



AGENDA

Visit SLO CAL Executive Committee

Visit SLO CAL Executive Committee Agenda

Monday, October 14, 2019

11:30am-1:30pm

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
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CONSENT AGENDA – <i>motion required</i>	C. Davison
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3. Approval of August 13, 2019 Executive Committee Meeting Minutes
4. Approval of Resolution to Update Bank Account Signature Cards
5. Approval of Resolution to Renew Line of Credit
Staff will request Committee approval of the August 13, 2019 Executive Committee Meeting Minutes, a resolution to update Visit SLO CAL's bank account signature cards and a resolution to renew Visit SLO CAL's line of credit.

CEO REPORT	C. Davison
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6. 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
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7. Visit California - California Welcome Center (15 min) – *motion required*
Staff will update the Committee on the announcement from the Pismo Beach Outlets to close the California Welcome Center, and ask for direction on securing its future.
8. Spartan Race Sponsorship (20 min) – *motion required*
The Committee will review a sponsorship opportunity for bringing the Spartan Race to SLO CAL, and will consider a recommendation for Board approval.
9. TMD Renewal Update (25 min)
Staff will provide an update on the TMD renewal process, including petition signatures to date, city council meetings to date, updated timeline, key next steps and needed Board assistance.
10. Staffing Update (25 min) – *motion required*
Staff will provide an update on current and future staffing and request Committee feedback.
11. 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

Tuesday, August 13, 2019

11:30am

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

1. CALL TO ORDER: Clint Pearce

PRESENT: Mark Eads, Aaron Graves, Jay Jamison, Hemant Patel, Clint Pearce

ABSENT: None

STAFF PRESENT: Chuck Davison, Brendan Pringle

Call to Order at 11:31 am.

2. PUBLIC COMMENT (On Non-Agenda Items)

None.

ANNOUNCEMENTS

None.

CONSENT AGENDA

3. Approval of July 3, 2019 Executive Committee Meeting Minutes

4. Approval of June/Year-End Financials

5. Approval of Visit SLO CAL Employee Handbook Updates

6. Ratification of Victor Popp's Appointed Seat

Davison outlined the major updates to the Employee Handbook, including changes to the Holiday Policy, Floating Holiday Policy and Vacation Policy.

Public Comment – None.

Committee Discussion.

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

Motion carried: 5:0

CEO REPORT

7. CEO Report

Davison reviewed U.S. Travel's Travel Trends Index for June 2019 vs. June 2018. He reported out on the Destinations International Annual Convention (July 23-25, 2019), and outlined key takeaways. During the Convention, he officially received his Certified Destination Management Executive (CDME) credential, which DI considers the industry's highest educational achievement. He is also the only CDME in the County, which speaks to the value Visit SLO CAL brings to this industry. He reported out on the DMA West Leadership Summit (July 29-31, 2019), which Visit SLO CAL hosted. Davison participated in several sessions, and Visit SLO CAL organized activities and facilitated a bonfire at the Oceano Dunes during the event. Davison also reported out on local meetings and his upcoming travel schedule.

Public Comment – None.

Committee Discussion.

BUSINESS ITEMS

8. Executive Committee Seat

With the appointment of Mark Eads to Vice Chair of the Executive Committee, the position of Secretary is vacant. As a recently elected member of the Executive Committee, Hemant Patel does not currently occupy an officer seat on the Committee. Staff recommended the appointment of Hemant Patel to the position of Secretary.

Public Comment – None.

Committee Discussion.

ACTION: Moved by Jamison/Graves to recommend that the Board appoint Hemant Patel as Secretary of the Executive Committee.

**Motion carried: 4:0:1
Patel abstained.**

9. Air Service Development

On September 4, in conjunction with the Airport, Visit SLO CAL will announce its next new air service market with flights beginning in January 2020. Davison noted that the Board will receive a flight announcement invitation in the coming weeks. He also noted that the estimated spend to activate the new markets will be \$450k, but that the final recommendations will be presented at the September Executive Committee and Board meeting for recommendation to the Board at their September meeting. Advertising would begin October 1, 2019. Volaire is looking to hold their annual air service conference in SLO CAL. The event is currently out to RFP with properties in Pismo Beach, San Luis Obispo and Paso Robles. The September Board agenda will include a sponsorship opportunity to host this conference as the event is finalized.

Public Comment – None.

Committee Discussion.

10. CLIA Membership

Over the past few months, Visit SLO CAL has had conversations with California Lodging Industry Association (CLIA) on providing annual membership for all SLO CAL hotels. Davison outlined CLIA's mission, and noted that CLIA produced an MOU for a mutually beneficial partnership, which could provide some added value for SLO CAL's smaller and midsize lodging properties. He outlined the terms, including the membership benefits for SLO CAL hotels and the benefits for CLIA, and requested feedback from the Committee.

Public Comment – None.

Committee Discussion. The Committee was concerned with the relevance of CLIA and that much of the work would be on Visit SLO CAL staff to increase CLIA's engagement with the lodging community, something CLIA should be responsible for. They asked Davison to vet the MOU further with CLIA on the value for SLO CAL's smaller and midsize lodging properties, CLIA's work to engage the community, discuss the possible partnership with local hoteliers who currently have membership with CLIA, and bring it back as a business item on the September Executive Committee agenda.

11. Advocacy Plan

Davison outlined the purpose of Visit SLO CAL's Advocacy Plan and how it ties back to Strategic Direction 2020. He outlined Visit SLO CAL's Public Policy Platform and the criteria on times when the organization will take action without first seeking Executive Committee approval, and what benchmarks need to be achieved in order to do that. He noted that for advocacy in support of, or in opposition to, specific legislative or regulatory measures not clearly articulated in the Public Policy Platform, staff will first bring the issue to the Executive Committee for a vote on a support, neutral with comments, oppose, or no action position. All action will be reported to the Board of Directors at their next regularly scheduled meeting. Davison noted that it will be important to determine what key influential groups or messengers are available and willing to help advance the advocacy initiatives, and which messages they are most prepared to advocate on. He also outlined the key success metrics.

Public Comment – None.

Committee Discussion. The Committee requested that the Advocacy Plan state that Visit SLO CAL should only take action on an issue, without prior approval, when there is not the opportunity to put the item before the Executive Committee beforehand.

ACTION: Moved by Graves/Eads to recommend Board approval of the Advocacy Plan, as amended with noted changes.

Motion carried: 5:0

12. TMD Renewal Update

Davison noted that the County released the Tourism Marketing District petition on Thursday, August 1, 2019. Since then, Visit SLO CAL has collected 37 petitions, 4 of which were received by the County, but not forwarded to Visit SLO CAL. Davison listed the properties in each community that have signed petitions and outlined the next steps in the process. He also outlined the upcoming meeting schedule and thanked Hemant Patel for the collection of 13 signatures over the last week. He requested the support of the Committee in making phone calls, attending meetings with lodging partners to obtain signatures and collecting lodging petition signatures, and asked if there are lodging petition signatures that each Committee member can secure in their community.

Public Comment – None.

Committee Discussion. Committee members committed to outreach in the coming week.

13. 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, and noted the launch date of the FY19/20 ad campaign.

Public Comment – None.

Committee Discussion.

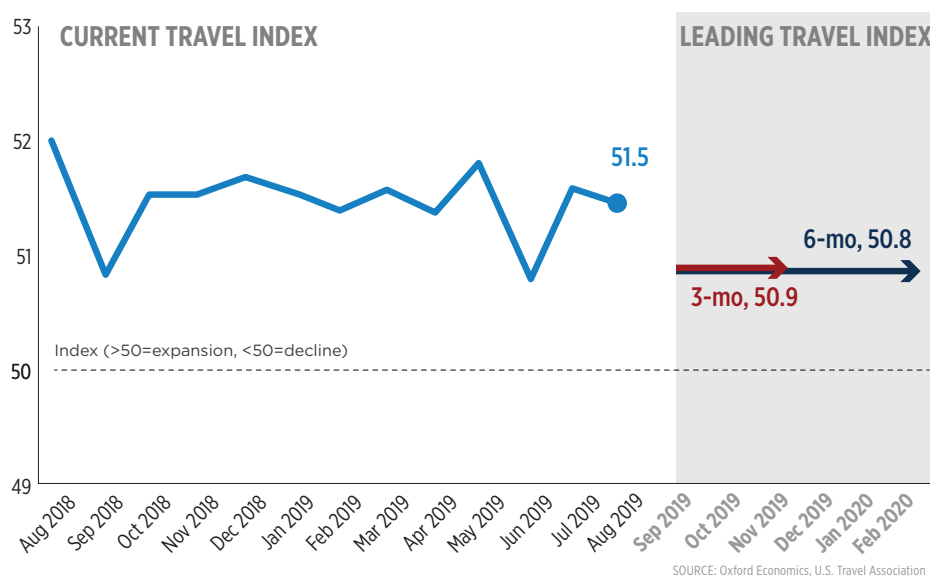
ADJOURNMENT

ACTION: Moved by Pearce/Jamison to adjourn at 1:21 pm.

AUGUST TRAVEL TRENDS INDEX

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

Analysis provided by
 OXFORD
ECONOMICS



CTI reading of **51.5** in **August 2019** indicates that travel to or within the U.S. grew **3.0%** in **August 2019** compared to August 2018.

LTI predicts travel growth will moderate through February 2020, a result of softer growth across all travel segments.

Overall travel volume (person trips to or within the United States involving a hotel stay or air travel) grew at a slightly slower year-over-year rate in August 2019 compared to July 2019. Domestic travel growth was steady, primarily supported by the leisure segment; international inbound travel growth was flat following two months of contraction.

HIGHLIGHTS:

* For CTI and LTI definitions, please see below.

- The Current Travel Index (CTI) has registered at or above the 50 mark for 116 straight months, as the industry sustains its 10th consecutive year of expansion.
- The CTI was positive in August, registering 51.5 (indicating 3.0% percent y/y growth). This is on a par with the 6-month moving average (3.0%).
- International inbound growth was flat in August, indicating continued weakness. The Leading Travel Index (LTI) projects that inbound travel volume over the next six months will decline about 0.6% from prior year levels.
- Domestic leisure travel growth remained strong in August (4.0%), sustaining its recent six-month trend. The business segment experienced subdued growth (1.2%), just below its six-month trend (1.6%).
- The 6-month LTI reading of 50.8 indicates that total U.S. travel volume is expected to grow at a 1.6% rate through February 2020. Over the same period, domestic travel growth is expected to ease toward 2.0% growth and international inbound growth will sink below zero.

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

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

AUGUST TRAVEL TRENDS INDEX (CONT.)

