions and Plans

2. Collect, review and consider Cannabis Tourism related information and case studies from other destinations around the country and further afield to determine what is happening, what works best and how SLO CAL can learn from these experiences.

Visit SLO CAL will compile a portfolio of cannabis tourism case studies, news articles, and research. It will review this material and create an ongoing summary report that identifies best practices, lessons learned, new developments, destination issues, and destination opportunities.

Produce an asset mapping of SLO CAL cannabis establishments (growers, processors, manufacturers, retailers, etc.) to identify and document where these activities are currently taking place and in what forms.

3. Create a Cannabis Tourism Working Group of interested cannabis producers, distributors and retailers, tourism industry partners and municipal officials and agencies to monitor, discuss and assess Cannabis Tourism developments in SLO CAL and other destinations where recreational cannabis is legal.

Visit SLO CAL will invite and convene a group of interested stakeholders to share its ongoing summary of case studies and to discuss implications and opportunities for SLO CAL.

4. Lead the development of a Cannabis Tourism Strategy and working plan for SLO CAL if appropriate and at the proper time and with the recommendation of the Cannabis Tourism Working Group.

Visit SLO CAL will document the Working Group discussions and create a Cannabis Tourism Strategy covering operations, logistics, marketing, promotion and communications.

Industry Relations and Cooperation

- 5.** Encourage the SLO CAL Travel & Tourism industry to actively participate in Visit SLO CAL's Cannabis Tourism Working Group to contribute insight, experience and expertise to the initiative, as well as deliver tourism-related products, services and amenities that are necessary and appropriate to a successful Cannabis Tourism initiative and experience.

Responsibilities

Suggested Lead:

- Visit SLO CAL

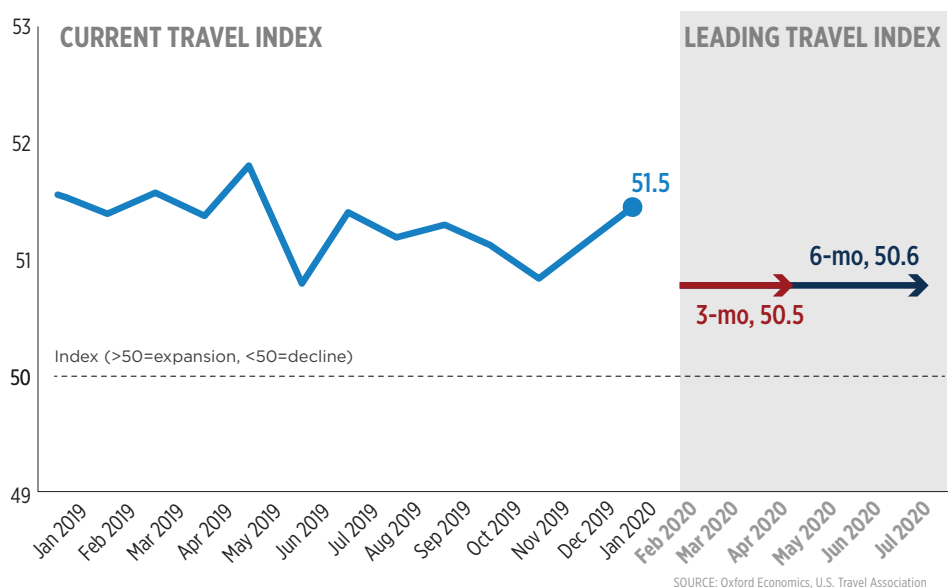
Additional Suggested Partners:

- SLO CAL Travel & Tourism industry (Cannabis Tourism Working Group)
- County and municipal governments (Cannabis Tourism Working Group)
- Cannabis producers, distributors and retailers (Cannabis Tourism Working Group)

JANUARY TRAVEL TRENDS INDEX

The Travel Trends Index measures the direction and pace of travel volume to and within the U.S. on a monthly basis. The index includes a Current Travel Index (CTI) and a Leading Travel Index (LTI). Both the CTI and the LTI include subcomponents (domestic, international, leisure and business).

Analysis provided by
 OXFORD
ECONOMICS



CTI reading of **51.5** in **January 2020** indicates that travel to or within the U.S. grew **3.0%** in **January 2020** compared to January 2019.

LTI predicts travel growth will be moderate through July 2020, a result of softer growth in domestic leisure travel and a sharp downturn in international inbound travel.

Overall travel volume (person trips to or within the United States involving a hotel stay or air travel) grew at a faster year-over-year rate in January 2020 than in December 2019. Domestic travel growth surpassed 0.3%, primarily supported by the leisure segment; international inbound travel increased for just the third time in the past eight months, though the increase was slight. While not apparent in the January data, the coronavirus outbreak is expected to disrupt inbound travel, particularly from fast-growing Asian markets, over the coming months.

HIGHLIGHTS:

* For CTI and LTI definitions, please see below.

- The Current Travel Index (CTI) has registered at or above the 50 mark for 121 straight months, as the industry enters its 11th consecutive year of expansion.
- The CTI was positive in January, registering 51.5 (indicating 3.0% year-over-year growth). This exceeds the 6-month moving average (2.4%).
- International inbound travel slightly increased in January (0.2%), registering two consecutive months of growth. The Leading Travel Index (LTI) projects that inbound travel volume will decline about 4.4% over the next six months compared to prior year levels.
- Domestic leisure travel posted strong January growth (4.2%), outperforming its recent six-month trend (3.4%). The business segment experienced healthy growth (1.6%), more than doubling its six-month trend (0.6%).
- The six-month LTI reading of 50.6 indicates that total U.S. travel volume is expected to grow at a rate of 1.2% through July 2020. Over the same period, domestic travel is expected to ease toward 1.6% growth and international inbound travel is expected to contract significantly (-4.4%).

The Oxford/U.S. Travel **Current Travel Index (CTI)** measures the direction and pace of travel volume to and within the U.S. on a monthly basis compared to the same month in the prior year. The index is comprised of a weighting of hotel room demand and air passenger enplanements that represents the overall volume of travelers each month. A score above 50 indicates expansion. A score below 50 indicates decline.

The Oxford/U.S. Travel **Leading Travel Index (LTI)** is an indicator of the future direction and pace of travel volume to and within the U.S. over the coming three and six months compared to the same period in the prior year. The LTIs represent average readings over the next three and six months. The LTI econometric model is based on data sets that have demonstrated to predict near-term future travel: online travel searches and bookings for future travel, consumer travel intentions data, and economic fundamentals. A score above 50 indicates expansion. A score below 50 indicates decline.

JANUARY TRAVEL TRENDS INDEX (CONT.)

	CTI	3-MONTH LTI*	6-MONTH LTI**
DECEMBER INDEX	51.2	50.7	50.7
JANUARY INDEX	51.5	50.5	50.6
DIRECTION AND SPEED	Travel demand increased; at a faster rate as the previous month	Travel is expected to grow over the coming 3 months; at a slower rate	Travel is expected to grow over the coming 6 months; at a slower rate

* Average outlook reading for Feb 2020 to Apr 2020
 ** Average outlook reading for Feb 2020 to Jul 2020



The January TTI report is the first solid piece of intelligence on the harmful impact that coronavirus will have on the travel industry and, by extension, the U.S. economy. Over the next six months, the international inbound travel LTI projects the largest decline in travel to the U.S. since the financial crisis of 2009—a stark deterioration compared to expectations just a month ago. It is important to note that conditions are changing daily and the prospect for an even larger impact on travel should not be discounted.

DAVID HUETHER
 Senior Vice President, Research

DETAILED RESULTS:

Domestic travel rose 3.2% in January, a result of contributions from both the leisure (4.2%) and business segments (1.6%). Despite healthy consumer confidence, forward-looking bookings and search data provide mixed signals for the coming months.

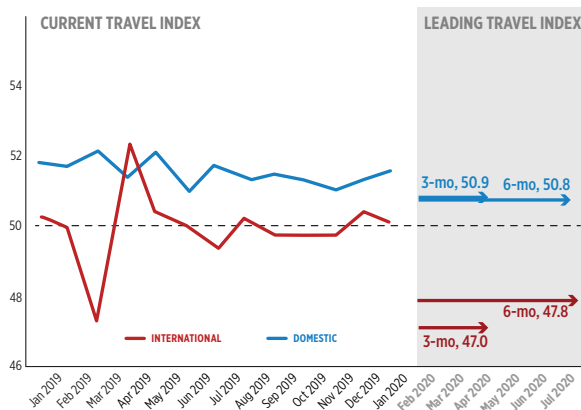
International inbound travel increased slightly year over year in January. This marks the first back-to-back positive results for this segment since May 2019. International inbound travel's period of moderate growth will likely end as fears and restrictions related to the coronavirus outbreak stymie international travel worldwide.

