

Visit SLO CAL Board of Directors

Visit SLO CAL Board of Directors Agenda

Wednesday, July 17, 2019 8:30am-10:30am Holiday Inn Express Hotel & Suites, Atascadero 9010 W Front Rd, Atascadero, CA 93422

1. CALL TO ORDER

2. PUBLIC COMMENT (On Non-Agenda Items)

ANNOUNCEMENTS C. Davison

CONSENT AGENDA - motion required

C. Davison

- 3. Approval of May 15, 2019 Board Meeting Minutes (yellow)
- 4. Approval of May Financials (green)
- 5. Approval of Visit SLO CAL's Travel & Expense Policy
- 6. Acceptance of John Arnold's Resignation from the Board of Directors

Staff will request Board approval of the May 15, 2019 Board Meeting Minutes, the May Visit SLO CAL Financials, Visit SLO CAL's updated Travel & Expense Policy, and their acceptance of John Arnold's resignation from the Board of Directors.

CEO REPORT C. Davison

7. CEO Report (10 min)

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

BUSINESS ITEMS C. Davison

8. Executive Committee Seat (10 min) – motion required

The Board will discuss and appoint the open seat on the Executive Committee.

9. Community Engagement Plan (10 min) – motion required

Staff will request Board approval of Visit SLO CAL's Community Engagement Plan, as recommended by the Executive Committee.

10. Surfers of Tomorrow Sponsorship (10 min) – motion required

Staff will request Board approval of a title sponsorship opportunity with the World Surf League and Surfers of Tomorrow for the current Pismo Beach Open and the establishment of a second event in Morro Bay, as recommended by the Executive Committee.

11. Oceano Dunes Advocacy (10 min) – motion required

Staff will provide an update on the California Coastal Commission's consideration of restrictions on OHV riding at the Oceano Dunes State Park, and will request Board approval to formally advocate on this issue, as recommended by the Executive Committee.

12. Destination Management Strategy (DMS) Recommendations (60 min) - motion required

Resonance Consultancy will present the draft recommendations approved by the Destination Management Strategy Steering Committee, and staff will request Board approval, as recommended by the Executive Committee. Staff will also provide an update on next steps.

13. TMD Renewal Update (5 min)

Staff will provide an update on the TMD renewal process, including the MDP and petition approval by the County, request support from the Board on the petition outreach process, and outline key next steps.

14. Morgan Stanley CD Account Update (5 min)

Staff will report out on income generated on Visit SLO CAL's reserve funds from its laddered CDs through Morgan Stanley.

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 Meeting Minutes

Wednesday, May 15, 2019 8:30am Sycamore Mineral Springs Resort

1215 Avila Beach Rd., San Luis Obispo, CA 93405

1. CALL TO ORDER: Clint Pearce

PRESENT: Alma Ayon, Jed Bickel, Kathy Bonelli, Mark Eads, Aaron Graves, Jim Hamilton, Jay Jamison, Sarah Maggelet, Nipool Patel, Clint Pearce

ABSENT: John Arnold, Sam Miller, Hemant Patel, Amar Sohi

STAFF PRESENT: Chuck Davison, Brooke Burnham, Michael Wambolt, Derek Kirk, Brendan Pringle, Madison Quiring, Vanessa Robbins

Call to Order at 8:37 am.

2. PUBLIC COMMENT (On Non-Agenda Items)

None.

ANNOUNCEMENTS

Davison offered the Board complimentary VIP passes to the AMGEN Tour of California, a benefit of Visit SLO CAL's sponsorship of the event, and told the Board to reach out to Brendan Pringle, Operations Manager, if they are interested.

CONSENT AGENDA

- 3. Approval of March 28, 2019 Board Meeting Minutes
- 4. Approval of March & April Financials
- 5. Approval of Brittany Hensley's Marketing Committee Application

Public Comment - None.

Board Discussion.

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

Motion carried: 9:0 Maggelet arrived after the motion.

CEO REPORT

6. CEO Report

Davison reviewed U.S. Travel's Travel Trends Index for March 2019 vs March 2018, and the March 2019 TOT update. Davison introduced Madison Quiring, Visit SLO CAL's Communications Manager, who started on April 29, 2019. He noted that Visit SLO CAL is still conducting interviews for the Communications Coordinator & Film Commission Liaison role. On April 8-11, Davison completed the final courses required for his Certified Destination Management Executive (CDME) certification through Destinations International (DI). If approved, the official certification will take place in July during DI's Annual Convention, and he will be the only CDME in the county and one of only about 20 in the state. Davison reported out on DI's CEO Summit (April 15-18, 2019), as well as his meetings during the Volaire Air Service Conference (April 24-26, 2019). On April 22, 2019, Visit SLO CAL hosted an Industry Advisory Group Meeting with Rep. Salud Carbajal, which was attended by 11 lodging owners. Davison reported out on local meetings and his upcoming travel schedule.

Public Comment - None.

Board Discussion.

BUSINESS ITEMS

7. Board Member Selection Process

The County Unincorporated Area Lodging Seat is the only appointed Board of Directors seat up for renewal. Nikki Schmidt, County of San Luis Obispo, notified Visit SLO CAL that the County would officially open the application process for the seat after it is vacant, on July 1, but that applicants are welcome to apply for that seat in the meantime. Visit SLO CAL notified Sarah Maggelet, who currently holds this seat, as well as others who have previously expressed interest. Maggelet informed Visit SLO CAL that she will resign from the Board when her term is up, due to other commitments. Toni Legras, Beachside Rentals, submitted her application for the seat on May 1, 2019.

The elected seats up for renewal include two At-Large Seats, the RV Park Seat and the Vacation Rental Seat. These are determined by Board of Directorsvote. Davison noted the application process. He said that Clint Pearce and Mark Eads reapplied for their At-Large Seats, and that Greg Pacheco, Cambria Inns Collection, applied for one of the At-Large Seats as well. Jay Jamison reapplied for the RV Park Seat and Kathy Bonelli reapplied for the Vacation Rental Seat. At their May 13 meeting, the Executive Committee recommended the re-election of Clint Pearce and Mark Eads to the At-Large Seats, Jay Jamison to the RV Park Seat, and Kathy Bonelli to the Vacation Rental Seat.

Public Comment – None.

Board Discussion.

ACTION: Moved by **N. Patel/Maggelet** to approve Clint Pearce as one of the At-Large Seats on the Board of Directors.

Motion carried: 9:0:1 Pearce abstained.

ACTION: Moved by **N. Patel/Bickel** to approve Mark Eads as one of the At-Large Seats on the Board of Directors.

Motion carried: 9:0:1 Eads abstained.

ACTION: Moved by **Graves/Bonelli** to approve Jay Jamison as the RV Park Seat on the Board of Directors.

Motion carried: 9:0:1 Jamison abstained.

ACTION: Moved by N. Patel/Eads to approve Kathleen Bonelli as the Vacation Rental Seat on the Board of Directors.

8. Executive Committee Seats

Davison outlined the current composition of the Executive Committee (Clint Pearce, Chair; John Arnold, Vice Chair; Aaron Graves, Treasurer; Mark Eads, Secretary; Jay Jamison, Past President). He noted that staff is requesting that the current Executive Committee stay on for another one-year term in an effort to maintain consistency in the organization as it moves through the Tourism Marketing District renewal process and the finalization and implementation of the Destination Management Strategy. At their April 4, 2019 meeting, the Executive Committee voted to recommend that the Executive Committee and current seats remain the same for the FY2019/20.

Public Comment - None.

Board Discussion.

ACTION: Moved by **N. Patel/Hamilton** to maintain the current structure of the Executive Committee, and leave the Executive Committee composition "as is" for FY2019/20.

Motion carried: 10:0

9. FY2019/20 Business & Marketing Plan

The draft FY2019/20 Business & Marketing Plan was recommended for approval by the Executive Committee on May 13, 2019 and by the Marketing Committee on May 14, 2019. Davison noted that some minor adjustments will be made to the plan in the coming days, but that the overall strategy will remain the same. Davison reviewed the objectives, strategies, and new features of the plan, as well as the media allocation across market tiers and channel types.

Public Comment - None.

Board Discussion.

ACTION: Moved by <u>Graves/Hamilton</u> to approve the FY2019/20 Business & Marketing Plan, as recommended by the Executive and Marketing Committees.

Motion carried: 10:0

10. FY2019/20 Budget

Davison presented the FY2019/20 annual budget and walked the Board through revenue projections and expenses by department. The proposed budget was recommended for Board approval by the Executive Committee on May 13, 2019. Davison noted that, in the coming months, staff will likely make a recommendation to access reserve funds to boost the Fall 2019 advertising campaign, in light of the STR forecast, and to fund Destination Management Strategy recommendations.

Public Comment - None.

Board Discussion.

ACTION: Moved by <u>Graves/Hamilton</u> to approve the FY2019/20 Budget as presented, and as recommended by the Executive Committee.

Motion carried: 9:0 N. Patel departed prior to the motion.

11. TMD Renewal Update

Davison noted that the draft timeline, draft Management District Plan and draft petition are all currently being reviewed by the County's legal team. Delays in the approval process, contingent on the completion of the ROI Study, have shifted the timeline of the petition drive launch. Visit SLO CAL is awaiting feedback from the county and city managers on the results of the ROI study, and Visit SLO CAL is working to set up a meeting with the County to discuss their feedback so that we can move forward with the petition process. Davison pointed out that STR is forecasting a 3.5 percent decrease in occupancy and a 1.7 percent decrease in RevPAR in 2020. He also reviewed Tourism Economic's competitive analysis for Visit SLO CAL (from the ROI study), and the next steps in the renewal process.

Public Comment - None.

Board Discussion.

12. Destination Management Strategy Update

Davison provided a progress update on the Destination Management Strategy (DMS). He noted that the draft recommendations received positive feedback in all six Community Leader Briefings, and that these recommendations were also presented at the Destination Summit. Draft final recommendations will be submitted by Resonance Consultancy in May, the Steering Committee will review in June, and the final document will go to the Board for approval in July. Once approved, Visit SLO CAL will work with Resonance to develop a Workbook that outlines the action steps for the recommendations, and at the September meeting, Visit SLO CAL will ask the Board to prioritize the work outlined in the DMS recommendations.

Public Comment – Danna Stroud, Travel Paso, echoed Davison's comments on the positive reception of the plan by North County community leaders. She noted that there was a comment on how the DMS takes into consideration the assets necessary for the family experience.

Board Discussion.

13. Destination Summit Recap

Davison noted that, in total, 186 paid individuals attended the Destination Summit luncheon, and he provided a breakdown of the representation. He also noted Visit SLO CAL released a survey to attendees the morning after the event (May 10, 2019), and thus far, it has received 44 respondents. Davison requested feedback from the Board on the event.

Public Comment – None.

Board Discussion.

14. CEO Annual Review

Davison reviewed the criteria set for the CEO's Year Four (May 1, 2018 – April 30, 2018) bonus compensation: 10 percent bonus is tied to Visit SLO CAL's operation and 10 percent bonus is tied to the delivery of Strategic Direction 2020 imperatives. He added that detailed documentation of results were provided in the Agenda Packet. Pearce noted that the Executive Committee recommended approving the CEO's annual bonus at the full 20 percent of annual salary on May 13, 2019 based on the results that the CEO has achieved.

Public Comment - None.

Board Discussion.

ACTION: Moved by **Bonelli/Eads** to approve the CEO Annual Bonus at the full 20 percent.

Motion carried: 9:0

ADJOURNMENT

ACTION: Moved by **Graves/Hamilton** to adjourn at 10:31 am.

San Luis Obispo County Visitors & Conference Bureau 2018/2019 Financial Summary - May

				eforecast udget for			MTD Actual v.	MTD % of Total			P	eforecasted			YTD Actual v.	YTD % of Total
Income	т	his Month	-	Month	м	ΓD Variance	Budget %	Income/Expenses	F	ISCAL YTD		Budget YTD	YTI	D Variance	Budget %	Income/Expenses
Collected from Prior Year Assessments	\$	-	\$		\$		100.00%	0.00%	\$	181.694	\$	181.694	\$	-	100.00%	4.58%
Other Revenue	\$	1,709	\$	850	\$	859	201.00%	0.47%	\$	10,084	\$	8,981	\$	1,103	112.28%	0.25%
Co-op Revenue	\$	13,311		18,340	\$	(14,340)	72.58%	3.69%	\$	34,362		96,411		(64,860)	35.64%	0.87%
TMD Income:			·	-,-	l '	() /			1			,		(, , , , , ,		
SLO County Unincorporated	\$	98,131	\$	98.131	\$	-	100.00%	27.21%	\$	973.021	\$	973.021	\$	0	100.00%	24.51%
SLO City	\$		\$	59.105	\$	_	100.00%	16.39%	\$	691,181	\$	691,181	\$	(0)	100.00%	17.41%
Pismo Beach	\$	83,856	\$	83,856	\$	-	100.00%	23.25%	\$	907,302	\$	907,302	\$	0	100.00%	22.86%
Morro Bay	\$	32,910	\$	32,910	\$	-	100.00%	9.12%	\$	305,741		305,741		0	100.00%	7.70%
Paso Robles	\$	55,753	\$	55,753	\$	-	100.00%	15.46%	\$	485,293	\$	485,293	\$	(0)	100.00%	12.23%
Arroyo Grande	\$	7,400	\$	7,400	\$	-	100.00%	2.05%	\$	83,539	\$	83,539	\$	O	100.00%	2.10%
Atascadero (quarterly)	\$		\$	· -	\$	-	100.00%	0.00%	\$	97,885	\$	97,885	\$	-	100.00%	2.47%
Grover Beach	\$	3,267	\$	3,267	\$	-	100.00%	0.91%	\$	31,751	\$	31,751	\$	0	100.00%	0.80%
Adjustment for Actual TMD Collected	\$	3,644	\$	· -	\$	3,644	100.00%	1.01%	\$	148,994	\$	181,060	\$	(32,066)	82.29%	3.75%
Interest Income	\$	1,604	\$	600	\$	1,004	267.35%	0.44%	\$	18,774	\$	9,419	\$	9,355	199.32%	0.47%
Total Income	s	360.690	\$	360,213	\$	(8,833)	100.13%	100.00%	\$	3.969.622	\$	4,053,279	s	(86,468)	97.94%	100.00%
Total medine	¥	300,030	Ψ	300,213	۳	(0,000)	100.1370	100.0078	ľ	3,303,022	Ψ	4,033,273	*	(00,400)	31.3470	100.00%
Expenses																
Contingency Reserve	\$	17,289	\$	17,064	\$	225	101.32%	3.53%	\$	195,824	\$	197,372	\$	(1,548)	99.22%	4.91%
G&A	\$	24,691	\$	24,057	\$	634	102.64%	5.04%	\$	251,854	\$	252,598	\$	(744)	99.71%	6.32%
Industry Research and Resources	\$	96,623	\$	104,459	\$	(7,837)	92.50%	19.74%	\$	628,588	\$	638,539	\$	(9,952)	98.44%	15.77%
Travel Trade	\$	29,234	\$	32,115	\$	(2,881)	91.03%	5.97%	\$	279,067	\$	293,413	\$	(14,346)	95.11%	7.00%
Communications	\$	29,835	\$	44,748	\$	(14,913)	66.67%	6.10%	\$	284,444	\$	334,822	\$	(50,378)	84.95%	7.14%
Advertising	\$	195,075	\$	227,396	\$	(32,321)	85.79%	39.86%	\$	1,843,026	\$	1,890,130	\$	(47,104)	97.51%	46.25%
Promotions	\$	4,150	\$	3,024	\$	1,126	137.25%	0.85%	\$	39,872	\$	47,044	\$	(7,172)	84.75%	1.00%
Events	\$	52,682	\$	51,786	\$	896	101.73%	10.76%	\$	133,921	\$	136,888	\$	(2,966)	97.83%	3.36%
Digital Marketing	\$	39,869	\$	38,062	\$	1,807	104.75%	8.15%	\$	302,792	\$	302,064	\$	728	100.24%	7.60%
Film Commission	\$	-	\$	3,384	\$	(3,384)	0.00%	0.00%	\$	25,351	\$	39,239	\$	(13,888)	64.61%	0.64%
Total Expenses	\$	489,447	\$	546,093	\$	(56,647)	89.63%	100.00%	\$	3,984,740	\$	4,132,110	\$	(147,370)	96.43%	100.00%
Surplus(Deficit)	\$	(128,757)	\$	(185,881)	\$	47,813	69.27%		\$	(15,118)	\$	(78,832)	\$	60,903	19.18%	
Cash Flow																
Surplus (Deficit)	\$	(128,757)							\$	(15,118)						
Beginning Cash Balance	\$	1,999,568							\$	1,214,317						
Change in Accounts Receivable	\$	(289)							\$	57,694						
Change in Accrued Expenses	\$	(159,783)							\$	215,403						
Change in Prepaid Expenses	\$	12,322							\$	(56,683)						
Change in Accounts Payable	\$	66,103							\$	195,015						
Change in Reserve Contingency	\$	17,289	-						\$	195,824						
Ending Cash Balance	\$	1,806,452							\$	1,806,452						
CONTINGENCY Reserve - 5% of Cumulative Revenue	\$	(761,778)							\$	(761,778)						
Liability on Balance Sheet																
Net Available Cash	\$	1,044,674							\$	1,044,674						

Comments to the Board:

- \$129k deficit for May (\$48k smaller deficit than budgeted). \$15k deficit year-to-date (\$61k smaller deficit than budgeted). We are projecting a \$3k surplus by fiscal year-end if June comes in on budget.
- All TMD amounts accrued through March 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.

Visit SLO CAL Balance Sheet Prev Year Comparison

As of May 31, 2019

	May 31, 19	May 31, 18	\$ Change	% Change
ASSETS				
Current Assets Checking/Savings				
1010 · Bank of the Sierra - TMD 1020 · Bank of the Sierra - Membership	808,899.41 231,855.99	391,566.29 207,630.69	417,333.12 24.225.30	106.6% 11.7%
1030 · Morgan Stanley - TMD	662,391.66	430,319.57	232,072.09	53.9%
1040 · Morgan Stanley - Membership	103,304.75	100,389.04	2,915.71	2.9%
Total Checking/Savings	1,806,451.81	1,129,905.59	676,546.22	59.9%
Accounts Receivable 1200 · Accounts Receivable	689,090.84	664,839.68	24,251.16	3.7%
Total Accounts Receivable	689,090.84	664,839.68	24,251.16	3.7%
Other Current Assets	4 000 05	4 000 05	0.00	0.00/
1320 · Prepaid Rent 1340 · Workman's Comp Deposit	4,369.95 367.00	4,369.95 387.00	0.00 -20.00	0.0% -5.2%
1350 · Prepaid Expenses	187,717.34	47,544.03	140,173.31	294.8%
1330 · Employee Advances	7.26	38.75	-31.49	-81.3%
Total Other Current Assets	192,461.55	52,339.73	140,121.82	267.7%
Total Current Assets	2,688,004.20	1,847,085.00	840,919.20	45.5%
Fixed Assets 1400 · Fixed Assets				
1405 · Computer Hardware/Software	24,216.44 91,012.07	24,216.44 91,012.07	0.00 0.00	0.0% 0.0%
1410 · Furniture & Fixtures 1415 · Leasehold Improvements	37,301.15	37,301.15	0.00	0.0%
1425 · Office Equipment	14,560.10	14,560.10	0.00	0.0%
Total 1400 · Fixed Assets	167,089.76	167,089.76	0.00	0.0%
1500 · Accumulated Depreciation	45,000,47	45 000 47	0.00	0.00/
1505 · Comp. Hdwr/Sftwr. Acc. Depr. 1510 · Furn. & Fixt. Accum. Depr.	-15,088.17 -6,208.00	-15,088.17 -6,208.00	0.00 0.00	0.0% 0.0%
1515 · Leasehold Imp. Accum. Depr.	-1,630.00	-1,630.00	0.00	0.0%
1525 · Office Equip. Accum. Depr.	-4,915.00	-4,915.00	0.00	0.0%
Total 1500 · Accumulated Depreciation	-27,841.17	-27,841.17	0.00	0.0%
Total Fixed Assets	139,248.59	139,248.59	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	2,843,002.79	2,002,083.59	840,919.20	42.0%
LIABILITIES & EQUITY Liabilities				
Current Liabilities				
Accounts Payable 2000 · Accounts Payable	366,428.22	121,294.91	245,133.31	202.1%
Total Accounts Payable	366,428.22	121,294.91	245,133.31	202.1%
Credit Cards	4 070 04	04.540.70	00.040.05	04.00/
2060 · American Express Credit Card	1,276.81	24,519.76	-23,242.95	-94.8%
Total Credit Cards	1,276.81	24,519.76	-23,242.95	-94.8%
Other Current Liabilities 2070 · Accrued Liabilities	197,379.99	1,166.66	196,213.33	16,818.4%
2010 · Deferred Revenue	49,321.58	0.00	49,321.58	100.0%
2100 · Payroll Liabilities 2160 · Health Insurance Withheld	-599.74	172.14	-771.88	-448.4%
Total 2100 · Payroll Liabilities	-599.74	172.14	-771.88	-448.4%
Total Other Current Liabilities	246,101.83	1,338.80	244,763.03	18,282.3%
Total Current Liabilities	613,806.86	147,153.47	466,653.39	317.1%
Total Liabilities	613,806.86	147,153.47	466,653.39	317.1%
Equity	764 777 74	E42 GEO 40	040 407 04	40.40/
3120 · Reserved Earnings	761,777.71	543,650.40	218,127.31	40.1%
				Page 1

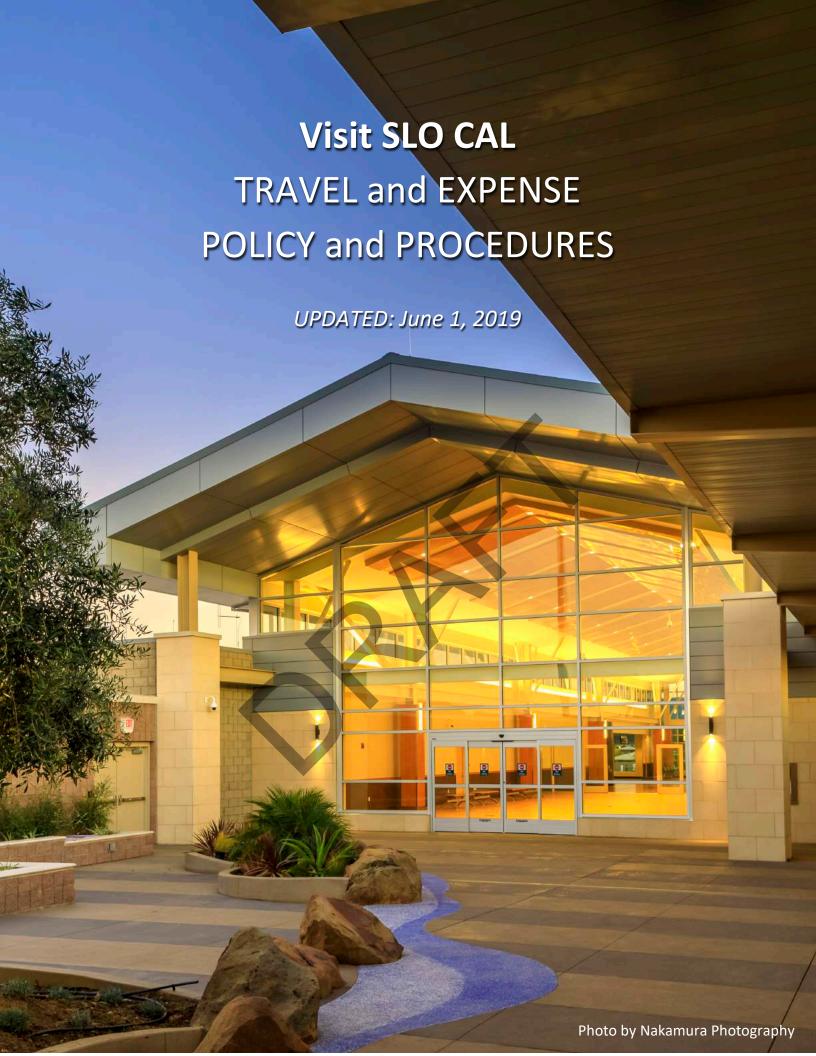
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Accrual Basis

Visit SLO CAL Balance Sheet Prev Year Comparison

As of May 31, 2019

	May 31, 19	May 31, 18	\$ Change	% Change
3130 · Retained Earnings Net Income	1,482,536.79 -15,118.57	1,125,416.90 185,862.82	357,119.89 -200,981.39	31.7% -108.1%
Total Equity	2,229,195.93	1,854,930.12	374,265.81	20.2%
TOTAL LIABILITIES & EQUITY	2,843,002.79	2,002,083.59	840,919.20	42.0%



TRAVEL and EXPENSE POLICY and PROCEDURES:

Objectives

Visit SLO CAL (Visit SLO CAL) policy strives for the appropriate balance between the following goals:

- Ensure our policies and tools support employees in performing at their best in the office and while traveling on business
- Mitigate the impact of travel on our employees, and support them in integrating and managing their work and personal lives
- Ensure that our policies are appropriate relative to our non-profit status, Visit SLO CAL constituents, and nonprofit organizations

Employees of Visit SLO CAL are required to follow this policy. Any exceptions must be approved in advanced and in writing by the President & CEO.