	CTI	3-MONTH LTI*	6-MONTH LTI**
JULY INDEX	51.6	51.0	50.9
AUGUST INDEX	51.5	50.9	50.8
DIRECTION AND SPEED	Travel demand increased; at a slightly slower rate than the previous month	Travel is expected to grow over the coming 3 months; at a slower rate	Travel is expected to grow over the coming 6 months; at a slower rate

* Average outlook reading for Sep 2019 to Nov 2019
 ** Average outlook reading for Sep 2019 to Feb 2020



Solid growth in both domestic leisure and business segments has kept the travel expansion on track so far this year, despite a stall in international inbound travel. While the travel engine is not running on all cylinders, the overall pace of travel through the first eight months of this year mirrors the pace of the past five years.

DAVID HUETHER

Senior Vice President, Research

DETAILED RESULTS:

Domestic travel rose 3.4% in August, sustained primarily by the leisure segment (4.0%) as the business segment settled into a softer growth path (1.2%) that was modestly cooler than the segment's six-month average. The leisure segment is expected to maintain growth at approximately 1.8%, half its current pace, through the next six months. Vacation intentions climbed to the highest level reported in 2019 thus far; however, forward-looking booking and search data provide mixed signals. The business segment is expected to pick up again and grow at the same rate (1.6%) as its six-month average.

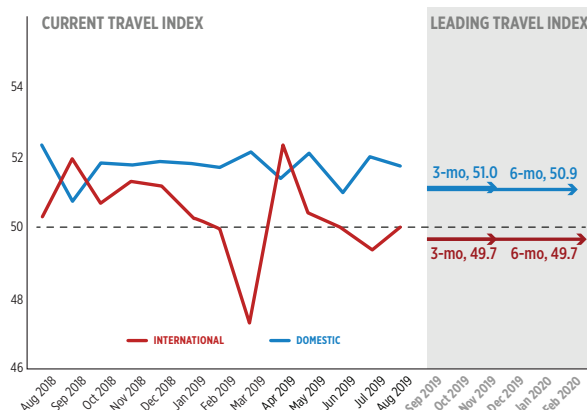
International inbound travel was unchanged year-over-year in August. The segment has oscillated between positive and negative territory throughout the first eight months of 2019, generally remaining below last year in terms of growth. Over the coming months, international inbound travel growth is expected to remain challenged by lingering trade tensions and a continued strong dollar, likely registering a decline.

	CURRENT TRAVEL INDEX (CTI)				LEADING TRAVEL INDEX (LTI)		6-MO LTI VS. CTI 6-MO AVG.	
	6-MONTH AVG	JUNE	JULY	AUGUST	3-MONTH*	6-MONTH**	DIRECTION	SPEED
TOTAL MARKET	51.5	50.8	51.6	51.5	50.9	50.8	Increasing	Slower
INTERNATIONAL	49.8	49.9	49.3	50.0	49.7	49.7	Decreasing	Faster
DOMESTIC	51.6	50.9	51.9	51.7	51.0	50.9	Increasing	Slower
BUSINESS	50.8	49.4	51.2	50.6	50.8	50.8	Increasing	-
LEISURE	52.0	51.4	52.2	52.0	51.1	50.9	Increasing	Slower

* Average outlook reading for Sep 2019 to Nov 2019
 ** Average outlook reading for Sep 2019 to Feb 2020

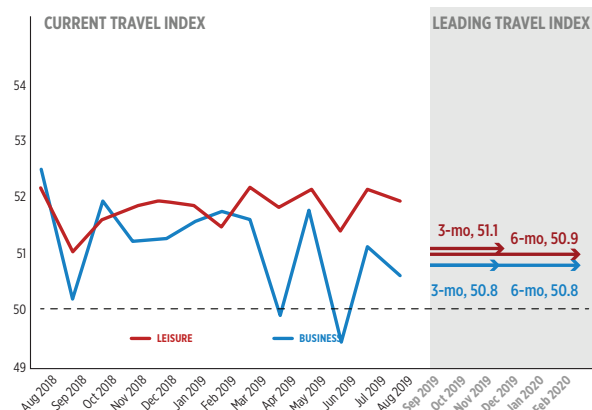
AUGUST DOMESTIC AND INTERNATIONAL TRAVEL INDEX

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



AUGUST DOMESTIC BUSINESS AND LEISURE TRAVEL INDEX

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



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

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AUGUST TRAVEL TRENDS INDEX (CONT.)

The LTI indicates that domestic travel is anticipated to slow down considerably and grow by approximately 1.8% year-over-year through February 2020, with similar growth in both the business and leisure travel segments. Consumer confidence and expectations wavered in August, and prevailing consumer spending strength is forecasted to abate in line with ongoing business investment cooling. Ongoing trade conflicts will continue to weigh upon the domestic travel market—through possible chilling effects on forward-looking decisions related to consumer spending and business investment—and pose additional downside risks through the end of 2019 and beginning of 2020.

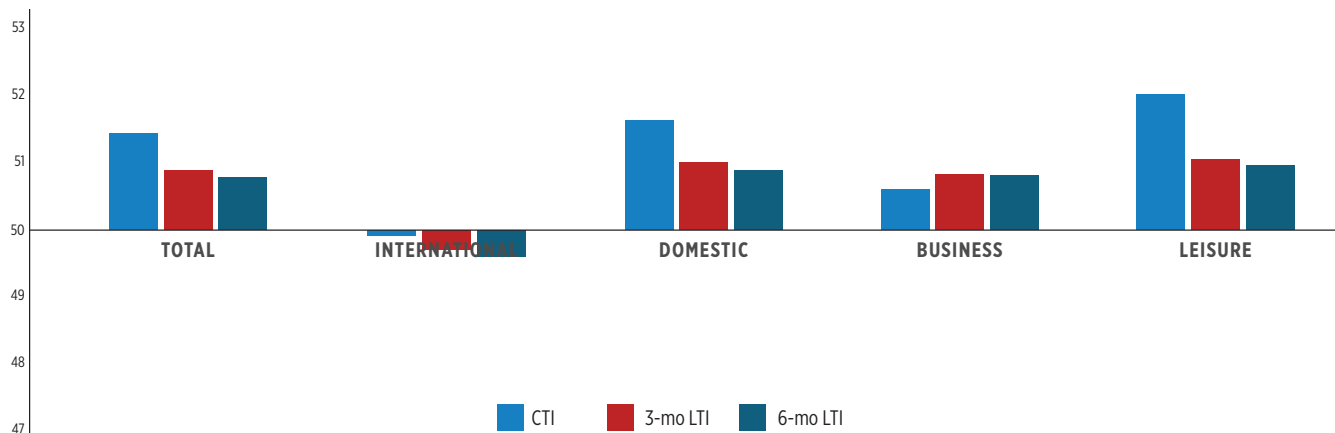
International inbound travel remained flat year-over-year in August, marking a pause in its fluctuation between positive and negative growth in 2019, but not signaling a return to strength. Looking ahead, the LTI indicates that the segment's vulnerability is likely to continue and may worsen.

Adam Sacks, President of Oxford's Tourism Economics group says, "While domestic travel growth has continued in recent months, particularly in the leisure segment, we expect overall travel demand to soften through the start of 2020 in the context of a decelerating economy."

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

AUGUST CTI, 3-MONTH AND 6-MONTH LTI

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



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METHODOLOGY

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

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

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

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

HOTEL GUESTS & FLYERS	HOTEL GUESTS & NON-FLYERS	NON-HOTEL GUESTS & FLYERS
<div><div>enplanements</div><div>enplanements per trip</div></div> <div>×</div> <div>% of flyers that stay in hotel</div>	<div><div>occupied rooms x people per room</div><div>length of stay</div></div> <div>×</div> <div>% of hotel guests that did not fly</div>	<div><div>enplanements</div><div>enplanements per trip</div></div> <div>×</div> <div>(1 – % of flyers that stay in hotel)</div>

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

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

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

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

ABOUT THE U.S. TRAVEL ASSOCIATION

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

ABOUT OXFORD ECONOMICS

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

DATA CONTRIBUTORS

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

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

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

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

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

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



Advocacy Plan

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Advocacy Plan

OVERVIEW

Purpose for Advocacy

The primary purpose of developing an Advocacy Plan is to promote the mission of Visit SLO CAL with respect to issues of public policy and community sentiment.

Visit SLO CAL's advocacy efforts are intended 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.

As part of Strategic Direction 2020, Visit SLO CAL set five initiatives focused on Advocacy.

1. Develop a plan for advocacy on behalf of stakeholders
2. Develop an engaged and high-functioning tourism culture for San Luis Obispo County
3. Develop and execute a local communications strategy
4. Inspire and active tourism ambassadors
5. Identify, develop, and activate relationships

The Advocacy Plan is meant to deliver on the above initiatives.

Visit SLO CAL's advocacy efforts occur in concert with Board direction for items which impact tourism and hospitality in SLO CAL, the Central Coast region, the State of California and Nationally. The President and CEO along with the Director of Community Engagement and Advocacy will advocate for projects and programs that improve the quality of life for our residents while at the same time positively impacting the tourism and hospitality culture of SLO CAL.

As part of Strategic Direction 2020 and Visit SLO CAL's initiative to Develop a long-term Tourism Infrastructure Master Plan/Destination Management Strategy (DMS), this Advocacy Plan has been informed by the DMS and will serve as a tool for staff when implementing the DMS recommendations.



Advocacy Plan

Vision, Mission & Values

The Vision of Visit SLO CAL is: A vibrant and prosperous San Luis Obispo County, fueled by a collaborative and flourishing tourism industry.

The Mission of Visit SLO CAL is to: Inspire travel and foster our unique experiences to create life-long ambassadors and economic growth for San Luis Obispo County.

The Values of Visit SLO CAL are:

- Future Focused
 - Delivering today with an eye on tomorrow
- Collaboration
 - Our partnerships inform and support economic success
- Drive
 - We bring enthusiasm to our initiatives and a focus on results
- Stewardship
 - We are mindful of our resources and the SLO CAL brand

ANALYSIS

Objectives

Visit SLO CAL's Advocacy Plan's primary objective is to increase the awareness, influence and unified voice of the SLO CAL Travel & 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. Visit SLO CAL will



Advocacy Plan

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. Visit SLO CAL 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.



