

BUSINESS &
MARKETING PLAN

2020
FY — 2021



| | |
|---------------------------------------|----|
| Letter from the President & CEO | 3 |
| Strategic Direction 2023 | 4 |
| Strategic & Industry Partners | 6 |
| Business & Marketing Objectives | 8 |
| Key Moments FY 2019/2020 | 9 |
| Trends & Research | 10 |
| Brand Messaging | 15 |
| Trip Motivators | 16 |
| Target Market Overview | 17 |
| Paid Media | 20 |
| Owned Media | 28 |
| Earned Media & Public Relations | 30 |
| Travel Trade | 32 |
| Film SLO CAL | 36 |
| Experience SLO CAL 2050 | 38 |
| Equity & Inclusion | 43 |
| Advocacy | 44 |
| Engage with Visit SLO CAL | 46 |



LETTER FROM THE PRESIDENT & CEO

Dear Visit SLO CAL Investors, Partners & Stakeholders,

After an 18-month campaign and 10 straight years of growth, the SLO CAL tourism industry was riding high as all seven city councils and the board of supervisors unanimously approved the renewal of the San Luis Obispo County Tourism Marketing District through June 30, 2030. The renewed district, which takes effect on July 1, 2020, set the stage for success in the years ahead. The new 1.5% assessment now comes at a critical time, as we work to overcome the impact COVID-19 is having on our industry.

During these challenging times, it can be difficult to navigate the road ahead. We have much to look forward to in a post-crisis economy when people feel safe and have the ability to travel again. Visit SLO CAL has been actively preparing for the journey ahead, developing a clear marketing and sales strategy, a plan to continue our work in destination management and advocacy, as well as delivering continued support for our lodging investors and partners.

Our efforts over the next year will be more important than ever in driving the recovery of the lodging and greater Travel and Tourism industry. We are actively monitoring media, consumer sentiment and our competitive set to ensure we are fully informed of the next normal landscape. We have developed a flexible and phased marketing reactivation campaign that quickly and strategically positions us to take advantage of opportunities as they are presented. We will continue to foster our sales supply chain relationships in order to help stimulate future business. At the same time, we are working closely with the San Luis Obispo County Regional Airport on an air service recovery strategy to reactivate the fly markets when the time is right. Visit SLO CAL engaged Tourism Economics to develop a countywide, three-scenario, 24-month lodging forecast that includes breakdowns for individual communities through June 2022. Strategic planning and actions will be critical as the forecast shows the SLO CAL tourism industry not returning to its former level until 2023.

We know there will be challenges ahead. The crisis has left Visit SLO CAL with a smaller team and reduced financial resources. The slow return to reopening, a possible missed summer season, the reduction in flights and limited short-term sales opportunities, along with a challenging economy and the threat of a second wave of COVID-19, have all created additional uncertainty. With that said, Visit SLO CAL has put measures in place to stay nimble and address challenges as they appear.

In May, Visit SLO CAL's Board of Directors approved Strategic Direction 2023 (SD2023), our new north star. This strategic plan will help guide us through the difficult few years ahead. Building upon the accomplishments of Strategic Direction 2020, SD2023 was the culmination of broad industry collaboration that included an industry survey, four regional listening sessions with investors, partners and stakeholders, four Strategic Planning Team work sessions, and two tourism industry feedback sessions.

In conjunction with the priorities of SD2023, we will be advancing the recommendations in the Destination Management Strategy, now known as Experience SLO CAL 2050, as prioritized by the board of directors last March. Visit SLO CAL will be continuing our existing scope of work in air service activation, partnerships with the local wine industry and the development of the SLO CAL Crafted® brand. In addition, we will be advocating for recommendations such as workforce housing and transportation. Lastly, we will look to fund new initiatives including the development of a countywide events and festivals strategy and a customer service program to help propel our industry forward.

We stand with you in the challenges we are all facing. We invite you to partner with us to drive the industry forward and secure the future success of SLO CAL.

Together we can,



Chuck Davison, CDME
President & CEO
Visit SLO CAL



STRATEGIC DIRECTION 2023



VISION

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



MISSION

Inspire travel and foster our unique experiences to create life-long ambassadors and economic growth for SLO CAL



VALUES

STEWARDSHIP

We are mindful of our resources and seek to enhance the SLO CAL lifestyle

AUTHENTICITY

We are attuned to our own well-being and strive to bring the SLO CAL brand to life

INCLUSION

We engage and collaborate with an array of voices and perspectives

DRIVE

We bring enthusiasm to our work and prioritize initiatives to achieve results

FUTURE FOCUS

We deliver today with an innovative eye on tomorrow



REPUTATION

- Visionary
- Strategic
- Collaborative
- Creative
- Responsive
- Essential



POSITION

To best support SLO CAL's tourism economy, Visit SLO CAL provides:

- Strategic research and vital tourism knowledge to investors, partners, stakeholders and communities
- A long-term, collaborative and holistic roadmap that enables success for our community
- High-quality and high-impact marketing and sales initiatives tailored to reach regional, national and international target markets
- Leadership in destination management and community engagement to enhance quality of life for residents and quality of experience for visitors





IMPERATIVES

Enhance Our Organizational Capacity and Culture

OBJECTIVES

- Increase mean Employee Engagement score to 3.85
- Return ratio of administrative cost to economic impact to 2019 level or higher
- Increase Team Net Promoter score to 11 or higher, and maintain
- Increase Whole Systems mean score on Systems and Processes and Capabilities and Talent sections to 3.25

INITIATIVES

- Assess and refine interdepartmental communication and processes
- Develop and enable our team
- Foster an engaged and focused team culture

Amplify and Steward the SLO CAL Brand Through Unified Efforts

OBJECTIVES

- Increase SLO CAL brand awareness year-over-year, as measured by advertising effectiveness and ROI (Return on Investment) study
- Increase length of stay by .2 days over 2019, as measured by Arrivalist
- Increase cross-visitation to 2 communities per unique arrival, as measured by Arrivalist
- Achieve mean MPV (Marketing Partnership Value) score of 4

INITIATIVES

- Execute a “house of brands” strategy that honors the experiences of our individual destinations
- Increase share of voice and intent to travel through targeted media strategies
- Target and nurture marketing partnerships that increase our brand awareness

Lead the County Tourism Industry in a Collaborative Resilience Planning Effort

OBJECTIVES

- Restore annual visitor volume with growth 10% or more above statewide growth, per Visit California numbers
- Restore total air service to 80% of 2019 baseline or higher
- Outperform California tourism recovery by 5%, per Dean Runyan Economic Impact Report

INITIATIVES

- Define and activate pathways to accelerate recovery for our tourism industry
- Develop mechanisms to quickly gather, report and leverage crisis-related data
- Foster long-term resilience for our tourism industry

Demonstrate Value to Investors, Partners, Stakeholders and Communities

OBJECTIVES

- Foster balanced year-over-year growth of engagement in Visit SLO CAL opportunities
- Increase investor/partner/stakeholder Net Promoter Score by 5% year-over-year
- Secure at least 2 local media articles annually that receive a perfect score of 10 using the Barcelona Principles scoring rubric
- Maintain community acceptance of tourism survey score at or above 2018 baseline

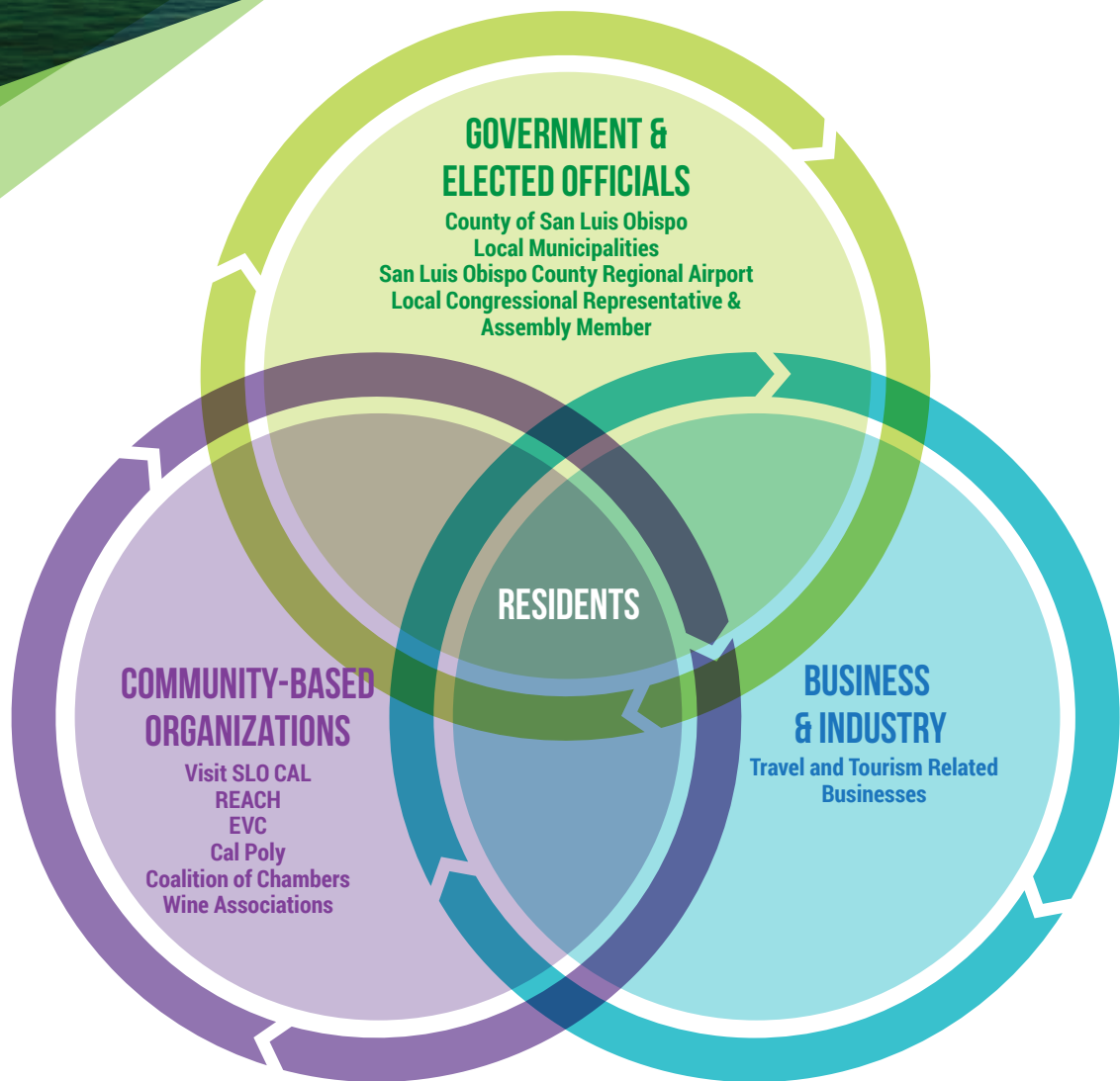
INITIATIVES

- Build local awareness of Visit SLO CAL and its positive impacts
- Increase opportunities for engagement with our investors, partners and stakeholders
- Innovate in development of data resources for our tourism community
- Advance advocacy efforts to promote the value of tourism

Visit SLO CAL (VSC) is a team of destination marketing professionals who work with, and on behalf of, our community, our local partners and our investors to promote SLO CAL® (San Luis Obispo County, California) to both domestic and international visitors. As the countywide non-profit destination marketing and management organization (DMMO) for SLO CAL, VSC's goal is to collaborate with partners to build the SLO CAL brand through a data-driven, efficient and dynamic marketing and sales program while simultaneously enhancing the resident quality of life. Built on research with a strategy of continuous improvement, VSC aims to establish SLO CAL as a favorite West Coast destination known for its signature slower pace of life and unique mix of incredible, immersive guest experiences.

STRATEGIC & INDUSTRY PARTNERS

Visit SLO CAL is one part of a very complex and dynamic ecosystem working in SLO CAL to advocate for a strong quality of life for residents, an enhanced visitor experience and a resilient local economy. The graphic below details how different organizations and agencies engaged in Travel and Tourism work and thrive together, communicating and expanding opportunities for the region.





As Destination Marketing and Management Organizations, it is imperative that all parts of the pyramid lift each other up for the success of our communities and tourism businesses. To that end, Visit SLO CAL partners with organizations in all parts of the tourism ecosystem at the state and national levels, as well as organizations at the community level, with the intention of driving greater awareness of SLO CAL as a destination and benefitting our industry partners.

BUSINESS & MARKETING OBJECTIVES

Through our key business and marketing objectives and tactics, Visit SLO CAL will deliver value to our investors, partners and stakeholders over the next year.

Activate pathways to accelerate COVID-19 crisis recovery for our tourism industry

- Drive demand for visitation to the county after the COVID-19 crisis
- Engage target audiences with the highest potential for visitation
- Promote in drive markets first, where recovery is likely to start
- Target longer, cross-visitation stays with higher expenditures
- Reactivate group, meeting and conference and international business as appropriate
- Partner with San Luis Obispo County Regional Airport to advance air service development reactivation campaign when timing is right

Build awareness of the SLO CAL brand while educating consumers on the unique destinations that make up the county as a whole

- Leverage the strength of the brand and relationships with partners to magnify the reach and amplify the message of SLO CAL
- Promote the unique environment, culture and lifestyle of SLO CAL
- Showcase SLO CAL's destination experiences and variety of accommodations

Develop stronger and deeper engagement with visitors, investors/partners/stakeholders and strategic partners

- Collaborate with and empower partners to tell engaging stories, deliver on expectations and provide memorable experiences, creating lifelong ambassadors and economic growth for the county
- Foster mutually beneficial partnerships with local/regional community organizations
- Target and nurture long-term partnerships that increase the brand awareness of SLO CAL as a destination
- Deepen relationships with tourism industry investors and partners

Prioritize strengthening resident quality of life and enhancing the destination experience

- Promote, support and invest in products and services, and activities and events that create and preserve a high quality of life for residents and guest experience for visitors, reflecting the unique environment, culture and diversity of SLO CAL
- Advance the key priorities outlined and approved in Experience SLO CAL 2050
- Advance Visit SLO CAL's advocacy efforts to promote the value of tourism and ensure quality of life in SLO CAL
- Unify SLO CAL's Travel and Tourism industry voice around issues of public policy and community sentiment

KEY MOMENTS FY2019/2020



In September 2019, Visit SLO CAL earned the rights to the service mark for the sub-brand, SLO CAL Crafted®, from the United States Patent and Trademark Office.