Visit SLO CAL will cover the expenses listed for business partners (i.e., media, trade, agencies, etc.), any others will be the guest's responsibility.

All expenses should be billed to a company credit card (AMEX), whenever possible. The exception to this policy is when booking airfare and lodging (personal credit card may be used to reduce baggage fees, obtain free wi-fi, etc.). All expenses must be ordinary, reasonable, necessary and have a valid business purpose. Back up documentation will be required for all variances.

Thank you for your commitment to further Visit SLO CAL's mission through your thoughtful and ethical use of Visit SLO CAL resources while traveling or incurring expenses in support of Visit SLO CAL-related business.

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1. General Travel Information

1.1. Employee Travel Arrangements

Employee travel should be via the lowest/more reasonable cost alternative consistent with the business objectives of Visit SLO CAL and should not exceed the amount budgeted without advance approval from the President & CEO. In some cases, a higher cost alternative may be appropriate based on reduced travel time or the elimination of additional travel costs. These alternatives will require approval on a case-by-case basis by the President & CEO. Neither luxury nor sub-standard food venues or accommodation should be used.

In order to optimize cost savings for Visit SLO CAL, employees must request travel authorization and make travel arrangements a minimum of 28 or more days in advance of domestic travel and 60 or more days in advance of international travel, unless otherwise noted. Exceptions to this, or other policies outlined in this document, require an empolyee's written explanation and the advance approval by the President & CEO.

1.2. Employee Travel Arrangements

Employees must arrange all travel (airfare, lodging, and ground transportation) through an online booking tool (i.e. Online Travel Agency (OTA) or direct booking website/application) when available. The President & CEO will review expenses to ensure employees are in compliance with the policy.

2. Air Transportation

2.1 Reservations

In order to optimize cost savings for Visit SLO CAL, employees must make air transportation arrangements a minimum of 28 or more days in advance of domestic travel and 60 or more days in advance of international travel, unless otherwise noted. Bookings made inside of these dates require advanced written approval of the President & CEO.

Travel itineraries are based on, and in order of:

- Lowest possible fare available at time of booking
- Flights available two hours before and two hours after the requested flight time
- Non-stop routes, unless one stop or a connecting flight saves more than \$200 off the airfare
- Visit SLO CAL's preferred carriers

2.2 Domestic Flights

Coach Class Non-Refundable Coach class is the required policy booking class for all domestic flights unless a changeable flight reservation is available for the same amount (back-up documentation is required). Rebooking or change fees will be reimbursed for emergency situations only.

Personal Upgrades Personal miles or coupons can be used to upgrade to a higher class, or an employee may opt to pay personally for the price difference between coach and a higher class. A personal credit card from the employee must be used at the time of booking to charge the difference in fare between coach and a higher class.

2.3 International Flights

Business class may be booked for international flights of more than ten (10) hours actual flight time (note that this is the total time you are on the plane and does **not** include connection time at the airport), including the domestic connecting flights. If business class is not offered (this does **not** include business class being sold out) for any leg of the trip, then first class may be used for that portion of travel. The minimum flight time necessary for any individual leg of the flight to be eligible for business class is two (2) hours. **ALL business/first class flights must be booked a minimum of three (3) months in advance.**

All flights (one way or roundtrip) with total costs more than \$2500 require advance written approval from the President & CEO.

2.4 Air Mileage Programs

Managing the employee's air miles accounts is the responsibility of the employee. Airline miles earned while traveling on Visit SLO CAL business are retained by the employee. Frequent flyer miles or benefits are not reimbursable by Visit SLO CAL, even if they are used on Visit SLO CAL business. Airlines should never be selected solely on participation in an airline's frequent flyer program.

2.5 Related Air Travel Expenses

Baggage fees and reasonable in-air meals will be reimbursed.

Routine airport check-in tips are allowed at \$2.00 per bag. Other expenditures for the use of porter services are not reimbursable except if there is:

- An excessive amount of material for the business purpose of the trip, or
- Excessive baggage due to an extended trip
- A pre-disclosed medical condition that doesn't permit the employee to personally handle the bags

3. Ground Transportation

The most cost-effective, safe, and efficient ground transportation is to be used.

3.1 Private Auto

Private auto may be used for trips up to 175 miles each way. Payment for this type of transportation will be made at the IRS standard mileage reimbursement rate plus parking charges and tolls (receipts required). When being reimbursed for mileage, the cost of refueling is included and not separately reimbursed.

IRS standard mileage reimbursement rate is available here: https://www.irs.gov/credits-deductions/individuals/standard-mileage-rates-at-a-glance.

3.2 Ride Sharing

If two or more employees are traveling to the same location, it is recommended that the travelers share a ride, especially for trips totaling 100 miles or more. This is not required for persons of the opposite gender.

3.3 Rental Car

Rental cars should be reserved via Visit SLO CAL's-preferred vendors, Enterprise Rent-A-Car/National or Budget, confirming the respective Business Rental or Corporate discount number when making the

reservation or via an online booking tool. To book an Enterprise rental, use the Corporate Account # XZB4072. When you book at Budget, please use Visit SLO CAL's Budget Corporate Discount (BCD) # X120945.

Rental cars are *required* for trips greater than 175 miles each way.

An intermediate or smaller vehicle is the car type within policy; however, the size and type of the rental car should be appropriate for the number of people in the car and required storage. A larger car may be rented if available for the same amount (back-up documentation will be required). Hybrid rentals are allowed. Electronic toll payment options for rental cars are considered reimbursable. All other convenience options, e.g. satellite radio, in-car navigation systems, re-fueling option, etc. are considered non-reimbursable.

Do not purchase rental car insurance as Visit SLO CAL maintains rental car coverage through its auto insurance plan. In addition, the Visit SLO CAL's AMEX credit card offers Car Rental Loss and Damage Insurance of up to \$50,000 for cardholders. However, the program does include many exclusions. See this link for details: http://amex.co/2njoBT1. Employees must refuel rental cars prior to returning.

3.4 Parking

The cost of parking fees incurred on company business will be reimbursed. Acceptable parking charges include fees charged at hotels, offices, and airport parking lots. Employees should use airport economy lots and hotel self-parking, if available.

3.5 Taxi/Uber/Lyft/SideCar

When outside San Luis Obispo County, the cost of taxis/Uber/Lyft/SideCar to and from places of business, hotels, airports, railroad stations and restaurants in connection with business activities is reimbursable. Use of taxis is discouraged when more economical and transparent fee services are available. Travelers are encouraged to utilize public transportation whenever feasible.

3.6 Rail

Standard class of rail is preferred. Business class and high speed, express business class rail, e.g. Acela, may be reserved for rail travel when more flexibility is necessary or for trips more than two (2) hours.

4. Lodging

Hotels selected should be those that are well-established, reasonable in price, safe and conveniently located in relation to the traveler's work.

4.1 Maximum Rates

Standard, non-smoking rooms are to be selected, not to exceed the maximum nightly rates (before taxes) listed below:

- \$300 Major downtown or resort destinations (New York City, Miami, San Francisco, Aspen, etc.)
- \$200 All other U.S. locations

At times, when demand is high and hotels are sold out, the hotel rooms still available are priced higher than Visit SLO CAL's stated maximum rate. In this case, book the most reasonable option and retain a record of why the maximum rate was exceeded. Then make a detailed notation in the comment section of Concur

when submitting the expense.

4.2 Conference Rates

Employees should book their own conference hotel room as part of the conference registration process as soon as the conference room block is released. In many instances the conference rate is higher than the maximum lodging rate listed in section 4.1 Maximum Rates. In an effort to mitigate the impact of travel on the team member and ensure a productive conference including the ability to network with other industry professionals at the conference, the employee should stay at the conference hotel whenever reasonably feasible.

4.3 Cancellation Policy

If you need to cancel a hotel reservation, you should do so through the site/method by which the reservation was originally booked. Employees should plan early to avoid cancellation fees. Employees should request and retain a "cancellation number" as documentation of the transaction or else will be held personally responsible for any charges incurred. Cancellations fees will only be reimbursed in the case of emergencies.

5. Combining Business and Personal Travel

5.1 Airfare

Recognizing the active travel schedules of Visit SLO CAL employees, as a convenience benefit, employees may add and pay for a personal leg to a business itinerary, while clearly distinguishing between Visit SLO CAL business travel and personal expenses.

If a combined business/personal itinerary is equal to or less than the cost of a business-only airfare, there is no cost to the employee and Visit SLO CAL company credit card may be used (back-up documentation is required).

If a combined business/personal itinerary is greater than the cost of a business-only airfare, the ticket will be charged to the employee's personal credit card and the business portion will be billed to the company credit card/expensed.

5.2 Lodging

Lodging may be shared with non-business guests. Lodging costs of non-business guests are not reimbursable and may not be paid with the Visit SLO CAL company credit card.

Accommodations such as different room types, additional nights, extra rooms, and other special amenities for personal guests or extended personal stays should be arranged by the employee and paid directly to the hotel via a personal credit card upon checkout.

5.3 Ground Transportation

Transportation costs of non-business guests are not reimbursable. Car rentals which contain a personal component should be paid with a personal credit card and the business portion of the car rental be submitted as an out-of-pocket expense. If a Visit SLO CAL company credit card is used for the entire car rental amount, it is the responsibility of the employee to mark the personal portion of the total amount when submitting the expense report, and promptly pay Visit SLO CAL directly for the personal amount.

6. Meals

6.1 Business Meals/Entertainment

What is a business meal? Visit SLO CAL defines a reimbursable business meal as a meal consumed by an employee and other invited business partners/attendees when Visit SLO CAL-related business is discussed during the meal. A business meal can also be defined as any meal consumed by the employee while the employee is traveling on Visit SLO CAL business.

Business meal guidelines:

- Meeting should be intentional
- Deliberate with a clear, reasonable, specific business purpose
- Have a pre-established agenda
- Meal expense must be ordinary and necessary
 - An ordinary expense is an expense that is common and accepted in Visit SLO CAL's course of business
 - A necessary expense is one that is appropriate for the business and the level of the business partner/attendee
 - Lavish or extravagant entertainment or meal expenses will not be reimbursed
 - Not to exceed a maximum of \$100 per person (tax and tip included). Exceptions, including invited media, require advance written approval of the President & CEO
- When appropriate and allowable, wine should be supplied by Visit SLO CAL employees; corkage charges are reimbursable
- When purchasing wine, it should be product from SLO CAL, if available, and reasonably priced
- Conducted in an atmosphere conducive to a business discussion
- Food should not be used as incentive for meeting participation

Who pays? - When more than one employee is present at a business meal, the employee with the highest-ranking job level should pay the bill.

Non-Business Meals - Meals for non-business guests are considered personal expenses and should not be paid with a Visit SLO CAL company credit card.

6.2 Meal limits

When traveling, up to \$75/day will be reimbursed, per employee, for meals. The maximum includes any daily combination of meals, snacks, beverages (non-alcoholic and alcoholic), tax and tip. Please note that this is a maximum, not a per diem. This amount exceeds the highest rate of the IRS regulations published at www.gsa.gov under FY 2019 Meals and Incidental Expenses (M&IE) Breakdown. Itemized receipts are required for all meals.

6.3 Exceeding the Daily Meal Limits

Meal limits may be exceeded with advance approval from the President & CEO. You will be prompted to include an itemized receipt and explanation when reconciling any meal costs that exceed the daily limit. Non-approved over-limit meal amounts may be considered a personal expense.

7. Other Travel and Expense Policy Information

7.1 Cost Savings

In general, Visit SLO CAL does not support a substitution or exchange philosophy with regard to travel expenditures. If an employee chooses a less expensive option, it would not be appropriate to utilize this "cost savings" somewhere else, particularly if it is personal in nature.

Example: If you choose to stay at a friend's house while traveling on behalf of Visit SLO CAL, thus saving Visit SLO CAL lodging costs, you may not reallocate this cost savings to cover your meals while staying extra days for personal reasons, or to thank your host.

7.2 Tips

Tips are a reimbursable expense and should be appropriate to the location, service level and local protocol and should not exceed 20% of the total bill. When outside of a meal receipt, tips should be itemized when reconciling expenses. If tips are entered as a single line item on an expense report, a log noting the dates and purposes of the tips must be submitted as documentation with the expense report.

7.3 Speaking Engagements

To avoid potential conflict of interest issues, Visit SLO CAL should pay all travel expenses for an employee who is asked, and approved by the President & CEO, to speak publicly on Visit SLO CAL-related business. On occasion, the invitee organization may offer to pay for a Visit SLO CAL's employee travel expenses. This is allowable as long as the organization is not a current grantee.

Employee travel expenses related to non-Visit SLO CAL business speaking engagements are considered the personal responsibility of the employee and should not be charged to a Visit SLO CAL company credit card. Employees should use vacation or personal days for any time spent preparing for, traveling to, or delivering non-business-related speeches.

7.4 Phone Policy

Visit SLO CAL-reimbursable mobile devices should be used whenever possible. Paid hotel phones should be used only when a Visit SLO CAL-reimbursable mobile device is not serviceable. When traveling internationally, Visit SLO CAL will reimburse reasonable international mobile plan fees, granted the employee is accessible and responsive while traveling and secures the plan in advance (back-up documentation is required).

7.5 Office Supplies and Workspace Equipment

Reasonable purchases of office supplies, e.g. pens, paper or notebooks, while traveling which are necessary to conduct Visit SLO CAL business will be considered reimbursable. All other office supplies should be obtained from the operations manager in advance.

Purchases of non-budgeted workspace equipment, i.e. desk lamps, chairs or wall clocks, on Visit SLO CAL company credit cards are not allowed without advance approval from the President & CEO.

8. Miscellaneous Reimbursable Expenses

The following are considered to be reimbursable when traveling on Visit SLO CAL business:

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- Laundry and dry cleaning (out of market only) when travel has exceeded four consecutive nights and will continue for at least one additional night, or the nature of the work is such that the clothes are frequently or heavily soiled at an unexpected rate, the trip is extended over the anticipated number of days or luggage is lost during business travel. Laundry and dry cleaning is provided when clothes are needed for additional travel, not to avoid the cost at home.
- Fees incurred to access the health club or fitness center of a hotel or nearby fitness center
- Internet connectivity in hotel, airplanes, and other public places when free internet connection and a
 Visit SLO CAL hotspot is not available. Charges up to \$20.00 per day are acceptable. Please note that
 AMEX Platinum Cardholders receive up to 10 qualifying Gogo inflight internet passes
 (https://promotions.gogoair.com/promotion/amexSplash.do) per calendar year. If used, you will
 receive statement credit 3-5 days after the transaction date. Additionally, Platinum Cardholders
 receive unlimited wifi through Boingo. See American Express Benefits Sheet
 (https://us.awp.autotask.net/6/filelink/ca3hi-zytutg-d32grma2) for more details.
- ATM fees when withdrawing money on your personal card for Visit SLO CAL-related business expenses (back-up documentation is required).
- Mileage on personal cars. Mileage will be reimbursed at the IRS business mileage rate for miles incurred in excess of the employee's normal commuting mileage. The personal mileage reimbursement covers all costs related to operation of the vehicle, including gas, service, maintenance, insurance, and depreciation. See IRS website for details: https://www.irs.gov/tax-professionals/standard-mileage-rates
- Overweight and/or over-limit (up to two) baggage is allowed if the overage is due to Visit SLO CAL equipment required for business
- Voice over Internet Protocol (VoIP) related expenses, i.e. Skype minutes (back-up documentation is required). Please note: These types of applications are not supported by IT support services.

In addition, the following are considered to be reimbursable when applicable:

- Professional memberships when appropriate for the performance of the employee's position. Advance written approval is required by the President & CEO.
- Downloaded or electronic/printed business-related reading materials for use on an e-Reader or other electronic device such as a Smartphone or computer. Per Section 9, e-Reader devices and supplies are not reimbursable.

9. Non-Reimbursable Expenses

Non-reimbursable expenses are listed below. This list is not all-inclusive, and there may be additional or similar non-reimbursable expenses which are not listed.

The following expenses are not reimbursable, unless approved in advance by the President & CEO:

- Out-of-pocket expenses submitted more than 60 days after they were incurred
- Cash advances on the Visit SLO CAL company credit card
- Credit, travel or entertainment card annual membership fees

- Lost luggage and contents. Employees should work directly with the transportation provider and credit card insurance carrier to recover damages.
- Fees or dues for airline VIP clubs and hotel loyalty or frequent-stayer programs
- Air travel insurance
- Any expenses resulting from obtaining airline miles for personal use
- Class of service upgrades. Health club services, e.g., massages, manicures, personal trainers
- Personal travel expenses, including sundries or recreational reading
- Movies (in-room and in-flight movies)
- Costs for personal guests
- Normal commuting costs
- Parking citations
- Cost of business clothing, outside of mandated wear
- Expenses incurred by spouses or partners of employees
- Personal gifts
- Gift cards in any amount for employees or non-employees
- Gifts to consultants, vendors, partners or participants. Please see Section 10 Gifts for additional information.
- Donations to a charity in lieu of flowers
- E-Reader devices and supplies, e.g. Kindle, Kindle supplies
- Hands-free devices, e.g. Bluetooth headsets
- Any technology equipment or supply purchased by an employee without prior approval

10. Gifts

Visit SLO CAL has a small annual Non-TMD budget allocation for use in team-building activities for employees. Examples of team-building activities include:

- Farewell and welcome meals for employee transitions
- Team building events or group meals that do not include a direct business agenda
- Greeting cards, flowers or tangible gifts to recognize key events such as illness, transitions in life, etc.
- Any amount exceeding \$100 is considered a personal expense unless approved in advance by the President & CEO.
- Team or individual celebration acknowledgements such as birthday cakes, baby showers, etc.

Visit SLO CAL employees may not receive any gift greater than \$100 in value without prior written approval from the President & CEO. Employees are strictly prohibited from using their position at Visit SLO CAL to request gifts or complimentary services (e.g., overnight stays, invitations to winemaker dinners, etc.) from constituents or members outside of normal industry standards. Using Visit SLO CAL influence for personal benefit is inappropriate, reflects poorly on the organization and could result in disciplinary action up to and including termination of employment.

Visit SLO CAL employees may not give any gift greater than \$100 in value without prior written approval from Travel & Expense Policy & Procedures | June 2019 | 9

the President & CEO. Any amount exceeding \$100 will be considered a personal expense to the employee, without prior written approval. This is not intended to prohibit normal business practices, corporate items given to participants in meetings and conferences, or token hosting gifts, as long as they are nominal and reasonable, promote Visit SLO CAL's legitimate business interests and are not given for the purpose of influencing the action of Visit SLO CAL or the recipient.

Gift cards in any denomination are not considered reimbursable, without prior written approval from the President & CEO.

11. Expense/Reimbursement Procedures

Visit SLO CAL may deny reimbursement of any expense not permitted under applicable law or not in compliance with this policy, inappropriate or excessive. Employees also should bear in mind that constituents may perceive certain expenditures as being either excessive or inappropriate in a review of Visit SLO CAL activities. Thus, moderation and discretion should guide decisions to incur expenses on Visit SLO CAL's behalf. Approved and budgeted expenses, that might be considered questionable by those not understanding Visit SLO CAL's business should be billed to the Non-TMD account.

11.1 Employee Responsibility

Each employee is solely responsible for the timely reconciliation of his or her expense and reimbursement report(s) (submittal is required in Concur by the 3rd of the month following the expense, unless otherwise noted in advance by the operations manager) and providing itemized receipts for each expense, including expenses on the employee's company credit card. Expense documentation should provide a clear explanation of the business purpose and a GL account to be billed. When submitting an expense report, any deviations from the policies detailed within this document must be explained in the comments section of the expense report and expenses that are not in compliance with this policy require the written approval of the President & CEO.