	CURRENT TRAVEL INDEX (CTI)				LEADING TRAVEL INDEX (LTI)		6-MO LTI VS. CTI 6-MO AVG.	
	6-MONTH AVG	NOVEMBER	DECEMBER	JANUARY	3-MONTH*	6-MONTH**	DIRECTION	SPEED
TOTAL MARKET	51.2	50.8	51.2	51.5	50.5	50.6	Increasing	Slower
INTERNATIONAL	50.1	49.7	50.8	50.1	47.0	47.8	Decreasing	-
DOMESTIC	51.3	50.9	51.2	51.6	50.9	50.8	Increasing	Slower
BUSINESS	50.3	49.9	51.0	50.8	50.7	50.7	Increasing	Faster
LEISURE	51.7	51.4	51.3	52.1	51.0	50.9	Increasing	Slower

* Average outlook reading for Feb 2020 to Apr 2020
 ** Average outlook reading for Feb 2020 to Jul 2020

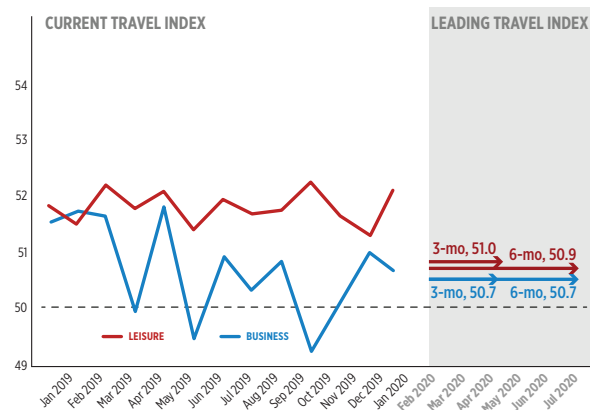
JANUARY DOMESTIC AND INTERNATIONAL TRAVEL INDEX

Index (>50 = expansion, <50 = decline)



JANUARY DOMESTIC BUSINESS AND LEISURE TRAVEL INDEX

Index (>50 = expansion, <50 = decline)



The Oxford/U.S. Travel **Current Travel Index (CTI)** measures the direction and pace of travel volume to and within the U.S. on a monthly basis compared to the same month in the prior year. The index is comprised of a weighting of hotel room demand and air passenger enplanements that represents the overall volume of travelers each month. A score above 50 indicates expansion. A score below 50 indicates decline.

The Oxford/U.S. Travel **Leading Travel Index (LTI)** is an indicator of the future direction and pace of travel volume to and within the U.S. over the coming three and six months compared to the same period in the prior year. The LTIs represent average readings over the next three and six months. The LTI econometric model is based on data sets that have demonstrated to predict near-term future travel: online travel searches and bookings for future travel, consumer travel intentions data, and economic fundamentals. A score above 50 indicates expansion. A score below 50 indicates decline.

- Important Updates -

An Update on COVID-19

As you are probably aware, the World Health Organization has declared the spread of the novel coronavirus (COVID-19) a Global Health Emergency. We want to assure you that Visit SLO CAL is closely monitoring the situation and how it is impacting the travel industry. We are committed to keeping you informed about the latest developments as the situation continues to evolve. We have compiled a list of resources our industry partners can use to educate themselves, their employees and their guests about the virus, here:

SLOCAL.com/Partners/COVID-19. Please feel free to refer travelers to this page for more information, or reference this [letter](#).



Visit SLO CAL Welcomes Kyla Boast, Sales Manager

Please join us in welcoming Kyla Boast, Sales Manager, to the Visit SLO CAL Team. Kyla, her husband Dustin, and her adorable pups Lola & Baxter recently moved from Seattle, WA to SLO CAL. She is excited to bring over 10 years of experience in hospitality and destination sales to the Visit SLO CAL team! She is confident her experience with a Washington Regional DMO, hotel group sales, and tour company will allow her to hit the ground running and make a positive impact to our community immediately.

SLO CAL Open at Morro Bay

February 27- March 1, the SLO CAL Open at Morro Bay, sponsored by Visit SLO CAL, attracted 128 competitors from the United States and eight international countries, and several thousand attendees. The World Surf League website, which livestreamed the event, received 1.89M pageviews. The event also garnered 273K social media impressions, 191K video views and 70 articles.



Offer Feedback on Strategic Direction 2023

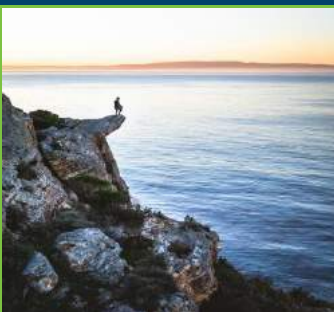
As you may be aware, Visit SLO CAL is working closely Coraggio Group to create our next strategic plan, Strategic Direction 2023. This month, the Strategic Planning Team, consisting of investors and Visit SLO CAL staff, will begin developing the plan. During this process, we would like to invite lodging investors, stakeholders and partners to join our Strategic Planning Team for two separate one-hour sessions to review our progress and offer feedback.

Feedback Session 1 is happening **Tuesday, March 17, 1:30pm-2:30pm** (The Kinney, SLO) and will be an opportunity to offer feedback on the Strategic Imperatives and Objectives (Strategic Focus) part of the plan. **Feedback Session 2** is happening **Wednesday, April 22, 4:30pm-5:30pm** (The Kinney, SLO) and will be an opportunity to offer feedback on the Initiatives (Action) part of the plan. Please RSVP to Brendan@SLOCAL.com if you would like to attend.





Terrace Hill in
San Luis
Obispo (left);
The
Creamery,
Avila Ridge
(right) from
Kelsey
Johnson



- PR and Travel Trade -

Visit SLO CAL-Assisted Media Placements

- TripSavvy (Online) – January 24, 2020 ([12 Things to Do in San Luis Obispo](#))
- Market Watch (Syndication of Livability article from last month) – February 7, 2020 ([Need a break? Try a Weekend Getaway in San Luis Obispo, California](#))
- Best Life (Online) – February 11, 2020 ([Want to Escape the Crowds on Your Summer Vacation? Here's Where to Go](#))
- Kelsey Johnson Social Coverage (Social) – February 11, 2020
- TripSavvy (Online) – February 20, 2020 ([20 Awesome Spring Break Getaways with Kids](#))

Recent Media Hosted

- UK FAM- February 27- March 2, 2020
- Kelsey Johnson, Influencer- February 10-14, 2020
- Jade Conroy- March 10-12, 2020

Upcoming Media Hosting

- Alex Jones- March 15-18, 2020
- George Turner- TBD
- Bella Bucchinotti- May 2020

Travel Trade

- Upcoming:
 - UK Sales Mission, Mar. 15-20 ***Event has been cancelled***
 - MPI Northern CA Expo, Mar. 24 ***Event has been cancelled***
 - Visit SLO CAL Meeting & Conference Sales Mission, April 14-16
 - Visit SLO CAL Tour & Travel Sales Mission, May 13-15

VISIT SLO CAL WEB ACTIVITY

SESSIONS:	117,797
USERS:	92,218
PAGE VIEWS:	291,207
AVG. PAGE VIEWS/VISIT:	2.47
AVG. TIME ON SITE:	2:51
TOTAL ORGANIC TRAFFIC:	49,317
PARTNER REFERRALS:	4,622
MOST VISITED EVENT PAGE:	
RESTAURANT MONTH (10,466 PAGEVIEWS)	
MOST VISITED BLOG: ICONIC EATS EVERYONE SHOULD TRY (1,296 PAGEVIEWS)	

VISIT SLO CAL SOCIAL MEDIA ACTIVITY

FACEBOOK:	68,616
TOT. ORGANIC IMPRESSIONS:	143,334
ENGAGEMENTS:	37,614
HIGHEST ORGANIC REACH: PISMO PRESERVE OPENING (11,518)	
HIGHEST ORGANIC ENGAGEMENT:	
PISMO PRESERVE OPENING (1,437)	

FOLLOWERS	
TWITTER:	8,799
TOT. ORGANIC IMPRESSIONS:	34,777
PINTEREST:	781
INSTAGRAM:	33,087
TOT. ORGANIC IMPRESSIONS:	1,545,024

VISITOR GUIDE DIST.

SLOCAL.COM:	486
LOCAL DELIVERY:	1786

THIS MONTH IN SLO CAL

SUBSCRIBERS	35,364
OPENS:	3,552

THIS WEEK IN SLO CAL

CIRCULATION:	2,059
MOST CLICKED LINK:	
STR REPORT	

January 2020 vs January 2019 Lodging Statistics (STR, Inc.)

