

AUGUST, 2019

EXPERIENCE SLO CAL 2050

DESTINATION MANAGEMENT STRATEGY



INTRODUCTION



INTRODUCTION

Historically, the wealth of cities and communities has been determined primarily by geographic factors—climate, access to resources, ports and proximity to other markets. For centuries, the luck of the geographical draw attracted capital and investment, created jobs and generated economic growth and prosperity. But as developed economies have shifted rapidly from a manufacturing orientation to services and technology in the latter half of the 20th century, geographic factors have become less important in determining the economic success of cities, regions, states and countries. Today, it is increasingly the perceived quality of place that determines where talent, capital and Travel & Tourism flow.

Research by Resonance Consultancy has shown that what attracts people to places to live is increasingly aligned with the very same factors that make places attractive to visit. Among them: the quality of the natural environment, parks and open spaces; the diversity of people; the variety of restaurants and nightlife; and the quality of arts and culture. These assets, and many others, shape the perception and identity of places in the minds of people as they consider and evaluate places to live, visit or invest.

Therefore, destination marketing and management requires taking a strategic, rather than organic, approach to defining an overarching vision and competitive positioning for a destination in order to attract specific types of Travel & Tourism to the destination. In a world where the competition for visitors is fierce, knowing and understanding the

ideal visitor segments, speaking directly to them and focusing on providing a high-value travel experience can help destinations differentiate themselves.

Recognizing this, leaders across San Luis Obispo County, California (SLO CAL®) are taking a step back to purposefully consider what type of destination they would like the county to become in the future. How can stakeholders across the county work together to advance common economic, social, environmental and cultural goals?

In this regard, Resonance Consultancy has been engaged by Visit SLO CAL to help San Luis Obispo County community leaders understand the key competitive advantages and weaknesses for tourism, and quality of life for local residents in order to create a Destination Management Strategy intended to guide the planning, product development, programming, policy and promotion of SLO CAL as a destination to live, work, play and visit.

The Destination Management Strategy is built upon the recognition that the tourism industry is both a major stakeholder and strategic partner in this integrated planning effort. With a mission to establish SLO CAL as a premier destination for residents and visitors, and continue as a major economic driver in the area, the tourism industry is well positioned to help balance the economic development and quality of life issues facing the region.

VISIT
SLO CAL



VISIT SLO CAL

Visit SLO CAL is the non-profit countywide destination marketing and management organization for San Luis Obispo County, California. Through marketing, advertising, public relations, group sales, promotions, events and sponsorship, their goal is to brand SLO CAL as a choice destination for regional, national and international travelers, promoting the region in feeder markets and throughout the world.

Visit SLO CAL partners closely with tourism-related businesses including lodging properties, restaurants, wineries, activities, golf courses and retail stores to create a unified marketing approach that fosters growth and creates life-long ambassadors for travel in San Luis Obispo County.

Visit SLO CAL's mission is to inspire travel and foster the county's unique experiences to create life-long ambassadors and economic growth for San Luis Obispo County.

In their role as destination steward and as part of this Destination Management Strategy initiative, Visit SLO CAL continues their evolutionary journey to become a DMMO (Destination Marketing and Management Organization). This shift takes Visit SLO CAL beyond a DMO's (Destination Marketing Organization) traditional role of tourism marketing and promotion, to also include responsibility for implementing the recommendations of the Destination Management Strategy.

While it is a big step, this transition from DMO to DMMO is becoming standard operating practice for many destination organizations around the world. Visit SLO CAL's Destination Management Strategy implementation is just another example of how the organization will be growing to better serve the industry, visitors and community.



CRAFTING A DESTINATION MANAGEMENT STRATEGY



CRAFTING A DESTINATION MANAGEMENT STRATEGY

Resonance Consultancy's approach to the creation of a Destination Management Strategy was designed to help residents and stakeholders articulate and share a clear vision for the future—because when people share a vision of the future, it gives them shared belief, shared purpose and shared passion.

This approach sought to define the destination as more than the sum of its parts. While the Destination Management Strategy addresses critical hardware, such as transportation or a potential conference center, required to achieve SLO CAL's goals, it also addresses the software of relationships and programming required to foster the quality of life, culture and experiences necessary to create a unique and compelling sense of place.

The process undertaken to develop the Destination Management Strategy was divided into six key phases:

1. Foundational Research
2. Visioning Workshops
3. Draft Recommendations
4. Finalizing Recommendations, Roles & Responsibilities
5. Implementation
6. Action Plan Development

1. FOUNDATIONAL RESEARCH

Past experience has taught Resonance Consultancy that successful destination management planning requires the participation and alignment of not only industry stakeholders, but those of the visitor and local community as well. As such, the process was designed to not only consult, but also engage and collaborate with industry stakeholders, visitors, residents and the community at large.