11.2 Expense/Reimbursement Report Approval

The department manager and/or President & CEO will review the expense/reimbursement reports submitted by Visit SLO CAL employees for validity, accuracy, compliance and appropriate documentation prior to timely approval of the expenses.

Upon approval of expense reports, any business-related Visit SLO CAL company credit card transactions will be paid directly by Visit SLO CAL. Out-of-pocket reimbursement expenses such as mileage and on-street parking will be reimbursed.

11.3 Timing of Expense/Reimbursement Report Submissions

The timely reconciliation of the Visit SLO CAL company credit card charges and out-of-pocket expenses is required within three (3) business days of the month-end. Out-of-pocket expenses submitted more than 60 days after month-end are not considered reimbursable.

12. Visit SLO CAL Company Credit Card Expectations and Procedures 12.1 Visit SLO CAL Company Credit Card Issuance and Cardholder Responsibility

If an employee regularly travels or incurs Visit SLO CAL expenses as a normal part of business, the employee may request a company credit card be issued in the employee's name. Personal credit cards should not be used in lieu of the Visit SLO CAL company credit card for any appropriate Travel & Expense-related business expenses without prior written approval from the President & CEO. Visit SLO CAL company credit cards are considered the property of Visit SLO CAL and are to be used for business expenses only. The employee's signature on the Cardholder Agreement and the Travel and Expense Policy Confirmation of Receipt indicates that the employee understands the intent of the Visit SLO CAL company credit card program and agrees to adhere to the Employee Travel and Expense Policy and Procedures. In addition, pursuant to this policy, the employee agrees to indemnify and hold Visit SLO CAL harmless for any charges, damages, or other claims or suits of any nature arising out of or resulting from the employee's failure to pay for any charges placed on the Visit SLO CAL company credit card in violation of this policy.

Visit SLO CAL company credit card usage may be audited and/or rescinded at any time. Inappropriate use of the Visit SLO CAL company credit card or delinquencies could result in the inactivation of the employee's Visit SLO CAL company credit card or other disciplinary action up to and including termination of employment.

The Visit SLO CAL company credit card should not be used for personal reasons unless the personal charge is embedded within a larger Visit SLO CAL expense, and approved in advance by the President & CEO. Inappropriate use of the Visit SLO CAL company credit card could result in the suspension of the employee's Visit SLO CAL company credit card and/or other disciplinary action.

In the event that an employee leaves Visit SLO CAL, accounting is responsible for reconciling any outstanding balance on the Visit SLO CAL company credit card. The operations manager will work with accounting on issuing or canceling Visit SLO CAL company credit cards, credit limit adjustments and any other Visit SLO CAL company credit card questions or service needs.

12.2 Cash Advances

Cash advances are not available on the Visit SLO CAL company credit card domestically. This includes advances through ATMs, bank locations, hotels or any other location where cash advances can be obtained. An emergency cash disbursement is available outside of the county, but should only be used in the case of an actual emergency.

Pre-departure cash advances must be approved in advance by the President & CEO and obtained by written request through Visit SLO CAL's controller at least 10 working days before departure.

12.3 Personal Expenses on Visit SLO CAL Company Credit Cards

The Visit SLO CAL company credit card should be used for business purposes only. An employee may not use the company card for personal expenses, except in the limited situations listed below when the personal amount is embedded within a valid business expense. The employee is responsible for paying for any personal amount. The limited situations are:

- Airport Parking (i.e., extending business trip for personal reasons)
- Business Meals (i.e., personal guest) when a split check is not allowed
- Rental Cars (i.e., extending business trip for personal reasons)
- Lodging expenses (i.e. in-room movies)

If an employee uses their Visit SLO CAL company credit card for any other personal expense, it will be considered a non-acceptable use of the Visit SLO CAL company credit card. The employee will receive email notification from accounting and appropriate action will be taken. Please note that continued use of an employee's Visit SLO CAL company credit card for non-acceptable personal expenses may result in the suspension of the employee's Visit SLO CAL company credit card account.

12.4 Accidental Death and Dismemberment Benefit

Travel for employees on a major common carrier, that is booked with Visit SLO CAL's company credit card, comes with accidental death and dismemberment coverage. Business Travel Accident Insurance ("BTAI") provides accidental death and dismemberment insurance coverage when Card Members charge their scheduled flight, train, or bus ticket to their Company Card. AMEX Green Card holders receive up to \$350,000 24-hour, door-to-door coverage for business trips for up to 30 days while boarding, traveling on and exiting a scheduled flight, cruise, train, or bus. AMEX Platinum Card Members receive up to \$500,000 24-hour, door-to-door coverage for business trips for up to 30 days while boarding, traveling on and exiting a scheduled flight, cruise, train, or bus. This coverage is provided at no additional fee.

12.5 Lost Luggage

Employees may not expense costs for lost luggage. Employees should work directly with the airline first to submit a claim for reimbursement. Visit SLO CAL's company credit card also offers baggage insurance when fare is purchased through the card. Please call the number on the back of the card: 1-800-528-2122 if the airline is unable to process the reimbursement claim.

12.6 Lost, Stolen or Compromised Visit SLO CAL Company Credit Cards

The company credit card is considered Visit SLO CAL property and should be secured in the same manner personal credit cards are secured. Our credit card company will never ask for sensitive account information via email, including social security numbers, account numbers, PINs or passwords. If you suspect that your account is the victim of fraud, please call the number on the back of the card: 1-800-528-2122. If you are traveling internationally, please call their International Collect number: 623-492-8427.

Customer Service representatives are available 24 hours per day, 365 days per year. Upon receipt of the employee's call, further use of the Visit SLO CAL company credit card will be blocked or card usage restrictions will be put in place by the credit card company. Prompt action in these circumstances can reduce Visit SLO CAL's liability for fraudulent charges. Also, the employee must immediately relay the notification call to the credit card company via email to Visit SLO CAL's controller and operations manager, indicating the Visit SLO CAL company credit card has been lost or stolen and a replacement Visit SLO CAL company credit card will be ordered.

12.7 Disputes/Unauthorized Charges

Employees are responsible for ensuring the accuracy and validity of transactions billed to their Visit SLO CAL company credit card. There may be occasions when the credit card statement does not correlate with the employee's receipts. The employee may not have made the transaction, the amount of the transaction may be incorrect, or the employee may have a quality or service issue. The employee is responsible for resolving disputed charges and can engage the operations manager for advice and direction.

The first recourse is for the employee to contact the vendor to try to resolve the error. If the vendor agrees that an error has been made, the vendor should credit the employee's account. The employee will need to follow up with the vendor to make sure the credit is issued.

If the vendor does not agree that an error has been made, please email Visit SLO CAL's controller and copy the operations manager to determine the best course of action.

Any transaction the employee wishes to dispute must be identified in writing within **60** days of the statement date. Disputes will be investigated by the credit card provider once notification has taken place.

12.8 Departing Employee

In the event that an employee leaves Visit SLO CAL, all outstanding Visit SLO CAL company credit card charges and out-of-pocket expenses must be reconciled prior to the employee's departure. The operations manager will confirm with Visit SLO CAL's controller, on behalf of the President & CEO, that any personal expenses on the employee's Visit SLO CAL company credit card have been paid by the employee.



Confirmation of Receipt

I have received my copy of Visit SLO CAL's Travel and Expense Policy. I understand and agree that it is my responsibility to read and familiarize myself with the policies and procedures contained in the handbook and that I will be held accountable for such.

My signature certifies that	I understand the	foregoing agreement:
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Employee's Name _	 	
Employee's Signature_	 	
Dato		



Holiday Inn Express & Suites 2455 Riverside Avenue Paso Robles, CA 93446 t: 805.238.6500 f: 805.238.0500 www.hixpaso.com



June 18th 2019

Chuck Davison Visit SLOCAL 1334 Marsh St San Luis Obispo, CA 93401

Dear Chuck,

Board and Board of Directors as the representative of the City of Paso Robles. It's been a wonderful experience, but I am going to re-focus more of my time and energy concentrating locally versus Countywide. There is a lot happening within our County, some I agree with, some I don't, but the most important thing for me to do is focus on Paso Robles first and foremost and help to champion our City and provide continued leadership to keep us moving in a positive direction. With my current Community Leadership positions time is getting harder and harder to find. I have nothing but the utmost respect for all my Exec and Board colleagues as well as yourself and staff and wish nothing but the best for you all. This resignation will take effect immediately, and talks have already begun with finding a very suitable and professional replacement to represent the City of Paso Robles on your Board.

Respectfully

John Arnold

CEO REPORT LOCAL MEETINGS

- Jim Lewis, City of Pismo Beach (6/17)
 - DMS Recommendations
- Mike Manchak, SLO EVC (6/17)
 - DMS Recommendations
- Molly Cano, City of San Luis Obispo (6/25)
 - Monthly touch-base
- Dr. Bill Hendricks, Cal Poly & Gordon Jackson, Pismo Beach CVB,
 Danna Stroud, Travel Paso, Cheryl Cumming, SLOCTBID (6/25)
 - Experience Innovation Lab
- Las Vegas Air Service Announcement (6/26)



- Hemant Patel, Comfort Inn (6/26)
 - Executive Committee Seat
- EVC Board Meeting (6/26)
- Hotel SLO Site Visit (6/27)
 - Tour of new property



Visit SLO CAL

2019-2020 Community Engagement Plan

Objective

To raise community awareness of the organization and adoption of the destination brand name.

Brand Names and Characteristics:

Organization Brand

<u>Brand Name</u>: **Visit SLO CAL** is the countywide nonprofit destination marketing and management organization.

Brand Characteristics:

Logo:

SIO CALIFORNIA

We are known for our values:

Future Focused: Delivering today with an eye on tomorrow

Collaboration: Our partnerships inform and support economic success

Drive: We bring enthusiasm to our initiatives and focus on results

Stewardship: We are mindful of our resources and the SLO CAL brand

People want to work with us because we are known to be:

- Strategic
- Connectors
- Creative
- Inspiring
- Essential

Destination Brand

Brand Name: SLO CAL is the unifying regional destination brand for San Luis Obispo County.

Brand Characteristics:

Logo:

This destination is known for being:



- Recreational and Adventurous
- Genuine & Authentic
- Unpretentious, Friendly and Casual
- Fun & Playful

We offer visitors:

- Diversity of experiences
- Freedom to take life at their own pace
- Opportunities not limited by time, money or experience

Lodging Investors

Who they are: Visit SLO CAL Board of Directors and lodging investors

<u>Why they matter</u>: They are our shareholders and the group our organization works to serve. Our goal is for them to internalize their role as co-owners of our organizational brand identity, embrace our mission, champion the destination brand, and be ambassadors for our strategic initiatives.

Community Stakeholders <u>Who they are</u>: Elected officials, senior public-sector staff (County CAO, city managers)

<u>Why they matter</u>: They are stakeholders in the success of the Tourism Marketing District renewal and set policies and budgets affecting current and future tourism growth and development. Our goal is for them to view our organization as essential to meeting their community goals, embrace our mission, champion the destination brand and partner in implementing our strategic initiatives.

Industry Partners

<u>Who they are</u>: Owners, managers and staff of tourism-serving organizations and businesses, including local BIDs, restaurants, wineries, attractions, etc.

<u>Why they matter</u>: They are essential to delivering on and promoting the destination brand promise. Our goal is for our industry partners to lean into opportunities to work with us because they experience our organization living up to our brand intention, of being strategic, creative, inspiring and essential to their success. Concurrently, they are champions of the destination brand and join us in helping to reinforce the SLO CAL brand amongst visitors and residents.

Influencers

<u>Who are they</u>: Well-organized and engaged public and private sector organizations (Airport, Cal Poly, Chambers of Commerce, Economic Development Organizations, Home Builders Association, Land Conservancy of SLO, governing boards such as SLOCOG, RWQCB, APCD, State Parks, etc.)

<u>Why they matter</u>: They are fellow stakeholders in the policy decisions affecting the future of the region and ambassadors for both brands. Our goal is to engage them as loyal coalition partners who evangelize the merits of our strategic initiatives because they see and value opportunities for shared success and have experienced our organization living up to our brand characteristics.

General Public

Who are they: The residents of SLO CAL

Why they matter: They are the heart and soul of the destination who establish, live and model our community values. Our goal is for them to know, embrace and live the SLO CAL destination brand. We want them to adopt SLO CAL into their vernacular and proudly showcase it as part of their identity. They are a secondary audience to our organization as we seek to deliver a destination that ultimately enhances the quality of life for those who live, work and play in our communities. As such, we are seeking to earn their recognition and trust that the tourism industry is working to enhance their quality of life by creating and maintaining the unique character and experiences that make SLO CAL a desirable place to call home.

Visitors

<u>Who are they</u>: The visitors to SLO CAL spending the night in our lodging properties or visiting SLO CAL on a day trip, experiencing this destination as a guest of our community.

<u>Why they matter</u>: They are the people that visit our destination either in a day trip or are staying in one of our lodging properties. They keep our economy continuously moving forward as they spend their dollars in our investors' and partners' businesses. Our goal is for them to know, embrace and love the SLO CAL destination, keeping them coming back and sharing the beauty of this place with their friends and family, and becoming ambassadors of this place as they return home.

Outreach Strategies:

The following outreach strategies are proposed as a starting point but should not be construed as the totality of the community engagement strategy being contemplated into the future. Not every piece of the strategy will take the same priority nor will each piece be done all at once.



Position Visit SLO CAL Staff as Experts in Travel & Tourism

Focus: Lodging Investors, Community Stakeholders, Industry Partners, Influencers

- This Week in SLO CAL (TWISC)
 - This is currently a weekly email focused on promoting Travel & Tourism information to Visit SLO CAL investors and partners. The focus in the past has been general information about the industry, upcoming programs, events and Visit SLO CAL specific information. Moving forward each week will be specifically focused on one of the four external facing departments within Visit SLO CAL including travel trade, marketing, communications and engagement and advocacy. For months with a fifth week, the focus will be an update from the President & CEO.
 - Each department will also be responsible for creating two components to be included in TWISC. First, a 500-word article written on a variety of potential topics including recent professional activities they have participated in, industry trends, upcoming issues in government, etc. Additionally, each department will record a two-minute audio update on a topic different from the article, focused on toplevel highlights in their area of expertise.
 - When appropriate, Visit SLO CAL staff will be encouraged to shoot video footage on location at different lodging properties and throughout the community highlighting our partners and promoting industry specific information. This footage can be used in TWISC or other owned media channels.

Provide Travel and Tourism Partners with SLO CAL Branding Resources

Focus: Lodging Investors, Industry Partners, Influencers, General Public, Visitors

- Branding Toolkit
 - The Visit SLO CAL Marketing Department will create a digital toolkit, including social media image templates, e-blast images, standard ads, and a digital button for more information to be used on our partner's website, social media channels, etc.
 - Lodging Investors and Industry Partners will also be provided with a number of items available for distribution and promotion in their properties, including "SLO CAL" stickers, "Life's Too Beautiful to Rush" static clings and stickers and destination specific postcards.
- SWAG/Apparel
 - Visit SLO CAL will work to create "SLO CAL" and "Life's Too Beautiful to Rush" swag and apparel which
 will be available for sale through partnerships with local retailers. These items may include t-shirts,
 water bottles, canvas totes, etc. This activation may also require paid media and social media ads to
 support local adoption of the SLO CAL brand and "Life's Too Beautiful to Rush" campaign.

Support Local Activation of the SLO CAL Brand

Focus: Lodging Investors, Industry Partners, Influencers, General Public, Visitors

SLO CAL Crafted

Once the SLO CAL Crafted trademark has been finalized, Visit SLO CAL will develop a product certification for SLO CAL Crafted product, as well as a digital toolkit including social media image templates, e-blast images, standard ads and a digital button for more information to be used on partner's website. Visit SLO CAL will work with crafters to ensure the SLO CAL Crafted certification is prominently placed on local product and may support crafters with SLO CAL Crafted stickers, rubber stamps, etc. Visit SLO CAL will also develop a microsite with product and store information where visitors and residents can find SLO CAL Crafted certified product for sale. This activation may also require paid media and social media ads to support promotion of the SLO CAL Crafted program and products.

Partner Activations

 Visit SLO CAL will work with organizations that market in SLO CAL to similar personas and have a broad reach on social media to establish formal on-brand marketing partnerships in order to perpetuate the SLO CAL brand. These partnerships should be focused in-market for consumption by residents and our investors and partners. This activation may also require paid media and social media ads to support these activations.

Measures of Success:

- Increased awareness of Visit SLO CAL as a Destination Marketing and Management Organization, it's role, responsibilities, programs and contributions amongst lodging investors, community stakeholders, influencers, and leading industry partners
- Greater awareness of Visit SLO CAL among the general public as a strong community advocate, working to better resident quality of life
- Increased inbound marketing and strategic partnership opportunities
- Greater awareness of the positive economic impact that tourism plays on the SLO CAL economy
- Greater use of "SLO CAL" by local industry partners in guest and resident experiences
- Increased in the number of media channels contacting Visit SLO CAL for comment and information relating to the expertise of our organization
- Increased access to and influence with elected officials
- Increased use of #SLOCAL on social media
- Widespread use of the SLO CAL Crafted certification program
- High levels of engagement on social media platforms including click through rates and simple clicks
- Frequency of traditional paid media in-market



July 5, 2019

The Honorable Dayna Bochco Chair, California Coastal Commission 45 Fremont St #1900 San Francisco, CA 94105

Re: <u>July 11 Coastal Commission Meeting Agenda Item 12a: Oceano Dunes State Vehicular Recreation Area (ODSVRA) CDP Review</u>

Dear California Coastal Commission,

We are writing on behalf of the San Luis Obispo County (SLO CAL) Travel & Tourism industry, and our regional business community and economic development organizations to express concern for the recommendation by commission staff regarding the Oceano Dunes State Vehicular Recreation Area (ODSVRA) Coastal Development Permit (CDP) Review.

The Oceano Dunes SVRA is not only a unique and critical part of the tourism infrastructure for many visitors to SLO CAL and the surrounding Central Coast region, but it also provides a significant economic impact to the local community. Every year, thousands of visitors from across California and around the world travel to Oceano and the surrounding communities to experience the only beach in California, south of the Bay Area, that is accessible for people to drive on. Those visitors eat in local restaurants, shop in local retailers and support local businesses both small and large throughout the year. With the majority of our small-town businesses being locally owned the dollars spent by these visitors keep businesses open, residents employed and provide needed tax dollars to our communities, dollars that would be lost if commission staff recommendations where put in place.

In recent years, the usage of off highway vehicles (OHV) in the ODSVRA has come under much scrutiny for the impact that it has on the landscape and the surrounding community. This coalition does not disagree that it is important to manage the impact of the ODSVRA. However, we believe that there is an opportunity to effectively balance the need to protect the natural areas and quality of life for SLO CAL residents with the unique guest experience offered and the economic impact generated.

We ask that you hold this item for consideration at a date to-be-determined and direct staff to begin working with the SLO CAL Travel & Tourism industry, and other local partners to study the greater economic impact of the ODSVRA and create sensible solutions to move forward.



Sincerely,

Chuck Davison President & CEO Visit SLO CAL Jeffrey O. Armstrong
Jeffrey Armstrong
President
Cal Poly, San Luis Obispo

Melissa James
President & CEO
Hourglass Project

Glenn Morris
President & CEO
Santa Maria Valley Chamber

Jocelyn Brennan
President & CEO
South County Chambers

feelen Munau

Mike Manchak President & CEO Economic Vitality Corp.

David Archer President & CEO Pismo Beach Chamber

CC: The Honorable Jordan Cunningham, CA AD 35
The Honorable William "Bill" Monning, CA SD 17
The Honorable Erik Howell, CA Coastal Commission















ENVIRONMENT

No more off-road riding at the Oceano Dunes? Coastal Commission staff says 'it is time'

BY KAYTLYN LESLIE

JUNE 25, 2019 05:41 PM





The era of riding at the Oceano Dunes State Vehicular Recreational Area may be coming to a close after decades of controversy and debate.

In what would be a critical decision for the Oceano Dunes, California Coastal Commission staff is advising the state board to take steps to stop recreational off-highway vehicle (OHV) use at the Central Coast park.

The recommendation was due to issues regarding "air quality and public health, rare and endangered species and habitats, environmental justice, and tribal concerns," staff said in a June 21 report.

"The bottom line in staff's view is that the Park and the (coastal development permit) cannot continue to operate as it has in the past," read the report. "... it is time to start thinking about ways to transition the Park away from high-intensity OHV use to other less intensive forms of public access and recreation."

"Put simply, in staff's view a park that is fully consistent with on-the-ground realities, and with coastal resource protection requirements, does not include OHV use," continued the report.

PHASING OUT OHVS

The report was released ahead of a California Coastal Commission meeting in San Luis Obispo on July 11, when the Commission is expected to review the permit for the Oceano Dunes State Vehicular Recreation Area.

There, it could choose to implement a number of staff recommended changes to the permit, including prohibiting night riding, increasing enforcement and adding more fences at the park—all with the goal of eventually phasing out OHV use.

"We've kind of come to this realization," the Commission's Central Coast District Director Dan Carl told The Tribune in a phone interview Tuesday. "It's not been an 'aha!' moment — it's been a steady progression of these issues kind of ratcheting up."

"We think OHV use is just not something that is appropriately a use out there," he said. "We just don't see how OHV use can be squared with the local coastal plan."

Such a decision could irrevocably change the landscape and economy of southern San Luis Obispo County.

State Parks estimated that the Oceano Dunes State Vehicular Recreation Area and Pismo State Beach had an estimated <u>economic impact of \$243 million</u> on San Luis Obispo County in 2016-17.

According to that same study, more than 2.2 million people visited the State Parks district in that time — most from outside the area.





Hundreds of dune buggies drove across the sand at the Oceano Dunes in San Luis Obispo County, California, for the second Dune Buggy Reunion. The event featured a parade, outdoor movie and freestyle hill climbs.

By **David Middlecamp**

MORE RANGERS AND FENCING, NO NIGHT RIDING

The park itself is nearly 3,600 acres, extending about 6 miles along the beach. Off-highway vehicles are allowed on 1,500 acres of that, or less, depending upon the season.

It was officially turned into an off-roading park in the 1980s.

Under staff's proposed plan, the Commission could change the park's permit to "begin to better address coastal resource concerns."