Current Month - January 2020 vs January 2019												
	Occ %		ADR		RevPAR		Percent Change from January 2019					
	2020	2019	2020	2019	2020	2019	Occ	ADR	RevPAR	Room Rev	Room Avail	Room Sold
Atascadero, CA+	55.1	43.9	100.70	103.24	55.49	45.35	25.5	-2.5	22.4	22.4	0.0	25.5
Cambria, CA+	57.6	51.3	145.24	148.59	83.64	76.27	12.2	-2.3	9.7	9.7	0.0	12.2
Morro Bay, CA+	52.9	47.0	104.67	105.47	55.38	49.56	12.6	-0.8	11.8	11.8	0.0	12.6
Paso Robles, CA+	54.4	50.8	113.29	115.68	61.59	58.79	7.0	-2.1	4.8	12.2	7.1	14.6
Pismo Beach, CA+	56.2	54.8	141.60	139.75	79.64	76.52	2.7	1.3	4.1	11.2	6.9	9.8
San Luis Obispo, CA+	62.3	59.3	130.45	125.59	81.27	74.43	5.1	3.9	9.2	21.8	11.6	17.3
San Simeon, CA+	42.1	37.9	102.55	102.84	43.21	38.94	11.3	-0.3	11.0	11.0	0.0	11.3
Five Cities+	55.2	54.1	131.86	131.30	72.83	71.08	2.0	0.4	2.5	9.9	7.2	9.4
North Coast+	50.8	45.3	127.53	129.39	64.74	58.60	12.1	-1.4	10.5	10.5	0.0	12.1
North County+	54.6	49.0	110.08	112.72	60.05	55.22	11.4	-2.3	8.8	14.5	5.2	17.2
South County+	58.6	56.5	131.15	128.53	76.82	72.63	3.6	2.0	5.8	15.5	9.2	13.2
San Luis Obispo County	56.1	52.1	124.10	123.62	69.58	64.42	7.6	0.4	8.0	14.2	5.8	13.8
Santa Barbara/Santa Maria	55.9	57.1	170.87	161.43	95.56	92.15	-2.0	5.9	3.7	7.7	3.9	1.8
Monterey/Salinas	55.9	56.1	164.15	164.62	91.83	92.42	-0.4	-0.3	-0.6	-0.4	0.3	-0.1
California	66.2	66.5	166.76	167.50	110.33	111.43	-0.6	-0.4	-1.0	0.9	1.9	1.4

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simpleview 

SEO REPORT

February 2020

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Analysis & Recommendations

Analysis

Bounce Rate was impacted by Crowdriff interaction events installed late January. Affected pages saw their bounce rate drop from 50-60% to less than 10%. This saw a MoM bounce rate decrease of 26%

Your Organic Sessions continue to grow YoY. New content (new pages and improved pages) were responsible for about 1,500 sessions. The YoY growth of the Things to Do and the Events sections are defying the industry trend of YoY losses due to the amount, variety, and specificity of your pages. For the Events section your YoY growth is entirely due to the traffic brought in by your Signature Events pages. The Explore section continues to do well of the top 5 pages that saw the biggest YoY increases two were the city specific winery pages. Traffic to the blog accounted for 5% of total organic traffic and brought in approximately 1,000 new sessions.

Recommendations

As evidenced by your YoY organic growth, new content and content with a specific focus is vital. With that in mind, consider creating complimentary pages focused on Hearst Castle.

On the Hearst Castle page /things-to-do/attractions/historic-attractions-museums/hearst-castle/ I recommend restructuring/reorganizing the content breaking it up into paragraphs and using paragraph headings to identify what each paragraph is about. Some of paragraphs to consider: About, History, Getting Here, What's Nearby.

The paragraphs could have content referencing and links to complementary content or listings pages focused on the keywords below:

First Timers Guide to Hearst Castle

Hotels Near Hearst Castle - 3,600 AMS

Hearst Castle Events - 170 AMS

Hearst Castle Wedding - 590 AMS

Hearst Castle Night Tour - 140 AMS

Things to Do Near Hearst Castle - 170 AMS

Restaurants Near Hearst Castle - 260 AMS



OVERALL TRAFFIC

Overall Traffic Summary | 6 Months & YTD

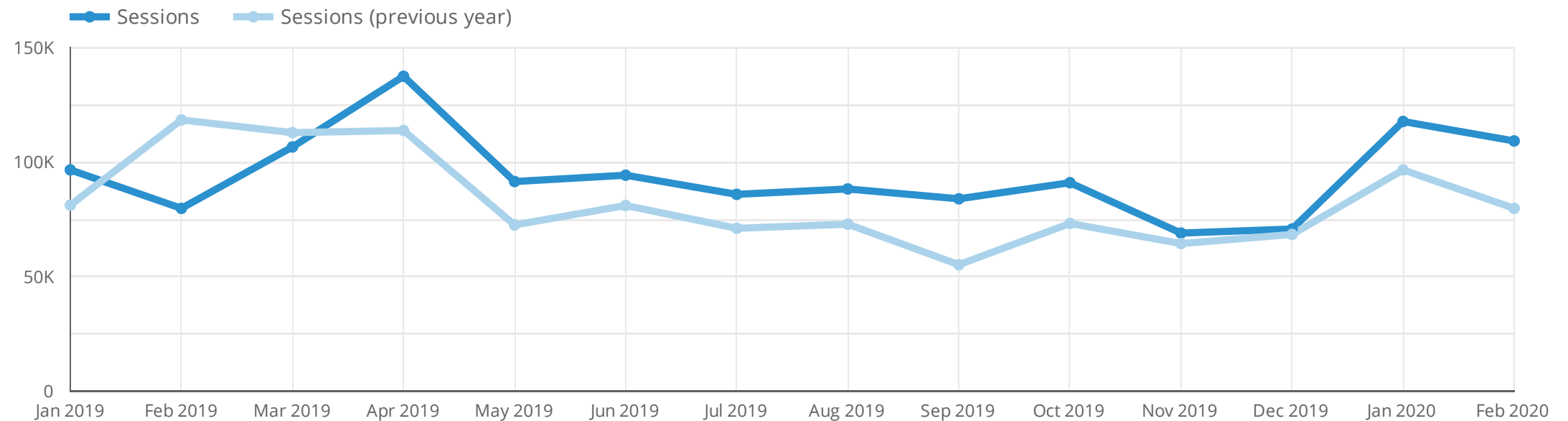
How is my total traffic performing over time?

by Sessions, Users, Bounce Rate, Pageviews, Pages per Sessions, and Avg. Session Duration

Month	Sessions	% Δ	Users	Bounce Rate	% Δ	Pageviews	% Δ	Pages / Session	% Δ	Avg. Session Duration	% Δ
February	109,291	36.9% ↑	76,210	38.03%	46.5% ↑	247,132	83.0% ↑	2.26	33.7% ↑	00:02:02	-14.8% ↓
January	117,797	21.9% ↑	92,218	50.48%	206.9% ↑	291,207	-1.3% ↓	2.47	-19.0% ↓	00:02:51	-14.0% ↓
December	70,833	3.5% ↑	57,515	55.72%	313.0% ↑	131,682	-14.6% ↓	1.86	-17.4% ↓	00:02:29	-9.4% ↓
November	69,062	7.1% ↑	56,578	55.47%	282.1% ↑	124,797	-8.2% ↓	1.81	-14.3% ↓	00:02:23	-11.3% ↓
October	91,059	24.3% ↑	67,765	55.6%	108.6% ↑	164,840	19.5% ↑	1.81	-3.8% ↓	00:02:17	-11.3% ↓
September	84,035	52.1% ↑	63,237	55.35%	158.6% ↑	150,387	31.4% ↑	1.79	-13.6% ↓	00:02:23	-19.0% ↓

How are users from all sources trending over time?

by Sessions Year over Year



Overall Traffic Summary | Last Month

What channels are my website visitors coming from?

by Channel, Sessions, and Percent of Sessions Year over Year

Channel	Sessions ▾	% Δ	% of Sessions	% Δ
Organic Search	33,525	20.9% ↑	31.72%	-12.1% ↓
Display	28,549	880.4% ↑	27.02%	612.5% ↑
(Other)	19,134	73.0% ↑	18.11%	25.7% ↑
Paid Search	14,290	-32.3% ↓	13.52%	-50.8% ↓
Direct	5,446	-14.0% ↓	5.15%	-37.5% ↓
Social	2,448	-49.1% ↓	2.32%	-63.0% ↓
Referral	2,281	-19.9% ↓	2.16%	-41.8% ↓
Email	5	-44.4% ↓	+0%	-59.8% ↓
Grand total	105,678	37.6% ↑	100%	0.0%

How does my website perform compared to the industry averages?

by Pages per Session, Avg. Session Duration, and Bounce Rate for All and Organic Traffic

Metric	Industry Average	SLOCAL.com	% Difference
Total Pages Per Session	1.88	2.27	19.91%
Total Avg Session Duration	00:01:46	00:02:02	-27.03%
Total Bounce Rate	52.30%	38.14%	-27.03%
Organic Pages Per Session	2.16	2.42	11.46%
Organic Avg Session Duration	00:02:20	00:03:05	41.01%
Organic Bounce Rate	44.98%	37.17%	-17.18%

