



# AGENDA

## Visit SLO CAL Executive Committee

### Visit SLO CAL Executive Committee Agenda

Monday, June 15, 2020

11:30am-1:30pm

Video Conference – URL: <https://us02web.zoom.us/j/81046766040> Meeting ID: 810 4676 6040

Call-In Phone Number: (669) 900-6833

#### 1. CALL TO ORDER

#### 2. PUBLIC COMMENT (On Non-Agenda Items)

|                      |                   |
|----------------------|-------------------|
| <b>ANNOUNCEMENTS</b> | <b>C. Davison</b> |
|----------------------|-------------------|

|   |                   |
|---|-------------------|
| <b>CONSENT AGENDA – motion required</b> | <b>C. Davison</b> |
|---|-------------------|

#### 3. Approval of May 15, 2020 Executive Committee Meeting Minutes

#### 4. Approval of May Visit SLO CAL Financials

*Staff will request Committee approval of the May 15, 2020 Executive Committee Meeting Minutes and the May Visit SLO CAL Financials.*

|                   |                   |
|-------------------|-------------------|
| <b>CEO REPORT</b> | <b>C. Davison</b> |
|-------------------|-------------------|

#### 5. CEO Report (10 min)

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

|                       |                   |
|-----------------------|-------------------|
| <b>BUSINESS ITEMS</b> | <b>C. Davison</b> |
|-----------------------|-------------------|

#### 6. COVID-19 Impact & Response Update (25 min)

*Staff will provide an update on the impact of COVID-19 to the tourism industry and Visit SLO CAL's response to-date, as well as its planned response efforts.*

#### 7. Strategic Direction 2023 Update (15 min) – motion required

*The Committee will discuss a proposal to develop an Operational Plan for Strategic Direction 2023, and staff will request a recommendation for Board approval.*

#### 8. FY2020/21 Business & Marketing Plan (25 min) – motion required

*The Committee will review Visit SLO CAL's FY2020/21 Business & Marketing Plan and staff will request a recommendation for Board approval.*

#### 9. FY2020/21 Budget (25 min) – motion required

*The Committee will discuss TMD revenue projections based on forecasted data, review Visit SLO CAL's FY2020/21 annual budget and will make a recommendation for Board approval.*

#### 10. Executive Committee Seats (15 min) – motion required

*The Committee will discuss the FY2020/21 Executive Committee seats, and staff will request a recommendation for Board approval in advance of the Annual Board of Directors meeting in June.*

**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

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## Visit SLO CAL Executive Committee

### Visit SLO CAL Executive Committee

#### Meeting Minutes

Friday, May 15, 2020

11:30am-1:30pm

Video Conference – URL: <https://us02web.zoom.us/j/83960032812> Meeting ID: 839 6003 2812

Call-In Phone Number: (669) 900-6388

#### 1. CALL TO ORDER: Clint Pearce

**PRESENT (VIDEO CONFERENCE):** Mark Eads, Aaron Graves, Jay Jamison, Hemant Patel, Clint Pearce

**ABSENT:** None

**STAFF PRESENT (VIDEO CONFERENCE):** Chuck Davison, Brendan Pringle

Call to Order at 11:35am

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#### 2. PUBLIC COMMENT (On Non-Agenda Items)

None.

#### ANNOUNCEMENTS

None.

#### CONSENT AGENDA

##### 3. Approval of April 13, 2020 Executive Committee Meeting Minutes

##### 4. Approval of March and April Visit SLO CAL Financials

##### 5. Ratification of John Conner as San Luis Obispo's Appointed Board Member

##### 6. Approval of Resolution to Increase Line of Credit

Davison noted that the revenue figures in the April Financials reflect the projected decrease in TMD revenue due to COVID-19. Since TMD funds are not remitted to Visit SLO CAL until approximately two months after they are received by lodging investors, the organization accrued the TMD income based on the projected decrease so that there would not be such a significant adjustment two months later. Davison also informed the Committee that Visit SLO CAL has been approved for an increase to our line of credit from \$250k to \$500k by Bank of the Sierra, noting that Visit SLO CAL's original request for an increase to \$1M was denied, based on income being tied to lodging revenue, which is severely impacted by COVID-19.

Public Comment – None.

Committee Discussion.

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

**Motion carried: 5:0**

## **CEO REPORT**

### **7. CEO Report**

Davison reported out on Visit SLO CAL's Industry Advocacy Group Call with Assembly Member Jordan Cunningham on April 24, 2020. Visit SLO CAL drafted a letter of support for Cal Poly's draft Master Plan, and submitted it after receiving approval from Board Chair Clint Pearce; it was approved by the CSU system on May 12, 2020. Davison also requested that the Committee allow Visit SLO CAL to add its name to coalition letters from the League of California Cities and CalTravel supporting the Western States Pact's request from the federal government for \$1 trillion in direct and flexible relief. Davison showcased Visit SLO CAL's monthly Board and Community Dashboards from Tourism Economics and noted the positive response received thus far. The Board Dashboard is shared with the Board at bi-monthly Board Meetings and through the off month CEO Report; the Community Dashboard is shared with DMO and community leaders by the 27<sup>th</sup> of every month and subsequently with investors, partners and stakeholders at large on the first Wednesday of the month via their SLO CAL Connection accounts.

Public Comment – None.

Committee Discussion. The Committee approved allowing Visit SLO CAL to sign on to coalition letters with the League of California Cities and CalTravel.

## **BUSINESS ITEMS**

### **8. COVID-19 Impact & Response Update**

Davison provided an update on COVID-19-related air service reductions and on the air service reactivation plan, noting that Visit SLO CAL and SLO County Regional Airport are working closely with the airlines to maintain current services until the time is right to revive flights. Boeing is predicting that a major airline may go out of business by the fall due to COVID-19. Davison highlighted Visit SLO CAL's recent activations in response to COVID-19, including its weekly Live Video Series, which launched on April 15, 2020, and its monthly "Virtual Cheers" with meeting planners and A-List media, which have been successful in keeping SLO CAL top of mind. He reported out on recent local media interviews and on the County's efforts to limit non-essential travel. The County will announce a public health emergency ordinance later today to limit per property occupancy to 50 percent for the near term. Visit SLO CAL has - and will continue to - advocate for allowing 100 percent occupancy. Davison recognized and showed appreciation for the County's engagement with the organization on issues like this. Davison noted that the State of California won't lift the order restricting essential travel until Phase III. The County has likewise launched an advertising campaign in LA, SF Bay Area and the Central Valley, asking residents not to travel to the county at the current time based on the "essential travel only" restrictions. Davison noted that he has had to clarify with several lodging investors that Visit SLO CAL is not running, nor is it funding, this advertising campaign for the County. Davison provided an update on the County's COVID-19 re-opening plan, and announced that Visit SLO CAL is planning to re-open its office on May 26, 2020, and that Visit SLO CAL has researched best practices on re-opening, utilizing Morris & Garritano as a key resource. Davison reported out on lodging data for the week ending May 9. Visit SLO CAL has engaged Tourism Economics to develop a three-scenario lodging forecast for the destination, which will be shared with local stakeholders, destination partners and lodging investors in the coming week. The report will include monthly projections through June 2022 for the county and for the communities that report into STR, in the hopes that our local tourism community will have the same baseline for planning. Davison provided an update on staffing, including the elimination of the Director of Travel Trade position. Visit SLO CAL Sales Manager Kyla Boast has stepped up to manage sales relationships for the organization. He also noted that PR & Communications Manager Taylor Grantham, who accepted her offer several months ago, will start in her role on May 18, 2020. Davison noted that Visit SLO CAL has yet to hear back from the SBA on its request for an Economic Injury Disaster Loan (EIDL) and grant through the Small Business Administration, and is following up on a weekly basis to check on the status. He outlined two different cash flow scenarios developed by Visit SLO CAL—one showing payroll cuts continuing through December 2020 and no additional new hires through this time, and the other reflecting the first version of the draft FY2020/21 budget. He also reviewed research and strategy information provided by Visit California, which is informing Visit SLO CAL's media strategy and plan. Davison requested Committee feedback on Visit SLO CAL's COVID-19 response efforts.

Public Comment – None.

Committee Discussion.

## **9. Approval of Strategic Direction 2023**

Davison presented Strategic Direction 2023 (SD2023), Visit SLO CAL's proposed three-year strategic plan, noting the ways in which Visit SLO CAL has engaged investors, partners and stakeholders in the development of SD2023. He outlined all of the major updates from Visit SLO CAL's previous plan, Strategic Direction 2020, and reviewed the complete draft of SD2023 with the group. He added that he was proud of the contributions of staff to the development of the plan, which will help create buy-in from the team as they work to accomplish the initiatives of the plan over the next three years. Davison noted that Matthew Landkamer, Principal at Coraggio Group – the consultant who facilitated the development of SD2023 – will present the plan to the Board at the next Board meeting. He requested feedback from the Committee.

Public Comment – None.

Committee Discussion.

**ACTION:** Moved by Jamison/Graves to recommend that the Board approve Strategic Direction 2023, as presented.

**Motion carried: 5:0**

## **10. FY2020/21 Budget Planning Update**

Davison provided an update on the FY2020/21 budget planning process, noting that staff has submitted their first draft of the budget, which includes a total initial net media spend of \$1.05M. Davison noted that staff will come back to the Board later to request reserve funding to increase this number when the timing is right. He also noted that staff travel has been significantly reduced; international representation contracts are only budgeted from March-June, with China representation removed for FY2020/21; and Visit SLO CAL's annual domestic PR contract was reduced by about 30 percent for July to September 2020. Visit SLO CAL is currently budgeting for one new team member, a Digital Marketing Specialist, in the first half of the year, and two new staff members in the second half of the year—a Finance & HR Manager, who would take the place of the current contract controller, and a Marketing & Brand Manager. The Chief Investment Officer role, prioritized by the Board at the March 2020 meeting, is on hold and will be reviewed in January during the re-forecast. The FY2020/21 Budget will be reviewed by the Executive Committee and Board in June.

Public Comment – None.

Committee Discussion.

## **11. Board Member Selection Process**

Davison reviewed the status of appointed and elected seats on the Visit SLO CAL Board of Directors. The SLOTBID Board appointed John Conner, owner of Petit Soleil, to represent the City of San Luis Obispo, replacing Nipool Patel's appointed seat on the Board. New Board Member On-Boarding occurred May 12, 2020 via video conference with Clint Pearce (as his Board Member Liaison) and me. The City of Morro Bay approved the renewal of Hemant Patel to Morro Bay's appointed seat. Visit SLO CAL is waiting for a response from the City of Atascadero on Atascadero's appointed seat. Jim Hamilton confirmed that he will be renewed to his County-appointed seat. As previously noted to the Committee, Aaron Grave's at-large seat is up for election at the end of the fiscal year, along with four new at-large seats. Visit SLO CAL opened the Board application process on March 18, 2020 and extended the deadline to April 30, 2020 based on the current crisis, receiving eight qualified applications in the process. Davison reviewed the applications received (Kevan Beall, PRG Hospitality Group; Tova Chesnin, Inn Paradiso; Aaron Graves, Chateau Hospitality; Jeffrey Meyers, Martin Resorts; Yatin Naran, The Inn at San Luis Obispo and Olive Tree Inn & Suites; Amish Patel, Morro Bay Hospitality; Amit Patel, New Horizon Associates, Inc.; and Nipool Patel, Lamplighter Inn & Suites). Davison outlined the breakdown of applicants by community representation and how each addition would affect the composition of the current board. He noted that while there are five total Board seats open,

including Aaron's seat which is up for renewal, there is no obligation to fill all five seats; there is the option to hold a special meeting to elect remaining seats later in the year or wait until the next Annual Meeting in May 2021. Staff is requesting that the Executive Committee, as the ad hoc nominating committee, recommend a slate of candidates for the Board to consider at the June (Annual) meeting.

Public Comment – None.

Committee Discussion. The Committee requested that staff look into amending the bylaws in the future so that regional managers who directly supervise general managers at their companies would be eligible to apply. The Committee also agreed to recommend three candidates and to hold off on the other two seats until the immediate impact of the COVID-19 crisis passes.

**ACTION:** Moved by Eads/Patel to recommend that the Board re-elect Aaron Graves to an open at-large seat on the Visit SLO CAL Board.

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

**ACTION:** Moved by Eads/Patel to recommend that the Board elect Amit Patel to an open at-large seat on the Visit SLO CAL Board.

**Motion carried: 5:0**

**ACTION:** Moved by Eads/Patel to recommend that the Board elect Nipool Patel to an open at-large seat on the Visit SLO CAL Board.

**Motion carried: 5:0**

## **12. Executive Committee Seats**

Davison noted that the election of Executive Committee seats would be an agenda item for the June Board of Directors meeting, and outlined the titles of each current Executive Committee member. Davison noted that it could also consider holding over the last Executive Committee seat until the July meeting or opening it up for nominations at the June meeting.

Public Comment – None.

Committee Discussion. The Committee decided to hold the item until the June meeting for a decision.

## **13. CEO Annual Review**

After introducing the item, Davison signed out of the video conference, and Pearce reviewed the criteria set forth for the CEO's Year Five (May 1, 2019 – April 30, 2020) bonus compensation: 10 percent bonus is tied to Visit SLO CAL's operation and 10 percent bonus is tied to the delivery of Strategic Direction 2020 imperatives. He added that a detailed documentation of results was provided to the Board in advance of the meeting.

Public Comment – None.

Committee Discussion. The Committee agreed that Davison earned the full bonus amount based on his performance and leadership.

