



AGENDA

Visit SLO CAL Board of Directors

Visit SLO CAL Board of Directors Agenda

Wednesday, November 20, 2019

8:30am

Inn at Morro Bay

60 State Park Rd, Morro Bay, CA 93442

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

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| ANNOUNCEMENTS |
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| C. Davison |
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| CONSENT AGENDA - <i>motion required</i> |
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| C. Davison |
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3. Approval of September 18, 2019 Board Meeting Minutes
4. Approval of September Visit SLO CAL Financials
5. Approval of October Visit SLO CAL Financials
6. Approval of Resolution to Update Bank Account Signature Cards
7. Approval of Resolution to Renew Line of Credit

Staff will request Board approval of the September 18, 2019 Board Meeting Minutes, and the September and October Visit SLO CAL Financials, and will request their ratification of resolutions to update bank account signature cards and to renew Visit SLO CAL's line of credit.

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| CEO REPORT |
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| C. Davison |
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8. CEO Report (15 min)

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

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| BUSINESS ITEMS |
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| C. Davison |
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9. Destination Management Strategy Work Plan (30 min) – *motion required*
Staff will provide an overview of the Destination Management Strategy Work Plan and request Board approval, as recommended by the Executive Committee.
10. Spartan Race Sponsorship (15 min) – *motion required*
Staff will request Board approval of a sponsorship opportunity to bring The Spartan Race to SLO CAL, as recommended by the Executive Committee.
11. Coraggio Group Engagement (20 min) – *motion required*
Staff will request Board approval of an engagement with Coraggio Group to conduct local community outreach, facilitate discussions at the Marketing Committee Retreat, and facilitate the development of a new strategic plan (Strategic Direction 2023), post-renewal of the TMD, as recommended by the Executive Committee.
12. Staffing Update (15 min) – *motion required*
Staff will provide an update on current and future staffing, and request Board approval on future staffing needs to be included in the January budget reforecast, as recommended by the Executive Committee.

13. Visit California – California Welcome Center (10 min) – *motion required*

Staff will update the Board on the closure of the California Welcome Center in Pismo Beach, and request Board approval of action to work to secure its future, as recommended by the Executive Committee.

14. TMD Renewal Update (10 min)

Staff will provide an update on the TMD renewal process, including petition signatures to date, updated timeline, key next steps and needed Board assistance.

15. Marketing Update (10 min)

Staff will provide an update on key marketing initiatives.

ADJOURN.

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

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



MINUTES

Visit SLO CAL Board of Directors

Visit SLO CAL Board of Directors Meeting Minutes

Wednesday, September 18, 2019

8:30am

The Agrarian Hotel

325 E. Branch St, Arroyo Grande, CA 93420

1. CALL TO ORDER: Mark Eads

PRESENT: Alma Ayon, Jed Bickel, Kathy Bonelli, Mark Eads, Aaron Graves, Jim Hamilton, Jay Jamison, Toni LeGras, Sam Miller, Nipool Patel, Victor Popp, Amar Sohi

ABSENT: Hemant Patel, Clint Pearce

STAFF PRESENT: Chuck Davison, Brooke Burnham, Derek Kirk, Brendan Pringle

Call to Order at 8:32 am.

2. PUBLIC COMMENT (On Non-Agenda Items)

None.

ANNOUNCEMENTS

Davison announced the birth of Ariel Tatiana Pringle, daughter to Operations Manager Brendan Pringle, and noted that today is Pringle's first day back from paternity leave. He also announced that Pringle was awarded CalTravel's 30 and Under Emerging Leaders Award at the CalTravel Summit, and presented him with the award.

CONSENT AGENDA

3. Approval of July 17, 2019 Board Meeting Minutes
4. Approval of June/Year-End Financials
5. Approval of July and August Financials
6. Approval of Visit SLO CAL's FY2018/19 Annual Report
7. Approval of Visit SLO CAL's Employee Handbook Updates
8. Approval of Visit SLO CAL's Conflict of Interest Policy Updates
9. Ratification of Victor Popp's Appointed Seat
10. Ratification of Toni LeGras' Appointed Seat

Davison outlined the key changes to Visit SLO CAL's Employee Handbook and its Conflict of Interest Policy, and asked the Board to fill out the Annual Disclosure form and return it to Pringle at the end of the meeting.

Public Comment – None.

Board Discussion.

ACTION: Moved by Graves/Bickel to approve the Consent Agenda as presented.

Motion carried: 10:0:2
LeGras and Popp abstained.

CEO REPORT

11. CEO Report

Davison noted that additional CEO Report items were included in the Agenda Packet in the interest of time. Davison reviewed U.S. Travel's Travel Trends Index for July 2019 vs. July 2018. He also reported that Beyonce filmed her new music video at Oceano Dunes on Tuesday, September 17, 2019, and recognized Brand & Marketing Manager Jordan Carson who ran point on this project. He provided an update on staffing, noting the recent/pending departure of three team members based on family changes and new opportunities. Open positions have been posted and interviews will be conducted as candidates become available. He also noted that these openings have provided opportunities for conversations with the team regarding organizational fit, future staffing and our need to continue to evolve as team members and an organization.

Public Comment – None.

Board Discussion.

BUSINESS ITEMS

12. Executive Committee Seat

With the appointment of Mark Eads to Vice Chair of the Executive Committee, the position of Secretary is now vacant, and Hemant Patel does not currently occupy one of the officer seats on the Committee. At their August 13, 2019 meeting, the Executive Committee recommended the appointment of Hemant Patel to the position of Secretary.

Public Comment – None.

Board Discussion.

ACTION: Moved by Jamison/Graves to appoint Hemant Patel as Secretary of the Executive Committee, as recommended by the Executive Committee.

Motion carried: 12:0

13. FY 2018-19 Audit

Davison noted that Visit SLO CAL is required to complete an audit every year as part of its contract with the County of San Luis Obispo to facilitate the Tourism Marketing District. The Audit and Management Report were included in the agenda packet. For the fourth year in a row, Visit SLO CAL received a clean audit from Burkart & Stevens with no material weaknesses. The Management Advisory Comments were consistent with past years and were expected based on the organization's size and structure. The auditor recommended that a separate individual receive the mail, open the checks and make a listing prior to processing (Segregation of Accounting Duties). This would only be possible in an organization with more staff. The auditor also pointed out that one bank exceeded the \$250k FDIC insured limits (Concentration Risk), a risk that Visit SLO CAL has minimized by investing contingency funds in laddered CDs.

Public Comment – None.

Board Discussion. Hamilton noted that this process is a heavy lift for any organization, and that this clean audit reflects well on the organization and staff. He added that the Management Advisory Comments are typical of any organization with a small staff. Popp noted that the clean audit immediately emphasized to him how organized Visit SLO CAL is.

ACTION: Moved by Hamilton/N. Patel to approve the FY2018-19 Audit as presented.

Motion carried: 12:0

14. TMD Renewal Update

Davison provided an update on the TMD renewal process, noting that since the County released the petition on August 1, 2019, Visit SLO CAL has collected petitions representing more than 500 properties. Countywide petitions received total 53.26 percent, but this number is likely closer to 60 percent as of today. Davison recognized the efforts of Graves, Eads, Jamison, H. Patel, N. Patel, Bonelli and others on the Board for their roles to date in collecting petitions, as well as Martin Resorts CEO Noreen Martin for her public support in the renewal process. He provided an overview of collected petitions and percentage represented by each jurisdiction. He reviewed the next steps in the process, and provided an update on meetings. He noted that the Arroyo Grande TBID voted unanimously to recommend approval to the City Council on August 26, 2019, the Grover Beach City Council voted unanimously to adopt the resolution on the TMD on September 16, 2019 and that the Travel Paso TBID voted 4:3 to recommend approval to the City Council on September 17, 2019. He reviewed the upcoming meeting schedule, and asked the Board to attend meetings in their city, or, at a minimum, to submit a letter in advance if they cannot attend. Davison also asked for support in making phone calls to lodging partners and collecting petitions in their communities, noting that Visit SLO CAL needs assistance specifically in Morro Bay and the Unincorporated Area. Visit SLO CAL will send an email to the Board today with the updated TMD Petition dashboard so that members can see exactly where assistance is needed. He also noted that Visit SLO CAL is having 1:1s and 2:1s with city council members in advance of the council meetings.

Public Comment – None.

Board Discussion. Bonelli and Popp described why the vote was split in Paso Robles, and noted that at the end of the business item, after a vote for approval, the TBID board called for a united front behind the TMD renewal.

15. Advocacy Plan

Kirk outlined the purpose of Visit SLO CAL's Advocacy Plan and how it ties back to Strategic Direction 2020 (SD 2020). Kirk outlined Visit SLO CAL's Public Policy Platform, the criteria on times when the organization will take action without first seeking Executive Committee approval, and what benchmarks need to be achieved in order to do that. He noted that for advocacy in support of, or in opposition to, specific legislative or regulatory measures not clearly articulated in the Public Policy Platform, staff will first bring the issue to the Executive Committee for a vote on a support, neutral with comments, oppose, or no action position. He added that if the timeline for taking action on the issue allows the item to be presented to the Executive Committee at a regularly scheduled meeting, the Visit SLO CAL staff will wait to allow for their vote. All action will subsequently be reported to the Board of Directors at their next regularly scheduled meeting. He noted that it will be important to determine what key influential groups or messengers are available and willing to help advance the advocacy initiatives, and which messages they are most prepared to advocate on. He also outlined the key success metrics. Davison added that a position of advocacy is not always "for" or "against"; in the case of the Oceano Dunes, the recommendation was to pause action and calm the waters so that the issue can be discussed. Kirk noted that the plan would be reviewed on an annual basis. At their August 13, 2019 meeting, the Executive Committee recommended the approval of the Advocacy Plan.

Public Comment – None.

Board Discussion. The Board recommended amending the Advocacy Plan to include language that Visit SLO CAL would conduct proactive outreach with stakeholders and would check in with members of the Executive Committee prior to taking a position.

ACTION: Moved by Sohi/N. Patel to approve the Advocacy Plan, as amended by the Board.

Motion carried: 12:0

16. Air Service Development

On September 4, in conjunction with the Airport, Visit SLO CAL announced new daily nonstop flight service from San Diego starting January 7, 2019 and from Portland starting June 18, 2019. Alaska Airlines will be the air service provider on both flights, and both will be included in the Wines Fly Free program upon launch. Davison thanked all of the Board members who attended the announcement event. He noted that these new flight markets will require additional advertising funds to be allocated. Through conversations and planning with Miles Partnership, our media agency, staff is recommending a total investment of \$400,000 during FY 2019-20. Total spend in San Diego is estimated at \$230,000 beginning October 1, 2019, while total spend in Portland is estimated at \$140,000 beginning March 1, 2020. An additional \$30,000 would be allocated in case need is demonstrated through Alaska Airlines' pace reports. Davison noted that funds would be allocated from the Reserve account, but not transferred until the end of the fiscal year, in the event that they are not needed. He added that Visit SLO CAL has never had to tap into reserves in the past, as the organization does not budget for new properties opening, and would likely also allocate unused funds from other projects.

Public Comment – None.

Board Discussion.

ACTION: Moved by Graves/Bickel to allocate \$400k in reserve funds toward advertising new air service from San Diego and Portland.

Motion carried: 12:0

17. Marketing Update

In the interest of time, item #17 was removed from the agenda. The Marketing Update slides will be sent to the Board via email.

ADJOURNMENT

ACTION: Adjourned at 10:31 am.

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

| Income | This Month | Budgeted for Month | MTD Variance | MTD Actual v. Budget % | MTD % of Total Income/ Expenses | FISCAL YTD | Budget YTD | YTD Variance | YTD Actual v. Budget % | YTD % of Total Income/ Expenses |
|---------------------------------------|-------------------|--------------------|--------------------|------------------------|---------------------------------|---------------------|---------------------|---------------------|------------------------|---------------------------------|
| Web & Ticket Revenue | \$ 754 | \$ 850 | \$ (96) | 89% | 0.16% | \$ 2,928 | \$ 2,550 | \$ 378 | 115% | 0.20% |
| Co-op Revenue | \$ 4,916 | \$ 7,833 | \$ (2,918) | 63% | 1.01% | \$ 18,288 | \$ 22,500 | \$ (4,212) | 81% | 1.22% |
| Interest Income | \$ 1,142 | \$ 1,733 | \$ (591) | 66% | 0.24% | \$ 8,685 | \$ 4,998 | \$ 3,687 | 174% | 0.58% |
| TMD Income | | | | | | | | | | |
| Collected from Prior Year Assessments | \$ 1 | \$ - | \$ 1 | 100% | 0.00% | \$ 2,188 | \$ 20,000 | \$ (17,813) | 11% | 0.15% |
| SLO County Unincorporated | \$ 133,961 | \$ 133,961 | \$ - | 100% | 27.62% | \$ 430,208 | \$ 430,208 | \$ - | 100% | 28.79% |
| SLO City | \$ 80,738 | \$ 80,738 | \$ - | 100% | 16.64% | \$ 237,557 | \$ 237,557 | \$ - | 100% | 15.90% |
| Pismo Beach | \$ 96,844 | \$ 96,844 | \$ - | 100% | 19.96% | \$ 376,482 | \$ 376,482 | \$ - | 100% | 25.19% |
| Morro Bay | \$ 40,901 | \$ 40,901 | \$ - | 100% | 8.43% | \$ 130,175 | \$ 130,175 | \$ - | 100% | 8.71% |
| Paso Robles | \$ 56,253 | \$ 56,253 | \$ - | 100% | 11.60% | \$ 184,994 | \$ 184,994 | \$ - | 100% | 12.38% |
| Arroyo Grande | \$ 11,414 | \$ 11,414 | \$ - | 100% | 2.35% | \$ 34,145 | \$ 34,145 | \$ - | 100% | 2.28% |
| Atascadero ** | \$ 45,089 | \$ 45,089 | \$ - | 100% | 9.29% | \$ 45,089 | \$ 45,089 | \$ - | 100% | 3.02% |
| Grover Beach | \$ 3,927 | \$ 3,927 | \$ - | 100% | 0.81% | \$ 14,444 | \$ 14,444 | \$ - | 100% | 0.97% |
| Adjustment for Actual TMD Collected | \$ 9,149 | \$ - | \$ 9,149 | 100% | 1.89% | \$ 9,149 | \$ - | \$ 9,149 | 100% | 0.61% |
| Total TMD Income | \$ 478,275 | \$ 469,125 | \$ 9,150 | | | \$ 1,464,430 | \$ 1,473,094 | \$ (8,663) | | |
| Total Income | \$ 485,087 | \$ 479,541 | \$ 5,546 | 101% | 100.00% | \$ 1,494,332 | \$ 1,503,141 | \$ (8,810) | 99% | 100.00% |
| ** District pays quarterly | | | | | | | | | | |
| Expenses | | | | | | | | | | |
| Contingency Reserve | \$ 23,951 | \$ 23,499 | \$ 453 | 102% | 6.50% | \$ 73,368 | \$ 73,782 | \$ (414) | 99% | 7.62% |
| G&A | \$ 24,770 | \$ 27,060 | \$ (2,290) | 92% | 6.73% | \$ 68,919 | \$ 83,057 | \$ (14,139) | 83% | 7.16% |
| Industry Research and Resources | \$ 18,600 | \$ 28,941 | \$ (10,342) | 64% | 5.05% | \$ 57,581 | \$ 104,307 | \$ (46,726) | 55% | 5.98% |
| Travel Trade | \$ 16,628 | \$ 24,351 | \$ (7,723) | 68% | 4.51% | \$ 54,847 | \$ 68,618 | \$ (13,771) | 80% | 5.70% |
| Communications | \$ 21,921 | \$ 19,082 | \$ 2,839 | 115% | 5.95% | \$ 66,550 | \$ 68,980 | \$ (2,430) | 96% | 6.92% |
| Advertising | \$ 205,132 | \$ 241,328 | \$ (36,197) | 85% | 55.70% | \$ 488,861 | \$ 560,216 | \$ (71,355) | 87% | 50.81% |
| Promotions | \$ 3,661 | \$ 3,683 | \$ (22) | 99% | 0.99% | \$ 7,338 | \$ 8,384 | \$ (1,046) | 88% | 0.76% |
| Events | \$ 6,286 | \$ 4,133 | \$ 2,153 | 152% | 1.71% | \$ 12,300 | \$ 16,398 | \$ (4,098) | 75% | 1.28% |
| Digital Marketing | \$ 24,212 | \$ 28,050 | \$ (3,838) | 86% | 6.57% | \$ 71,963 | \$ 85,999 | \$ (14,036) | 84% | 7.48% |
| Film Commission | \$ - | \$ 2,794 | \$ (2,794) | 0% | 0.00% | \$ 814 | \$ 8,018 | \$ (7,204) | 10% | 0.08% |
| Engagement & Advocacy | \$ 23,152 | \$ 31,706 | \$ (8,554) | 73% | 6.29% | \$ 59,678 | \$ 97,354 | \$ (37,676) | 61% | 6.20% |
| Total Expenses | \$ 368,312 | \$ 434,627 | \$ (66,315) | 85% | 100.00% | \$ 962,219 | \$ 1,175,115 | \$ (212,896) | 82% | 100.00% |
| Surplus(Deficit) | \$ 116,775 | \$ 44,914 | \$ 71,860 | 260% | | \$ 532,113 | \$ 328,027 | \$ 204,087 | 162% | |

Cash Flow

| | | |
|-------------------------------|--------------|--------------|
| Surplus (Deficit) | \$ 116,775 | \$ 532,113 |
| Beginning Cash Balance | \$ 1,694,751 | \$ 1,583,994 |
| Change in Accounts Receivable | \$ 50,235 | \$ (23,135) |
| Change in Accrued Expenses | \$ 17,698 | \$ 150,229 |
| Change in Prepaid Expenses | \$ (49,823) | \$ (195,608) |
| Change in Accounts Payable | \$ 146,674 | \$ (120,700) |
| Change in Reserve Contingency | \$ 23,951 | \$ 73,368 |

Ending Cash Balance

\$ 2,000,261

Contingency Reserve - 5% of Cumulative Revenue

\$ (862,798)

Liability on Balance Sheet

Net Available Cash

\$ 1,137,463

Notes:

- \$117k surplus for September (\$72k larger surplus than budgeted). \$532k surplus year-to-date (\$204k larger surplus than budgeted).

- All TMD amounts accrued through July 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 September 30, 2019

| | Sep 30, 19 | Sep 30, 18 | \$ Change | % Change |
|--|---------------------|---------------------|-------------------|------------------|
| ASSETS | | | | |
| Current Assets | | | | |
| Checking/Savings | | | | |
| 1010 · Bank of the Sierra - TMD | 859,034.63 | 1,067,443.84 | -208,409.21 | -19.5% |
| 1020 · Bank of the Sierra - Membership | 269,598.09 | 204,120.26 | 65,477.83 | 32.1% |
| 1030 · Morgan Stanley - TMD | 691,574.56 | 448,454.07 | 243,120.49 | 54.2% |
| 1040 · Morgan Stanley - Membership | 104,649.74 | 101,072.22 | 3,577.52 | 3.5% |
| Total Checking/Savings | 1,924,857.02 | 1,821,090.39 | 103,766.63 | 5.7% |
| Accounts Receivable | | | | |
| 1200 · Accounts Receivable | 933,825.27 | 898,287.16 | 35,538.11 | 4.0% |
| Total Accounts Receivable | 933,825.27 | 898,287.16 | 35,538.11 | 4.0% |
| Other Current Assets | | | | |
| 1320 · Prepaid Rent | 4,369.95 | 4,369.95 | 0.00 | 0.0% |
| 1340 · Workman's Comp Deposit | 744.40 | 367.00 | 377.40 | 102.8% |
| 1350 · Prepaid Expenses | 250,033.98 | 53,254.05 | 196,779.93 | 369.5% |
| 1330 · Employee Advances | 7.26 | 0.00 | 7.26 | 100.0% |
| 1499 · Undeposited Funds | 75,403.90 | 67,699.97 | 7,703.93 | 11.4% |
| Total Other Current Assets | 330,559.49 | 125,690.97 | 204,868.52 | 163.0% |
| Total Current Assets | 3,189,241.78 | 2,845,068.52 | 344,173.26 | 12.1% |
| Fixed Assets | | | | |
| 1400 · Fixed Assets | | | | |
| 1405 · Computer Hardware/Software | 31,747.44 | 31,747.44 | 0.00 | 0.0% |
| 1410 · Furniture & Fixtures | 102,213.07 | 102,213.07 | 0.00 | 0.0% |
| 1415 · Leasehold Improvements | 71,766.15 | 71,766.15 | 0.00 | 0.0% |
| 1425 · Office Equipment | 19,488.10 | 19,488.10 | 0.00 | 0.0% |
| Total 1400 · Fixed Assets | 225,214.76 | 225,214.76 | 0.00 | 0.0% |
| 1500 · Accumulated Depreciation | | | | |
| 1505 · Comp. Hdwr/Sftwr. Acc. Depr. | -17,156.17 | -17,156.17 | 0.00 | 0.0% |
| 1510 · Furn. & Fixt. Accum. Depr. | -10,765.00 | -10,765.00 | 0.00 | 0.0% |
| 1515 · Leasehold Imp. Accum. Depr. | -2,987.00 | -2,987.00 | 0.00 | 0.0% |
| 1525 · Office Equip. Accum. Depr. | -15,556.00 | -15,556.00 | 0.00 | 0.0% |
| Total 1500 · Accumulated Depreciation | -46,464.17 | -46,464.17 | 0.00 | 0.0% |
| Total Fixed Assets | 178,750.59 | 178,750.59 | 0.00 | 0.0% |
| Other Assets | | | | |
| 1600 · Intangibles | | | | |
| 1605 · Trademark - Slocat | 15,750.00 | 15,750.00 | 0.00 | 0.0% |
| Total 1600 · Intangibles | 15,750.00 | 15,750.00 | 0.00 | 0.0% |
| Total Other Assets | 15,750.00 | 15,750.00 | 0.00 | 0.0% |
| TOTAL ASSETS | 3,383,742.37 | 3,039,569.11 | 344,173.26 | 11.3% |
| LIABILITIES & EQUITY | | | | |
| Liabilities | | | | |
| Current Liabilities | | | | |
| Accounts Payable | | | | |
| 2000 · Accounts Payable | 230,178.91 | 65,398.86 | 164,780.05 | 252.0% |
| Total Accounts Payable | 230,178.91 | 65,398.86 | 164,780.05 | 252.0% |
| Credit Cards | | | | |
| 2060 · American Express Credit Card | 4,134.99 | 5,825.70 | -1,690.71 | -29.0% |
| Total Credit Cards | 4,134.99 | 5,825.70 | -1,690.71 | -29.0% |
| Other Current Liabilities | | | | |
| 2070 · Accrued Liabilities | 147,649.01 | 93,160.70 | 54,488.31 | 58.5% |
| 2100 · Deferred Revenue | 3,000.00 | 2,055.00 | 945.00 | 46.0% |
| 2100 · Payroll Liabilities | | | | |
| 2115 · Company ETT Payable | 2.19 | 0.00 | 2.19 | 100.0% |
| 2125 · Company FUTA Payable | 13.16 | 0.00 | 13.16 | 100.0% |
| 2135 · Company SUI Payable | 107.50 | 0.00 | 107.50 | 100.0% |
| 2160 · Health Insurance Withheld | -509.53 | 23.63 | -533.16 | -2,256.3% |
| Total 2100 · Payroll Liabilities | -386.68 | 23.63 | -410.31 | -1,736.4% |
| Total Other Current Liabilities | 150,262.33 | 95,239.33 | 55,023.00 | 57.8% |