It is for these reasons that the Destination Management Strategy for SLO CAL focused on four key research activities:

1. Stakeholder Engagement
2. Visitor Survey
3. Destination Assessment
4. Community Survey

These four pieces of research, which were reviewed and critiqued by a steering committee of community leaders and industry stakeholders, led to important insights that were considered in the development of a future vision for SLO CAL as a destination for residents and visitors and the resulting Destination Management Strategy developed by this project.



DESTINATION MANAGEMENT STRATEGY STEERING COMMITTEE

- Jim Bergman, City Manager, City of Arroyo Grande
- Matthew Bronson, City Manager, City of Grover Beach
- Kevin Bumen, Director of Airports, San Luis Obispo County Regional Airport
- Scott Collins, City Manager, City of Morro Bay
- Ronald De Carli, Executive Director (retired), San Luis Obispo Council of Governments
- Pete Rodgers, Executive Director, San Luis Obispo Council of Governments
- Tom Frutchey, City Manager, City of Paso Robles
- Andrew Hackleman, Vice President of Strategy, Hourglass Project
- Melissa James, President & CEO, Hourglass Project
- Derek Johnson, City Manager, City of San Luis Obispo
- Jim Lewis, City Manager, City of Pismo Beach
- Bob Linscheid, Senior Advisor for Economic Development, Cal Poly San Luis Obispo
- Mike Manchak, President & CEO, Economic Vitality Corporation
- Clint Pearce, President, Madonna Enterprises
- Rachele Rickard, City Manager, City of Atascadero
- Christine Robertson, Executive Director, San Luis Coastal Education Foundation
- Guy Savage, Assistant County Administrative Officer, County of San Luis Obispo
- Chuck Davison, President & CEO, Visit SLO CAL

STAKEHOLDER ENGAGEMENT

Identifying Strategic Issues and Opportunities for SLO CAL

Resonance met with 130 stakeholders in 35 sessions during the week of May 14, 2018 and hosted additional calls on May 11 and 30. The primary purpose of these discussions was to identify participant opinions, aspirations and ideas (issues and opportunities) for the future of SLO CAL as a destination for visitors and as a place for residents to live, work and play.

Stakeholders were very keen to contribute their ideas and thoughts, so there is no lack of issues and opportunities for SLO CAL, as a destination for visitors and residents, to explore. The intensity of engagement and contribution from stakeholders (industry, government, nonprofits and residents), coupled with the outstanding feedback from the community survey illustrate that residents of San Luis Obispo County care deeply about their destination and want to make sure that their voices are heard in the process.

VISITOR SURVEY

Opinions and Perceptions of Previous Visitors and Prospective Residents about their Experiences in SLO CAL

Resonance surveyed 1,064 previous visitors to understand who the current San Luis Obispo County visitor is, how they compare to U.S. travelers in general and what types of travelers and prospective residents would most likely be attracted to the destination in the future. The survey was also used to assess the quality of and satisfaction with current destination services, accommodations and amenities; and to create a segmentation analysis.

SLO CAL's current visitor is a stereotypical sun, sand and surf seeker who has evolved into an all-around outdoor activities visitor, looking for a relaxing getaway trip to a place they have been before and is easy to get to by automobile. They like going to the beach and the open spaces, and enjoy all the outdoor activities that SLO CAL has to offer. They frequent SLO CAL's restaurants and shopping, and are increasingly exploring the growing wine experience, which is probably the most important factor in attracting and engaging a visitor who is spending more time and money in SLO CAL.

DESTINATION ASSESSMENT

Benchmarking SLO CAL Experiences vs 14 Other Destinations (Actual and Aspirational)

Resonance conducted a quantitative assessment of SLO CAL's destination assets and experiences, utilizing a combination of social media reviews and core performance statistics collected directly from TripAdvisor and Yelp. This research benchmarked both the quantity of Travel & Tourism assets and the quality of these experiences against 14 actual and aspirational destinations. The focus of this activity was to understand what visitors are saying about SLO CAL's products and what they compare online about SLO CAL and 14 other destinations when making their travel plans.