**ACTION:** Moved by Jamison/Patel to recommend that the Board approve the CEO Annual Bonus at 20 percent, to be paid immediately.

**Motion carried: 5:0**

## **ADJOURNMENT**

**ACTION:** Moved by Pearce/Patel to adjourn at 1:45 pm.

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

| Income                                | This Month   | Budgeted for Month | MTD Variance | MTD Actual v. Budget % | MTD % of Total Income/ Expenses | FISCAL YTD   | Budget YTD   | YTD Variance | YTD Actual v. Budget % | YTD % of Total Income/ Expenses |
|---------------------------------------|--------------|--------------------|--------------|------------------------|---------------------------------|--------------|--------------|--------------|------------------------|---------------------------------|
| Web & Ticket Revenue                  | \$ -         | \$ 850             | \$ (850)     | 0%                     | 0.00%                           | \$ 7,930     | \$ 10,017    | \$ (2,087)   | 79%                    | 0.23%                           |
| Co-op Revenue                         | \$ 4,000     | \$ 10,300          | \$ (6,300)   | 39%                    | 6.98%                           | \$ 43,555    | \$ 53,855    | \$ (10,300)  | 81%                    | 1.26%                           |
| Interest Income                       | \$ 5,726     | \$ 1,984           | \$ 3,742     | 289%                   | 9.99%                           | \$ 38,528    | \$ 23,074    | \$ 15,454    | 167%                   | 1.11%                           |
| <b>TMD Income</b>                     |              |                    |              |                        |                                 |              |              |              |                        |                                 |
| Collected from Prior Year Assessments | \$ -         | \$ -               | \$ -         | 100%                   | 0.00%                           | \$ 2,188     | \$ 2,188     | \$ -         | 100%                   | 0.06%                           |
| SLO County Unincorporated             | \$ 54,239    | \$ 95,850          | \$ (41,612)  | 57%                    | 94.59%                          | \$ 1,006,731 | \$ 1,115,501 | \$ (108,770) | 90%                    | 29.01%                          |
| SLO City                              | \$ 38,312    | \$ 67,705          | \$ (29,393)  | 57%                    | 66.81%                          | \$ 649,979   | \$ 736,838   | \$ (86,859)  | 88%                    | 18.73%                          |
| Pismo Beach                           | \$ 48,936    | \$ 86,480          | \$ (37,544)  | 57%                    | 85.34%                          | \$ 836,931   | \$ 942,096   | \$ (105,166) | 89%                    | 24.12%                          |
| Morro Bay                             | \$ 18,190    | \$ 32,146          | \$ (13,955)  | 57%                    | 31.72%                          | \$ 283,165   | \$ 317,720   | \$ (34,555)  | 89%                    | 8.16%                           |
| Paso Robles                           | \$ 34,155    | \$ 60,359          | \$ (26,204)  | 57%                    | 59.56%                          | \$ 498,754   | \$ 570,351   | \$ (71,597)  | 87%                    | 14.37%                          |
| Arroyo Grande                         | \$ 4,891     | \$ 8,643           | \$ (3,752)   | 57%                    | 8.53%                           | \$ 84,091    | \$ 94,512    | \$ (10,421)  | 89%                    | 2.42%                           |
| Atascadero **                         | \$ -         | \$ -               | \$ -         | 100%                   | 0.00%                           | \$ 99,100    | \$ 99,100    | \$ -         | 100%                   | 2.86%                           |
| Grover Beach                          | \$ 1,806     | \$ 3,191           | \$ (1,385)   | 57%                    | 3.15%                           | \$ 31,737    | \$ 35,469    | \$ (3,731)   | 89%                    | 0.91%                           |
| Adjustment for Actual TMD Collected   | \$ (152,913) | \$ -               | \$ (152,913) | 100%                   | -266.67%                        | \$ (112,814) | \$ 16,175    | \$ (128,989) | -697%                  | -3.25%                          |
| <b>Total TMD Income</b>               | \$ 47,616    | \$ 354,374         | \$ (306,758) |                        |                                 | \$ 3,379,862 | \$ 3,929,950 | \$ (550,088) |                        |                                 |
| <b>Total Income</b>                   | \$ 57,342    | \$ 367,508         | \$ (310,166) | 16%                    | 100.00%                         | \$ 3,469,876 | \$ 4,016,897 | \$ (547,021) | 86%                    | 100.00%                         |
| *** District pays quarterly           |              |                    |              |                        |                                 |              |              |              |                        |                                 |
| <b>Expenses</b>                       |              |                    |              |                        |                                 |              |              |              |                        |                                 |
| Contingency Reserve                   | \$ 2,381     | \$ 17,761          | \$ (15,380)  | 13%                    | 1.20%                           | \$ 169,390   | \$ 196,998   | \$ (27,609)  | 86%                    | 4.51%                           |
| G&A                                   | \$ 18,141    | \$ 31,616          | \$ (13,474)  | 57%                    | 9.18%                           | \$ 248,495   | \$ 285,093   | \$ (36,598)  | 87%                    | 6.61%                           |
| Industry Research and Resources       | \$ 24,052    | \$ 21,433          | \$ 2,619     | 112%                   | 12.17%                          | \$ 265,898   | \$ 273,558   | \$ (7,661)   | 97%                    | 7.08%                           |
| Travel Trade                          | \$ 30,723    | \$ 36,769          | \$ (6,046)   | 84%                    | 15.55%                          | \$ 283,436   | \$ 318,782   | \$ (35,346)  | 89%                    | 7.54%                           |
| Communications                        | \$ 6,906     | \$ 23,247          | \$ (16,341)  | 30%                    | 3.49%                           | \$ 239,071   | \$ 325,376   | \$ (86,306)  | 73%                    | 6.36%                           |
| Advertising                           | \$ 69,119    | \$ 177,037         | \$ (107,918) | 39%                    | 34.98%                          | \$ 1,902,834 | \$ 2,395,314 | \$ (492,480) | 79%                    | 50.63%                          |
| Promotions                            | \$ 1,583     | \$ 2,055           | \$ (472)     | 77%                    | 0.80%                           | \$ 32,028    | \$ 33,265    | \$ (1,237)   | 96%                    | 0.85%                           |
| Events                                | \$ 1,564     | \$ 2,005           | \$ (441)     | 78%                    | 0.79%                           | \$ 136,002   | \$ 194,020   | \$ (58,017)  | 70%                    | 3.62%                           |
| Digital Marketing                     | \$ 26,022    | \$ 49,073          | \$ (23,051)  | 53%                    | 13.17%                          | \$ 250,875   | \$ 305,465   | \$ (54,590)  | 82%                    | 6.68%                           |
| Film Commission                       | \$ (131)     | \$ 3,249           | \$ (3,380)   | -4%                    | -0.07%                          | \$ 15,169    | \$ 27,512    | \$ (12,343)  | 55%                    | 0.40%                           |
| Engagement & Advocacy                 | \$ 17,250    | \$ 83,082          | \$ (65,831)  | 21%                    | 8.73%                           | \$ 215,050   | \$ 322,640   | \$ (107,590) | 67%                    | 5.72%                           |
| <b>Total Expenses</b>                 | \$ 197,611   | \$ 447,327         | \$ (249,716) | 44%                    | 100.00%                         | \$ 3,758,248 | \$ 4,678,024 | \$ (919,777) | 80%                    | 100.00%                         |
| <b>Surplus(Deficit)</b>               | \$ (140,269) | \$ (79,819)        | \$ (60,450)  | 176%                   |                                 | \$ (288,372) | \$ (661,127) | \$ 372,755   | 44%                    |                                 |

### Cash Flow

|                               |              |              |
|-------------------------------|--------------|--------------|
| Surplus (Deficit)             | \$ (140,269) | \$ (288,372) |
| Beginning Cash Balance        | \$ 1,722,864 | \$ 1,589,714 |
| Change in Accounts Receivable | \$ 122,890   | \$ 540,563   |
| Change in Accrued Expenses    | \$ 472       | \$ 3,099     |
| Change in Prepaid Expenses    | \$ 25,355    | \$ (50,965)  |
| Change in Accounts Payable    | \$ (95,237)  | \$ (324,974) |
| Change in Reserve Contingency | \$ 2,381     | \$ 169,390   |

### Ending Cash Balance

\$ 1,638,455

Contingency Reserve - 5% of Cumulative Revenue

\$ (958,819)

Liability on Balance Sheet

### Net Available Cash

\$ 679,636

### Notes:

- \$140k deficit for May (\$60k larger deficit than budgeted). \$288k deficit year-to-date (\$373k smaller deficit than budgeted).

- All TMD amounts accrued through March have been collected, with the exception of City of SLO.

- May TMD revenue has been revised downward from budgeted amounts to reflect revised COVID-crisis estimated occupancy rates (67% originally budgeted; 38% revised estimate). "Adjustment for Actual TMD Collected" line item is large in May due to March actuals receipts coming in so much lower than previously budgeted/ accrued.

**Visit SLO CAL**  
**Balance Sheet Prev Year Comparison**  
**As of May 31, 2020**

|  | May 31, 20          | May 31, 19          | \$ Change          | % Change       |
|--|---------------------|---------------------|--------------------|----------------|
| <b>ASSETS</b>                                |                     |                     |                    |                |
| <b>Current Assets</b>                        |                     |                     |                    |                |
| Checking/Savings                             |                     |                     |                    |                |
| 1010 · Bank of the Sierra - TMD              | 383,236.60          | 814,898.93          | -431,662.33        | -53.0%         |
| 1020 · Bank of the Sierra - Membership       | 257,891.41          | 231,855.99          | 26,035.42          | 11.2%          |
| 1030 · Morgan Stanley - TMD                  | 866,395.94          | 662,391.66          | 204,004.28         | 30.8%          |
| 1040 · Morgan Stanley - Membership           | 106,811.44          | 103,304.75          | 3,506.69           | 3.4%           |
| <b>Total Checking/Savings</b>                | <b>1,614,335.39</b> | <b>1,812,451.33</b> | <b>-198,115.94</b> | <b>-10.9%</b>  |
| Accounts Receivable                          |                     |                     |                    |                |
| 1200 · Accounts Receivable                   | 370,127.23          | 689,090.84          | -318,963.61        | -46.3%         |
| <b>Total Accounts Receivable</b>             | <b>370,127.23</b>   | <b>689,090.84</b>   | <b>-318,963.61</b> | <b>-46.3%</b>  |
| <b>Other Current Assets</b>                  |                     |                     |                    |                |
| 1320 · Prepaid Rent                          | 4,369.95            | 4,369.95            | 0.00               | 0.0%           |
| 1340 · Workman's Comp Deposit                | 744.40              | 367.00              | 377.40             | 102.8%         |
| 1350 · Prepaid Expenses                      | 105,390.47          | 187,717.34          | -82,326.87         | -43.9%         |
| 1330 · Employee Advances                     | 7.26                | 7.26                | 0.00               | 0.0%           |
| 1499 · Undeposited Funds                     | 24,119.80           | 0.00                | 24,119.80          | 100.0%         |
| <b>Total Other Current Assets</b>            | <b>134,631.88</b>   | <b>192,461.55</b>   | <b>-57,829.67</b>  | <b>-30.1%</b>  |
| <b>Total Current Assets</b>                  | <b>2,119,094.50</b> | <b>2,694,003.72</b> | <b>-574,909.22</b> | <b>-21.3%</b>  |
| <b>Fixed Assets</b>                          |                     |                     |                    |                |
| 1400 · Fixed Assets                          |                     |                     |                    |                |
| 1405 · Computer Hardware/Software            | 31,747.44           | 31,747.44           | 0.00               | 0.0%           |
| 1410 · Furniture & Fixtures                  | 102,213.07          | 102,213.07          | 0.00               | 0.0%           |
| 1415 · Leasehold Improvements                | 71,766.15           | 71,766.15           | 0.00               | 0.0%           |
| 1425 · Office Equipment                      | 19,488.10           | 19,488.10           | 0.00               | 0.0%           |
| <b>Total 1400 · Fixed Assets</b>             | <b>225,214.76</b>   | <b>225,214.76</b>   | <b>0.00</b>        | <b>0.0%</b>    |
| 1500 · Accumulated Depreciation              |                     |                     |                    |                |
| 1505 · Comp. Hdwr/Sftwr. Acc. Depr.          | -17,156.17          | -17,156.17          | 0.00               | 0.0%           |
| 1510 · Furn. & Fixt. Accum. Depr.            | -10,765.00          | -10,765.00          | 0.00               | 0.0%           |
| 1515 · Leasehold Imp. Accum. Depr.           | -2,987.00           | -2,987.00           | 0.00               | 0.0%           |
| 1525 · Office Equip. Accum. Depr.            | -15,556.00          | -15,556.00          | 0.00               | 0.0%           |
| <b>Total 1500 · Accumulated Depreciation</b> | <b>-46,464.17</b>   | <b>-46,464.17</b>   | <b>0.00</b>        | <b>0.0%</b>    |
| <b>Total Fixed Assets</b>                    | <b>178,750.59</b>   | <b>178,750.59</b>   | <b>0.00</b>        | <b>0.0%</b>    |
| <b>Other Assets</b>                          |                     |                     |                    |                |
| 1600 · Intangibles                           |                     |                     |                    |                |
| 1605 · Trademark - Slocal                    | 15,750.00           | 15,750.00           | 0.00               | 0.0%           |
| <b>Total 1600 · Intangibles</b>              | <b>15,750.00</b>    | <b>15,750.00</b>    | <b>0.00</b>        | <b>0.0%</b>    |
| <b>Total Other Assets</b>                    | <b>15,750.00</b>    | <b>15,750.00</b>    | <b>0.00</b>        | <b>0.0%</b>    |
| <b>TOTAL ASSETS</b>                          | <b>2,313,595.09</b> | <b>2,888,504.31</b> | <b>-574,909.22</b> | <b>-19.9%</b>  |
| <b>LIABILITIES &amp; EQUITY</b>              |                     |                     |                    |                |
| <b>Liabilities</b>                           |                     |                     |                    |                |
| <b>Current Liabilities</b>                   |                     |                     |                    |                |
| Accounts Payable                             |                     |                     |                    |                |
| 2000 · Accounts Payable                      | 37,285.19           | 372,427.74          | -335,142.55        | -90.0%         |
| <b>Total Accounts Payable</b>                | <b>37,285.19</b>    | <b>372,427.74</b>   | <b>-335,142.55</b> | <b>-90.0%</b>  |
| Credit Cards                                 |                     |                     |                    |                |
| 2060 · American Express Credit Card          | -1,542.53           | 1,276.81            | -2,819.34          | -220.8%        |
| <b>Total Credit Cards</b>                    | <b>-1,542.53</b>    | <b>1,276.81</b>     | <b>-2,819.34</b>   | <b>-220.8%</b> |
| <b>Other Current Liabilities</b>             |                     |                     |                    |                |
| 2070 · Accrued Liabilities                   | 4,783.00            | 197,379.99          | -192,596.99        | -97.6%         |
| 2010 · Deferred Revenue                      | 0.00                | 49,321.58           | -49,321.58         | -100.0%        |
| 2100 · Payroll Liabilities                   |                     |                     |                    |                |
| 2115 · Company ETT Payable                   | 3.23                | 0.00                | 3.23               | 100.0%         |
| 2125 · Company FUTA Payable                  | 19.32               | 0.00                | 19.32              | 100.0%         |
| 2135 · Company SUI Payable                   | 157.72              | 0.00                | 157.72             | 100.0%         |
| 2160 · Health Insurance Withheld             | -1,831.13           | -599.74             | -1,231.39          | -205.3%        |
| <b>Total 2100 · Payroll Liabilities</b>      | <b>-1,650.86</b>    | <b>-599.74</b>      | <b>-1,051.12</b>   | <b>-175.3%</b> |
| <b>Total Other Current Liabilities</b>       | <b>3,132.14</b>     | <b>246,101.83</b>   | <b>-242,969.69</b> | <b>-98.7%</b>  |