Advocacy Plan

Identify Strengths, Weaknesses, Opportunities & Threats (SWOT)

Strengths:

- Unanimous direction from the Visit SLO CAL Board, as outlined in Strategic Direction 2020, to advocate for the industry and destination
- Sole unified tourism voice for SLO CAL
- Financial resources to support community engagement and advocacy
- Trailblazing approach to solving big challenges
- Willingness to initiate change
- Relationships and influence with other advocacy groups like CalTravel
- Positive, and in some cases, strong relationships with local, state and federal elected officials
- Increased staff capacity with experience in policy, advocacy and community engagement
- Destination Management Strategy providing key recommendations, approved by community leaders and board of directors, outlining areas requiring countywide advocacy and support

Weaknesses:

- Lack of awareness of organization outside of community leaders and tourism industry
- Lack of deep, team member organizational experience in the advocacy space
- Lack of meaningful and proactive relationships with local and regional media
- Lack of any substantial relationship or engagement with residents

Opportunities:

- Elevate the visibility and influence of the Travel & Tourism industry and the leaders that represent Travel & Tourism amongst local regional, state and national decision-makers
- Foster increased access and relationship between elected officials and Visit SLO CAL investors
- Collaboration with like-minded organizations to accomplish bigger goals and create an environment where it is difficult for others to say “no” when the Travel & Tourism industry is engaged
- Establishing deeper community and resident relationships that grow awareness of the organization and lead to greater influence

Threats:

- Lack of understanding amongst industry or community leaders of the purpose of advocacy efforts on behalf of the tourism and destination
- Diminished value for the tourism industry, its efforts and quality of life and economic impact to the community
- Frustrating the elected officials who don't agree with Visit SLO CAL's advocacy efforts or positions leading them to be less supportive of Visit SLO CAL initiatives
-



Advocacy Plan

- Investors who think our efforts should solely be spent on marketing, not understanding the “Why” behind advocacy
- On-going changes of elected officials

Targeted Audiences

In an effort to make the plan more efficient and effective, key influencer and stakeholder groups need to be determined and prioritized. An example of these groups likely includes:

- Elected Officials
 - Local
 - Regional
 - State
 - Federal
- Civic and Nonprofit Leaders
- Industry and Community Leaders
- Residents
- Local/Regional Media Outlets

Based on the groups, mentioned above, determine whether they have a:

1. Positive attitude with much power (nurture these)
2. Negative attitude with much power (convinces, communicate, confront, convert)
3. Positive attitude with little power (seed to empower them through information)
4. Negative attitude with little power (keeps them informed, do not burn any bridges, do not waste unnecessary energy)

Strategies

In order to achieve the most successful results, the following strategies have been developed:

- Advise and assist the Board of Directors of Visit SLO CAL with respect to public policy issues that could significantly affect the interest of Visit SLO CAL, its investors, its partners and the greater SLO CAL tourism community;
- Take positions consistent with the purpose and guidelines set forth in the Advocacy Plan on public policy issues, including legislative and ballot measures and regulations, at the local, state and federal level;
- Educate elected officials and other key decision makers about the importance of the tourism industry to the well-being, quality of life and economic vibrancy of SLO CAL;
- Obtain a “seat at the table” to influence outcomes;
- Cultivate and engage local relationships and work with like-minded organizations to generate word-of-mouth support for the industry; and
- Collaborate with other organizations whose public policy objectives coincide with the goals of Visit SLO CAL

Execution & Tactics

Procedures for Action on Public Policy Platform

Consistent with the Public Policy Platform, the President & CEO and Director of Community Engagement and Advocacy will identify issues at the local, state and federal level where engagement will enhance the effectiveness and contributions of the SLO CAL tourism industry.

- Visit SLO CAL staff may take action on issues prior to a vote by the Executive Committee if that issue: meets the criteria listed below, is consistent with the Public Policy Platform, or Visit SLO CAL has taken a prior position that established a guiding precedent for future actions. Prior to action being taken, Visit SLO CAL staff will proactively work to receive feedback from partners to allow for alternative opinions to be heard and ideas to be presented. If the timeline for taking action on the issue allows the item to be presented to the Executive Committee at a regularly scheduled meeting, the Visit SLO CAL staff should wait to allow for their vote. If the timeline does not allow the item to be on an Executive Committee agenda, the Committee should be notified prior to any action being taken to allow for a request of staff to delay action. Any formal actions taken shall be reported out by the President & CEO and/or Director of Community Engagement and Advocacy at the following Executive Committee and Board of Directors meetings.

	Answer Must Be
Does the issue affect more than one community in SLO CAL?	Yes
Is there reasonable belief that our lodging investors may hold divergent opinions?	No
Does this issue have a direct impact on the Travel & Tourism industry?	Yes
Is the outcome likely to change if Visit SLO CAL takes a position on the issue?	Yes

- For advocacy in support of or opposition to specific legislative or regulatory measures that do not meet the criteria listed above and/or are not clearly articulated within the Public Policy Platform, the President & CEO and/or Director of Community Engagement and



Advocacy Plan

Advocacy will first bring the issue to the Executive Committee for a vote on a support, neutral with comments, oppose, or no action position. The issue and the decision of the Executive Committee, along with any subsequent public actions taken by the organization

will be reported out for discussion and further positioning at the following meeting of the Board of Directors.

For each issue brought to the Executive Committee for action, the Visit SLO CAL staff will prepare a policy brief for the Executive Committee that will summarize merits of the issue, considering key questions such as:

1. Who/what organization brought forward the issue (Visit SLO CAL Board, investors, a coalition partner, government, industry association such as CalTravel, etc.)?
2. What is the relevant background, stated objective and precedent for this issue?
3. How does the issue relate to the Public Policy Platform?
4. How is the lodging community impacted by this issue?
 - a. Which segments are impacted?
 - b. Does this policy create an environment of winners and losers within the industry?
5. What is the benefit to the organization or industry if we engage on this issue?
6. What is the risk to the organization or industry if we *do not* engage on this issue?
7. Does engagement on this issue strengthen or detract from our organization and industry reputation?
8. Who is on the other side of the issue, and what is the risk to the organization of taking a competing position?
9. Are there key partners, influencers or decision-makers who will object to our engagement on the issue? Who are they and what are their objections? Can these concerns be resolved or mitigated?
10. Is there an existing coalition of stakeholders we would be joining, or are we the lone voice? Do we own the advocacy or are we a partner in it?
11. In what venue would we be advocating, and are there alternative strategies that might be considered?
12. Who is the most effective messenger to deliver the advocacy message (Visit SLO CAL staff, board member(s), industry representatives, coalition partner, etc.)?
13. What finances are needed and what will they be used for?
14. What is the timeline?

Establish targeted messages based on unique issues and audience

Each issue will require a number of detailed target messages based on the audience they are designed to reach. In order for those messages to be effective, they need to solve for the “why” for each audience. Why should they care and how will this information assist them going forward? From there, all messages and audiences should be prioritized.



Advocacy Plan

Identify key influential groups/messengers assigned to each audience and issue

In order for the plan to be effective, it is important to determine what key influential groups/messengers are available and willing to help advance Visit SLO CAL's advocacy initiatives and which messages they are most prepared to advocate on. Groups/Messengers could include:

- Staff
 - To the extent possible, all team members are encouraged to engage in Visit SLO CAL's advocacy efforts. Staff will receive regular briefings on current advocacy efforts and, where appropriate, resourced with background and messaging to serve as effective ambassadors for the policy and community engagement objectives. The following individuals will take the lead in executing this plan:
 - President & CEO
 - Director of Community Engagement and Advocacy
- Board of Directors
 - Executive Committee
 - Board Chair
 - Board Vice Chair
 - Board Immediate Past Chair
 - Participating in or leading the effort on controversial issues can often be problematic for the organization. As such the risk/benefit analysis outlined in the Procedures for Action on Public Policy Platform will be completed in advance to determine the probability of achieving the desired outcome and identifying the most effective messenger. In cases where the organization cannot take the lead, it will look to engage and empower industry investors and leaders.

Message Training

In order to assure effective communications each messenger will need to be provided current policy positions and talking points to effectively convey individual issue messaging to the appropriate audience. Messengers include:

- Staff
- Board

Desired Results

Establish Metrics to Measure Success

As we determine our path forward, it is important to understand the “headlines” and define the success of our Community Engagement and Advocacy efforts through the establishment of key



Advocacy Plan

metrics that can be used to track outcomes of our endeavors. The metrics should be defined by the phrase “we will know we are successful when there is/are”

- Broad overall awareness of Visit SLO CAL as a DMMO
- Influence of/with elected officials
- Organizations partnering with us to promote common goals
- An increase in the number of presentations regarding the DMS recommendations or the public policy platform given by Visit SLO CAL staff annually
- Positive local and regional media placement annually
- An annual review/update of the plan

Review and Update Plan

Areas of focus are subject to change based on new issues that develop. As such, the public policy platform should be updated annually prior to the start of the new fiscal year.



ANNUAL REPORT

FY 2018/19

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DEAR VISIT SLO CAL INVESTORS & STAKEHOLDERS,

As we put the final stamp of completion on our FY 2018/19 work, before moving into the last year of the Tourism Marketing District (TMD) contract, we'd like to take a moment and reflect on all that has been accomplished. Over the past year we advanced key initiatives, launched new programs and grew SLO CAL®'s reach and awareness as a destination.



Through the collective efforts of our industry, including all of you, we attracted 7.5 million visitors to SLO CAL in 2018, a growth of 10% over the first four years of the TMD. Visitor spending increased to \$1.81 billion putting 20,680 tourism professionals to work each day. Our industry remains the #2 driver of SLO CAL's economy, creating access to more customers, supply lines and investment, and importing dollars from regional, national and global guests, leading to continued growth.

Tourism in SLO CAL isn't simply about economics. Through continued investment in air service development and the finalization of the Destination Management Strategy, our board remains future focused, proactively planning for the long-term viability of our community and working to protect and improve the quality of life for our residents. Visit SLO CAL's efforts to develop strategies for sustainable and responsible growth in tourism for years to come will require additional commitment moving forward.

This next year will be one of refinement, as we maximize efficiencies and continue to optimize our work. At the direction of our board and lodging investors, we'll work to ensure the future of the organization and industry through the renewal of the TMD, with an extended term of ten years and a 1.5% assessment. Collectively, we will continue to advance the strategic destination marketing and management for our communities. Empowered, we'll promote SLO CAL proactively in prosperous times and reactively, if necessary, during threats of economic downturn or crisis, allowing SLO CAL to thrive competitively, regardless of conditions.

Congratulations on the past year of accomplishments. Together we have shown SLO CAL to the world, and together we can ensure SLO CAL's success for years to come!

A handwritten signature in white ink that reads "Chuck Davison". The signature is fluid and cursive, with a large initial "C".

CHUCK DAVISON

President & CEO
Visit SLO CAL

STRATEGIC DIRECTION 2020

VISION

A vibrant and prosperous San Luis Obispo County, fueled by a collaborative and flourishing tourism industry

VALUES

FUTURE FOCUSED

Delivering today with an eye on tomorrow

COLLABORATION

Our partnerships inform and support economic success

DRIVE

We bring enthusiasm to our initiatives and focus on results

STEWARDSHIP

We are mindful of our resources and the SLO CAL brand

MISSION

Inspire travel and foster our unique experiences to create life-long ambassadors and economic growth for San Luis Obispo County

BRAND INTENTION

STRATEGIC

CONNECTOR

CREATIVE

INSPIRING

ESSENTIAL



Visit SLO CAL (VSC) is a small, but mighty team of destination marketing and management professionals who work with, and on behalf of, the community, the local partners and investors to promote SLO CAL® (San Luis Obispo County, California) to travelers from around the world. As the sole countywide non-profit destination marketing and management organization (DMMO) for SLO CAL, Visit SLO CAL's goal is to work with partners to build the SLO CAL brand and experience through a data-driven, efficient and dynamic business and marketing program. Built on research, with a strategy of continuous improvement, this program 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.