In September 2019, Visit SLO CAL collaborated with Miles Partnership on a Google My Business co-op aimed at improving the quality and visibility of destination-related content within Google. The co-op included four workshops throughout the county on Google My Business best practices, and a seven-day photo shoot covering 146 locations around the county. There have been 6.6M views on images submitted by VSC and participating partners.



Visit SLO CAL partnered with San Luis Obispo County Regional Airport on a new daily flight from Las Vegas on Contour Airlines in October 2019 and a new daily flight from San Diego on Alaska Airlines in January 2020. New flight service from Portland on Alaska Airlines was scheduled to begin in June, but was postponed.



In October 2019, Visit SLO CAL's creative agency, BCF, traveled around SLO CAL to capture new brand photography and videography to be used throughout VSC's marketing and branding materials.



On January 14, 2020, the San Luis Obispo County Board of Supervisors unanimously approved Visit SLO CAL's proposal to renew the Tourism Marketing District (TMD). This approval increases the current 1.0% assessment to a 1.5% assessment and extends the district through June 30, 2030.

In January 2020, Visit SLO CAL hired Lisa Verbeck as Chief Marketing Officer to lead the marketing vision and strategy for the organization.



Visit SLO CAL and Surfers of Tomorrow agreed to officially rebrand the Pismo Beach Open to the SLO CAL Open at Pismo Beach (January 30-February 2) and brought a brand new surf competition to Morro Bay, the SLO CAL Open at Morro Bay (February 27-March 1).



In March 2020, in response to the COVID-19 crisis, Visit SLO CAL reduced the balance of the fiscal year budget by 72%, including the elimination of five full-time and three part-time positions.



In March 2020, the Visit SLO CAL Board of Directors voted to prioritize the recommendations in the newly named Experience SLO CAL 2050, the countywide destination management strategy.



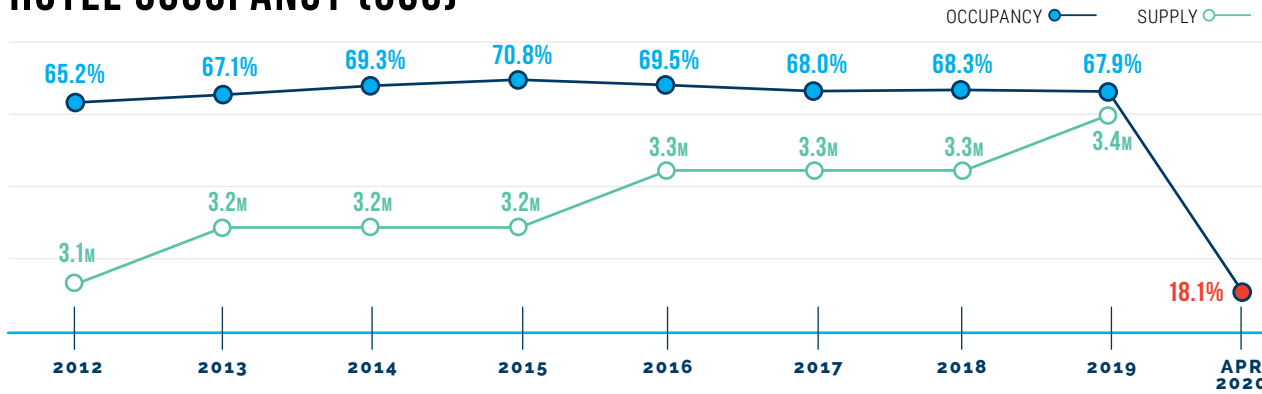
In May 2020, Visit SLO CAL's Board of Directors approved Strategic Direction 2023, the strategic plan and north star by which the organization will operate in the three-year period ahead.

TRENDS & RESEARCH

Over the past few years, SLO CAL has seen consistent increases in tourism's contribution to the local economy. Despite the economic impact of the COVID-19 crisis, SLO CAL is well positioned for recovery in the second half of 2020 through 2021. Visit SLO CAL has partnered with its agencies to identify travel trends and develop a strategic response to activate as the industry recovers.



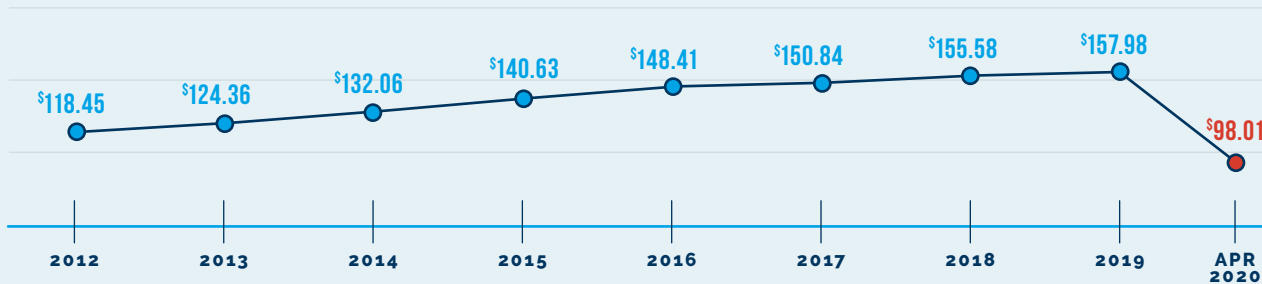
HOTEL OCCUPANCY (OCC)*



4% ↑
increase
IN OCCUPANCY
JAN 2012 thru DEC 2019

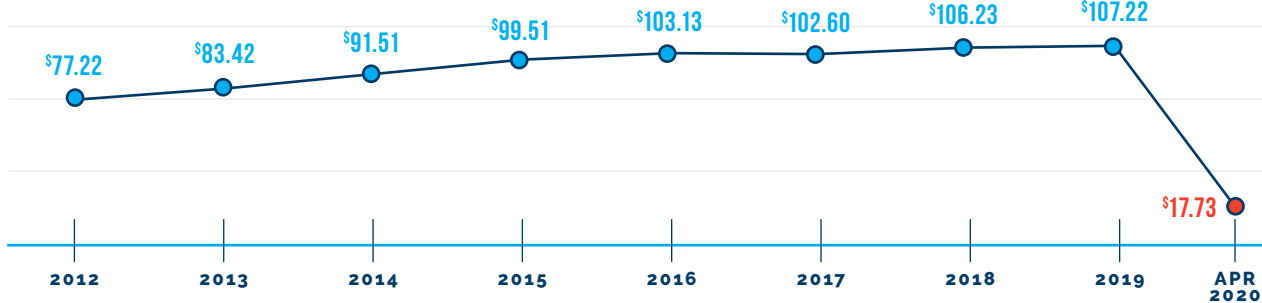
10% ↑
increase
IN ROOM SUPPLY
JAN 2012 thru DEC 2019

AVERAGE DAILY RATE (ADR)*



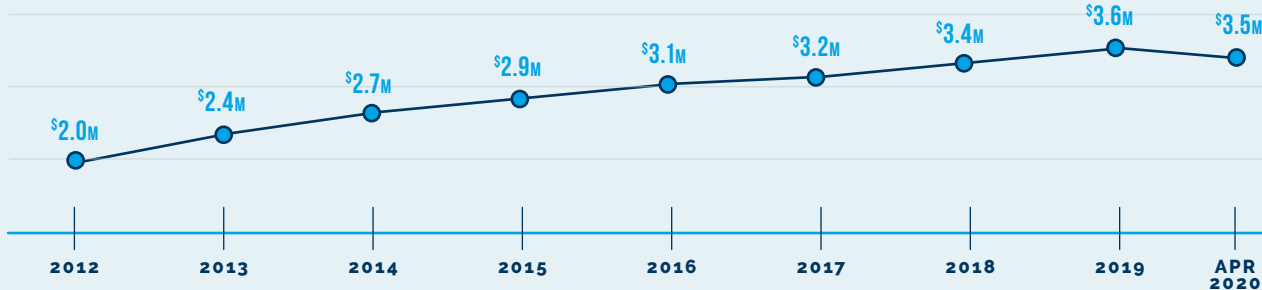
33% ↑
increase
IN ADR
JAN 2012 thru DEC 2019

REVENUE PER AVAILABLE ROOM (REVPAR)*



39% ↑
increase
IN REVPAR
JAN 2012 thru DEC 2019

TRANSIENT OCCUPANCY TAX (TOT)*



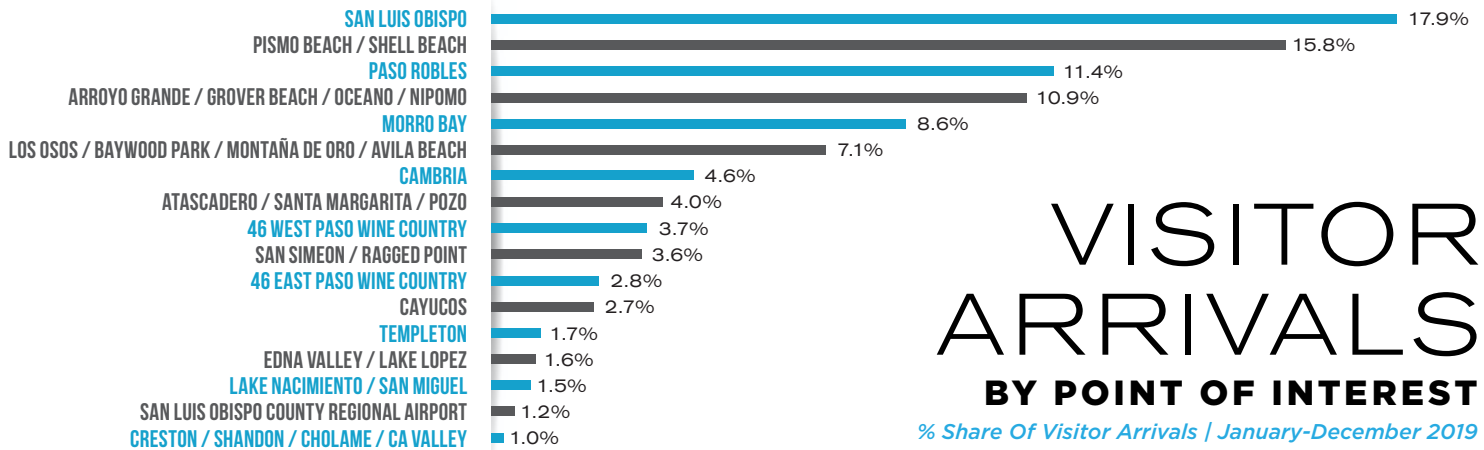
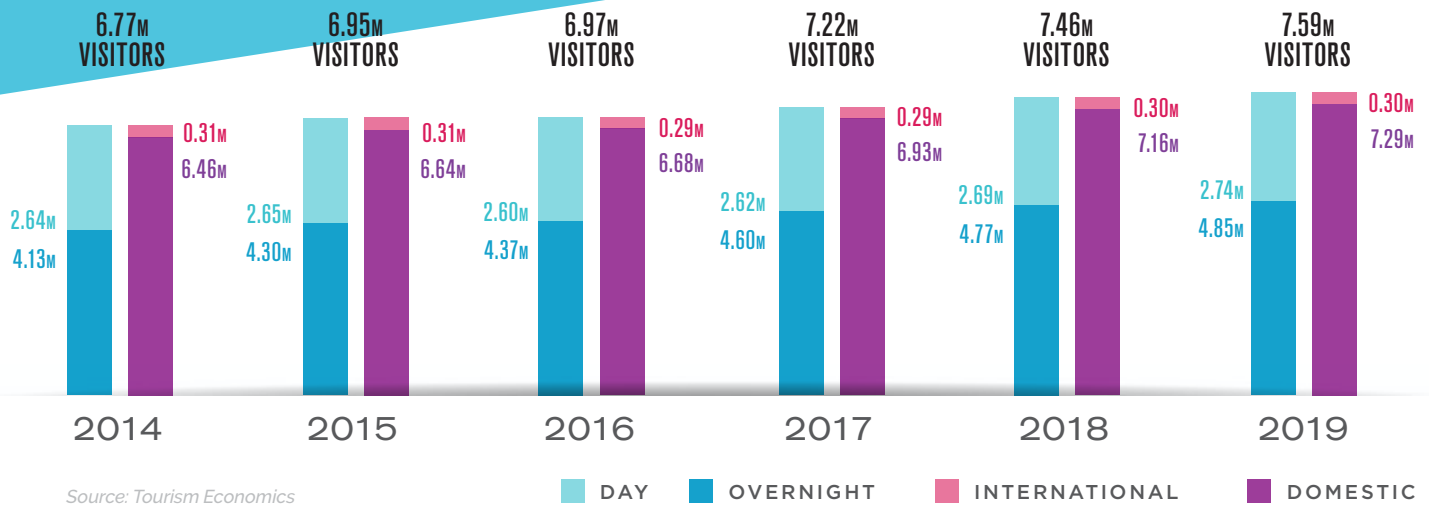
81% ↑
increase
IN TOT
JAN 2012 thru DEC 2019

*Data points represent 12-month moving averages for each calendar year. April 2020 data points only represent figures for the month of April 2020.
April 2020 TOT figure represents 12-month moving average through April.