Some of those initial changes would include:

- **Increasing enforcement** of all vehicular use limits, speed limits and other vehicular requirements; would also call for additional signs, rangers and parameters for verifying that the number of vehicles in the park doesn't exceed maximum allowances.
- Adding fencing to protect coastal resources.
- **Prohibiting night riding** from one hour after sunset to one hour before sunrise.
- Stopping OHV and camping operations when the Arroyo Grande Creek flows to prevent creek crossings.
- **Reducing vehicular and OHV daily use limits** depending on acreage that is available for use that day due to dust control requirements or other exclosures (prohibited areas).
- Eliminating holiday unlimited vehicular and OHV use exceptions on Memorial Day, Fourth of July, Labor Day and Thanksgiving.
- **Considering entrance modifications** that could provide vehicular access to the park while reducing coastal resource impacts.
- Making 300-acre seasonal endangered special exclosure area permanent and restore the area to natural habitat.
- Allowing for future closures for required dust control for all areas specified by the San Luis Obispo County Air Pollution Control District.

These changes would act as a first step toward eventually phasing out "high-intensity OHV use."

"We think a transition that allows for car camping could provide for a really cool feature for the public and for those that like to camp at Oceano Dunes," he said. "There's a great history of that."

All of the recommendations are up to the Coastal Commission, however, Carl noted. They could choose to not implement any of the changes, or could choose to recommend more significant ones to park operations.

If the Commission decides to approve staff recommendation at its upcoming meeting, the ball would then be in State Park's court for implementation. Carl said the goal would be to have most of the changes in place by October or December.



An SUV got stuck and water rose nearly to its roof in Arroyo Grande Creek at the Oceano Dunes on Monday, January 9, 2017. Both occupants ended up getting arrested once they made it to safety.

By McClatchy

STATE PARKS HAS ITS OWN PLAN

Meanwhile, State Parks has been pursuing its own public works plan (PWP) for operational changes at the park for more than a year.

That plan — though still in development — has been described as a long-range land-use management plan to "improve motorized and non-motorized recreation opportunities at the park," while complying with the California Coastal Act, <u>according to its website</u>.

Some <u>early concepts for this plan</u> floated the idea of adding a boardwalk connecting the Grand and Pier avenue entrances, and creating a southern OHV entrance, among other changes.

The concept plans released early this year showed that the direction State Parks' PWP was heading seemed inconsistent with the Coastal Commission's ultimate goals, according to Carl.

'Here's what you need to do with your PWP,' so they don't go through with the process and spend a whole lot of money on a project that can't get approved."

Kevin Pearce, interim superintendent for State Parks' Oceano Dunes district, said State Parks has received the Coastal Commission staff report and is reviewing it at the local and state level.

Pearce said there will be more discussion between State Parks and the Coastal Commission staff on the topic, but declined further comment on the specifics of the recommendation.

He did add that State Parks is continuing work on its PWP in the meantime.

"It's too early to abandon projects that have already been initiated," he said.



Ted Cabral of the Off-Highway Motor Vehicle Recreation Commission calls action by the San Luis Obispo County Air Pollution Control District at the Oceano Dunes "stupid" and says the agency needs to be "pushed back against" in a March 1, 2019 meeting.

By **David Caraccio**

DUNE RIDERS PREPARING FOR FIGHT

The staff recommendation rallied those who fervently support off-roading at the dunes, including the Friends of the Oceano Dunes.

"It's time for us to roll up our sleeves and fight," President Jim Suty said in a video posted to the Friends of the Oceano Dunes Facebook page Saturday.

In the video, Suty said supporters needed to be cautious in their fight, and to not accept even a partial closure of the SVRA.

"It's still a loss folks," he said of a partial closure. "It's a continued loss. It's death by 1,000 fence posts, and we're going to lose the park over time unless something drastically changes." Suty asked people to write letters, make phone calls and show up to the meeting "in force to make sure our voices are being heard." As of Tuesday, the video had been viewed more than 10,000 times. When reached by email on Tuesday, Suty declined to comment to The Tribune on the staff

recommendation.

 \times



California State Parks fenced off about 20 acres in the Oceano Dunes State Vehicle Recreation Area in January 2018 to add native plants in an effort to control dust.

By David Middlecamp

DUST AND LOCAL IMPACTS

One of the biggest points of controversy at the State Park has long been whether OHV use contributes to blowing dust on the Nipomo Mesa.

Homeowners in that area have complained of health issues associated with particulate matter in the air and point to the vehicle use at the park as a cause. Others say the dust is a natural phenomenon, and that OHVs are not to blame.

<u>A 2013 study funded by State Parks</u> found that areas in the Oceano Dunes SVRA where riding occurred had five to eight times more dust emissions than areas where no riding was allowed, but researchers in the study did not conclude whether OHV riding was the cause.

Fourth District Supervisor Lynn Compton, whose district encompasses the entrances to the park and much of the South County, told The Tribune on Tuesday that she has heard from people who both want to keep and want to close the park.

"There has long been controversy over this riding area," she said. "I truly believe both sides can coexist there. However, to some of the staunch opponents, I do not believe they agree, nor do I think anything will satisfy them short of closure."

Compton said she believes there are things that could be done to mitigate some of the concerns with the park, but added that she does not believe that blowing sand is 100% caused by OHV use.

She also noted that stopping OHV use at the park would have a significant impact on the local

Matt Bronson, the city manager for Grover Beach, which is situated at one of the entrances to the State Park, said the city doesn't have an official position on the Coastal Commission staff recommendation, noting only that they "are aware but have not yet had an opportunity to review it in any detail."

Bronson did say that visitors to the park contribute to the city's economic and tax revenue, and that vehicle access to the park "is a complicated, long-standing issue here in this area."

"The city will monitor this issue carefully," he said.

Visit SLO CAL President and CEO Chuck Davison on Tuesday called the Oceano Dunes "an essential part of the tourism infrastructure and a valuable asset to our county's film industry."

"People from around the state, the country and the world travel to our destination to drive along the only beach south of the Bay area with vehicular access," he said in a statement emailed to The Tribune. "We believe there is an opportunity to effectively balance the incredible guest experience offered at the Oceano Dunes, while protecting and improving our natural areas and the quality of life for SLO CAL residents."

HOW TO COMMENT, ATTEND

The California Coastal Commission meeting will be held July 11, starting at 9 a.m. It will take place at the Embassy Suites Hotel at 333 Madonna Road in San Luis Obispo.

A live stream of the meeting will also be available on the Commission's website at https://www.coastal.ca.gov/meetings/agenda/#/2019/7.

Comments on the report can be submitted at the same link.

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LOCAL

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MAY 07, 2019 04:46 PM

INVESTIGATIONS

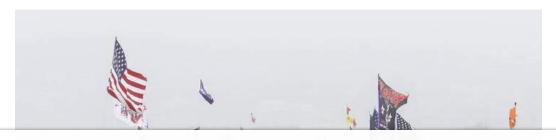
Live on or near the Nipomo Mesa? We're investigating air quality and need your help

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LATEST-NEWS

More tragedy at the Oceano Dunes. Tulare man killed in off-highway vehicle crash

MAY 26, 2019 09:20 PM





Hundreds of dune buggies paraded along the Oceano Dunes State Recreational Vehicle Area on Sunday morning, the line stretching south to north for over 45 minutes. DAVID MIDDLECAMP DMIDDLECAMP@THETRIBUNENEWS.COM



KAYTLYN LESLIE







805-781-7928

Kaytlyn Leslie writes about business and development for The Tribune. Hailing from Nipomo, she also covers city governments and happenings in the South County region, including Arroyo Grande, Pismo Beach and Grover Beach. She joined The Tribune in 2013 after graduating from Cal Poly with her journalism degree.

○ COMMENTS ✓

14 Comments

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Ron Orr

What about all that citation revenue that they are going to lose. And the entry fees.

Like · Reply · 1d



Kelli Hamma

Thanks to everyone who's commented. I live in the area, own a Jeep 4×4 and have been out on the dunes a few times over 20 years, but I haven't seen any comments here addressing air quality/public health. My family and I live about 2 miles away from the riding area at Oceano Dunes. Solid, repeated scientific evidence shows that year-round OHV use is literally breaking down the sand grains into 10micron and smaller silicate particulate matter that is breathed in every day by thousands of residents downwind. Human lungs don't kick this stuff out - it stays there forever and eventually causes res... See More

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Ken Sturgis

You better start voting Republican or all your rights will be gone

Like · Reply · 1 · 2d



Robert Biedermann

Radical NIMBY's and junk science. Typical California politics

Like · Reply · 1 · 2d



Alan Thomas

Call me a radical moderate, but before a permanent shutdown, why not stop all OHV use for a test period of say 3 years and measure the particulates during that time. This would provide better data on the impacts of off roading versus other causes.



VISIT SLO CAL

DESTINATION MANAGEMENT STRATEGY

July 8, 2019

INTRODUCTION

Historically, the wealth of cities and communities has been determined primarily by geographic factors—climate, access to resources, ports and proximity to other markets. For centuries, the luck of the geographical draw attracted capital and investment, created jobs and generated economic growth and prosperity. But as developed economies have shifted rapidly from a manufacturing orientation to services and technology in the latter half of the 20th century, geographic factors have become less important in determining the economic success of cities, regions, states and countries. Today, it is increasingly the perceived quality of place that determines where talent, capital and Travel & Tourism flow.

Research by Resonance Consultancy has shown that what attracts people to places to live is increasingly aligned with the very same factors that make places attractive to visit. Among them: the quality of the natural environment, parks and open spaces; the diversity of people; the variety of restaurants and nightlife; and the quality of arts and culture. These assets, and many others, shape the perception and identity of places in the minds of people as they consider and evaluate places to live, visit or invest.

Therefore, destination marketing and management requires taking a strategic, rather than organic, approach to defining an overarching vision and competitive positioning for a destination in order to attract specific types of Travel & Tourism to the destination. In a world where the competition for visitors is fierce, knowing and understanding the ideal visitor segments, speaking directly to them and focusing on providing a high-value travel experience can help destinations differentiate themselves.

Recognizing this, leaders across San Luis Obispo County, California (SLO CAL®) are taking a step back to purposefully consider what type of destination they would like the county to become in the future. How can stakeholders across the county work together to advance common economic, social, environmental and cultural goals?

In this regard, Resonance Consultancy has been engaged by Visit SLO CAL to help San Luis Obispo County community leaders understand the key competitive advantages and weaknesses for tourism, and quality of life for local residents in order to create a Destination Management Strategy intended to guide the planning, product development, programming, policy and promotion of SLO CAL as a destination to live, work, play and visit.



The Destination Management Strategy is built upon the recognition that the tourism industry is both a major stakeholder and strategic partner in this integrated planning effort. With a mission to establish SLO CAL as a premier destination for residents and visitors, and continue as a major economic driver in the area, the tourism industry is well positioned to help balance the economic development and quality of life issues facing the region.



VISIT SLO CAL

Visit SLO CAL is the non-profit countywide destination marketing and management organization for San Luis Obispo County, California. Through marketing, advertising, public relations, group sales, promotions, events and sponsorship, there goal is to brand SLO CAL as a choice destination for regional, national and international travelers, promoting the region in feeder markets and throughout the world.

Visit SLO CAL partners closely with tourism-related businesses including lodging properties, restaurants, wineries, activities, golf courses and retail stores to create a unified marketing approach that fosters growth and creates life-long ambassadors for travel in San Luis Obispo County.

Visit SLO CAL's mission is to inspire travel and foster the county's unique experiences to create lifelong ambassadors and economic growth for San Luis Obispo County.

In their role as destination steward and as part of this Destination Management Strategy initiative, Visit SLO CAL continues their evolutionary journey to become a DMMO (Destination Marketing and Management Organization). This shift takes Visit SLO CAL beyond a DMO's (Destination Marketing Organization) traditional role of tourism marketing and promotion, to also include responsibility for implementing the recommendations of the Destination Management Strategy.

While it's a big step, this transition from DMO to DMMO is becoming standard operating practice for many destination organizations around the world. Visit SLO CAL's Destination Management Strategy implementation is just another example of how the organization will be growing to better serve the industry, visitors and community.



CRAFTING A DESTINATION MANAGEMENT STRATEGY

Resonance Consultancy's approach to the creation of a Destination Management Strategy was designed to help residents and stakeholders articulate and share a clear vision for the future—because when people share a vision of the future, it gives them shared belief, shared purpose and shared passion.

This approach sought to define the destination as more than the sum of its parts. While the Destination Management Strategy addresses critical hardware, such as transportation or a potential conference center, required to achieve SLO CAL's goals, it also addresses the software of relationships and programming required to foster the quality of life, culture and experiences necessary to create a unique and compelling sense of place.

The process undertaken to develop the Destination Management Strategy was divided into six key phases:

- 1. Foundational Research
- 2. Visioning Workshops
- 3. Draft Recommendations
- 4. Finalizing Recommendations, Roles & Responsibilities
- 5. Implementation
- 6. Action Plan Development

1. FOUNDATIONAL RESEARCH

Past experience has taught Resonance Consultancy that successful destination management planning requires the participation and alignment of not only industry stakeholders, but those of the



visitor and local community as well. As such, the process was designed to not only consult, but also engage and collaborate with industry stakeholders, visitors, residents and the community at large.

It is for these reasons that the Destination Management Strategy for SLO CAL focused on four key research activities:

- 1. Stakeholder Engagement
- 2. Visitor Survey
- 3. Destination Assessment
- 4. Community Survey

These four pieces of research, which were reviewed and critiqued by a steering committee of community leaders and industry stakeholders, led to important insights that were considered in the development of a future vision for SLO CAL as a destination for residents and visitors and the resulting Destination Management Strategy developed by this project.

DESTINATION MANAGEMENT STRATEGY STEERING COMMITTEE

Jim Bergman, City Manager, City of Arroyo Grande

Matthew Bronson, City Manager, City of Grover Beach

Kevin Bumen, Director of Airports, San Luis Obispo County Regional Airport

Scott Collins, City Manager, City of Morro Bay

Ronald De Carli, Executive Director (retired), San Luis Obispo Council of Governments

Pete Rodgers, Executive Director, San Luis Obispo Council of Governments

Tom Frutchey, City Manager, City of Paso Robles

Andrew Hackleman, Vice President of Strategy, Hourglass Project

Melissa James, President & CEO, Hourglass Project

Derek Johnson, City Manager, City of San Luis Obispo

Jim Lewis, City Manager, City of Pismo Beach

Bob Linscheid, Senior Advisor for Economic Development, Cal Poly San Luis Obispo

Mike Manchak, President & CEO, Economic Vitality Corporation

Clint Pearce, President, Madonna Enterprises

Rachelle Rickard, City Manager, City of Atascadero

Christine Robertson, Executive Director, San Luis Coastal Education Foundation

Guy Savage, Assistant County Administrative Officer, County of San Luis Obispo

Chuck Davison, President & CEO, Visit SLO CAL



STAKEHOLDER ENGAGEMENT

Identifying Strategic Issues and Opportunities for SLO CAL

Resonance met with 130 stakeholders in 35 sessions during the week of May 14, 2018 and hosted additional calls on May 11 and 30. The primary purpose of these discussions was to identify participant opinions, aspirations and ideas (issues and opportunities) for the future of SLO CAL as a destination for visitors and as a place for residents to live, work and play.

Stakeholders were very keen to contribute their ideas and thoughts, so there is no lack of issues and opportunities for SLO CAL, as a destination for visitors and residents, to explore. The intensity of engagement and contribution from stakeholders (industry, government, nonprofits and residents), coupled with the outstanding feedback from the community survey illustrate that residents of San Luis Obispo County care deeply about their destination and want to make sure that their voices are heard in the process.

VISITOR SURVEY

Opinions and Perceptions of Previous Visitors and Prospective Residents about their Experiences in SLO CAL

Resonance surveyed 1,064 previous visitors to understand who the current San Luis Obispo County visitor is, how they compare to U.S. travelers in general and what types of travelers and prospective residents would most likely be attracted to the destination in the future. The survey was also used to assess the quality of and satisfaction with current destination services, accommodations and amenities; and to create a segmentation analysis to better understand the San Luis Obispo County visitor and how they differ from U.S. travelers in general.

SLO CAL's current visitor is a stereotypical sun, sand and surf seeker who has evolved into an all-around outdoor activities' visitor, looking for a relaxing getaway trip to a place they have been before and is easy to get to by automobile. They like going to the beach and the open spaces, and enjoy all the outdoor activities that SLO CAL has to offer. They frequent SLO CAL's restaurants and shopping, and are increasingly exploring the growing wine experience, which is probably the most important factor in attracting and engaging a visitor who is spending more time and money in SLO CAL.



DESTINATION ASSESSMENT

Benchmarking SLO CAL Experiences vs 14 Other Destinations (Actual and Aspirational)

Resonance conducted a quantitative assessment of SLO CAL's destination assets and experiences, utilizing a combination of social media reviews and core performance statistics collected directly from TripAdvisor and Yelp. This research benchmarked both the quantity of Travel & Tourism assets and the quality of these experiences against 14 actual and aspirational destinations. The focus of this activity was to understand what visitors are saying about SLO CAL's products and what they compare online about SLO CAL and 14 other destinations when making their travel plans.

The benchmarking set that was selected for San Luis Obispo County includes:

- Boulder County, CO (including the city of Boulder)
- Buncombe County, NC (including the city of Asheville)
- Deschutes County, OR (including the city of Bend)
- Hawke's Bay Region, New Zealand
- Lake Tahoe, CA (regional area)
- Monterey County, CA (including the cities of Salinas and Carmel)
- Napa County, CA
- Riverside County, CA (including the city of Palm Springs)
- Santa Barbara County, CA
- Santa Cruz County, CA
- Scottsdale, AZ
- Sonoma County, CA
- Ventura County, CA
- Walla Walla County, WA

As a destination, SLO CAL competes very well in its group of sun, sand, surf and outdoor activities destinations. It does very well in the categories of boat tours and water sports, as well as hotels and shopping, although it's not really well known for the latter two. And, although visitors really like SLO CAL's restaurants, the category doesn't actually benchmark very well among its competitive set, so there is definitely an opportunity to improve. Two other categories where SLO CAL could improve is in hotels and events & festivals: Although quite strong in terms of the quantity of hotels, one-third of establishments fall short of a "quality" rating; and in the events & festivals category, 4 in 10 fall short of a "quality" rating. Finally, although the competition for wine experiences is tough, SLO CAL holds its own against world class Napa, Sonoma and Walla Walla. So, in general, although SLO CAL can always improve its tourism assets and experiences, it is actually doing quite well at the moment from a supply-side perspective.



COMMUNITY SURVEY

Opinions and Perceptions of Residents about Key Issues and Opportunities for SLO CAL

In consultation with Visit SLO CAL staff, Resonance developed an online survey to identify and gauge residents' perceptions on a variety of key issues and opportunities with respect to livability, culture, economy and sense of place. The survey was extensively promoted via email, television and radio public service announcements, along with social media platforms to the databases of a variety of civic organizations as introduced by SLO CAL staff. The survey results were extremely robust, reflecting an excellent sample size of 5,053 respondents who live, work and study in SLO CAL.

Residents care deeply about their natural environment and their socioeconomic situation, and those are the driving forces for how they see SLO CAL's future as a destination. They understand the impact tourism is having on their communities, economically and with regard to quality of life, and want to make sure that both are balanced in the Destination Management Strategy.

2. VISIONING WORKSHOPS

The information from the four research activities was utilized in four visioning workshops to gain broad input and develop priorities for opportunities and challenges in SLO CAL that might be addressed by the Destination Management Strategy.

3. DRAFT RECOMMENDATIONS

The results of the four visioning workshops were then compiled into a Draft Recommendations Report, which was presented to the project team and steering committee and the Visit SLO CAL Board of Directors, and used as the basis for six individual municipal briefings with community leaders throughout San Luis Obispo County for consideration, feedback and comments.

4. FINALIZING RECOMMENDATIONS, ROLES & RESPONSIBILITIES

The Destination Management Strategy Recommendations and Roles and Responsibilities have been created from all of the collected research and community outreach. The Visit SLO CAL project team and steering committee reviewed the final recommendations and helped define the roles and responsibilities in order to carry them out.

5. IMPLEMENTATION

A long-term plan such as the Destination Management Strategy can be overwhelming when viewed as a whole. It is for this reason that a plan for implementations has been included at the end of this



document to guide Visit SLO CAL and its partners in developing their annual plans and resources necessary to move the Strategy forward to implementation.

6. ACTION PLAN DEVELOPMENT

The project team finished the work for the Destination Management Strategy by developing an action plan that can be used by Visit SLO CAL and other responsible organizations, agencies and leaders to plan, monitor and review activities for implementation.



OBJECTIVES

Destinations (cities, counties, states and countries) have undergone a period of extreme change over the past 10 years. Travelers' motivations have shifted, leaving many destinations, that were well positioned just a decade ago, struggling to balance the needs and interests of their industry with those of their local community. At the same time, this market dislocation is creating opportunities for forward looking Travel & Tourism destinations to create strategies and products that satisfy the needs and desires of residents and visitors alike.

In SLO CAL, the number of visitors coming to enjoy the multitude of outstanding outdoor activities, beaches, wine regions and urban experiences is increasing year after year—as is the resulting economic benefit.

At the same time, residents are protective of the high quality of life offered throughout the region. They cherish the scenic landscapes and coastal climate, the ease of accessing outdoor recreation and the laid-back, friendly people.

As a starting point for the Destination Management Strategy, Resonance asked industry, government and resident stakeholders to guide the process by prioritizing the objectives they felt were important for the project. The objectives in order of priority were:

1. Resident Quality of Life

SLO CAL will support and invest in destination products and services, activities and events that preserve and create a high quality of life experience for residents that reflects the unique environment, culture and diversity of San Luis Obispo County.

2. Visitor Experience

SLO CAL will support and invest in destination products and services, activities and events that create a compelling, must-visit destination experience that reflects the unique environment, culture and diversity of San Luis Obispo County.

3. Investment

SLO CAL will foster the expansion of private sector investment in Travel & Tourism projects and services and the coordination of public infrastructure investment to achieve optimum benefits for the travel and tourism industry and residents.



4. Employment

The Travel & Tourism businesses in SLO CAL will become employers of choice for residents seeking long-term careers, offering exceptional opportunities for growth in the competitive tourism industry.

5. Environment

The Travel & Tourism industry in SLO CAL will embrace the vision of sustainable tourism and sustainable development, and work with Visit SLO CAL to develop and promote San Luis Obispo County as a world-leading sustainable community and tourism destination.



STRATEGIES

To provide structure and selection criteria to the long list of potential issues and opportunities identified by the research, stakeholder engagement and workshop process, the project team and stakeholders agreed to set forth four guiding strategies that the Destination Management Strategy Recommendations should seek to fulfill. These four strategies have been designed to address specific priorities for SLO CAL as a destination for visitors and residents.

