



AGENDA

Visit SLO CAL Executive Committee

Visit SLO CAL Executive Committee Agenda

Thursday, April 4, 2019

11:30am

Visit SLO CAL Conference Room
1334 Marsh Street, San Luis Obispo, CA 93401

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

ANNOUNCEMENTS

C. Davison

CONSENT AGENDA – motion required

C. Davison

3. **Approval of March 14, 2019 Executive Committee Meeting Minutes (yellow)**
Staff will request Committee approval of the March 14, 2019 Executive Committee Meeting Minutes.

CEO REPORT

C. Davison

4. **CEO Report (20 min)**
Staff will provide an update on current projects, reporting and areas of focus for the months ahead.

BUSINESS ITEMS

C. Davison

5. **Board Member Selection Process (15 min)**
The Committee will review the Board seats up for renewal in FY2018/19, and discuss the selection process.
6. **Executive Committee Seats (20 min) – motion required**
The Committee will discuss the FY2018/19 Executive Committee seats and make recommendations for Board approval in advance of the May Board of Directors meeting.
7. **CEO Annual Review (15 min)**
The Committee will discuss the process for the President & CEO's annual review.
8. **TMD Renewal Update (15 min)**
Staff will provide an update on the TMD renewal process since the Board's approval of the revised MDP.
9. **Destination Management Strategy Update (30 min)**
Staff will provide an update on progress to-date for Visit SLO CAL's Destination Management Strategy, discuss the draft recommendations and outline key next steps.
10. **Marketing Update (10 min)**
Staff will provide an update on key marketing initiatives.

ADJOURN.

Brown Act Notice: Each speaker is limited to two minutes of public comment for items not on the agenda. Public comment for each agenda item will be called for separately and is also limited to 2 minutes per speaker. State law does not allow the Executive Committee to discuss or take action on issues not on the agenda, except that members of the

Committee may briefly respond to statements made or questions posed by the person giving public comment. Staff may be directed by the Committee to follow-up on such items and/or place them on the next Committee agenda. The order of agenda items is listed for reference and items may be taken in any order deemed appropriate by the Executive Committee.

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 Executive Committee

Visit SLO CAL Executive Committee Meeting Minutes

Thursday, March 14, 2019

11:30am

The Kinney

1800 Monterey St, San Luis Obispo, CA 93401

1. CALL TO ORDER: Clint Pearce

PRESENT: John Arnold, Mark Eads, Aaron Graves, Jay Jamison, Clint Pearce

ABSENT: None

STAFF PRESENT: Chuck Davison, Brendan Pringle

Call to Order at 11:36 am.

2. PUBLIC COMMENT (On Non-Agenda Items)

None.

ANNOUNCEMENTS

Davison asked the Committee to save the date for Visit SLO CAL's Destination Summit (formerly the Tourism Exchange) on May 9, 2019, 11:30am-4:30pm, with a reception from 4:30pm-6:00pm. Visit SLO CAL is asking that all Board members plan to attend the luncheon and general session, which is from 11:30am-1:30pm.

CONSENT AGENDA

3. Approval of February 21, 2019 Executive Committee Meeting Minutes

4. Approval of January 2019 Visit SLO CAL Financials

Public Comment – None.

Committee Discussion. Davison requested a minor clarification to the Minutes (see revised minutes [here](#)).

ACTION: Moved by Arnold/Eads to approve the Consent Agenda with noted change.

Motion carried: 4:0:1
Jamison abstained.

CEO REPORT

5. CEO Report

Davison reviewed U.S. Travel's Travel Trends Index for January 2019 and January 2018. He provided an update on the AMGEN Tour of California, noting that Visit SLO CAL has finalized its agreement with AMGEN for sponsorship of the 2019 Tour of California. One stage will finish in Morro Bay on May 15, 2019 and another will start in Pismo Beach on May 16, 2019. Visit SLO CAL has a planning call with race organizer AEG to discuss route alternatives to Highway 1 in the event of a closure. The Committee viewed Visit California's ad, featuring Morro Bay and Pismo Beach, which they will be using as part of their sponsorship of the race. Visit SLO CAL is developing its IPW sponsorship activation with Visit California and will have a planning call next month to discuss details. It has also created a co-op opportunity for individual communities to leverage this activation. Travel Paso and Pismo Beach CVB have opted in to this co-op, and San Luis Obispo's board is considering opting in to it as well. Davison reported out on local meetings and outlined on his travel schedule for the months ahead.

Public Comment – None.

Committee Discussion.