3:24 PM

10/14/19

Accrual Basis

Visit SLO CAL
Balance Sheet Prev Year Comparison
As of September 30, 2019

| | Sep 30, 19 | Sep 30, 18 | \$ Change | % Change |
|---------------------------------------|---------------------|---------------------|-------------------|--------------|
| Total Current Liabilities | 384,576.23 | 166,463.89 | 218,112.34 | 131.0% |
| Total Liabilities | 384,576.23 | 166,463.89 | 218,112.34 | 131.0% |
| Equity | | | | |
| 3120 · Reserved Earnings | 862,797.76 | 641,137.85 | 221,659.91 | 34.6% |
| 3130 · Retained Earnings | 1,604,255.37 | 1,522,038.79 | 82,216.58 | 5.4% |
| Net Income | 532,113.01 | 709,928.58 | -177,815.57 | -25.1% |
| Total Equity | 2,999,166.14 | 2,873,105.22 | 126,060.92 | 4.4% |
| TOTAL LIABILITIES & EQUITY | 3,383,742.37 | 3,039,569.11 | 344,173.26 | 11.3% |

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

| Income | This Month | Budgeted for Month | MTD Variance | MTD % of Total | | FISCAL YTD | Budget YTD | YTD Variance | YTD % of Total | |
|---------------------------------------|-------------|--------------------|--------------|------------------------|------------------|--------------|--------------|--------------|------------------------|------------------|
| | | | | MTD Actual v. Budget % | Income/ Expenses | | | | YTD Actual v. Budget % | Income/ Expenses |
| Web & Ticket Revenue | \$ 635 | \$ 850 | \$ (215) | 75% | 0.18% | \$ 3,563 | \$ 5,275 | \$ (1,712) | 68% | 0.19% |
| Co-op Revenue | \$ 6,815 | \$ 7,333 | \$ (519) | 93% | 1.88% | \$ 25,103 | \$ 29,833 | \$ (4,730) | 84% | 1.35% |
| Interest Income | \$ 1,587 | \$ 1,733 | \$ (146) | 92% | 0.44% | \$ 10,272 | \$ 6,731 | \$ 3,542 | 153% | 0.55% |
| TMD Income | | | | | | | | | | |
| Collected from Prior Year Assessments | \$ - | \$ - | \$ - | 100% | 0.00% | \$ 2,188 | \$ 20,000 | \$ (17,813) | 11% | 0.12% |
| SLO County Unincorporated | \$ 99,756 | \$ 99,756 | \$ - | 100% | 27.58% | \$ 529,964 | \$ 529,964 | \$ - | 100% | 28.55% |
| SLO City | \$ 62,050 | \$ 62,050 | \$ - | 100% | 17.16% | \$ 299,607 | \$ 299,607 | \$ - | 100% | 16.14% |
| Pismo Beach | \$ 80,492 | \$ 80,492 | \$ - | 100% | 22.26% | \$ 456,974 | \$ 456,974 | \$ - | 100% | 24.62% |
| Morro Bay | \$ 31,027 | \$ 31,027 | \$ - | 100% | 8.58% | \$ 161,202 | \$ 161,202 | \$ - | 100% | 8.69% |
| Paso Robles | \$ 54,597 | \$ 54,597 | \$ - | 100% | 15.10% | \$ 239,591 | \$ 239,591 | \$ - | 100% | 12.91% |
| Arroyo Grande | \$ 7,785 | \$ 7,785 | \$ - | 100% | 2.15% | \$ 41,930 | \$ 41,930 | \$ - | 100% | 2.26% |
| Atascadero ** | \$ - | \$ - | \$ - | 100% | 0.00% | \$ 45,089 | \$ 45,089 | \$ - | 100% | 2.43% |
| Grover Beach | \$ 2,723 | \$ 2,723 | \$ - | 100% | 0.75% | \$ 17,167 | \$ 17,167 | \$ - | 100% | 0.92% |
| Adjustment for Actual TMD Collected | \$ 14,195 | \$ - | \$ 14,195 | 100% | 3.92% | \$ 23,345 | \$ - | \$ 23,345 | 100% | 1.26% |
| Total TMD Income | \$ 352,626 | \$ 338,430 | \$ 14,195 | | | \$ 1,817,056 | \$ 1,811,524 | \$ 5,532 | | |
| Total Income | \$ 361,663 | \$ 348,347 | \$ 13,316 | 104% | 100.00% | \$ 1,855,994 | \$ 1,853,363 | \$ 2,631 | 100% | 100.00% |
| ** District pays quarterly | | | | | | | | | | |
| Expenses | | | | | | | | | | |
| Contingency Reserve | \$ 17,663 | \$ 16,964 | \$ 699 | 104% | 3.89% | \$ 91,031 | \$ 90,746 | \$ 285 | 100% | 6.43% |
| G&A | \$ 33,034 | \$ 34,244 | \$ (1,210) | 96% | 7.27% | \$ 101,953 | \$ 117,301 | \$ (15,348) | 87% | 7.20% |
| Industry Research and Resources | \$ 13,693 | \$ 29,957 | \$ (16,264) | 46% | 3.01% | \$ 71,274 | \$ 134,265 | \$ (62,990) | 53% | 5.03% |
| Travel Trade | \$ 25,069 | \$ 32,592 | \$ (7,522) | 77% | 5.52% | \$ 79,916 | \$ 101,210 | \$ (21,293) | 79% | 5.64% |
| Communications | \$ 29,558 | \$ 34,144 | \$ (4,586) | 87% | 6.50% | \$ 96,109 | \$ 103,124 | \$ (7,016) | 93% | 6.78% |
| Advertising | \$ 287,559 | \$ 276,085 | \$ 11,474 | 104% | 63.27% | \$ 776,420 | \$ 836,201 | \$ (59,781) | 93% | 54.81% |
| Promotions | \$ 2,449 | \$ 1,683 | \$ 766 | 146% | 0.54% | \$ 9,787 | \$ 10,067 | \$ (280) | 97% | 0.69% |
| Events | \$ 2,650 | \$ 1,633 | \$ 1,017 | 162% | 0.58% | \$ 14,950 | \$ 18,031 | \$ (3,081) | 83% | 1.06% |
| Digital Marketing | \$ 19,699 | \$ 24,059 | \$ (4,360) | 82% | 4.33% | \$ 91,662 | \$ 110,058 | \$ (18,396) | 83% | 6.47% |
| Film Commission | \$ - | \$ 3,214 | \$ (3,214) | 0% | 0.00% | \$ 814 | \$ 11,232 | \$ (10,418) | 7% | 0.06% |
| Engagement & Advocacy | \$ 23,094 | \$ 29,807 | \$ (6,712) | 77% | 5.08% | \$ 82,772 | \$ 127,161 | \$ (44,389) | 65% | 5.84% |
| Total Expenses | \$ 454,469 | \$ 484,381 | \$ (29,911) | 94% | 100.00% | \$ 1,416,688 | \$ 1,659,396 | \$ (242,708) | 85% | 100.00% |
| Surplus(Deficit) | \$ (92,806) | \$ (136,034) | \$ 43,228 | 68% | | \$ 439,307 | \$ 193,967 | \$ 245,339 | 226% | |

| | | |
|--|--------------|--------------|
| Cash Flow | | |
| Surplus (Deficit) | \$ (92,806) | \$ 439,307 |
| Beginning Cash Balance | \$ 2,006,511 | \$ 1,583,994 |
| Change in Accounts Receivable | \$ (2,552) | \$ (25,688) |
| Change in Accrued Expenses | \$ 38,248 | \$ 188,477 |
| Change in Prepaid Expenses | \$ 5,876 | \$ (189,732) |
| Change in Accounts Payable | \$ (29,761) | \$ (144,211) |
| Change in Reserve Contingency | \$ 17,663 | \$ 91,031 |
| Ending Cash Balance | \$ 1,943,179 | \$ 1,943,179 |
| Contingency Reserve - 5% of Cumulative Revenue | \$ (880,461) | \$ (880,461) |
| Liability on Balance Sheet | | |
| Net Available Cash | \$ 1,062,718 | \$ 1,062,718 |

Notes:

- \$93k deficit for October (\$43k smaller deficit than budgeted). \$439k surplus year-to-date (\$245k larger surplus than budgeted).
- All TMD amounts accrued through August 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 October 31, 2019

| | Oct 31, 19 | Oct 31, 18 | \$ Change | % Change |
|--|---------------------|---------------------|--------------------|---------------|
| ASSETS | | | | |
| Current Assets | | | | |
| Checking/Savings | | | | |
| 1010 · Bank of the Sierra - TMD | 874,231.93 | 1,063,233.61 | -189,001.68 | -17.8% |
| 1020 · Bank of the Sierra - Membership | 271,153.22 | 209,501.23 | 61,651.99 | 29.4% |
| 1030 · Morgan Stanley - TMD | 692,868.13 | 526,134.12 | 166,734.01 | 31.7% |
| 1040 · Morgan Stanley - Membership | 104,925.33 | 101,176.22 | 3,749.11 | 3.7% |
| Total Checking/Savings | 1,943,178.61 | 1,900,045.18 | 43,133.43 | 2.3% |
| Accounts Receivable | | | | |
| 1200 · Accounts Receivable | 936,377.61 | 742,372.04 | 194,005.57 | 26.1% |
| Total Accounts Receivable | 936,377.61 | 742,372.04 | 194,005.57 | 26.1% |
| Other Current Assets | | | | |
| 1320 · Prepaid Rent | 4,369.95 | 4,369.95 | 0.00 | 0.0% |
| 1340 · Workman's Comp Deposit | 744.40 | 367.00 | 377.40 | 102.8% |
| 1350 · Prepaid Expenses | 244,104.57 | 129,782.21 | 114,322.36 | 88.1% |
| 1330 · Employee Advances | 60.52 | -265.71 | 326.23 | 122.8% |
| 1499 · Undeposited Funds | 0.00 | 259,139.95 | -259,139.95 | -100.0% |
| Total Other Current Assets | 249,279.44 | 393,393.40 | -144,113.96 | -36.6% |
| Total Current Assets | 3,128,835.66 | 3,035,810.62 | 93,025.04 | 3.1% |
| Fixed Assets | | | | |
| 1400 · Fixed Assets | | | | |
| 1405 · Computer Hardware/Software | 31,747.44 | 31,747.44 | 0.00 | 0.0% |
| 1410 · Furniture & Fixtures | 102,213.07 | 102,213.07 | 0.00 | 0.0% |
| 1415 · Leasehold Improvements | 71,766.15 | 71,766.15 | 0.00 | 0.0% |
| 1425 · Office Equipment | 19,488.10 | 19,488.10 | 0.00 | 0.0% |
| Total 1400 · Fixed Assets | 225,214.76 | 225,214.76 | 0.00 | 0.0% |
| 1500 · Accumulated Depreciation | | | | |
| 1505 · Comp. Hdwr/Sftwr. Acc. Depr. | -17,156.17 | -17,156.17 | 0.00 | 0.0% |
| 1510 · Furn. & Fixt. Accum. Depr. | -10,765.00 | -10,765.00 | 0.00 | 0.0% |
| 1515 · Leasehold Imp. Accum. Depr. | -2,987.00 | -2,987.00 | 0.00 | 0.0% |
| 1525 · Office Equip. Accum. Depr. | -15,556.00 | -15,556.00 | 0.00 | 0.0% |
| Total 1500 · Accumulated Depreciation | -46,464.17 | -46,464.17 | 0.00 | 0.0% |
| Total Fixed Assets | 178,750.59 | 178,750.59 | 0.00 | 0.0% |
| Other Assets | | | | |
| 1600 · Intangibles | | | | |
| 1605 · Trademark - Slocal | 15,750.00 | 15,750.00 | 0.00 | 0.0% |
| Total 1600 · Intangibles | 15,750.00 | 15,750.00 | 0.00 | 0.0% |
| Total Other Assets | 15,750.00 | 15,750.00 | 0.00 | 0.0% |
| TOTAL ASSETS | 3,323,336.25 | 3,230,311.21 | 93,025.04 | 2.9% |
| LIABILITIES & EQUITY | | | | |
| Liabilities | | | | |
| Current Liabilities | | | | |
| Accounts Payable | | | | |
| 2000 · Accounts Payable | 203,367.67 | 140,356.92 | 63,010.75 | 44.9% |
| Total Accounts Payable | 203,367.67 | 140,356.92 | 63,010.75 | 44.9% |
| Credit Cards | | | | |
| 2060 · American Express Credit Card | 7,435.56 | 12,432.40 | -4,996.84 | -40.2% |
| Total Credit Cards | 7,435.56 | 12,432.40 | -4,996.84 | -40.2% |
| Other Current Liabilities | | | | |
| 2070 · Accrued Liabilities | 185,636.33 | 150,578.06 | 35,058.27 | 23.3% |
| 2010 · Deferred Revenue | 4,000.00 | 3,055.00 | 945.00 | 30.9% |
| 2100 · Payroll Liabilities | | | | |
| 2160 · Health Insurance Withheld | -1,126.04 | -1,357.72 | 231.68 | 17.1% |
| Total 2100 · Payroll Liabilities | -1,126.04 | -1,357.72 | 231.68 | 17.1% |
| Total Other Current Liabilities | 188,510.29 | 152,275.34 | 36,234.95 | 23.8% |
| Total Current Liabilities | 399,313.52 | 305,064.66 | 94,248.86 | 30.9% |
| Total Liabilities | 399,313.52 | 305,064.66 | 94,248.86 | 30.9% |

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Accrual Basis

Visit SLO CAL
Balance Sheet Prev Year Comparison
As of October 31, 2019

| | Oct 31, 19 | Oct 31, 18 | \$ Change | % Change |
|---------------------------------------|---------------------|---------------------|------------------|-------------|
| Equity | | | | |
| 3120 · Reserved Earnings | 880,460.81 | 659,369.12 | 221,091.69 | 33.5% |
| 3130 · Retained Earnings | 1,604,255.37 | 1,522,038.79 | 82,216.58 | 5.4% |
| Net Income | 439,306.55 | 743,838.64 | -304,532.09 | -40.9% |
| Total Equity | 2,924,022.73 | 2,925,246.55 | -1,223.82 | 0.0% |
| TOTAL LIABILITIES & EQUITY | 3,323,336.25 | 3,230,311.21 | 93,025.04 | 2.9% |

VISIT SLO CAL

DESTINATION MANAGEMENT STRATEGY WORKBOOK

AUGUST 2019

IMPLEMENTATION

The individual action items included in the Destination Management Strategy (DMS) should be key inputs into Visit SLO CAL's annual Business and Marketing Plan, and the county and municipalities' strategies, planning and management processes. The 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 the Destination Management Strategy can be undertaken by Visit SLO CAL®, while others need to be owned and shared with their stakeholders and partners such as the county, municipalities and community agencies and organizations. Those organizations 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 the Destination Management Strategy 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 the DMS. 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
- Development of working groups, including interested stakeholders, to serve as the implementors, champions and supporters of the various recommendations
- Articulation and agreement of cooperative stakeholder implementation initiatives
- Inclusion of the Destination Management Strategy action items into Visit SLO CAL's annual business and marketing planning process including:
 - Identification of organizational responsibilities and authorities
 - Identification of activities and work plans for implementation
 - Identification of resources necessary for implementation (organizational, professional and financial resources)
 - Identification of time table for implementation
 - Identification of Key Performance Indicators (KPIs) necessary to monitor and assess performance
 - Prioritization of recommendations for implementations by the Visit SLO CAL Board of Directors
 - Direction, management and monitoring of implementation initiatives

To coordinate the implementation effort, Visit SLO CAL will establish and facilitate a Destination Management Strategy Committee to assist in the organization of action plans; assign roles and responsibilities; recommend the allocation of resources; monitor and review efforts; assess KPIs; and adjust the action plans 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.

ACTIVATION

There are always limits to any organization's resources, effort and time, and Visit SLO CAL is no different. Choices will need to be made in terms of which Action Items will require Near-Term, Medium-Term and Long-Term Activation.

The following chart illustrates Visit SLO CALs Activation Time Horizon for each of the Action Items, with indications for timing associated with Planning/Study, Implementation of Recommendations and Realization of Benefits. Detailed timing of Actions for each Recommendation follows in the Appendix. It is important to note that not all of these items will be activated immediately, and the following chart reflects the time to realizing benefits from the start of the effort.

| Plan / Study | | | | | | | | | | |
|---|---|---------|---------|---------|---------|---------|---------|---------|---------|----------|
| Implementation of Recommendations | | | | | | | | | | |
| Start to Realize Benefits | | | | | | | | | | |
| | Estimated Timing Horizons From Start - Initiation of Individual Recommendations Will Vary | | | | | | | | | |
| | 1 Year | 2 Years | 3 Years | 4 Years | 5 Years | 6 Years | 7 Years | 8 Years | 9 Years | 10 Years |
| 1. INDUSTRY ADVANCEMENT & ADVOCACY | | | | | | | | | | |
| Culinary Arts Campus | | | | | | | | | | |
| Customer Service | | | | | | | | | | |
| Experience Incubator | | | | | | | | | | |
| International Visitors | | | | | | | | | | |
| Paso Robles and SLO Coast Wine | | | | | | | | | | |
| Sustainable Tourism | | | | | | | | | | |
| Talent Attraction, Development & Careers | | | | | | | | | | |
| Tourism Management | | | | | | | | | | |
| Visit SLO CAL & Funding | | | | | | | | | | |
| 2. EXPANDING INFRASTRUCTURE & INVESTMENT | | | | | | | | | | |
| Air Service & Airport Development | | | | | | | | | | |
| Chief Investment Officer (Travel & Tourism) | | | | | | | | | | |
| Countywide Trail System | | | | | | | | | | |
| Ground Transportation | | | | | | | | | | |
| Morro Bay Waterfront | | | | | | | | | | |
| San Luis Obispo County Conference Center(s) | | | | | | | | | | |
| Workforce Housing | | | | | | | | | | |
| Workforce Transportation | | | | | | | | | | |
| 3. EXPERIENCE DEVELOPMENT | | | | | | | | | | |
| Authentic Communities | | | | | | | | | | |
| Bike Tourism | | | | | | | | | | |
| Cannabis Tourism | | | | | | | | | | |
| Develop & Grow Communities | | | | | | | | | | |
| Events & Festivals Strategy | | | | | | | | | | |
| Nightlife, Music and Entertainment | | | | | | | | | | |
| SAVOR SLO CAL | | | | | | | | | | |
| Signature Event(s) | | | | | | | | | | |
| SLO CAL Crafted Brand | | | | | | | | | | |

FINANCIAL RESOURCES

Each of the DMS recommendations will require organizational, professional and financial resources for start-up, planning / study, implementation and ongoing operational support from Visit SLO CAL and non-Visit SLO CAL (outside) sources. While it is difficult to pin down a budget for each recommendation and activity at this early state, we have compiled an order-of-magnitude summary of financial requirements (start-up and recurring for VSC, and capital and operating costs for non-VCS) as follows.

| | Estimated Cost for Visit SLO CAL Activities | Estimated Total Non-VSC Capital and Operating Costs |
|--|---|---|
| | Low <\$1M | Minimal <\$1M |
| | Medium \$1-5M | Moderate \$1-10M |
| | High >\$5M | Significant >\$10M |
| 1. Outdoor Activities | | |
| a. Experience Incubator | Medium | Moderate |
| b. Countywide Trail System | Low | Significant |
| c. Bike Tourism | Low | Significant |
| 2. Food & Drink Experiences | | |
| a. SAVOR SLO CAL | Low | Moderate |
| b. Culinary Arts Campus | Low | Significant |
| 3. Events & Festivals | | |
| a. Events & Festivals Strategy | Low | Minimal |
| b. Signature Events(s) | Low | Moderate |
| c. Space Launch Events | Low | Minimal |
| 4. SLO CAL Crafted | | |
| a. SLO CAL Crafted Brand | Low | Moderate |
| b. Nightlife, Music and Entertainment | Low | Significant |
| c. Paso Robles and SLO Coast Wine | Low | Significant |
| d. Cannabis Tourism | Low | Moderate |
| 5. Workforce Development | | |
| a. Talent Attraction, Development & Careers | Low | Moderate |
| b. Workforce Transportation | Low | Significant |
| c. Workforce Housing | Low | Significant |
| d. Customer Service | Low | Moderate |
| 6. Industry Development | | |
| a. San Luis Obispo County Conference Center | Medium | Significant |
| b. Chief Investment Officer (Travel & Tourism) | Low | Minimal |
| c. Air Service and Airport Development | Medium | Significant |
| d. Ground Transportation | Low | Significant |
| e. International Visitors | Low | Moderate |

| | | |
|-------------------------------|--------|-------------|
| f. Visit SLO CAL and Funding | Low | Moderate |
| 7. Placemaking | | |
| a. Morro Bay Waterfront | Low | Significant |
| b. Develop & Grow Communities | Low | Significant |
| c. Authentic Communities | Low | Significant |
| d. Thematic Routes | Low | Moderate |
| 8. Sustainability | | |
| a. Tourism Management | Medium | Moderate |
| b. Sustainable Tourism | Low | Moderate |

ORGANIZATIONAL RESOURCES

The activities listed for each of the recommendations are significant in their totality and generally focused on:

- Engagement with public sector organizations, private sector organizations, industry stakeholders and the community-at-large
- Building consensus (government officials, private sector leaders and community)
- Activation, coordination and leadership of various working groups
- Collection of case studies and best practice from other DMOs and destinations
- Researching (produced internally and externally commissioned)
- Developing, advocating and implementing strategies, policies and plans
- Monitoring performance and assessing results

Although it is difficult at this time to allocate individual roles, responsibilities and resources without creating an annual operating plan for Visit SLO CAL, the amount of activities identified in this workbook would suggest that the organization should consider the following professional resources:

Director / VP of Community Engagement & Advocacy

The Director / VP of Community Engagement & Advocacy will be responsible for the implementation of the Destination Management Strategy. He/She will provide leadership for the various working groups. He/She will be responsible for government, private sector and community relations. He/She will be responsible for strategy, policy and plan development.