BOARD, COMMITTEES & TEAM

BOARD OF DIRECTORS

CLINT PEARCE

Chair | Madonna Enterprises | San Luis Obispo
Elected Designated At-Large Seat (—June 2022)

JOHN ARNOLD

Vice Chair | Holiday Inn Express & Suites | Paso Robles
Appointed Paso Robles Seat (—June 2021)

MARK EADS

Secretary | SeaVenture Beach Hotel | Pismo Beach
Elected Designated At-Large Seat (—June 2022)

AARON GRAVES

Treasurer | The Rigdon House | Unincorporated Area
Elected Designated At-Large Seat (—June 2020)

JAY JAMISON

Past President | Pismo Coast Village | Pismo Beach
Elected Designated RV Park Seat (—June 2022)

ALMA AYON

Sundance Bed & Breakfast | Paso Robles
Elected Designated Bed & Breakfast Seat (—June 2021)

JEDIDIAH BICKEL

SeaCrest OceanFront Hotel | Pismo Beach
Appointed Pismo Beach Seat (—June 2021)

KATHLEEN BONELLI

Paso Robles Vacation Rentals | Paso Robles
Elected Designated Vacation Rental Seat (—June 2022)

JIM HAMILTON

County of San Luis Obispo
Appointed County At-Large Seat (—June 2020)

SARAH MAGGELET

Sarah's Suite | Unincorporated Area
Appointed Unincorporated Area Seat (—June 2022)

SAM MILLER

Holiday Inn Express | Grover Beach
Appointed Grover Beach Seat (—June 2021)

NIPOOL PATEL

Lamplighter Inn & Suites | San Luis Obispo
Appointed San Luis Obispo Seat (—June 2020)

HEMANT PATEL

Comfort Inn Downtown | Morro Bay
Appointed Morro Bay Seat (—June 2020)

AMAR SOHI

Holiday Inn Express Hotel & Suites | Atascadero
Appointed Atascadero Seat (—June 2020)

Open Seat | Arroyo Grande

Appointed Arroyo Grande Seat (—June 2021)

MARKETING COMMITTEE

ASHLEE AKERS

Partner & VP of Client Services | Verdin

JIM ALLEN

Director of Marketing & Communications | Hearst Castle

AUDREY ARELLANO

Brand Manager | Cambria Inns

TERRIE BANISH

Deputy City Manager - Marketing/Promotions/Events | City of Atascadero

JOCELYN BRENNAN

President & CEO | South County Chambers of Commerce

MOLLY CANO

Tourism Manager | City of San Luis Obispo

CHERYL CUMING

Chief Administrative Officer | Unincorporated CBID

JANINE DION

Marketing & Social Media Manager | Boutique Hotel Collection

LINDSEY HARTIG

Marketing Manager | Martin Resorts

GORDON JACKSON

Executive Director | Pismo Beach CVB

LORI KELLER

President/Principal | Blu Hotel Management

JENNIFER LITTLE

Tourism Manager | City of Morro Bay

JOEL PETERSON

Executive Director | Paso Robles Wine Country Alliance

JOHN SORGENFREI

President & Owner | TJA Advertising

ANNE STEINHAEUER

Executive Director | SLO Coast Wine Collective

DANNA STROUD

Executive Director | Travel Paso

JILL TWEEDIE

Founder & President | Breakaway Tours & Event Planning

TEAM



CHUCK DAVISON
President & CEO



BROOKE BURNHAM
Vice President of Marketing



MICHAEL WAMBOLT
Director of Travel Trade



DEREK KIRK
*Director of Community Engagement
& Advocacy*



BRENDAN PRINGLE
Operations Manager



JORDAN CARSON
Marketing & Brand Manager



MADISON QUIRING
Communications Manager



HALEY CAHILL
Marketing Coordinator



HALEY RAMOS
Office Coordinator



VANESSA ROBBINS
Digital Marketing Coordinator

ADVISORY COMMITTEE

WADE HORTON
County Administrative Officer | County of San Luis Obispo

LYNN COMPTON
Supervisor | County of San Luis Obispo

JIM BERGMAN
City Manager | City of Arroyo Grande

LAN GEORGE
Councilmember | City of Arroyo Grande

RACHELLE RICKARD
City Manager | City of Atascadero

HEATHER NEWSOM
Councilmember | City of Atascadero

MATTHEW BRONSON
City Manager | City of Grover Beach

MARIAM SHAH
Councilmember | Grover Beach

SCOTT COLLINS
City Manager | City of Morro Bay

RED DAVIS
Councilmember | City of Morro Bay

THOMAS FRUTCHEY
City Manager | City of Paso Robles

STEVE MARTIN
Mayor | City of Paso Robles

JIM LEWIS
City Manager | City of Pismo Beach

ERIK HOWELL
Mayor Pro Tem | City of Pismo Beach

DEREK JOHNSON
City Manager | City of San Luis Obispo

HEIDI HARMON
Mayor | City of San Luis Obispo

WHY TOURISM MATTERS

TOURISM
COMPRISES 9.7%
OF COUNTYWIDE
GDP



Source: Tourism Economics

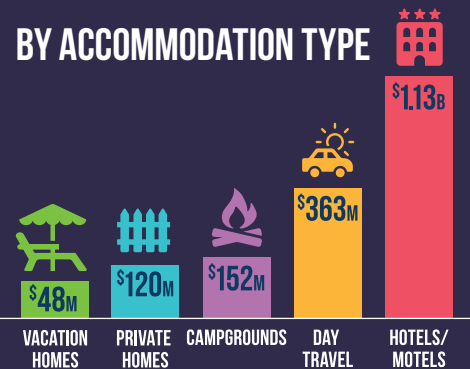
DIRECT SPENDING

\$1.81B **5.2%** **↑** YOY



\$5.0M A DAY
\$3.5k A MINUTE
\$208k AN HOUR
\$58 A SECOND

BY ACCOMMODATION TYPE

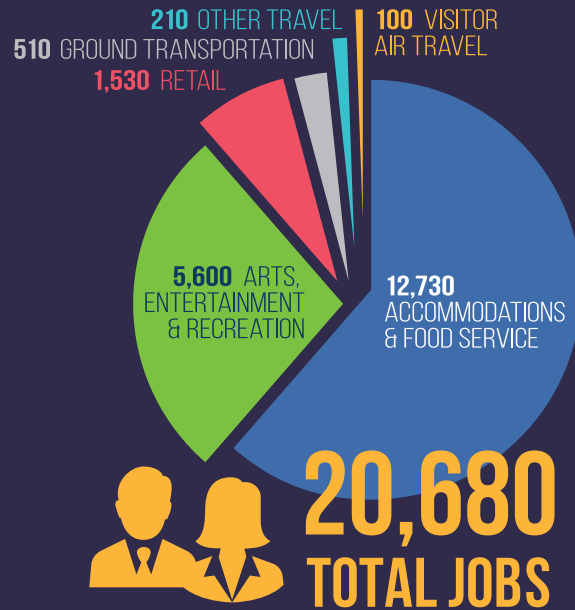


BY SECTOR



Source: Dean Runyan Associates

JOB



1 OUT OF 7 SLO CAL JOBS DEPEND ON TRAVEL & TOURISM

Sources: Dean Runyan Associates,
U.S. Bureau of Labor Statistics

WITHOUT
TOURISM
EACH SLO CAL
HOUSEHOLD
WOULD PAY AN
ADDITIONAL
\$1,582
IN TAXES

WOULD HAVE
TO SPEND AN
ADDITIONAL
\$17,231

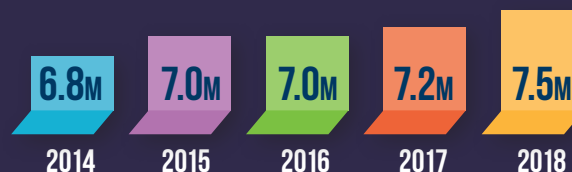
TO CREATE THE SAME
ECONOMIC IMPACT
FOR THE COMMUNITY

Source: Dean Runyan Associates,
U.S. Census Bureau

VISITOR VOLUME

10.2% GROWTH
2014-2018

Source: Tourism Economics



TRAVEL SPENDING **CREATED \$80.1M** IN LOCAL TAX REVENUE

WHICH COULD COVER EXPENSES FOR:



800
POLICE OFFICERS' SALARIES



1,084
FIREFIGHTERS' SALARIES



1,736
TEACHERS' SALARIES



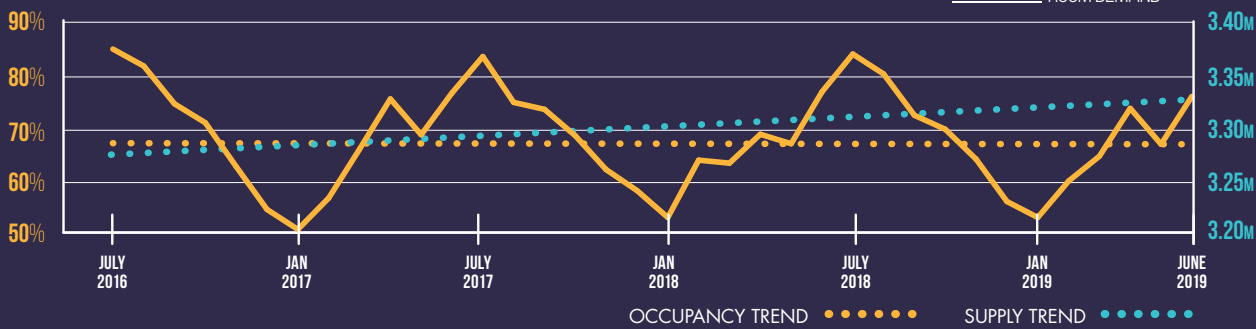
128MI
OF 2-LANE RESURFACED ROADS



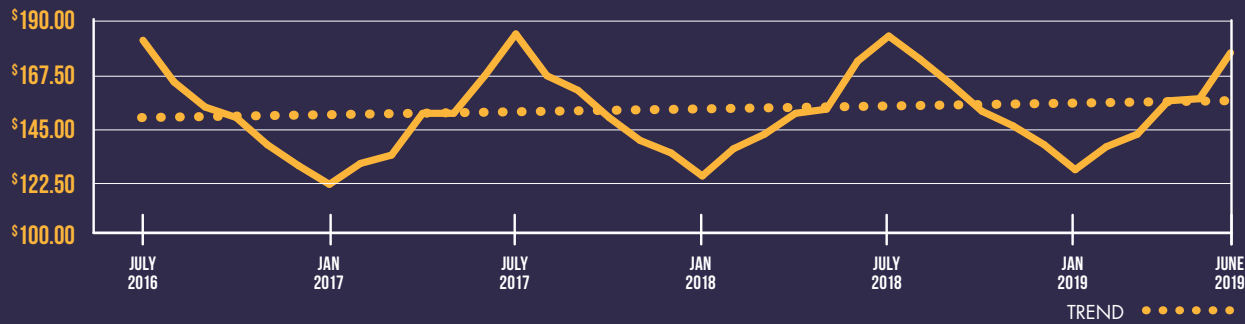
111
PARKS

Sources: Dean Runyan Associates, U.S. Bureau of Labor Statistics, U.S. Census Bureau, San Luis Obispo County Office of Education and ARTBA