2:35 PM

06/11/20

Accrual Basis

**Visit SLO CAL**  
**Balance Sheet Prev Year Comparison**  
**As of May 31, 2020**

|                                       | May 31, 20          | May 31, 19          | \$ Change          | % Change      |
|---------------------------------------|---------------------|---------------------|--------------------|---------------|
| <b>Total Current Liabilities</b>      | 38,874.80           | 619,806.38          | -580,931.58        | -93.7%        |
| <b>Total Liabilities</b>              | 38,874.80           | 619,806.38          | -580,931.58        | -93.7%        |
| <b>Equity</b>                         |                     |                     |                    |               |
| 3120 · Reserved Earnings              | 958,819.47          | 761,777.71          | 197,041.76         | 25.9%         |
| 3130 · Retained Earnings              | 1,604,255.37        | 1,522,038.79        | 82,216.58          | 5.4%          |
| Net Income                            | -288,354.55         | -15,118.57          | -273,235.98        | -1,807.3%     |
| <b>Total Equity</b>                   | 2,274,720.29        | 2,268,697.93        | 6,022.36           | 0.3%          |
| <b>TOTAL LIABILITIES &amp; EQUITY</b> | <b>2,313,595.09</b> | <b>2,888,504.31</b> | <b>-574,909.22</b> | <b>-19.9%</b> |



June 11, 2020

**Dear Chuck,**

As we discussed, I am very sorry to inform you that while we have been fighting the good fight for the survival of the agency, we unfortunately have lost.

Due to insurmountable financial difficulties, BCF will be ceasing operations within the next 30-40 days. We are doing everything in our power to ensure there are no disruptions for our clients' work. For Visit SLO CAL, this will mean completing production work for the first few phases of the 20/21 campaign.

For any ongoing work or additional projects needed, I am highly recommending you begin collaborating with a new creative agency, Sunshine & Bourbon.

S&B is comprised of a small group of former BCF employees and will be headed up by Jessica Ireland and her partner, Michele Berkhimer who is an expert in production and operations. We are excited to see what this women and minority-owned creative agency will do. For me, I will be returning to a purely creative role in my career and - as you can imagine - I will be on the creative roster for Sunshine & Bourbon.

In terms of timing, S&B is fully operational now and is able to begin when you are ready.

Again, I am really sorry for this news. And I look forward to hearing from you regarding your thoughts on next steps.

Sincerely,

**Keith Ireland**

CEO | CCO

BCF

[bcf@bcfagency.com](mailto:bcf@bcfagency.com)

BCF  
4500 Main Street, Suite 600  
Virginia Beach, Virginia 23462  
757.497.4811  
[bcf@bcfagency.com](mailto:bcf@bcfagency.com)

# Visit SLO CAL's Engagement in Diversity, Equity & Inclusion

**The Why:** In recent weeks, we have seen protests and conversations happening within SLO CAL communities, across the country and around the globe about the state of race relations, diversity in our communities and equity among minority groups. This moment, sparked by several national tragedies, has led to a movement by communities, organizations and businesses working to understand their role in Equity, Diversity and Inclusion (EDI). While it is clear that Travel & Tourism, and thus Visit SLO CAL, should not be the leaders of the movement, our industry and our organization need to be a part of it.

It is not a secret that SLO CAL is not the most diverse community in California. In fact, 68.5% of our population is white compared to 36.6% at the state level. We also know that our drive markets represent some of the most diverse Metropolitan Statistical Areas in the country. Of the 10.6M Californians that Visit SLO CAL will advertise to in the next fiscal year, 11% of them are people of color. We are asking people of all backgrounds to visit SLO CAL, a destination they may not see themselves in and may not feel the most welcome in. It is in our best interest as an industry and community to not only welcome all people to SLO CAL, but to also ensure that when they are here, that they want to stay here and return again.

## **The What:**

- The Visit SLO CAL (VSC) staff will work with R.A.C.E. Matters and our industry associations to draft a Diversity Statement to be adopted by the VSC Board of Directors affirming the organizations support of all people and committing to instituting/continuing overt inclusion of all people on our board, committees and staff.
- R.A.C.E Matters produces "SLO County Welcomes – All Sexual Orientations, Gender Identities, Countries of Origin, Races, Religions and Ethnicities" decals for businesses to show that their particular business is welcoming of all people. VSC will promote to our investors and partners, via This Week in SLO CAL, that they should show they are welcoming by displaying this, or other similar decals, in their storefront and on their website.
- VSC will be purposeful about celebrating Black History Month, Women's History Month, Pride Month, Hispanic Heritage Month and others on social media via the overt promotion of business across the county owned by the respective population during these months.
- VSC will provide EDI training to our Board, Committees and Staff to help inform best practices and help guide our marketing, sales and engagement efforts in the future. VSC will review additional opportunities to make similar trainings available to the industry.

- VSC will continue to work with our Creative and Marketing agencies to ensure we are including diverse populations of people in our production shoots providing diverse marketing assets that will continue to be used across social media, paid media, website, etc.
- VSC will work with our PR agency to ensure we are engaging, inviting and hosting a diverse group of media and influencers.
- VSC will review and ensure hiring and contracting practices continue to provide equal opportunity for minority people and minority owned businesses, advancing the diversification of our workforce and our support agencies. This will include more intentional relationship building with minority owned businesses.
- All actions above will be tracked by a soon to be developed matrix.

**Additional Information:**

- Destinations International has been having this conversation for the last several years and has provided workshops for local DMMOs to learn more about EDI. Chuck has attended a number of these workshops and Derek currently sits on their Equity, Diversity & Inclusion Task Force.
- The Chair of U.S. Travel and CEO of Destination D.C., Elliott Ferguson, led a conversation with the industry recently about how we can be a part of promoting EDI in our communities.



# Operational Planning

## Visit SLO CAL

May 28, 2020  
Submitted by Coraggio Group

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

[coraggiogroup.com](http://coraggiogroup.com)

# Scope of Work

## Purpose

The purpose of this suggested approach is to create a clear, cross-functional Operational Plan that efficiently and effectively outlines Visit SLO CAL's approach to implementing and executing its Strategic Direction 2023 plan in a way that minimizes confusion, prioritizes strategies, and manages capacity constraints—all while supporting a positive culture.

## Outcomes

- A balanced, capacity-conscious approach to strategic implementation
- Capability to think, plan and execute cross-functionally
- Clarity for executive decision making
- Action steps, stage gates and owners for each strategic initiative
- Prioritized target dates and timelines for completion
- Identified challenges and resource needs

## Remote Facilitation

Due to the travel restrictions related to the COVID-19 epidemic, this statement of work is priced with the assumption of facilitation being conducted remotely via videoconference and telephone.

## Phase One: Get Clear

### Capabilities, Complexity and Priority Survey

The first step of operational planning is to understand the complexity of the strategies your organization has decided to pursue, the capabilities you have to pursue them, and the urgency/priority of each. This exercise will give us a baseline understanding of which initiatives require more focused planning and management vs. which can be empowered to capable team members to drive home, as well as a general idea of how the organization might prioritize and roll out each of its initiatives over the planning horizon. A simple survey that plots each initiative along complexity and capability axes and identifies organizational priority will serve this purpose.

### Action Complexity

- How dependent is this work on cross-functional collaboration?
- What other work is Visit SLO CAL taking on in 2021-2023 that may impact our capacity to execute or shift timelines?
- Does this work require significant external partnership or stakeholder involvement?

### Required Capabilities

- Do we have the people and skills required to execute on this work?
- Does this work require considerable added capacity?
- Do we have the resources/budget required to be effective?

### Get Clear Outputs

- Complexity/Capabilities Report



# Phase Two: Get Focused

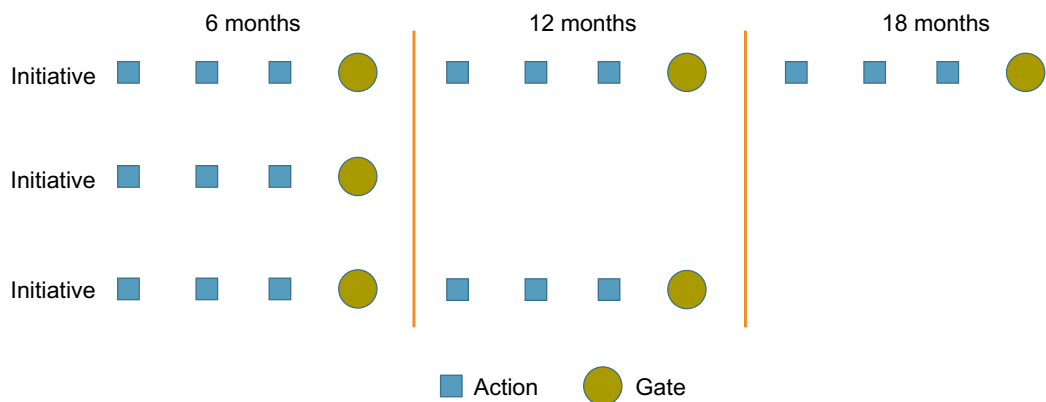
## Operational Planning Immersion and Kick-off Session

Each of the Leadership Team members will be given pre-work for this session to write a 2-5 sentence “brief” for each of their initiatives that describes the purpose of the initiative and how it will support the Objectives within that Imperative. The purpose of this brief is to ensure clarity on the meaning of each of the Initiative statements before the team begins to consider action steps.

To begin this session we will review the Complexity/Capability results to develop a baseline understanding of the weight and priority of Visit SLO CAL’s 2023 Strategic Plan. From that shared understanding, we will work with Visit SLO CAL’s Leadership Team to operationally plan one of their assigned initiatives each, for a total of five initiatives. The first part of this planning process is to identify **stage gates**. A stage gate represents a key milestone or achievement in the process of completing an initiative. There may be several stage gates for each initiative, depending on the complexity and level of project management required. These stage gates also provide specific points to manage to by breaking down each initiative into smaller chunks of work.

Once each stage gate is identified, action steps will be created to ensure alignment on the work required to get through each gate. These actions can help identify cross-functional collaboration requirements, as certain tasks may require work from other departments. The number of action steps associated with each stage gate is also dependent on the complexity of the initiative, and not all stage gates will require as many actions as others.

During this session we will also identify and anticipate required time to completion, action step owners, required resources (personnel time and budget), dependencies, and potential challenges that may require course correction.



## Operational Planning Support

Having practiced the development of stage gates and action steps with each member of the Leadership Team, they will now work offline to complete action plans for each of their assigned initiatives. We will provide worksheets to help guide each conversation and for each leader to complete.

## Get Focused Outputs

- Draft Operational Plan
- Key Challenges and Initiative Dependencies

## Phase Three: Get Moving

### Operational Planning Report-Out

In order to generate cross-functional, organizational buy-in to the operational plan and the work required to bring its intent to life, we will hold a share-out session with your full team to communicate the plan. This session will aim to communicate the specific work of each initiative, define and align on cross-functional dependencies and initiative cadence, ensure shared accountability, and commit to resources required. Additionally, clearly communicating the tasks at hand with the staff will ensure they have the opportunity to make recommendations and fully understand the how and why behind each initiative. The final part of this meeting will be just the Leadership Team, where we will discuss shared commitments to one another related to the execution of the plan and how they will hold themselves and one another accountable.