1. Attract Visitors in Off-Season and Mid-Week

SLO CAL should prioritize recommendations on programs, events and efforts that balance SLO CAL visitors between peak-season and off-season, as well as weekend and mid-week. This strategy is designed to smooth out seasonality issues and create a year-round sustainable tourism industry.

2. Attract Visitors to Less Frequented Destinations

SLO CAL should prioritize recommendations on balancing and managing visitor numbers between high-traffic destinations such as San Luis Obispo, Morro Bay, Pismo Beach, Paso Robles and Avila Beach, and lower traffic destinations such as Arroyo Grande, Atascadero, Cayucos, San Simeon and the many other SLO CAL communities. This strategy is designed to reduce overtourism issues and grow tourism business in communities that could use increased development or business activity.

3. Increase Visitor Expenditure

SLO CAL should prioritize activities and experiences that will increase the average daily expenditure of visitors. This strategy is designed to reduce and manage visitor counts, while increasing visitor spending and economic impact.

4. Manage Peak-Season Visitors

SLO CAL should prioritize recommendations on visitor management and logistics activities and efforts that maintain a high quality of visitor experience and at the same time maintain a high quality of life for residents. This strategy is designed to manage peak-season visitor activities, while increasing resident quality of life.

VISION

The following vision for San Luis Obispo County, as a destination for residents and visitors, was created as a result of the visioning workshops.

SLO CAL will become one of California's best-loved year-round destinations, a tightly interwoven and richly varied region that brings together the best of the California experience.

The region will bring together a series of experiences and itineraries that take families, sophisticated explorers and active adventurers off the beaten track and let them find new paths. In this all-season wanderland, they will discover the quintessential California state of mind: stroll and surf SLO CAL's long, laid-back coastal beaches, feeling their warmth and freedom; bike and hike its green hills and generous valleys, marveling at its vistas; immerse themselves in deeply historic towns; and savor the region's devotion to fresh ingredients, the exquisite craft of winemaking, the flavors and aromas of wellbeing.

These deeply appreciative and multi-faceted visitors will spend their SLO CAL time exploring many different kinds of experiences from coastal towns to vineyards, places familiar and unknown: Visit SLO CAL will make it easy for beach lovers to find their way to wineries, for hikers to take in small-town culture, and for conference-goers to explore an off-beat local venue and stay out late listening to live local music.

Families, foodies and adventurers will feel the sheer joy of outdoor life in a nourishing and inspiring landscape, and the transformative experience of a place where time doesn't move in a straight line—it curves at the pace of a trail ride, meanders through a leisurely tasting dinner, follows the roll and rhythm of surf and the sure blossoming of a vine in the SLO CAL terroir.

Development, like the visitor experience, will be conducted at a mindful pace that doesn't leave locals behind, and SLO CAL will be respected for its smart growth, sustainability and a California wellness that embraces lifestyle, community and environment. SLO CAL, a collection of places, ideas, flavors and sensations, will become famous as a destination where, in true California style, visitors go their own way, wandering far and wide as if there's no yesterday, no tomorrow, enjoying a warm, sunny and welcoming present moment.



RECOMMENDATIONS

To realize the vision for SLO CAL, four regional visioning workshops narrowed down dozens of opportunities and challenges to 28, then gathered those into eight areas of focus. Although Visit SLO CAL will not have ownership of most of the recommendations, they will be a champion and advocate for all of them. The eight areas of focus include:

Outdoor Activities that build on the strength of SLO CAL as a premier outdoor destination Food & Drink Experiences that celebrate the food, wines, beers, spirits and flavors of SLO CAL Events & Festivals that bring residents and visitors together to enjoy SLO CAL's cultural experiences

SLO CAL Crafted products and experiences that celebrate the unique art and artisanal character of SLO CAL

Workforce Development that addresses some tough issues and service delivery Industry Development that targets improving SLO CAL's destination hardware and operations Placemaking that looks at SLO CAL communities and their individual potential as unique and authentic places

Sustainability that acknowledges SLO CAL's role as stewards of the environment

1. Outdoor Activities

- a. Experience Incubator
- b. Countywide Trail System
- c. Bike Tourism

2. Food & Drink Experiences

- a. SAVOR SLO CAL
- b. Culinary Arts Campus

3. Events & Festivals

- a. Events & Festivals Strategy
- b. Signature Events
- c. Space Launch Events

4. SLO CAL Crafted

- a. SLO CAL Crafted Brand
- b. Nightlife, Music & Entertainment
- c. Paso Robles and SLO Coast Wine

d. Cannabis Tourism

5. Workforce Development

- a. Talent Attraction, Development & Careers
- b. Workforce Transportation
- c. Workforce Housing
- d. Customer Service

6. Industry Development

- a. San Luis Obispo County Conference Center
- b. Chief Investment Officer (Travel & Tourism)
- c. Air Service & Airport Development
- d. Ground Transportation
- e. International Visitors
- f. Visit SLO CAL & Funding



7. Placemaking

- a. Morro Bay Waterfront
- b. Develop & Grow Communities
- c. Authentic Communities
- d. Thematic Routes

8. Sustainability

- a. Tourism Management
- b. Sustainable Tourism

The following section sets forth a discussion of the eight areas of focus, the individual recommendations under those categories, and the roles and responsibilities that have been proposed for Visit SLO CAL, San Luis Obispo County and the Municipal Governments, and the SLO CAL Travel & Tourism Industry.



1. OUTDOOR ACTIVITIES

There are few places on the continent with the extravagantly beautiful, healthful and wellness-inspiring outdoor environment of SLO CAL. Building on current outdoor activities by linking and expanding trail systems enhances this unique strength of the region, allowing visitors—as well as locals and their families—to explore more deeply and enhance their wellbeing and quality of life as they go. Facilitating experience creation will only enrich the regional narrative, encouraging longer stays and greater spends.



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 is also designed to create head-of-household jobs for the industry and SLO CAL.

ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will 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.
- Initially, Visit SLO CAL will 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.
- Visit SLO CAL will create a network of mentors, establish startup selection criteria, solicit and select incubator participants.
- Visit SLO CAL will oversee and monitor the Experience Incubator initiative and adjust accordingly.

San Luis Obispo County & Municipal Governments:

- Support will be requested from the county and municipal governments to support the Experience Incubator and engage with Visit SLO CAL, sponsors, mentors and participants to help guide it toward success.
- The county, municipalities and community governments will be asked to establish individual points of contact to ease regulatory issues.

SLO CAL Travel & Tourism Industry:

The SLO CAL Travel & Tourism industry and Cal Poly's Department of Experience Industry
Management will be encouraged to support the Experience Incubator and engage with Visit SLO
CAL, the Experience Incubator board, the executive director sponsors, mentors and participants
to help guide the incubator program toward success.



COUNTYWIDE TRAIL SYSTEM

Visit SLO CAL should join efforts with San Luis Obispo County, the municipalities, City Rangers, SLO Hike, ECOSLO, SLO County Parks, SLOCOG, Hike SLO, SLOPOST, Bike SLO County, CCCMP, SLOBC, SLO Horse News, Ride Nipomo-Equestrian Trails Alliance, PG&E and many other interested organizations and 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 cohesive whole for residents and visitors who love to walk, hike, run, bike and ride horses.

ROLES & RESPONSIBILITIES

San Luis Obispo County & Municipal Governments:

- The county and municipal governments as well as regional agencies will be encouraged to market the countywide trail system as beneficial to SLO CAL residents and visitors.
- The county and municipal governments as well as regional agencies responsible for the countywide trail system will be encouraged to collect input and feedback from visitors as well as tourism business owners.
- The county and municipal governments as well as regional agencies will be encouraged to share challenges and promote partnerships in order to advance the continued development of the countywide trail system.
- The county and municipal governments as well as regional agencies will be encouraged to push for continued development and set completion dates.

Visit SLO CAL:

- Visit SLO CAL will advocate for development, maintenance and enhancement of a countywide trail system as an important visitor activity and experience.
- Visit SLO CAL will communicate and promote the idea of a connected county, ease of connectivity and the unique visitor experience that a countywide trail system creates for SLO CAL.
- Visit SLO CAL will encourage broad scale use of the countywide trail system as a premier experience for residents and visitors.
- Visit SLO CAL will 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 a year and create new business.



SLO CAL Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry will designate a champion to represent industry concerns, ideas and opportunities.
- The SLO CAL Travel & Tourism industry will communicate the value of the countywide trail system as a way to direct wakers, hikers, runners, bikers and riders traffic to industry establishments including restaurants, hotels, retail, attractions and more.





BIKE TOURISM

Visit SLO CAL should join forces with SLOCOG, Bike SLO County, its local partners (Bike Happening, CCCMP, SLO Regional Bikeshare, Cal Poly Bicycle Coalition, SLO Bike Club, Cycle Central Coast and SLO Nexus), and its 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).

ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will 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 (Streets and Highways Code Section 980-894.2).
- Visit SLO CAL will work with SLOCOG, Bike SLO County, its local partners (Bike Happening, CCCMP, SLO Regional Bikeshare, Cal Poly Bicycle Coalition, SLO Bike Club, Cycle Central Coast and SLO Nexus) and others to advocate for, champion and support SLO CAL biking infrastructure, trails, multimodal connections, amenities, programming, events and festivals and amateur/professional competitions.
- Visit SLO CAL will 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.

San Luis Obispo County & Municipal Governments:

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



SLO CAL Travel & Tourism Industry:

• The SLO CAL Travel & Tourism industry in SLO CAL will work with Visit SLO CAL to develop and implement Bike Tourism specific actions and activities that improve infrastructure, policies, activities, experiences, operations, events and festivals.





2. FOOD & DRINK EXPERIENCES

A combination of increasing numbers of more experienced and worldly travelers, the desire for authentic local experiences and growing interest in healthy food and have contributed to the sharp rise of culinary tourism, making food a true reason to travel. Memorable dining experiences, hands-on cooking and connoisseurship in wine, beer and spirits, have fueled the growth of food-oriented attractions across the U.S. that provide opportunities for locals, and also attract visitors keen to learn culinary culture and touch the local experience. Showing leadership in the culinary space and telling that story enhances credibility and differentiates offerings in an increasingly crowded field.



SAVOR SLO CAL

Visit SLO CAL should re-imagine its 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.

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 events, along with local wine tastings and global guest-chef collaborative dinners. SAVOR SLO CAL could grow into a compelling annual mid-week reasons to visit.

ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will 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.
- Visit SLO CAL will create and host a SAVOR SLO CAL Working Group to consider, design and agree a weeks-long signature festival of SLO CAL wines, craft beverages and culinary arts to be held during SLO CAL's harvest season.
- The SAVOR SLO CAL Working Group will create a strategy, working program and funding source to move the festival forward.
- Visit SLO CAL will market and promote SAVOR SLO CAL to residents and interested/high potential visitor target markets.
- The SAVOR SLO CAL Working Group will implement the strategy, review performance and adjust the strategy as necessary and appropriate.

San Luis Obispo County & Municipal Governments:

 The county and municipal governments will be encouraged 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 festival.

SLO CAL Travel & Tourism Industry:



• The SLO CAL Travel & Tourism industry will 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.





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 school 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.

ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will 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.
- Visit SLO CAL will 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.
- Visit SLO CAL, Cuesta College and Cal Poly will 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.
- Visit SLO CAL, Cuesta College and Cal Poly will 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.
- Visit SLO CAL will 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.



San Luis Obispo County & Municipal Governments:

The county and municipal governments will be encouraged 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.

SLO CAL Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry will 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.
- The SLO CAL Travel & Tourism industry will use the Culinary Arts Campus for staff training and staff hiring.





3. EVENTS & FESTIVALS

Events and festivals provide potential visitors with an easy-to-understand framework within which to plan a stay; they offer a low-risk way for people to try the tourism "product". By creating a calendar of events that appeals to both visitors and locals, Visit SLO CAL increases opportunities to attract a broader range of newcomers to communities they might not otherwise consider. Festivals and signature events will allow SLO CAL to build comprehensive experiences that showcase and enhance regional strengths and allow Visit SLO CAL to tell a broader story about the richness, vitality and variety of SLO CAL.



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 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 and fulfill key return-on-investment criteria 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.

ROLES & RESPONSIBILITIES

- Visit SLO CAL will 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 quality of life for residents.
- Visit SLO CAL will establish and facilitate an Events & 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



- o Deliver a consolidated and shareable countywide events and festivals calendar
- Visit SLO CAL will encourage the Events & 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 will 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.

San Luis Obispo County & Municipal Governments:

- The county and municipal governments will be encouraged to actively participate on Visit SLO CAL's Events & Festivals Working Group to facilitate and operationalize SLO CAL events and festivals from a regulation/permitting, and public services perspective.
- The county and municipal governments will be encouraged to designate a point person to assist in the realization and delivery of events.
- The county and municipal governments will be encouraged to organize and manage municipal and county agency involvement in SLO CAL events and festivals.

SLO CAL Travel & Tourism Industry:

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



SIGNATURE EVENTS

Visit SLO CAL should work with existing 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 & 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 or Paso Robles Wine Festival), and can represent the SLO CAL brand 365 days of the year.

ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will define and articulate what a signature festival or event means for SLO CAL, the destination.
- Visit SLO CAL will conduct an analysis of its 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.
- Visit SLO CAL will use the results of the analysis to identify existing events and festivals that might serve as a signature event and festival for SLO CAL.
- Visit SLO CAL will 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 will 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.
- If an event or festival is identified as a potential opportunity for signature status, Visit SLO CAL
 will work with industry and government partners to develop an event-specific strategy, action
 plan and funding source to move the initiative forward.

San Luis Obispo County & Municipal Governments:

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



• The SLO CAL Travel & Tourism industry will be encouraged to actively participate in Visit SLO CAL's Signature Event initiative to contribute insight, experience and expertise to the analysis, strategy, planning, funding and implementation.





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.

ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will develop a launch-ready special event itinerary, activities, packages and partner promotions for those who cater to space launch enthusiasts.
- Visit SLO CAL will 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 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 market and promote Vandenberg Air Force Base space launch events to SLO CAL residents, space launch enthusiasts and the broader visitor markets.

San Luis Obispo County & Municipal Governments:

 The county and municipal governments will be encouraged 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.

SLO CAL Travel & Tourism Industry:

The SLO CAL Travel & Tourism industry will 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.



4. SLO CAL CRAFTED

The appeal of craft culture—products from art to music to wine created through skilled creative artisanship—continues to grow in appeal for a society ever more enmeshed in the virtual and intangible. Inevitably a reflection of local influences, these offerings allow visitors to more deeply feel and understand sense of place, making visits more memorable and returning more desirable. In the same way, SLO CAL Crafted nightlife is an after-dark reflection of the breezy daytime culture that is a regional signature, providing locals with more entertainment choices, diversifying the tourism offering, and creating new economic contribution to the region.





SLO CAL CRAFTED BRAND

Visit SLO CAL, through its 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.

ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will work to finalize the already submitted SLO CAL Crafted trademark registration.
- Visit SLO CAL will collect, review and assess case studies from other destinations where placespecific 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.
- Visit SLO CAL will define and articulate the selection criteria that products must fulfill in order to carry or be covered by the SLO CAL Crafted brand.
- Visit SLO CAL will create a new division 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 monitor and review performance and adjust the SLO CAL Crafted brand and operations accordingly.

San Luis Obispo County & Municipal Governments:

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

SLO CAL Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry will encourage 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.
- The SLO CAL Travel & Tourism industry will embrace, feature and promote SLO CAL Crafted brand products at their establishments when and where possible.

XXX RESONANCE





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 county and cities agencies, restaurants, bars, clubs, music, arts and entertainment venue owners/operators, downtown associations and other interested stakeholders to create a Nightlife Strategy for San Luis Obispo County, individual cities and communities. The strategy should deliver a balanced plan for enhancing nightlife experiences, while maintaining a high quality of life for residents.

ROLES & RESPONSIBILITIES

- Visit SLO CAL will 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 will 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.
- 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.
- The Nightlife Strategy will work with 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.



San Luis Obispo County & Municipal Governments:

- The county and municipal governments will be encouraged 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 San Luis Obispo County.
- The county and municipal governments will be encouraged to keep Visit SLO CAL updated on their individual strategies and plans associated with nightlife, music and entertainment to avoid duplications of effort.

SLO CAL Travel & Tourism Industry:

 The SLO CAL Travel & Tourism industry and its hospitality and entertainment partners will work hand-in-hand with Visit SLO CAL and San Luis Obispo County and municipalities government 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 San Luis Obispo County.



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 wines worldwide.

Visit SLO CAL should also 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.

ROLES & RESPONSIBILITIES

Visit SLO CAL:

Visit SLO CAL will 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, Edna Valley, SLO Wine Lodging Alliance and Visit Arroyo Grande. 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.

San Luis Obispo County & Municipal Governments:

 The county and municipal governments will be encouraged 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.

SLO CAL Travel & Tourism Industry:

• The SLO CAL Travel & Tourism industry will 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.



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.

ROLES & RESPONSIBILITIES

San Luis Obispo County & Municipal Governments:

Interested municipal governments and regional agencies will be encouraged 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.

- Visit SLO CAL will 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 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 San Luis Obispo County and other destinations where recreational cannabis is legal.
- If appropriate and at the proper time and with the recommendation of the Cannabis Tourism Working Group, Visit SLO CAL will lead the development of a Cannabis Tourism Strategy and working plan for SLO CAL.



The SLO CAL Travel & Tourism industry will 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.





5. WORKFORCE DEVELOPMENT

It would be impossible to speak of sustainable tourism development without facing the issue of workforce development head on. As SLO CAL begins to grow its tourism offering, it has a real opportunity—and necessity—to show leadership in this area and address the socioeconomic issues that will only grow if strategies are deferred. The workforce is a key part of the infrastructure of tourism—as essential as a new hotel, festival or conference center. Thinking through and implementing income, transportation and housing solutions will provide long-term benefits with less turnover, more loyalty and better service to SLO CAL visitors.



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 Job's 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."

ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL, in cooperation and coordination with the Workforce Development Board of San Luis Obispo County, the EVC Workforce Development Task Force, the Hourglass Project, Cuesta College, the SLO County Office of Education, SLO Partners and Cal Poly, will 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.
- Visit SLO CAL will 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.

San Luis Obispo County & Municipal Governments:

The county and municipal governments will be encouraged 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
strategy.

SLO CAL Travel & Tourism Industry:



• The SLO CAL Travel & Tourism industry will 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.





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 its 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."

ROLES & RESPONSIBILITIES

San Luis Obispo County & Municipal Governments:

The county and municipal governments will be encouraged 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.

Visit SLO CAL:

- Visit SLO CAL, in conjunction and cooperation with SLOCOG and RTA, will survey SLO CAL Travel & Tourism industry workers and their regional transportation situation, needs and requirements.
- The survey will collect 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 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.

SLO CAL Travel & Tourism Industry:

The SLO CAL Travel & Tourism industry and its workforce will 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.



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 its partners should join with the broader Coalition of Housing Partners from San Luis Obispo County led by the SLO Chamber of Commerce to advocate for, explore and develop strategies, plans and programs for workforce housing.

ROLES & RESPONSIBILITIES

San Luis Obispo County & Municipal Governments:

The county and municipal governments will be encouraged 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.

Visit SLO CAL:

- Visit SLO CAL, in conjunction and cooperation with Coalition of Housing Partners from San Luis
 Obispo County, will survey SLO CAL Travel & Tourism industry workers and their housing
 situation, needs and requirements.
- The survey will collect information on their housing situation (cost, location, affordability, etc.),
 preferences and potential for alternative housing options.
- Visit SLO CAL will use the research and information to advocate for policies, strategies, plans and programs to improve the housing options for Travel & Tourism industry workers.

SLO CAL Travel & Tourism Industry:

The SLO CAL Travel & Tourism industry will 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.



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.

ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will conduct research of SLO CAL Travel & Tourism industry establishments to determine the need for and interest in a Customer Service initiative.
- The research will collect information on what customer service programs are currently being used in SLO CAL and what gaps exist that a broader countywide program might address.
- Visit SLO CAL will use its DMO network and its Destinations International membership to collect information and case studies and best practices of Customer Service and Tourism Ambassador programs currently being used by other DMOs.
- Visit SLO CAL will work with 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 also 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.

San Luis Obispo County & Municipal Governments:

The county and municipal governments will be encouraged 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.

SLO CAL Travel & Tourism Industry:



- The SLO CAL Travel & Tourism industry will 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.
- The SLO CAL Travel & Tourism industry will 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.
- 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 Visit SLO CAL can recognize, award and reward their contribution.





6. INDUSTRY DEVELOPMENT

The need to make SLO CAL a balanced and diversified year-round destination—and to enjoy the economic benefits of that—requires the energy and will to go after new audiences and visitors, like the Meetings, Incentive, Conference and Exhibitions (MICE) market. This may be less a divergence than it seems: increasingly, business travelers are leisure travelers, with younger people markedly more attracted to 'bleisure' (business + leisure) opportunities. Pre- and post-conference, this active and engaged audience is keen to experience SLO CAL's brand of outdoor activities and lifestyle.



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 Development Task Force to assess the options and make a definitive decision on the potential for a San Luis Obispo County Conference Center.

ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will create and host a SLO County Conference Center 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.
- The SLO County Conference Center Development Task Force will discuss and agree to individual and cooperative efforts to move forward on one or more conference center initiatives.
- Visit SLO CAL will provide supportive resources to assist individual initiatives as needed and required to move proposals forward.

San Luis Obispo County & Municipal Governments:

The county and municipal governments will be encouraged 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.



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





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.

ROLES & RESPONSIBILITIES

Visit SLO CAL:

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

San Luis Obispo County & Municipal Governments:

The county and municipal governments will be encouraged 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.



The SLO CAL Travel & Tourism industry will 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.





AIR SERVICE & AIRPORT DEVELOPMENT

The addition of four new markets (Seattle, Denver, Dallas and Las Vegas) in the last two years—and potentially new service to Portland and San Diego—are 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 in mind that every U.S. visitor or resident in or out of SLO CAL only needs to make a total of one connection (two flights).

ROLES & RESPONSIBILITIES

San Luis Obispo County & Municipal Governments:

- The county government will be encouraged to work with Visit SLO CAL's Air Service
 Development effort to develop new nonstop service.
- San Luis Obispo County Regional Airport officials will be encouraged to continue to implement
 the Airport Master Plan and adjust the plan accordingly as increased aircraft and passenger
 traffic warrants.
- Municipal governments will be encouraged to work with the Air Service Development effort and support calls, activities and actions to develop new nonstop service.

- Visit SLO CAL will 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 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.



SLO CAL Travel & Tourism stakeholders will 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.





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 communities' 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.