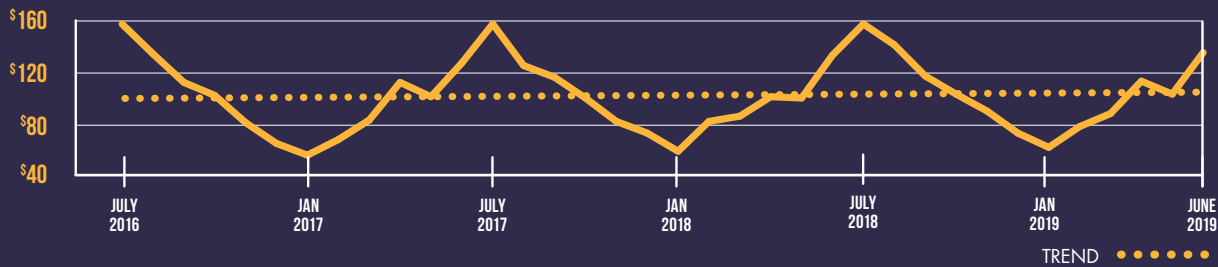
HOTEL OCCUPANCY (OCC)*



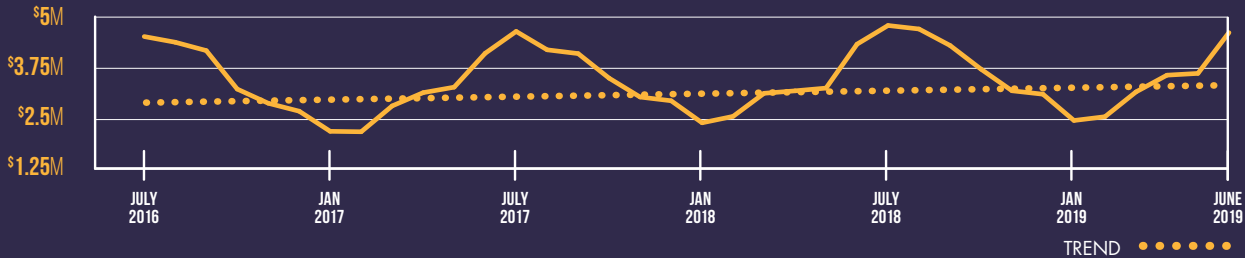
AVERAGE DAILY RATE (ADR)



REVENUE PER AVAILABLE ROOM (REVPAR)



TRANSIENT OCCUPANCY TAX (TOT)

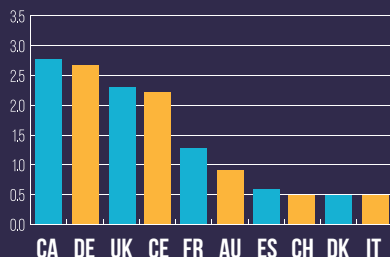


Sources: STR, Visit SLO CAL

*These figures reflect the impact in visitation due to the Highway 1 closure.

TOP MARKETS BY VISITOR SPENDING

TOP ORIGINATING COUNTRIES BY SPEND AMOUNT (\$M)

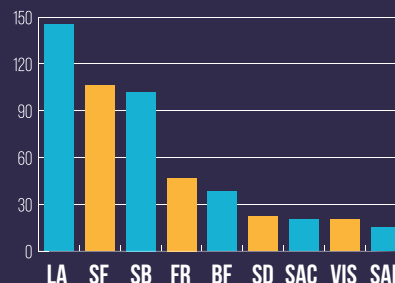


KEY

CA = CANADA
DE = GERMANY
UK = UNITED KINGDOM
CE = CHINA
FR = FRANCE
AU = AUSTRALIA
ES = SPAIN
CH = SWITZERLAND
DK = DENMARK
IT = ITALY

Source: VVT/VISA

TOP ORIGINATING MSAs BY SPEND AMOUNT (\$M)



KEY

LA = LA/ORANGE COUNTY/RIVERSIDE
SF = SAN FRANCISCO/OAKLAND/SAN JOSE
SB = SANTA BARBARA/SANTA MARIA
FR = FRESNO
BF = BAKERSFIELD
SD = SAN DIEGO
SAC = SACRAMENTO/YOLO
VIS = VISALIA/TULARE/PORTERVILLE
SAL = SALINAS

MSA=Metropolitan Statistical Area

TRAVEL *TRADE*

Travel trade utilizes international representation, sales missions, familiarization tours (FAMs) and trade shows to expand Visit SLO CAL's reach. For the first time, VSC participated in Visit California (VCA) sales missions to Germany, Japan and South Korea. IPW was VSC's largest international trade show to date, sponsoring an interactive, outdoor food and wine activation that drew thousands of buyers and media over five days. VSC also hosted a record number of FAM attendees this year, showcasing SLO CAL® as a multi-night destination.



12 FAMs

82 TRAVEL PROFESSIONALS

\$100M TOTAL BUYING POWER

489 LEADS



INTERNATIONAL SALES MISSION COUNTRIES

SCOTLAND • JAPAN • CHINA
ENGLAND • SOUTH KOREA • GERMANY



DOMESTIC SALES MISSIONS

SACRAMENTO • LOS ANGELES

4 AGENCY
TAKEOVERS

4 SALES
MISSIONS

8 CITIES

JAN

VCA
China FAM

FEB

GoWest
Summit

MAR

Virgin Holidays
FAM

UK
Black Diamond
Product FAM

UK Sales
Mission

APR

VCA Asia
Sales Mission

VCA Flight
Centre FAM

JUNE

IPW

Post-IPW FAM

VCA Meetings &
Conferences Sales
Mission

UK Black Diamond
Agent FAM

Destinology FAM

Holiday Architects
FAM

Kenwood Travel
FAM



For more information on the
IPW activation, see page 19.

INDUSTRY TERMS

FAM: A hosted tour of SLO CAL for travel trade or media representatives to experience and learn about the destination firsthand.

Agency Takeover: A one-on-one training for a travel agency or agent to learn about the destination and its products..

Sales Mission: A series of sales meetings in a target market with travel agencies, tour operators and/or meeting planners to pitch and educate them on the destination and its offerings.

Lead: A connection or opportunity provided to local partners to book business, promote their business or host representatives with travel trade or media.

EARNED MEDIA

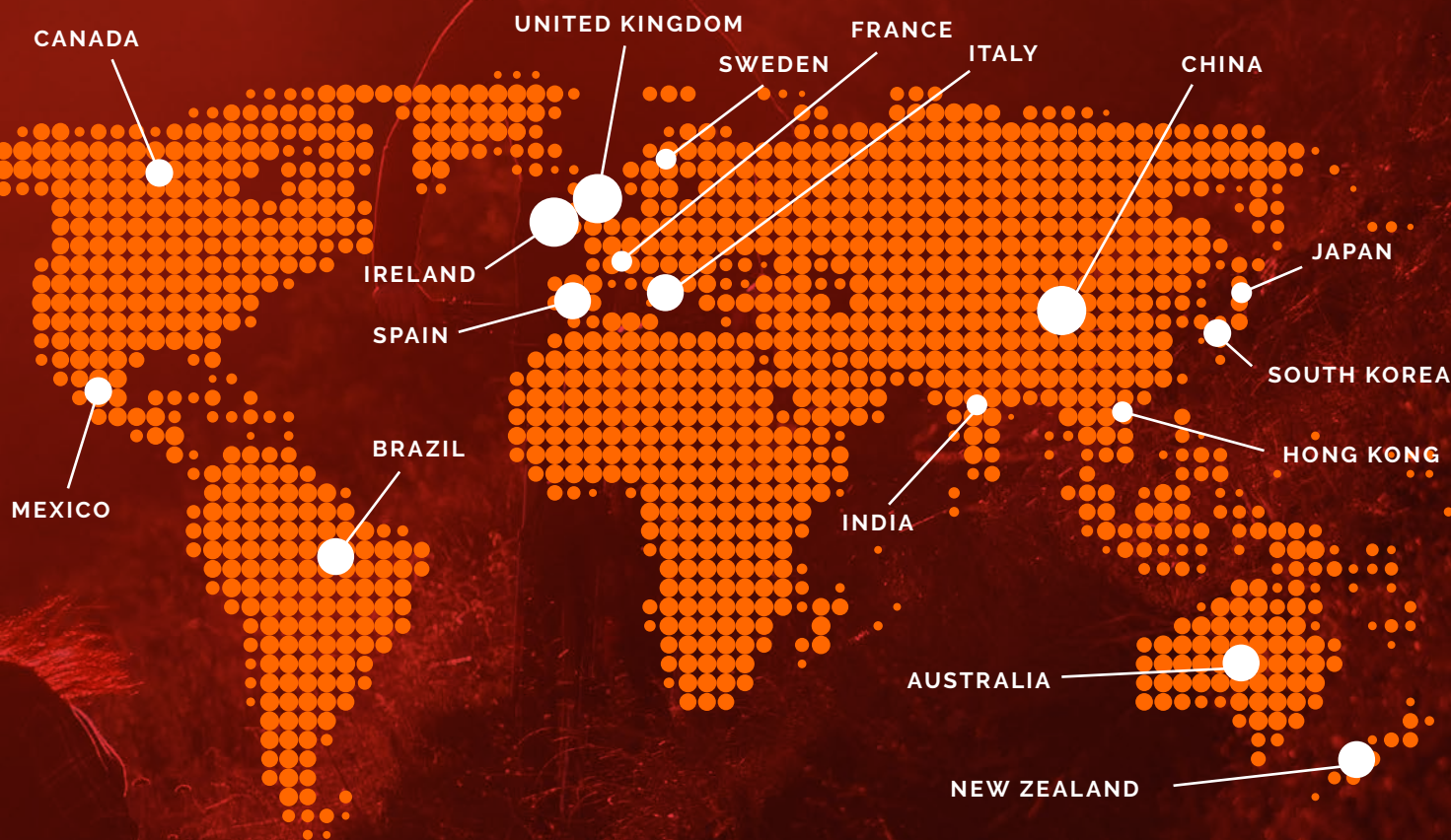
Visit SLO CAL leverages the county's unique destination assets and dynamic array of experiences to garner the attention of writers, editors and influencers from around the world. In partnership with Visit California, local destination marketing organizations and local business partners, VSC engages members of the media through in-market meetings, press events, proactive pitching and FAM tours. These efforts and their contracts with TURNER PR domestically, and Black Diamond in the UK and Ireland, have helped VSC grow earned media results significantly this year.