### Plan Management (Included in Strategic Planning Scope)

Plan management should follow a quarterly cadence. Leadership should meet on a quarterly basis to discuss progress on work that is currently underway. Conversations should be focused at the enterprise level to highlight cross-functional requirements and asks, identify operational challenges, clear barriers, and align on potential course corrections. Coraggio will facilitate these conversations and provide check-in documentation to help initiative leads focus their share outs.



# Proposed Investment

The requested investment for the work described in this proposal is \$10,855, not including travel and overnight expenses—which will be charged through at cost. We will provide monthly invoices for work completed, due Net 15.

| Phases      | Tasks/Deliverables   | Task Subtotal |
|-------------|--|---------------|
| Get Clear   | <ul style="list-style-type: none"><li>Complex/Capabilities/Priorities Survey</li></ul>                             | \$1,703       |
| Get Focused | <ul style="list-style-type: none"><li>Ops Planning Kick-Off Session</li><li>Operational Planning Support</li></ul> | \$5,824       |
| Get Moving  | <ul style="list-style-type: none"><li>Operational Planning Report-Out</li><li>Plan Management</li></ul>            | \$3,328       |
| Total:      |  | \$10,855      |

Signed:

\_\_\_\_\_  
Chuck Davison  
President & CEO  
Visit SLO CAL

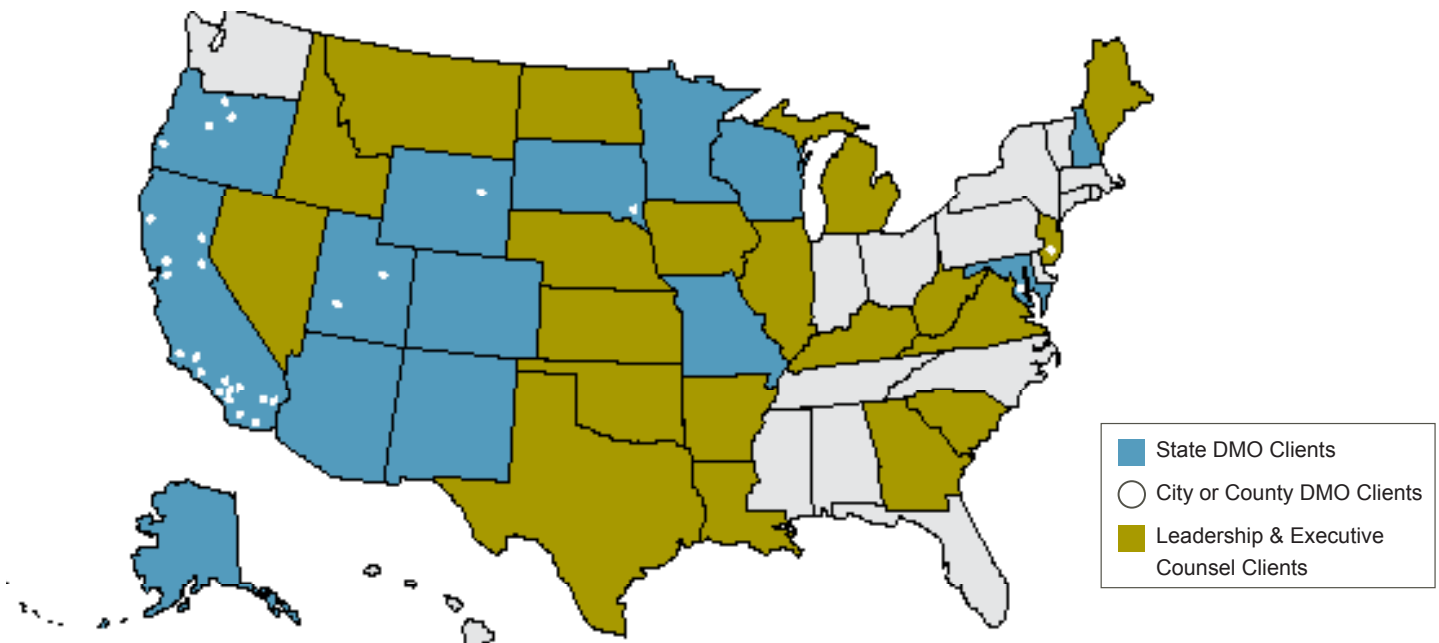


## About Coraggio

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

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

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



## Destination Marketing Experience

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



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



BUSINESS &  
MARKETING PLAN

2020  
FY — 2021

DRAFT



Letter from the President & CEO.....3

Strategic Direction 2023.....4

Strategic & Industry Partners .....6

Business & Marketing Objectives.....8

Key Moments FY 2019/2020 .....9

Trends & Research .....10

Brand Messaging .....15

Trip Motivators .....16

Target Market Overview .....17

Paid Media.....20

Owned Media .....28

Earned Media & Public Relations .....30

Travel Trade.....32

Film SLO CAL .....36

Experience SLO CAL 2050 .....38

Advocacy.....44

Engage with Visit SLO CAL .....46

LETTER FROM THE PRESIDENT & CEO

Dear Visit SLO CAL Investors, Partners & Stakeholders,

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

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

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

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

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

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

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

Together we can,

*Chuck Davison*

**Chuck Davison, CDME**  
President & CEO  
Visit SLO CAL



# STRATEGIC DIRECTION 2023

## VISION

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

## MISSION

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

## VALUES

### STEWARDSHIP

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

### AUTHENTICITY

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

### INCLUSION

We engage and collaborate with an array of voices and perspectives

### DRIVE

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

### FUTURE FOCUS

We deliver today with an innovative eye on tomorrow

### REPUTATION

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

### POSITION

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

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

## IMPERATIVE

### Enhance Our Organizational Capacity and Culture

#### OBJECTIVES

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

#### INITIATIVES

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

### Amplify and Steward the SLO CAL Brand Through Unified Efforts

#### OBJECTIVES

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

#### INITIATIVES

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

### Lead the County Tourism Industry in a Collaborative Resilience Planning Effort

#### OBJECTIVES

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

#### INITIATIVES

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

### Demonstrate Value to Investors, Partners, Stakeholders and Communities

#### OBJECTIVES

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

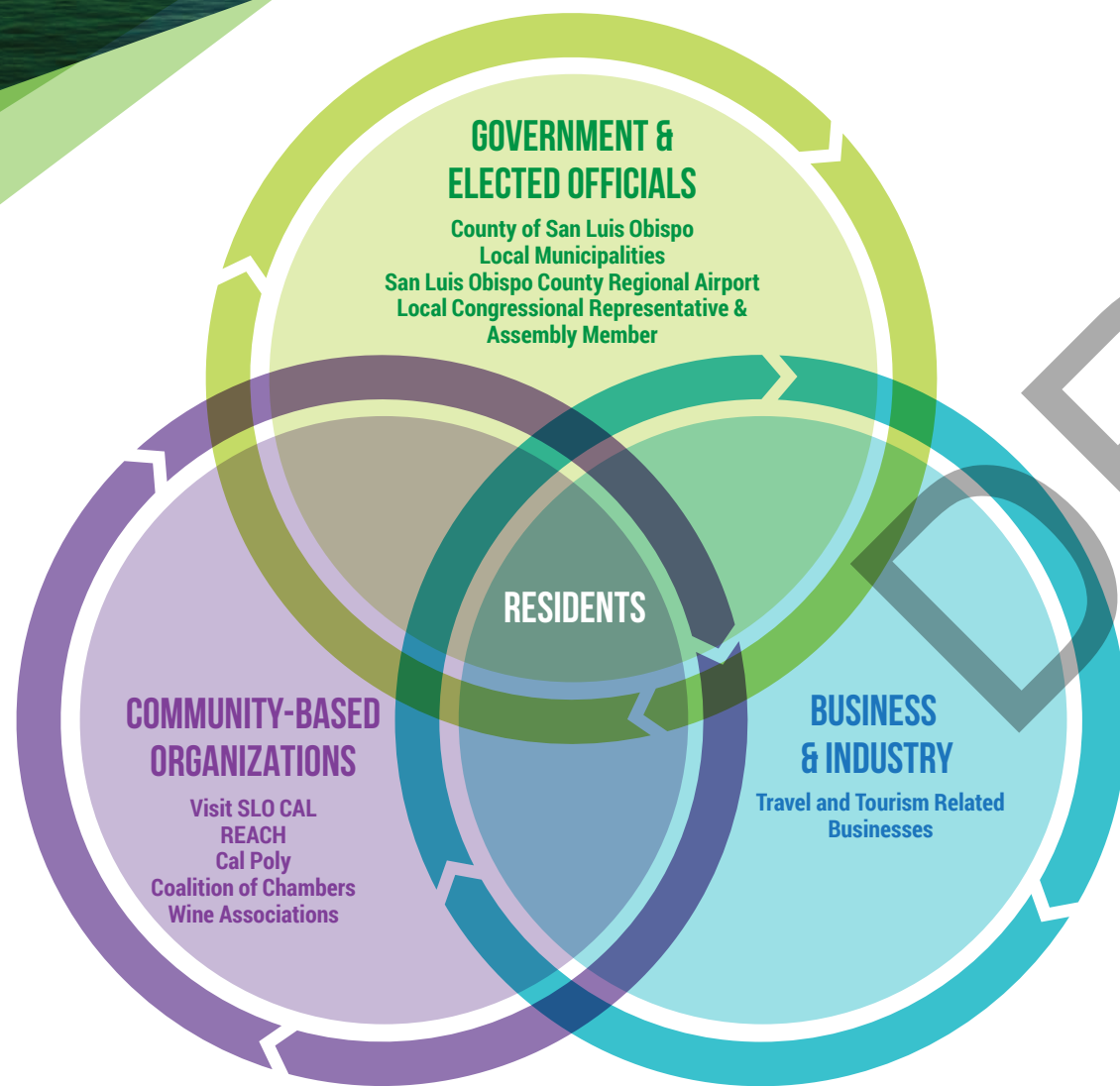
#### INITIATIVES

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

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

# STRATEGIC & INDUSTRY PARTNERS

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



As a Destination Marketing and Management Organization, it is imperative that we work with those who help us do what we could not do ourselves. To that end, Visit SLO CAL partners with organizations in all parts of the tourism ecosystem at the state and national levels, as well as organizations at the community level, with the intention of driving greater awareness of SLO CAL as a destination and benefitting our industry partners.

# BUSINESS & MARKETING OBJECTIVES

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

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

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

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

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

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

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

## Prioritize strengthening resident quality of life and enhancing the destination experience

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

# KEY MOMENTS FY2019/2020



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



In September 2019, Visit SLO CAL collaborated with Miles Partnership on a Google My Business co-op aimed at improving the quality and visibility of destination-related content within Google. The co-op included four workshops throughout the county on Google My Business best practices, and a seven-day photo shoot covering 146 locations around the county. As of March 2, 2020, there have been 6.6M views on images submitted by VSC and participating partners.



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



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



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



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



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



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



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

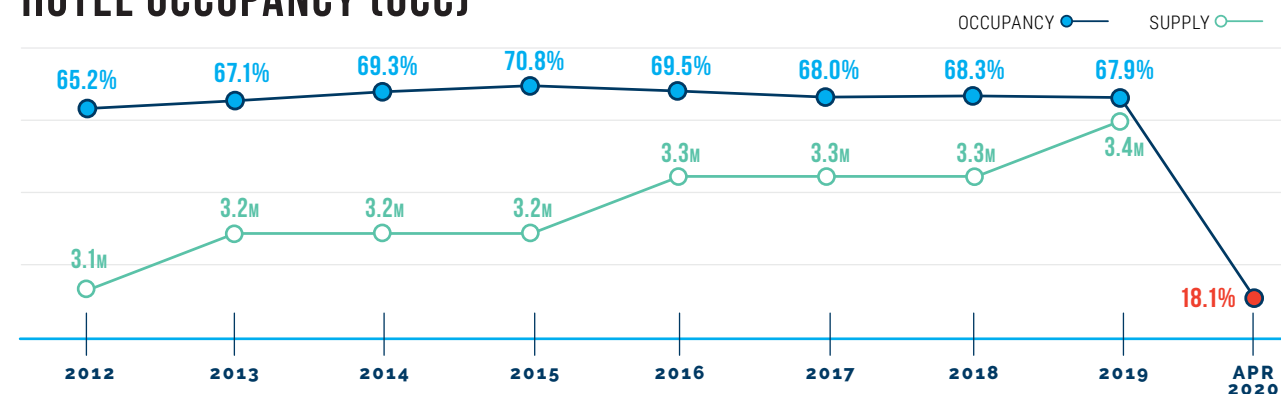


In March 2020, in response to the COVID-19 crisis, Visit SLO CAL reduced the balance of the fiscal year budget by 72%, including eliminating five full-time and three part-time positions.