Sources: STR, Inc., Visit SLO CAL

TOURISM RESEARCH

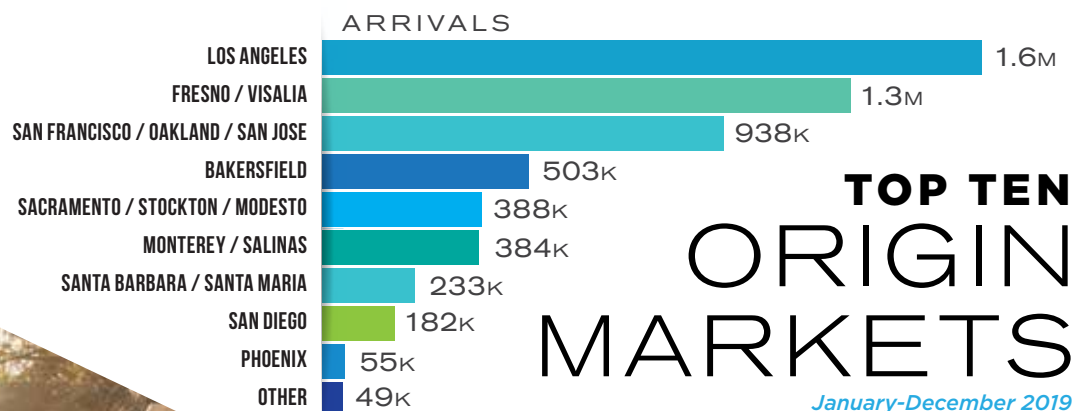
Visit SLO CAL understands the value of collecting, analyzing and sharing the latest tourism research with the tourism industry.



VISITOR ARRIVALS BY POINT OF INTEREST

% Share Of Visitor Arrivals | January-December 2019

Source: Arrivalist



TOP TEN ORIGIN MARKETS

January-December 2019

Source: Arrivalist

2019 TOURISM BENEFIT



TRAVEL spending

\$2.02B

\$5.5M
a day

\$231k
an hour

\$3.8k
a minute

\$64
a second



INDUSTRY earnings

\$816M

TOURISM PUTS



22,860 ↑ 7.1%
YOY INCREASE

PEOPLE TO WORK EACH DAY

TOURISM CONTRIBUTES



\$43.7M ↑ 6.5%
YOY INCREASE

IN TRANSIENT OCCUPANCY TAX REVENUE

DIRECT SPENDING BY SECTOR

FOOD SERVICE



\$552M

LODGING



\$528M

RETAIL



\$305M

RECREATION

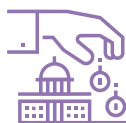


\$228M



WITHOUT TOURISTS
EACH SLO CAL HOUSEHOLD
WOULD NEED TO SPEND
AN ADDITIONAL **\$18,843**
TO CREATE THE SAME ECONOMIC BENEFIT
for the community

WITHOUT STATE & LOCAL TAX REVENUE
GENERATED BY TRAVEL & TOURISM
EACH SLO CAL HOUSEHOLD WOULD



PAY AN ADDITIONAL
\$1,690 in taxes

TRAVEL SPENDING CREATED

\$90M

IN LOCAL TAX REVENUE

which could cover the expenses for



887 POLICE OFFICERS' SALARIES

OR



1,103 FIREFIGHTERS' SALARIES

OR



1,931 TEACHERS' SALARIES

OR



144 MILES OF 2-LANE RESURFACED ROADS



TOURISM COMPRISES

9.7% OF COUNTYWIDE GDP

TOURISM *TRENDS*

ROAD TRIPS

As consumers resume travel planning, opportunities to explore closer to home may appear to be more accessible than faraway destinations.

OPPORTUNITY

Visit SLO CAL will leverage the unique geographic position of the region to attract drive market consumers to come experience the California Less Traveled.

VISIT SLO CAL'S RESPONSE

In partnership with our agencies, VSC is developing an integrated campaign with creative and content focused on road trips and itineraries.

SUSTAINABILITY

Sustainability is no longer just a buzzword. Topics like eco-friendly transportation, clean air and farm-to-table now rise to the top of traveler's concerns when looking for destinations to visit. The COVID-19 crisis has only amplified these concerns, bringing awareness to the positive impacts that shelter-at-home has had on the environment.

OPPORTUNITY

Travelers are looking for carbon footprint offsets from travel companies, environmentally-friendly food and vegan everything. SLO CAL is well positioned as a road trip destination with businesses across the county focusing on sustainable efforts.

VISIT SLO CAL'S RESPONSE

VSC will utilize the unique stories of sustainable businesses across SLO CAL's channels and in earned media efforts to spark the interest of those seeking a sustainable travel experience.

MULTIGENERATIONAL TRAVEL

Family travel isn't slowing down, but the definition of family travel is evolving. The types of families traveling today go beyond the stereotypical, from intergenerational trips (traveling with extended family) to gramping (skip-gen getaways), and the like.

OPPORTUNITY

With the array of SLO CAL activities, there truly is something for everyone.

VISIT SLO CAL'S RESPONSE

With the evolution of VSC's target markets and an emphasis on ambiguous groups in brand imagery, SLO CAL will further resonate with multigenerational travelers.

EVOLVING WELLNESS

From rest and rejuvenation to an all-encompassing healthy lifestyle, the idea of wellness in travel has evolved as visitors seek new ways to improve health while traveling.

OPPORTUNITY

As wellness travel becomes more popular, businesses throughout SLO CAL are launching new initiatives while utilizing the destination's existing assets to promote a healthy and fulfilling visit.

VISIT SLO CAL'S RESPONSE

The evolution of wellness will continue to gain editorial coverage. VSC will work to convey the array of healthy products and activities, utilizing paid and owned channels to cross-create an integrated narrative. Getting away takes on new meaning as people look to go off the grid and explore less crowded places in order to rebalance. VSC will capitalize on SLO CAL's many outdoor experiences to showcase ways to find wellness.

MEDIA EVOLUTION

From further growth in streaming video to crumbling cookies, there continues to be a shift in how users are consuming content and how brands can use data for targeting. Third-party cookies have been blocked in certain browsers (Safari and Firefox) for years, but Google's recent announcement that it will also end third-party cookie support within the next two years effectively spells the end of the technology.

OPPORTUNITY

Leveraging the trends and changes in media is imperative to maintain relevance and to be top of mind to consumers when they are planning trips. Advertisers will need to shift their digital strategies for both targeting and measurement toward alternative solutions that do not rely as heavily on third-party cookies.

VISIT SLO CAL'S RESPONSE

VSC will continue to assess the use of media channels and find innovative ways to get in front of consumers with targeted messaging throughout their trip planning process. We will pivot our digital strategies toward data sources and targeting methods that do not rely on third-party cookies, including contextual targeting and location data, as well as exploring opportunities to collect and activate on our own first-party data.

BRAND MESSAGING

Visit SLO CAL's creative strategy will strengthen the delivery of SLO CAL's culture and heighten its position among its competitive set. This will be critical as travelers once again start planning their getaways. Prior to the COVID-19 pandemic, VSC was moving toward creating a house of brands approach to the branding campaign, with the goal of developing shareable creative assets, ensuring unified voice and messaging and guaranteeing SLO CAL's brand is prominent in marketing the region. The following approach will continue this direction:

- Encourage visitors and locals to share their SLO CAL memories and images
- Use the content to visually package and sub-brand identities for county destinations
- Feature how the SLO CAL life is being lived in each of these communities through the lens of local/insider tips
- Share travel/product experiences that resonate in this new travel and tourism space

VISIT SLO CAL MESSAGING FRAMEWORK

California Less Traveled

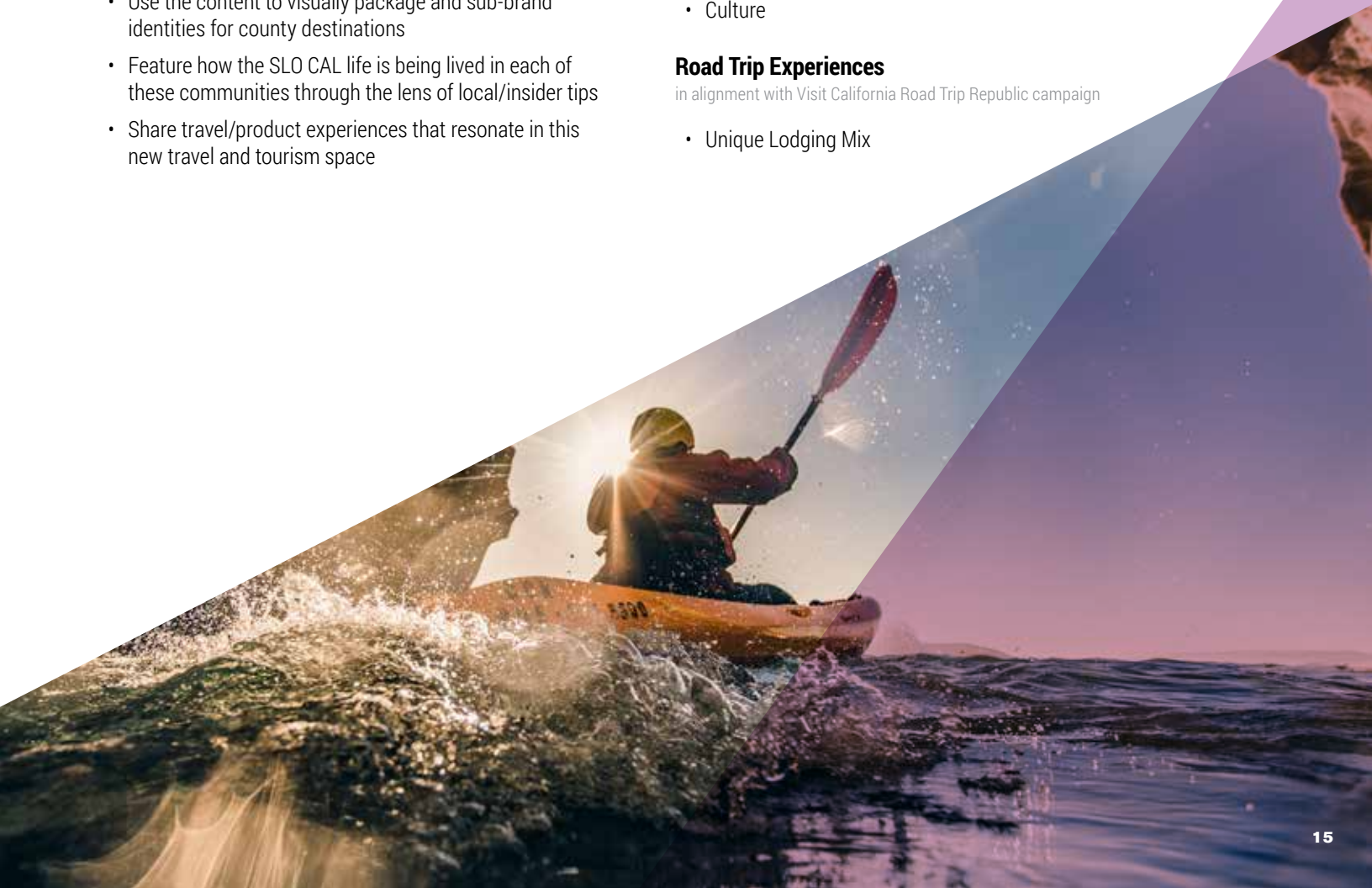
Key Experience Pillars

- Outdoors
- Food and Drink
- Barefoot Luxury
- Family
- Culture

Road Trip Experiences

in alignment with Visit California Road Trip Republic campaign

- Unique Lodging Mix



TRIP MOTIVATORS

Successful brands are able to form powerful and emotional connections with their audience. In order to do this, traditional demographics alone are not enough. Psychographic segmentation takes the nuance of the targets' lifestyles and motivations into account. It goes beyond household income, age, education level, etc. to uncover the beliefs, motivations, aspirations and lifestyles that will enable VSC to engage the person, not just the target. In FY 2020/21, VSC will align with two of Visit California's trip motivators—Recharge & Immerse—as they speak specifically to the audience with the highest propensity to travel to SLO CAL and the greatest desire for SLO CAL's product offerings.



RECHARGE

Harmony & Balance

Recharge trips are driven by JOMO—the joy of missing out—and characterized by the need to escape from everyday stress and take time out to regain control of life. When on a Recharge trip, nature is seen as the new antidote to the pressures of hectic lifestyles—and being outside in nature is the perfect way to practice mindfulness and restore a sense of harmony and balance. Often, taking a road trip where off-the-beaten-path destinations, scenery and experiences can be spontaneously enjoyed along the way, people are also socially conscious and interested in green or eco-friendly accommodations and travel activities that limit environmental impacts.