Chief Investment Officer

The Chief Investment Officer will be responsible for developing and maintaining all that is necessary to carry out the Chief Investment Officer recommendation.

Partner Engagement Manager

The Partner Engagement Manager will be responsible for managing partner engagement activities around the DMS, and implementation and monitoring of DMS programs and plans.

Destination Management Coordinator

The Destination Management Coordinator will be responsible for supporting and organizing the department calendar, meetings, working groups, consultant contacts, activities and logistics.

RECOMMENDATIONS

The following pages contain additional detail and discussion for each of the 28 Recommendations included in SLO CAL's Destination Management Strategy.

Each of the Recommendations are broken down into specific activities proposed for Visit SLO CAL, government offices and agencies, and the broader SLO CAL Travel & Tourism industry that are necessary and suggested to implement that item. Although, general action plans, responsibilities, timing and resources are presented for each Recommendation, an Activities Spreadsheet follows for Visit SLO CAL to use in assigning specific responsibilities, timing and resources.

1. Industry Advancement & Advocacy

- a. Culinary Arts Campus
- b. Customer Service
- c. Experience Incubator
- d. International Visitors
- e. Paso Robles and SLO Coast Wine
- f. Sustainable Tourism
- g. Talent Attraction, Development & Careers
- h. Tourism Management
- i. Visit SLO CAL & Funding

2. Expanding Infrastructure & Investment

- a. Air Service & Airport Development
- b. Chief Investment Officer (Travel & Tourism)
- c. Countywide Trail System
- d. Ground Transportation

- e. Morro Bay Waterfront
- f. San Luis Obispo County Conference Center(s)
- g. Workforce Housing
- h. Workforce Transportation

3. Experience Development

- a. Authentic Communities
- b. Bike Tourism
- c. Cannabis Tourism
- d. Develop & Grow Communities
- e. Events & Festivals Strategy
- f. Nightlife, Music & Entertainment
- g. SAVOR SLO CAL
- h. Signature Event(s)
- i. SLO CAL Crafted Brand
- j. Space Launch Events
- k. Thematic Routes

1. INDUSTRY ADVANCEMENT & ADVOCACY

In the coming years, the actions taken by local communities will be critical for the advancement of SLO CAL's Travel & Tourism economy and the resident quality of life.

As the countywide industry leader and nexus for Travel & Tourism, Visit SLO CAL, the Destination Marketing and Management Organization (DMMO) for San Luis Obispo County, has the responsibility to advance and advocate for some of the region's biggest, most pressing needs, impacting Travel & Tourism and resident quality of life.

The research/engagement/workshops surfaced opportunities in nine specific areas which are detailed out in the following pages:

- Culinary Arts Campus
- Customer Service
- Experience Incubator
- International Visitors
- Paso Robles and SLO Coast Wine
- Sustainable Tourism
- Talent Attraction, Development & Careers
- Tourism Management
- Visit SLO CAL & Funding

Over the coming year and into the next several decades, Visit SLO CAL and their strategic partners as well as government leaders from across the region will work to progress each of these recommendations, advancing the industry and ensuring that Travel & Tourism is always welcome at the table.

CULINARY ARTS CAMPUS

Visit SLO CAL should join forces with premier culinary schools such as the Culinary Institute of America (Hyde Park, NY), the Institute of Culinary Education (New York, NY and Los Angeles, CA), or the International Culinary Center (New York, NY) in addition to Cuesta College Culinary Arts and Cal Poly Department of Experience Industry Management to create a culinary arts campus in San Luis Obispo County. The SLO CAL Culinary Arts Campus should take cues from the Culinary Institute of America Campus in Napa, CA by becoming a premier “destination for exploring, experiencing, and enjoying the world of food, wine, art, and community.” A culinary arts campus would provide cooking and beverage classes taught by industry experts, curated tasting events and festivals, delicious dining selections, artisanal art collections, and private event space, all in one convenient location to create the epicenter of food and wine. The Culinary Arts Campus would also be seen as an international center for culinary learning, skills development and career training for chefs, as well as all sorts of people who want to build a career around food.

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

Direct Actions and Plans

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

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

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

| | |
|----|--|
| | <p>Schedule and conduct conversations or meetings with the leadership from these culinary arts campuses to understand their start up experiences, history, operations, strategies and plans, opportunities, necessary resources, successes and failures, and lessons learned.</p> |
| 2. | <p>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.</p> |
| | <p>Schedule and conduct meetings with the leadership, management, professors, and administrators of Cuesta College Culinary Arts and Cal Poly Department of Experience Industry Management to discuss the DMS and Culinary Arts Campus Recommendation.</p> <p>Explore the concept of a Culinary Arts Campus and agree to steps that move the concept forward with one or more of the selected partners including but not limited to:</p> <ul style="list-style-type: none"> • Overall Strategy and Plan • Business Plan • Location and Facilities • Organization and Structure • Academics, Curriculum, Certificates and Learning • Students, Visitors and Residents • Conferences and Events • Restaurants, Food, Wine and Retail |
| 3. | <p>Join with Cuesta College and Cal Poly to approach potential partners such as the Culinary Institute of America, the Institute of Culinary Education, the International Culinary Center and others to propose and assess their interest in establishing a culinary arts campus in San Luis Obispo County.</p> |
| | <p>Work with Cuesta College and Cal Poly to agree to top selections and jointly approach potential partners.</p> <p>Develop joint proposal with Cuesta College and Cal Poly to use for these discussions.</p> <p>The proposal should include conceptual plan as identified above, incentives from SLO County and the municipalities and strong arguments for selecting SLO CAL as a Culinary Campus.</p> |
| 4. | <p>Join with Cuesta College and Cal Poly to work with interested partners and organizations to create a strategy, working plan and the funding necessary and appropriate to establish a culinary arts campus in San Luis Obispo County.</p> |

| |
|---|
| <p>Work with Cuesta College, Cal Poly and interested partners to prepare, produce and “shop around” a proposal to County, Municipalities, organizations and agencies and private sector investors and developers and agree to a strategy and plan for moving forward.</p> |
| <p>5. Serve as the marketing and promotion arm of the SLO CAL Culinary Arts Campus and target residents and interested/high potential visitor target markets to visit and enjoy its services, activities and experience.</p> |
| <p>Create and deliver a marketing strategy and plan to feature the SLO CAL Culinary Arts Campus, similar in nature to those already produced and delivered by Visit SLO CAL for visitors and residents.</p> |
| <p>Advocacy and Government Relations</p> |
| <p>6. Encourage the county and municipal governments to cooperate with the Culinary Arts Campus partners to assist with any and all public sector service requirements to deliver a successful Culinary Arts Campus initiative.</p> |
| <p>Industry Relations and Cooperation</p> |
| <p>7. Encourage the SLO CAL Travel & Tourism industry to join forces and cooperate with the Culinary Arts Campus partners to deliver tourism-related expertise, experience, services and amenities that are necessary and appropriate to deliver a successful Culinary Arts Campus initiative.</p> |
| <p>8. Encourage the SLO CAL Travel & Tourism industry to use the Culinary Arts Campus for staff training and staff hiring.</p> |
| <p>Responsibilities</p> |
| <p>Suggested Lead:</p> <ul style="list-style-type: none"> ● Visit SLO CAL <p>Additional Suggested Partners:</p> <ul style="list-style-type: none"> ● Cuesta College Culinary Arts and Cal Poly Department of Experience Industry Management (development partners) ● County, Municipalities, organizations and agencies and private sector investors and developers (implementation) ● Travel & Tourism Industry (engagement) |

CUSTOMER SERVICE

The research prepared for the Destination Management Strategy suggested that customer service in SLO CAL could benefit from increased attention and development in order to deliver the destination, product and service experience necessary for more discriminating, international and experienced travelers who are demanding a better quality of service. As a result, Visit SLO CAL should work with Cal Poly, Cuesta College, and other educational and training organizations, to examine, select and implement customer service training and a certified customer service program for SLO CAL's Travel & Tourism partners and businesses. Visit SLO CAL should also consider developing and implementing an industry business and employee recognition program to award and reward establishments and people who are providing and delivering excellent customer service in SLO CAL, and use this program to increase visibility and efforts in this area.

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

| Direct Actions and Plans | |
|--------------------------|---|
| 1. | Conduct research of SLO CAL Travel & Tourism industry establishments to determine the need for and interest in a Customer Service initiative. |
| | Visit SLO CAL will assume that the DMS visitor survey research, which identified the opportunity for improving customer service is valid, and will survey SLO CAL Travel & Tourism industry establishments to determine which are interested to participate in and sponsor a Customer Service initiative. |
| 2. | Collect information on who is conducting actual customer service training and what customer service programs are currently being used in SLO CAL identifying what gaps exist that a broader countywide program might address. |
| | Visit SLO CAL will follow up with individual establishments to collect and discuss their customer service programs, if and how they might be used more broadly in SLO CAL and what gaps still exist to be addressed. |
| 3. | Use their DMO network and Destinations International (DI) membership to collect information, case studies and best practices of Customer Service and Tourism Ambassador programs currently being used by other DMOs. |

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| <p>Visit SLO CAL will contact individual DMOs, as suggested by DI or others, to collect and review Customer Service and Tourism Ambassador programs. Special attention will be paid to Calgary's White Hat program as a best in class example.</p> <p>Visit SLO CAL will review and assess each of the collected case studies and determine their applicability to SLO CAL's situation.</p> |
| <p>4. Work with Cal Poly, Cuesta College, and other educational and training organizations, to examine, select and implement customer service training and a possible certified customer service program for SLO CAL's Travel & Tourism partners and businesses.</p> |
| <p>Visit SLO CAL will work with Cal Poly and Cuesta College to review the SLO CAL situation (including gaps) in regard to customer service, best case examples from other destinations and select or create a customer service program that is right for SLO CAL.</p> |
| <p>5. Develop and implement a Travel & Tourism industry business and employee recognition program to award and reward establishments and people who are providing and delivering excellent customer service in SLO CAL.</p> |
| <p>Visit SLO CAL will consult with DMOs to collect, review and consider industry recognition programs that are used by other destinations, and create a comparable initiative for SLO CAL.</p> |
| <p>Advocacy and Government Relations</p> |
| <p>6. Encourage the county and municipal governments to cooperate with the SLO CAL Travel & Tourism Customer Service initiative to assist with any and all public sector information, data, research experience and expertise available to deliver a successful initiative.</p> |
| <p>Industry Relations and Cooperation</p> |
| <p>7. Encourage the SLO CAL Travel & Tourism industry to cooperate with the SLO CAL Travel & Tourism Customer Service initiative to assist with any and all private sector information, data, research experience and expertise available to deliver a successful initiative.</p> |
| <p>8. Encourage the SLO CAL Travel & Tourism industry to work with Visit SLO CAL to craft and deploy the selected Customer Service initiative, and use the program with its employees to improve/enhance customer service delivery.</p> |
| <p>9. Encourage the SLO CAL Travel & Tourism industry will work with Visit SLO CAL to identify industry businesses and employees who are providing and delivering excellent customer service in SLO CAL so that Visit SLO CAL can recognize, award and reward their contribution.</p> |

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

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

EXPERIENCE INCUBATOR

Visit SLO CAL should launch and lead a countywide incubator and network for SLO CAL visitor experience startups, a new program designed to discover and foster startups working on innovative brands, products, services, events and activities to improve the SLO CAL experience. The incubator will bring together Visit SLO CAL, SLO CAL tourism industry expertise and Cal Poly's Department of Experience Industry Management, along with participating startups, to co-create unique and inventive new experiences for SLO CAL visitors. By fostering new businesses, the incubator should also be designed to create head-of-household jobs for the industry and SLO CAL.

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

| Direct Actions and Plans | |
|--------------------------|---|
| 1. | Establish the Experience Incubator as a department or division of Visit SLO CAL and, once self-sufficient and sustaining, may spin it off as a stand-alone entity with its own board of directors, funding/sponsorship and executive director. |
| | <p>Work with Visit SLO CAL leadership team, finance and legal to create department/division and provisionally define what a stand-alone entity would look like and require in regard to legal, finance, governance, funding, leadership, staffing, etc.</p> <p>Define and establish criteria for “self-sufficient and sustaining”.</p> |
| 2. | Develop the incubator strategy, oversee the initiative, create a work program, seek out commercial/work space to house the program, develop the budget and operations. |
| | <p>Collect and review copies of other “incubator” strategies and plans to use as a basis for creating the Experience Incubator. Speak to / visit with other incubator leaders and organizations to collect advice, information, experience, case studies, etc.</p> <p>Create strategy, business and operations plan, and develop finance plan and budget.</p> <p>Research and select commercial / work space for Incubator, organize lease, design space, and organize utilities.</p> |
| 3. | Create a network of mentors, establish startup selection criteria, solicit and select incubator participants. |

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| <p>Solicit and register a network of mentors from the SLO CAL Travel & Tourism industry and other organizations and agencies that have a connection to SLO CAL and/or SLO CAL tourism.</p> <p>Define and articulate the criteria for selecting entrepreneurs and start-up businesses; publish, publicize and market / promote the criteria and solicit applications.</p> <p>Using the mentor network select and engage incubator participants.</p> |
| <p>4. Oversee and monitor the Experience Incubator initiative and adjust accordingly.</p> |
| <p>Establish a series of key performance indicators (KPIs) and measurement mechanisms for incubator participants to monitor and track the success of individual participants and the program as a whole.</p> <p>Conduct regular (monthly) reviews of incubator activities with Visit SLO CAL leadership and the mentor network to assess progress against plans, KPIs and adjust.</p> |
| <p>Advocacy and Government Relations</p> |
| <p>5. The county and municipal governments will be asked to support the Experience Incubator and engage with Visit SLO CAL, sponsors, mentors and participants to help guide it toward success.</p> |
| <p>6. The county and municipal governments will be asked to establish individual points of contact to ease regulatory issues for the development of experiential based businesses.</p> |
| <p>Industry Relations and Cooperation</p> |
| <p>7. Encourage the SLO CAL Travel & Tourism industry and Cal Poly's Department of Experience Industry Management to support the Experience Incubator and engage with Visit SLO CAL, the Experience Incubator mentors and participants to help guide the incubator program toward success.</p> |
| <p>Responsibilities</p> |
| <p>Suggested Lead:</p> <ul style="list-style-type: none"> ● Visit SLO CAL <p>Additional Suggested Partners:</p> <ul style="list-style-type: none"> ● Travel & Tourism Executives, Owners and Operators (mentorship, guidance and support) ● Cal Poly's Department of Experience Industry Management (strategy and operations support) ● County, Municipalities, organizations and agencies (implementation) |

INTERNATIONAL VISITORS

International Visitors are an important and growing market for SLO CAL, as these visitors tend to stay longer, spend more and travel during different periods of the year, helping to reduce some of the seasonality issues associated with domestic visitors. Visit SLO CAL should examine the destination, product and services preferences, transportation and logistics requirements and patterns, and cultural and language requirements associated with international visitors. Using that information, Visit SLO CAL should develop and deliver destination strategies, plans and programs necessary, such as China-, India- and Brazil-ready plans, to host, accommodate and facilitate these visitor groups.

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

| Direct Actions and Plans | |
|--------------------------|--|
| 1. | <p>Conduct research of SLO CAL Travel & Tourism industry establishments to determine the need for and interest in an international visitor ready plan.</p> <p>Visit SLO CAL will announce the international visitor ready initiative and assess what Travel & Tourism establishments are interested to participate and / or sponsor the effort.</p> <p>Visit SLO CAL will conduct research and gather information from Travel & Tourism establishments to determine what international readiness means for individual establishments, industry categories and the collective industry.</p> <p>Visit SLO CAL will engage a third-party firm/organization to assist with the assessment, development and implementation of a payment program for international visitors.</p> |
| 2. | <p>Collect information on how the businesses in SLO CAL are becoming international visitor ready, and what gaps might exist that a broader countywide program might address.</p> <p>Visit SLO CAL will develop and distribute an online survey to SLO CAL Travel & Tourism establishments to collect information and practices related to international visitor readiness.</p> |
| 3. | <p>Use their DMO network, Visit California and Destinations International (DI) membership to collect information, case studies and best practices of international visitor ready programs currently being used by other DMOs.</p> |

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| <p>Visit SLO CAL will contact individual DMOs, as suggested by Visit California, DI or others, to collect and review International Visitor Ready programs.</p> <p>Visit SLO CAL will review and assess each of the collected case studies and determine their applicability to SLO CAL's situation.</p> |
| <p>4. Examine, select and implement an international visitor ready program for SLO CAL's Travel & Tourism partners and businesses.</p> |
| <p>Visit SLO CAL will consult with Travel & Tourism stakeholders to create an international visitor ready initiative for SLO CAL.</p> <p>Visit SLO CAL will apply the experience gained from the international visitor ready program to further develop and enhance its international visitor marketing strategy, programs and actions.</p> |
| <h3>Advocacy and Government Relations</h3> |
| <p>5. Encourage the county and municipal governments to cooperate with the SLO CAL International Visitors initiative to assist with any and all public sector services available and necessary to deliver a successful initiative.</p> |
| <h3>Industry Relations and Cooperation</h3> |
| <p>6. Encourage the SLO CAL Travel & Tourism industry to cooperate with the SLO CAL Travel & Tourism International Visitors initiative to assist with any and all private sector information, data, research experience and expertise available to deliver a successful initiative.</p> |
| <p>7. Encourage the SLO CAL Travel & Tourism industry to work with Visit SLO CAL to craft and deploy the selected International Visitors initiative.</p> |
| <h3>Responsibilities</h3> |
| <p>Suggested Lead:</p> <ul style="list-style-type: none"> • Visit SLO CAL <p>Additional Suggested Partners:</p> <ul style="list-style-type: none"> • SLO CAL T&T establishments (research, rollout and implementation) • Visit California, Destination's International and other DMOs (research and case studies) • Third Party Firm (assessment, development and implementation - payment program) |

PASO ROBLES & SLO COAST WINE

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

Visit SLO CAL should also continue to work with the SLO Coast Wine Collective and the winemakers of Edna Valley and Arroyo Grande Valley to help them advance the reputation of SLO Coast wine and increase the global awareness of the SLO Coast wine region.

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

Direct Actions and Plans

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

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

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

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

Advocacy and Government Relations

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

Industry Relations and Cooperation

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

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

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

SUSTAINABLE TOURISM

SLO CAL, like many other popular and important destinations, is facing a number of natural and manmade issues that are impacting, and will continue to impact, the quality of SLO CAL as a visitor destination and a place for residents to live, work and play. These issues include, but are not limited to: climate change, water shortages, energy, waste management, land use, economic growth and social development.

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

| Direct Actions and Plans | |
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| 1. Review and assess sustainable tourism programs that are currently in place in SLO CAL and used by industry stakeholders, owners and operators, and their impact on industry-wide objectives. | Visit SLO CAL will create, distribute and analyze an online survey of SLO CAL Travel & Tourism industry establishments to collect and document sustainable tourism programs currently in place and implemented in SLO CAL. |
| 2. Review well-known international, national and statewide resources such as the United Nations World Tourism Organization programs for sustainable tourism and their applicability to SLO CAL. | Visit SLO CAL will collect and review leading Sustainable Tourism programs generally available from international, national and state tourism organizations and agencies, and determine their applicability to SLO CAL. |
| 3. Consider other well-known sustainable tourism organizations' programs and certifications and understand what benefits they might bring to SLO CAL. | Visit SLO CAL will collect and review leading Sustainable Tourism programs generally available from Travel & Tourism related nonprofit organizations and determine their applicability to SLO CAL. |
| 4. Select or design and implement a sustainable tourism program that best suits the needs and requirements of tourism in SLO CAL, its visitors and its residents. | Visit SLO CAL will analyze the along with other the public and nonprofit sustainable tourism programs and determine if there is a good fit of any with SLO CAL as a destination. |

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| <p>If there is no program available that is a good fit for SLO CAL, Visit SLO CAL will engage a specialist consultant to assist in the development of a customized program for SLO CAL.</p> |
| <p>5. Build consensus with tourism stakeholders on the need for and benefit of a sustainable tourism program and roll out the agreed strategy and program to the industry.</p> |
| <p>Visit SLO CAL will develop a Sustainable Tourism campaign to educate and inform SLO CAL stakeholders on the need for an initiative, the benefits of the initiative, the program selected for SLO CAL and the implementation of the initiative.</p> |
| <p>6. Work with industry stakeholders, government leaders and the community to assess, develop and implement sustainable land use plans for resident and visitor activities, such as the off-highway vehicle riding at Oceano Dunes State Vehicular Recreation Area, that may impact the environmental, social and economic impact of tourism in SLO CAL.</p> |
| <p>Visit SLO CAL will work with the parties identified above to create a site-specific Sustainable Tourism plan for the Oceano Dunes.</p> <p>Visit SLO CAL will integrate its efforts associated with Oceano Dunes with the Pismo State Beach and Oceano Dunes State Vehicular Recreation Area Public Works Plan.</p> |
| <p>Advocacy and Government Relations</p> |
| <p>7. Encourage the county and municipal governments to cooperate with Visit SLO CAL and their stakeholders to define and organize a sustainable tourism strategy that complements existing programs and efforts and makes SLO CAL a sustainable tourism destination.</p> |
| <p>Industry Relations and Cooperation</p> |
| <p>8. Encourage the SLO CAL Travel & Tourism industry to contribute to the sustainable tourism inventory and work to identify gaps that need to be filled in order to make SLO CAL a strong and vibrant sustainable tourism destination.</p> |
| <p>9. Encourage the SLO CAL Travel & Tourism industry to work with Visit SLO CAL to develop a SLO CAL sustainable tourism strategy and plan and implement it across the region.</p> |

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

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

TALENT ATTRACTION, DEVELOPMENT & CAREERS

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

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

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

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

Direct Actions and Plans

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

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

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

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

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

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

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

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

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

Advocacy and Government Relations

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

Industry Relations and Cooperation

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

Responsibilities

Suggested Lead:

- Visit SLO CAL and Partners (Collective effort)

Additional Suggested Partners:

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

TOURISM MANAGEMENT

During peak-season, on certain weekends/holidays and during special events, there are occasionally too many SLO CAL visitors in the same place, at the same time, competing for limited resources such as parking spaces, beach space, highways, etc. The quality of life for SLO CAL residents is negatively impacted during these times. Visit SLO CAL, working with the county and municipal governments, should conduct carrying capacity research to identify and document these “overtourism” times. That research should then be used to identify places and create destination- and time-specific strategies, plans and programs to redirect visitors using events and festivals, promotions and real-time visitor messaging to under-visited communities and reduce the negative impact of overtourism on resident quality of life.