BUSINESS ITEMS

6. TMD Renewal

Davison referenced the proposed changes to the draft Management District Plan, which includes a 1.5 percent assessment and 10-year term. He noted that additional changes, including removal of the ACH requirement and changes to the Advisory Committee structure would be forthcoming for review and approval at the Board meeting, at the direction of the Executive Committee. Visit SLO CAL has had further discussions with city managers and the CAO regarding their proposed revisions to the Advisory Committee structure and their request of Visit SLO CAL during future TOT/tax increases. Davison reviewed those proposed changes with the Committee. As a follow up to the January 31, 2019 meeting of the city managers and CAO, Davison reached out to Paso Robles City Manager Tom Frutchev (original requestor) for more detailed feedback, and circulated his proposed changes with the city managers and CAO for consideration. Frutchev proposed that each city's appointed Visit SLO CAL Board Liaison should meet with their City Manager monthly (Executive Committee members) or bi-monthly (Board members) prior to the Visit SLO CAL meeting after the agenda is distributed to discuss the agenda items and solicit any input the City Managers might have, which would be shared with the Board (or Executive Committee). The current Advisory Committee structure and format would be altered at the City Managers' request. The future Advisory Committee would consist of two or three city managers and/or the CAO, and two or three mayors and/or county supervisors, appointed by each respective group, and representative of countywide geography and community size. The Committee would meet quarterly in a roundtable format with the Board or Executive Committee, one hour prior to the Board or Executive Committee meeting to provide feedback on Strategic Direction 2020 (SD2020) work over the past three months, discuss key areas of work on SD2020 over the next 3-6 months and weigh in on how those items will impact the community. The results of those meetings would be emailed out to all County/City representatives so that they can share the outcomes with the stakeholders in their own cities and the other cities. Davison noted that he would still continue to present at City Manager meetings every six months and would be available to meet with the mayors upon request. Jim Lewis, Pismo Beach City Manager, had asked what action the Advisory Committee could take to alert or correct the Board if they had serious concerns with Board actions. Ultimately, the group would be voicing those concerns and making recommendations to the Executive Committee or Board when they met with them. The Executive Committee or Board would then take those recommendations under consideration.

Davison also noted that Morro Bay City Manager Scott Collins offered more detailed feedback on the city managers'/CAO's request for lodging partners to tolerate a potential increase in TOT or other tax. His recommendation, accepted by the other City Managers and CAO, was that Visit SLO CAL would support or, at a minimum, stand down in the event that an individual city or the County wanted to pursue a 1 percent increase in TOT or a tax increase to support needed infrastructure improvements that will support the tourism industry and/or DMS recommendations in the coming years. During Visit SLO CAL's petition signing process for the renewal of the TMD, they would ask that Visit SLO CAL encourage lodging owners to also support or, at a minimum, stand down in the event an individual city/county wants to pursue this increase. Additionally, Tom Frutchev recommended that, in his case, he would want Visit SLO CAL to weigh in privately with the city on the impact that undertakings by the city, including a change to TOT or the tax structure, might have on tourism in advance of them making a decision.

Visit SLO CAL received feedback from Tom Frutchey and Jim Lewis on the scope of the ROI study, which was shared with Tourism Economics. Tourism Economics is doing its best to include all requests in the outcome of the study. Frutchey and Lewis reviewed and approved the revised scope on behalf of the city managers and CAO. Visit SLO CAL has signed the agreement and data collection has begun. Davison outlined the four main parts of the study: 1) Discussion of market share trends in SLO CAL, 2) Discussion of Visit SLO CAL efforts and results (ROI), 3) Benchmarking of DMO budgets, and 4) Increased funding scenario development and economic impacts. High-level feedback on items 2 and 4 are set to be delivered prior to the March 28 Board Meeting, and the final report is due late April. Davison reviewed the next steps of the TMD renewal process.

Public Comment – None.

Committee Discussion.

ACTION: Moved by Graves/Arnold to recommend that the Board consider the terms of the renewal, including a 1.5 percent/10-year term and that the structure of the Advisory Committee stay the same, but to change the meeting structure to a roundtable format, and have the meeting scheduled before the upcoming Executive Committee or Board meeting, twice a year.

Motion carried: 5:0

7. Destination Management Strategy Update

Davison provided a progress update on the Destination Management Strategy (DMS). Feedback from the Visioning Workshops is being developed into high-level draft recommendations, which Visit SLO CAL will receive on March 21, 2019. These recommendations will be presented by Resonance for review by the Steering Committee on March 27, 2019 and subsequently for review by the Visit SLO CAL Board on March 28, 2019. Davison outlined the next steps on the DMS planning process timeline. Visit SLO CAL is going to build in funding in the FY2019/20 budget for the recommendations, but won't know by that time what items the Board will want to activate until it offers guidance at the May meeting.