TRAVEL MOTIVATORS

- Gives me time out to think and regain control of my life
- Helps me to escape from everyday stress/pressure and find a sense of relaxation
- Restores my sense of harmony and balance
- Allows me to feel special and spoil myself
- Allows me to feel organized and avoid surprises
- Wellness through nature, sharing through social, socially conscious and unique experiences

IMMERSE

Perspective & Immersion

These trips are characterized by a desire to live like a local and find enrichment through local culture. While on an Immerse trip, travelers want enriching experiences that allow them to learn about other cultures, while broadening their knowledge and understanding of the world. Memories are shaped by new people they meet, and unique and interesting experiences found along the journey, whether a taste of place through culinary or added dimension through historical sites. The charm and authenticity of small towns is more appealing than touristy, overdeveloped places, and traveling somewhere different every time they plan a leisure trip is desired.

TRAVEL MOTIVATORS

- Broadens my knowledge and enriches my understanding of the world
- Allows me to immerse myself in local life and culture
- Helps me to meet new people and create memories
- Provides me with unique and interesting experiences

Source: Visit California



TARGET MARKET OVERVIEW

Visit SLO CAL's audience approach for FY 2020/21 has shifted compared to previous years. In the past, the focus was exclusively on three personas—Active Adventurer, Mom to the Max and Cultured Class. In the new year, VSC will move away from targeting specific personas, to a more qualified audience with the highest propensity to travel. VSC will use general traveler behaviors as its starting point, and let digital algorithms optimize against those who respond to the messaging to narrow its focus over the year. By focusing on travel behaviors, VSC will maximize its reach to consumers who travel regularly and spend reasonable amounts. These travel enthusiasts will more likely be the first to resume traveling after the height of the crisis has passed.

- High-frequency, higher-spender and passionate travelers can be expected to be the most resilient travelers who will resume travel first
- On average, this audience accounts for about 20% of the overall population in each target market
- Total size of this audience in SLO CAL target markets is about 10.6M
- We will reach this audience across channels through a mix of third-party interest-based audience targeting and contextual targeting

TARGET

Consumers who take at least two or more domestic vacations per year

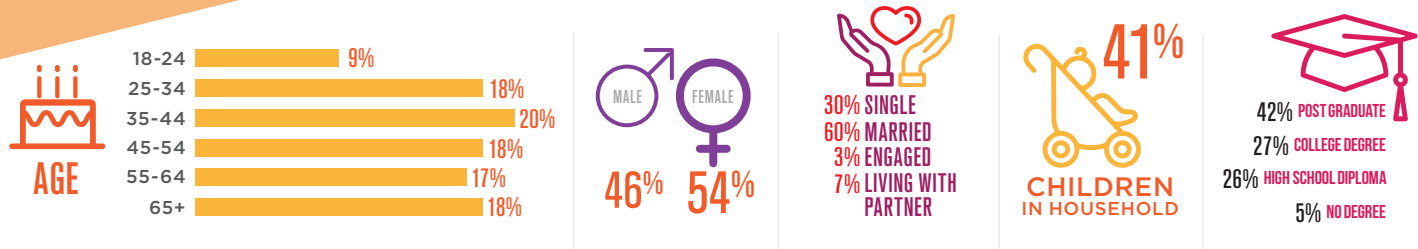
OR

Consumers who spend \$2,000 or more on domestic vacations per year



We will further enhance our targeting approach by aligning with Visit California's trip motivators, Recharge and Immerse (see page 16 for details).

Using MRI-Simmons research to map the target audience across key target markets, we can see how the target audience is distributed and the likelihood of that audience living in a certain market versus the U.S. average.

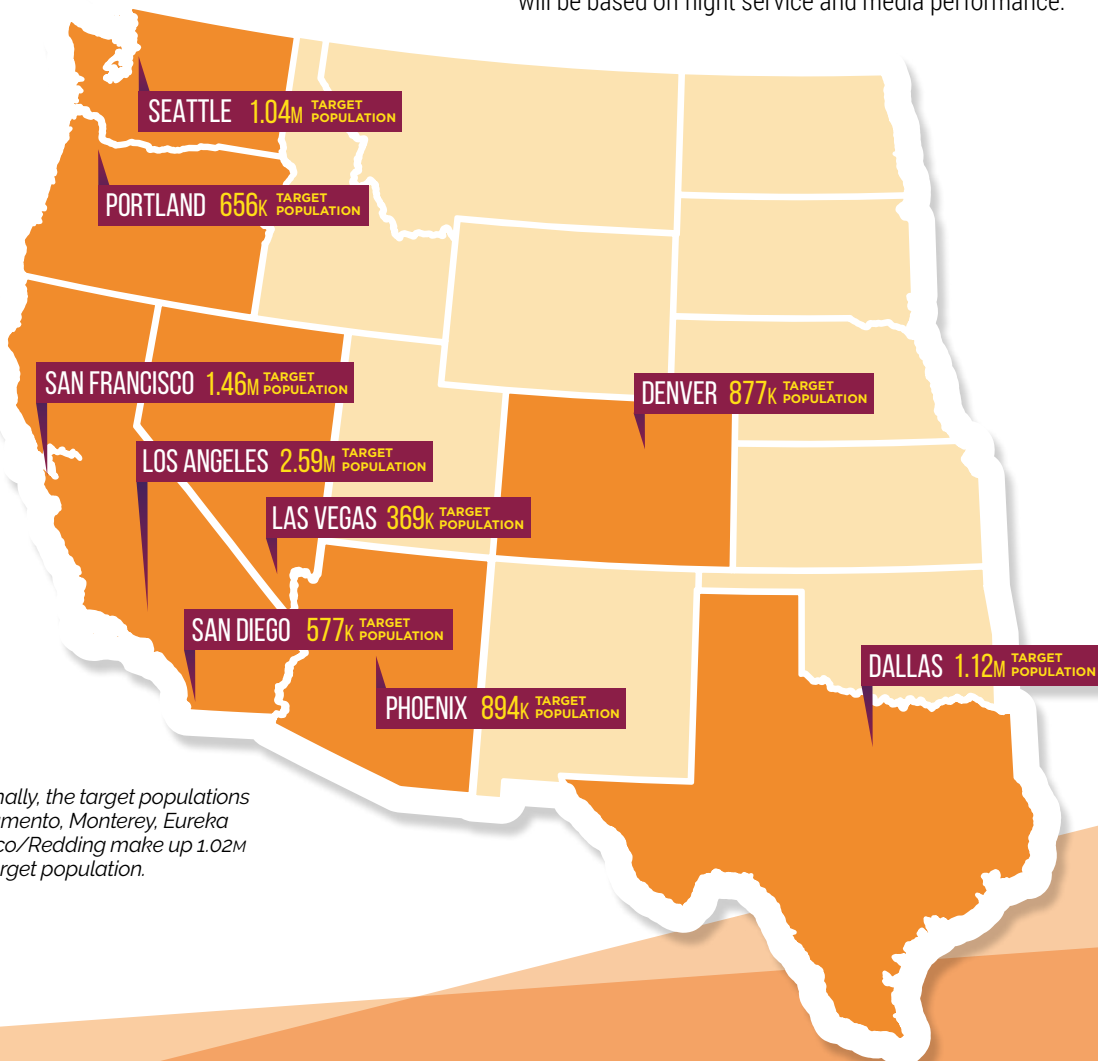


GEOGRAPHY

Using various research tools, including Google Analytics and data from Arrivalist and MRI-Simmons, we have identified the key markets that offer the most potential for SLO CAL. Drive markets will be prioritized for the majority of FY 2020/21. Prior to the pandemic, the majority of total arrivals to SLO CAL originated from in-state markets, with Los Angeles and San Francisco generating a large volume of overnight stays. In order to create a high visitation, we will focus on feeder markets. As the recovery unfolds, consumers will likely be most comfortable driving to their leisure travel destination, allowing SLO CAL to capitalize on existing drive markets.

Los Angeles, San Francisco and, to a lesser extent, San Diego will continue to be primary target markets. However, in certain channels, such as search engine marketing (SEM) and programmatic, the geo-targeting will be opened up to all of California to take advantage of potential travelers. We will work to reduce duplication of efforts by collaborating with our partners to daypart SEM buying, which will tailor content to specific audiences throughout the day. By optimizing meaningful actions—such as engaged online visitor activities including partner handoffs—we can limit waste and achieve greater efficiencies by targeting a wider geographic range. Based on population distribution, existing awareness and interest levels, the majority of impressions will continue to be in Los Angeles and San Francisco.

Out-of-state fly markets, including Denver, Seattle, Dallas, Phoenix, Las Vegas and Portland, will be secondary targets that we will begin to reengage in Wave 3 of recovery (see page 22 for Paid Media Plan). Weighting of spend in these markets will be based on flight service and media performance.



**Additionally, the target populations of Sacramento, Monterey, Eureka and Chico/Redding make up 1.02M of our target population.*

PAID MEDIA



An effective paid media strategy is designed to reach the right audience, with the right message, in the right place, at the right time. Understanding the consumer travel journey is key, and a paid media approach should be closely tied to both the overarching organizational objectives and the consumer travel life cycle.

FY 2020/21 will be unlike previous years. The impact of the COVID-19 crisis on the Travel and Tourism industry is unprecedented. We can expect that there will be financial and psychological hurdles that continue to impact travel behavior far into the future.

Supporting community partners and driving overnight visitation to SLO CAL will be paramount; therefore, mindfulness toward recovery has been woven into all aspects of the FY 2020/21 Paid Media Plan. Our audience and geography targeting strategy will be adjusted to focus on individuals most likely to travel to SLO CAL. Travel enthusiasts are expected to be the most resilient travelers, and consumers overall will be more likely to resume traveling closer to home, preferring road trips over airports.

OBJECTIVES

- Build awareness of the SLO CAL brand while educating consumers on the unique destinations that make up the county
- Drive demand for visitation to the county
- Develop stronger and deeper engagement with visitors

STRATEGIES

- Utilize consistent, always-on messaging to ensure we are in front of the customer while they are planning
- Deploy a diverse media mix to solve for varying media consumption habits
- Ensure effective investment levels to avoid getting lost in the travel advertising clutter
- Use a mix of targeting approaches to reach the right audience, with the right message, in the right place, at the right time
- Ensure meaningful impressions through deeper engagement—quality over quantity

TACTICS

DISPLAY ADVERTISING

- Media: Native Content, Rich Media, Pre-Roll Video and Banner Ads
- Channels: Native, Travel-Centered and Programmatic Display Networks

CONNECTED TV

- Media: Pre-Roll Video and Banner Ads
- Channels: Smart TVs and Cross-Device Retargeting

SOCIAL MEDIA ADVERTISING

- Media: Content Marketing, Dynamic and Video Ads
- Channels: Facebook, Instagram and Pinterest

PAID SEARCH

- Media: Content Marketing and Video Ads
- Channels: Google and YouTube



PHASED RECOVERY APPROACH AND SIGNALS TO MONITOR

The return to travel will not occur overnight, so we will take a phased approach to recovery efforts. We will monitor various macro and micro signals to determine when it is appropriate to transition to the next wave of recovery efforts. It will be important to build flexibility into the media schedule so that we can react quickly to changes in the landscape and move between phases as necessary.

PHASED APPROACH

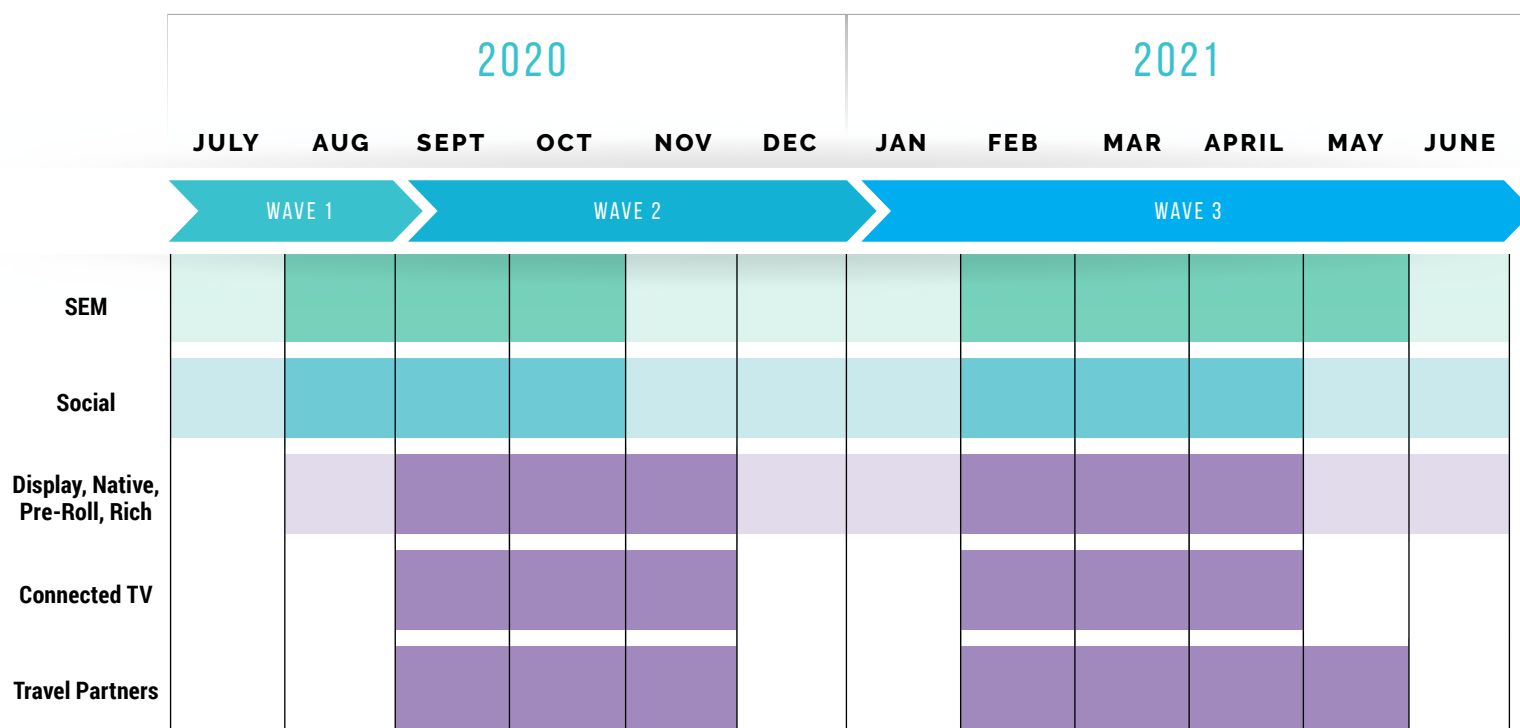
| | WAVE 1 | WAVE 2 | WAVE 3 |
|-------------------|---|--|---|
| ESTIMATED TIMING* | JULY-AUGUST | SEPTEMBER-DECEMBER | JANUARY-JUNE |
| TRAVELER STATUS | Reduction of shelter-at-home orders, likely financial & psychological impacts | Settling into a new normal, tentative but considering travel | Comfortable traveling again, considering further destinations |
| MESSAGING FOCUS | Inspirational & informational (safety, etc.), avoid anything tone-deaf | Increase consideration, encouraging, "plan now" type Calls to Action | Full Funnel |
| TACTICAL FOCUS | Low funnel and pull tactics Paid Search and Paid Social | Higher funnel awareness & engagement | Full Funnel |
| MARKET FOCUS | Immediate drive markets | California drive markets Prioritize Los Angeles and San Francisco Potentially long haul out-of-state drive markets | All target markets, including potentially long haul drive/fly |

*Phased campaign timing will need to be flexible based on market conditions.