DOMESTIC	98 ARTICLES	\$3.1M AD VALUE EQUIVALENCY	324M IMPRESSIONS
INTERNATIONAL	261 ARTICLES	\$3.5M AD VALUE EQUIVALENCY	220M IMPRESSIONS
TOTAL	359 ARTICLES	\$6.6M AD VALUE EQUIVALENCY	544M IMPRESSIONS

Metrics include the VCA Dream Drive activation results.
For more details, see page 19.



INTERNATIONAL COVERAGE



MEDIA EVENTS & ENGAGEMENTS

DOMESTIC

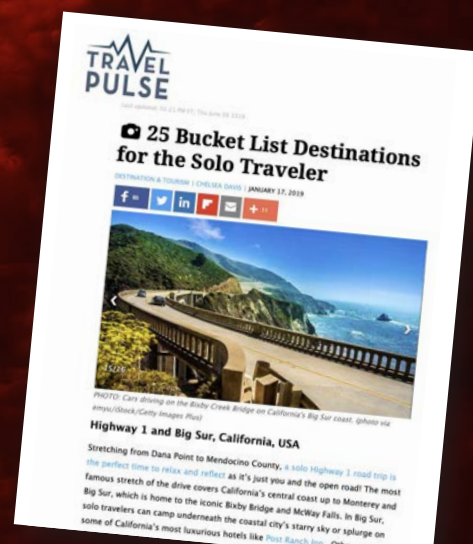
3 MEDIA EVENTS

118 MEDIA ENGAGEMENTS

INTERNATIONAL

3 MEDIA EVENTS

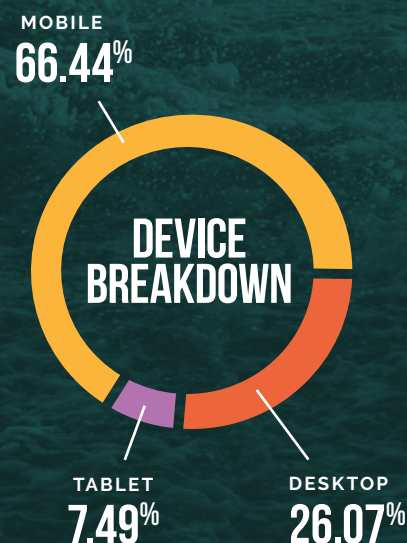
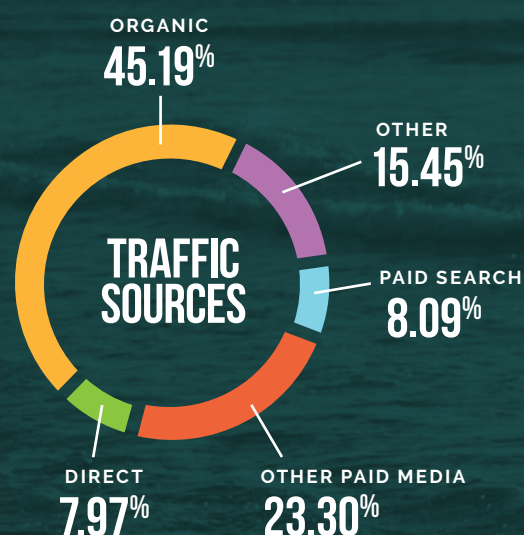
40 MEDIA ENGAGEMENTS



OWNED MEDIA

In FY 2018/19, Visit SLO CAL expanded storytelling on their owned media channels, finding new ways to introduce travelers to the SLO CAL® way of life and authentic local voices. Utilizing print, social media, email marketing and SLOCAL.com, VSC's rich, inspiring content converts users into visitors and visitors into ambassadors.

FY 2018/19 SLOCAL.COM SNAPSHOT





SLO CAL Crafted™

Unique, unexpected and local are at the top of consumers' lists of things they want to taste, see and experience in a destination. In FY 2018/19, VSC launched the SLO CAL Crafted™ brand and content to promote the wide variety of food, goods, arts and products produced in the county.



OFFICIAL VISITORS MAGAZINE

45,000 CIRCULATION

SOCIAL MEDIA ENGAGEMENT

SOCIAL MEDIA RETURN ON INVESTMENT (ROI)

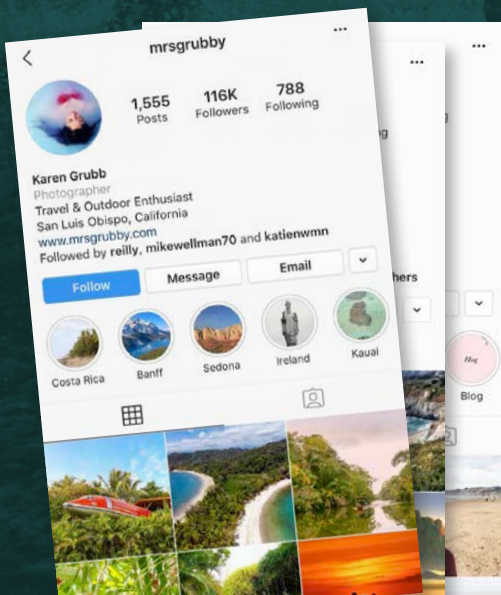
facebook

INCREMENTAL TRIPS GENERATED	1,739
AVG LENGTH OF STAY	3.2 DAYS
TOTAL VISITOR SPENDING	\$1,991,543
ROI PER FOLLOWER	\$59.88

Instagram

INCREMENTAL TRIPS GENERATED	1,289
AVG LENGTH OF STAY	2.9 DAYS
TOTAL VISITOR SPENDING	\$1,376,107
ROI PER FOLLOWER	\$65.84

Source: Destination Analytics

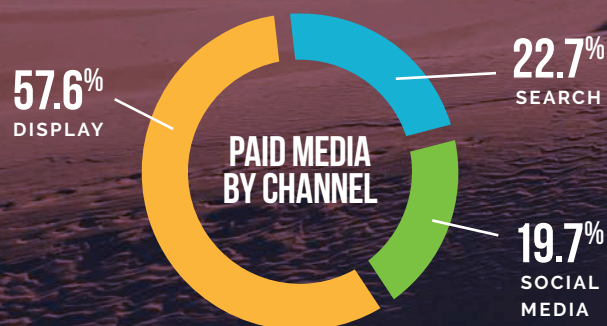


SLO CAL STORYTELLERS

In FY 2018/19, Visit SLO CAL activated the SLO CAL Storytellers—five local brand ambassadors from around the county with a combined reach of over 135K followers. The Storytellers go on SLO CAL excursions and share their experiences through content on their social media and on VSC's owned media channels.

PAID MEDIA

In FY 2018/19, Visit SLO CAL partnered with a new media agency, Miles Partnership, to guide and execute the paid advertising strategy. In the first year of the relationship, Miles Partnership worked alongside VSC and their brand agency, BCF, to execute the scope of work. The data-driven, emotionally engaging Life's Too Beautiful to Rush® campaign was delivered to three target personas across seven media markets, including a spring campaign to support the new daily flight service from Dallas-Fort Worth.



CAMPAIGN BY THE NUMBERS

 **\$1.4M SPEND**  **UP 27% YOY**

 **469k CLICKS**  **UP 39% YOY**

 **131M IMPRESSIONS**  **UP 32% YOY**

 **BOUNCE RATE**
43.95%

 **PAGES/SESSION**
1.39

 **AVG SESSION DURATION**
2:37



ACTIVE ADVENTURER

ACTIVE, MID-HIGH AFFLUENT, EDUCATED, DEEPLY PASSIONATE EXPERIENCE-SEEKERS

PAID MEDIA PROFILE

- All Genders
- Ages 25-45
- HHI \$70K+

TOTAL TARGET POPULATION

6.4M



MOM TO THE MAX

SCHEDULED, CONNECTED, AFFLUENT, TRANSPARENT (THE GOOD AND THE UGLY)

PAID MEDIA PROFILE

- Identifies as Female
- Ages 28-55
- HHI \$100K+

TOTAL TARGET POPULATION

1.9M



CULTURED CLASS

EDUCATED, RISK TAKERS, GRACIOUS, CONFIDENT, PROFESSIONALS

PAID MEDIA PROFILE

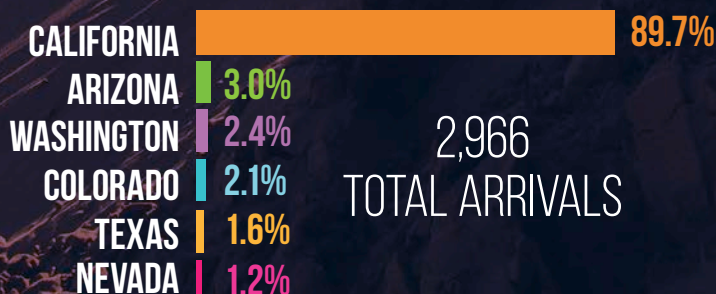
- All Genders
- Ages 28-65+
- HHI \$100K+

TOTAL TARGET POPULATION

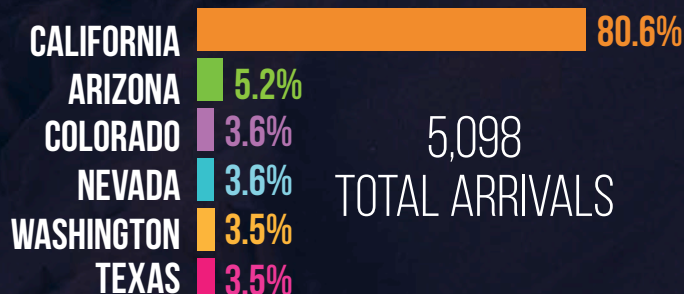
6.4M

TRACKED ARRIVALS*

OWNED MEDIA USA ARRIVALS



PAID MEDIA USA ARRIVALS



*Arrivals are based on a sample trackable through Arrivalist and are not inclusive of all arrivals to SLO CAL.

Source: Arrivalist

BRAND ACTIVATIONS & CO-OPS

Following the Strategic Direction 2020 imperative to "build and expand strategic partnerships," Visit SLO CAL engaged in a variety of events and activations, including SAVOR - A San Luis Obispo County Experience, the AMGEN Tour of California, IPW, the Visit California Dream Drive and advertising co-ops with their local DMO partners. With these efforts, VSC was able to leverage the power of collaboration and showcase SLO CAL® to consumers, travel trade professionals and media from around the world, growing brand awareness and strengthening partnerships.



\$50k
SPONSORSHIP

2 HOURS OF
INTERNATIONAL
TV COVERAGE

2 CO-OP
PARTNERS



MORRO BAY FINISH
PISMO BEACH START



A SAN LUIS OBISPO COUNTY EXPERIENCE®

SAN DIEGO



SEATTLE



2 CO-OP
PARTNERS

17 TOTAL
PARTNERSHIPS

13k
REACH

facebook CO-OP

For the second year in a row, Visit SLO CAL offered destination partners the opportunity to tap into their paid media program via Facebook paid ads. The goal in this campaign was to utilize VSC's targeting on this platform and funnel people to the participating DMO's page on SLOCAL.com, increasing traffic and engagement.