Public Comment – None.

Committee Discussion.

8. Short-Term Rental Housing Impact Research

On February 25, Visit SLO CAL hosted a meeting with Jim Hamilton and Justin Cooley (County of San Luis Obispo); and Shirley Lyon (See Lyon Beach Rentals), Toni Legras (Beachside Rentals) and Cheryl Cuming (CBID). The main item on the agenda was to receive a better understanding of the County's Nexus study regarding the proposed residential vacation rental impact fee. Visit SLO CAL has reviewed the proposal and contract for this study, which is based on a San Diego impact fee that was later appealed, and has requested feedback from the County on its concerns. Visit SLO CAL has been asked to participate in a stakeholder meeting the week of May 6, 2019 on this item, as the County looks to "prepare a nexus study to determine the appropriate fee amount based on market conditions." Visit SLO CAL has also responded to this study by soliciting a proposal on behalf of the vacation rental industry from Beacon Economics, the same respected economists who present at the Central Coast Economic Forecast, to "highlight if a nexus between STRS and workforce housing exists." This would be a non-biased study. Information from the survey would be available at the community level. Davison noted the cost of the study, and said that if it was approved by the Executive Committee, Visit SLO CAL would meet with the County in advance of the Board meeting to update them on its plan of action and seek input. Davison also noted that the study would provide a direct benefit to vacation rental stakeholders.

Public Comment – None.

Committee Discussion.

ACTION: Moved by Arnold/Jamison to recommend that the Board consider allowing the President & CEO to begin contract

negotiations with Beacon Economics for a study to determine if a nexus exists between short-term rentals (STRs) and workforce housing.

Motion carried: 5:0

9. Marketing Update

Davison provided an update on travel trade efforts and key marketing initiatives. He also reported out on paid, earned and owned media results.

Public Comment – None.

Committee Discussion.

ADJOURNMENT

ACTION: Moved by Graves/Jamison to adjourn at 1:04 pm.

SAN LUIS OBISPO COUNTY DESTINATION MANAGEMENT STRATEGY

DRAFT RECOMMENDATIONS
MARCH 27-28, 2019



AGENDA

1. Vision
2. Objectives
3. Strategies
4. Draft Recommendations
5. Next Steps / Wrap Up



VISION





OBJECTIVES

1. Resident Quality of Life

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

2. Visitor Experience
3. Investment
4. Employment
5. Environment



OBJECTIVES

1. Resident Quality of Life
2. **Visitor Experience**

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

3. Investment
4. Employment
5. Environment



OBJECTIVES

1. Resident Quality of Life
2. Visitor Experience
3. **Investment**

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

4. Employment
5. Environment



OBJECTIVES

1. Resident Quality of Life
2. Visitor Experience
3. Investment
4. **Employment**

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

5. Environment



OBJECTIVES

1. Resident Quality of Life
2. Visitor Experience
3. Investment
4. Employment
5. **Environment**

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



STRATEGIES

1. Attract Visitors in Off-Season and Mid-Week
2. Attract Visitors to less Frequented Destinations
3. Increase Visitor Expenditure
4. Manage Peak-Season Visitors

DRAFT



STRATEGIES

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

SLO CAL should prioritize recommendations on programs, events and efforts that balance SLO CAL visitors between Peak-Season and Off-Season, as well as Weekend and Mid-week. This strategy is designed to smooth out seasonality issues and create a year-round sustainable tourism industry.

2. Attract Visitors to less Frequented Destinations
3. Increase Visitor Expenditure
4. Manage Peak-Season Visitors



STRATEGIES

1. Attract Visitors in Off-Season and Mid-Week
2. **Attract Visitors to less Frequented Destinations**

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

3. Increase Visitor Expenditure
4. Manage Peak-Season Visitors



STRATEGIES

1. Attract Visitors in Off-Season and Mid-Week
2. Attract Visitors to less Frequented Destinations
3. **Increase Visitor Expenditure**

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

4. Manage Peak-Season Visitors



STRATEGIES

1. Attract Visitors in Off-Season and Mid-Week
2. Attract Visitors to less Frequentated Destinations
3. Increase Visitor Expenditure
4. **Manage Peak-Season Visitors**

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



DRAFT RECOMMENDATIONS





FOCUS AREAS

1. Outdoor Activities
2. Food & Drink Experiences
3. Events & Festivals
4. SLO CAL Crafted
5. Workforce Development
6. Industry Development
7. Placemaking
8. Sustainability