ROLES & RESPONSIBILITIES

San Luis Obispo County & Municipal Governments:

- The county and municipal governments will be encouraged to develop policies to support alternative transportation, including public transportation and ride-sharing services.
- These governments will be encouraged to create incentives for businesses, events and festivals to use public/alternative transportation.
- The county and municipal governments will be encouraged to enhance safety, security and connectivity of public transit and bike routes.
- The county and municipal governments will be encouraged to create and implement a visitor transportation strategy for SLO CAL that maps to existing transportation master plans for the county.

- Visit SLO CAL will be included and engaged at state, county, municipal and community transportation forums held to help identify options that leverage existing transportation solutions.
- Visit SLO CAL will 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.
- Visit SLO CAL will advocate for a Visitor Transportation Strategy for San Luis Obispo County.
- Visit SLO CAL will promote, communicate and demonstrate to future visitors the ease of car-free visits to SLO CAL.



- Visit SLO CAL will advocate for alternate transportation options such as the RTA for convention and leisure purposes, and ride-sharing services for minimizing congestion.
- Visit SLO CAL will create incentives for businesses (tourism and non-tourism) and events and festivals to promote car-free movement.
- Visit SLO CAL will advocate for the enhancement of safety and connectivity so car-free travel feels and is viable.

- The SLO CAL Travel & Tourism industry will ensure that tourism is "at the table" when transportation policies are taking shape (state, county, municipalities and local).
- The industry will create forums to engage the industry in issues affecting the visitor transportation experience.
- The industry will create incentives for tourists to use alternate forms of transit.



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.

ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will conduct research of SLO CAL Travel & Tourism industry establishments to determine the need for and interest in an international visitor ready plan.
- The research will collect information on what international visitor ready programs are currently being used in SLO CAL and what gaps might exist that a broader countywide program might address.
- Visit SLO CAL will use its DMO network, Visit California and Destinations International
 membership to collect information, case studies and best practices of international visitor ready
 programs currently being used by other DMOs.
- Visit SLO CAL will examine, select and implement an international visitor ready program for SLO CAL's Travel & Tourism partners and businesses.

San Luis Obispo County & Municipal Governments:

 The county and municipal governments will be encouraged 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.

SLO CAL Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry will 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.
- The SLO CAL Travel & Tourism industry will work with Visit SLO CAL to craft and deploy the selected International Visitors initiative.



VISIT SLO CAL & FUNDING

The Objectives, Strategies and Recommendations of the Destination Management Strategy will require Visit SLO CAL to make adjustments and additions to its organization, staffing, operations and programs, as well as adjust and potentially increase its level of funding in order to deliver a broader range of destination management services. Visit SLO CAL should update its Strategic and Annual Plans to account for the recommendations of the Destination Management Strategy and both renew and increase the Tourism Marketing District from 1% to 1.5% to provide the revenue necessary to carry out its updated mission.

ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will annually review the Destination Management Strategy recommendations, priorities and progress to date and set forth annual plans, resources and funding needed for current year implementation.
- Visit SLO CAL will develop a work plan for Destination Management Strategy activities and incorporate that plan into its annual operating plan and budget.
- Visit SLO CAL will monitor and review annual progress and performance against the Destination Management Strategy and adjust the Destination Management Strategy, Visit SLO CAL's annual operating plan and budget accordingly.

San Luis Obispo County & Municipal Governments:

The county and municipal governments will be encouraged to regularly check in with Visit SLO CAL to review progress against the Destination Management Strategy and make sure the funding necessary to continue implementation of the Destination Management Strategy is sufficient and available to Visit SLO CAL for the same.

SLO CAL Travel & Tourism Industry:

SLO CAL Travel & Tourism industry leaders will regularly check in with Visit SLO CAL to review
progress against the Destination Management Strategy and make sure the organization,
operations, staffing and funding necessary to continue implementation of the Destination
Management Strategy is sufficient and available to Visit SLO CAL for the same.



7. PLACEMAKING

Placemaking brings together partners from public, private, non-profit and community sectors to strategically shape the physical and social character of a neighborhood, town, city or region around arts and cultural activities. At its best, creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety and brings diverse people together to celebrate, inspire and be inspired. Applying the principles of placemaking at the Morro Bay waterfront and the communities that have been identified as having capacity to further "Develop and Grow" is a future-facing strategy to enhance the experience and potential economic contribution of these beloved and future destinations.



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.

ROLES & RESPONSIBILITIES

San Luis Obispo County & Municipal Governments:

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

- Visit SLO CAL should 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.
- Visit SLO CAL will 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.
- Visit SLO CAL will assess the impact of Morro Bay Power Plant opportunities on the broader SLO CAL tourism industry.
- Visit SLO CAL will 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 (Chief Investment Officer) will feature the Morro Bay Power Plant as one of its premier tourism investment opportunities to outside industry investors.



 The SLO CAL Travel & Tourism industry will 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.





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.

ROLES & RESPONSIBILITIES

San Luis Obispo County & Municipal Governments:

 The county and municipal governments will be encouraged to provide municipalities, communities and neighborhoods with organizational assistance to better develop, manage and market their places.

Visit SLO CAL:

- SLO CAL will 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.
- Visit SLO CAL will 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.
- Visit SLO CAL will 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.
- Visit SLO CAL will 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.

SLO CAL Travel & Tourism Industry:

 The SLO CAL Travel & Tourism industry will encourage 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.



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.

ROLES & RESPONSIBILITIES

San Luis Obispo County & Municipal Governments:

 The county and municipal governments will be encouraged 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.

- Visit SLO CAL will 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.
- The Working Group will 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 take
 a position, be supportive of or advocate for or against these community specific proposals.
- Visit SLO CAL will 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.



SLO CAL Travel & Tourism Industry:

 The SLO CAL Travel & Tourism industry will 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.





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.

ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will 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 coordinate with thematic stakeholder groups, companies and organizations to identify and shape the opportunities for cooperation and collective packaging and sales of visitor experiences.
- Visit SLO CAL will 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 market and promote thematic routes to SLO CAL residents, thematic groups and the broader visitor markets.

San Luis Obispo County & Municipal Governments:

 The county and municipal governments will be encouraged to cooperate with Visit SLO CAL to assist with public sector service requirements needed to successfully deliver thematic tourism routes.



SLO CAL Travel & Tourism Industry:

The SLO CAL Travel & Tourism industry should 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.





8. SUSTAINABILITY

The delicate California environment in SLO CAL is a major attraction for current and future visitors. As SLO CAL seeks to protect its natural resources and help visitors understand that their respect of the region is an integral part of that, SLO CAL has an opportunity to grow intelligently and help people discover destinations off the (very) beaten path that will help everyone have a more enjoyable experience. Experienced and discriminating visitors will seek out less-trafficked places that offer unique and authentic experiential bragging rights. As SLO CAL becomes more visitor ready, the economic benefits of tourism will be more evenly shared.



TOURISM MANAGEMENT

During peak season, on certain weekends/holidays and for 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.

ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will 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 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.
- Visit SLO CAL will work with these community officials and industry stakeholders to develop strategies, plans and programs to reduce or eliminate overtourism situations.
- Visit SLO CAL will monitor and assess carrying capacity performance against developed strategies and adjust accordingly.

San Luis Obispo County & Municipal Governments:

 The county and municipal governments will be encouraged 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.

SLO CAL Travel & Tourism Industry:

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



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.

ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will 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 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 consider other well-known sustainable tourism organizations' programs and certifications and understand what benefits they might bring to SLO CAL.
- Visit SLO CAL will select or design and implement a sustainable tourism program that best suits the needs and requirements of tourism in San Luis Obispo County, its visitors and its residents.
- Visit SLO CAL will 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 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.

San Luis Obispo County & Municipal Governments:

 The county, and municipal governments will be encouraged to work with Visit SLO CAL and its stakeholders to define and organize a sustainable tourism strategy that complements existing programs and efforts and makes SLO CAL a sustainable tourism destination.



SLO CAL Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry will 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.
- The SLO CAL Travel & Tourism industry will work with Visit SLO CAL to develop a SLO CAL sustainable tourism strategy and plan and implement it across the region.





IMPLEMENTATION

The individual action items included in this Destination Management Strategy should be key inputs into Visit SLO CAL's annual planning process, the county and municipalities' strategies, planning and management processes. These individual action items should also guide the industry and its stakeholders in their individual and collective development and management efforts.

In many cases, the action items included in this report can be undertaken by Visit SLO CAL, while others need to be owned and shared with stakeholder partners of county, municipalities and community agencies and organizations who need to understand how their engagement and cooperation can serve to enhance SLO CAL as a destination, increase the county's economic development opportunities and enhance the quality of life for residents. The first step in this process will be sharing this report and its action items with SLO CAL's public and private sector tourism stakeholders and opening the lines of communication and discussion.

Of course, Visit SLO CAL will play a disproportionate role in working to implement, direct and manage the action items that have been articulated in this report. As the countywide destination marketing and management organization, Visit SLO CAL has a major responsibility to further each of these recommendations for the betterment of resident quality of life and the visitors experience.

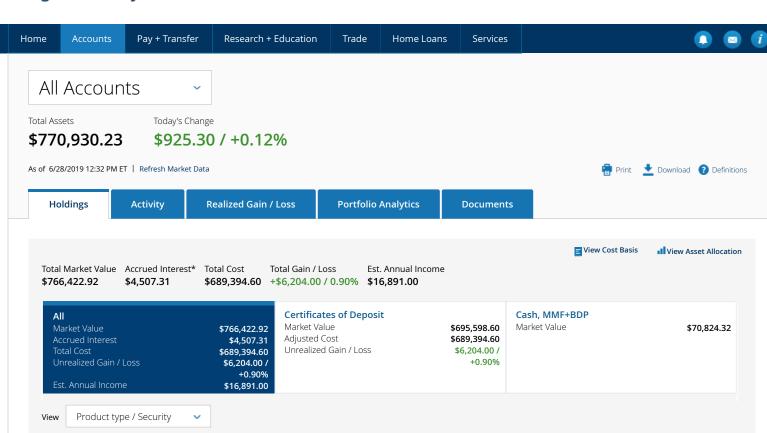
In moving this process forward, it is envisioned that implementation will include, but not be limited to:

- Presentation and communication of the Destination Management Strategy by Visit SLO CAL to county and municipal officials and industry stakeholders
- Engagement with specific stakeholders to discuss and share individual action items
- Agreement with specific stakeholders to work cooperatively in order to implement action items
- Articulation and agreement of cooperative stakeholder implementation initiatives
 - Inclusion of the Destination Management Strategy action items into Visit SLO CAL's annual planning process
 - Identification of organizational responsibilities and authorities
 - Identification of activities and work plans for implementation
 - Identification of resources necessary for implementation (financial, human resource, organizational)



- Identification of time table for implementation
- Identification of Key Performance Indicators (KPIs) necessary to monitor and assess performance
- Direction, management and monitoring of implementation initiatives

To coordinate the implementation effort, Visit SLO CAL will establish and facilitate a Destination Management Strategy Implementation Committee to manage, direct and organize action plans; assign roles and responsibilities; allocate resources; monitor and review efforts, assess KPIs; and adjust the action plan accordingly. The committee will be chaired by Visit SLO CAL and will include Visit SLO CAL board members and management, key county, municipal and community officials and leading industry stakeholders. The committee will meet quarterly to carry out their duties.



Certificates of Deposit

	Name	CUSIP	Last (\$)/ As Of	Quantity	Market Value (\$)	Today's Change	Unrealized Gain/Loss	Adjusted Cost (\$)	Accrued Interest (\$)	Maturity Date	Cost Basis
	Total				695,598.60	-\$64,999.35 -8.55%	+\$6,204.00 +0.90%	689,394.60	4,506.76		
>	ALLY BK MIDVALE U MIDVALE UT CD CPN: 2.450% Due : 5/23/2022	02007GJX2	100.527 6/27/2019	35,000.000	35,184.45	-	+\$184.45 + 0.53%	35,000.00	81.56	05/23/2022	
D	ALLY BK SANDY UTAH CD CPN: 3.000% Due : 1/4/2022	02007GGU1	101.859 6/27/2019	65,000.000	66,208.35	_	+\$1,208.35 + 1.86%	65,000.00	937.29	01/04/2022	
D	AMEX CENTURION SALT LAKE CITY UT CD CPN: 2.350% Due : 10/7/2020	02587DC89	100.143 6/27/2019	50,000.000	50,071.50	-	+\$676.90 + 1.37%	49,394.60	260.04	10/07/2020	
>	BARCLAYS BK DEL CD CPN: 3.050% Due : 10/12/2021	06740KME4	101.842 6/27/2019	65,000.000	66,197.30	-	+\$1,197.30 + 1.84%	65,000.00	422.50	10/12/2021	
>	BMW BK NORTH AMER SALT LAKE CITY UTAH CD CPN: 3.000% Due : 4/19/2021	05580APK4	101.414 6/27/2019	80,000.000	81,131.20	-	+\$1,131.20 + 1.41%	80,000.00	452.46	04/19/2021	E
D	CITIBANK NATL ASSN SIOUX FALLSS D CD CPN: 2.650% Due : 4/4/2022	17312Q3T4	101.060 6/27/2019	20,000.000	20,212.00	_	+\$212.00 + 1.06%	20,000.00	124.54	04/04/2022	
D	DISCOVER BK GREENWOOD DE CD CPN: 2.050% Due : 12/30/2019	254673JR8	99.954 6/27/2019	70,000.000	69,967.80	_	-\$32.20 -0.05%	70,000.00	713.56	12/30/2019	E
>	INDEPEDENT BK CD MEMPHIS TN CD CPN: 2.900% Due : 2/8/2021	45383UTU9	101.113 6/27/2019	20,000.000	20,222.60	_	+\$222.60 + 1.11%	20,000.00	32.21	02/08/2021	E
D	LEGENDS BK CLARKSVILLE TENN CD CPN: 2.650% Due : 8/14/2020	52465JHJ9	100.514 6/27/2019	15,000.000	15,077.10	_	+\$77.10 + 0.51%	15,000.00	13.25	08/14/2020	E
D	MORGANSTANLEY SALT LAKE CITY UT CD CPN: 2.800% Due : 2/22/2022	61690UEJ5	101.420 6/27/2019	55,000.000	55,781.00	_	+\$781.00 + 1.42%	55,000.00	536.02	02/22/2022	
D	MS PRIVATE BK CD PURCHASE NY CD CPN: 2.650% Due : 3/8/2021	61760AWV7	100.748 6/27/2019	30,000.000	30,224.40	-	+\$224.40 + 0.75%	30,000.00	241.96	03/08/2021	
D	MS PRIVATE BK CD PURCHASE NY CD CPN: 2.500% Due : 9/8/2020	61760AWW5	100.362 6/27/2019	35,000.000	35,126.70	-	+\$126.70 + 0.36%	35,000.00	266.30	09/08/2020	E
>	QUONTIC BK ASTORI ASTORIA NY CD CPN: 1 900% Due: 9/27/2019	74909QAJ8	99.922 6/27/2019	70,000.000	69,945.40	-	-\$54.60 -0.08%	70,000.00	107.24	09/27/2019	E

	C. 14. 1.500% Duc . 5/2//2015										
•	SUNWEST BK IRVINE CALIF CD CPN: 1.800% Due : 6/28/2019	86804DAL2	99.999 6/27/2019	0.000	0.00	-\$64,999.35	N/A	N/A	0.00	06/28/2019	Ξ
•	SYNCHRONY BK (FORMERLY GE CAPITAL RETAIL BANK) DRAPER UT CD CPN: 2.400% Due : 4/6/2020	87164YUW2	100.155 6/27/2019	50,000.000	50,077.50	-	+\$77.50 + 0.16%	50,000.00	268.85	04/06/2020	E
0	WELLS FARGO BK NA SIOUX FALLS SD CD CPN: 2.800% Due : 6/8/2020	949763RD0	100.571 6/27/2019	30,000.000	30,171.30	_	+\$171.30 + 0.57%	30,000.00	48.99	06/08/2020	Ξ

Cash, MMF and BDP

Ex	n	21	20	4 A	
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Name	^	Market Value (\$)	Today's Change	APY (%)	Accrued Interest (\$)	YTD Int. Paid (\$)	YTD Int. Withdrawn (\$)
Total		70,824.32	+\$65,924.65 +1,345.49%	-	0.55	9.61	0.00
BANK DEPOSIT PROGRAM MORO N.A.	GAN STANLEY BANK	4,899.67	-	-	0.55	9.61	0.00
O Cash		65,924.65	+\$65,924.65 +100.00%	-	-	-	-

^{*}Please note, accrued interest is based on prior day valuation and is not a real time calculation. Accrued interest may be overstated on the Payable Date of a security, since the interest paid will also be reflected as a Change (\$) in "Cash" for that day.

Account contains securities for which cost basis and/or other values are not available (indicated by a "N/A" displaying in the cost and/or gain (loss) fields). Totals shown do not incorporate gains (or losses) for these securities. In addition, total cost or adjusted cost may also be unavailable and excluded from totals. Please contact your Financial Advisor for additional information. The accuracy of the purchase date, cost basis and other information you provide is not independently verified.

Prices of securities not actively traded may not be available, and are indicated by a dash "-" or "N/A".

For Pricing information, please click here.

Special Considerations Regarding Structured Investments

Structured Investments are complex products and may be subject to special risks, which may include, but are not limited to: loss of initial investment; issuer credit risk and price volatility resulting from any actual or anticipated changes to issuer's and/or guarantor's credit ratings or credit spreads; limited or no appreciation and limits on participation in any appreciation of underlying asset(s); risks associated with the underlying reference asset(s); no periodic payments; call prior to maturity; early redemption fees for market linked deposits; lower interest rates and/or yield compared to conventional debt with comparable maturity; unique tax implications; limited or no secondary market; and conflicts of interest due to affiliation, compensation or other factors which could adversely affect market value or payout to investors. Investors also should consider the concentration risk of owning the related security and their total exposure to any underlying asset. Structured Investments may not perform in a manner consistent with the statement product category where they appear and therefore may not satisfy portfolio asset allocation needs for that category. Accrued interest, estimated annual income and estimated yield for Structured Investments with a contingent income feature, including Range Accrual Notes and Contingent Income Notes, assume optimal performance of the underlying asset(s) and payment in full of all contingent interest. However, contingent interest is only paid if the specified accrual conditions are met during the relevant observation period. Actual accrued interest, annual income and yield will be dependent upon the performance of the underlying asset(s) and may be significantly lower than the estimates shown. For more information about the risks specific to your Structured Investments, you should contact your Financial Advisor. For important information on the risks and conflicts of interest related to structured products generally, click here or contact your Financial Advisor.

Important Information About Auction Rate Securities

For certain Auction Rate Securities there is no or limited liquidity. Therefore, the price(s) for these Auction Rate Securities are indicated as not being available by a dash "-" or "N/A". There can be no assurance that a successful auction will occur or that a secondary market exists or will develop for a particular security.

FDIC insurance

Detailed information on federal deposit insurance coverage can be found on the FDIC's website at: www.fdic.gov. For more information about the Bank Deposit Program, including Deposit Limits, please contact your Financial Advisor or review the Bank Deposit Disclosure Statement.

This is delayed market data for informational purposes only. The data that appears on this page was obtained from sources which we believe reliable, but we do not guarantee its accuracy. NASDAQ market data is delayed at least 15 minutes; all other market data is delayed at least 20 minutes, except where otherwise noted. Please be advised that on weekdays, excepting holidays, current day NASDAQ market data is available after 9:45 AM, data from all other exchanges is available after 9:50 AM Eastern Time.

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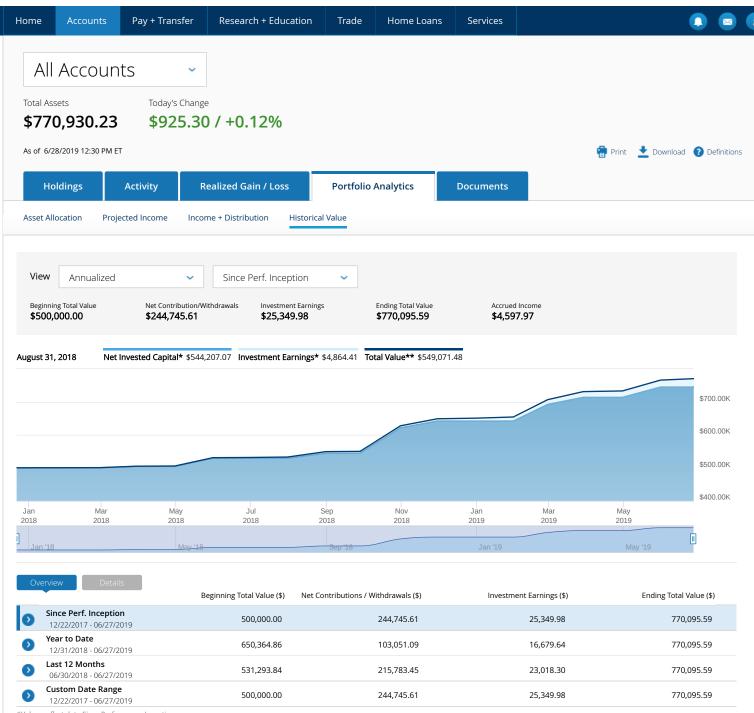
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^{*}Values reflect data Since Performance Inception

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^{**}Total Value represents the Market Value of the portfolio inclusive of Accrued Income. It does not include Performance Ineligible Assets. For additional information, please refer to Performance FAQs
Please note, incention refers to performance incention on this page.