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

Direct Actions and Plans

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

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

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

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| 2. Use information from the Carrying Capacity Study to educate and inform community officials and industry stakeholders about overtourism and present options and opportunities for managing visitor traffic. |
| <p>The results from the research will be distributed and presented widely throughout SLO CAL.</p> <p>Options and opportunities for managing visitor traffic will be developed and presented and discussed with community stakeholders.</p> |
| 3. Work with these community officials and industry stakeholders to develop strategies, plans and programs to reduce or eliminate overtourism situations. |
| <p>Visit SLO CAL will collect a series of case studies associated with overtourism situations and highlight and assess those that have similar situations or circumstances relative to SLO CAL communities.</p> <p>Visit SLO CAL will create tourism management working groups in each of the negatively impacted communities, with over tourism situations, and work with them to develop strategies, recommendations and action plans for redirecting visitors.</p> <p>Visit SLO CAL will also create tourism management working groups in under-visited communities with excess capacity, and work with them to develop strategies, recommendations and action plans for hosting redirected visitors.</p> |
| 4. Monitor and assess carrying capacity performance against developed strategies and adjust accordingly. |
| Visit SLO CAL and the community working groups will regularly measure and assess performance against plans and adjust the strategies, recommendations and action plans accordingly. |
| Advocacy and Government Relations |
| 5. Encourage the county and municipal governments to cooperate with Visit SLO CAL to develop carrying capacity research, and undertake public sector activities necessary to fulfill the strategies associated with reducing or eliminating overtourism situations. |
| Industry Relations and Cooperation |
| 6. Encourage the SLO CAL Travel & Tourism industry to cooperate with Visit SLO CAL to identify overtourism situations and implement solutions to reduce or eliminate these situations. |

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

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

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 their organization, staffing, operations and programs, as well as adjust and potentially increase the level of funding in order to deliver a broader range of destination management services. Visit SLO CAL should update their 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 the updated mission.

To activate the Visit SLO CAL & Funding recommendation, Visit SLO CAL will:

| Direct Actions and Plans | |
|-----------------------------------|---|
| 1. | Annually review the Destination Management Strategy recommendations, priorities and progress to date and set forth annual plans, resources and funding needed for following year's implementation. |
| 2. | Develop a work plan for Destination Management Strategy activities and incorporate that plan into their annual business and marketing plan and budget. |
| | Review the Destination Management Strategy, recommendation by recommendation, according to the activation plan to assess how each will be integrated into Visit SLO CAL's annual business and marketing plan. Determine resources, personnel required and budget implications. |
| 3. | Monitor and review annual progress and performance against the Destination Management Strategy and adjust the DMS, Visit SLO CAL's annual business and marketing plan and budget accordingly. |
| | Compare previous year DMS Annual Plan activities slated for activation with those completed, adjust the DMS Annual Plan as required and update. |
| Advocacy and Government Relations | |
| 4. | Encourage the county and municipal governments 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. |

Industry Relations and Cooperation

5. Encourage SLO CAL Travel & Tourism industry leaders to regularly check in with Visit SLO CAL to review progress against the Destination Management Strategy and make sure the organization has the staffing and funding necessary to continue implementation of the Destination Management Strategy.

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

- Government and Industry leaders (generally)

2. EXPANDING INFRASTRUCTURE & INVESTMENT

Cities and towns across the country are having hard conversations about the increasing need of repairs to their existing infrastructure and the construction and advancement of new and non-traditional infrastructure.

It is crucial that the Travel & Tourism industry step up to advocate for investment in large-scale, capital-intensive initiatives built to increase the competitiveness of the destination with residents, the future workforce and visitors.

The research/engagement/workshops surfaced opportunities in eight specific areas which are detailed out in the following pages:

- Air Service & Airport Development
- Chief Investment Officer (Travel & Tourism)
- Countywide Trail System
- Ground Transportation
- Morro Bay Waterfront
- San Luis Obispo County Conference Center(s)
- Workforce Housing
- Workforce Transportation

Over the coming year and into the next several decades, local government leaders, Visit SLO CAL and other community-based organizations in SLO CAL will work to progress each of these recommendations, advancing the creation and repair of critical infrastructure and promoting investment into our communities.

AIR SERVICE & AIRPORT DEVELOPMENT

The addition of six new markets (Seattle, Denver, Dallas, Las Vegas, Portland and San Diego) in the last three years—and potentially new service to Salt Lake City and Vancouver, BC—is a major step for San Luis Obispo County Regional Airport, allowing for an important increase in the level of connectivity for residents and visitors to and from SLO CAL. Even so, Visit SLO CAL and San Luis Obispo County Regional Airport officials should continue to work together to develop and promote new aviation market opportunities such as Salt Lake City, Houston, Minneapolis and Chicago with a goal that every U.S. visitor or resident in or out of SLO CAL only needs to make a total of one connection (two flights).

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

| Advocacy and Government Relations | |
|---|--|
| 1. | Encourage the county government to work with Visit SLO CAL's Air Service Development effort to develop new nonstop service. |
| 2. | Encourage the San Luis Obispo County Regional Airport officials to update the Airport Master Plan and adjust the plan accordingly as increased aircraft and passenger traffic warrants. |
| 3. | Encourage the municipal governments to work with the Air Service Development effort and support calls, activities and actions to develop new nonstop service. |
| Direct Actions and Plans | |
| 4. | Continue to drive visitor demand, and work with county, municipalities and San Luis Obispo County Regional Airport officials to increase airlift opportunities for SLO CAL residents and visitors. |
| <p>Visit SLO CAL will continue to provide tourism marketing and promotion services and work with the San Luis Obispo County Regional Airport officials in the same manner and method as they have over the past few years.</p> <p>Visit SLO CAL will explore the issues and opportunities associated with SLO CAL creating an Airport Authority as well as the benefits and drawbacks that such entity of that type might create.</p> | |

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

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

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

Industry Relations and Cooperation

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

Responsibilities

Suggested Lead:

- Visit SLO CAL and San Luis Obispo County Regional Airport officials

Additional Suggested Partners:

- County and municipal governments (engagement and support)

CHIEF INVESTMENT OFFICER (TRAVEL & TOURISM)

The research and visioning workshops associated with the Destination Management Strategy project have suggested that future visitor markets and services in SLO CAL will trend toward more engaged consumers seeking a broader range of activities and experiences. To capitalize on and develop this potential, Visit SLO CAL should create a new staff position (Chief Investment Officer) dedicated to working with SLO County and city development officials to identify Travel & Tourism investment opportunities and engage in programs, activities and events to promote high-end, experiential and conference Travel & Tourism opportunities in San Luis Obispo County.

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

| Direct Actions and Plans | |
|--------------------------|---|
| 1. | Collect, review and assess information about what other destinations are doing to market and promote their Travel & Tourism investment opportunities and develop a Travel & Tourism investment promotion strategy for SLO CAL. |
| | Visit SLO CAL will consult with DMOs and economic development agencies to collect, review and consider Travel & Tourism investment promotion programs that are used by other destinations. |
| 2. | Create a portfolio of Travel & Tourism investment opportunities in SLO CAL, in conjunction and cooperation with San Luis Obispo County and municipalities' economic development agencies and offices as well as Travel & Tourism industry stakeholders. This portfolio will be used with developers and Travel & Tourism investors outside the county to promote SLO CAL opportunities. |
| | Visit SLO CAL will consult with San Luis Obispo County and municipalities' economic development agencies and offices as well as Travel & Tourism industry stakeholders to collect and document a portfolio of Travel & Tourism investment opportunities in SLO CAL. |
| 3. | Establish a position to organize activities associated with this initiative and promote the Travel & Tourism investment portfolio at hospitality investment conferences and other venues where Travel & Tourism investors and brands are likely to be looking for new opportunities. |

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

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

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

Advocacy and Government Relations

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

Industry Relations and Cooperation

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

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

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

COUNTYWIDE TRAIL SYSTEM

Visit SLO CAL should join efforts with San Luis Obispo County, the municipalities, city park rangers, SLO Hike, ECOSLO, SLO County Parks, SLOCOG, Hike SLO, SLOPOST, Bike SLO County, CCMP, SLOBC, SLO Horse News, Ride Nipomo-Equestrian Trails Alliance, PG&E and many other interested groups in San Luis Obispo County to create, develop, feature, celebrate and promote a countywide trail system that connects all SLO CAL trail assets into a world class experience for residents and visitors who love to walk, hike, run, bike and ride horses.

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

| Advocacy and Government Relations | |
|--|---|
| 1. | Encourage the county and municipal governments as well as regional agencies responsible for the countywide trail system to collect input and feedback from visitors as well as tourism business owners. |
| 2. | Encourage the county and municipal governments as well as regional agencies to share challenges and promote partnerships in order to advance the continued development of the countywide trail system. |
| 3. | Encourage the county and municipal governments as well as regional agencies to advocate for continued development and set completion dates. |
| 4. | Encourage the county and municipal governments as well as regional agencies to market the countywide trail system as beneficial to SLO CAL residents and visitors. |
| Direct Actions and Plans | |
| 5. | Advocate for development, maintenance and enhancement of a countywide trail system as an important visitor activity and experience. |
| <p>Develop a broad coalition of support for the Countywide Trail System recommendation from public and private sector officials and leaders.</p> <p>Convene a meeting / working group of SLO CAL trail organizations to agree to a joint strategy, plan, and approach to advocate for a countywide trail system.</p> <p>Engage a professional planning firm to assist in the research, strategy, recommendations and implementation of the Countywide Trail System recommendation.</p> | |

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| <p>Produce an asset mapping of the countywide trail system to identify and document infrastructure, amenities, benches / shelters, trail surface, surface cracking, tree root damage, litter / debris, landscaping, maintenance issues/items, working order, etc.</p> |
| <p>6. Communicate and promote the idea of a connected county, ease of connectivity and the unique visitor experience that a countywide trail system would create for SLO CAL.</p> |
| <p>Develop and launch a communications / PR effort, in conjunction with the working group, to convey the concept of a connected (trail system) county and the impact it could have on visitors and residents.</p> <p>Visit SLO CAL should begin to feature the countywide trail system in its marketing, promotion, PR and communications and encourage future visitors to use the countywide trail system instead of their autos. Visit SLO CAL should become an active and engaged communicator of the system.</p> |
| <p>7. Encourage broad scale use of the countywide trail system as a premier experience for residents and visitors.</p> |
| <p>Develop website, mobile app, maps and other materials that promotes, markets and operationalizes the countywide trail system for visitors and residents.</p> <p>Market and promote the online and offline materials to the public.</p> <p>Visit SLO CAL should feature the Countywide Trail System as one of SLO CAL's premier visitor attractions and experiences in its visitor marketing, promotion, PR and communications.</p> |
| <p>8. Encourage local establishments to leverage the countywide trail system and its walkers, runners and riders to create amenities, activities and experiences that activate the countywide trail system 365 days per year and create new business.</p> |
| <p>Formally launch the countywide trail system and use the launch to communicate with SLO county businesses the opportunities for creating and generating business from the trail system.</p> <p>Work with the Chambers of Commerce and the various Economic Development agencies to spread the word about the trail system and develop specific plans, programs and efforts to identify and communicate opportunities to existing and potential business operators.</p> |

Industry Relations and Cooperation

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

Responsibilities

Suggested Lead:

- County and municipal governments, regional agencies

Additional Suggested Partners:

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

GROUND TRANSPORTATION

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

- Peak summer season when SLO CAL's highways are crowded with beach going visitors or when convenient parking is difficult to find;
- Late night hours when it's difficult to find a taxi or ride sharing service for an airport pickup;
- During a rental car pick up or drop off at the airport when the rental car lot is bursting at the seams;
- When the nearest RTA bus stop is still some distance away from the visitor's final destination.

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

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

| Direct Actions and Plans | |
|--------------------------|---|
| 1. | Be included and engaged at state, county, municipal and community transportation forums held to help identify options that leverage existing transportation solutions. |
| | Seek out and engage in local, city, county and state transportation discussions, meetings and events that have the potential to impact visitor and public transportation (air, water, road, rail/Amtrak, mass transit) services, options or experiences in SLO CAL. |
| 2. | Conduct visitor flow research to assess true demand impact from out of town visitors to be used in future transportation policy considerations as well as local campaigns. |
| | Conduct or commission research to identify visitor related transportation demand, safety and connectivity issues and present proposals and / or recommendations to local, city, county and state officials to educate and inform them on opportunities to increase car-free travel. |

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| <p>Undertake or commission research associated with SLO CAL visitor transportation experiences, issues and opportunities and use this information to make specific recommendations to County and State transportation officials.</p> <p>Work with firms like Arrivalist to collect and document visitor transportation demand, timing and routing.</p> |
| <p>3. Advocate for a Visitor Transportation Strategy for San Luis Obispo County.</p> |
| <p>Research, collect, package and share best case studies of visitor transportation strategies produced by and for other destinations, to transportation officials in SLO CAL to illustrate and argue for greater attention and focus on SLO CAL's visitor transportation situation.</p> |
| <p>4. Promote, communicate and demonstrate to future visitors the ease of car-free visits to SLO CAL.</p> |
| <p>Create and deploy marketing, communications and logistics efforts to help visitors plan and execute car-free visits to SLO CAL.</p> |
| <p>5. Advocate for alternate transportation options such as the RTA for convention and leisure purposes, and ride-sharing services for minimizing congestion.</p> |
| <p>Advocate for additional rideshare services from companies such as Uber or Lyft to make sure visitor and resident demand is satisfied, especially during periods of the day/week where total demand may be low, but individual needs may be high such as late-night airport pickups.</p> |
| <p>6. Create incentives for businesses (tourism and non-tourism) and events and festivals to promote car-free movement.</p> |
| <p>Work with industry stakeholders (especially event producers) and government officials (city, county and state) to explore, develop and implement incentives that encourage residents and visitors to use public transportation or other forms of "group" transportation.</p> |
| <p>7. Advocate for the enhancement of safety and connectivity so car-free travel is viable.</p> |
| <p>Work with government officials (local, city, county and state) to explore, develop and implement programs that encourage residents and visitors to use public transportation or other forms of non-auto transportation.</p> |
| <p>Advocacy and Government Relations</p> |
| <p>8. Encourage the county and municipal governments to develop policies to support alternative transportation, including public transportation and ride-sharing services.</p> |

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| 9. Encourage these governments to create incentives for businesses, events and festivals to use public/alternative transportation. |
| 10. Encourage the county and municipal governments to enhance safety, security and connectivity of public transit and bike routes. |
| 11. Encourage the county and municipal governments to create and implement a visitor transportation strategy for SLO CAL that maps to existing transportation master plans for the county. |
| Industry Relations and Cooperation |
| 12. Encourage the SLO CAL Travel & Tourism industry to be “at the table” when transportation policies are taking shape (state, county, municipalities and local). |
| 13. Encourage the industry to create forums to engage on issues affecting the visitor transportation experience. |
| 14. Encourage the industry to create incentives for tourists to use alternate forms of transit. |
| Responsibilities |
| <p>Suggested Lead:</p> <ul style="list-style-type: none"> ● Visit SLO CAL <p>Additional Suggested Partners:</p> <ul style="list-style-type: none"> ● State, county, municipal and community transportation forums (engagement) ● Third party research / data firms like Arrivalist (research, information) ● Other destinations (research, case studies) ● Rideshare services such as Uber or Lyft (cooperation) ● Industry stakeholders (especially event producers) and government officials [local, city, county and state] (explore, develop and implement incentives, policies, alternative modes of transportation, safety, security, connectivity, visitor transportation strategy) |

MORRO BAY WATERFRONT

The numerous Morro Bay waterfront activities and experiences (boating, sailing, kayaking, surfing, stand up paddle boarding, fishing, aquarium, retail, food and beverage, entertainment, events and accommodations) and assets (embarcadero, beach, bay and harbor) create a unique destination for SLO CAL residents and visitors that is nearly impossible to duplicate and sets SLO CAL apart from many other California coastal destinations. Adding the potential future development of the Morro Bay Power Plant to the mix, as a tourism asset or experience, is an opportunity that must not be ignored or left to chance. Visit SLO CAL should join with Morro Bay and San Luis Obispo County leaders (public and private) to create an acquisition strategy, redevelopment plan and program that seeks to turn the Morro Bay Power Plant and waterfront into a key tourism and quality of life asset for Morro Bay and SLO CAL.

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

| Advocacy and Government Relations |
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| 1. Encourage the City of Morro Bay, the county and other local governments to work with Visit SLO CAL to feature and champion the Morro Bay Power Plant as a major tourism investment opportunity for SLO CAL. |
| Direct Actions and Plans |
| 2. Join with, and contribute to, the working group in Morro Bay that is actively engaged in discussions with the owners of the Morro Bay Power Plant and other stakeholders about the future of the plant. |
| Establish regular briefings / updates with the Morro Bay working group to share the latest developments and identify actions that should / could be taken to move forward with the plant project. |
| 3. Study Morro Bay Power Plant opportunities and develop tourism forecasts, impact analyses and research that can be used by Morro Bay to assess alternative proposals. |
| 4. Assess the impact of Morro Bay Power Plant opportunities on the broader SLO CAL tourism industry. |

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| <p>Visit SLO CAL will advocate for, sponsor and / or organize Travel & Tourism related research, economic impact and analysis to assist the Morro Bay working group as needed or required in their efforts.</p> |
| <p>5. Advocate for and champion the conversion of the Morro Bay Power Plant into a county, community and Travel & Tourism asset that can deliver long-term quality of life and tourism economic impact for Morro Bay and San Luis Obispo County.</p> |
| <p>Visit SLO CAL will produce and deliver advocacy efforts, community relations efforts and other public relations / communications when needed or necessary to support the City of Morro Bay as they move forward with the Morro Bay Power Plant project.</p> |
| <p>6. Feature the Morro Bay Power Plant as one of the premier tourism investment opportunities to outside industry investors.</p> |
| <p>Visit SLO CAL will work with the City of Morro Bay to feature the Morro Bay Power Plant project in the tourism investment promotion portfolio that is used by the Chief Investment Officer with interested out-of-county investors.</p> |
| <h3>Industry Relations and Cooperation</h3> |
| <p>7. Encourage the SLO CAL Travel & Tourism industry to join forces with Visit SLO CAL to support and champion the repurposing of the Morro Bay Power Plant into a community and Travel & Tourism asset.</p> |
| <h3>Responsibilities</h3> |
| <p>Suggested Lead:</p> <ul style="list-style-type: none"> ● City of Morro Bay <p>Additional Suggested Partners:</p> <ul style="list-style-type: none"> ● Visit SLO CAL (support, research, impact analysis, advocacy, sponsorships, community relations, investment promotion portfolio) ● SLO CAL Travel & Tourism industry (support and advocacy) |

SAN LUIS OBISPO COUNTY CONFERENCE CENTER(S)

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

Although Visit SLO CAL completed a countywide feasibility study in 2017, and several proposals to build a conference center (Grover Beach, Paso Robles, Atascadero and San Luis Obispo) have been considered over the past couple of years, the industry, government leaders and potential developers have yet to agree on a definitive plan to move forward. As a result, Visit SLO CAL should create and host a SLO County Conference Center(s) Development Task Force to assess the options and make a definitive decision on the potential for a San Luis Obispo County Conference Center(s).

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

| Direct Actions and Plans | |
|--------------------------|--|
| 1. | Create and host a SLO County Conference Center(s) Development Task Force of county and municipal officials, economic development officials, developers, tourism officials and other key stakeholders to share information, efforts and progress on individual conference center initiatives. |
| | Visit SLO CAL will convene and host a meeting of stakeholders involved with any and all SLO County Conference Center(s) development projects. |
| 2. | Guide the SLO County Conference Center(s) Development Task Force to discuss and agree to individual and cooperative efforts to move forward on one or more conference center initiatives. |
| | Individual project leaders will be asked to present and update the Task Force on their various efforts. |
| | The Task Force will discuss and agree to cooperative efforts to communicate, update and share resources to assist each of the efforts moving forward in a positive and collective manner. |

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

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

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

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

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

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

Advocacy and Government Relations

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

Industry Relations and Cooperation

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

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

- SLO CAL Travel & Tourism industry (SLO County Conference Center(s) Development Task Force)

- County and municipal governments (SLO County Conference Center(s) Development Task Force, engagement and support)

WORKFORCE HOUSING

Throughout the Destination Management Strategy project, the need for greater workforce housing was top of mind for Travel & Tourism business owners and operators, industry stakeholders, government officials and sector employees. This existential threat to the industry was also confirmed by several pieces of stakeholder and survey research conducted for the project. Although the need for affordable housing is not unique to tourism industry workers, Visit SLO CAL and their partners should join with the broader Coalition of Housing Partners led by the SLO Chamber of Commerce to advocate for, explore and develop strategies, plans and programs for workforce housing.

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

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| Advocacy and Government Relations |
| 1. Encourage the county and municipal governments to cooperate with the SLO CAL Travel & Tourism Workforce Housing initiative to assist with any and all public sector information, data, research experience and expertise available to deliver a successful initiative. |
| Direct Actions and Plans |
| 2. Survey SLO CAL Travel & Tourism industry workers and assess their housing situation, needs and requirements, in conjunction and cooperation with Coalition of Housing Partners. |
| <p>Visit SLO CAL will convene a meeting of the above organizations and share with them the issues and concerns about workforce housing identified in the Destination Management Strategy.</p> <p>Visit SLO CAL will volunteer to spearhead a research effort to survey and collect information on the Travel & Tourism workforce housing situation, needs and requirements, in conjunction and cooperation with the survey suggested for Workforce Transportation.</p> |
| 3. Collect survey information on the Travel & Tourism housing situation (cost, location, affordability, etc.), preferences and potential for alternative housing options. |
| Visit SLO CAL will determine if it has the capacity and resources to produce the Travel & Tourism research in-house or engage a specialized consultant to assist with the process. |

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

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

Industry Relations and Cooperation

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

Responsibilities

Suggested Lead:

- Coalition of Housing Partners

Additional Suggested Partners:

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

WORKFORCE TRANSPORTATION

The San Luis Obispo Regional Transit Authority (RTA) Strategic Business Plan for 2018-2020 is focused (Goal 1) to “Increase ridership through improved system design by attracting discretionary customers and improving sub-regional transit alternatives.” To assist the RTA in this effort, SLOCOG, Visit SLO CAL and industry partners should work together to identify, map and assess the county’s hospitality and Travel & Tourism workforce transportation needs (home to workplace schedules, routes and last-mile connections) and create strategies and plans to deliver “increased [hospitality and Travel & Tourism workforce] ridership through improved system design.”