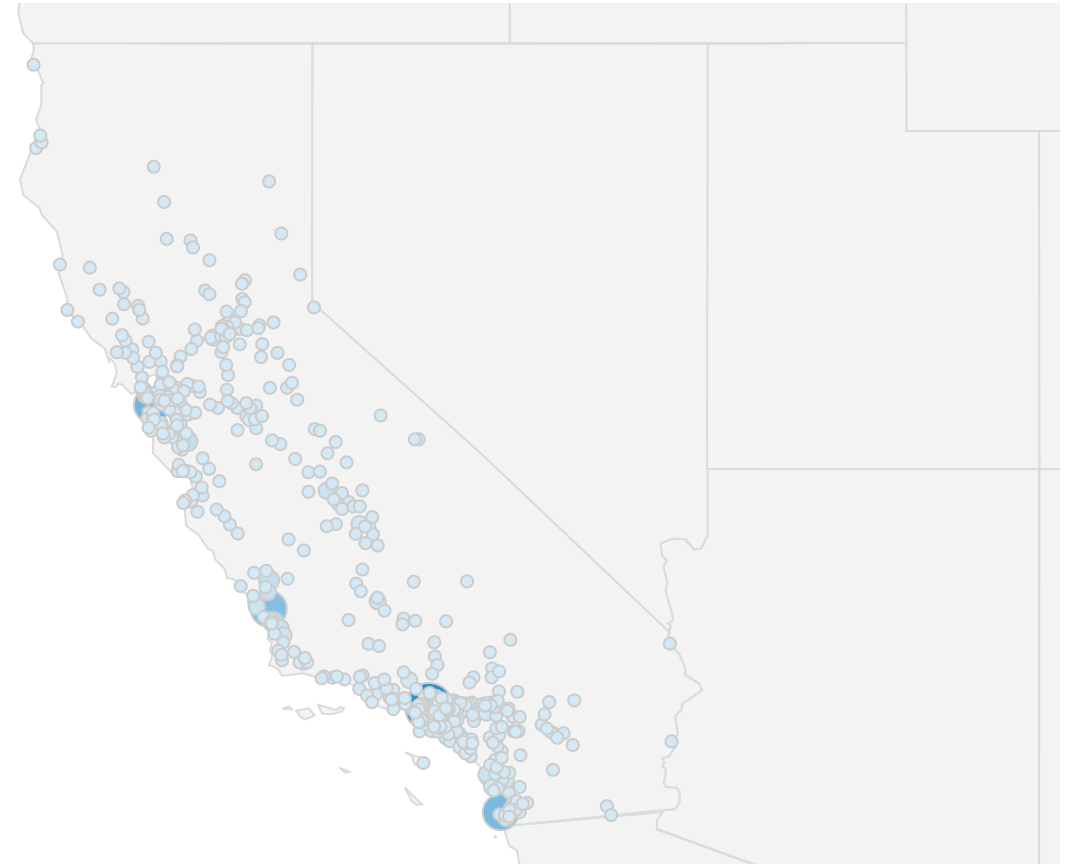
Overall Traffic In-State Summary | Last Month

What cities are users from?

by City, Sessions, and % Change Year over Year

City	Sessions ▾	% Δ
Los Angeles	9,536	-2.0% ↓
San Francisco	5,454	17.5% ↑
San Diego	5,042	308.3% ↑
San Luis Obispo	4,508	14.2% ↑
Irvine	1,189	82.1% ↑
Arroyo Grande	1,186	74.4% ↑
Paso Robles	1,105	16.8% ↑
San Jose	979	-6.5% ↓
Atascadero	790	-2.1% ↓
Sacramento	704	-14.0% ↓
Morro Bay	704	60.7% ↑
Chula Vista	604	1,982.8% ↑
Fresno	575	-1.0% ↓
Baywood-Los Osos	565	-7.7% ↓
El Cajon	460	1,252.9% ↑
Carlsbad	448	589.2% ↑
Nipomo	446	33.9% ↑

2  9,536

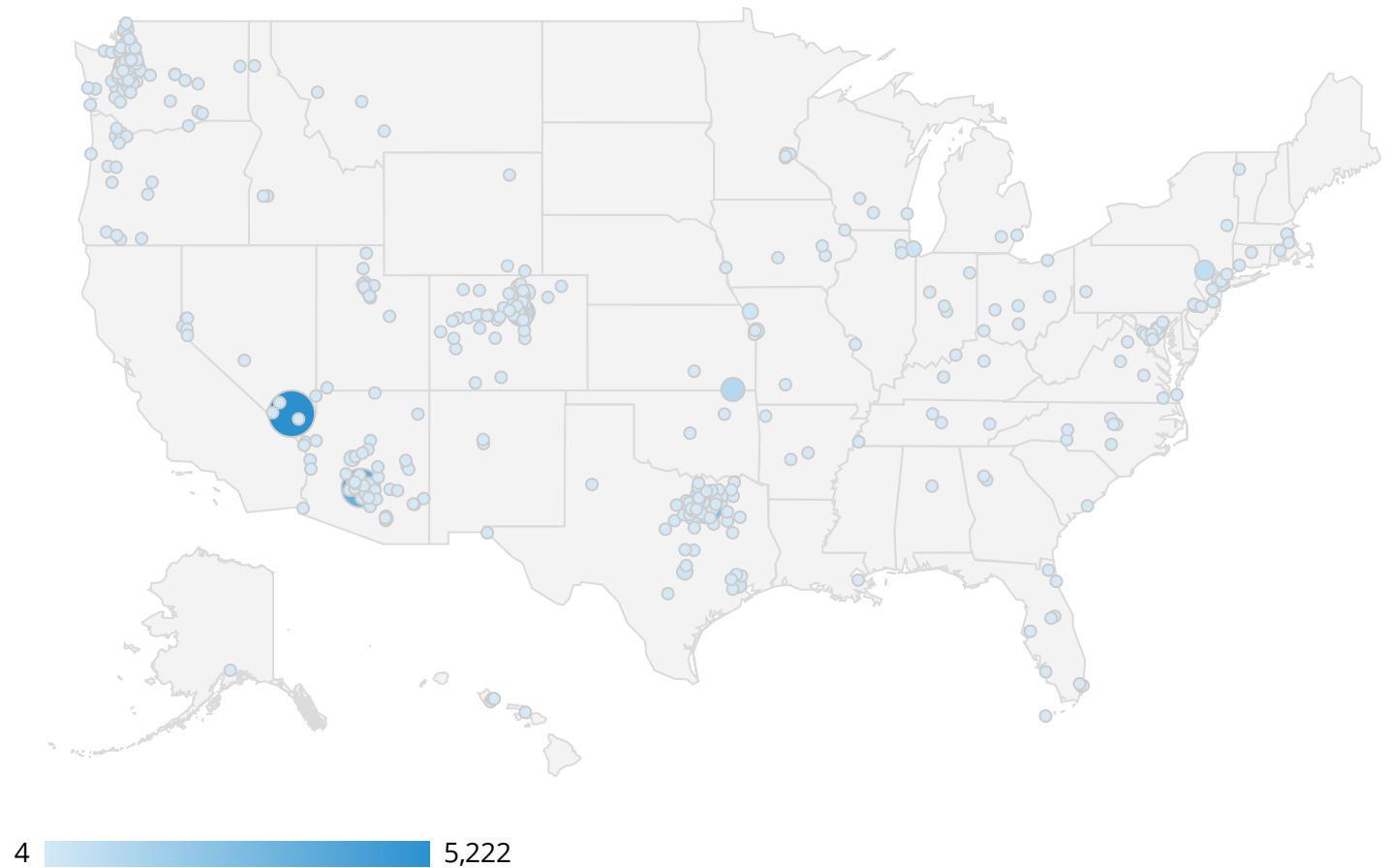


Overall Traffic Out of State Summary | Last Month

What cities are users from?

by City, Sessions, and % Change Year over Year

City	Sessions ▾	% Δ
Las Vegas	5,222	1,076.1% ↑
Phoenix	3,280	72.4% ↑
Dallas	2,608	4.7% ↑
Seattle	2,285	52.8% ↑
Denver	1,710	49.5% ↑
Fort Worth	1,121	178.2% ↑
Mesa	1,092	258.0% ↑
Coffeyville	978	123.3% ↑
Frankford	662	-
Chandler	582	293.2% ↑
Arlington	574	177.3% ↑
Scottsdale	518	133.3% ↑
Tacoma	489	200.0% ↑
Everett	445	247.7% ↑
Washington	422	313.7% ↑
Kent	417	358.2% ↑
Aurora	411	107.6% ↑
Gilbert	411	223.6% ↑

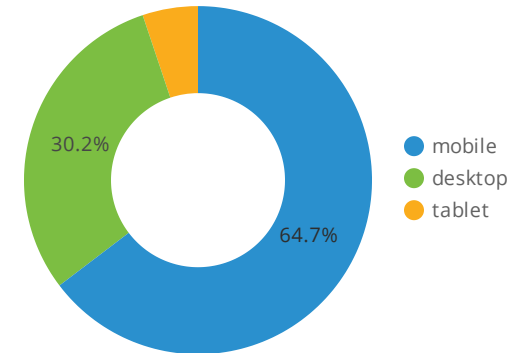


Overall Traffic Device Breakdown | Last Month

What devices are users on my site using?