# TRENDS & RESEARCH

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

## HOTEL OCCUPANCY (OCC)\*



4% ↑  
increase

IN OCCUPANCY

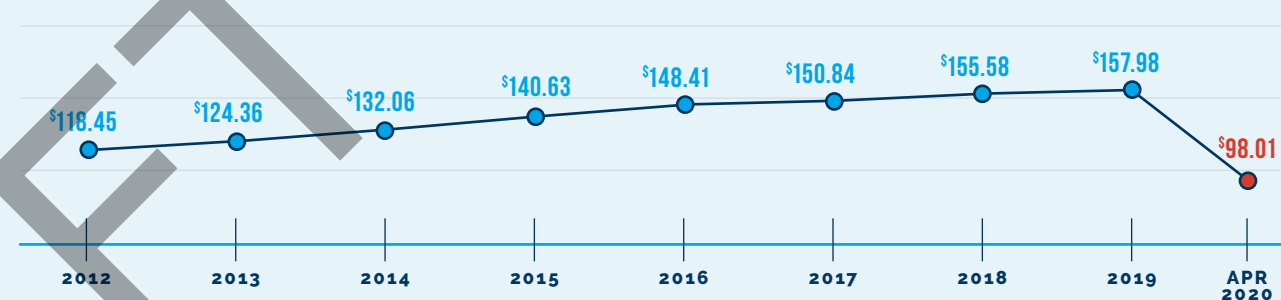
JAN 2012 thru DEC 2019

10% ↑  
increase

IN ROOM SUPPLY

JAN 2012 thru DEC 2019

## AVERAGE DAILY RATE (ADR)\*

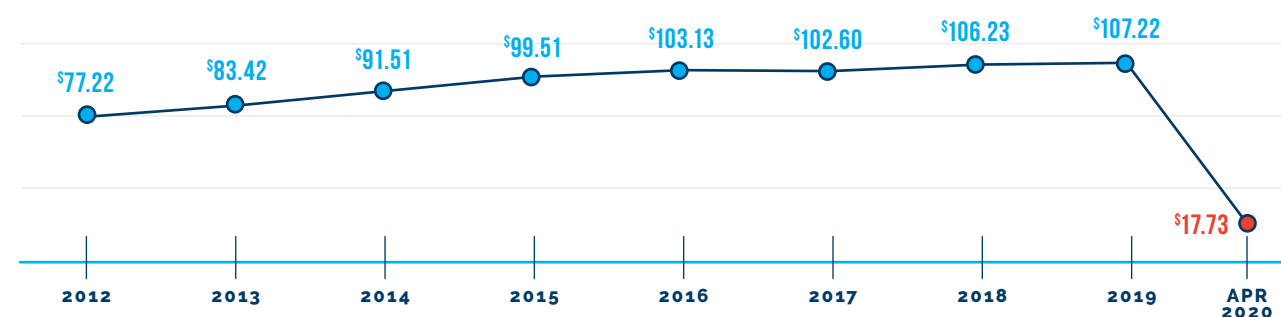


33% ↑  
increase

IN ADR

JAN 2012 thru DEC 2019

## REVENUE PER AVAILABLE ROOM (REVPAR)\*

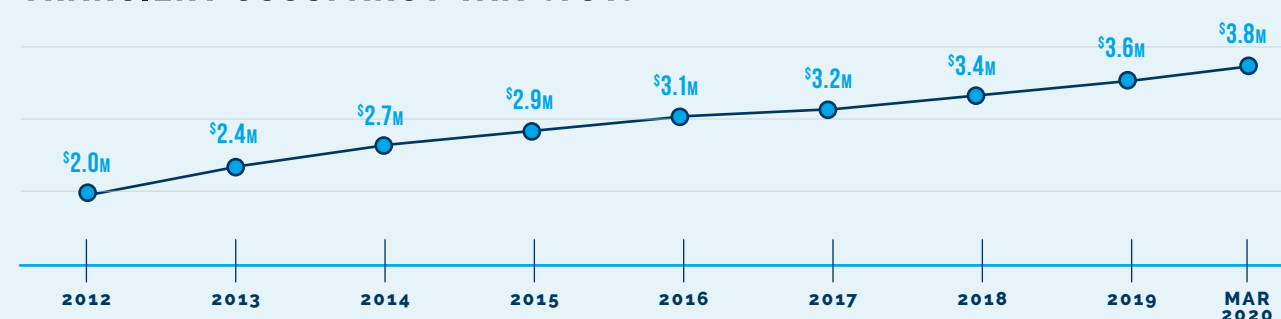


39% ↑  
increase

IN REVPAR

JAN 2012 thru DEC 2019

## TRANSIENT OCCUPANCY TAX (TOT)\*



81% ↑  
increase

IN TOT

JAN 2012 thru DEC 2019

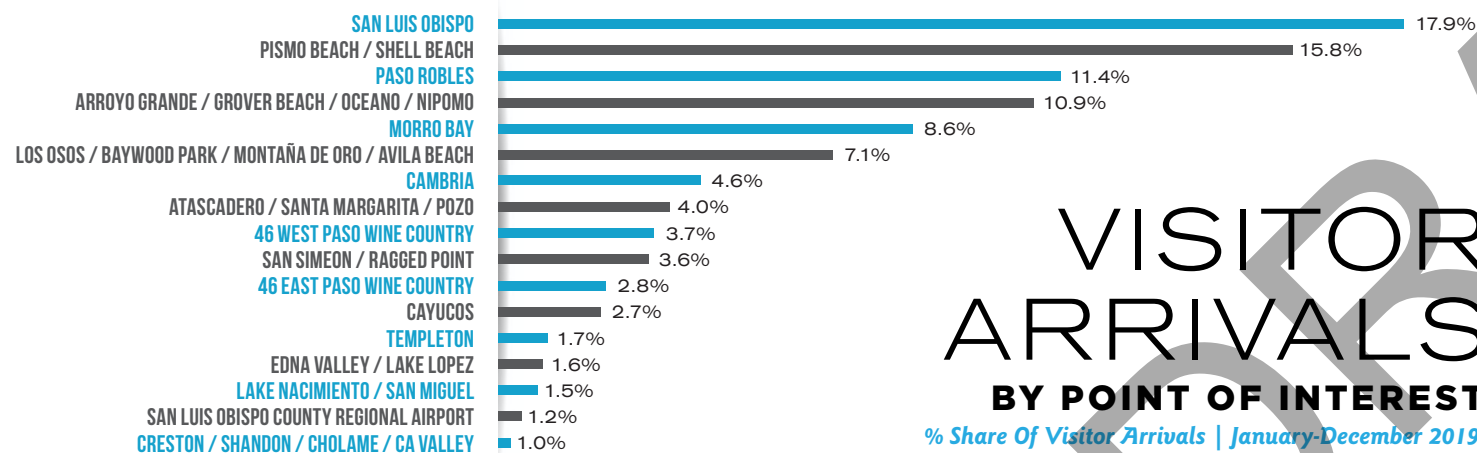
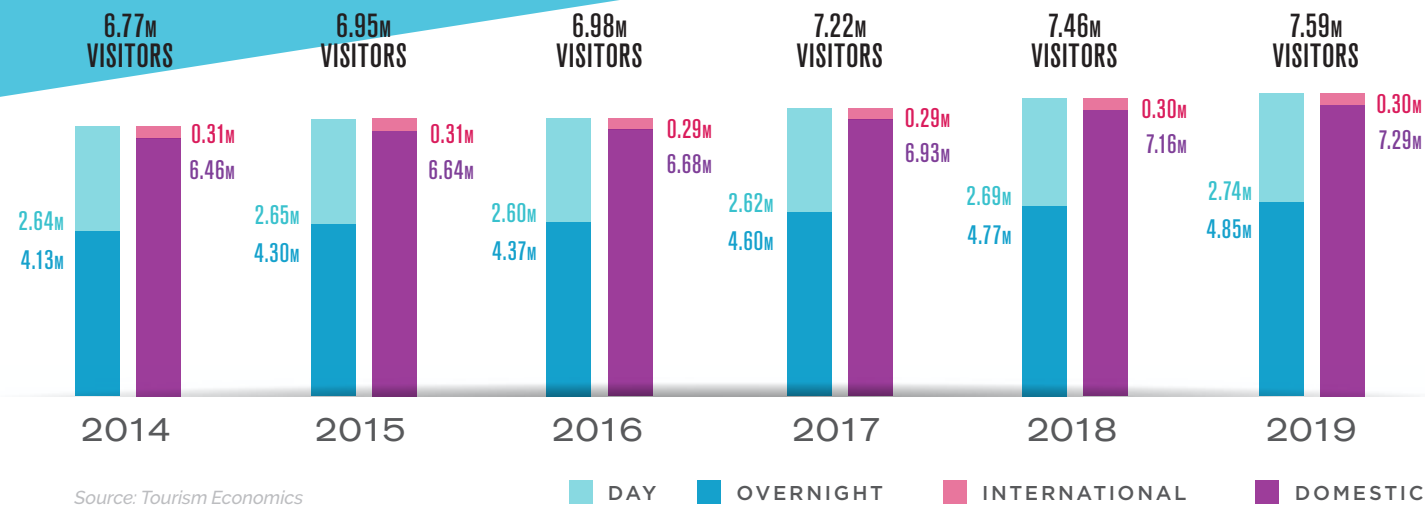
\*Data points represent 12-month moving averages for each calendar year. April 2020 data points only represent figures for the month of April 2020. March 2020 TOT figure represents 12-month moving average through March.

Sources: STR, Inc., Visit SLO CAL

# TOURISM RESEARCH

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

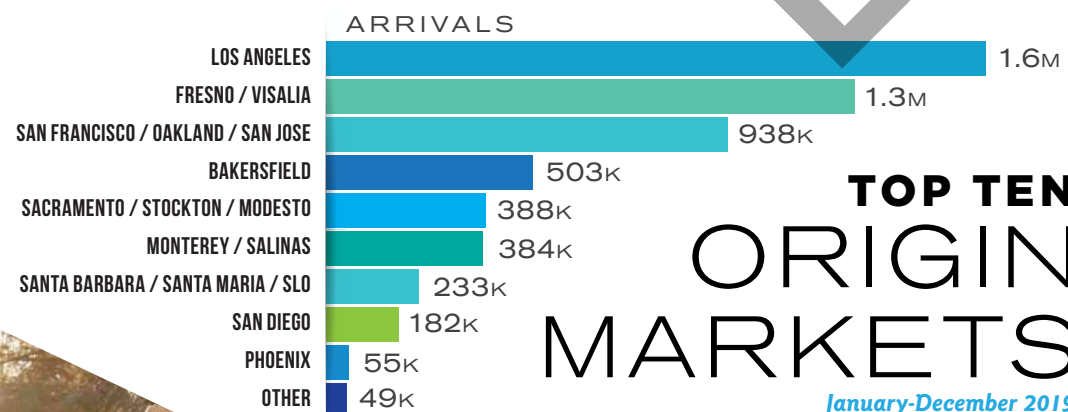
# 2019 TOURISM BENEFIT



## VISITOR ARRIVALS BY POINT OF INTEREST

% Share Of Visitor Arrivals | January-December 2019

Source: Arrivalist



## TOP TEN ORIGIN MARKETS

January-December 2019

Source: Arrivalist



TRAVEL spending  
\$2.02B

\$5.5M a day | \$229K an hour | \$3.8K a minute | \$63 a second

TOURISM PUTS  
22,860 PEOPLE TO WORK EACH DAY

7.1% YOY INCREASE

TOURISM CONTRIBUTES  
\$43.7M IN TRANSIENT OCCUPANCY TAX REVENUE

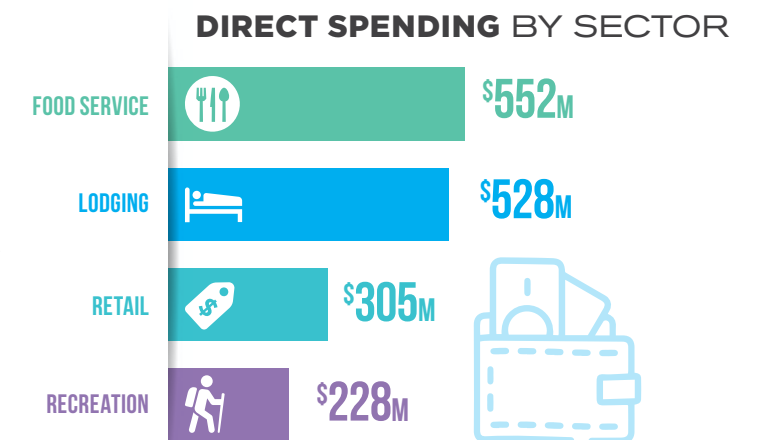
6.5% YOY INCREASE

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

WITHOUT STATE & LOCAL TAX REVENUE  
GENERATED BY TRAVEL & TOURISM  
EACH SLO CAL HOUSEHOLD WOULD  
PAY AN ADDITIONAL  
\$1,690 in taxes



INDUSTRY earnings  
\$816B



TRAVEL SPENDING  
CREATED  
\$90M  
IN LOCAL  
TAX REVENUE

which could cover the expenses for

- 887 POLICE OFFICERS' SALARIES
- OR
- 1,103 FIREFIGHTERS' SALARIES
- OR
- 1,931 TEACHERS' SALARIES
- OR
- 144 MILES OF 2-LANE RESURFACED ROADS



Sources: Dean Runyan, Inc., American Road & Transportation Builders Association, San Luis Obispo County Office of Education, United States Bureau of Labor Statistics

## ROAD TRIPS

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

### OPPORTUNITY

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

### VISIT SLO CAL'S RESPONSE

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

## SUSTAINABILITY

Sustainability is no longer simply a buzzword. Topics such as climate change, single-use plastic and waste disposal now rise to the top of traveler's concerns when looking for destinations to visit. The COVID-19 crisis has only amplified these concerns bringing awareness to positive impacts shelter-at-home has had on the environment, such as reduced carbon emissions.

### OPPORTUNITY

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

### VISIT SLO CAL'S RESPONSE

VSC will utilize the unique stories of sustainable businesses to be deployed across SLO CAL's channels and in earned media pitches in an effort to spark the interest of those looking for a sustainable travel experience.