2 CO-OP
PARTNERS

\$26k INVESTMENT

LINK CLICKS

27k



VIDEO VIEWS

31k

IMPRESSIONS

2.16M

**DESTINATION
PARTNERS**





DREAM DRIVE

Visit SLO CAL, Visit California and destination partners celebrated the reopening of Highway 1 in August 2018, at the Dream Drive event where 90+ international media and representatives drove the newly-opened highway from Monterey to Morro Bay. Following this large celebration, more than half of the media and digital influencers were hosted across SLO CAL during a two-day FAM tour.

49 HOSTED MEDIA	298 ARTICLES	\$5.54M AD VALUE EQUIVALENCY	371.6M IMPRESSIONS	63 TOTAL PARTNERSHIPS	6 CO-OP PARTNERS	16 SLO CAL COMMUNITIES
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IPW SPONSORSHIP CO-OP

At IPW 2019 in Anaheim, Visit California activated a one-of-a-kind experience, the California Plaza, in the outdoor corridor at the entrance to the Anaheim Convention Center. In this showcase of the California road trip experience, Visit SLO CAL sponsored a large section, offering immersive video chairs, a Life's Too Beautiful to Rush® selfie wall and a bar pouring wine and beer from local partners. Paso Robles, Pismo Beach and San Luis Obispo each sponsored a specific event within the SLO CAL activation, featuring destination-specific branding, food and beverages.

6,200 ATTENDEES	3 CO-OP PARTNERS	\$80K SPONSORSHIP ACTIVATION	\$50K VSC CONTRIBUTION \$30K PARTNER CONTRIBUTION
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DOMESTIC & INTERNATIONAL TV AD



For the third year in a row, SLO CAL was featured in one of Visit California's international television spots. The Oceano Dunes State Vehicular Recreation Area was the star of the show in the Kidifornia spot called "Parents Like It, Too."



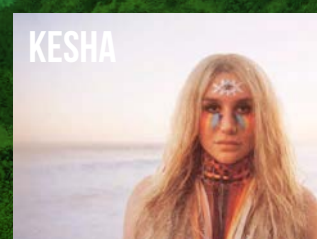


The film industry drives business to SLO CAL® with productions investing dollars locally and their products often serving as "commercials" for the destination, showcasing the landscapes, lifestyles and experiences of SLO CAL. Film SLO CAL, a division of Visit SLO CAL, promotes, facilitates and tracks filming throughout the county, working to increase the number of productions and their economic impact.

104 PRODUCTIONS
 289 FILMING DAYS
 1,319 ROOM NIGHTS 
 105 LEADS
 \$2.9M ESTIMATED SPEND IN SLO CAL

NOTABLE PROJECTS

- MOUNTAIN LIFE, HGTV
- HEARST CASTLE, CNN
- 7 LITTLE JOHNSTONS, TLC
- THE GREAT AMERICAN BAKING SHOW, ABC
- COMMERCIALS: GUCCI, LOUIS VUITTON, HONDA, CHEVROLET, JEEP, GMC
- MUSIC VIDEO: KESHA



EVENTS

CALIFORNIA ON LOCATION AWARDS (COLA)

500  ATTENDEES

In 2018, Dena Bellman, California State Parks (Oceano Dunes District), won the COLA award for State Public Employee.



visit California INDIA FILM PRODUCER FORUM

29  ATTENDEES

SLOIFF FILM FAM

3  FILM SCOUTS

AMERICAN FILM MARKET

7,000  ATTENDEES



COMMUNITY & PARTNER ENGAGEMENT

2,438 
PARTNER ENGAGEMENTS

Visit SLO CAL's Strategic Direction 2020 identifies the need to demonstrate value to stakeholders, partners and communities as one of the key imperatives. The community engagement and advocacy efforts of VSC include industry education programs, investor outreach, the destination management strategy planning process and strategic partnership development. It is crucial that VSC provides value and opportunity to business and industry partners in all of their initiatives.

INDUSTRY EDUCATIONAL SYMPOSIUM

112 
ATTENDEES



SPEAKERS FROM:



DESTINATION SUMMIT

184 
ATTENDEES



SPEAKERS FROM:



INDUSTRY & LOCAL PARTNERS

Visit SLO CAL proudly partners with a number of excellent organizations, from local strategic partners to international industry associations. VSC takes pride in promoting awareness of their programs, and is working in tandem to accomplish various missions and reduce the duplication of efforts.



DESTINATION MANAGEMENT STRATEGY

In January 2018, the Visit SLO CAL Board of Directors selected Resonance Consultancy to facilitate the development of a Destination Management Strategy. This countywide undertaking was a collaborative process with the goal of outlining the evolution, marketing and management of SLO CAL® as a travel destination 20-30 years into the future. VSC engaged investors, tourism stakeholders, public officials, businesses, nonprofits and residents countywide, to create a strategy that promotes a vibrant and prosperous San Luis Obispo County.

Each of the recommendations in the Destination Management Strategy will help SLO CAL reach its goal of realizing travel and tourism's full economic potential while preserving the quality of life and unique character of the destination. In FY 2019/20, the VSC board and staff will work with partners to prioritize the recommendations and collaborate to begin implementation.



EXPERIENCE DEVELOPMENT

Expanding opportunities for SLO CAL residents and visitors to experience all the county has to offer

AUTHENTIC COMMUNITIES

BIKE TOURISM

CANNABIS TOURISM

DEVELOP & GROW COMMUNITIES

EVENTS & FESTIVALS STRATEGY

NIGHTLIFE, MUSIC & ENTERTAINMENT

SAVOR SLO CAL

SIGNATURE EVENT(S)

SLO CAL CRAFTED BRAND

SPACE LAUNCH EVENTS

THEMATIC ROUTES



INDUSTRY ADVANCEMENT & ADVOCACY

Uniting the travel and tourism industry and expanding the impact on the regional economy

CULINARY ARTS CAMPUS

CUSTOMER SERVICE

EXPERIENCE INCUBATOR

INTERNATIONAL VISITORS

PASO ROBLES & SLO COAST WINE

SUSTAINABLE TOURISM

TALENT ATTRACTION, DEVELOPMENT & CAREERS

TOURISM MANAGEMENT

VISIT SLO CAL & FUNDING



INFRASTRUCTURE & INVESTMENT

Public and private sector partners working together to expand opportunities in SLO CAL

AIR SERVICE & AIRPORT DEVELOPMENT

CHIEF INVESTMENT OFFICER

COUNTYWIDE TRAIL SYSTEM

GROUND TRANSPORTATION

MORRO BAY WATERFRONT

SAN LUIS OBISPO COUNTY CONFERENCE CENTER(S)

WORKFORCE HOUSING

WORKFORCE TRANSPORTATION

OUTREACH PROCESS

 13 MONTHS

RESIDENT SURVEY

5,053
RESPONSES 

VISITOR SURVEY

2,080
RESPONSES 

STAKEHOLDER MEETINGS

175
STAKEHOLDERS 

8 STEERING COMMITTEE MEETINGS

4 VISIONING WORKSHOPS

7 COMMUNITY LEADER BRIEFINGS

AIR SERVICE DEVELOPMENT

270K ADDITIONAL SEATS
IN 3 YEARS

65%
GROWTH 

UNITED 

UNITED 

CONTOUR 

UNITED 

American Airlines 

NEW AIR SERVICE FROM DALLAS
LAUNCHED APRIL 2019

American Airlines 

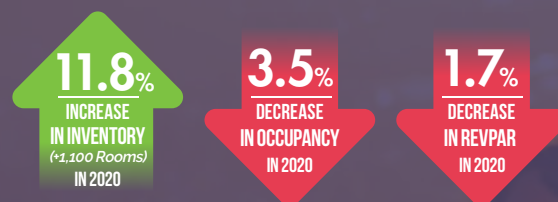
 AIR SERVICE FROM LAS VEGAS
(4X A WEEK) BEGINNING OCTOBER 2019

MOVING FORWARD

TOURISM MARKETING DISTRICT RENEWAL

The countywide Tourism Marketing District (TMD) will expire on June 30, 2020 and the lodging community, in partnership with Visit SLO CAL, is seeking the renewal of the District. When the TMD was first approved for installation in July of 2015 for a five-year term, few were thinking of today. Now, after four years of Visit SLO CAL's groundbreaking work and results, it is time to embark on the district renewal process. In November 2018, the Visit SLO CAL Board of Directors unanimously approved the first step to ensure the future of this essential organization. The draft Management District Plan, approved by the Visit SLO CAL Board of Directors on March 28, 2019, outlines a ten-year renewal, and increase in the assessment from 1.0% to 1.5%.

Visit SLO CAL explored what the future competitive landscape of tourism will look like and how to best compete for visitors, discussing those findings with lodging investors and government officials. Through those conversations, the industry identified five key areas of priority requiring long-term, strategic investment to keep SLO CAL® competitive. Investment in these priorities will be required to overcome an initial 11.8% increase in lodging inventory currently under construction in SLO CAL, with a projected 3.5% decrease in occupancy and 1.7% decrease in RevPAR forecasted in 2020.



Source: STR

ADVERTISING & MARKETING

Increased campaign investment in key feeder markets (Los Angeles, San Francisco, Phoenix, Seattle, Denver, Dallas-Fort Worth and Las Vegas) to drive demand during need times and increase length of stay through highly-targeted brand marketing and co-ops, in order to offset a 20% increase in countywide lodging inventory over the next four years. STR is forecasting a 3.5% decrease in occupancy and a 1.7% decrease in RevPAR in 2020.