by Device Category, Sessions, Bounce Rate, Pages per Session, and Avg. Session Duration

Device C...	Sessions ▾	% Δ	Bounce Rate	% Δ	Pages / ...	% Δ	Avg. Session Dur...	% Δ
📱 Mobile	68,328	32.6% 📈	41.56%	48.1% 📈	2	41.8% 📈	00:01:43	-11.2% 📉
💻 Desktop	31,906	58.8% 📈	30.97%	37.6% 📈	2.85	20.1% 📈	00:02:46	-20.4% 📉
📱 Tablet	5,444	4.9% 📈	37.25%	86.8% 📈	2.27	24.2% 📈	00:01:55	-32.6% 📉
Grand total	105,678	37.6% 📈	38.14%	46.3% 📈	2.27	34.3% 📈	00:02:02	-14.8% 📉



What are the top pages for mobile users?

by Page and Sessions Year over Year

Landing Page	Sessio...	% Δ
/	20,216	16.4% 📈
/san-sbp/	3,740	-
/events-and-festivals/	1,635	0.0%
/plan/visitors-magazine/	1,616	63.1% 📈
/las-sbp/	1,150	-
/blog/post/iconic-eats-every-visitor-should-try/	1,057	-26.0% 📉
/events-and-festivals/events-calendar/	932	58.8% 📈
/things-to-do/	883	199.3% 📈
/blog/post/go-off-the-grid-in-slo-cal/	852	-
/blog/post/plan-your-vacation-in-slo-cal/?https://www.slocal...	687	-

What are the top pages for desktop users?

by Page and Sessions Year over Year

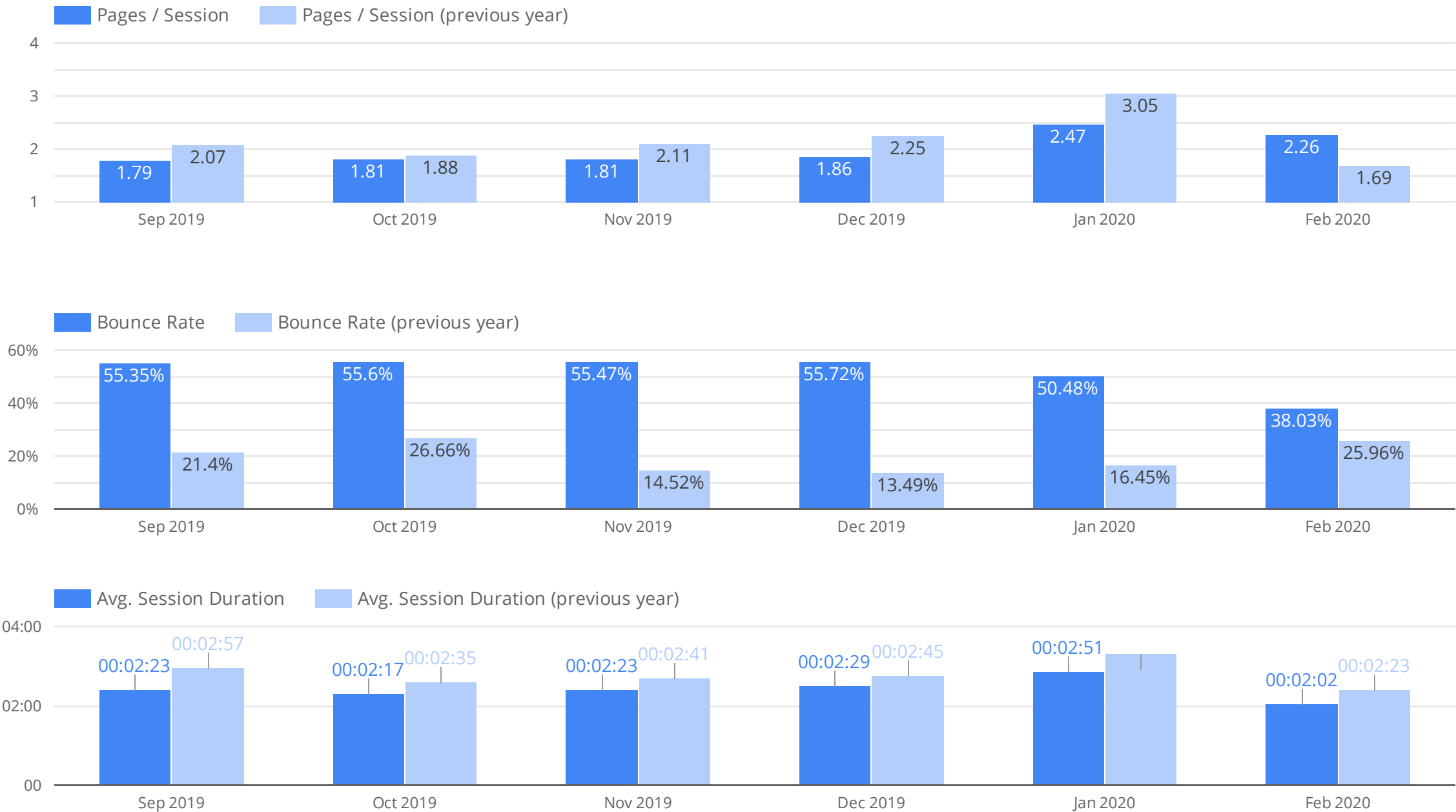
Landing Page	Sessio...	% Δ
/	9,454	94.3% 📈
/san-sbp/	1,294	-
/events-and-festivals/	1,204	-19.4% 📉
/events-and-festivals/events-calendar/	645	65.8% 📈
/blog/post/discover-the-california-less-traveled/	481	-
/las-sbp/	434	-
/blog/post/a-new-adventure-is-just-a-flight-away/	433	-
/things-to-do/	425	94.1% 📈
/blog/post/slo-cal-wine-is-just-a-flight-away/	395	-
/explore/	354	75.2% 📈

What's user engagement like with paid campaigns?

by Avg. Session Duration, Bounce Rate and Pages per Session.

Source	Avg. Session Duration	Bounce Rate	Pages / Session
JunGroup	00:01:52	3.37%	3.08
Sojern	00:00:57	28.84%	2.27
MiQ	00:00:57	59%	1.6
Steelhouse	00:00:49	30.5%	2.8
Undertone	00:01:50	14.29%	5.22
youtube	00:01:50	43.14%	1.7
google	00:01:52	3.13%	2.47
mediaiq	00:00:10	84.62%	1.15
goodway	00:00:00	0%	2
adara	00:00:00	100%	1
GoodwayGroup	00:00:00	0%	2
Grand total	00:01:37	13.97%	2.84

Engagement Stats - YoY Overall Traffic - Part 1



Partner Referrals - Part 1

Feb 1, 2020 - Feb 29, 2020

Places to Stay Partners	Subcategory	Total Referrals - Link to Website + Book + Phone ▼
Sycamore Mineral Springs Resort & Spa	Hotels & Motels	36
Inn at the Cove	Hotels & Motels	34
SLO Inn	Hotels & Motels	33
Wine Country RV Resort	RV Parks & Campgrounds	31
Pismo Coast Village RV Resort	RV Parks & Campgrounds	28
Petit Soleil	Bed & Breakfasts	28
La Cuesta Inn	Hotels & Motels	25
Madonna Inn	Hotels & Motels	25
The Butler Hotel	Hotels & Motels	24
Morro Strand RV Park	RV Parks & Campgrounds	24

Events Referrals	Subcategory	Total Referrals - Link to Website + Book + Phone ▼
Festival Mozaic	Events	15
San Luis Obispo Thursday Farmers Market	Farmers Markets & Events	4
Oyster Ridge at Ancient Peaks	Events	3
Opera San Luis Obispo	Events	2
Arroyo Grande Farmers Markets	Farmers Markets & Events	2
Paso Robles Farmers' Market	Farmers Markets & Events	2
Morro Bay Farmers Markets	Farmers Markets & Events	1
Cayucos Farmers Market	Farmers Markets & Events	1
Los Osos/Baywood Farmers' Market	Farmers Markets & Events	1

Things to Do Referrals	Subcategory	Total Referrals - Link to Website + Book + Phone ▼
Elephant Seal Vista Point	Animals & Wildlife	73
Biddle Ranch Vineyard House & Tasting Room	Wineries & Tasting Rooms	61
Sunbuggy Fun Rentals	ATVs & Off-roading	58
Tolosa	Wineries & Tasting Rooms	58
Wolff Vineyards Edna Valley	Wineries & Tasting Rooms	55
Central Coast Trailrides	Horseback Riding	49
Hearst Castle	Historic Attractions & Museums	46
Nitt Witt Ridge	Things To Do	46
Swinging Bridge	Things To Do	44
Charles Paddock Zoo	Aquariums and Zoos	42