CAMPAIGN TIMING

Current Arrivalist data shows an average of 60 days between exposure and arrival in-market, with closer California markets trending shorter. Research also suggests that consumers will be eager to travel once shelter-at-home and social distancing rules are lifted, which could shorten the average arrival window. Based on these insights, we can expect paid media to impact arrivals as soon as one month after media launches.

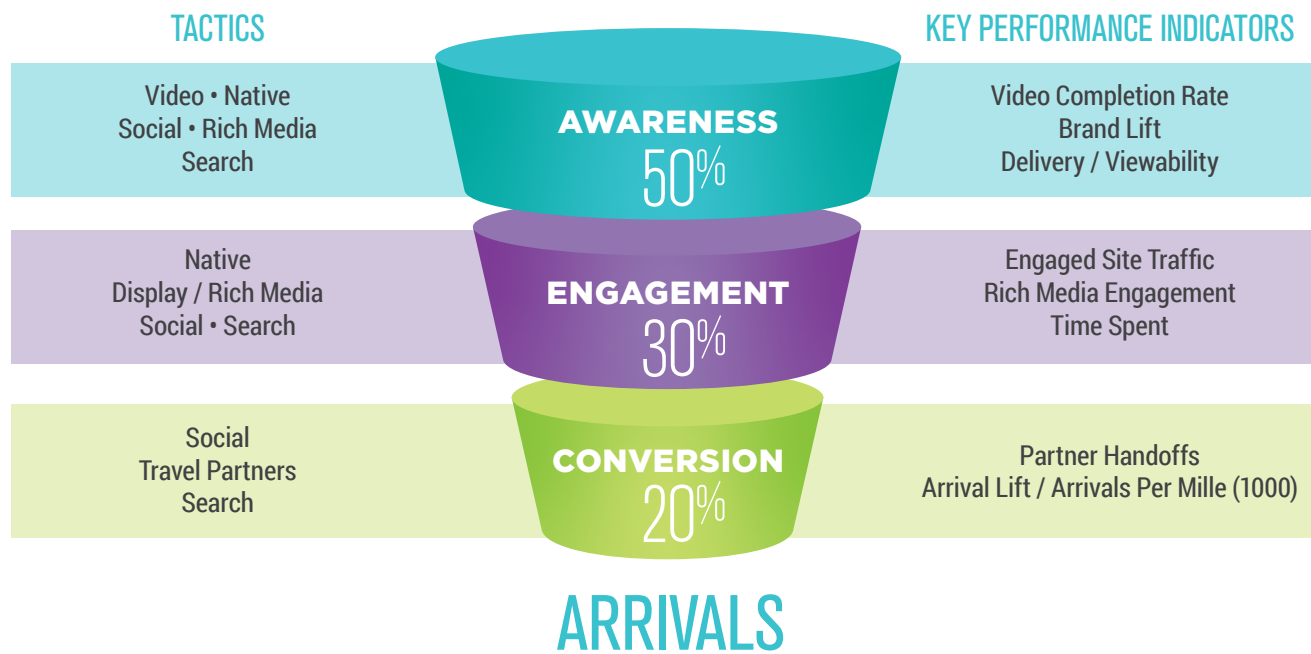
FY 2021 MEDIA TIMELINE



Given that the first two waves of recovery will be considered need periods, always-on media will be active throughout both waves. Wave 2, when consumers are starting to seriously consider travel again, will likely be a cluttered period in the travel advertising space, with many destinations vying for the attention of consumers. In addition to increasing spend in the always-on tactics, we will want to invest more in high funnel awareness tactics during this period, which will require higher spend.

Timing will need to remain somewhat flexible based on recovery. Monthly schedules and budgets will be adjusted throughout the year based on real-time signals that indicate how recovery waves are progressing.

PAID MEDIA

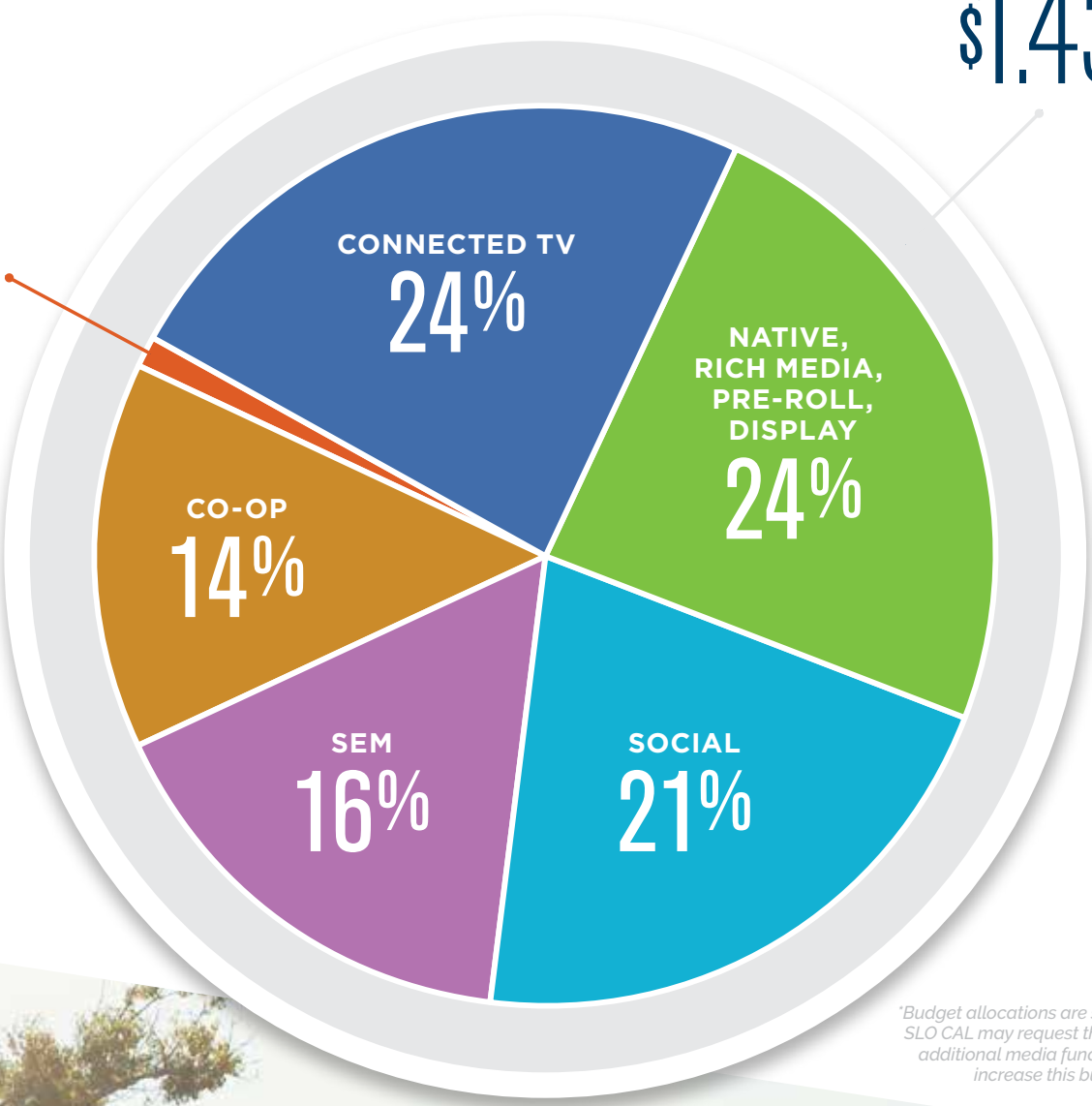


TOTAL NET SPEND*

\$1.43M

PRINT

1%



**Budget allocations are subject to change. Visit SLO CAL may request that the board approve additional media funds later in the year to increase this budget in 2021.*

MEASUREMENT, OPTIMIZATION & KEY PERFORMANCE INDICATORS

The FY 2020/21 media mix will be balanced in accordance with the marketing funnel. Tactics will be tailored to each stage of the funnel (awareness, engagement and conversion) to ensure we are not only moving consumers down the funnel toward ultimately booking their vacation in SLO CAL, but also continuously renewing the pool. All of our tactics and programs will be tied back to clear Key Performance Indicators (KPIs) that align with their function within the funnel.

Visit SLO CAL's optimization KPIs will include:

- **Video Completion Rate**
- **Engaged Site Traffic**
(when a user visits at least one page deeper than just the landing page)
- **Partner Handoffs**
(downstream traffic to partner sites)

Measurement of site-side metrics like engaged site traffic and partner handoffs will be achieved through a coordinated pixel tracking strategy, utilizing best-in-class digital tools such as Google Ads, Facebook Campaign Manager, Google Campaign Manager and Google Analytics. Benchmarks for these KPIs and others will be developed based on past SLOCAL.com performance and industry averages.



In addition to measuring standard metrics like video views, video completion rates, impressions, clicks and conversions to the site, we will also monitor and control for critical quality metrics, like viewability, fraud and brand safety using Integral Ad Science.

The optimization KPI is not the ultimate measure of campaign success. There are more meaningful metrics that will be used to measure the long-term performance and health of the campaign. These will include:

- **Campaign Effectiveness**
(ability to reach travelers and general recall)
- **Return on Ad Spend (ROAS)**
- **Arrivals in Market**

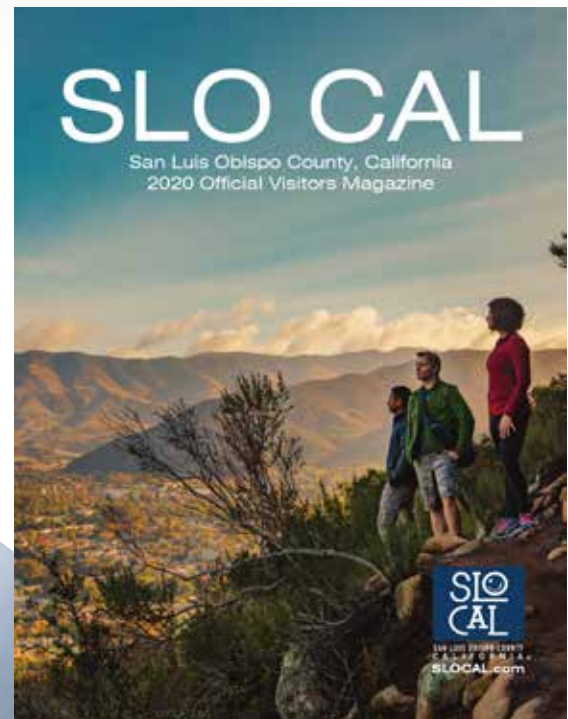
These long-term KPIs can be measured through multiple means. An overall campaign brand lift and ROAS can be conducted by a third-party research partner like Longwoods International, Destination Analysts or SMARI Research as part of an overall campaign effectiveness study. The ability to incorporate this research is scheduled for the second half of the year with budget revisions. Lift studies can also be incorporated into individual ad buys with various partners, as long as media spend meets a minimum threshold, which can provide insight into a campaign's success within a channel.

Arrivals can be measured through the Arrivalist A3 platform. We will upgrade from the A2 to A3 platform mobile device IDs and cross-device mapping methodology, which is far less dependent on third-party cookies. This platform is more stable and reliable as the digital landscape continues to phase out third-party cookies. Arrivalist A3 will also offer insights on arrivals to points of interest, arrival windows, arrival origins and more, which can inform larger campaign strategy.



OWNED MEDIA

Visit SLO CAL continues to utilize owned media channels, including web, social, email and print, to inspire travel and engage consumers with authentic stories.