SALES SUPPORT

Help communities manage the unprecedented 20% increase in countywide lodging inventory over the next four years through the growth of travel trade initiatives



INTERNATIONAL MARKETS

Investment in top inbound international markets and key new growth markets



AIR SERVICE DEVELOPMENT

Grow economic impact of tourism through continued development of additional flights and new air service markets



DESTINATION MANAGEMENT STRATEGY RECOMMENDATIONS

Implement Visit SLO CAL owned tourism-related recommendations coming out of the DMS



Cultivate Awareness



Establish New Markets



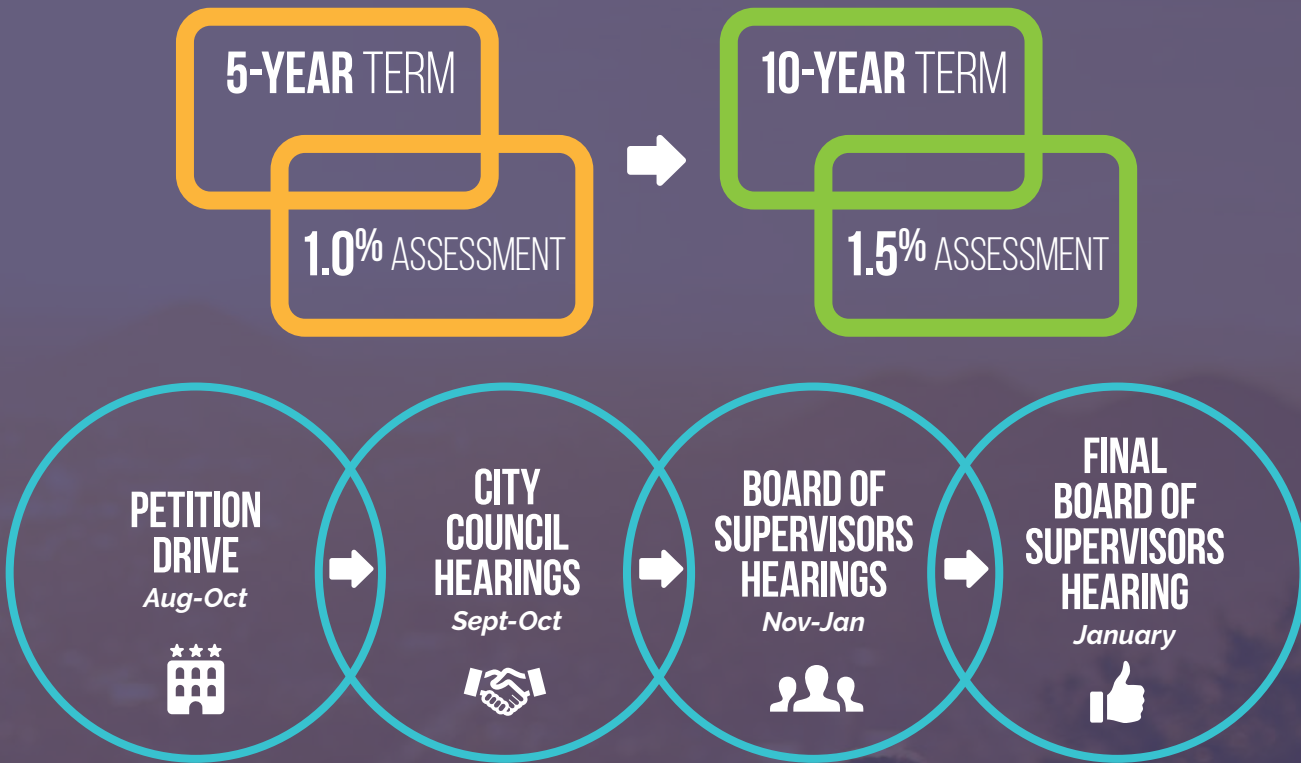
Foster International Visitation



Drive More Demand



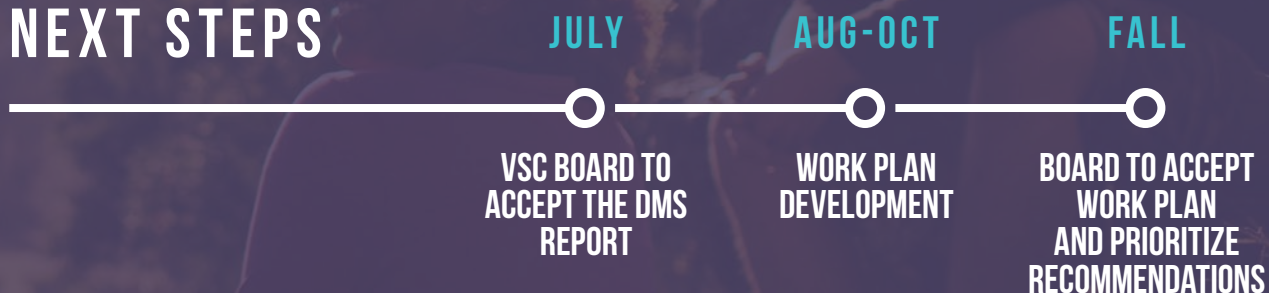
Advocate for Our Future



DESTINATION MANAGEMENT STRATEGY

Resonance Consultancy will draft an implementation plan, responsibilities, timing and resources necessary and available to implement the Destination Management Strategy (DMS) recommendations, and then conduct a workshop with Visit SLO CAL and select stakeholders. Resonance will compile these modalities into a Destination Management Strategy Work Plan to guide implementation.

NEXT STEPS



PRIORITIZATION

In Fall 2019, the Visit SLO CAL Board will review the DMS Work Plan crafted by Resonance Consultancy and the recommended prioritization for implementation in fiscal year 2019/20. The board will then direct appropriate resources to the prioritized recommendations.

FY 2019/20 BUDGET

ESTIMATED COST OF PROVIDING
ACTIVITIES IN THE NEXT FISCAL YEAR

\$4,487,534

ESTIMATED AMOUNT OF CONTRIBUTION
FROM NON-ASSESSMENT SOURCES

\$134,288

ESTIMATED FY 2018/19 SURPLUS
CARRIED FORWARD TO FY 2019/20

\$82,217

RESERVES

\$789,430

CASH CARRYOVER

\$794,565



*Contingency funds reflect 5% of TMD revenue.

**Engagement & Advocacy is a new department created in FY2019/20, and includes the finalization of the Destination Management Strategy consulting project that was previously budgeted in Industry Research & Resources.

APPENDIX

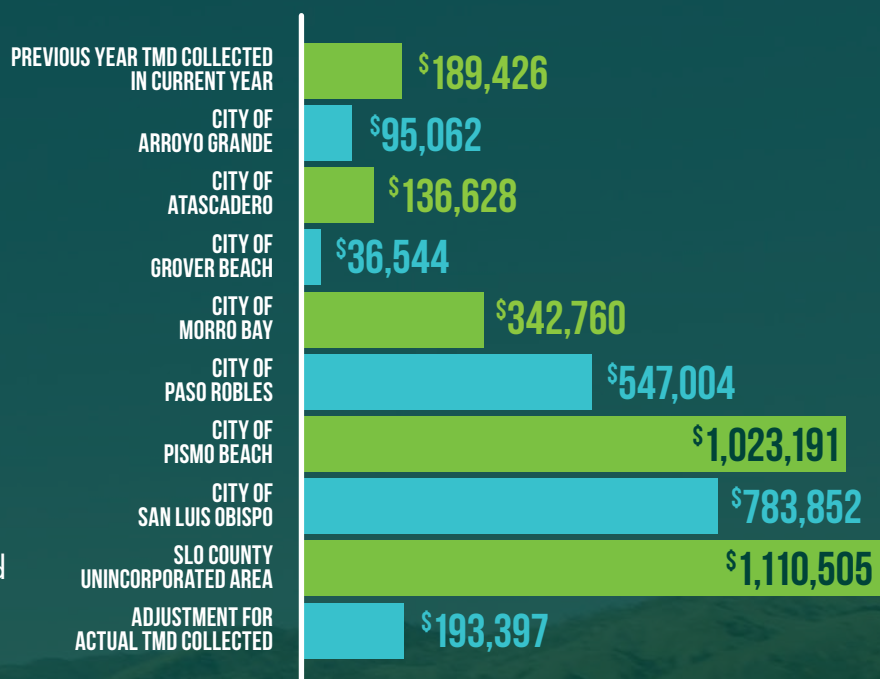
METHOD & BASIS OF LEVYING ASSESSMENT

The annual assessment rate is 1% of gross short-term (stays 30 or fewer consecutive days) room rental revenue. With the passage of the Tourism Marketing District on June 10, 2015, implementation of the assessment began July 1, 2015, and continues for five years through June 30, 2020. The county and each city are responsible for collecting the assessment from lodging businesses within their respective jurisdictions on a monthly or quarterly basis, including any delinquencies, penalties and/or interest. Within thirty days of receipt, the county and each city then forward the assessments collected to the TMD managed by Visit SLO CAL.

PROPOSED BOUNDARY, ZONE OR CLASSIFICATION CHANGES

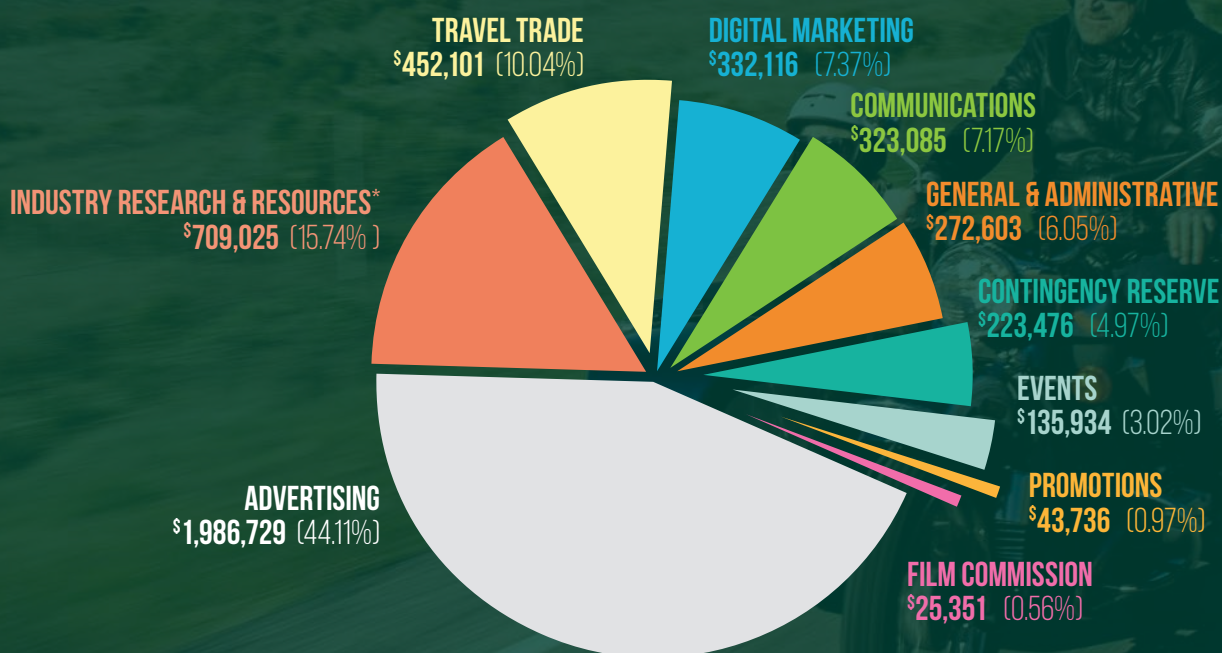
There are no proposed boundary, zone or classification changes for the coming year.

ASSESSED FUNDS FROM FY 2018/19*



*Collections remitted from July 1, 2018 to June 30, 2019, including adjustments made for current year remittances that varied from accrued amounts.

FY 2018/19 DETAILED EXPENDITURES



*For FY 2018/19, Industry Research & Resources included the Destination Management Strategy consulting project.



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