Food & Beverage Referrals	Subcategory	Total Referrals - Link to Website + Book + Phone ▼
Apple Farm Restaurant	Restaurants	39
Novo Restaurant & Lounge	Restaurants	33
Mint + Craft	Restaurants	27
Luna Red	Restaurants	22
SeaVenture Restaurant	Restaurants	22
Blue Moon over Avila	Restaurants	14
Robin's Restaurant	Restaurants	12
Splash Cafe ~ Pismo Beach	Restaurants	11
60 State Park Restaurant & Lounge	Restaurants	11
Thomas Hill Organics	Restaurants	10

Referrers and Campaigns

How are users engaging with my landing pages?

by Sessions, Avg. Session Duration, and Bounce Rate

Source	Sessions ▾	Bounc...	Avg. Se...	Pages / S...
m.facebook.com	1,836	74.35%	00:00:44	1.28
visitcalifornia.com	620	13.55%	00:03:32	3.19
facebook.com	326	55.21%	00:01:13	1.51
slocal.simpleviewcms.com	212	11.79%	00:15:26	6.63
visitavilabeach.com	183	48.09%	00:03:07	1.91
spartan.com	137	3.65%	00:05:21	3.34
slocal.com	88	22.73%	00:01:40	2.73
l.facebook.com	80	16.25%	00:01:13	2.4
lm.facebook.com	75	64%	00:01:22	1.49
avilavillageinn.com	58	32.76%	00:04:50	3.1
Grand total	4,723	44.89%	00:02:42	2.31

Campaign	Source / Medium	Sessions	% New Ses...	Avg. Session D...	Bounce Rate
fy20_miles	JunGroup / display	19,921	8.75%	00:01:53	3.32%
fy20_miles	Sharethrough / Native	4,393	95.49%	00:00:34	87.28%
fy20_miles	Pinterest / engagement	3,331	85.89%	00:00:27	87.84%
fy20_miles_sandiego	Sharethrough / Native	2,788	87.55%	00:00:31	86.76%
fy20_miles	Sojern / display	2,083	88.57%	00:01:01	10.85%
fy20_miles_sandiego	MiQ / display	2,052	91.33%	00:00:54	76.75%
fy20_miles	facebook / conversion	1,967	81.34%	00:01:29	68.02%
fy20_miles_sandiego	facebook / video	1,939	85.4%	00:01:15	72.87%
fy20_miles	facebook / awareness	1,665	80.06%	00:00:54	13.33%
Grand total		47,566	52.53%	00:01:18	36.08%

How are users engaging with my landing pages?

by Sessions, Avg. Session Duration, and Bounce Rate

Top Landing Pages	Sessions
/	31,525
/san-sbp/	5,346
/events-and-festivals/	3,000
/plan/visitors-magazine/	1,861
/las-sbp/	1,706
/events-and-festivals/events-calendar/	1,664
/blog/post/iconic-eats-every-visitor-should-try/	1,344
/things-to-do/	1,340
/explore/	979
/blog/post/discover-the-california-less-traveled/	972

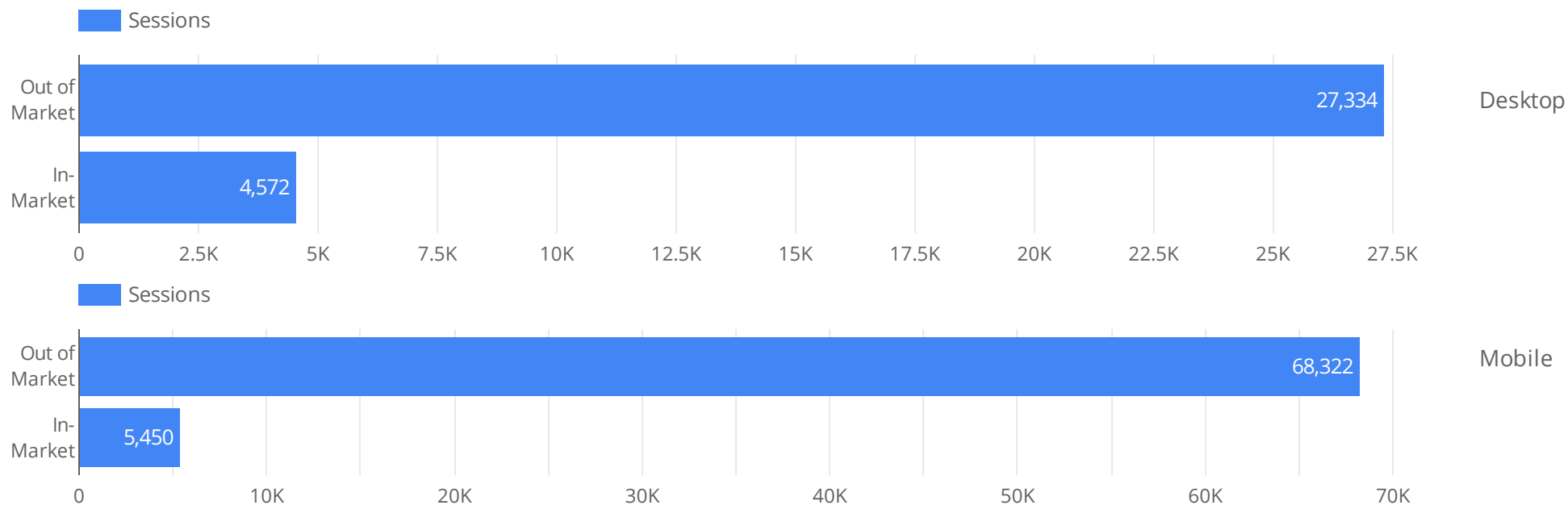
Page	Pageviews ▾
/	92,630
/san-sbp/	6,447
/things-to-do/	5,592
/events-and-festivals/	5,110
/stay/	3,605
/events-and-festivals/events-calendar/	3,471
/plan/visitors-magazine/	2,807
/las-sbp/	2,658
/explore/	1,823
/blog/post/iconic-eats-every-visitor-should-try/	1,644

Exit Page	Exits
/	28,374
/san-sbp/	5,218
/things-to-do/	1,462
/events-and-festivals/	2,411
/events-and-festivals/events-calendar/	1,667
/plan/visitors-magazine/	1,743
/las-sbp/	1,678
/stay/	542
/blog/post/iconic-eats-every-visitor-shoul...	1,237
/explore/	959

In-Market vs Visitor

How are users engaging with my landing pages?

by Sessions, Avg. Session Duration, and Bounce Rate



Listings, External Links, and Goals

Website referrals to Partners

by Partner and Clicks

Listings	Link to Website Clicks ▾
Elephant Seal Vista Point	71
Biddle Ranch Vineyard House & Tastin...	61
Sunbuggy Fun Rentals	59
Tolosa	56
Wolff Vineyards Edna Valley	52
Central Coast Trailrides	48
The Fremont Theater	46
Swinging Bridge	44
Mission San Luis Obispo de Tolosa	41
Hearst Castle	41

External Links

by Website and Clicks

Event Label	Total Events ▾
surfersoftomorrow.org/slo-cal-open-morro-b...	394
www.alaskaairlines.com	300
www.slocraftbeer.com	150
morrobay.org/events/city-wide-yard-sale/201...	139
www.yumpu.com/s/N0dOhbFE4yKLZB7e	100
www.memdaybeerfest.com	96
www.instagram.com/slocal/	80
fremontslo.com	71
www.spartan.com/en/race/detail/6085/overvi...	70
slofilmfest.org/	64

Link to Detail Clicks for Partners

by Partner and Clicks

Link to Detail	Total Clicks ▾
Swinging Bridge	72
Nitt Witt Ridge	67
Hearst Castle	54
Biddle Ranch Vineyard House & Tasting Room	52
El Moro Elfin Forest	49
Wolff Vineyards Edna Valley	45
Tolosa	44
Bishop Peak	42
Ragged Point Beach	38
Mission San Luis Obispo de Tolosa	37

Goals

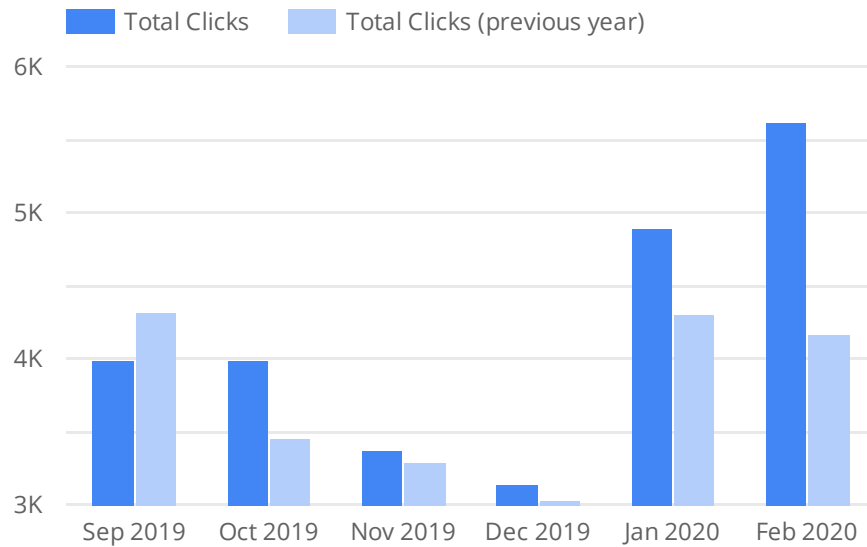
by Goal and Completions

Visitor Magazine Request ▾	Media Request	Meetings RFP	Enewsletter Sign-up
609	1	3	41