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Travel Trade: UPDATES



RECENT EFFORTS

- Outreach Morro Bay
- Prospecting
 - Meeting Planners CalSAE
 - Tour Operators NTA
- **IPW** June 1-4
- IPW Post FAM June 7-9
- Lodging Meeting June 12
 - · Arroyo Grande, Grover Beach & Oceano
- VSC Meetings and Conference Sales Mission -June 17-19
 - Sacramento
- Black Diamond UK Agents FAM June 21-24

UPCOMING TRADE PROGRAMS

- Outreach Atascadero (July) and South County (August)
- VCA Tour & Travel Sales Mission
 - September 9-11
 - Los Angeles
 - \$250 co-op





RECENT SHOOTS/UPCOMING SHOOTS:

- TLC's 7 Little Johnston's June 24-25
 - Bubblegum Alley, Morro Bay, Morro Dunes RV Park, Elephant Seals

FILMING STATS A/O June 1:

- 45 Productions
- 70 Filming days

SEMI-ANNUAL PERMITTING PARTNER MEETING:

- July 17th | 11 AM to 12 PM
- Located at La Quinta Inn & Suites by Wyndham San Luis Obispo



- Public Relations
- Social Media
- SLOCAL.com





Earned Media: PUBLIC RELATIONS



JUNE MEDIA RESULTS

Turner PR:

• AVE: \$1,419,415

•Impressions: 156,349,665

Recent Coverage

 Fodor's Travel, TLCme.com, Visit California, 425 Magazine, Ready Set Jet, Roadfood, MyDomaine

Recent Coverage of Visit SLO CAL

KSBY, Tribune, KSNV NBC Las Vegas, KCBX, Noozhawk



Owned Media: DIGITAL CHANNELS



Organic

• Sessions: +13% YOY

Session duration: -14%

Pages per session: -37%

Total Traffic

• Sessions: +16% YOY

Session duration: -13% YOY

Pages per session: -35% YOY



Paid Media: AD CAMPAIGN

AND OND

MEDIA - MILES

- June Campaign Performance Metrics:
 - Display & Video (Dallas only)
 - 8.2M Impressions
 - 8,789 Clicks
 - 0 Completed Video Views
 - 0.11% Click-Through Rate (CTR)
 - \$5.90 Cost-per-click (CPC)
 - Paid Social Media
 - 2.8M Impressions
 - 21.5K Clicks
 - 0.83% CTR
 - \$1.15 CPC
 - Paid Search
 - 269K Impressions
 - 7K Clicks
 - 2.57% CTR
 - \$1.60 CPC

TRAVEL TRENDS INDEX MAY 2019

MAY 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).





CTI reading of **51.6** in **May 2019** indicates that travel to or within the U.S. grew **3.2%** in **May 2019** compared to May 2018.

LTI predicts travel growth will moderate through November 2019, a result of softer growth across all travel segments.

Overall travel volume (person trips to or within the U.S. involving a hotel stay or air travel) grew at a slightly faster year-over-year rate in May 2019 compared to April 2019. Domestic travel experienced firm growth supported by both the business and leisure segments; international inbound stabilized, though at a tepid pace.

HIGHLIGHTS:

* For CTI and LTI definitions, please see below.

- The Current Travel Index (CTI) has registered at or above the 50 mark for 113 straight months, as the industry sustains its tenth consecutive year of expansion.
- The CTI was positive in May, registering 51.6 (indicating 3.2% percent y/y growth). This is on a par with the 6-month moving average.
- International inbound expanded 1.2% (y/y) in May, falling closer to its six-month trend following three months of wider fluctuations. The Leading Travel Index (LTI) continues to project that inbound travel growth will be slow, registering just 0.4% over the next six months.
- Domestic leisure travel extended its growth trend in May (3.6%), just below its six-month average. The business segment rebounded to grow 3.0% after stalling in April (0.2%).
- The 6-month LTI reading of 50.9 indicates that total U.S. travel volume is expected to grow at a rate of around 1.8% through November 2019. While international inbound travel is projected to grow at the same anemic rate (0.4%) in the June 2019 to November 2019 period as in the previous six months, growth in domestic travel (2%) is expected to be slower than in the previous six months (3.4%).

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.



MAY TRAVEL TRENDS INDEX (CONT.)

	СТІ	3-MONTH LTI*	6-MONTH LTI**
APRIL INDEX	51.5	51.0	50.9
MAY INDEX	51.6	51.0	50.9
DIRECTION AND SPEED	Travel demand increased; at a slightly faster rate than 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 Jun 2019 to Aug 2019
** Average outlook reading for Jun 2019 to Nov 2019



Domestic leisure travel has been an ongoing source of solid demand for the travel industry over the past several years, and this continued into the first half of 2019. This has been especially important given the headwinds which have been blowing against international inbound travel.

DAVID HUETHER

Senior Vice President, Research

DETAILED RESULTS:

Domestic travel demand increased 3.6% in May, supported by both business and leisure segment growth. Business travel demand made a strong recovery from negative calendar shift impacts in April. Looking ahead, leisure travel is expected to grow at a faster pace than business travel. Vacation intentions from January-April 2019 are above 2018 levels over the same period, and forward-looking bookings and searches point to continued growth.

International inbound demand normalized in May (+1.2%) following calendar-influenced volatility in March and April. Despite robust growth in April, international inbound growth is expected to be restrained over the next six months.

		CURRENT TRAV	EL INDEX (CTI)		LEADING TRAV	/EL INDEX (LTI)	6-MO LTI VS. CTI 6-MO AVG.		
	6-MONTH AVG	MARCH	APRIL	MAY	3-MONTH*	6-MONTH**	DIRECTION	SPEED	
TOTAL MARKET	51.6	51.6	51.5	51.6	51.0	50.9	Increasing	Slower	
INTERNATIONAL	50.2	47.2	52.2	50.6	50.1	50.2	Increasing	-	
DOMESTIC	51.7	52.0	51.4	51.8	51.1	51.0	Increasing	Slower	
BUSINESS	51.3	51.6	50.1	51.5	50.8	50.8	Increasing	Slower	
LEISURE	51.9	52.2	51.9	51.8	51.2	51.1	Increasing	Slower	

^{*} Average outlook reading for Jun 2019 to Aug 2019

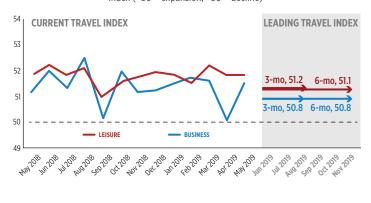
MAY DOMESTIC AND INTERNATIONAL TRAVEL INDEX

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



MAY 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.



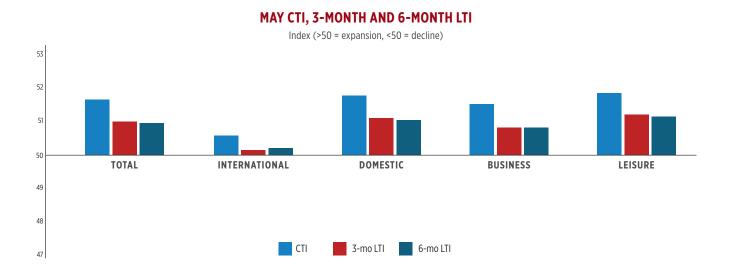
MAY TRAVEL TRENDS INDEX (CONT.)

Domestic travel is expected to grow around 2.0% year-over-year through November 2019, with leisure travel contributing to the expansion moderately more than business travel. Consumer confidence rose to nearly end-of-2018 levels, but subdued consumer spending and business investment are expected to weigh upon both the leisure and business segments. New, enduring or escalating trade conflicts pose additional downside risks and contribute to cooler expectations for business investment growth in 2019.

International inbound travel demand stabilized at a diminished pace following contractions in February and March and a sharp rebound in April to outperform its six-month average growth rate by a modest margin. However, we forecast that growth will remain weak, hovering below 0.5% over the coming six months. Soft global economic activity, prolonged and expanding trade tensions, and uncertainty surrounding the Trump administration remain major risks to international traveler sentiment. Ongoing U.S.-China, U.S.-Mexico-Canada, and U.K.-Eurozone trade discussions, if resolved, may ease these downside risks.

Adam Sacks, President of Oxford's Tourism Economics group says, "The continued fortitude of core U.S. business and consumer activities, in addition to new expectations for accommodative monetary policy, promote the view that the U.S. economy will make a soft landing through the end of the year, supporting a moderate travel demand outlook."

Please note: The Travel Trends Index is based on public and private sector source data which are subjected to revision by the source agency.



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.



METHODOLOGY

The **Current Travel Index (CTI)** measures monthly travel volumes in the U.S., including both domestic and international inbound travel. A score over 50 indicates an expansion in travel relative to the same month the prior year.

The index measures person trips that involved a hotel stay and/or a flight.

The following methods and sources are used to estimate (1) total travel; (2) international visitations; and (3) domestic travel (which is the residual of total travel minus international visitations):

1. Total travel (domestic and international): Total travel is calculated based on hotel stays of domestic and international travelers as well as air travel of domestic travelers. While most international visitors are assumed to stay in hotels, domestic travelers often do not. As such, the domestic travel estimate is further informed by domestic air enplanements to help capture the entire domestic market. STR provides monthly data on hotel room demand, and domestic air passenger enplanements are calculated based on monthly investor relations reports for all major domestic airlines. The research firm TNS provides representative data on U.S. travelers to determine the average length of stay, persons per traveler party, and the proportion of hotel guests who also fly. The CTI encompasses three traveler types on these bases that are shown below with their basic calculation.

HOTEL GUESTS & FLYERS HOTEL GUESTS & NON-FLYERS NON-HOTEL GUESTS & FLYERS enplanements enplanements occupied rooms x people per room % of hotel quests % of flyers that (1 - % of flyers Χ Χ Χ stay in hotel that did not fly that stay in hotel) enplanements per trip length of stay enplanements per trip

- 2. International visits: The international component of the CTI is based on the Department of Homeland Security's Advanced Passenger Information System (APIS), which tracks international travel to the U.S., and distinguishes between foreign nationals and U.S. citizens. Visits from Canada are tracked by Statistics Canada and visits from Mexico are tracked by Banco de Mexico. Further analysis of international markets is informed by origin-destination air travel data from OAG, Sabre Market Intelligence aviation passenger data, and IATA Billing Settlement Plan data. Each of these datasets tracks non-resident air travel to the U.S. by country of origin based on unique sources. Official estimated of international visitation to the U.S. (I-94) are released by the U.S. Department of Commerce on approximately a four-month lag. As this data becomes available, historic CTI estimates will be revised.
- 3. **Domestic travel:** The domestic component of the CTI is measured as the residual of total travel minus international. The domestic leisure travel component is based on STR room demand data that is segmented by type of property and day of the week. A domestic leisure travel proxy has been developed based on the location, type of property, and day of the week of travel. Domestic business travel is measured as the residual of total domestic travel minus domestic leisure travel.

The **Leading Travel Index (LTI)** measures the likely average pace and direction of U.S. travel volumes over the coming three and six-month periods. A reading over 50 indicates an expansion in travel relative to the same period last year.

The LTI econometric model includes three categories of information that have shown a strong predictive capability of short-term travel trends. High frequency macroeconomic data capture underlying movements in the labor market, exchange rates and company performance. Consumer sentiment data from the Conference Board provide a long-term trend of consumer attitudes that can be tracked with future travel patterns; online search and bookings data provide a window into traveler planning based on data from ADARA and nSight, and data from ARC measures bookings.

TRAVEL TRENDS INDEX DATA CATEGORY	MEASUREMENT	TRAVEL SEGMENTS	DETAILS
	Unemployment rate	Total, international, domestic (leisure)	Share of labor force
	Exchange rates	Total, international	\$US market rates, weighted average of inbound markets
MACROECONOMIC TRENDS	GDP by visitor origin	Total, international, domestic (business & leisure)	Gross output, U.S. and weighted average of inbound markets
	Corporate profits	Total, international, domestic (business)	Corporate earnings, U.S. and weighted average of inbound markets
	Personal disposable income	Total, international	Personal income, weighted average of inbound markets
CONSUMER AND	Consumer travel intentions	Total, domestic (leisure)	Visitor intentions & air visitor intentions
BUSINESS SENTIMENT	S&P stock market index	Total, domestic (business)	Stock market index, period average
	ADARA online searches and bookings for future travel	Total, international, domestic (business & leisure)	Domestic/international & business/leisure
TRAVEL SEARCH AND BOOKING	ARC bookings for future travel	Total, domestic	Air travel with 6-month booking windows
	nSight online searches and bookings for future hotel stays	Total, domestic, international	Domestic/international forward bookings

ABOUT THE U.S. TRAVEL ASSOCIATION

The U.S. Travel Association is the national non-profit organization representing all components of the travel industry, which generates \$2.5 trillion in total economic output and supports 15.7 million American jobs. U.S. Travel's mission is to increase travel to and within the United States.

ABOUT OXFORD ECONOMICS

Oxford Economics is one of the world's foremost independent global advisory firms, providing reports, forecasts and analytical tools on 200 countries, 100 industrial sectors and over 3,000 cities. Its best-of-class global economic and industry models and analytical tools give it an unparalleled ability to forecast external market trends and assess their economic, social and business impact.

DATA CONTRIBUTORS

The U.S. Travel Index project is dependent upon unique datasets to track and predict travel trends. The U.S. Travel Association and Oxford Economics wish to thank the following organizations for their significant contributions:

ADARA serves leading travel brands by delivering critical intelligence that drives personalization and relevance throughout the customer's journey, resulting in more meaningful and profitable relationships. Fueling these insights is ADARA's data co-op which connects over 200 leading travel brands to create the most comprehensive view of the world's travelers and their behaviors across brands, channels, and devices. ADARA transforms how their B2C clients leverage consumer insight at every stage—learn, act, measure and modify—to unleash the revenue potential of each individual.

Airlines Reporting Corporation (ARC) is a leading technology solutions company providing the U.S.-based travel industry with world-class business products, travel agency accreditation services, process and financial management tools, and powerful data analytics.

nSight combines the world's largest view of consumer shopping data with predictive marketing and revenue management solutions to deliver more guests to your hotel and visitors to your destination.

STR is the leading global provider of competitive benchmarking, information services and research to the hotel industry.

TRAVEL TRENDS INDEX	55	54	53	52	51	50	49	48	47	46	45
12-MONTH % CHANGE IN TRIPS	+10.0%	+8.0%	+6.0%	+4.0%	+2.0%	+0.0%	-2.0%	-4.0%	-6.0%	-8.0%	-10.0%



VISIT SLO CAL

ACTIVITY REPORT, JUNE 2019

- Industry Engagement -

Visit SLO CAL Wraps Winter/Spring Media Campaign

Visit SLO CAL recently completed its winter/spring paid media campaign. Below you'll find insights and findings.

- Over 61M impressions across 6 partners on the display side
- 72.5K clicks, 27.5K pageviews and 12.5K engagements
- # of arrivals from target markets: 2,463
- YouTube 2.1M impressions, 998K views with a view through rate of 47%
- Social: 116K landing page views, 96% video completion rate
- SEM resulted in 79K clicks to SLOCAL.com up YOY with \$48.8K less spend
- SEM click through rate was up 1.24% YOY (3.37%)
 - o 'Things To Do' & 'Events' pages were top performers
- SEM conversions up 66.7% YOY







Visit SLO CAL Takes IPW by Storm and Hosts Post-IPW FAM Tour

June 1-5 Visit SLO CAL, along with 7 partners, attended IPW, the leading international inbound travel trade show, in Anaheim. Visit SLO CAL held 56 appointments with tour operators, receptives and bedbanks, as well as 30 press meetings in the Media Marketplace. Firestone Walker beer, Edna Valley Winery, JUSTIN Vineyards and Field Recordings wine were poured in-booth every day.

Outside the trade show floor, Visit California created a CA Plaza activation at the entrance of the convention center. Visit SLO CAL sponsored a large section of this highly-engaging and successful space where people could enjoy the SLO CAL life via video chairs, a Life's Too Beautiful to Rush selfie wall and a bar that poured Firestone Walker beer, JUSTIN wine and a variety of other wineries. The cities of Paso Robles, Pismo Beach and San Luis Obispo each sponsored a specific time of the SLO CAL activation bringing in destination-specific food and beverage.

Following IPW, Visit SLO CAL hosted 26 travel trade representatives and media across SLO CAL. Attendees visited six cities and participated in 13 activities across 3 days.

New 4x Weekly Flight from Las Vegas to SBP

On June 26, Visit SLO CAL's President & CEO Chuck Davison, along with Kevin Bumen, SLO County Regional Airport, Supervisor Adam Hill and Matt Chaifetz, CEO of Contour Airlines, announced a brand-new flight to Las Vegas from the SLO County Regional Airport. This 4-times weekly flight will begin October 17, 2019 and is available to book now.







Morro Bay featured on 425 Magazine (*left*) Carnegie Library featured on TLCme.com *(right)*



PR and Travel Trade -

Visit SLO CAL-Assisted Media Placements

- Roadfood (Online) Restaurant Reviews
- 425 Magazine (Print & Online) Chillin' in SLO CAL
- Fodor's (Online) The Dreamiest Venues for a Rustic Destination Wedding in the U.S.
- MyDomaine (Online) <u>The Most Delectable Gifts for the Foodies in Your Life in 2019</u>
- TLCme (Online) Charming Resort Wedding Venues Around the U.S.
- TLCme (Online) The 20 Smartest Library Venues Around the U.S.
- TLCme (Online) 22 Historic Venues That Will Take Your Wedding Back in Time

Recent Media Hosted

- Selling Travel Magazine June 10-14
- The Travel Magazine & Travel Begins June 16-17
- House of Coco Magazine June 23-25
- Forbes.com June 23-25

Travel Trade

- Lodging Meeting:
 - Held lodging meeting in Arroyo Grande
- Recent:
 - Post-IPW FAM June 6-8
 - o Meeting & Conference Sales Mission, Sacramento June 17-19
 - Black Diamond UK Agent FAM June 21-24
- <u>Upcoming:</u>
 - Tour and Travel Sales Mission, Southern CA September 9-11
 - \$250 Co-op

SLO CAL Storytellers Explore South Coast



In June, the SLO CAL Storytellers, Visit SLO CAL's local brand ambassadors, explored and ventured around SLO CAL's south coast. In the morning, the group learned how to surf in Pismo Beach with Central Coast Surf School before heading to Avila Beach where they traversed the Bob Jones Trail out to Avila Valley Barn on electric bikes from Pedego. After a full morning, the group headed to Grover Beach for lunch at The Spoon Trade and then were off to the Oceano Dunes for a hummer ride with Pacific Adventure Tours. Capping off an already eventful day, the group visited Oso Flaco Lake in Nipomo before enjoying dinner and SLO Cocktail Month drinks at Mason Bar & Kitchen in Arroyo Grande.

VISIT SLO CAL WEB ACTIVITY

SESSIONS: 94,331 **USERS:** 79,837 PAGE VIEWS: 165,491 AVG. PAGE VIEWS/VISIT: 1.75 AVG. TIME ON SITE: 2:27 TOTAL ORGANIC TRAFFIC: 45,466 PARTNER REFERRALS: 8,287 MOST VISITED EVENT PAGE: 4[™] OF JULY FIREWORKS CELEBRATION (2,285 ORGANIC VISITS) MOST VISITED BLOG: FOURTH OF JULY IN SLO CAL (2,464 ORGANIC VISITS)

VISIT SLO CAL SOCIAL MEDIA ACTIVITY

FACEBOOK: 58,084

TOT. ORGANIC IMPRESSIONS:

108,544

HIGHEST ORGANIC REACH: SEEING SLO CAL FROM NEW HEIGHTS THIS #MOVEITMONDAY IN MORRO BAY.

(6,099)

HIGHEST ORGANIC ENGAGEMENT: SEEING SLO CAL FROM NEW HEIGHTS THIS #MOVEITMONDAY IN MORRO BAY. (410)

FOLLOWERS

TWITTER: 8,589

TOT. ORGANIC IMPRESSIONS:

29,018

PINTEREST: 763 INSTAGRAM: 28,045

TOT. ORGANIC IMPRESSIONS:

392,617

VISITOR GUIDE DIST.

SLOCAL.com: 377 LOCAL DELIVERY: 654

THIS MONTH IN SLO CAL

 SUBSCRIBERS
 35,457

 OPENS:
 4,118

 CLICK-THROUGHS:
 1,117

THIS WEEK IN SLO CAL

CIRCULATION: 1,825

MOST CLICKED LINK: STR REPORT

May 2019 vs May 2018 Lodging Statistics (STR, Inc.)

					Curre	ent Month -	- May 201 9	vs May	2018				
	Occ	%	% ADR			RevPAR		Percent Change from May 2018				ay 2018	Š
	2019	2018	2019	201	В	2019	2018	Occ	ADR	RevPAR	Room Rev	Room Avail	Room Sold
Atascadero, CA+	65.1	63.8	133.3	0 126	.27	86.84	80.59	2.1	5.6	7.8	7.8	0.0	2.1
Cambria, CA+	70.3	66.1	183.1	4 177	.86	128.65	117.52	6.3	3.0	9.5	9.5	0.0	6.3
Morro Bay, CA+	64.2	62.6	138.8	2 136	.38	89.18	85.39	2.6	1.8	4.4	4.4	0.0	2.6
Paso Robles, CA+	70.3	71.8	147.7	0 145	.92	103.86	104.83	-2.1	1.2	-0.9	-0.9	0.0	-2.1
Pismo Beach, CA+	68.2	67.4	183.0	0 177	.13	124.76	119.43	1.1	3.3	4.5	4.5	0.0	1.1
San Luis Obispo, CA+	66.1	69.5	155.7	1 150	.57	102.89	104.71	-5.0	3.4	-1.7	3.0	4.8	-0.4
San Simeon, CA+	60.2	56.6	132.1	3 125	.12	79.52	70.77	6.4	5.6	12.4	12.4	0.0	6.4
Five Cities+	67.4	66.6	171.6	0 167	.79	115.62	111.70	1.2	2.3	3.5	5.8	2.2	3.4
North Coast+	65.3	61.9	160.7	9 154	.54	105.03	95.69	5.5	4.0	9.8	9.8	0.0	5.5
North County+	68.9	69.7	144.0	8 141	.14	99.34	98.39	-1.1	2.1	1.0	1.0	0.0	-1.1
South County+	66.8	67.9	164.2	2 159	.64	109.65	108.47	-1.7	2.9	1.1	4.5	3.4	1.6
San Luis Obispo County	66.8	66.9	157.3	6 152	.92	105.10	102.33	-0.2	2.9	2.7	4.5	1.7	1.5
Santa Barbara/Santa Maria, C	CA	68.6	69.4	205.62	180.11	141.03	125.01	1 -1.2	2 14.	.2 12.8	18.0	4.6	3.4
Monterey/Salinas, CA		76.2	74.4	220.43	210.97	168.03	157.03	3 2.4	4.	.5 7.0	7.4	0.4	2.8
California		75.3	75.5	169.63	165.32	127.70	124.77	7 -0.2	2 2.	.6 2.4	3.7	1.3	1.0

SOURCE: STR, INC. REPUBLICATION OR OTHER RE-USE OF THIS DATA WITHOUT THE EXPRESS WRITTEN PERMISSION OF STR IS STRICTLY PROHIBITED. THESE ARE CUSTOM SETS WHICH HAVE BEEN DEVELOPED BY STR FOR LICENSEE'S MARKET.