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

| Advocacy and Government Relations | |
|-----------------------------------|---|
| 1. | Encourage the county and municipal governments to cooperate with the SLO CAL Travel & Tourism Workforce Transportation initiative to assist with any and all public sector information, data, research experience and expertise available to deliver a successful initiative. |
| Direct Actions and Plans | |
| 2. | Survey SLO CAL Travel & Tourism industry workers and assess their regional transportation situation, needs and requirements, in conjunction and cooperation with SLOCOG and RTA, |
| | Visit SLO CAL will convene a meeting of the above organizations and share with them the issues and concerns about workforce transportation identified in the Destination Management Strategy. |
| | Visit SLO CAL will volunteer to spearhead a research effort to survey and collect information on the Travel & Tourism workforce transportation situation, needs and requirements, in conjunction and cooperation with the survey suggested for Workforce Housing. |
| 3. | Collect survey information on their commuting patterns (home to work), preferences, existing private transportation services including those provided by Travel & Tourism employers and the potential for alternative transportation options. |
| | Visit SLO CAL will determine if it has the capacity and resources to produce the research in-house or engage a specialized consultant to assist with the process. |

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

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

Industry Relations and Cooperation

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

Responsibilities

Suggested Lead:

- SLOCOG and RTA

Additional Suggested Partners:

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

3. EXPERIENCE DEVELOPMENT

There is a direct correlation between resident quality of life and experiences that attract visitors and their economic impact to a place. Increase and enhance the former and the latter follows suit.

Although some places throughout the world have been fortuitous enough to develop an exceptional quality of life and visitor experience organically, smart places like SLO CAL are taking a strategic approach to target and build experiences that will serve their communities and visitors well into the future.

The research/engagement/workshops surfaced opportunities in eleven specific areas which are detailed out in the following pages:

- Authentic Communities
- Bike Tourism
- Cannabis Tourism
- Develop & Grow Communities
- Events & Festivals Strategy
- Nightlife, Music and Entertainment
- SAVOR SLO CAL
- Signature Event(s)
- SLO CAL Crafted® Brand
- Space Launch Events
- Thematic Routes

Over the coming year and into the next several decades, Visit SLO CAL and their strategic partners as well as government leaders from across the region will work to progress each of these recommendations, developing new experiences for visitors and residents alike to enjoy all that SLO CAL has to offer.

AUTHENTIC COMMUNITIES

Pismo Beach is a quintessential “Classic California” beach community with an energetic vibe, where visitors surf the day away, lounge on the sand, stroll the boardwalk and enjoy world famous clam chowder. On the other hand, Paso Robles is a place of gently rolling hills where cowboy meets world-class wine region, with a charming downtown square and picturesque vineyards. Pismo Beach, Paso Robles and each of SLO CAL’s cities, communities and unincorporated areas have a unique character and nature all their own, which is an important quality of life aspect for residents and a major draw for visitors near and far. SLO CAL should identify, document, advocate for and maintain as best as possible the authenticity of these places, so SLO CAL residents and visitors can enjoy their quality of life and experiences now and into the future.

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

| Advocacy and Government Relations |
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| 1. Encourage the county and municipal governments to keep lines of communication open with Visit SLO CAL and the Authentic Communities Working Group regarding proposals or issues that might have an impact on the authenticity of SLO CAL places. |
| Direct Actions and Plans |
| 2. Establish and host an Authentic Communities Working Group of interested and connected stakeholders who are passionate about and engaged in community specific proposals, along with planning and zoning issues that might impact the look, feel and authenticity of SLO CAL places. |
| <p>Visit SLO CAL will work with individual communities as they continue to define and articulate what “authenticity” means to their community.</p> <p>Visit SLO CAL will regularly meet (semi-annual is suggested) with each community working group to review planning and zoning issues that have arisen or are expected to arise that might impact the look, feel and authenticity of the place.</p> <p>Visit SLO CAL and the community working groups will create strategies and plans necessary and appropriate to address potential issues and opportunities.</p> |

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| 3. Monitor and identify issues and opportunities that might impact residents' quality of life and the visitor experience and identify where and when Visit SLO CAL should assist individual communities in potential development opportunities. |
| Visit SLO CAL will continue to monitor active events and work with the community working group(s) to engage on the issue(s) / opportunity(ies) and take action(s) to protect authenticity of resident quality of life and visitor's experiences. |
| 4. Contribute to, advocate on behalf of and champion issues associated with zoning or planning that might have a positive or negative impact on the authenticity of SLO CAL places. |
| Visit SLO CAL will participate and engage in planning or zoning meetings and discussions to represent the interests of the broader SLO CAL Travel & Tourism industry. |
| Industry Relations and Cooperation |
| 5. Encourage the SLO CAL Travel & Tourism industry to monitor county and community developments and proposals and keep Visit SLO CAL informed of issues, proposals or opportunities that might impact the authenticity of SLO CAL places. |
| Responsibilities |
| <p>Suggested Lead:</p> <ul style="list-style-type: none"> County and municipal governments (Authentic Communities Working Group) <p>Additional Suggested Partners:</p> <ul style="list-style-type: none"> Visit SLO CAL SLO CAL Travel & Tourism industry (Authentic Communities Working Group) |

BIKE TOURISM

Visit SLO CAL should join forces with SLOCOG, Bike SLO County, local partners (Bike Happening, CCMP, SLO Bicycle Club, Cal Poly Bicycle Coalition, SLO Bike Club, Cycle Central Coast and SLO Nexus), and Connect SLO County efforts to advocate for and create a “bike-friendly future in SLO County.” Visit SLO CAL should work to create and promote a premier west-coast outdoor destination (trails, parks, venues, roadways and amenities) for all types of biking (road, racing, BMX, mountain and cyclocross) and all levels of riders (recreational, amateur and professional).

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

| Direct Actions and Plans | |
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| 1. | <p>Work with the state, county and municipalities to help fulfill the objectives of the bicycle transportation plans in accordance with the California Bicycle Transportation Act, Section 890-892 of the Streets and Highways Code.</p> <p>Identify state, county and municipal authorities that are responsible for the California Bicycle Transportation Act in SLO CAL.</p> <p>Hold working sessions with these authorities to identify what objectives require, need or could use the resources of Visit SLO CAL to fulfill the Act.</p> <p>Develop strategies, plans and programs to deliver on the objectives.</p> |
| 2. | <p>Work with SLOCOG, Bike SLO County, its local partners (Bike Happening, CCMP, SLO Bicycle Club, Cal Poly Bicycle Coalition, SLO Bike Club, Cycle Central Coast and SLO Nexus) and others to advocate for SLO CAL biking infrastructure, trails, multimodal connections, amenities, programming, events and festivals and amateur/professional competitions.</p> <p>Convene a meeting of this group of biking partners to discuss the Destination Management Strategy and the Biking Tourism recommendation, and seek their advice, feedback and contributions on how SLO CAL can implement the recommendation, as well as fulfill this specific action item to support trails, activities, events and festivals, and competitions.</p> |

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

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

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

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

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

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

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

Advocacy and Government Relations

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

Industry Relations and Cooperation

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

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

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

CANNABIS TOURISM

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

In this regard, SLO CAL’s history and experience with creating agritourism is a perfect case study of how intrepid SLO CAL entrepreneurs have created and delivered innovative wine/winery/vineyard products, activities and experiences to residents and visitors for decades. As regulations evolve enabling communities and venues to allow the onsite public consumption of cannabis, Visit SLO CAL should work with these communities and new cannabis entrepreneurs and leaders to assist them in establishing SLO CAL as a destination for unique cannabis/processing/farm products, activities and experiences.

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

| Advocacy and Government Relations |
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| 1. Encourage interested municipal governments and regional agencies to actively participate in Visit SLO CAL’s Cannabis Tourism Working Group and contribute to discussions, assessment and strategies related to Cannabis Tourism in SLO CAL. |
| Direct Actions and Plans |
| 2. Collect, review and consider Cannabis Tourism related information and case studies from other destinations around the country and further afield to determine what is happening, what works best and how SLO CAL can learn from these experiences. |
| <p>Visit SLO CAL will compile a portfolio of cannabis tourism case studies, news articles, and research. It will review this material and create an ongoing summary report that identifies best practices, lessons learned, new developments, destination issues, and destination opportunities.</p> <p>Produce an asset mapping of SLO CAL cannabis establishments (growers, processors, manufacturers, retailers, etc.) to identify and document where these activities are currently taking place and in what forms.</p> |

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| 3. Create a Cannabis Tourism Working Group of interested cannabis producers, distributors and retailers, tourism industry partners and municipal officials and agencies to monitor, discuss and assess Cannabis Tourism developments in SLO CAL and other destinations where recreational cannabis is legal. |
| Visit SLO CAL will invite and convene a group of interested stakeholders to share its ongoing summary of case studies and to discuss implications and opportunities for SLO CAL. |
| 4. Lead the development of a Cannabis Tourism Strategy and working plan for SLO CAL if appropriate and at the proper time and with the recommendation of the Cannabis Tourism Working Group. |
| Visit SLO CAL will document the Working Group discussions and create a Cannabis Tourism Strategy covering operations, logistics, marketing, promotion and communications. |
| Industry Relations and Cooperation |
| 5. Encourage the SLO CAL Travel & Tourism industry to actively participate in Visit SLO CAL's Cannabis Tourism Working Group to contribute insight, experience and expertise to the initiative, as well as deliver tourism-related products, services and amenities that are necessary and appropriate to a successful Cannabis Tourism initiative and experience. |
| Responsibilities |
| <p>Suggested Lead:</p> <ul style="list-style-type: none"> • Visit SLO CAL <p>Additional Suggested Partners:</p> <ul style="list-style-type: none"> • SLO CAL Travel & Tourism industry (Cannabis Tourism Working Group) • County and municipal governments (Cannabis Tourism Working Group) • Cannabis producers, distributors and retailers (Cannabis Tourism Working Group) |

DEVELOP & GROW COMMUNITIES

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

Visit SLO CAL should work with these communities to develop their placemaking opportunities, establish and grow their events and festivals opportunities, assist them in the local marketing and promotions efforts, and assist with capacity building efforts to enhance their visitor experience and quality of life experience for local residents.

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

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| Advocacy and Government Relations |
| 1. Encourage the county and municipal governments to provide municipalities, communities and neighborhoods with organizational assistance to better develop, manage and market their places. |
| Direct Actions and Plans |
| 2. Conduct a detailed physical audit, examination and review of these places and determine what placemaking opportunities exist, are desired or should be explored to increase visitor attraction and experiences. |
| <p>Visit SLO CAL will engage a placemaking consultant to assist with the process.</p> <p>Visit SLO CAL will work with the individual communities to determine where they fit in the develop and growth matrix, and if they are interested to participate in the initiative.</p> <p>Visit SLO CAL and the individual communities will produce an asset mapping of Travel & Tourism establishments and events and festivals (see Events and Festivals Strategy recommendation) to identify and document where visitor and resident activities are currently taking place and in what forms.</p> |
| 3. Continue to engage with county, municipalities and local economic development leaders to provide input, feedback and advice on issues and opportunities that might impact the visitor experience in the various municipalities, communities and neighborhoods. |

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| <p>Visit SLO CAL will meet with individual community stakeholders on a regular basis (semi-annual is suggested) to review Placemaking plans, efforts, issues and opportunities. The periodic meetings will produce 6-month action plans for each community for activation by the individual communities and Visit SLO CAL.</p> <p>Specific and appropriate opportunities will be referred to the Chief Investment Officer and that initiative, to market and promote the develop and grow community opportunities outside SLO CAL.</p> |
| <p>4. Work with county, municipalities and local officials and leaders to help articulate, market and promote the unique sense of place and character that SLO CAL’s municipalities, communities and neighborhoods offer to residents and visitors.</p> |
| <p>Visit SLO CAL will partner with each community to define and articulate the unique sense of place and character. Those stories will be used by Visit SLO CAL and the communities to help create or advance a community “brand” and deliver marketing and promotion that suits that brand.</p> |
| <p>5. Review destination/neighborhood-focused development and marketing efforts by local tourism organizations to see how they are organizing capacity building for their own business establishments and destinations/neighborhoods, and apply best practices to SLO CAL’s communities.</p> |
| <p>Visit SLO CAL will meet regularly (semi-annual is recommended) to review local tourism organization plans, operations and efforts to market and promote their communities. Visit SLO CAL will provide feedback, best practice examples, guidance and consulting to these communities to assist them as necessary, desired and appropriate.</p> |
| <h3>Industry Relations and Cooperation</h3> |
| <p>6. Encourage the SLO CAL Travel & Tourism industry establishments to join with their municipalities, communities and neighborhoods to actively engage in their destination development and promotional efforts and increase the connectivity of local business owners and operators to the broader SLO CAL experience.</p> |
| <h3>Responsibilities</h3> |
| <p>Suggested Lead:</p> <ul style="list-style-type: none"> County and municipal governments <p>Additional Suggested Partners:</p> <ul style="list-style-type: none"> Visit SLO CAL (research, placemaking reviews, investment portfolio, community brands) Third party consultant (if necessary) |

- SLO CAL Travel & Tourism industry (cooperation, engagement)

EVENTS & FESTIVALS STRATEGY

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

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

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

Visit SLO CAL should work with event producers and organizers, who score a high "Event Impact" (see below) to develop and enhance their marketing reach, operational and quality efforts to create, maintain and enhance events and festivals that are true to SLO CAL's brand, authentic to SLO CAL as a destination, capitalize on SLO CAL's strengths as a destination and are reflective of SLO CAL's values.

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

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

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

| Direct Actions and Plans |
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| 1. Work with county, municipal and community leaders, major events producers and organizers, along with industry stakeholders, to create a countywide Events and Festivals Strategy to set forth the vision, goals, strategies and plans for creating, incubating and facilitating visitor- |

related events and festivals in SLO CAL that increase the economic contribution from visitors and enhance the quality of life for residents.

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

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

Denmark – Sport Event Denmark

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

Queensland Australia

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

Saskatchewan Canada

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

Montreal, Quebec, Canada

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

Scotland

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

Northern Ireland

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

Niagara, Ontario, Canada

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

Denver, CO

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

Choose Chicago

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

Edinburgh

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

2. Establish and facilitate an Events and Festivals Working Group to:
 - a. Agree on a vision and strategy for SLO CAL supported arts, music, food and drink, cultural and sports events and festivals
 - b. 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
 - c. Encourage coordination of events and festivals to maximize timing and impact, while reducing seasonality swings and unsustainable high-volume visitor traffic
 - d. Deliver a consolidated and shareable countywide events and festivals calendar

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

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

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

this research to inform the Working Group on the existing situation, and strengths and weaknesses of SLO CAL's current portfolio.

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

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

Economic Impact

1. Attendance
2. Expenditures
3. Length of stay
4. Yield
5. Employment / job creation
6. Tax revenue
7. Standard of living

Tourism Potential

8. Awareness of the region as a travel and tourism destination
9. Potential for visitation
10. Creation of new tourism product
11. Creation of new tourism market

Uniqueness

12. Nontraditional event, venue, etc.
13. Caters to niche markets

Social / Cultural

14. Shared experience
15. Revitalizing traditions
16. Level of local interest and participation in types of activity associated with event
17. Regional values and traditions
18. Cultural perspectives

Scalability

19. Potential to scale event with purpose
20. Stage in event lifecycle
21. Footprint of the event

Brand Alignment

22. Events that align with Visit SLO CAL's brand
23. Events that align with Visit SLO CAL's preferred visitors

Timing / Seasonality

24. Off-peak / shoulder season
25. Mid-week

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

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

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

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

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

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

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

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

4. Create, manage and administer an events and festivals development fund available to create, incubate, market and promote, manage, direct and facilitate events and festivals in SLO CAL

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| that fulfill grant criteria and deliver Key Performance Indicator results set forth by the Events and Festivals Strategy. |
| Visit SLO CAL will establish and operate an Events & Festivals Development Fund as suggested to deliver quality visitor experiences and enhanced quality of life for residents. |
| Advocacy and Government Relations |
| 5. Encourage the county and municipal governments to actively participate on Visit SLO CAL's Events and Festivals Working Group to facilitate and operationalize SLO CAL events and festivals from a regulation/permitting, and public services perspective. |
| 6. Encourage the county and municipal governments to designate a point person to assist in the realization and delivery of events. |
| 7. Encourage the county and municipal governments to organize and manage municipal and county agency involvement in SLO CAL events and festivals. |
| Industry Relations and Cooperation |
| 8. Encourage the SLO CAL Travel & Tourism industry including existing event organizers and venues to engage with the Events and Festivals Working Group to coordinate calendars, resources and funding. |
| 9. Encourage the industry to collaborate with event organizers and venues in the sector to build stronger, more engaging, need period events. |
| Responsibilities |
| <p>Suggested Lead:</p> <ul style="list-style-type: none"> ● Visit SLO CAL <p>Additional Suggested Partners:</p> <ul style="list-style-type: none"> ● Local SLO CAL DMOs ● Major event producers, organizers and SLO CAL Travel & Tourism industry (Events and Festivals Working Group, coordinate calendars, resources and funding) ● County, municipal governments and community leaders (Events and Festivals Working Group, facilitate and operationalize SLO CAL events and festivals) ● |

NIGHTLIFE, MUSIC & ENTERTAINMENT

SLO CAL should target the advancement of nightlife, music and entertainment to deliver evening activities that compare favorably to its strength in outdoor activities. Visit SLO CAL should work with the local municipalities' restaurants, bars, clubs, music, arts and entertainment venue owners/operators, downtown associations and other interested stakeholders to create a Nightlife Strategy for SLO CAL, individual cities and communities. The strategy should deliver a balanced plan for enhancing nightlife experiences, while maintaining a high quality of life for residents.

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

Direct Actions and Plans

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

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

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

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

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

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

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| <p>2. Create a Nightlife Strategy that delivers a balanced plan for enhancing resident and visitor nightlife experiences, while maintaining a high quality of life for residents.</p> |
| <p>Visit SLO CAL will conduct a number of public town hall sessions to gather input and contributions from residents about nightlife, music and entertainment in SLO CAL:</p> <ul style="list-style-type: none"> • What are resident perspectives on nightlife, music and entertainment? • What are resident suggestions for improving and enhancing nightlife, music and entertainment? • What are resident concerns about nightlife, music and entertainment? |
| <p>3. The Nightlife Strategy will encompass all SLO CAL communities with immediate attention and focus on the cities of San Luis Obispo, Paso Robles and Pismo Beach.</p> |
| <p>Visit SLO CAL will meet with city officials and community leaders from cities such as but not limited to San Luis Obispo, Paso Robles and Pismo Beach to kick off the process and understand their desires, issues and opportunities related to the Nightlife, Music & Entertainment vision and strategy.</p> |
| <p>4. The Nightlife Strategy will act as a guide for public and private sector officials, leaders and industry partners to:</p> <ol style="list-style-type: none"> 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. |
| <p>Visit SLO CAL will partner to create a strategy that covers these four main areas of focus.</p> |

Advocacy and Government Relations

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

Industry Relations and Cooperation

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

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

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

SAVOR SLO CAL

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

SLO CAL should consider successful examples of wine and culinary festivals such as the Dine Out Vancouver Festival, which has grown into Canada’s largest food and drink festival. More than prix-fixe menus, SAVOR SLO CAL, like Dine Out Vancouver, could be about “community, collaboration, and sharing...a culinary story with the world.” Culinary talent and cultural experiences, including neighborhood food tours and lunch-hour food truck fests, could inspire SAVOR SLO CAL events, along with local wine tastings and global guest-chef collaborative dinners. SAVOR SLO CAL could grow into a compelling annual mid-week reason to visit.

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

Direct Actions and Plans

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

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

Develop and complete an analysis of the premier culinary, food and wine festivals to understand best practice and what that means for SLO CAL. Best practice case studies might include Dine Out Vancouver, the Okanagan Wine Festivals, San Diego Bay Wine + Food Festival, Hawaii Food & Wine Festival, Taste of Vail, Charleston Wine & Food Festival, Aspen Food & Wine Classic, etc.

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| <p>2. Create and host a SAVOR SLO CAL Working Group to consider, design and agree on (see Events & Festivals Strategy) a multi-week signature festival of SLO CAL wines, craft beverages and culinary arts to be held during SLO CAL's harvest season.</p> |
| <p>Identify key culinary, food and wine stakeholders (public and private sector) in SLO CAL and invite them to participate in the SAVOR SLO CAL Working Group.</p> <p>Produce an asset mapping of SLO CAL food and wine events, producers, establishments and stakeholders who are involved in or associated with delivering food and wine activities, experiences, products and services to SLO CAL residents and visitors.</p> <p>Present highlights of the Destination Management Strategy and the SAVOR SLO CAL recommendation, analysis of best practice from premier culinary, food and wine festivals to consider.</p> |
| <p>3. Guide the SAVOR SLO CAL Working Group to create a strategy, working program and funding source to move the festival forward.</p> |
| <p>Host a visioning workshop to design and agree a strategy, work plan, operations, marketing and promotion, budget and logistics for SAVOR SLO CAL.</p> |
| <p>4. Market and promote SAVOR SLO CAL to residents and interested/high potential visitor target markets.</p> |
| <p>Visit SLO CAL will establish the brand and marketing platform for SAVOR SLO CAL and work to sign up partners, sponsors and participants.</p> <p>Visit SLO CAL will create and deliver a marketing and communications strategy and plan for SAVOR SLO CAL.</p> |
| <p>5. Guide the SAVOR SLO CAL Working Group to implement the strategy, review performance and adjust the strategy as necessary and appropriate.</p> |
| <p>Visit SLO CAL will provide leadership, staffing, management and direction necessary to organize the implementation of the SAVOR SLO CAL strategy.</p> <p>Establish key performance indicators (KPIs) and conduct a post-event review and assessment of festival performance and share with Working Group to determine and agree to necessary adjustments and changes.</p> <p>Update the strategy, work plan, operations, marketing and promotion, budget and logistics for SAVOR SLO CAL as necessary and appropriate.</p> |

Advocacy and Government Relations

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

Industry Relations and Cooperation

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

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

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

SIGNATURE EVENT(S)

Visit SLO CAL should work with existing and/or new events and festivals to help deliver high quality experiences during need periods and explore the potential for developing signature events or festivals for the destination. General preference for signature events and festivals should be given to those that align with SLO CAL's Events and Festivals Strategy, with specific focus on SLO CAL's strengths in the areas of outdoor and coastal activities as well as food and wine (such as SLO Farmers' Market, Mid-State Fair, SLO CAL Open, Tamale Fest or Paso Robles Wine Festival), and can represent the SLO CAL brand 365 days of the year.