OBJECTIVES

- Engage with target audiences to increase awareness of SLO CAL and the destination's experiences
- Inspire audiences and grow perception of SLO CAL as a premier travel destination
- Increase reach, performance and engagement levels of owned channels and platforms
- Improve SEO ranking for target keywords and search topics
- Increase partner handoffs from SLOCAL.com
- Increase the return on investment of owned media campaigns

STRATEGIES

- Utilize content testing, market research, Arrivalist data, social media, paid media and SEO data to inform new content creation
- Leverage partners and visitors to curate, amplify and empower local, authentic storytelling
- Collaborate with destination partners to create and distribute messaging that resonates with the consumer
- Consistently use create once, distribute everywhere (CODE) method for efficient distribution and stronger return on investment to grow digital audiences
- Utilize SLO CAL Connection, social media and the customer relationship management (CRM) system to effectively communicate opportunities and information to local partners
- Amplify promotions by utilizing the power of state and national programs such as Restaurant Month, California Wine Month, California Surfing Day and Plan for Vacation Day

TACTICS

CONTENT DELIVERY

- Social Media Channels: Facebook, Instagram, Twitter, YouTube, Pinterest
- Web: SLOCAL.com, SLO CAL Blog
- Email: This Month in SLO CAL Newsletter
- Print: SLO CAL Official Visitors Magazine

CONTENT CREATION

- Producers: VSC Staff, Local Writers, SLO Life Media
- Sub-Brands: SLO CAL Crafted®
- User Generated Content: CrowdRiff

PARTNER ENGAGEMENT

- SLO CAL Connection: Content Leads and Opportunities
- Industry Social Media Channels: Facebook, Twitter, LinkedIn
- Email: This Week in SLO CAL Industry Newsletter



The destination website was the only source of information cited by consumers as the one they refer to throughout all stages of the travel life cycle."

Source: Visit California

EARNED MEDIA & PUBLIC RELATIONS

OBJECTIVES

- Support COVID-19 rebound efforts by relaunching SLO CAL as the California Less Traveled to key regional drive markets, with an emphasis on increasing demand
- Grow the perception of SLO CAL as a top California vacation destination and increase overall destination recognition within core national and regional consumer (e.g., travel, culinary, eco/adventure, families) and trade outlets
- Grow and maintain SLO CAL's share-of-voice within targeted regional and national media to place a spotlight on the destination and set it apart from competitors
- Leverage brand awareness of SLO CAL and its partners' destinations to help increase traffic and visitation, create room night demand and grow revenue

STRATEGIES

PROACTIVE PITCHING

- Leverage media relationships to secure quality coverage of SLO CAL across national consumer (e.g. travel, culinary, eco/adventure, families) and trade outlets, in addition to key regional publications
- Focus on arranging qualified media and influencer visits to SLO CAL to discover the destination firsthand for larger feature opportunities that highlight the entire county

KEY MARKETS, EVENTS AND ACTIVATIONS

- Focus heavily on one-on-one media meets in California/drive markets during the COVID-19 pandemic recovery period
- Continued focus on national coverage and media-rich markets that VSC partners do not have the budget or bandwidth to be present in, which may include, but are not limited to Denver, Portland, Dallas, Seattle, Phoenix, Las Vegas and New York City

PARTNER RELATIONS

- Increase and streamline communication between VSC and lodging investors and destination partners through new programs, key initiatives and a designated Public Relations Task Force. The task force will hold meetings over a period of six months as best practices are established

FEWER, BIGGER, BETTER

- Keep the mantra of "fewer, bigger, better" in mind, using VSC's core narratives to focus on key travel motivators and pursue larger opportunities with increased ROI for the destination

Earned media allows Visit SLO CAL to strengthen exposure for SLO CAL through third-party endorsements from journalists and social media influencers. VSC and its national public relations agency, TURNER PR, will continue to work collaboratively to bring domestic media to SLO CAL. Beginning in March 2021, if budgets allow, we hope to engage our international agencies to develop a plan to secure media coverage and media visits from our international markets.



TACTICS

MEDIA ENGAGEMENT

- Proactive Year-Round Pitch Schedule
- Distribution of Monthly Press Releases for VSC
- Agency-Led Media Meetings

MEDIA RELATIONSHIP BUILDING

- Media Familiarization Tours
- In-Market Deskside Appointments
- Visit California Media Receptions
- Local Media Relations

PREPAREDNESS

- Crisis Communications Plan Updates
- Local Community Public Information Officer Engagement
- Press Materials: Backgrounder, Fact Sheets, Online Media Room
- Shared Content Calendar

PARTNER RELATIONS

- Agencies: TURNER PR
- Partners: Local Destination Partners, CCTC, Visit California
- Hot Leads Program (to disseminate timely media requests)
- Quarterly E-Newsletter (for SLO CAL public relations community)
- Shared Content Calendar

NARRATIVES

As the marketing shifts from target personas to trip motivators, we will be adjusting narratives to fall in line with this strategy. The new narratives will focus on mindfulness (weaving in sustainability), local makers/experiences, family adventures and outdoor offerings.

MINDFULNESS

Mindfulness means something slightly different to every traveler. The underlying principle remains the same: experiencing the present moment exactly as it is, without resistance or judgment. SLO CAL serves as an ideal destination for those looking for a restorative and transformative trip.

SLO CAL CRAFTED®

The small-batch bounty of SLO CAL is a major draw for travelers, with artisanal wizards creating fine wine, craft beer and spirits, goat cheese, honey, lavender and much more. The area's diverse handcrafted flavors taste great, of course—but the experiences that go along with those tastes are equally memorable.

MODERN MULTIGENERATIONAL

From outdoor adventures to children's museums, from elephant seal watching to iconic historic attractions, SLO CAL reboots the family getaway, creating shared moments that the whole tribe (from toddlers to grandparents) will cherish. In SLO CAL, families can explore at their own pace, with treasures waiting around every corner.

ACTIVE OUTDOOR

The outdoors in SLO CAL are for everyone—no matter if you're an uncompromising thrill seeker or in search of a romantic walk on the beach. Almost every quintessentially Californian adventure is easily accessible here. The diversity of outdoor experiences in SLO CAL makes planning an active getaway—of any kind—a snap.

TRAVEL TRADE

With the changing landscape in today's marketplace, Visit SLO CAL's Travel Trade program will be shifting its short-term strategy to a more in-state approach that focuses on social, military, educational, religious and fraternal (SMERF) groups in drive markets. VSC will reactivate large-scale programs for international Tour and Travel and meetings sales when the time is right.

OBJECTIVES

- Accelerate short-term demand from drive market SMERF groups
- Increase the proactive generation of qualified group leads during need times
- Boost awareness of SLO CAL's unique lodging mix to key audiences
- Provide lodging investor sales opportunities to engage with target audiences and increase business
- Develop and foster deeper relationships with lodging investors in SLO CAL
- Position SLO CAL as a premier travel and meetings destination to target markets

STRATEGIES

- Align prospecting efforts with the region's assets and economic development priorities
- Lead and facilitate coordination of regional, state and international sales efforts with and for lodging investors
- Leverage trade shows and sales missions to generate leads for lodging investors
- Utilize association memberships and industry organizations to enhance SLO CAL's presence among meeting planners and tour operators
- Work with destination partners to build product needs for Travel Trade and meeting sales

SMERF GROUPS

- Target SMERF groups within a 3.5 hour drive to SLO CAL, with an emphasis on Los Angeles, Orange County, the Bay Area and the Central Valley
- Proactive outreach and prospecting to lifestyle groups that have specific interests such as automobiles, motorcycles, golfing, birding and craft beverage experiences

TOUR AND TRAVEL

- Continue to build and nurture relationships with international tour operators in key markets through ongoing communications and proactive outreach
- Target Experiential and Wellness Travel tour operators
- Deliver multi-night itineraries that include bookable activities and experiences to tour operators
- Engage and educate lodging, activity and experience partners to develop digital booking systems for tour operators

MEETINGS AND CONFERENCES

- Target Los Angeles, Bay Area and Central Valley based meeting and event planners
- Develop and distribute new meeting and event planning resources

TACTICS

SALES

- Attend and promote SLO CAL at strategic trade shows
- Organize and execute VSC branded Tour and Travel and Meeting and Conference familiarization tours
- Lead Tour and Travel and Meeting and Conference sales missions in southern and northern California
- Partner with Visit California on key sales programs to build awareness
- Build and deliver meeting planner "tool kit"

PARTNER ENGAGEMENT

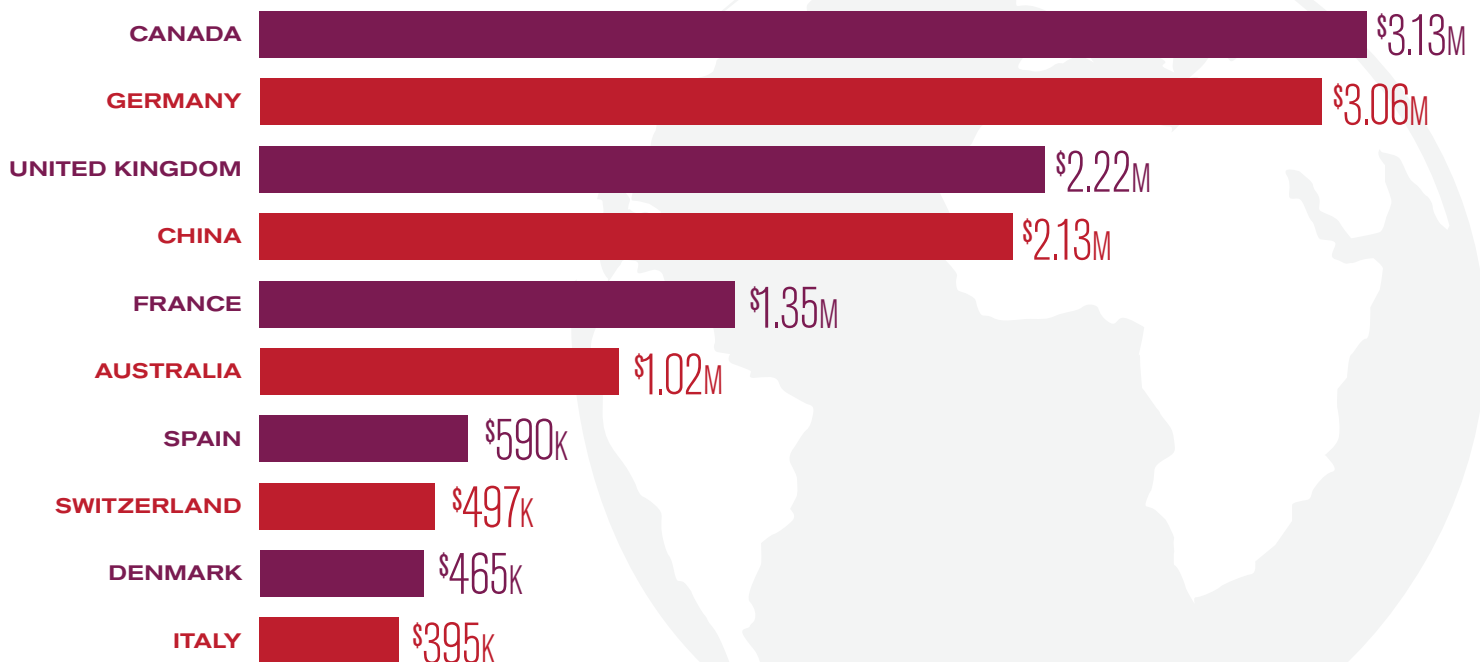
- Sales leads distribution and tracking: CRM and SLO CAL Connection
- Educational resources and outreach to assist lodging investors
- Quarterly sales meetings with lodging investors
- Resource development of multi-day itineraries and meeting planner tools, including an Advanced Facilities Module on SLOCAL.com and digital Meeting Planner Guide

INTERNATIONAL

Visit SLO CAL's presence in the international marketplace will be significantly impacted in FY 2020/21 due to the aftermath of the COVID-19 crisis. When the markets have recovered and international travel is reactivated, VSC will reengage in international representation and sales programs. Until then, VSC will continue to nurture and grow relationships with international travel buyers in key markets to ensure SLO CAL is top of mind through the following strategies:

- Partner with Visit California on familiarization (FAM) tours and itinerary distribution
- Proactive outreach to and prospecting of international tour operator companies in key markets
- Serve as a liaison between wholesalers and receptive operators to ensure bookable product is available throughout SLO CAL's top markets
- Leverage an in-person sales mission to California-based inbound receptive tour operators

TOP TEN INTERNATIONAL ORIGIN MARKETS



Source: VVT/VISA



CANADA

The Canadian traveler enjoys new experiences, new destinations, adventure, beaches and local cuisine. Canadians travel year-round, making Canada an excellent market segment to grow SLO CAL's shoulder season occupancy. Due to the proximity of California and relationship with the United States, VSC expects Canada to be the market that has the fastest return to travel after the COVID-19 pandemic.

BOOKING PATTERNS

- Planning Window: 3 to 4 months | Booking Window: 3 to 4 months
- Peak Travel Months: Canadians travel year-round
- Majority of bookings are made online

SOUGHT-AFTER TRAVEL EXPERIENCES

- Outdoor exploration
- Culinary
- Sustainability



UNITED KINGDOM

Travelers from the UK are naturally drawn to SLO CAL's lifestyle and weather. They appreciate wellness, the outdoors and the culinary scene. For the past three years, VSC has had in-market representation in the UK, but due to budget impacts of the COVID-19 crisis, VSC will pause in-market representation until the market begins to rebound from the crisis. When recovery happens, VSC will look to reactivate the representation.