Listings, External Links, and Goals

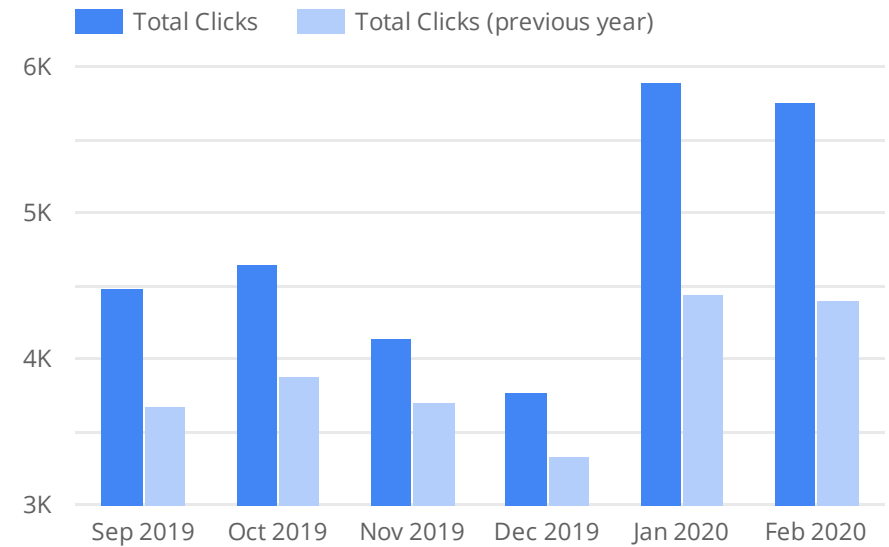
Website referrals to Partners

by Partner and Clicks



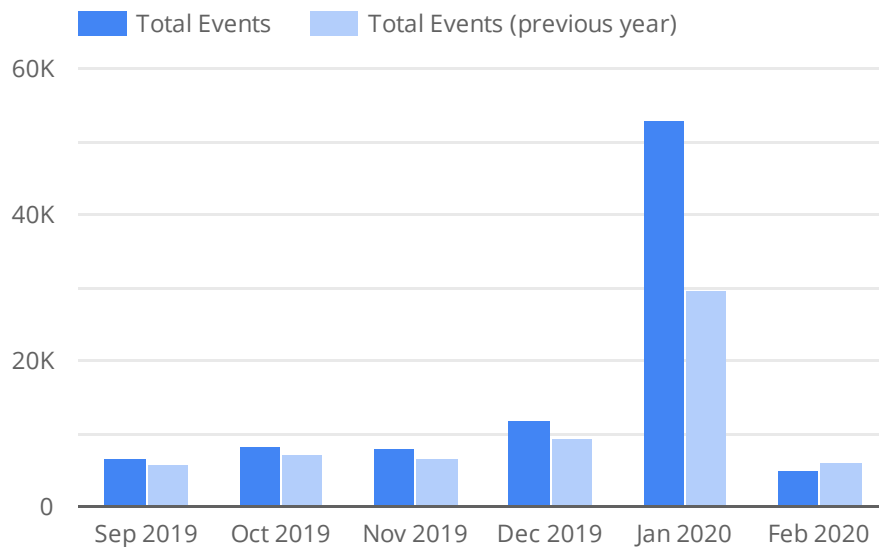
Link to Detail Clicks for Partners

by Partner and Clicks



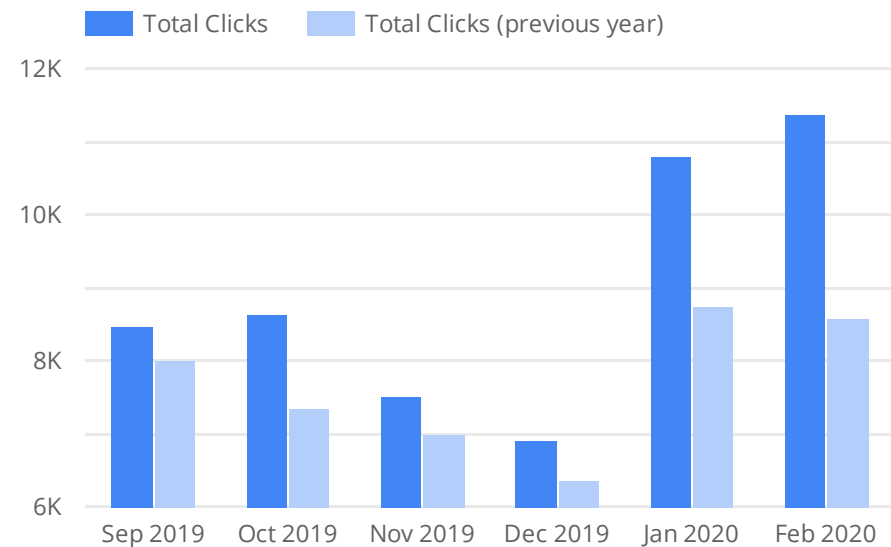
External Links

by Website and Clicks



Goals

by Goal and Completions





ORGANIC TRAFFIC

📊 Organic Search Onsite Performance | Last Month

Organic Sessions

33,525

📈 20.9% 📈 5,798

Percent of Total Sessions

31.72%

📉 -12.1%

% New Sessions

73.80%

📈 6.4%

Avg. Session Duration

00:03:05

📉 -14.2%

Pages / Session

2.42

📈 12.3%

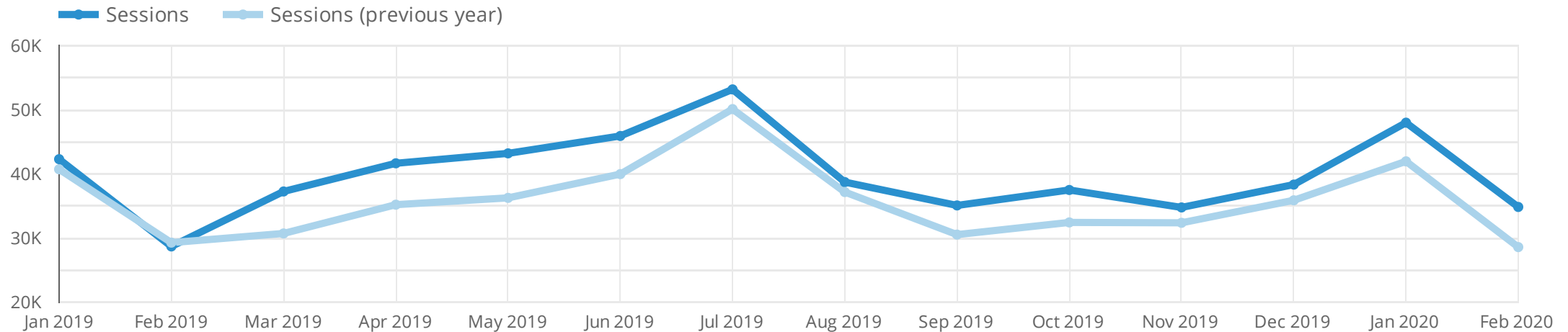
Bounce Rate

37.17%

📈 194.6%

How are organic sessions trending?