SLO CAL

Search Engine Optimization Campaign Update

June 2019

Date Range: June 1 - 30, 2019



ExecutiveOverview:

SEO Overview

Organic Traffic Overview:

Sessions increased 16%. **Top Organic Pages by Section**: <u>Listing:</u> Irish Hills Natural Reserve, <u>Events:</u> Main Page, <u>Things to Do:</u> Main Page. <u>Blog:</u> Fourth of July the Slo Cal way, <u>Explore:</u> Pismo Beach Shell Beach. <u>Eat and Drink:</u> Bars Lounges, <u>Stay:</u> Main Page.

SEO Snapshot:

YoY Organic Landing Page Traffic Comparison - Top Areas

Listing Pages saw a -21.26% difference in Sessions (-867 Sessions)

Events Pages saw a 26.71% difference in Sessions (4131 Sessions)

Things to Do (Activities) saw a 45.41% difference in Sessions (1190 Sessions)

Blog Pages saw a 20.62 % difference in Sessions (960 Sessions)

The Home Page saw a -11.6 % difference in Sessions (-637 Sessions)

Explore Pages saw 28.35 % difference in Sessions (1279 Sessions)

Analysis and Recommendations

<u>Listings:</u> Almost half of the YoY session loss is due to the loss of the Pismo Beach Farmers Market page.

Adding content with relevant keywords on listings could improve YoY performance

Explore Pages have been performing better since SEO overview and adjustments were made

Pozo got 2,065 impressions but only 3 clicks. Consider adding 150 -200 words, include internal links to any nearby things to do, attractions, places to stay, and places to eat.

Morro Bay Restaurants got nearly 2,000 impressions but only 3 clicks. Consider adding 80-100 words of content, be sure to include the phrases Morro Bay Restaurants, Places to Eat in Morro Bay, and variations thereof. Also include internal links to any nearby things to do, attractions, and places to stay.

IndustryAverages:

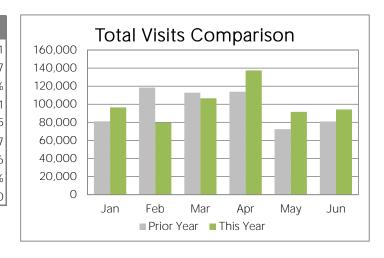
Engagement Metrics	Industry Average	SloCal.com	% Difference
Total Pages Per Session:	1.90	1.75	-8.30%
Total Average Session Duration:	0:01:39	0:02:27	32.84%
Total Bounce Rate:	57.30%	58.12%	1.41%
Organic Pages Per Session:	2.09	2.06	-1.37%
Organic Average Session Duration:	0:01:59	0:03:07	36.50%
Organic Bounce Rate:	48.06%	47.34%	-1.52%

Date Range: January 1 - June 30, 2019



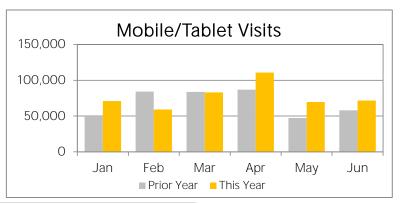
Total Traffic Overview:

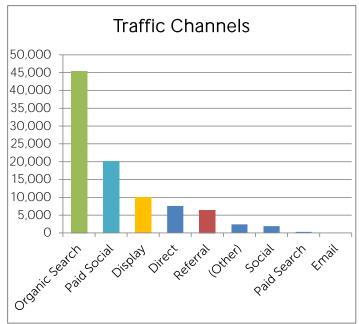
	Jan	Feb	Mar	Apr	May	Jun
Sessions:	96,653	79,856	106,677	137,526	91,571	94,331
Users:	75,599	67,366	90,346	115,996	76,814	79,837
Bounce Rate:	16%	26%	30%	42%	60%	58%
Pageviews:	295,055	135,050	169,103	204,819	150,732	165,491
Avg Pageviews Per Visit:	3.05	1.69	1.59	1.49	1.65	1.75
Avg. Session Duration:	0:03:20	0:02:24	0:02:17	0:01:59	0:02:15	0:02:27
Total Organic Search Traffic:	42,137	28,680	37,159	41,686	42,861	45,466
% of Traffic Organic Search:	44%	36%	35%	30%	47%	48%
Entry Pages From Search:	1,746	1,712	1,730	1,811	1,871	1,940



Mobile/Tablet SnapShot:

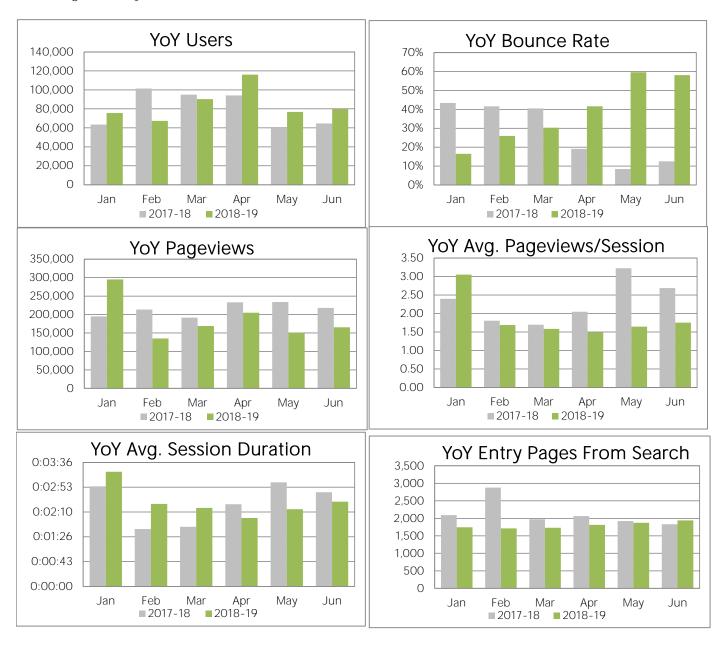
	Jan	Feb	Mar	Apr	May	Jun
Sessions:	70,874	59,045	83,001	110,701	69,668	71,737
% of Sessions:	73%	74%	78%	80%	76%	76%
Bounce Rate:	17%	27%	33%	44%	65%	64%
Pageviews:	188,753	85,403	114,792	147,616	98,319	107,009
Avg. Session Duration:	0:02:49	0:02:00	0:01:56	0:01:44	0:01:54	0:02:03





Date Range: January 1 - June 30, 2019





Date Range: June 1 - 30, 2019



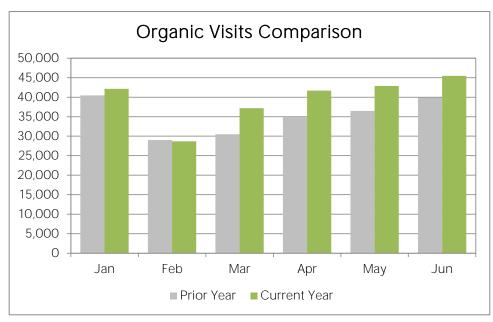
Organic Search Traffic:

Organic Traffic		% of Total Site Traffic
Sessions	45,466	48.20%

Organic Engagement Compar	ed to Site Engag	gement
Pages / Session	2.06	17.52%
Avg. Session Duration	0:03:07	27.13%
New Sessions	73.77%	-6.19%
Bounce Rate	47.34%	-18.55%

Search Engine	Visits	Percent
google	44,085	96.96%
yahoo	609	1.34%
bing	596	1.31%
duckduckgo	128	0.28%
ask	25	0.05%
sogou	19	0.04%

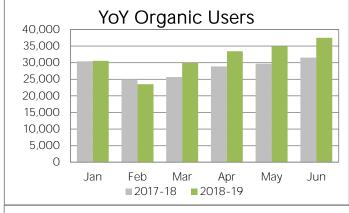


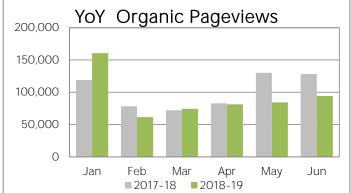


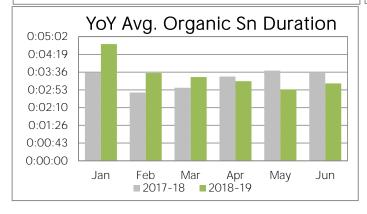
Landing Page	Visits	Percent
/	4,828	10.62%
/events-and-festivals/	3,396	7.47%
/blog/post/fourth-of-july-the-slo-cal-way/	1,865	4.10%
/event/annual-4th-of-july-fireworks-celebrate/5949/	1,823	4.01%
/event/cayucos-4th-of-july-celebration/4836/	1,598	3.51%
/events-and-festivals/events-calendar/	1,176	2.59%
/blog/post/insider-tips-15-free-things-to-do-in-slo-cal/	903	1.99%
/event/circus-vargas/5925/	762	1.68%
/event/annual-4th-of-july-fireworks-celebration/2633/	739	1.63%
/explore/pismo-beach-shell-beach/	710	1.56%

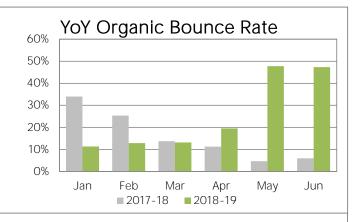
Date Range: June 1 - 30, 2019

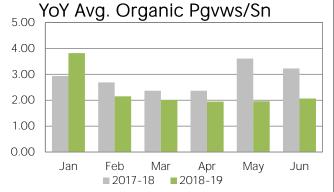












Date Range: June 1 - 30, 2019



Goals:

Goal	Completions
Visitors Magazine Request	381
Media Request	1
Meetings RFP	1
Enewsletter Sign-up	173

Top 20 Google Search Console Search Queries:

Queries	Clicks	Impressions	CTR	Position
san luis obispo	3,546	125,046	2.80%	2.6
san luis obispo events	374	1321	28.30%	1.1
pismo beach	318	130285	0.20%	8.8
circus vargas	290	1913	15.20%	2.9
cayucos	267	14129	1.90%	5.4
pismo beach fireworks	257	588	43.70%	1.6
pismo beach 4th of july	243	872	27.90%	1.7
morro bay	238	57426	0.40%	8.6
edna valley wineries	216	1448	14.90%	5.6
slo events	210	687	30.60%	1.3
circus vargas san luis obispo	207	1099	18.80%	3.5
greek festival san luis obispo	206	638	32.30%	3.5
paso robles	203	60760	0.30%	10.4
pismo beach fireworks 2019	184	450	40.90%	1.3
avila beach	182	31466	0.60%	7.6
rebelution avila beach	177	2234	7.90%	2.1
pismo fireworks 2019	170	354	48.00%	1.1
circus vargas slo	163	1439	11.30%	4.9
things to do in san luis obispo	156	6795	2.30%	5.4
cayucos 4th of july	144	350	41.10%	1.1

Date Range: June 1 - 30, 2019



Select Google Search Console Search Queries Year over Year Comparison:

	YoY C	licks	YoY Impressions	
Queries	Reporting Month	Change	Reporting Month	Change
arroyo grande	92	9	12,043	1 839
arroyo grande hotels	0	→ 0	75	1 36
atascadero hotels	0	⇒ 0	103	1 63
avila beach	182	102	31,466	7,484
avila beach hotels	1	1	389	1 292
cambria ca	6	-37	2,687	-4,741
cambria ca hotels	0	→ 0	420	-8
cayucos	267	1 217	14,129	4,385
cayucos hotels	0	→ 0	205	158
morro bay	238	-53	57,426	3,877
morro bay hotels	0	→ 0	424	2 95
nipomo ca	17	-43	4,502	-296
nipomo hotels	0	→ 0	25	1 21
oceano hotels	0	→ 0	50	1 50
paso robles	203	1 8	60,760	13,715
paso robles hotels	0	→ 0	318	151
pismo beach	318	- 9	130,285	16,835
pismo beach hotels	0	→ 0	938	398
san luis obispo	3546	-522	125,046	14,419
san luis obispo hotels	23	1 23	9,273	9,002
san miguel ca	43	-20	1,216	-682
san simeon	53	-9	20,306	5,967
santa margarita	92	-27	9,479	538
santa margarita hotels	0	⇒ 0	49	-14
shell beach	41	-9	5,099	1 674
shell beach hotels	0	⇒ 0	241	77

Date Range: January 1 - June 30, 2019



External Links

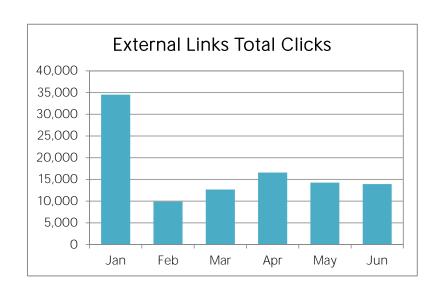
Top 10 URLs	Total Clicks
www.experiencepismobeach.com/event/annual-4t	820
www.cayucoschamber.com/Calendar.html	522
www.circusvargas.com/tickets.html	495
www.eventbrite.com/e/rebelution-good-vibes-sun	287
www.visitatascadero.com/events/	236
www.seapinesgolfresort.com/concerts-on-the-gre	234
www.atascaderowinefestival.com	229
www.groverbeach.org/Calendar.aspx?NID=1&FID=	224
www.sensoriopaso.com/	203
www.cambriachamber.org/jul.php	172

Listings: Link to Website

Top 10 Websites	Total Clicks
Swinging Bridge	68
Freshwater Fishing Lopez Lake	59
Moonstone Beach	51
Nitt Witt Ridge	51
Hardie Park	50
Biddle Ranch Vineyard Tasting Room	48
Sunbuggy Fun Rentals	43
Clam Digging	41
Sycamore Mineral Springs Resort & Sp	41
Mission San Luis Obispo de Tolosa	39

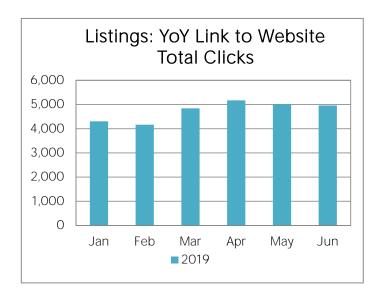
Listings: Link to Detail

Top 10 Listings	Total Clicks
Swinging Bridge	88
Nitt Witt Ridge	84
Avila Beach Horseback Riding	52
Ragged Point Beach	52
Morro Bay State Park	47
Sunbuggy Fun Rentals	39
Moonstone Beach	37
Festival Mozaic	36
Mission San Luis Obispo de Tolosa	33
Sycamore Mineral Springs Resort & Spa	33

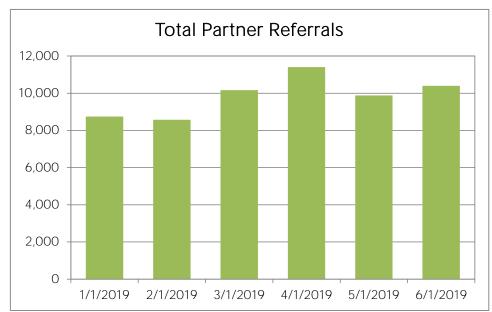


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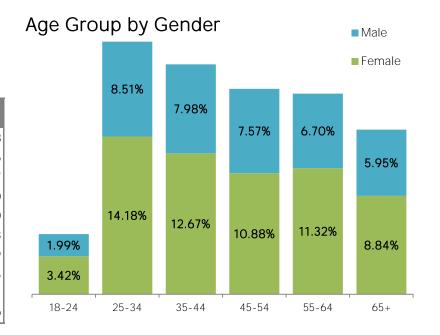
Date Range: June 1 - 30, 2019



Demographics & Interests

Affinity Categories:

Top 10 Affinity Categories	Visits
Shoppers/Value Shoppers	18,818
Food & Dining/Cooking Enthusiasts/30 Minute Chefs	16,746
Travel/Travel Buffs	16,487
Sports & Fitness/Health & Fitness Buffs	16,120
Lifestyles & Hobbies/Art & Theater Aficionados	15,410
Lifestyles & Hobbies/Business Professionals	15,328
Media & Entertainment/Movie Lovers	14,649
Lifestyles & Hobbies/Pet Lovers	14,035
Beauty & Wellness/Frequently Visits Salons	13,901
Technology/Technophiles	13,819



Other Categories:

Top 10 Categories	Visits
Arts & Entertainment/Celebrities & Entertainment News	12,720
Food & Drink/Cooking & Recipes	5,152
News/Weather	4,490
Arts & Entertainment/TV & Video/Online Video	4,137
Travel/Air Travel	3,602
Travel/Hotels & Accommodations	3,561
Real Estate/Real Estate Listings/Residential Sales	3,305
Arts & Entertainment/TV & Video/TV Shows & Programs/TV Reality Show	3,156
Law & Government/Government/Royalty	3,100
News/Sports News	2,925

Affinity Categories broaden the scope to identify users in terms of lifestyle; for example, Technophiles, Sports Fans, and Cooking Enthusiasts. These categories are defined in a similar way to TV audiences, and represent an opportunity to understand the behavior of your audience.

Other Categories are used to classify groups of users based on the specific content they consume, along with how recently and frequently they consume that content. This category data provides a more focused view of your users, and lets you analyze behavior more narrowly than Affinity Categories.

^{*} Per Google

Date Range: June 1 - 30, 2019

simpleview

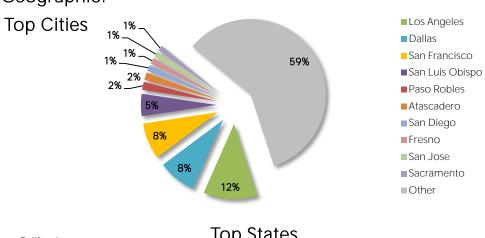
Top Content:

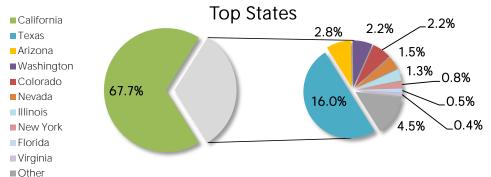
Top Landing Pages	Entrances
/	17,671
/dfw/	8,004
/events-and-festivals/	4,314
/blog/post/sip-back-and-relax-on-californias-central-coast/	3,608
(not set)	3,189
/blog/post/fourth-of-july-the-slo-cal-way/	2,166
/event/annual-4th-of-july-fireworks-celebrate/5949/	1,942
/event/cayucos-4th-of-july-celebration/4836/	1,789
/events-and-festivals/events-calendar/	1,622
/explore/paso-robles/	1,143

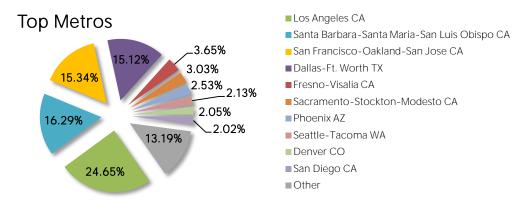
Top Content Pages	Pageviews
/	20,414
/dfw/	8,414
/events-and-festivals/	7,753
/events-and-festivals/events-calendar/	4,412
/blog/post/sip-back-and-relax-on-californias-central-coast/	3,776
/blog/post/fourth-of-july-the-slo-cal-way/	2,984
/things-to-do/	2,867
/event/annual-4th-of-july-fireworks-celebrate/5949/	2,474
/event/cayucos-4th-of-july-celebration/4836/	2,364
/stay/	1,931

Top Exit Pages	Exits
/	13,433
/dfw/	7,917
/blog/post/sip-back-and-relax-on-californias-central-coast/	3,504
/events-and-festivals/	2,988
/blog/post/fourth-of-july-the-slo-cal-way/	1,988
/event/annual-4th-of-july-fireworks-celebrate/5949/	1,929
/events-and-festivals/events-calendar/	1,792
/event/cayucos-4th-of-july-celebration/4836/	1,751
/plan/enewsletter/	1,098
/things-to-do/	1,066

Geographic:







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Top Referrers:

Referrer	Sessions	Bounce Rate	Avg. Session Duration	Pages / Sessions
visitcalifornia.com	3,119	76.85%	0:01:18	1.60
m.facebook.com	1,243	77.47%	0:00:58	1.31
msn.com	635	48.82%	0:02:25	2.21
avilavillageinn.com	495	41.01%	0:03:35	2.68
slocal.com	341	65.40%	0:00:45	1.70
visitavilabeach.com	337	44.21%	0:02:59	2.27
facebook.com	320	71.88%	0:02:09	1.65
slocal.simpleviewcms.com	213	8.45%	0:13:24	5.86
lm.facebook.com	117	66.67%	0:02:00	1.37
slocal.extranet.simpleviewcrm.com	106	8.49%	0:09:54	4.86
Totals	8,391	62.47%	0:02:31	2.03

Top Campaigns:

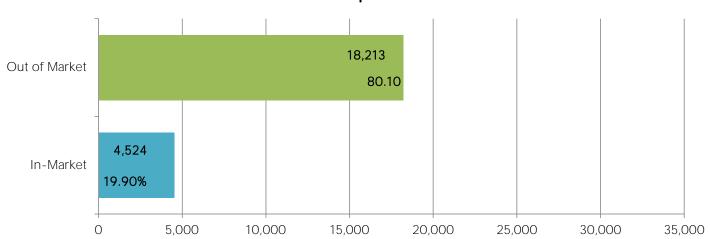
Campaign	Source / Medium	Sessions	% New Sessions	Avg. Session Duration	Bounce Rate
fy19_miles_dallas	adara / display	4,503	69.33%	0:01:28	72.80%
CA_TO-DO	goodway / sem	3,204	90.39%	0:01:02	69.66%
CA_BEACH	goodway / sem	1,230	88.70%	0:01:15	60.08%
fy19_miles_dallas	sharethrough / native	1,181	93.99%	0:00:23	91.28%
Sitelink	goodway / sem	1,134	75.66%	0:01:22	60.93%
CA_TRAVEL	goodway / sem	635	89.13%	0:01:50	61.10%
CA_OUTDOOR	goodway / sem	354	88.70%	0:01:29	72.03%
fy19_miles	youtube / video	93	89.25%	0:01:21	59.14%
fy17-vsloc	outbrain / media	9	66.67%	0:04:16	66.67%
68cfe476e4-EMAIL_CAN	M Visit Arroyo Grande Newslett	4	50.00%	0:04:37	0.00%
fy19_miles	samsung / display	4	50.00%	0:03:02	25.00%
slocalspring	GoodwayGroup / display	4	75.00%	0:01:02	50.00%
slocalspring	goodway / social	3	66.67%	0:01:43	33.33%
visitslocalfall	goodway / social	3	66.67%	0:01:20	66.67%
fy19_miles	sharethrough / native	2	100.00%	0:02:13	50.00%
	Totals	12,376	81.33%	0:01:15	70.61%

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In-MarketVsVisitor:





Mobile/Tablet Visits