## MULTIGENERATIONAL TRAVEL

Family travel isn't slowing down, but the definition of family travel is evolving. The type of family a destination will welcome goes beyond the stereotypical, to DINKS (double income, no kids), gramping (skip-gen getaways) and the like.

### OPPORTUNITY

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

### VISIT SLO CAL'S RESPONSE

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

## EVOLVING WELLNESS

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

### OPPORTUNITY

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

### VISIT SLO CAL'S RESPONSE

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

## MEDIA EVOLUTION

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

### OPPORTUNITY

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

### VISIT SLO CAL'S RESPONSE

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

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

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

# BRAND MESSAGING

## VISIT SLO CAL MESSAGING FRAMEWORK

### California Less Traveled

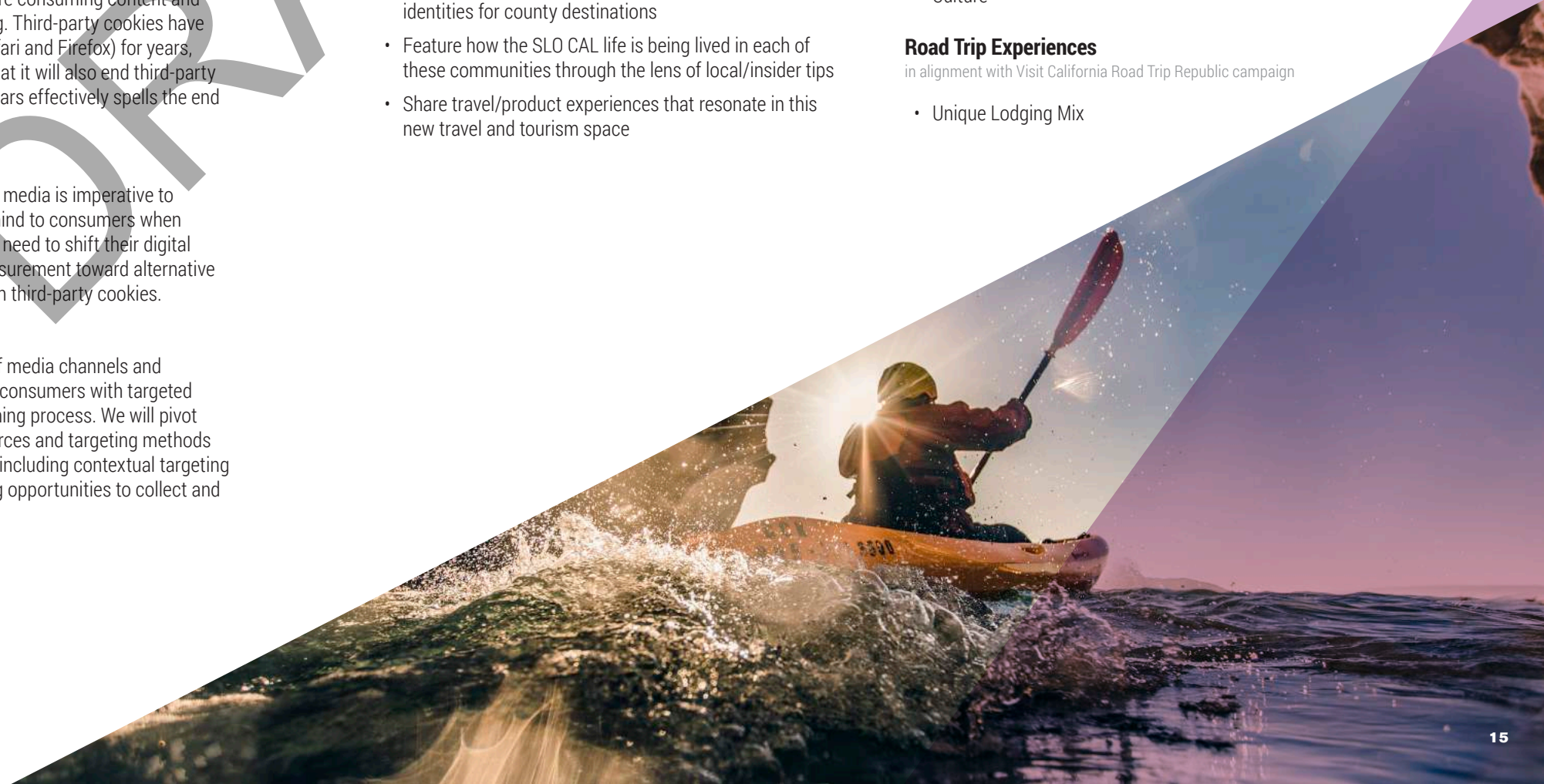
#### Key Experience Pillars

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

### Road Trip Experiences

in alignment with Visit California Road Trip Republic campaign

- Unique Lodging Mix



# TRIP MOTIVATORS

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



## RECHARGE

### *Harmony & Balance*

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

#### TRAVEL MOTIVATORS

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

## IMMERSE

### *Perspective & Immersion*

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

#### TRAVEL MOTIVATORS

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

Source: Visit California



# TARGET MARKET OVERVIEW

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

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



## TARGET

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

OR

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

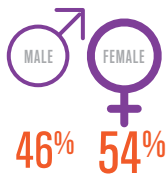
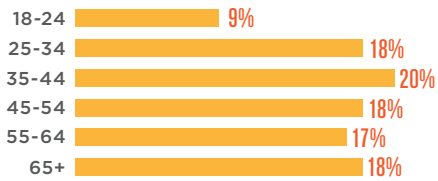
We will further enhance our targeting approach by aligning with Visit California's trip motivators, Recharge and Immerse (see page 16 for details).

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

# GEOGRAPHY



## AGE



30% SINGLE  
60% MARRIED  
3% ENGAGED  
7% LIVING WITH PARTNER



41%  
CHILDREN IN HOUSEHOLD



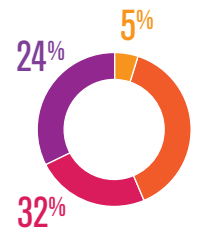
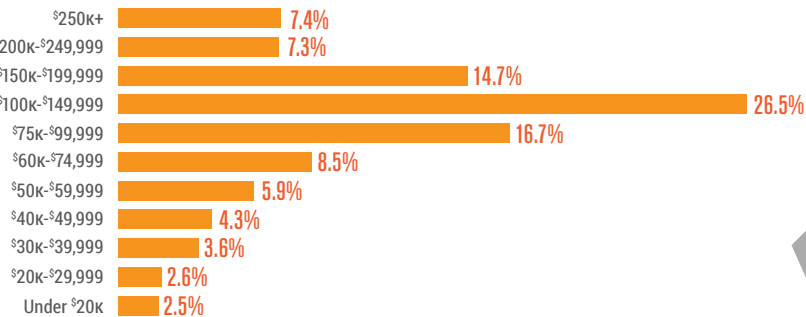
42% POST GRADUATE  
27% COLLEGE DEGREE  
26% HIGH SCHOOL DIPLOMA  
5% NO DEGREE



COUNTY TYPE  
75% URBAN  
25% RURAL



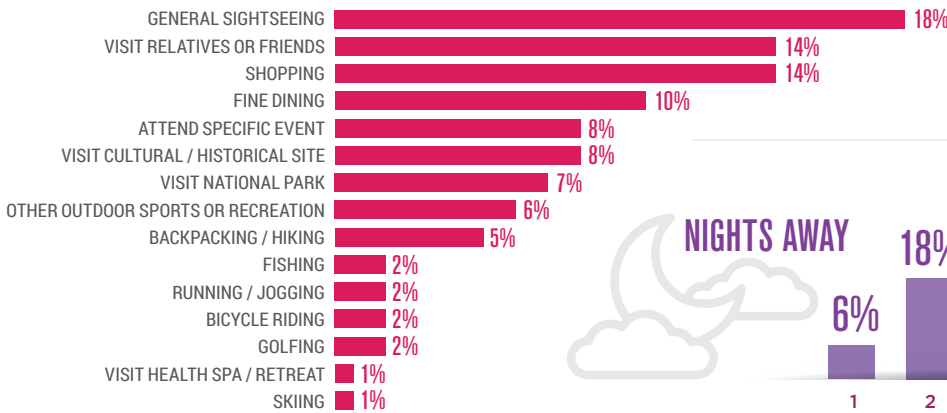
## HOUSEHOLD INCOME



GENERATIONS  
GEN Z (1997-2010)  
MILLENNIALS (1977-1996)  
GEN X (1965-1976)  
BOOMERS (1946-1964)