OUTDOOR ACTIVITIES

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



Experience Incubator





Countywide Trail System





Bike Tourism





FOOD & DRINK EXPERIENCES

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



SAVOR SLO CAL





Culinary Arts





EVENTS & FESTIVALS

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

Events & Festival Strategy



XXX

Signature Event(s)





SLO CAL CRAFTED

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



SLO CAL Crafted



Nightlife, Music and Entertainment





Paso Robles and SLO Wines





WORKFORCE DEVELOPMENT

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

Living Wage





Workforce Transportation





Workforce Housing





Customer Service





INDUSTRY DEVELOPMENT

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

San Luis Obispo County Conference Center







Airlift Development



XXX

Ground Transport



International Visitors

DRAFT





Visit SLO CAL and Funding





PLACEMAKING

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

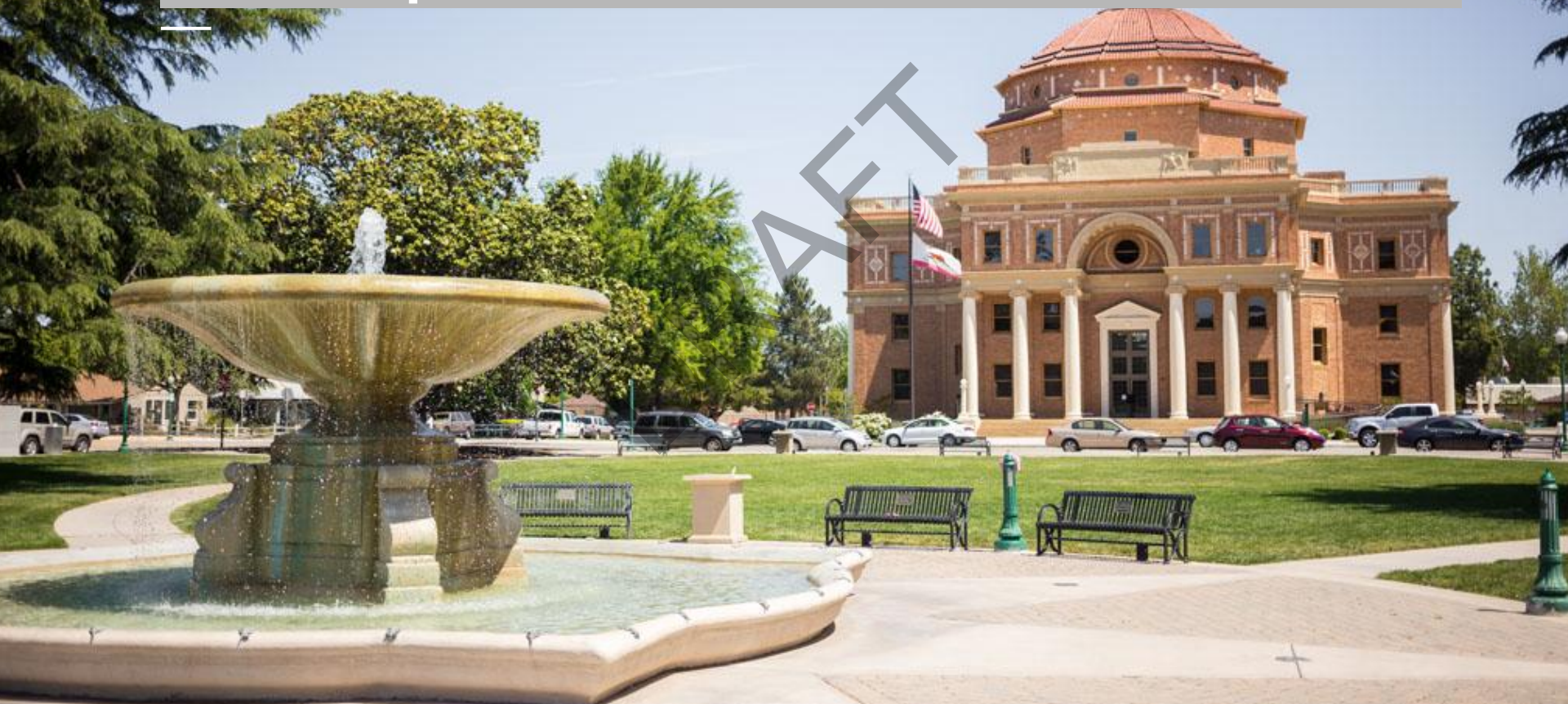


Morro Bay Waterfront





Develop and Grow Authentic Communities





SUSTAINABILITY

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



Tourism Management





Sustainable Tourism





OTHER OPPORTUNITIES ???

1. Cannabis Tourism
2. Space Tourism

DRAFT



NEXT STEPS...