BOOKING PATTERNS

- Planning Window: 5 to 6 months | Booking Window: 4 to 5 months
- Peak Travel Months: April, July and August
- Over 30% of bookings are made with traditional operators

SOUGHT-AFTER TRAVEL EXPERIENCES

- Responsible travel
- Tailor-made travel
- Solo travel
- Wellness
- Culinary

FILM SLO CAL

OBJECTIVES

- Increase economic impact of filming in SLO CAL through production leads, staged productions and filming days
- Expand Film SLO CAL's reach and exposure with location scouts, production managers and film industry professionals
- Position Film SLO CAL as the local film industry leader and the first point of contact for SLO CAL with film professionals
- Increase awareness of SLO CAL as a unique filming location due to its diverse landscapes and accessibility to different scenic areas

Film SLO CAL promotes SLO CAL as a filming location and aims to increase the overall economic impact of filming in the destination. Film SLO CAL works to accomplish this by generating, supporting and managing production leads for motion pictures, television and commercials, as well as encouraging a strong, collaborative film industry within SLO CAL.



STRATEGIES

- Generate earned media to create awareness about the variety of opportunities to film in SLO CAL
- Further develop communication channels and foster one-on-one relationships with location managers, producers and scouts
- Continue to strengthen relationships with the California Film Commission (CFC), Film Liaisons in California Statewide (FLICS) and other strategic partners to stay informed of industry happenings, new film incentives and overall trends in the film business
- Leverage partnership with the San Luis Obispo International Film Festival (SLOIFF) to attract filmmakers, producers, film crews and consumers to SLO CAL
- Educate local tourism partners on the filming industry, the opportunity to attract film scouts and the filming industry's contribution to SLO CAL
- Collaborate with city, county and state liaisons to turn leads into tangible opportunities and to ensure reporting and tracking is updated and accurate
- As the film commission, educate the local film industry on the role of Film SLO CAL and opportunities to partner

TACTICS

PARTNER ENGAGEMENT

- FLICS Conferences and Organization Meetings
- SLOIFF In-Kind Sponsorship
- Local Permitting Partner Meetings

LOCATION PROMOTION

- Individual and Group Film Professionals Hosting
- FilmSLOCAL.com, Online Location Gallery and Permitting Partner Resources



EXPERIENCE SLO CAL 2050

In July 2019, the Visit SLO CAL Board of Directors formally approved and accepted the Destination Management Strategy and the 28 recommendations included in the strategy. The next step in the process was to work with our partner, Resonance Consultancy, and alongside our community partners and industry, to prioritize the 28 recommendations for implementation.

Along with their approval of the Work Plan, the board voted to rename the strategy Experience SLO CAL 2050, making it aspirational and defining the life of the strategy.

While all of the recommendations are unique, many go hand-in-hand and are inextricably linked to one another. After four community leader implementation workshops and dozens of one-on-one conversations with strategic partners and stakeholders, the board and team divided the recommendations into the three categories listed here and on the following pages.

ITEMS VISIT SLO CAL WILL ADVOCATE FOR IN FY 2020/21

AUTHENTIC COMMUNITIES

Visit SLO CAL will work alongside municipal and county governments to maintain an authentic experience in their communities. In addition, VSC will work with those communities that are hoping to develop and grow their experiences and those that are looking to better understand and implement tourism management practices.

ADDITIONAL RECOMMENDATION TO BE PRIORITIZED IN FUTURE YEARS



ADVOCACY Cannabis Tourism

Visit SLO CAL will advocate to municipal and county government stakeholders for a countywide approach to the cannabis policy. When it becomes clear that the local strategies are more aligned, VSC will partner with local destination partners to create a marketing and management strategy to promote cannabis tourism in SLO CAL.



COUNTYWIDE TRAIL SYSTEM

Visit SLO CAL will work alongside our partners and advocate to organizations such as the San Luis Obispo Council of Governments (SLOCOG) and our municipal and county governments for the development of a fully connected and developed trail system, including the mapping of landscapes for initiatives such as the Bike Tourism recommendation.



NIGHTLIFE, MUSIC & ENTERTAINMENT

Visit SLO CAL will work to research and map current nightlife, music and entertainment venues, as well as the existing opportunities for visitors and residents in the county, and will provide this information to potential investors and other interested parties.

WORKFORCE HOUSING & TRANSPORTATION

Visit SLO CAL will advocate alongside a variety of partners to municipal and county governments for the development of workforce housing, and better public transportation to and from businesses and existing housing, working closely with SLOCOG and the Regional Transit Authority.





ITEMS TO BE COMPLETED/FUNDED BY VISIT SLO CAL

CHIEF INVESTMENT OFFICER

Visit SLO CAL will create a new position that will be responsible for representing SLO CAL and potential investment opportunities with investors around the country and across the globe. This position will also be responsible for leading the implementation efforts on behalf of Visit SLO CAL for the following recommendations: Culinary Arts Campus, Experience Incubator, Ground Transportation, Morro Bay Waterfront, San Luis Obispo County Conference Center(s) and Signature Event(s).

CUSTOMER SERVICE (FY 2020/21)

Visit SLO CAL will partner with local destination partners and tourism organizations to develop a customer service and destination awareness platform. This platform will be 100 percent web and mobile based, allowing for every employee in the Travel and Tourism industry to become better educated on providing a quality guest experience, and it will certify participants as local hosts. This platform will also allow industry employees to become more informed on “things to do” across the market, better leveraging the assets we have, and promoting cross-visitation between communities.

EVENTS & FESTIVALS STRATEGY (FY 2020/21)

Visit SLO CAL will partner with local destination partners across SLO CAL as well as community organizations and event producers to develop a countywide events and festivals strategy. The strategy will include shifting events to the shoulder season, developing a master calendar, creating universal sponsorship models and the development of the SAVOR SLO CAL recommendation.



SPACE LAUNCH EVENTS

(FY 2020/21)

Visit SLO CAL will work to develop an itinerary for travelers to use when space launch events are scheduled at Vandenberg Air Force Base. As these events are scheduled, Visit SLO CAL will pay special attention to the promotion of them.



SUSTAINABLE TOURISM

In partnership with Visit California and the statewide Destination Stewardship Plan, Visit SLO CAL will inventory all of the existing sustainability platforms currently used by industry partners in SLO CAL and will work to align our efforts with those being created at the state level.

TALENT ATTRACTION, DEVELOPMENT & CAREERS

Visit SLO CAL will support the work of our countywide economic development organizations and educational institutions to strengthen talent development opportunities for current residents and attract new talent into the market. Our local workforce development partners will take the lead on the development of a Hospitality Management Certificate built in consultation with our industry partners. VSC will work with REACH and the Economic Vitality Corporation to develop a comprehensive attraction strategy.

THEMATIC ROUTES

(FY 2020/21)

Visit SLO CAL will partner with local destination partners to strengthen existing thematic routes that travelers can use to plan their trips. As well, VSC will work to begin attaching these routes across the county for a broader reach into our communities.





ITEMS IN VISIT SLO CAL'S EXISTING SCOPE OF WORK

AIR SERVICE & AIRPORT DEVELOPMENT

Visit SLO CAL will work with the San Luis Obispo County Regional Airport to bring back the flights that were lost during the recent COVID-19 crisis as well as attract additional flights to new markets and advocate for the continued development of airport infrastructure.

INTERNATIONAL VISITORS

Visit SLO CAL will reestablish and expand our representation abroad, attracting international visitors via Travel Trade and public relations efforts. VSC will launch international readiness programs to help the industry be better prepared for international travelers.

PASO ROBLES WINE COUNTRY ALLIANCE & SLO COAST WINE COLLECTIVE

Visit SLO CAL will continue our partnership with the Paso Robles Wine Country Alliance and SLO Coast Wine Collective to build upon our already strong wine awareness and develop cohesive branding for the county.

SLO CAL CRAFTED

Visit SLO CAL will build upon the already established SLO CAL Crafted® brand, creating a certification program, a local marketing program and integrating the brand further into our marketing strategy.

EQUITY & INCLUSION

Visit SLO CAL is committed to ensuring its work helps SLO CAL become a more equitable and inclusive destination, so that all who travel into and through the destination feel welcomed and embraced by *The California Less Traveled*. In June 2020, the board directed the VSC team to prioritize a series of action steps to advance this commitment.

- Work toward and maintain diverse representation on the VSC board, committees and team
- Work with the board to draft an Equity & Inclusion (E&I) Statement for consideration and adoption
- Provide mandatory E&I training for board, committees and team, and review opportunities to make similar trainings available to the industry
- Observe commemorative months through the promotion of Travel and Tourism businesses owned by members of the associated communities
- Be inclusive in the hosting of media and tour operators on individual and FAM tours
- Promote to the Travel and Tourism industry the use of storefront displays communicating to consumers that people of all make-ups are welcome
- Continue to use assets that are representative of all people in VSC marketing campaigns and owned channels
- Build deeper relationships with current and potential agency partners to ensure that VSC maintains inclusive contracting practices
- Regularly review E&I practices and maintain data driven systems



ADVOCACY

Visit SLO CAL's advocacy efforts are intended to ensure that the Travel and Tourism industry's voice is represented on issues that matter to our community of investors and partners, and that the industry's views and wishes are genuinely considered when decisions are being made that impact our industry.

The primary objective of the Advocacy Plan is to increase the awareness and influence, and create a unified voice of the SLO CAL Travel and Tourism industry among the general public, community leaders and stakeholders, while sharing the economic impact and quality of life enhancements that our organization and tourism contribute to the region.

PUBLIC POLICY PLATFORM

Promote SLO CAL as a Visitor Destination

Visit SLO CAL supports initiatives and policies that create opportunities to market SLO CAL as a premier destination for domestic and international travel while maintaining and enhancing the quality of life for residents.

Advocate for Industry Needs that Demonstrate Tourism's Commitment to Local Values

Visit SLO CAL believes that a healthy and prosperous business climate is critical to support ongoing investments into the social, environmental and economic future of the region. VSC will advocate for policies that help the region's tourism businesses grow their impact. The organization will support policies that responsibly attract, develop and retain a qualified workforce, increase the availability of workforce housing and transportation options, increase the competitiveness of local business and increase the availability of people to travel to SLO CAL.

Facilitate Travel to and Within SLO CAL and California

Visit SLO CAL supports efforts to facilitate travel to and within SLO CAL and California, including the enhancement, maintenance and repair of transportation infrastructure, the promotion of air travel to SLO CAL by domestic and international travelers, the dissemination of information that facilitates travel to SLO CAL, and the elimination of political, economic and regulatory barriers to travel. VSC also supports economic initiatives that will directly or indirectly attract and sustain travel to SLO CAL.

Promote and Advocate for Resource Stewardship Initiatives that Positively Impact the Sustainability of the Destination and Enhance the Visitor Experience

Visit SLO CAL believes that our natural environment is a central tourism and economic asset in our region, and therefore supports policies, projects and programs that protect SLO CAL's natural resources and landscapes. Visit SLO CAL will advocate for equitable policies that maintain our oceans and beaches, watersheds, open space, water and air quality to meet the ecological, environmental and recreational needs of our visitors and residents.

Promote and Advocate for Long-Term Development Projects that Positively Impact the Visitor Experience

Visit SLO CAL believes that public and private sector infrastructure and development projects that will enhance our ability to market SLO CAL as a visitor destination are critical to the organization's ability to accomplish its mission over the long term. Relevant projects include the development of meeting and conference facilities, improvements to transportation corridors, public transportation and parking, creation and expansion of arts and cultural institutions, and public path and trail systems for biking, equestrian and hiking access.

Enhance Quality of Life Issues

Visit SLO CAL believes that quality of life issues significantly impact the visitor experience. The organization will support initiatives that maintain and enhance both the quality of the visitor experience and quality of life for local residents with respect to the safety, cleanliness and well-being of SLO CAL's neighborhoods and communities.

To learn more about Visit SLO CAL's advocacy efforts or request action on a legislative item, contact Derek Kirk, Director of Community Engagement & Advocacy, at Advocacy@SLOCAL.com.



ENGAGE WITH VISIT SLO CAL

FOR DATES AND FURTHER INFORMATION, VISIT [SLOCAL.COM/PARTNERS](https://slocal.com/partners)

| | | JULY 2020 | AUGUST 2020 | SEPTEMBER 2020 | OCTOBER 2020 | NOVEMBER 2020 |
|--------|-----------------------------|---|---|---|---|---|
| SALES | TRADE SHOW & MISSION CO-OPS | | | Meeting & Conference Sales Mission Tour & Travel Sales Mission | Visit SLO CAL Meeting Planner FAM | |
| | ADDITIONAL TRADE SHOWS | | Go West Summit | | RVIA California RV Show | National Travel Association Travel Exchange |
| EARNED | MEDIA PITCHES | SHORT LEAD: E-Road Trips LONG LEAD: Gifting Meaningful Experiences | SHORT LEAD: Unique Lodging LONG LEAD: Work From Home Escapes | SHORT LEAD: SLO CAL Harvest LONG LEAD: Sounds of SLO CAL | SHORT LEAD: Fall Cycling Adventures LONG LEAD: Fido-Friendly Spring Getaways | SHORT LEAD: Holidays in SLO CAL LONG LEAD: Sustainable SLO CAL |
| | FAM TRIPS | | | | | |
| | MEDIA EVENTS | | In-Market Activation | | | |
| PAID | ADVERTISING & MEDIA | | | | | |
| | | SLO CAL Official Visitors Magazine* | | | | |
| | | SLOCAL.com - Paid Listings & Advertising | | | | |
| | | | | | | |
| | | CrowdRiff | | | | |
| OWNED | CONTENT STORIES | Road Trips | Outdoor Adventures | SLO CAL Wine Month | Fall/Harvest Activities | Holidays |
| | LIVE WEBINARS | SLO CAL Live! Series | | | | |
| EVENTS | TOURISM INDUSTRY | Destinations International Annual Convention | Visit SLO CAL Sales Workshop U.S. Travel Association ESTO | Visit SLO CAL Marketing/PR Workshop CalTravel Summit | | |

*2020 Official SLO CAL Visitors Magazine distributed through Dec. 2020. Advertising sales for 2021 issue is tentative to start Sept. 2020. Published Jan. 2021

Visit SLO CAL is your partner in promotion, education and collaboration, working on behalf of you and the entire community to elevate the positive impact and perception of the tourism industry in SLO CAL.