by Sessions Year over Year

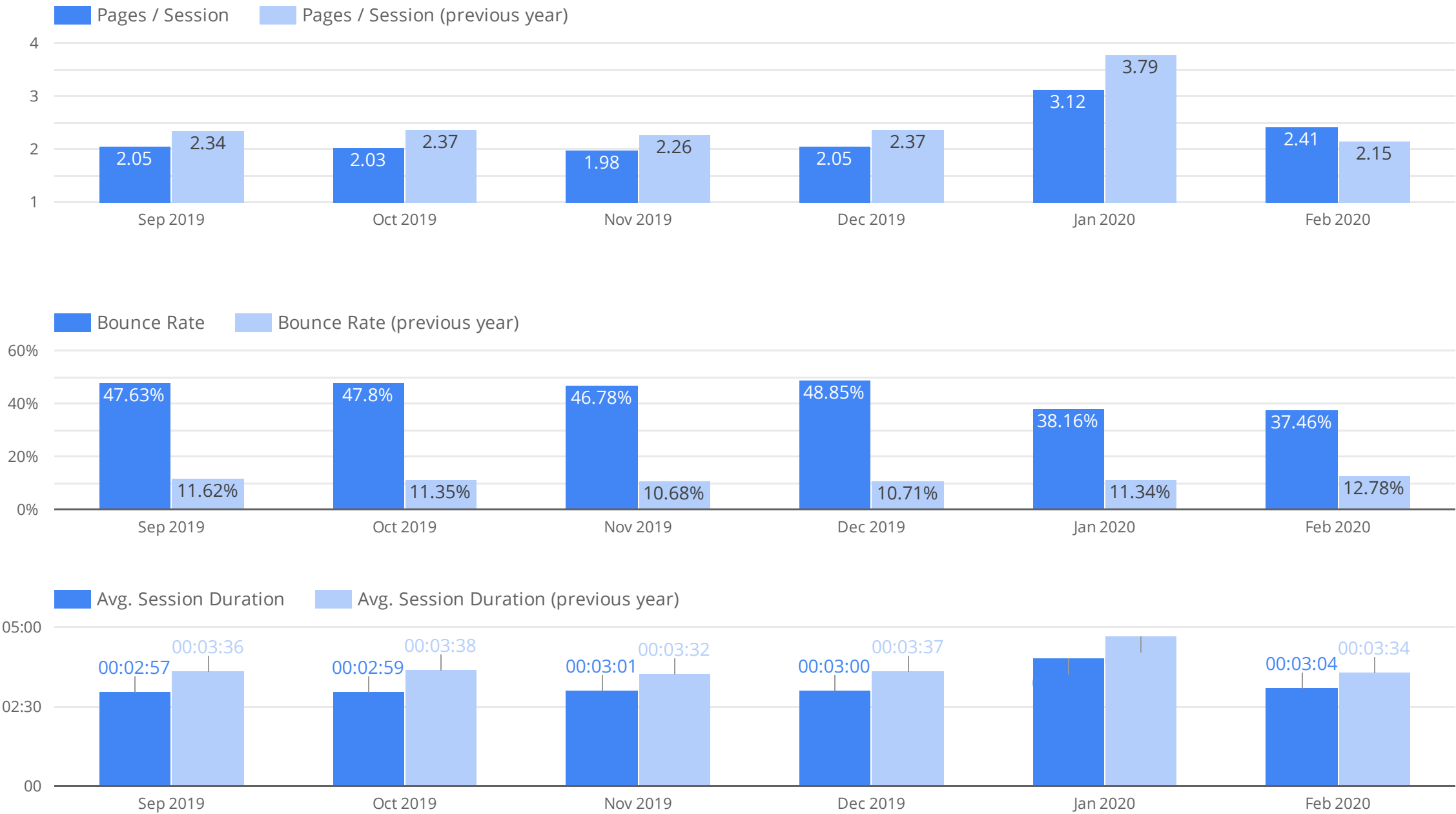


What pages are organic search visitors landing on?

by Landing Page, Sessions, and Percent of Total Sessions Year over Year

Landing Page	Sessions	% Δ	% of Total	% Δ
/	4,670	-0.3% 📉	14.84%	-19.0% 📉
/events-and-festivals/	2,125	-26.2% 📉	6.75%	-40.0% 📉
/events-and-festivals/events-calendar/	1,328	45.8% 📈	4.22%	18.5% 📈
/blog/post/iconic-eats-every-visitor-should-try/	1,281	2,035.0% 📈	4.07%	1,635.6% 📈
/things-to-do/	970	110.4% 📈	3.08%	71.0% 📈
/events-and-festivals/live-music-concerts/	609	0.7% 📈	1.94%	-18.2% 📉
/events-and-festivals/signature-events/slo-cal-open/	550	-	1.75%	-
/explore/paso-robles/	470	72.2% 📈	1.49%	39.9% 📈
/event/annual-morro-bay-citywide-yard-sale-2020/1331/	442	-	1.4%	-
/explore/edna-valley/wineries/	377	1,994.4% 📈	1.2%	1,602.1% 📈

Engagement Stats - YoY Organic Traffic



Partner Referrals

Feb 1, 2020 - Feb 29, 2020

Places to Stay Partners	Subcategory	Total Referrals - Link to Website + Book + Phone ▼
SLO Inn	Hotels & Motels	32
Sycamore Mineral Springs Resort & Spa	Hotels & Motels	28
Inn at the Cove	Hotels & Motels	22
Madonna Inn	Hotels & Motels	21
Pismo Coast Village RV Resort	RV Parks & Campgrounds	20
Avila Lighthouse Suites	Hotels & Motels	19
Morro Strand RV Park	RV Parks & Campgrounds	18
La Cuesta Inn	Hotels & Motels	18
The Butler Hotel	Hotels & Motels	18
Wine Country RV Resort	RV Parks & Campgrounds	18

Events Referrals	Subcategory	Total Referrals - Link to Website + Book + Phone ▼
Festival Mozaic	Events	11
San Luis Obispo Thursday Farmers Market	Farmers Markets & Events	4
Oyster Ridge at Ancient Peaks	Events	3
Los Osos/Baywood Farmers' Market	Farmers Markets & Events	1
Templeton Farmers Market	Farmers Markets & Events	1
Arroyo Grande Farmers Markets	Farmers Markets & Events	1
Opera San Luis Obispo	Events	1
Morro Bay Farmers Markets	Farmers Markets & Events	1

Things to Do Referrals	Subcategory	Total Referrals - Link to Website + Book + Phone ▼
Elephant Seal Vista Point	Animals & Wildlife	62
Biddle Ranch Vineyard House & Tasting Room	Wineries & Tasting Rooms	57
Tolosa	Wineries & Tasting Rooms	55
Wolff Vineyards Edna Valley	Wineries & Tasting Rooms	52
Sunbuggy Fun Rentals	ATVs & Off-roading	44
Central Coast Trailrides	Horseback Riding	39
Nitt Witt Ridge	Things To Do	33
Charles Paddock Zoo	Aquariums and Zoos	33
Pismo Preserve	Parks, Preserves & Natural Areas	33
Moonstone Beach	Things To Do	29

Food & Beverage Referrals	Subcategory	Total Referrals - Link to Website + Book + Phone ▼
Apple Farm Restaurant	Restaurants	33
Mint + Craft	Restaurants	21
Novo Restaurant & Lounge	Restaurants	15
Luna Red	Restaurants	15
SeaVenture Restaurant	Restaurants	15
Robin's Restaurant	Restaurants	11
Splash Cafe ~ Pismo Beach	Restaurants	9
60 State Park Restaurant & Lounge	Restaurants	7
Splash Cafe ~ Artisan Bakery	Restaurants	7
Blue Moon over Avila	Restaurants	7

Organic Search Ranking Performance | Last Month

Organic Clicks

26,721

Organic Impressions

1,794,613

Organic CTR%

1.49%

Average Ranking Position

17.97

How is my site performing organically on Google search results?

Top 20 Queries by Clicks, Average Position, and Site Clickthrough Rate Year over Year

Query	Clicks ▾	% Δ	Average Position	% Δ	Site CTR
san luis obispo	2,961	-10.9% ↓	2.52	14.3% ↑	2.76%
things to do in san luis obispo	266	202.3% ↑	5.52	-12.3% ↓	4.96%
visit slo cal	256	67.3% ↑	2.31	126.1% ↑	59.95%
san luis obispo events	218	-19.3% ↓	1.58	18.1% ↑	23.02%
paso robles	217	99.1% ↑	9.61	-1.4% ↓	0.44%
edna valley wineries	214	5,250.0% ↑	4.45	-38.3% ↓	19.4%
avila beach	193	338.6% ↑	5.54	-40.3% ↓	1.18%
cayucos	174	278.3% ↑	4.19	-42.0% ↓	1.79%
best restaurants in san luis obispo	171	17,000.0% ↑	4.62	-74.0% ↓	16.83%
slocal	146	6.6% ↑	2.49	25.6% ↑	34.11%
cambria	143	78.8% ↑	8.78	-6.1% ↓	0.61%
san luis obispo county	134	35.4% ↑	3.88	31.0% ↑	1.83%
morro bay	126	-35.7% ↓	7.75	1.0% ↑	0.3%
slo events	122	-16.4% ↓	1.57	36.9% ↑	21.63%
elephant seal vista point	119	526.3% ↑	4.62	52.5% ↑	10.3%
things to do in slo	114	225.7% ↑	4.65	-18.6% ↓	8.87%
pismo beach	103	-13.4% ↓	9.78	3.8% ↑	0.15%
events in san luis obispo	97	10.2% ↑	1.82	48.9% ↑	20.77%
san luis obispo restaurants	92	-	7.26	-57.1% ↓	4.26%
slo cal	92	12.2% ↑	1.71	-6.3% ↓	29.58%

Brand Awareness Indicators

What is the popularity of the term Visit SLO CAL?

by Monthly Searches from February 2016 to Present