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

| Direct Actions and Plans | |
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| 1. Define and articulate what a signature festival or event means for SLO CAL, the destination. | |
| | Visit SLO CAL should use the Events & Festivals Working Group to consider and agree to a definition and description of what a signature festival or event means for the destination, and how it should connect with, complement and deliver the destination brand. |
| 2. Conduct an analysis of the festivals and events portfolio to assess the quantity, quality, calendar distribution (scheduling), resident and visitor attendance/satisfaction, diversity (interest group), current results (attendance, income, reviews), future viability/opportunity for growth, and economic impact of SLO CAL's existing events. | |
| | See details for this assessment in the Events & Festivals Strategy recommendation. |
| 3. Use the results of the analysis to identify existing events and festivals that might serve as a signature event and festival for SLO CAL. | |
| | Following the events and festivals analysis, take a deeper look at each of the top 5-10 scoring events and compare those events against the definition and articulation of a SLO CAL Signature Event(s) as developed above to determine if any of the top scoring events are a match. |
| 4. Collect, review and consider information and case studies from other destinations to assess their signature festivals and events, success and development applicability to SLO CAL. | |
| | Visit SLO CAL should collect information, research studies and white papers, books and materials that explore, assess and analyze internationally known signature festivals and |

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| events such as: the Kentucky Derby, Montreal Jazz Festival, Art Basel (Basel, Miami, Hong Kong), New Orleans Mardi Gras, New Year's Eve in Times Square, Tour de France, etc. |
| 5. Use the above to determine if a signature event is desirable and possible for SLO CAL, and whether an existing event or festival or a newly created event or festival can serve in the role. |
| Use the Events & Festivals Working Group to apply the results of the case studies review to the potential signature events list created from the Events & Festivals analysis to determine if one or more of the lists can serve in the Signature Event(s) role for SLO CAL. |
| 6. Work with industry and government partners to develop an event-specific strategy, action plan and funding source to move the initiative forward, if an event or festival is identified as a potential opportunity for signature status. |
| <p>The Events & Festivals Working Group will work to develop and agree to a Signature Event(s) and strategy, resources and actions necessary to make it happen.</p> <p>Visit SLO CAL should apply its marketing, promotion, PR and communications resources to the Signature Event(s) to deliver the greatest potential from these activities.</p> <p>Visit SLO CAL marketing should create a Signature Event(s) marketing, promotion and communications strategy for pushing information out to residents and potential visitors. The strategy should be organized for the whole destination, individual municipalities and targeted Signature Event(s) visitor markets.</p> |
| Advocacy and Government Relations |
| 7. Encourage the county and municipal governments to actively participate in Visit SLO CAL's Signature Event(s) initiative to contribute insight, experience and expertise to the analysis, strategy, planning, funding and implementation. |
| Industry Relations and Cooperation |
| 8. Encourage the SLO CAL Travel & Tourism industry to actively participate in Visit SLO CAL's Signature Event(s) initiative to contribute insight, experience and expertise to the analysis, strategy, planning, funding and implementation. |
| Responsibilities |
| <p>Suggested Lead:</p> <ul style="list-style-type: none"> ● Visit SLO CAL <p>Additional Suggested Partners:</p> |

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

SLO CAL CRAFTED BRAND

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

SLO CAL should activate empty spaces, build capacity, assist in startup processes, facilitate a community incubator (also see Experience Incubator above) for new businesses, streamline the regulatory environment, and create a communications and brand platform that features SLO CAL's artists, craftspeople and artisan makers of all types.

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

| Direct Actions and Plans |
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| 1. Work to finalize the already submitted SLO CAL Crafted trademark registration. |
| Follow thru on existing efforts to finalize supplemental trademark registration |
| 2. Collect, review and assess case studies from other destinations where place-specific brands have been developed, marketed and sold online or through brick and mortar sites to understand what works, what doesn't and what lessons can be learned for SLO CAL. |
| <p>Identify DMOs that have or support place-specific brands. Use Destinations International network to identify potential brands.</p> <p>Contact and interview DMO leaders and staff that have place-specific brands to explore:</p> <ul style="list-style-type: none"> • How the brand was created and established • How the brands are used to connect products with the destination • What criteria was used to select products • How the products are marketed and sold • What is the coordinating entity for the brand • What criteria is used to select products to carry the brand • What lessons have been learned in the process • What recommendations can the DMO make for Visit SLO CAL |

| |
|---|
| 3. Define and articulate the selection criteria that products must fulfill in order to carry or be marketed under the SLO CAL Crafted brand. |
| Visit SLO CAL team will create a brand criteria process to be used for judging new products for consideration. |
| 4. Create a new Visit SLO CAL position or engage a third-party operator to develop, manage and operate the SLO CAL Crafted brand, marketing and sales platform and retail establishment. |
| Visit SLO CAL will develop an RFP and solicit proposals for a third-party operator of the SLO CAL Crafted Brand. Based on the proposals, Visit SLO CAL will decide if it makes sense to outsource the effort or bring it in house. |
| 5. Monitor and review performance and adjust the SLO CAL Crafted brand and operations accordingly. |
| Visit SLO CAL will establish a review team / committee to periodically consider performance and adjust strategies, plans and operations as necessary and appropriate. |
| Advocacy and Government Relations |
| 6. Encourage San Luis Obispo County, municipal and community government agencies, offices and officials to embrace and cooperate with the SLO CAL Crafted brand to assist with any and all public sector service requirements to deliver a successful initiative. |
| Industry Relations and Cooperation |
| 7. Encourage the SLO CAL Travel & Tourism industry to engage local artisans, artists and makers to join forces with the SLO CAL Crafted Brand to increase their visibility, exposure and access to a broader resident and visitor market. |
| 8. Encourage the SLO CAL Travel & Tourism industry to embrace, feature and promote SLO CAL Crafted brand products at their establishments when and where possible. |
| Responsibilities |
| <p>Suggested Lead:</p> <ul style="list-style-type: none"> ● Visit SLO CAL <p>Additional Suggested Partners:</p> <ul style="list-style-type: none"> ● DMO Partners (engage, promote, expand market) ● Third Party Operator (retail operations) ● County and municipal governments (cooperation) ● SLO CAL Travel & Tourism industry (cooperation) |

SPACE LAUNCH EVENTS

Vandenberg Air Force Base, located in northern Santa Barbara County, only 30 miles from San Luis Obispo County, is home to the 30th Space Wing and Air Force Space Command, whose mission is placing satellites into polar orbit from the West Coast and providing launch pad facilities to businesses such as SpaceX. In 2018, nine space launches were made from Vandenberg while 10 were made in 2017. Although these launch events do not follow a regular schedule, they are certainly increasing and are building a unique group of visitors (space enthusiasts) who travel from near and far to enjoy the launches. Visit SLO CAL should continue to develop, market and promote this niche event business, which is unique to the region, state and country.

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

| Direct Actions and Plans | |
|--------------------------|--|
| 1. | Develop a launch-ready special event itinerary, activities, packages and partner promotions for those who cater to space launch enthusiasts. |
| | <p>Visit SLO CAL will organize and register Travel & Tourism establishments that are eager and willing to join efforts to deliver a Space Tourism package for residents and visitors.</p> <p>Visit SLO CAL will create a marketing, communications and PR strategy to promote these events and visitor packages.</p> |
| 2. | Coordinate with Vandenberg Air Force Base officials, companies and organizations to identify and calendarize existing and potential launch events, dates, timing and access. |
| | Visit SLO CAL will establish open channels of communications with Vandenberg officials and their staff / teams to identify, track and monitor future space launch events. |
| 3. | Work with Vandenberg Air Force Base officials, companies and organizations to create and deliver special and unique experiences for SLO CAL residents and visitors. |
| | Visit SLO CAL will explore and develop “special and unique” visitor experiences with Vandenberg officials and their staff / teams that might not be normally available to the general public. |

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

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

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

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

Advocacy and Government Relations

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

Industry Relations and Cooperation

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

Responsibilities

Suggested Lead:

- Visit SLO CAL

Additional Suggested Partners:

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

THEMATIC ROUTES

San Luis Obispo County measures approximately 3,600 square miles with more than 80 miles of coastline and beaches, 1,330 miles of scenic county roadways, three wine regions, eight golf courses, 3,500 acres of sand dunes, hundreds of farms, thousands of culinary choices, a burgeoning craft brewing, cider and distillery scene, legalized cannabis, more than 20 art galleries and arts venues, famed mineral waters, dozens of premier historic sites like Hearst Castle, tons of shopping for every taste, 315 days of sunshine per year for outdoor activities, miles upon miles of hiking, biking and walking trails, and world famous Highway 1— the road trip of a lifetime. Thematic Routes such as the Farm Trail or Wine Trail help visitors understand how to consume a diverse region such as this based on their particular interests, while also helping to disperse visitors to less visited parts of the county. Visit SLO CAL should work with each of the industry sectors, activity stakeholders and communities to identify, create, package, market and promote a series of thematic routes that leverage key points or areas of interest, and connect visitors to lesser known or visited parts of the county.

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

| Direct Actions and Plans |
|--|
| <ol style="list-style-type: none"> 1. Develop a series of thematic route itineraries, activities, packages, events and partner promotions for the major tourism experience categories in SLO CAL. <p>Visit SLO CAL will identify visitor experience markets (i.e. bikers, wine tasters, surfers, hikers, etc.) based on the DMS research.</p> <p>Visit SLO CAL and the individual communities will produce an asset mapping of Travel & Tourism establishments and events and festivals (see Events & Festival Strategy) to identify and document where visitor and resident activities are currently taking place and in what forms.</p> <p>Visit SLO CAL will develop a series of experience clusters based on the asset mapping to aid in the development of thematic itineraries.</p> <p>Visit SLO CAL will work with firms like Arrivalist to collect and document visitor movement, activities and experiences and how they are connected geographically.</p> |

| |
|--|
| <ol style="list-style-type: none"> 2. Coordinate with thematic stakeholder groups, companies and organizations to identify and shape the opportunities for cooperation and collective packaging and sales of visitor experiences. 3. Work with thematic stakeholder groups, companies and organizations to create and deliver special and unique experiences for SLO CAL residents and visitors. |
| <p>Visit SLO CAL will hold a series of thematic visitor experience workshops and encourage participants to create packages, tours, itineraries that pull the individual activities into a collection of experiences.</p> |
| <ol style="list-style-type: none"> 4. Market and promote thematic routes to SLO CAL residents, thematic groups and the broader visitor markets. |
| <p>Visit SLO CAL will develop thematic routes and suggested itineraries for the thematic experiences and develop marketing and promotion strategies for same.</p> |
| <h3>Advocacy and Government Relations</h3> |
| <ol style="list-style-type: none"> 5. Encourage the county and municipal governments to cooperate with Visit SLO CAL to assist with public sector service requirements needed to successfully deliver thematic tourism routes. |
| <h3>Industry Relations and Cooperation</h3> |
| <ol style="list-style-type: none"> 6. Encourage the SLO CAL Travel & Tourism industry to assist Visit SLO CAL in identifying and packaging thematic route opportunities and delivering the tourism-related products, services and amenities that are necessary and appropriate to a successful Thematic Routes initiative and experience. |
| <h3>Responsibilities</h3> |
| <p>Suggested Lead:</p> <ul style="list-style-type: none"> ● Visit SLO CAL <p>Additional Suggested Partners:</p> <ul style="list-style-type: none"> ● County and municipal governments (cooperation) ● Local DMO's (cooperation) ● Third party firm such as Arrivalist (research) ● SLO CAL Travel & Tourism industry (package development, cooperation) |

APPENDIX

[INSERT TIMING MATRIX]



Strategic Direction 2023

Visit SLO CAL

November 5, 2019
Submitted by Coraggio Group

2240 N. Interstate Avenue, Suite 300
Portland, OR 97227
503.493.1452

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Scope of Work

Phase One: Get Clear

In preparation for developing Strategic Direction 2023, Visit SLO CAL will form an eight- to twelve-member Strategic Planning Team (SPT) made up of key staff members, Board members, and possibly other community representatives. Coraggio will facilitate a series of meetings with the SPT to arrive at the elements of the plan. To ensure the most efficient process, it will be important for the members of the SPT to consistently attend planning meetings.

Kickoff Phone Call

To build a foundational understanding of your current situation and your needs for the project, we will meet with Chuck and a few key SPT members for a 90-minute telephone work session. We will prepare an outline and educated questions for this conversation and what we learn in this working session will shape our approach to the project and will help us target our engagement activities in the rest of the Get Clear phase.

Investor/Stakeholder Engagement Sessions

We will conduct four investor/stakeholder engagement sessions in different regions of the county—the Five Cities region, San Luis Obispo, the North Coast, and North County. At each three-hour session, we will guide a large group of investors/stakeholders through engaging activities meant to accomplish the following goals:

- Build investor/stakeholder understanding of timing and mechanics of additional TMD funding
- Gain understanding of investor/stakeholder hopes for uses of additional TMD funding
- Gather input related to the strategic direction of Visit SLO CAL: the strengths, weaknesses, opportunities and threats ahead of the organization
- Build investor/stakeholder buy-in for Strategic Direction 2023

Board Member Interviews

Understanding the needs, expectations, opinions and insights of your Board members is critical input to developing the strategic plan and making informed business decisions. We will perform 30-minute telephone interviews of all 15 of these stakeholders.

Survey Development and Management

Concurrently with the stakeholder engagement sessions and Board interviews, we will develop and deploy an investor/stakeholder survey that will allow you to gain even broader input. This outreach early in the project builds understanding of strategic issues, and also engages Visit SLO CAL team members, investors and stakeholders in a way that lets them feel heard as part of the planning process. The staff portion of this survey will also include the Gallup Q-12 Employee Engagement instrument to test progress against the benchmark set in November of 2018.

Marketing Committee Retreat

As a final piece of the engagement phase, we will facilitate the Visit SLO CAL Marketing Committee Retreat in early March. This facilitation will serve the traditional purpose of aligning all your marketing partners with your strategic direction, but in this planning year will also serve as a forum to hear from these stakeholders in relationship to both the expanded TMD funding and Strategic Direction 2023.

Insights Report

When we have completed the telephone interviews and the survey, we will synthesize what we learned into a collection of key themes—an Insight Report that will highlight, for each theme, a top-level understanding of the issue, a collection of quotes that support the theme, and key strategic implications for Visit SLO CAL. This report will serve as a guide throughout the planning process and will be shared with the SPT at the beginning of the planning process.



Phase Two: Get Focused

We will structure the planning work, as we did three years ago, in paired work sessions—an afternoon four-hour work session followed by a morning four-hour work session. Within each pair of work sessions, we will invite investors/stakeholders to join us for one hour to review our progress and offer feedback.

Work Sessions 1 & 2: Strategic Imperatives and Objectives

In the first part of the first two work sessions, we will share the results of our discovery phase in the Insight Report, will review your Vision, Mission, Values, Brand Intention and Position statements and will work with the SPT to begin to define the “Strategic Focus” portion of the plan, which includes these elements:

- **Strategic Imperatives**
What must be accomplished over the planning horizon?
- **Objectives**
How will we measure success?

For this pair of workshops, we will invite investors/stakeholders to join for an hour after the second (morning session) to learn about progress and offer feedback.

Work Sessions 3 & 4: Initiatives and Revisions

In the second pair of work sessions, we will work with your SPT to align on the “Action” part of the plan—the Initiatives that you will undertake within the planning horizon:

- **Initiatives**
What collective actions do we need to take, that are transformative in nature?

Coming out of the Initiative work session, you will have a draft Strategic Plan. For this pair of workshops, we will invite investors/stakeholders to join for an hour after the third (afternoon session) to learn about progress and offer feedback in advance of the morning Revision Session.

In the Revisions Workshop, we will work with the SPT to think through the feedback you received from the investor/stakeholder group and make any adjustments to the plan that are necessary. The key outcome of this meeting is a final draft of the Strategic Plan.

Phase Three: Get Moving

Deliverable: Final Strategic Plan and Board Presentation

Once we complete the work sessions, we will take some time to collect everything the SPT decided into one coherent document. We have a one-page Strategic Plan format, you know it as the “placemat”, that has proven very effective at helping participants and non-participants alike to understand the overview of the strategic plan, while also being able quickly reference the specifics. In this way, the final document acts as both a guide to working the plan, and as a tool for communicating it.

In our budget, we have included time for one consultant to travel to SLO CAL to assist in the presentation of the final Strategic Plan to your Board and other investors/stakeholders.

Quarterly Check-Ins

Once approved, we have planned to conduct three quarterly check-ins with you via telephone, to offer support and coaching to ensure that the Strategic Plan is effectively activated over the coming year.



Proposed Investment

The requested investment for the work described in this proposal is \$48,373, not including travel and overnight expenses—which will be charged through at cost. We will provide monthly invoices for work completed, due Net 15.

| Phases | Tasks/Deliverables | Task Subtotal |
|-------------|---|---------------|
| Get Clear | <ul style="list-style-type: none">Kickoff Phone CallInvestor/Stakeholder Engagement SessionsBoard Member InterviewsSurvey Development and ManagementMarketing Committee RetreatInsights Report | \$21,763.73 |
| Get Focused | <ul style="list-style-type: none">Work Sessions 1 & 2: Strategic Imperatives and ObjectivesWork Sessions 3 & 4: Initiatives and Revisions | \$20,037.33 |
| Get Moving | <ul style="list-style-type: none">Deliverable: Final Strategic Plan and Board PresentationQuarterly Check-Ins | \$6,571.93 |
| Total: | | \$48,373.00 |



Project Team



Matthew Landkamer Principal and Project Lead

Matthew helps clients think through, better understand and then take action on their most important strategy, organizational change, and brand challenges. His art and design background, combined with hands-on business experience, allows him to bring a unique balance of creative design thinking and strategic rigor to each of his client engagements. He is a skilled facilitator and problem solver with an impressive ability to start the conversations that need to be had inside organizations, and among organizational leaders—the kind of conversations that lead to valuable insights, bold thinking and needed results.

Matthew has spent 18 years leading marketing and strategy initiatives for organizations of all sizes from large companies to small, entrepreneurial ventures. He has worked with a wide range of Travel & Tourism organizations such as Visit San Luis Obispo County, Travel Portland, Visit West Hollywood, Ontario Convention & Visitors Bureau, and NBC Universal Studios Hollywood.

Select Relevant Experience:

- Visit SLO CAL
Strategic Plan
- Beverly Hills Convention & Visitors Bureau
Destination Development Plan
- Santa Monica Travel & Tourism
Destination Perception Study
- Carbon County, Utah
Destination Development Plan
- Visit New Hampshire
Organizational Alignment and Vision
- San Francisco Travel
Vision and Strategic Plan
- Visit West Hollywood
Strategic Plan & BID Charters
- NBC Universal Studios Hollywood
Strategic Business Development Study and Planning
- Santa Monica Travel & Tourism
Experience Management Plan
- New Mexico Tourism Department
Destination Roadmap—In progress
- Visit California
Tourism Sustainability Plan—In progress

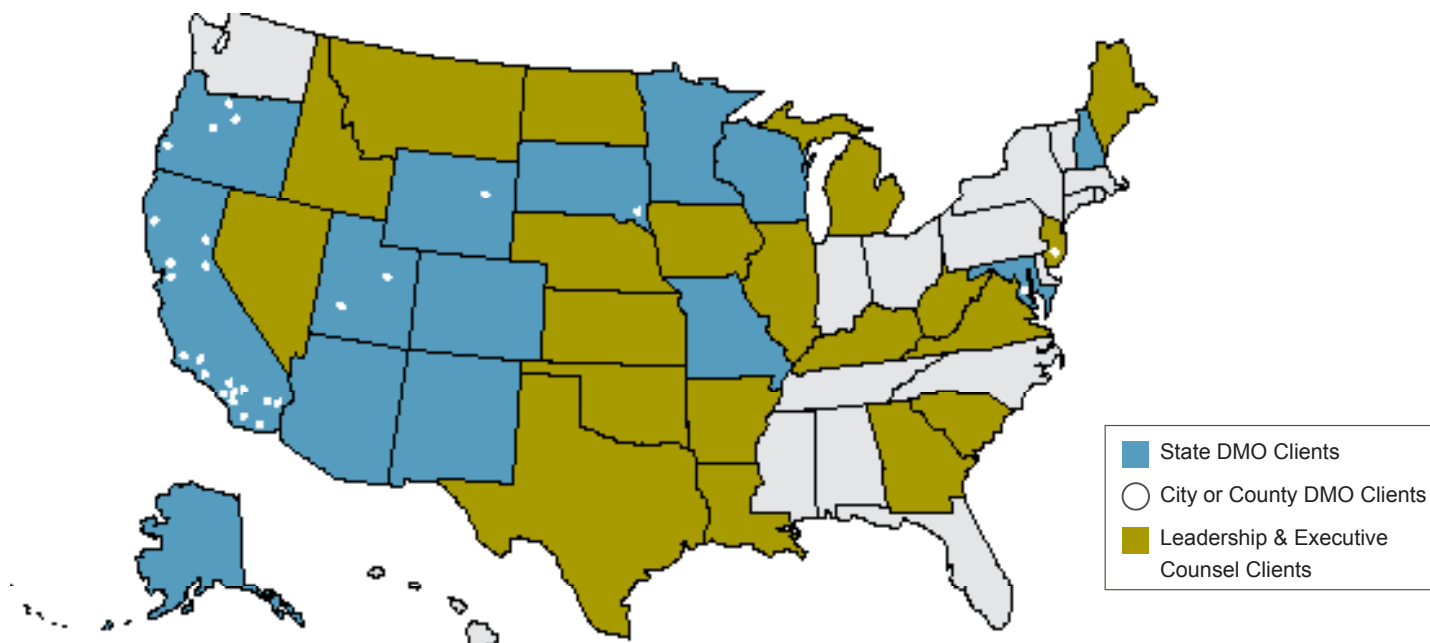


About Coraggio

Since 2005, Coraggio has been helping tourism leaders envision their organization's future, create exciting plans, and foster the agile teams they need to get there. Our team helps clients better understand their rapidly changing operating environments, determine how to respond to complex challenges and position their organizations and destinations to seize the right opportunities.

Coraggio is the only firm in the U.S. that has our powerful combination of strategy expertise, organizational effectiveness and destination marketing experience at every scale within the travel and tourism sector, as evidenced by:

- **We have been hired by U.S. Travel**—for the fourth year running—to design and lead their annual leadership forum for state tourism directors (National Council of State Tourism Directors). These forums emphasize practical ways to strengthen leadership and organizational effectiveness.
- This year alone, **we have been or will be featured speakers** at the Oregon, South Dakota, Arizona, Missouri, New Hampshire and Utah state tourism conferences, where we are speaking on organizational effectiveness, destination perception and strategy. We also spoke last year at U.S. Travel’s ESTO (Educational Seminar for Tourism Organizations) conference—one of the biggest annual conferences for destination marketing in the U.S.—and this year will facilitate the second annual WESTO conference that brings together leadership from most of the 15 states that make up the Western States Tourism Policy Council.
- We have **worked directly with the leadership teams and industry stakeholders of eleven state tourism offices**, and with dozens of city and county tourism agencies nationally.
- In addition to travel & tourism industry expertise, **our team members have backgrounds in marketing and economics** that help them understand the unique needs of destination marketing organizations.



Destination Marketing Experience

Helping our clients take big leaps forward is what we do best.