Take advantage of VSC's investment in marketing, sales, media and film promotion by getting involved today. Below you'll find a calendar full of ways to engage with VSC throughout the year. Attend trade shows to grow your business. Learn industry best practices and the latest trends at educational events. Share your business with top national and international media by hosting press or sharing your stories. Visit SLO CAL is all about you—so get involved today!

| DECEMBER 2020 | JANUARY 2021 | FEBRUARY 2021 | MARCH 2021 | APRIL 2021 | MAY 2021 | JUNE 2021 |
|---|--|---|--|--|--|--|
| CalSAE Seasonal Spectacular | Tour & Travel Sales Mission | | | Meeting & Conference Sales Mission | IPW | |
| | | | Go West Summit | | | |
| SHORT LEAD: Trips that Inspire (Wellness) LONG LEAD: SLO Travel (by Boat or Train) | SHORT LEAD: Wine & Whale Watching LONG LEAD: SLO CAL in Bloom | SHORT LEAD: Spring Break Travel LONG LEAD: Spring FAM Outreach | SHORT LEAD: Earth Day LONG LEAD: Moonlit Adventures | SHORT LEAD: Multi-Gen Family Travel LONG LEAD: Learning Vacations | SHORT LEAD: Coolest Pools LONG LEAD: Culinary | SHORT LEAD: Charming All-American Towns LONG LEAD: Spa & Wellness |
| | | | Spring Media FAM | | | |
| | | | | | | |
| | Google DMO 2.0 Partnership | | | | | |
| SLO CAL Official Visitors Magazine* | | | | | | |
| SLOCAL.com - Paid Listings & Advertising | | | | | | |
| Video Co-op | | | | | | |
| CrowdRiff | | | | | | |
| Holidays | Restaurant Month | Spring Break Getaways & Deals | Wildflower Viewing | Agritourism | SLO CAL Crafted Cocktails & Spirits | Family Summer Vacation Ideas & Deals |
| SLO CAL Live! Series | | | | | | |
| | Visit SLO CAL Sales Workshop | Visit SLO CAL Marketing/PR Workshop Visit California Outlook Forum | | U.S. Travel Association Destination Capitol Hill | CalTravel Advocacy Day CA Tourism Month National Travel & Tourism Week | |



ENGAGE WITH VISIT SLO CAL

TRAVEL TRADE

Visit SLO CAL provides investors and partners opportunities to build relationships and increase exposure through participation in industry trade shows, sales missions and familiarization tours, and through SLOCAL.com. **For more information on the opportunities below, please visit SLOCAL.com/Partners or email Sales@SLOCAL.com.**

TOUR & TRAVEL

Our team works with tour operators to connect them with all the best venues, accommodations, dining options, activities and service providers SLO CAL has to offer.

Tour & Travel Familiarization (FAM) Tours

- FAM tours familiarize tour operators and receptives with SLO CAL's many destinations and experiences. Host participants at your business to gain valuable exposure for future group bookings.

Tour & Travel Sales Missions | Fall 2020 & Winter 2021 | 3 Lodging Investors/Destination Partners | \$250

- Join VSC on a sales mission to southern California that visits tour operators and inbound receptives from our top markets. Partners will meet with tour companies to build relationships and potential sales opportunities.

IPW | May 10-14, 2021 | 5 Lodging Investors/Destination Partners | \$4,500

- Join VSC as a booth partner at IPW, the largest Tour and Travel trade show in North America. During the three-day trade show in Las Vegas, NV, co-op partners meet and network with tour companies from SLO CAL's top markets. Co-op partners have exclusive access to all notes and leads for 30 days following the show.

MEETINGS AND CONFERENCES

With something for everyone, SLO CAL makes the ideal setting for a variety of different meetings throughout our destination. Our dedicated sales team works directly with organizations and third-party meeting planners on opportunities for our lodging investors to host meetings.

Meeting and Conference Sales Mission | Fall 2020 & Spring 2021 | 3 Lodging Investors | \$250

- Travel with VSC to one of our drive markets in northern California and meet with meeting planners to build relationships and discuss future opportunities.

Meeting Planner Familiarization Tour (FAM) | October 2020

- In this VSC-sponsored Meeting Planner FAM, partners will have the opportunity to showcase their venues to multiple meeting planners. This two to three night SLO CAL FAM will visit an array of the county's offerings.

CalSAE Seasonal Spectacular | December 14-15, 2020 | 3 Lodging Investors | \$500

- Meet with over 30 meeting planners and have exclusive access to the notes and leads from the event 30 days before they are sent to lodging investors countywide.

Advanced Facilities Module | Ongoing | No Charge

- SLO CAL invested in a new website feature for planners to easily find hotels, venues and service providers that fit their needs in the region. Lodging investors and partners have the opportunity to partner with VSC to create robust listings through SLO CAL Connection, highlighting their hotel/venue/services, and adding event specifications, menus and other relevant information for the planning community.

RV PARKS

RV Industry Association (RVIA) California RV Show | October 2-11, 2020

- VSC attends the California RV Show to showcase SLO CAL as a diverse recreation destination. RV Park investors can provide VSC with promotional materials to be distributed at the show and also increase awareness through sweepstakes opportunities.



MARKETING & PR

Visit SLO CAL provides a variety of different marketing opportunities to our partners that are tailored to their specific goals. **For more information on the opportunities below, please visit SLOCAL.com/Partners or email Marketing@SLOCAL.com.**

Google DMO 2.0 | Destination Partners | \$4,000-10,000*

- In collaboration with Miles Partnership, Google DMO 2.0 is an opportunity for ongoing support in order to continue to improve the quality and visibility of destination-related content within Google's search and travel planning products.

CrowdRiff | Destination Partners | \$6,000-10,000**

- CrowdRiff allows organizations to effectively discover and activate engaging visual content from the social web, while inspiring conversations with potential visitors. In addition, CrowdRiff provides VSC the ability to increase overall social and digital efficiency and deliver content through marketing channels.

Co-op Video | Destination Partners | \$6,000-10,000*

- Visit SLO CAL is offering an affordable way for destination partners to create their own video content while also creating assets for VSC's marketing efforts with the house of brands concept in mind.

Enhanced Listings on SLOCAL.com | Lodging Investors | No Charge

- All lodging investors have access to a free enhanced listing on SLOCAL.com, which allows your business to provide a more detailed business description, photo gallery, website link, social media links, events integration, special offers, amenities, booking link for Booking.com or OpenTable and optional Trip Advisor and/or Yelp integration.

**Depending on partner participation **Depending on previous participation*

Enhanced Listing or Featured Listing on SLOCAL.com | Non-Lodging Partners | Email for Pricing

- All partners receive a free listing that allows for businesses to provide general information as well as one photo and a short description. With an enhanced listing, you'll receive all the perks of a free listing, plus a more detailed business description, photo gallery, website link, social media links, events integration, special offers, amenities, booking link for OpenTable and optional TripAdvisor and/or Yelp integration. A featured listing allows for the benefits included in the free listing and enhanced listing while also sorting your listing at the top of your industry set as well as an eye-catching "featured" banner. For more information, please contact advertising@dnads.com.

Opportunities to be Featured on Visit SLO CAL Owned Channels

- Throughout the year, Visit SLO CAL runs an array of promotions based on seasonality, events and holidays and is constantly looking for content, imagery and videos to share. Keep up to date with VSC content needs through SLO CAL Connection.
- In response to the COVID-19 crisis, VSC began a live series titled "SLO CAL Live!" that allows businesses to showcase their offerings to VSC's owned channels during live webinars. Viewers are able to ask questions, comment and engage with an array of SLO CAL businesses, from craft breweries to floral companies. If you are interested in participating, please contact Ashley Mastako, Partner Engagement Manager, at Partnership@SLOCAL.com.
- Partners have the opportunity to advertise in the annual Official Visitors Magazine. Production is set to begin in August. Please reach out to Haley Cahill, Marketing Coordinator, at Marketing@SLOCAL.com if you are interested in purchasing an advertisement.

FILM SLO CAL

Film SLO CAL is the point of contact for film projects in SLO CAL. VSC has a private directory featuring properties of all types to assist producers in finding the perfect backdrop for commercials, television specials, feature films and more. If you have a house, farm, vineyard or open space that you would like to add to the Film SLO CAL directory, you would be considered for productions that match what you have to offer. Provide VSC with as much information as possible about your film-worthy spot so you can be part of an upcoming Film SLO CAL production. **For more information on opportunities to engage with Film SLO CAL, visit FilmSLOCAL.com or email Film@FilmSLOCAL.com.**

Film Scout Familiarization (FAM) Tours

- Visit SLO CAL hosts filmmakers, producers, film crews and consumers on familiarization tours to introduce them to the destination. If you are interested in showcasing your venue, send your information to Film@FilmSLOCAL.com.

PUBLIC RELATIONS

Visit SLO CAL works with domestic and international journalists on travel stories focused throughout SLO CAL with angles that are both timely and relevant to today's travel market. In-market, VSC provides its investors and partners with the opportunity to participate in media familiarization (FAM) tours in exchange for coverage. VSC also travels to its key markets to meet with media face to face and educate them on the destination.

For more information on the opportunities below, please visit SLOCAL.com/Partners or reach out to Media@SLOCAL.com.

Familiarization (FAM) Tours & Individual Press Trips

- FAM tours and individual press trips familiarize journalists with SLO CAL's many destinations and experiences. Host journalists at your business to gain valuable media exposure.

Media Pitches & Leads

- Respond to media pitches and leads in partnership with Visit SLO CAL, Visit California and TURNER PR through SLO CAL Connection.

EDUCATION, ADVOCACY & RESEARCH

EDUCATION

We provide multiple educational opportunities throughout the year. Receive up-to-date information on the state of tourism within our county as part of our Annual Destination Summit, as well as key insights into your area of focus with our more targeted educational summits.

Travel Trade/Sales Education Workshops | August 2020 & January 2021

- The Visit SLO CAL Travel Trade and Sales team will host educational opportunities this year for industry sales professionals. These workshops will be tailored to general managers and professionals working in sales roles and will provide insights into the work VSC is doing to support them in meeting and events sales, international visitation, free independent traveler (FIT) business and more.

Marketing/PR Education Workshops | September 2020 & February 2021

- The Visit SLO CAL Marketing and Public Relations team will host two educational opportunities this year for industry marketing and public relations professionals. In addition to educating our investors and partners on best practices and the most current tools and resources, these workshops will provide insights into the work VSC is doing to support them, how VSC is attracting visitors to the county, who VSC is attracting and how marketing and public relations professionals can participate in our efforts.

RESEARCH

Visit SLO CAL has long been committed to collecting, analyzing and sharing information with you to ensure a high-functioning and collaborative Travel and Tourism industry in SLO CAL. Lodging, visitor volume and visitor spending reports are made available to investors, partners and stakeholders through SLO CAL Connection.

Tourism Economics Dashboard | Monthly

- VSC has partnered with Tourism Economics to offer a first-of-its-kind data and insights dashboard available to all investors, partners and stakeholders. This monthly dashboard aggregates community-specific and countywide data from sources such as STR, VisaVue, Arrivalist and others, providing the necessary information to plan for the future of your communities and a benchmark of how the Travel and Tourism industry is performing in your community.

ADVOCACY

Visit SLO CAL advocates at the state and national levels to ensure that the tourism industry's voice is represented on issues that matter to our community of investors and partners, and that the industry's views and wishes are genuinely considered when decisions are being made that impact our industry. **For more information on the advocacy opportunities below, please visit SLOCAL.com/Partners or reach out to Derek Kirk, Director of Community Engagement & Advocacy, at Advocacy@SLOCAL.com.**

U.S. Travel Association Destination Capitol Hill | April 2021

- Visit SLO CAL participates with U.S. Travel Association in their annual Destination Capitol Hill, an opportunity for Travel and Tourism industry professionals from across the country to visit Washington D.C. and advocate on behalf of the industry and their community. This event includes scheduled meetings with members of Congress and the president's administration. Anyone from the Travel and Tourism industry is welcome on these trips. Registration can be done through the VSC staff to ensure a discounted rate.

CalTravel Tourism Advocacy Day | May 2021

- Visit SLO CAL participates with CalTravel, the state advocacy association representing the Travel and Tourism industry. This two-day event takes place in Sacramento, with an advocacy training session, meetings with members of the state legislature and an annual PAC dinner. Anyone from the Travel and Tourism industry is welcome on these trips. Registration can be done through the VSC staff to ensure a discounted rate.

SLO CAL CONNECTION

Visit SLO CAL works to represent our lodging investors and all tourism-related businesses, providing guests with relevant information about our destination. SLO CAL Connection is your way to take control of your free online listing, access the most recent tourism research, respond to media and sales leads, view coverage you have been featured in and network with your community.

To sign up for a SLO CAL Connection account, visit SLOCAL.com/Partners or reach out to Ashley Mastako, Partner Engagement Manager, at Partnership@SLOCAL.com



SLOCAL.COM

805.541.8000



SLOCAL



@VisitSLOC



@SLOCAL