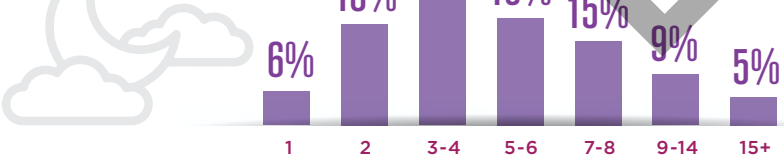
## VACATION ACTIVITIES



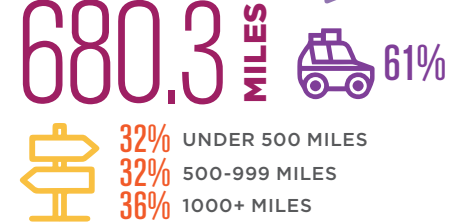
## AVERAGE TRIP SPEND

\$2,480

## NIGHTS AWAY



## AVERAGE ROUNDTrip Distance Traveled



## TRAVEL COMPANIONS



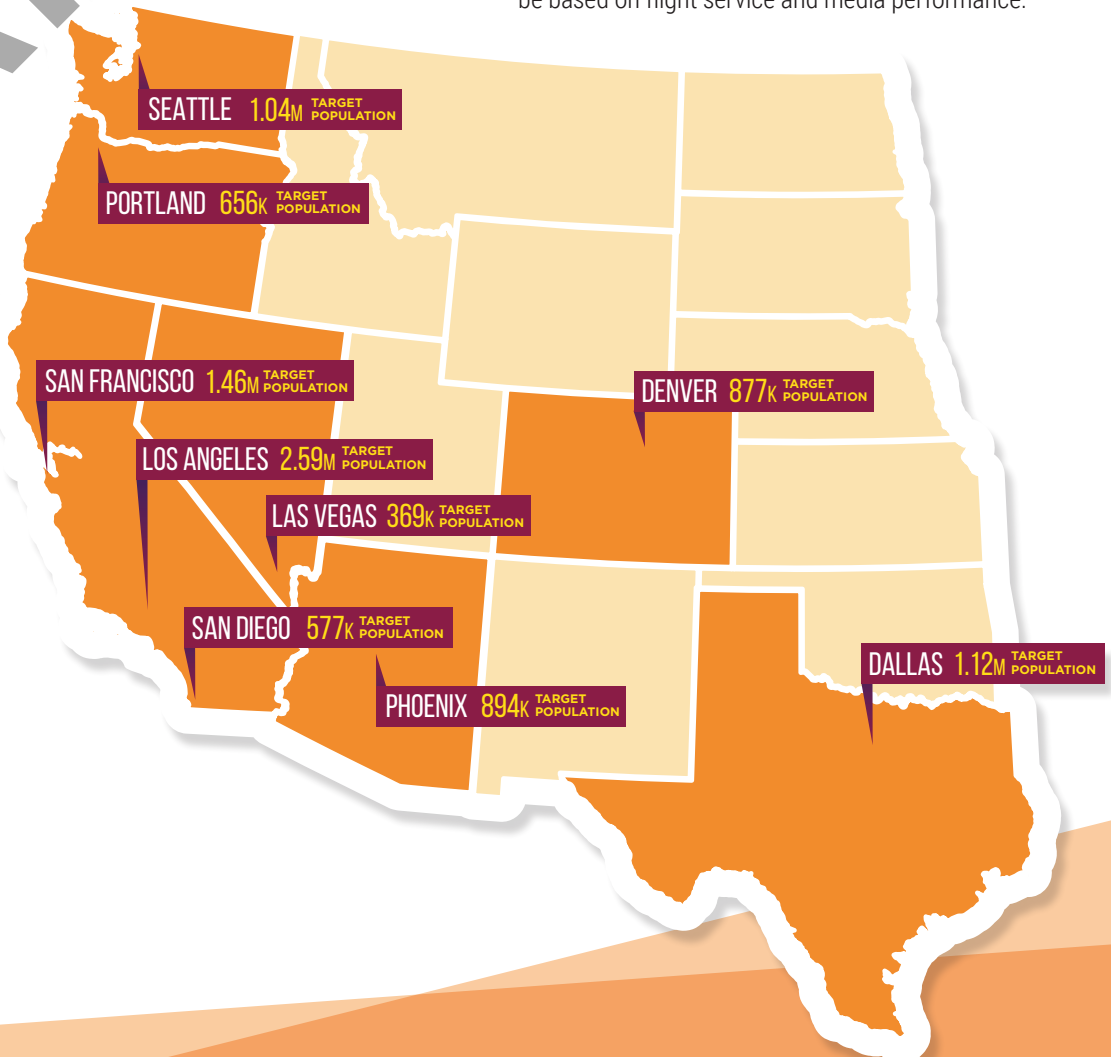
## VISITS PER QUARTER



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

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

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



# PAID MEDIA

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

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

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

## OBJECTIVES

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

## STRATEGIES

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

## TACTICS

### DISPLAY ADVERTISING

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

### CONNECTED TV

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

### SOCIAL MEDIA ADVERTISING

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

### PAID SEARCH

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

PHASED RECOVERY APPROACH AND SIGNALS TO MONITOR

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

PHASED APPROACH

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

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

CAMPAIGN TIMING

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

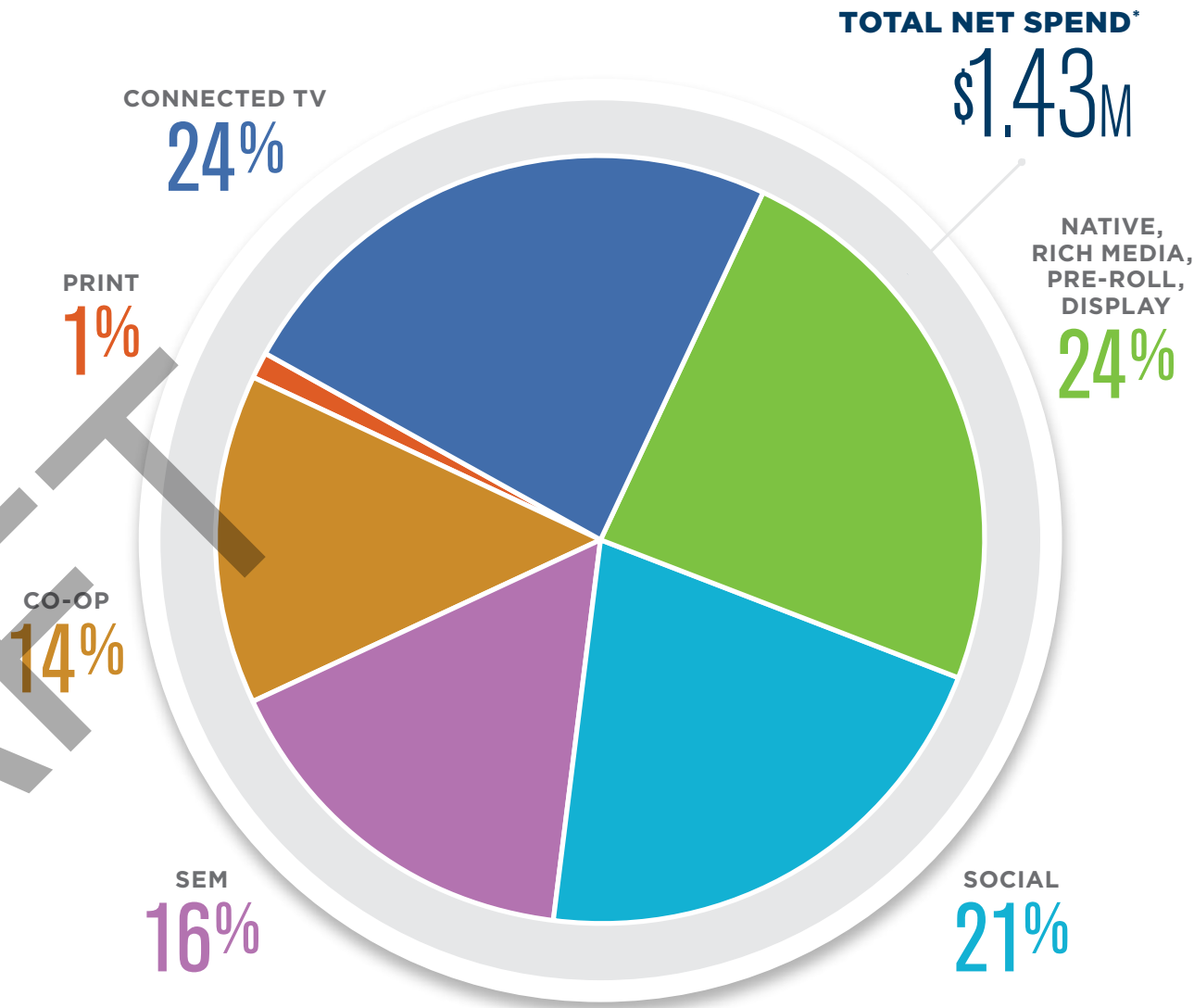
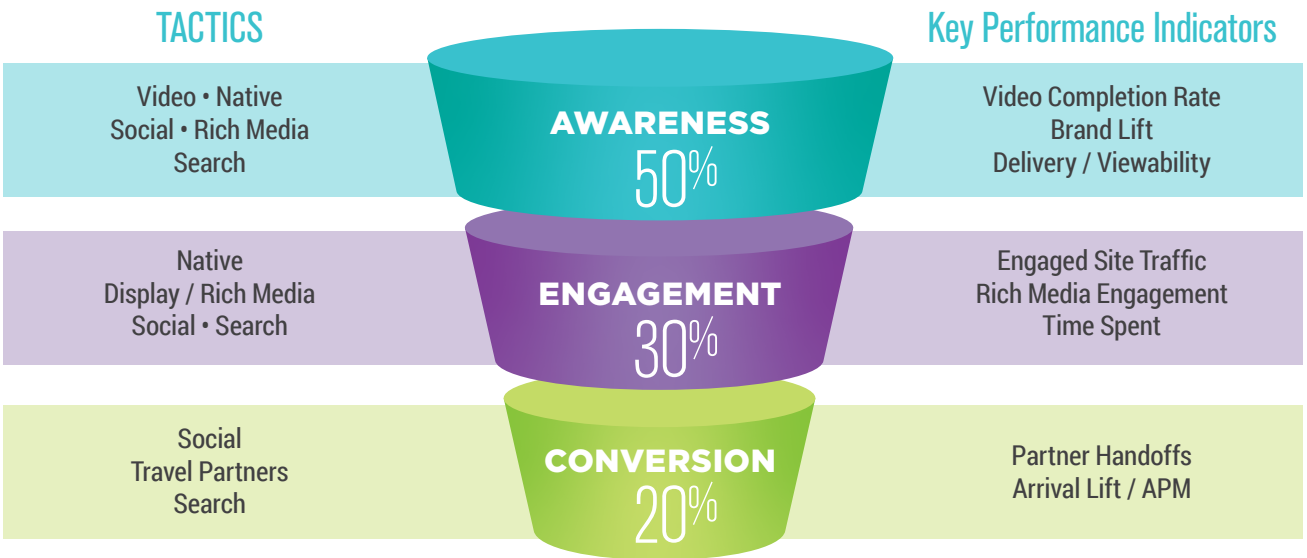
FY 2021 MEDIA TIMELINE

|                                 | 2020   |     |        |     |     |     | 2021   |     |     |       |     |      |
|---------------------------------|--------|-----|--------|-----|-----|-----|--------|-----|-----|-------|-----|------|
|                                 | JULY   | AUG | SEPT   | OCT | NOV | DEC | JAN    | FEB | MAR | APRIL | MAY | JUNE |
|                                 | WAVE 1 |     | WAVE 2 |     |     |     | WAVE 3 |     |     |       |     |      |
| SEM                             |        |     |        |     |     |     |        |     |     |       |     |      |
| Social                          |        |     |        |     |     |     |        |     |     |       |     |      |
| Display, Native, Pre-roll, Rich |        |     |        |     |     |     |        |     |     |       |     |      |
| Connected TV                    |        |     |        |     |     |     |        |     |     |       |     |      |
| Travel Partners                 |        |     |        |     |     |     |        |     |     |       |     |      |

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

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

# PAID MEDIA



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

# MEASUREMENT, OPTIMIZATION & KEY PERFORMANCE INDICATORS

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

## Visit SLO CAL's optimization KPIs will include:

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

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

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

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

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

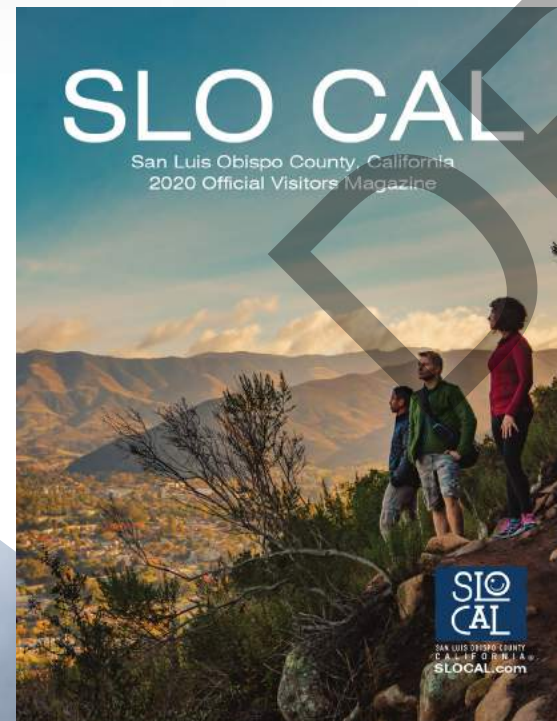
These long-term KPIs can be measured through multiple means. An overall campaign brand lift and ROAS can be conducted by a third-party research partner like Longwoods International, Destination Analysts or SMARI Research as part of an overall campaign effectiveness study. The ability to incorporate this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

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



# OWNED MEDIA

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



## OBJECTIVES

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

## STRATEGIES

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

## TACTICS

### CONTENT DELIVERY

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

### CONTENT CREATION

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

### PARTNER ENGAGEMENT

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



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

Source: Visit California



# EARNED MEDIA & PUBLIC RELATIONS

## OBJECTIVES

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

## STRATEGIES

### PROACTIVE PITCHING

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

### KEY MARKETS, EVENTS AND ACTIVATIONS

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

### PARTNER RELATIONS

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

### FEWER, BIGGER, BETTER

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

## TACTICS

### MEDIA ENGAGEMENT

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

### MEDIA RELATIONSHIP BUILDING

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

### PREPAREDNESS

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

### PARTNER RELATIONS

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

## NARRATIVES

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

### MINDFULNESS

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

### SLO CAL CRAFTED®

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

### MODERN MULTIGENERATIONAL

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

### ACTIVE OUTDOOR

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

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

# TRAVEL TRADE

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

## OBJECTIVES

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

## STRATEGIES

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

### SMERF GROUPS

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

### TOUR AND TRAVEL

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

### MEETINGS AND CONFERENCES

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

## TACTICS

### SALES

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

### PARTNER ENGAGEMENT

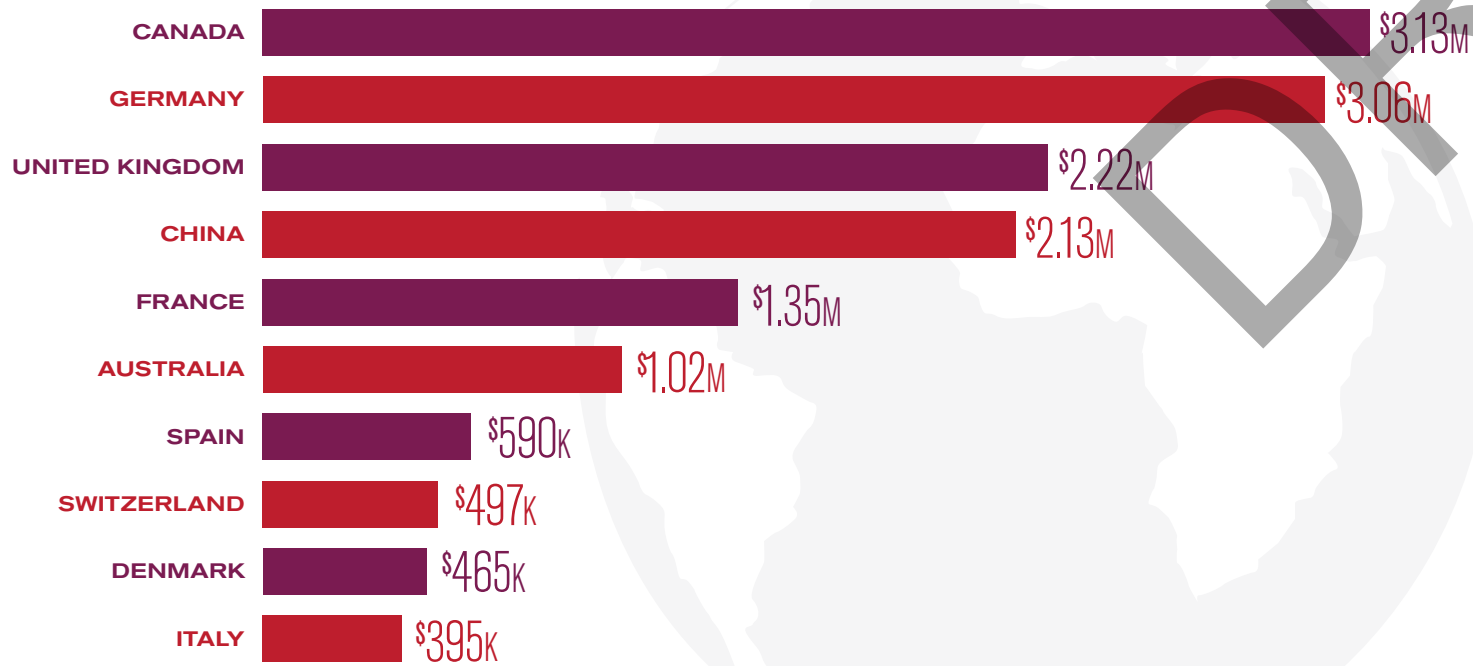
- Sales leads distribution and tracking: CRM and SLO CAL Connection
- Educational resources and outreach to assist lodging investors
- Quarterly sales meetings with lodging investors
- Resource development of multi-day itineraries and meeting planner tools, including an Advanced Facilities Module on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

# INTERNATIONAL

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

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

## TOP TEN INTERNATIONAL ORIGIN MARKETS



Source: VVT/VISA



### CANADA

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

#### BOOKING PATTERNS

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

#### SOUGHT-AFTER TRAVEL EXPERIENCES

- Outdoor exploration
- Culinary experiences
- Sustainability



### UNITED KINGDOM

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

#### BOOKING PATTERNS

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

#### SOUGHT-AFTER TRAVEL EXPERIENCES

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

# FILM SLO CAL



## OBJECTIVES

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

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

## STRATEGIES

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

## TACTICS

### PARTNER ENGAGEMENT

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

### LOCATION PROMOTION

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



# EXPERIENCE SLO CAL 2050

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

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

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

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

### COUNTYWIDE TRAIL SYSTEM

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

### AUTHENTIC COMMUNITIES

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



### NIGHTLIFE, MUSIC & ENTERTAINMENT

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

## ADDITIONAL RECOMMENDATION TO BE PRIORITIZED IN FUTURE YEARS



### ADVOCACY Cannabis Tourism

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

### WORKFORCE HOUSING & TRANSPORTATION

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





# ITEMS TO BE COMPLETED/FUNDED BY VISIT SLO CAL

## CUSTOMER SERVICE (FY 2020/21)

Visit SLO CAL will partner with local destination partners and tourism organizations to develop a customer service and destination awareness platform. This platform will be 100 percent web and mobile based, allowing for every employee in the Travel and Tourism industry to become a Certified SLO CAL Host. This platform will allow industry employees to become better educated on “things to do” across the market, better leveraging the assets we have.