“Coraggio has a gift for identifying the key issues and guiding a group to the heart of the matter. In facilitating a recent planning process for a Colorado leadership initiative, Coraggio led us in crafting not only a compelling vision for our program, but in defining its value along with a structure for its governance. On a truly complex topic, they led us to a place that satisfied all participants.” — Cathy Ritter, Director, Colorado Tourism Office



MARKETING UPDATE



ESTABLISH BRAND CLARITY &
INCREASED AWARENESS THROUGH
UNIFIED EFFORTS



BUILD & EXPAND STRATEGIC
PARTNERSHIPS



DEMONSTRATE VALUE TO
STAKEHOLDERS, PARTNERS &
COMMUNITIES

TRAVEL TRADE





Travel Trade: **UPDATES**

RECENT EFFORTS

- **Prospecting**
 - Meeting Planners – CalSAE
 - Tour Operators – NTA
- **VRMA Conference**
 - October 13 – 16 - New Orleans, LA
- **WTM London**
 - November 4-6

UPCOMING TRADE PROGRAMS

- **Black Diamond Agent FAM**
 - December 22-24
- **NTA Tradeshow**
 - December 9-11 - Dallas
- **CalSAE Seasonal Spectacular**
 - December 16-17
 - Co-op Partners: Embassy Suites, SeaCrest OceanFront Hotel, SLO Brew Rock, Vespera on Ocean
- **SLO CAL T&T Sales Mission**
 - January 22-23 - Southern California

PARTNERSHIP & EVENTS





PARTNERSHIP & EVENTS

SAVOR – SAN DIEGO BAY WINE & FOOD FESTIVAL

- **When:** November 16
- **Where:** Marina Park North, San Diego
- **Partners Currently Signed Up:**
 - Pismo Beach CVB + 10 Partners

RESTAURANT MONTH 2020

- **When:** January 1-31
- **Sign-ups end** November 15, 2019



EARNED & OWNED MEDIA

- Public Relations
- SLOCAL.com



Earned Media **PUBLIC RELATIONS**

OCTOBER MEDIA RESULTS

Turner PR:

- Impressions: 1,800,764
- AVE: \$3,394
- Stories: 5

International PR:

- Impressions: 3,289,983
- AVE: \$17,072
- Stories: 5



Owned Media: **DIGITAL CHANNELS**

WEBSITE PERFORMANCE

- **Organic**

- Sessions: +15% YOY
- Session duration: -18% YOY*
- Pages per session: -14.3% YOY**

- **Total Traffic**

- Sessions: +24.3% YOY
- Session duration: -11.3% YOY*
- Pages per session: -3.8% YOY**

* Last year, our Bounce Rate (BR) was skewing low due to a scroll tracking mechanism placed by Goodway Group (resolved April 2019). The low BR also **affects session duration**, causing the decrease in session duration to appear more severe than it likely was.

**Pages per session decrease influenced by:

- 1) Increased performance of search engine results, delivering search queries to landing pages that house the specific info a user is seeking
- 2) Increase in repeat visitation (sessions per user rose from 1.24 to 1.34 YOY for Oct.)
- 3) Mobile growth as a percentage of website users - are less likely to click around

PAID MEDIA

Campaign Update



Paid Media: AD CAMPAIGN



HERO ASSET SHOOT - BCF

- Shot new assets at Adelaida Winery, Barrelhouse, Atascadero Lake Park, Sunken Gardens and Downtown SLO Farmers Market
- Image selections will be finalized this week and next week
- We will receive final images by end of month and move into ad production in/near December
- The objective is to have all ads to Miles by end of year to be placed into rotation in January

MEDIA – MILES

October Campaign Performance Metrics:

- **Display & Video**
 - 10.2M Impressions
 - 38K Clicks
 - 78.11% Video Completion Rate (VCR)
 - 0.37% Click-Through Rate (CTR)
 - \$2.26 Cost-per-click (CPC)
- **Paid Social Media**
 - 2.8M Impressions
 - 15.5K Clicks
 - 0.82% CTR
 - \$1.09 CPC
- **Paid Search (Non-Video)**
 - 293K Impressions
 - 10,225 Clicks
 - 3.49% CTR
 - \$2.33 CPC

EXECUTIVE SUMMARY

Total Traffic Overview

Sessions

91,059

↑ 24.3% ↑ 17,793

Bounce Rate

55.60%*

↑ 108.6%

Pages / Session

1.81

↓ -3.8%

Avg. Session Duration

00:02:17 **

↓ -11.3%

Organic Traffic Overview

Sessions

37,468

↑ 15.0% ↑ 4,878

Bounce Rate

47.80%*

↑ 321.0%

Pages / Session

2.03

↓ -14.3%

Avg. Session Duration

00:02:59 **

↓ -18.0%

Organic Traffic by Section

Stay

369

↓ -23.8% ↓ -115

Things to Do

2,700

↑ 31.6% ↑ 648

Listings

3,221

↑ 51.0% ↑ 1,088

Blog

3,996

↑ 12.8% ↑ 453

Explore

4,892

↑ 39.2% ↑ 1,377

Landing Page

Sessions ▾

/stay/

132

/stay/vacation-rentals/

86

Landing Page

Sessions ▾

/things-to-do/

665

/things-to-do/beaches-parks-nature/beaches/

206

Landing Page

Sessions ▾

/listing/elephant-seal-vista-point/1884/

161

/listing/irish-hills-natural-reserve/1691/

145

Landing Page

Sessions ▾

/blog/post/iconic-eats-every-visitor-should-try/

409

/blog/post/family-friendly-halloween-events-in...

358

Landing Page

Sessions ▾

/explore/paso-robles/

443

/explore/edna-valley/wineries/

352

* Issues with tracking elements caused the Bounce Rate to be artificially low. These issues were resolved end of April 2019. May 2020 we'll have accurate YoY comparisons.

** As Session Duration is not measured when a user bounces, Session Duration will be artificially inflated when Bounce Rate is artificially low.

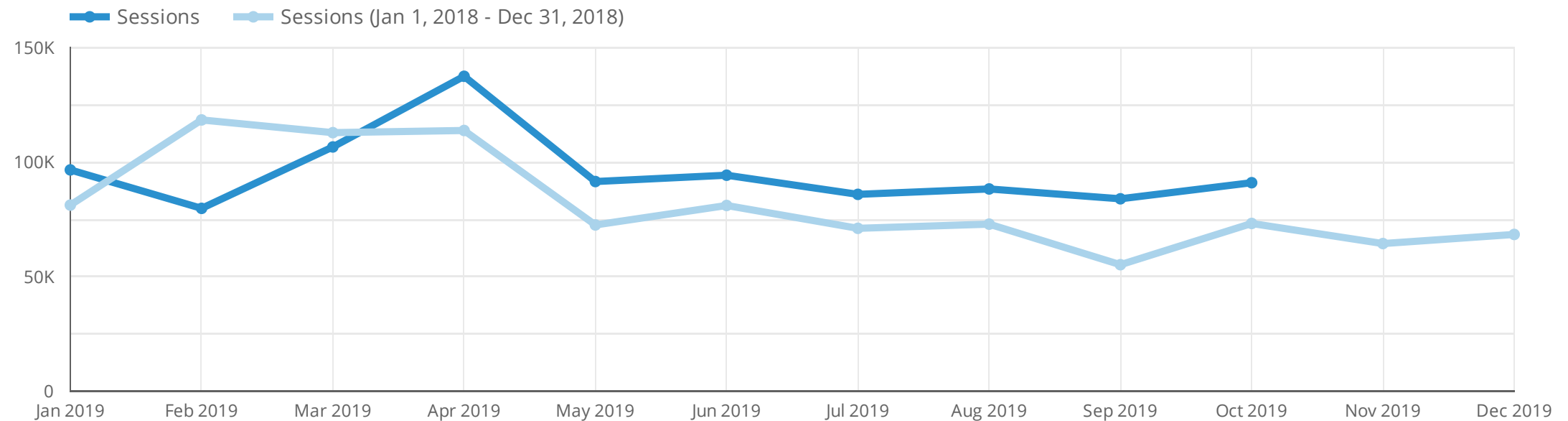
How is my total traffic performing over time?

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

| Month | Sessions | Users | Bounce Rate | Pageviews | Pages / Session | Avg. Session Duration |
|-----------|----------|--------|-------------|-----------|-----------------|-----------------------|
| October | 91,059 | 67,765 | 55.6% | 164,840 | 1.81 | 00:02:17 |
| September | 84,035 | 63,237 | 55.35% | 150,387 | 1.79 | 00:02:23 |
| August | 88,330 | 67,492 | 54.65% | 162,260 | 1.84 | 00:02:27 |
| July | 85,978 | 69,100 | 54.57% | 158,975 | 1.85 | 00:02:34 |
| June | 94,331 | 79,837 | 58.12% | 165,491 | 1.75 | 00:02:27 |
| May | 91,571 | 76,814 | 59.65% | 150,732 | 1.65 | 00:02:14 |

How are users from all sources trending over time?

by Sessions Year over Year



What channels are my website visitors coming from?

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

| Channel | Sessions ▾ | % Δ | % of Sessions | % Δ |
|--------------------|---------------|----------------|---------------|-------------|
| Organic Search | 37,468 | 15.0% ↑ | 41.15% | -7.5% ↓ |
| Paid Search | 17,651 | -0.4% ↓ | 19.38% | -19.8% ↓ |
| Display | 17,359 | 623.0% ↑ | 19.06% | 481.7% ↑ |
| (Other) | 9,476 | -21.8% ↓ | 10.41% | -37.1% ↓ |
| Direct | 5,725 | 15.9% ↑ | 6.29% | -6.8% ↓ |
| Referral | 2,131 | -7.0% ↓ | 2.34% | -25.2% ↓ |
| Social | 1,206 | 0.9% ↑ | 1.32% | -18.8% ↓ |
| Email | 43 | 258.3% ↑ | 0.05% | 187.8% ↑ |
| Grand total | 91,059 | 24.3% ↑ | 100% | 0.0% |

How does my website perform compared to the industry averages?

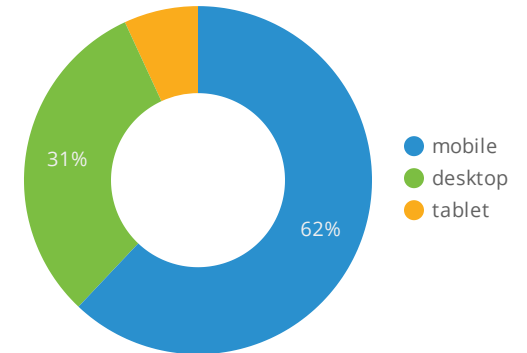
by Pages per Session, Avg. Session Duration, and Bounce Rate for All and Organic Traffic

| Metric | Industry Average | SLOCAL.com | % Difference |
|------------------------------|------------------|------------|--------------|
| Total Pages Per Session | 1.96 | 1.81 | -7.81% |
| Total Avg Session Duration | 00:01:46 | 00:02:17 | 1.72% |
| Total Bounce Rate | 54.66% | 55.60% | 1.72% |
| Organic Pages Per Session | 2.2 | 2.03 | -7.58% |
| Organic Avg Session Duration | 00:02:10 | 00:02:59 | 45.72% |
| Organic Bounce Rate | 47.94% | 47.80% | -0.29% |

What devices are users on my site using?

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

| Device C... | Sessions ▾ | % Δ | Bounce Rate | % Δ | Pages / ... | % Δ | Avg. Session Dur... | % Δ |
|--------------------|---------------|----------------|--------------|-----------------|-------------|----------------|---------------------|-----------------|
| Mobile | 56,502 | 18.5% ↑ | 61.75% | 92.3% ↑ | 1.51 | 3.5% ↑ | 00:01:59 | -3.8% ↓ |
| Desktop | 28,271 | 39.3% ↑ | 43.78% | 180.9% ↑ | 2.4 | -16.6% ↓ | 00:02:52 | -25.1% ↓ |
| Tablet | 6,286 | 19.0% ↑ | 53.52% | 167.0% ↑ | 1.88 | -0.4% ↓ | 00:02:28 | -2.4% ↓ |
| Grand total | 91,059 | 24.3% ↑ | 55.6% | 108.6% ↑ | 1.81 | -3.8% ↓ | 00:02:17 | -11.3% ↓ |



What are the top pages for mobile users?

by Page and Sessions Year over Year

| Landing Page | Sessio... | % Δ |
|---|-----------|----------|
| / | 9,116 | 201.4% ↑ |
| /blog/post/sweeten-family-time-in-slo-cal-with-fall-apple-pi... | 3,015 | - |
| /events-and-festivals/ | 1,885 | -83.0% ↓ |
| /san-sbp/ | 1,766 | - |
| (not set) | 1,690 | -37.3% ↓ |
| /blog/post/which-slo-cal-beach-vibe-are-you/ / | 1,159 | - |
| /blog/post/choose-your-own-slo-cal-coastal-adventure/ | 1,033 | - |
| /things-to-do/ | 1,018 | 237.1% ↑ |
| /san-sbp/?https://www.slocal.com/san-sbp/?utm_campaign... | 928 | - |
| /events-and-festivals/events-calendar/ | 858 | 102.4% ↑ |

What are the top pages for desktop users?

by Page and Sessions Year over Year

| Landing Page | Sessio... | % Δ |
|---|-----------|----------|
| / | 8,746 | 53.0% ↑ |
| /events-and-festivals/ | 1,280 | -34.3% ↓ |
| /san-sbp/ | 1,164 | - |
| (not set) | 877 | 24.8% ↑ |
| /las-sbp/ | 512 | - |
| /events-and-festivals/events-calendar/ | 512 | 63.1% ↑ |
| /blog/post/a-new-adventure-is-just-a-flight-away/ | 306 | - |
| /blog/post/slo-cal-wine-is-just-a-flight-away/ | 284 | - |
| /blog/post/discover-the-california-less-traveled/ | 275 | - |
| /things-to-do/ | 239 | 13.8% ↑ |

How are users engaging with my landing pages?

by Sessions, Avg. Session Duration, and Bounce Rate

| Top Landing Pages | Sessions |
|--|----------|
| / | 19,870 |
| /events-and-festivals/ | 3,428 |
| /blog/post/sweeten-family-time-in-slo-cal-with-fall-apple-picking-and-tasti... | 3,221 |
| /san-sbp/ | 3,105 |
| /events-and-festivals/events-calendar/ | 1,500 |
| /things-to-do/ | 1,298 |
| /blog/post/which-slo-cal-beach-vibe-are-you/ / | 1,161 |
| /fy20 traffic awareness miles= | 1,053 |
| /blog/post/choose-your-own-slo-cal-coastal-adventure/ | 1,037 |
| /las-sbp/ | 1,013 |

| Page | Pageviews |
|--|-----------|
| / | 33,066 |
| /events-and-festivals/ | 6,215 |
| /san-sbp/ | 4,020 |
| /blog/post/sweeten-family-time-in-slo-cal-with-fall-apple-picking... | 3,788 |
| /events-and-festivals/events-calendar/ | 3,700 |
| /things-to-do/ | 3,037 |
| /las-sbp/ | 2,005 |
| /event/field-of-light-at-sensorio/5916/ | 1,756 |
| /events-and-festivals/live-music-concerts/ | 1,327 |
| /stay/ | 1,254 |

| Exit Page | Exits |
|--|--------|
| / | 17,135 |
| /events-and-festivals/ | 2,354 |
| /san-sbp/ | 2,997 |
| /blog/post/sweeten-family-time-in-slo-cal... | 2,845 |
| /events-and-festivals/events-calendar/ | 1,504 |
| /things-to-do/ | 1,468 |
| /las-sbp/ | 973 |
| /event/field-of-light-at-sensorio/5916/ | 1,051 |
| /events-and-festivals/live-music-concerts/ | 711 |
| /blog/post/which-slo-cal-beach-vibe-are-y... | 1,146 |

How are users engaging with my landing pages?

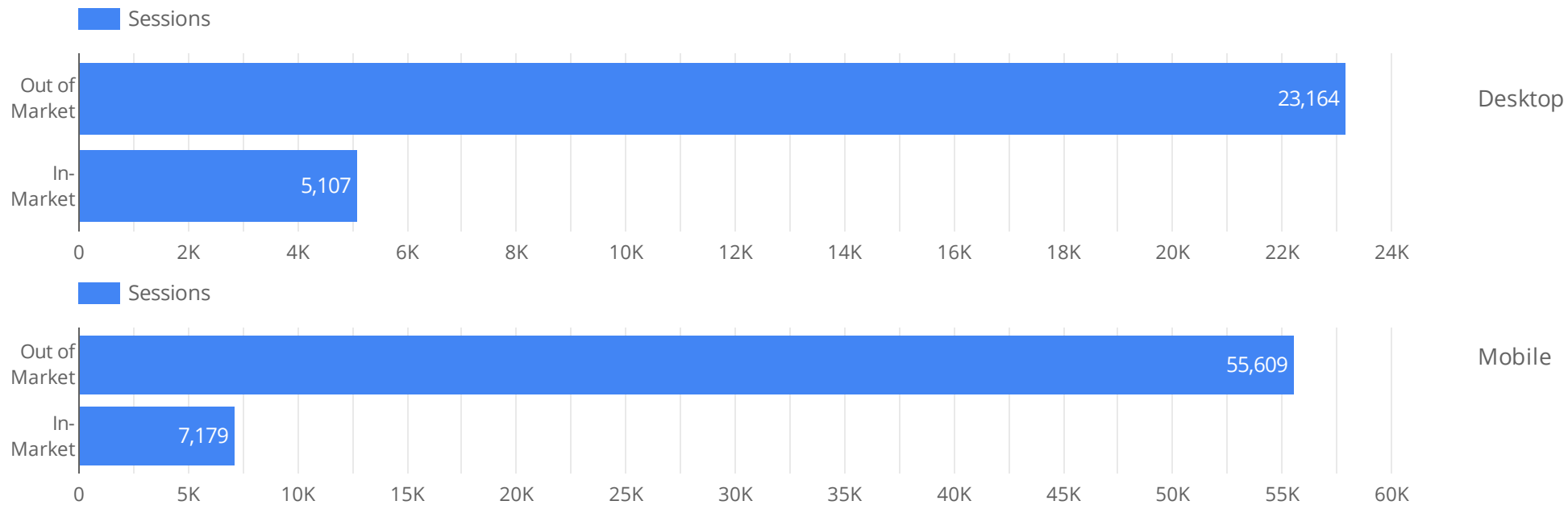
by Sessions, Avg. Session Duration, and Bounce Rate

| Source | Sessions ▾ | Bounc... | Avg. Se... | Pages / S... |
|--------------------------|--------------|---------------|-----------------|--------------|
| m.facebook.com | 706 | 77.62% | 00:01:09 | 1.26 |
| visitcalifornia.com | 557 | 40.93% | 00:02:53 | 2.49 |
| avilavillageinn.com | 259 | 45.17% | 00:02:51 | 2.16 |
| facebook.com | 239 | 85.77% | 00:00:41 | 1.11 |
| slocal.simpleviewcms.com | 166 | 7.23% | 00:14:02 | 5.27 |
| visitavilabeach.com | 142 | 42.25% | 00:04:38 | 2.56 |
| slocal.com | 113 | 40.71% | 00:01:01 | 2.29 |
| l.instagram.com | 99 | 45.45% | 00:03:33 | 2.43 |
| work.onespace.com | 74 | 60.81% | 00:00:31 | 1 |
| l.facebook.com | 52 | 50% | 00:03:59 | 2.12 |
| Grand total | 3,332 | 51.59% | 00:03:01 | 2.19 |

| Campaign | Source / Medium | Sessions | % New Ses... | Avg. Session D... | Bounce Rate |
|---------------------|------------------------|---------------|---------------|-------------------|---------------|
| fy20_miles | JunGroup / display | 11,563 | 5.66% | 00:02:30 | 43.71% |
| fy20_miles_sandiego | Sharethrough / Native | 2,311 | 91.39% | 00:00:31 | 88.14% |
| fy20_miles | MiQ / display | 1,475 | 82.51% | 00:01:42 | 63.05% |
| fy20_miles_sandiego | facebook / video | 1,380 | 94.13% | 00:00:54 | 69.49% |
| fy20_miles | Sharethrough / Native | 1,321 | 96.67% | 00:00:28 | 87.89% |
| fy20_miles | Sojern / display | 1,108 | 75.27% | 00:01:22 | 53.97% |
| fy20_miles | Pinterest / engagement | 929 | 90.31% | 00:00:46 | 85.47% |
| fy20_miles_sandiego | MiQ / display | 784 | 93.88% | 00:00:53 | 70.41% |
| fy20_miles | Undertone / display | 753 | 91.63% | 00:01:37 | 66.14% |
| Grand total | | 25,565 | 49.64% | 00:01:41 | 58.84% |

How are users engaging with my landing pages?

by Sessions, Avg. Session Duration, and Bounce Rate



Organic Sessions

37,468

📈 15.0%

Percent of Total Sessions

41.15%

📉 -7.5%

% New Sessions

74.32%

📈 6.6%

Avg. Session Duration

00:02:59

📉 -18.0%

Pages / Session

2.03

📉 -14.3%

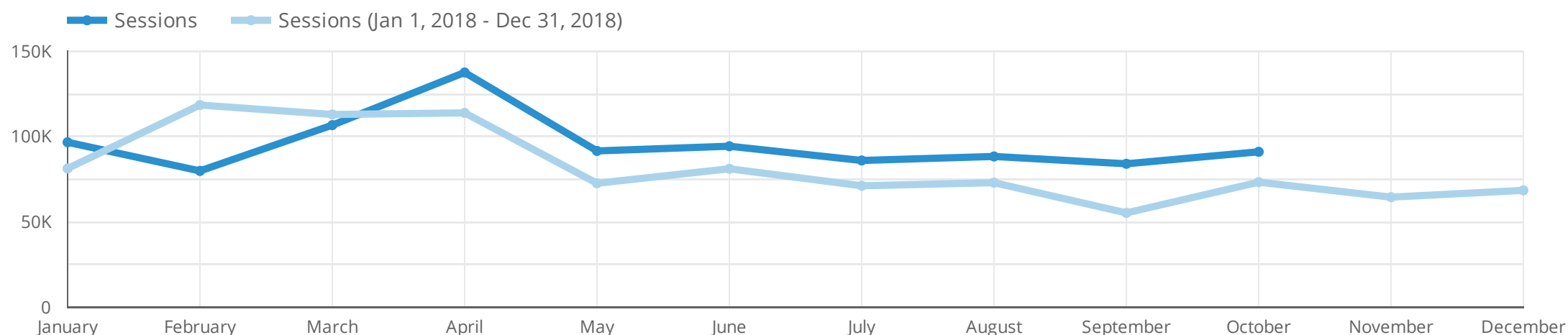
Bounce Rate

47.80%

📈 321.0%

How are organic sessions trending?