## EVENTS & FESTIVALS STRATEGY (FY 2020/21)

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

## CHIEF INVESTMENT OFFICER

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



## SPACE LAUNCH EVENTS (FY 2020/21)

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



## SUSTAINABLE TOURISM

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



## TALENT ATTRACTION, DEVELOPMENT & CAREERS

Visit SLO CAL will support the work of our countywide economic development organizations and educational institutions to strengthen talent development opportunities for current residents and attract new talent into the market. SLO Partners will take the lead on the development of a Hospitality Management Certificate built in consultation with our industry partners. VSC will work with REACH 2030 and the Economic Vitality Corporation to develop a comprehensive attraction strategy.

## THEMATIC ROUTES (FY 2020/21)

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



ITEMS IN VISIT SLO CAL'S  
EXISTING SCOPE OF WORK



AIR SERVICE & AIRPORT DEVELOPMENT

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

SLO CAL CRAFTED

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

INTERNATIONAL VISITORS

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

PASO ROBLES WINE COUNTRY ALLIANCE &  
SLO COAST WINE COLLECTIVE

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

SLO CAL  
Crafted®

# ADVOCACY



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

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

## PUBLIC POLICY PLATFORM

### Promote SLO CAL as a Visitor Destination

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

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

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

### Facilitate Travel to and Within SLO CAL and California

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

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

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

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

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

### Enhance Quality of Life Issues

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

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



# ENGAGE WITH VISIT SLO CAL

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

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

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

For more information, please reach out to [Partnership@SLOCAL.com](mailto:Partnership@SLOCAL.com).

|        |                                     | JULY 2020   | AUGUST 2020   | SEPTEMBER 2020  | OCTOBER 2020  | NOVEMBER 2020   | DECEMBER 2020   | JANUARY 2021   | FEBRUARY 2021   | MARCH 2021   | APRIL 2021   | MAY 2021   | JUNE 2021  |
|--------|-------------------------------------|---|---|---|---|---|---|--|---|--|--|--|--|
| SALES  | CO-OP                               |   |   | Meeting & Conference Sales Mission<br><br>Tour & Travel Sales Mission | Visit SLO CAL Meeting Planner FAM<br><br>RVIA California RV Show                          |   | CalSAE Seasonal Spectacular<br><br>Meeting & Conference Sales Mission                           | Tour & Travel Sales Mission  |   |  |  | Meeting & Conference Sales Mission<br><br>IPW  |  |
|        | TRADE SHOWS & MISSION PARTICIPATION |   | Go West Summit  |   |   | National Travel Association Travel Exchange                                 |   |  |   | Go West Summit   |  |  |  |
| EARNED | MEDIA PITCHES                       | SHORT LEAD:<br>E-Road Trips<br><br>LONG LEAD:<br>Gifting Meaningful Experiences | SHORT LEAD:<br>Unique Lodging<br><br>LONG LEAD:<br>Work From Home Escapes | SHORT LEAD:<br>SLO CAL Harvest<br><br>LONG LEAD:<br>Sounds of SLO CAL | SHORT LEAD:<br>Fall Cycling Adventures<br><br>LONG LEAD:<br>Fido-Friendly Spring Getaways | SHORT LEAD:<br>Holidays in SLO CAL<br><br>LONG LEAD:<br>Sustainable SLO CAL | SHORT LEAD:<br>Trips that Inspire (Wellness)<br><br>LONG LEAD:<br>SLO Travel (by Boat or Train) | SHORT LEAD:<br>Wine & Whale Watching<br><br>LONG LEAD:<br>SLO CAL in Bloom | SHORT LEAD:<br>Spring Break Travel<br><br>LONG LEAD:<br>Spring FAM Outreach | SHORT LEAD:<br>Earth Day<br><br>LONG LEAD:<br>Moonlit Adventures | SHORT LEAD:<br>Multi-Gen Family Travel<br><br>LONG LEAD:<br>Learning Vacations | SHORT LEAD:<br>Coolest Pools<br><br>LONG LEAD:<br>Culinary                           | SHORT LEAD:<br>Charming All-American Towns<br><br>LONG LEAD:<br>Spa & Wellness |
|        | FAM TRIPS                           |   |   |   |   |   |   |  |   | Spring Media FAM   |  |  |  |
|        | MEDIA EVENTS                        |   | In-Market Activation  |   |   |   |   |  |   |  |  |  |  |
| PAID   | ADVERTISING & MEDIA                 |   |   |   |   |   | Google DMO 2.0 Partnership  |  |   |  |  |  |  |
|        |                                     | SLO CAL Official Visitors Magazine*   |   |   |   |   |   | SLO CAL Official Visitors Magazine*  |   |  |  |  |  |
|        |                                     | SLOCAL.com - Paid Listings & Advertising  |   |   |   |   |   | SLOCAL.com - Paid Listings & Advertising                                   |   |  |  |  |  |
|        |                                     |   |   |   | Video Co-op   |   |   |  |   |  |  |  |  |
|        |                                     | CrowdRiff   |   |   |   |   |   | CrowdRiff  |   |  |  |  |  |
| OWNED  | CONTENT STORIES                     | Road Trips  | Outdoor Adventures  | SLO CAL Wine Month  | Fall/Harvest Activities   | Holidays  | Holidays  | Restaurant Month   | Spring Break Getaways & Deals   | Wildflower Viewing   | Agritourism  | SLO CAL Crafted Cocktails & Spirits  | Family Summer Vacation Ideas & Deals   |
|        | LIVE WEBINARS                       | SLO CAL Live! Series  |   |   |   |   |   | SLO CAL Live! Series   |   |  |  |  |  |
| EVENTS | TOURISM INDUSTRY                    | Destinations International Annual Convention                                    | Visit SLO CAL Sales Workshop<br><br>U.S. Travel Association ESTO          | Visit SLO CAL Marketing/PR Workshop<br><br>CalTravel Summit           |   |   |   | Visit SLO CAL Sales Workshop   | Visit SLO CAL Marketing/PR Workshop<br><br>Visit California Outlook Forum   |  | U.S. Travel Association Destination Capitol Hill                               | CalTravel Advocacy Day<br><br>CA Tourism Month<br><br>National Travel & Tourism Week |  |

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

# ENGAGE WITH VISIT SLO CAL

## TRAVEL TRADE

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

### TOUR & TRAVEL

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

#### Tour & Travel Familiarization (FAM) Tours

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

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

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

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

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

### MEETINGS AND CONFERENCES

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

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

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

#### Meeting Planner Familiarization Tour (FAM) | October 2020

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

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

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

#### Advanced Facilities Module / Ongoing / No Charge

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

### RV PARKS

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

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

# MARKETING & PR

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

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

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

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

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

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

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

## Enhanced Listings on SLOCAL.com / Lodging Investors / No Charge

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

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

## FILM SLO CAL

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

## Film Scout Familiarization (FAM) Tours

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

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

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

## Opportunities to be Featured on Visit SLO CAL Owned Channels

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

## PUBLIC RELATIONS

Visit SLO CAL works with domestic and international journalists on travel stories focused throughout SLO CAL with angles that are both timely and relevant to today's travel market. In-market, VSC provides its investors and partners with the opportunity to participate in media familiarization (FAM) tours in exchange for coverage. VSC also travels to its key markets to meet with media face to face and educate them on the destination. **For more information on the opportunities below, please visit [SLOCAL.com/Partners](https://SLOCAL.com/Partners) or reach out to [Media@SLOCAL.com](mailto:Media@SLOCAL.com).**

## Familiarization (FAM) Tours & Individual Press Trips

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

## Media Pitches & Leads

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

# EDUCATION, ADVOCACY & RESEARCH

## EDUCATION

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

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

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

## Marketing/PR Education Workshops | September 2020 & February 2021

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

## RESEARCH

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

## Tourism Economics Dashboard | Monthly

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

## ADVOCACY

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

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

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

## CalTravel Tourism Advocacy Day | May 2021

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

# SLO CAL CONNECTION

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

**To sign up for a SLO CAL Connection account, visit [SLOCAL.com/Partners](https://SLOCAL.com/Partners) or reach out to Ashley Mastako at [Partnership@SLOCAL.com](mailto:Partnership@SLOCAL.com).**

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805.541.8000



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San Luis Obispo County  
Visitors & Conference Bureau  
2020/2021 Budget

| <b>Income</b>                         | <b>Total 20/21<br/>Budget</b> | <b>Total 19/20<br/>Projected</b> | <b>Variance \$</b> | <b>Percent<br/>Change<br/>YOY</b> |
|---------------------------------------|-------------------------------|----------------------------------|--------------------|-----------------------------------|
| Web & Ticket Revenue                  | \$ 8,400                      | \$ 7,930                         | \$ 470             | 6%                                |
| Co-op Revenue                         | \$ 35,025                     | \$ 43,555                        | \$ (8,530)         | -20%                              |
| Interest Income                       | \$ 25,801                     | \$ 41,528                        | \$ (15,727)        | -38%                              |
| <b>TMD Income</b>                     |                               | \$ -                             |                    |                                   |
| Collected from Prior Year Assessments | \$ -                          | \$ 2,188                         | \$ (2,188)         | -100%                             |
| Arroyo Grande                         | \$ 106,521                    | \$ 89,259                        | \$ 17,261          | 19%                               |
| Atascadero **                         | \$ 134,414                    | \$ 105,190                       | \$ 29,224          | 28%                               |
| Grover Beach                          | \$ 41,988                     | \$ 33,688                        | \$ 8,300           | 25%                               |
| Morro Bay                             | \$ 352,110                    | \$ 300,567                       | \$ 51,542          | 17%                               |
| Paso Robles                           | \$ 526,803                    | \$ 529,406                       | \$ (2,603)         | 0%                                |
| Pismo Beach                           | \$ 1,306,277                  | \$ 888,365                       | \$ 417,912         | 47%                               |
| City of San Luis Obispo               | \$ 761,784                    | \$ 689,925                       | \$ 71,859          | 10%                               |
| Unincorporated SLO County             | \$ 1,350,808                  | \$ 1,068,601                     | \$ 282,207         | 26%                               |
| Adjustment for Actual TMD Collected   | \$ -                          | \$ (112,814)                     | \$ 112,814         | 100%                              |
| <b>Total TMD Income</b>               | <b>\$ 4,580,704</b>           | <b>\$ 3,594,375</b>              | <b>\$ 986,329</b>  | <b>27%</b>                        |
| <b>Total Income</b>                   | <b>\$ 4,649,930</b>           | <b>\$ 3,687,389</b>              | <b>\$ 962,541</b>  | <b>26%</b>                        |
| ** District pays quarterly            |                               |                                  |                    |                                   |
| <b>Expenses</b>                       |                               |                                  |                    |                                   |
| Contingency Reserve                   | \$ 229,455                    | \$ 180,115                       | \$ 49,340          | 27%                               |
| G&A                                   | \$ 301,937                    | \$ 264,752                       | \$ 37,185          | 14%                               |
| Industry Research and Resources       | \$ 206,735                    | \$ 277,208                       | \$ (70,473)        | -25%                              |
| Travel Trade                          | \$ 324,454                    | \$ 295,567                       | \$ 28,887          | 10%                               |
| Communications                        | \$ 319,665                    | \$ 247,237                       | \$ 72,428          | 29%                               |
| Advertising                           | \$ 2,291,918                  | \$ 1,961,187                     | \$ 330,730         | 17%                               |
| Promotions & Events                   | \$ 100,861                    | \$ 171,259                       | \$ (70,397)        | -41%                              |
| Digital Marketing                     | \$ 383,127                    | \$ 270,135                       | \$ 112,992         | 42%                               |
| Film Commission                       | \$ 21,325                     | \$ 15,169                        | \$ 6,156           | 41%                               |
| Engagement & Advocacy                 | \$ 469,996                    | \$ 228,965                       | \$ 241,031         | 105%                              |
| <b>Total Expenses</b>                 | <b>\$ 4,649,473</b>           | <b>\$ 3,911,595</b>              | <b>\$ 737,878</b>  | <b>19%</b>                        |
| <b>Surplus(Deficit)</b>               | <b>\$ 457</b>                 | <b>\$ (224,206)</b>              | <b>\$ 224,663</b>  | <b>100%</b>                       |

**Notes:**