by Sessions Year over Year



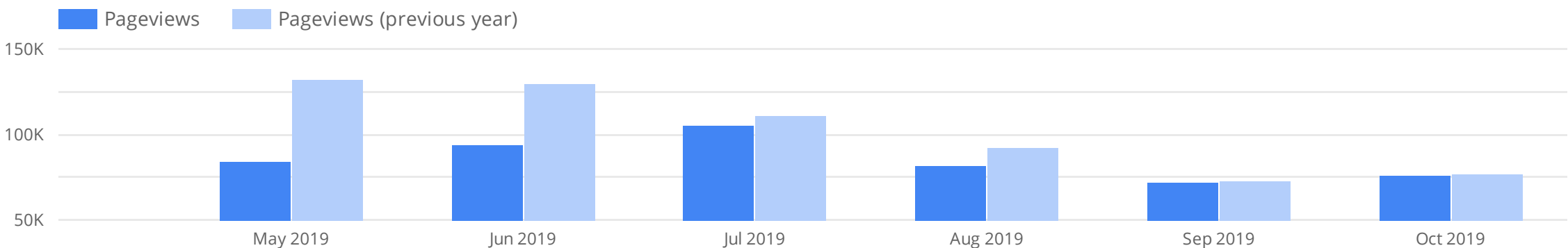
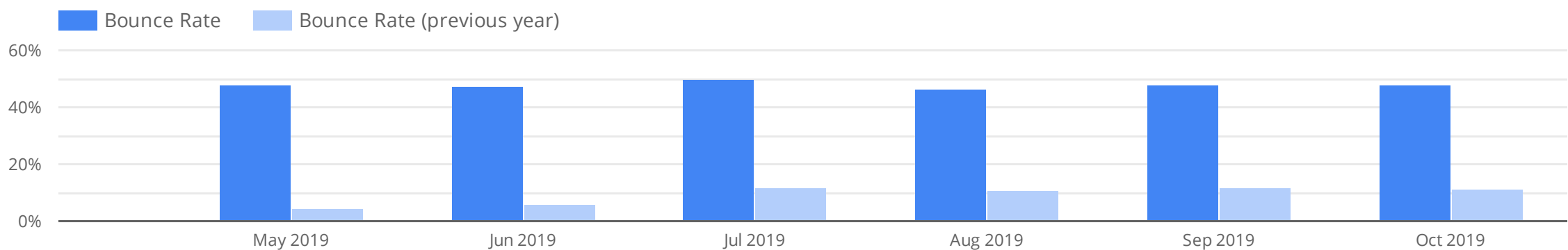
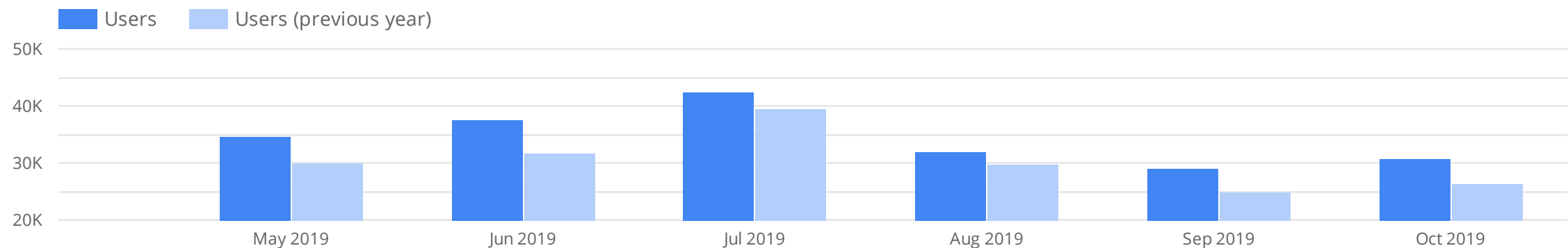
What pages are organic search visitors landing on?

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

| Landing Page | Sessions | % Δ | % of Total | % Δ |
|--|----------|----------|------------|----------|
| / | 3,949 | -14.7% 📉 | 10.98% | -28.0% 📉 |
| /events-and-festivals/ | 2,738 | -25.8% 📉 | 7.61% | -37.3% 📉 |
| /events-and-festivals/events-calendar/ | 1,204 | 61.6% 📈 | 3.35% | 36.5% 📈 |
| /event/field-of-light-at-sensorio/5916/ | 737 | - | 2.05% | - |
| /events-and-festivals/live-music-concerts/ | 679 | -3.1% 📉 | 1.89% | -18.2% 📉 |
| /things-to-do/ | 665 | 40.3% 📈 | 1.85% | 18.5% 📈 |
| /event/morro-bay-harbor-festival/4307/ | 640 | 720.5% 📈 | 1.78% | 593.0% 📈 |
| /event/harvest-wine-weekend/5380/ | 483 | - | 1.34% | - |
| /event/arroyo-grande-beer-feast/6348/ | 472 | - | 1.31% | - |
| /explore/paso-robles/ | 443 | 49.2% 📈 | 1.23% | 26.0% 📈 |

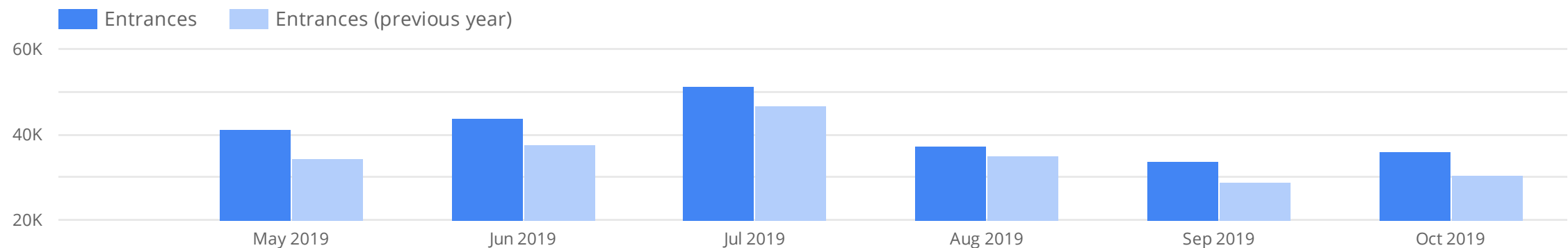
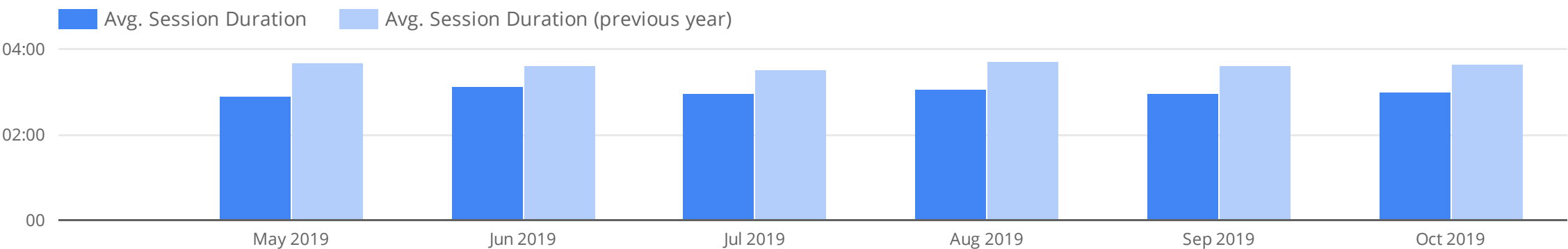
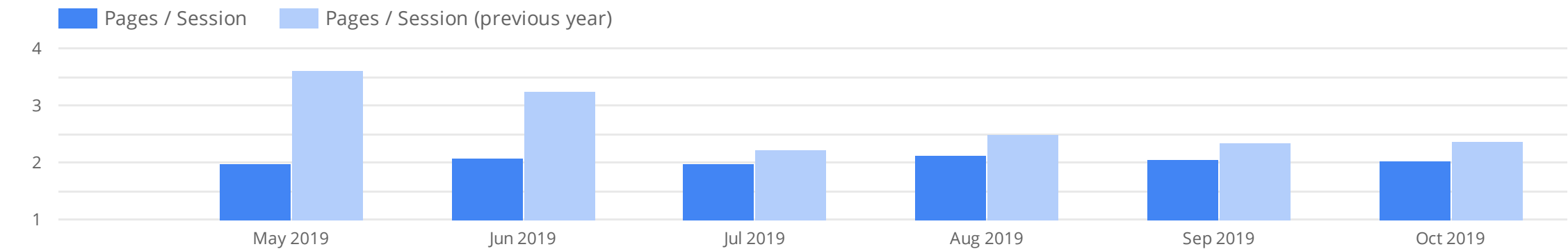
Engagement Stats - YoY Organic Traffic - Part 1

Oct 1, 2019 - Oct 31, 2019



Engagement Stats - YoY Organic Traffic - Part 2

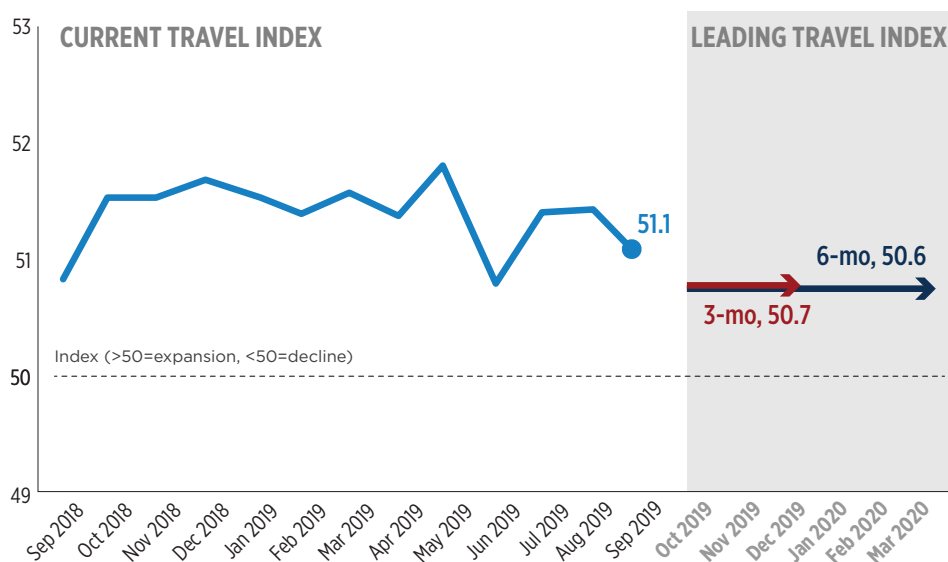
Oct 1, 2019 - Oct 31, 2019



SEPTEMBER TRAVEL TRENDS INDEX

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

Analysis provided by
 OXFORD
ECONOMICS



SOURCE: Oxford Economics, U.S. Travel Association

CTI reading of **51.1** in **September 2019** indicates that travel to or within the U.S. grew **2.2%** in **September 2019** compared to September 2018.

LTI predicts travel growth will moderate through March 2020, a result of softer growth in domestic leisure travel and continued weakness in international inbound and domestic business travel.

Overall travel volume (person trips to or within the United States involving a hotel stay or air travel) grew at a slower year-over-year rate in September 2019 compared to August 2019. Domestic travel growth remains solid, primarily supported by the leisure segment; international inbound travel declined for the fifth month this year.

HIGHLIGHTS:

* For CTI and LTI definitions, please see below.

- The Current Travel Index (CTI) has registered at or above the 50 mark for 117 straight months, as the industry sustains its 10th consecutive year of expansion.
- The CTI was positive in September, registering 51.1 (indicating 2.2% y/y growth). This is moderately lower than the 6-month moving average (2.6%).
- International inbound contracted in September (-0.4%), continuing the segment's weakness. The Leading Travel Index (LTI) projects that inbound travel volume will decline about 0.6% over the next six months compared to the same period last year.
- Domestic leisure travel growth carried its strength into September (3.0%), but eased below its recent six-month trend (3.6%). The business segment experienced subdued growth (1.2%), on par with its six-month trend.
- The 6-month LTI reading of 50.6 indicates that total U.S. travel volume is expected to grow at a 1.2% rate through March 2020. Over the same period, domestic travel is expected to ease toward 1.4% growth and international inbound will remain slightly negative.

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.

SEPTEMBER TRAVEL TRENDS INDEX (CONT.)

| | CTI | 3-MONTH LTI* | 6-MONTH LTI** |
|---------------------|---|---|---|
| AUGUST INDEX | 51.5 | 50.9 | 50.8 |
| SEPTEMBER INDEX | 51.1 | 50.7 | 50.6 |
| DIRECTION AND SPEED | Travel demand increased; at a slower 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 Oct 2019 to Dec 2019
 ** Average outlook reading for Oct 2019 to Mar 2020



The TTI has been largely consistent with general economic trends through the first three quarters of 2019: domestic leisure travel has been outpacing business travel and international inbound travel has been essentially flat. The forward-looking LTI signals that the economic expansion, while continuing, will decelerate somewhat over the next two quarters.

DAVID HUETHER
 Senior Vice President, Research

DETAILED RESULTS:

Domestic travel rose 2.4% in September and was carried primarily by the leisure segment (3.0%) as the business segment landed on a softer growth path (1.2%), on par with its six-month average. Leisure travel growth is expected to endure at approximately 1.6% through the coming six months—around half its current pace—while business travel growth is expected to remain unchanged from the previous six months. Vacation intentions remain elevated year-over-year in each month of this year; however, forward-looking booking and search data provide mixed signals.

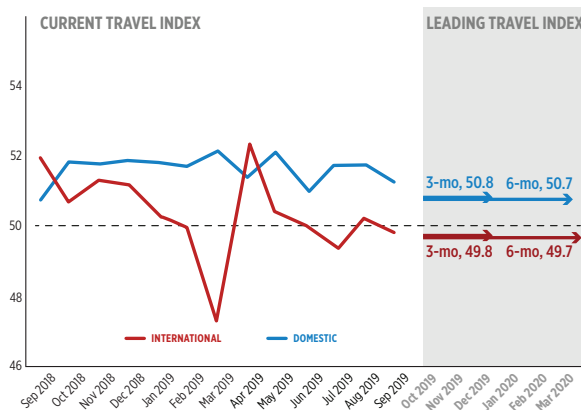
International inbound demand declined year-over-year in September. The segment has oscillated between positive and negative territory in 2019, shrinking in five of nine months. Over the coming months, international inbound travel growth is expected to remain suppressed by economic and policy-based headwinds resulting in a year-over-year decline.

| | CURRENT TRAVEL INDEX (CTI) | | | | LEADING TRAVEL INDEX (LTI) | | 6-MO LTI VS. CTI 6-MO AVG. | |
|---------------|----------------------------|------|--------|-----------|----------------------------|-----------|----------------------------|--------|
| | 6-MONTH AVG | JULY | AUGUST | SEPTEMBER | 3-MONTH* | 6-MONTH** | DIRECTION | SPEED |
| TOTAL MARKET | 51.3 | 51.4 | 51.5 | 51.1 | 50.7 | 50.6 | Increasing | Slower |
| INTERNATIONAL | 50.3 | 49.3 | 50.2 | 49.8 | 49.8 | 49.7 | Decreasing | - |
| DOMESTIC | 51.5 | 51.7 | 51.6 | 51.2 | 50.8 | 50.7 | Increasing | Slower |
| BUSINESS | 50.6 | 50.9 | 50.6 | 50.6 | 50.7 | 50.6 | Increasing | - |
| LEISURE | 51.8 | 51.9 | 52.0 | 51.5 | 50.9 | 50.8 | Increasing | Slower |

* Average outlook reading for Oct 2019 to Dec 2019
 ** Average outlook reading for Oct 2019 to Mar 2020

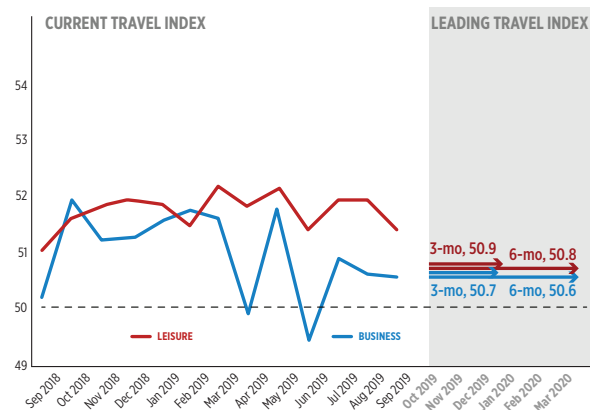
SEPTEMBER DOMESTIC AND INTERNATIONAL TRAVEL INDEX

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



SEPTEMBER 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.

VOTE YES

MARKETING RENEWAL

Visit California is a nonprofit organization that drives demand for California as a travel destination, increasing visitor spending in the state. In partnership with the state's travel businesses, Visit California executes global marketing programs that power the state's \$140 billion travel industry.

Visit California is conceived, funded and led by the travel industry. For more than 25 years, the program has delivered billions of dollars of new visitor spending to the state's hotels, rental cars, restaurants, attractions, retailers and thousands of other businesses in every community across the state.

Every six years, California's travel industry considers whether to continue the program. In 2013, the latest renewal, 93% of votes were cast in favor of the program.

This year, the state's travel businesses vote again. Here are important dates in the voting cycle:





Thanks to Visit California's global marketing programs, California is now the nation's No. 1 travel destination.

- **October 2017:** California Travel & Tourism Commission approves resolution authorizing 2019 referendum.
- **July 2019:** Office of Tourism issues letter announcing intent to call referendum pursuant to Tourism Marketing Act
- **September 30, 2019:** Deadline for assessed businesses to pay outstanding balance in order to be eligible to vote
- **November 27, 2019:** Ballots arrive via mail
- **December 31, 2019:** Deadline to cast vote
- **January 2020:** Referendum results announced

renew.VisitCalifornia.com

Without your YES vote this year, Visit California will cease to exist and all promotion of California will end — seriously threatening our state's businesses. Find additional information about the 2019 Marketing Renewal at **renew.VisitCalifornia.com**.

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industry.VisitCalifornia.com

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Industry Leaders Agree: Vote YES on the Visit California Marketing Renewal

CENTRAL COAST

Chuck Davison
Visit SLO CAL

Jay Jamison
Pismo Coast Village RV Resort

Kathy Janega-Dykes
Visit Santa Barbara

Christopher Kandziora
Ojai Valley Inn & Spa

Noreen Martin
Martin Resorts, Inc.

Gene Zanger
Casa De Fruta Parkway, LLC

CENTRAL VALLEY

Anthony Cannella
NorthStar Engineering Group, Inc.

Layla Forstedt
Fresno/Clovis Convention and
Visitors Bureau

Wes Rhea
Visit Stockton & Central Valley
Tourism Association

DESERTS

Jeff Senior
KSL Resorts

Scott White
Greater Palm Springs Convention &
Visitors Bureau

GOLD COUNTRY

Jason Clarke
Enterprise Rent-A-Car, Inc.

Kevin Fat
Fat Family Restaurant Group

Lenny Mendonca
Governor's Office of Business &
Economic Development

Shelly Moranville
Residence Inn By Marriott -
Sacramento At Capitol Park

Mike Testa
Visit Sacramento

Benjamin Webster
Littler Mendelson P.C.

HIGH SIERRA

Carol Chaplin
Lake Tahoe Visitors Authority

Bill Cottrill
Lake Tahoe Resort Hotel

Michael Reitzell
California Ski Industry Association

Rhonda Salisbury
Visit Yosemite/Madera County

Kevin Shelton
Yosemite Management Group, LLC
(Yosemite Resorts)

John Urdi
Mammoth Lakes Tourism

INLAND EMPIRE

Kimberly Adams
Visit Temecula Valley

John Kelliher
Grapeline Wine Tours

LOS ANGELES COUNTRY

Dan Harvey
The Hertz Corporation

Karen Irwin
Universal Studios Hollywood

Ed Mady
Beverly Hills Hotel

Sandy Murphy
The Beverly Hilton

Offer Nissenbaum
The Peninsula Beverly Hills

Ernest Wooden Jr.
Los Angeles Tourism & Convention Board

NORTH COAST

John Porter
Benbow Inn & Resort

Travis Scott
Visit Mendocino County

ORANGE COUNTY

James Bermingham
Montage International

Tony Bruno
Great Wolf Lodge Southern California

Jim Burba
Burba Hotel Network

Jay Burress
Visit Anaheim

Josh D'Amato
Walt Disney Resorts

Ed Fuller
Orange County Visitors Association

Paul Sanford
Wincome Hospitality

Johnathan Whitehead
Northwest Hotel Corp.

SAN DIEGO COUNTY

Robert Gleason
Evans Hotels

Peter Ronchetti
LEGOLAND California Resort

Joe Terzi
San Diego Tourism Authority

SAN FRANCISCO BAY AREA

Gary Buffo
Pure Luxury Transportation

Ted Burke
Shadowbrook Restaurant

Kevin Carroll
Hotel Council of San Francisco

Mariann Costello
Scoma's Restaurant

Joe D'Alessandro
San Francisco Travel Association

Michael Dunne
Hilton Worldwide

Mark Everton
Visit Oakland

Sandra Fletcher
Simco Restaurant Group

Mike Freed
Passport Resorts

Linsey Gallagher
Visit Napa Valley

Mike Gallagher
CityPASS

Dan Gordon
Gordon Biersch

Maggie Ivy
Visit Santa Cruz County

Karolyn Kirchgessler
Team San Jose

Craig Martin
Le Meridien San Francisco

Jordan Meisner
Hyatt Hotels & Resorts

Sima Patel
Ridgmont Hospitality

Kathy Paver
Pier 39

Anna Marie Presutti
Hotel Nikko

Karl Rice
Santa Cruz Seaside Co.

Bertin Salas
Simco Group/Cova Hotels

Barbara Steinfeld
Visit Tri-Valley

Paul Tormey
AccorHotels

Claudia Vecchio
Sonoma County Tourism

SHASTA CASCADE

Laurie Baker
Shasta Cascade Wonderland Association

Greg Knoell
Hilton Garden Inn Redding

Bruce Spangler
Holiday Inn Express Oroville

STATEWIDE

Paula Beck
Avis Budget Group, Inc.

Jot Condie
California Restaurant Association

Russ Cox
Sheraton Universal Hotel

Roger Dow
U.S. Travel Association

Rusty Gregory
Alterra Mountain Company

Erin Guerrero
California Attractions & Parks Association

Dyana Kelley
California Association of
RV Parks & Campgrounds

Brian King
Marriott International

Robert Koch
Wine Institute

John Lambeth
Civitas

Rosemary McCormick
Shop America Alliance

Rachel Michelin
California Retailers Association

Lynn Mohrfeld
California Hotel & Lodging Association

Barb Newton
California Travel Association

Bobbie Singh-Allen
California Lodging Industry Association

Chris Thompson
Brand USA