The benchmarking set that was selected for San Luis Obispo County includes:

- Boulder County, CO
(including the city of Boulder)
- Buncombe County, NC
(including the city of Asheville)
- Deschutes County, OR
(including the city of Bend)
- Hawke's Bay Region, New Zealand
- Lake Tahoe, CA (regional area)
- Monterey County, CA
(including the cities of Salinas and Carmel)
- Napa County, CA
- Riverside County, CA
(including the city of Palm Springs)
- Santa Barbara County, CA
- Santa Cruz County, CA
- Scottsdale, AZ
- Sonoma County, CA
- Ventura County, CA
- Walla Walla County, WA

As a destination, SLO CAL competes very well in its group of sun, sand, surf and outdoor activities destinations. It does very well in the categories of boat tours and water sports, as well as hotels and shopping, although it is not really well known for the latter two. And, although visitors really like SLO CAL's restaurants, the category does not benchmark very well among its competitive set, so there is definitely an opportunity to improve. Two other categories where SLO CAL could improve is in hotels and events and festivals: Although quite strong in terms of the quantity of hotels, one-third of establishments fall short of a "quality" rating; and in the events and festivals category, 4 in 10 fall short of a "quality" rating. Finally, although the competition for wine experiences is tough, SLO CAL holds its own against world class Napa, Sonoma and Walla Walla. So, in general, although SLO CAL can always improve its tourism assets and experiences, it is actually doing quite well at the moment from a supply-side perspective.

COMMUNITY SURVEY

Opinions and Perceptions of Residents about Key Issues and Opportunities for SLO CAL

In consultation with Visit SLO CAL staff, Resonance developed an online survey to identify and gauge residents' perceptions on a variety of key issues and opportunities with respect to livability, culture, economy and sense of place. The survey was extensively promoted via email, television and radio public service announcements, along with social media platforms to the databases of a variety of civic organizations as introduced by SLO CAL staff. The survey results were extremely robust, reflecting an excellent sample size of 5,053 respondents who live, work and study in SLO CAL.

Residents care deeply about their natural environment and their socioeconomic situation, and those are the driving forces for how they see SLO CAL's future as a destination. They understand the impact tourism is having on their communities, economically and with regard to quality of life, and want to make sure that both are balanced in the Destination Management Strategy.



2. VISIONING WORKSHOPS

The information from the four research activities was utilized in four visioning workshops to gain broad input and develop priorities for opportunities and challenges in SLO CAL that might be addressed by the Destination Management Strategy.

3. DRAFT RECOMMENDATIONS

The results of the four visioning workshops were then compiled into a Draft Recommendations Report, which was presented to the project team and steering committee and the Visit SLO CAL Board of Directors, and used as the basis for six individual municipal briefings with community leaders throughout San Luis Obispo County for consideration, feedback and comments.

4. FINALIZING RECOMMENDATIONS, ROLES & RESPONSIBILITIES

The Destination Management Strategy Recommendations and Roles and Responsibilities were created from the collected research and community outreach. The Visit SLO CAL project team and steering committee reviewed the final recommendations and helped define the roles and responsibilities in order to carry them out.

5. IMPLEMENTATION

A long-term plan such as the Destination Management Strategy can be overwhelming when viewed as a whole. It is for this reason that a plan for implementations has been included at the end of this document to guide Visit SLO CAL and its partners in developing their annual plans and resources necessary to move the Strategy forward to implementation.

6. ACTION PLAN DEVELOPMENT

The project team finished the work for the Destination Management Strategy by developing an action plan that can be used by Visit SLO CAL and other responsible organizations, agencies and leaders to plan, monitor and review activities for implementation.

OBJECTIVES



OBJECTIVES

Destinations (cities, counties, states and countries) have undergone a period of extreme change over the past 10 years. Travelers' motivations have shifted, leaving many destinations, that were well positioned just a decade ago, struggling to balance the needs and interests of their industry with those of their local community. At the same time, this market dislocation is creating opportunities for forward looking Travel & Tourism destinations to create strategies and products that satisfy the needs and desires of residents and visitors alike.

In SLO CAL, the number of visitors coming to enjoy the multitude of outstanding outdoor activities, beaches, wine regions and urban experiences is increasing year after year—as is the resulting economic benefit.

At the same time, residents are protective of the high quality of life offered throughout the region. They cherish the scenic landscapes and coastal climate, the ease of accessing outdoor recreation and the laid-back, friendly people.

As a starting point for the Destination Management Strategy, Resonance asked industry, government and resident stakeholders to guide the process by prioritizing the objectives they felt were important for the project. The objectives in order of priority were:

1. RESIDENT QUALITY OF LIFE

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

2. VISITOR EXPERIENCE

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

3. INVESTMENT

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

4. EMPLOYMENT

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

5. ENVIRONMENT

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

STRATEGIES



STRATEGIES

To provide structure and selection criteria to the long list of potential issues and opportunities identified by the research, stakeholder engagement and workshop process, the project team and stakeholders agreed to set forth four guiding strategies that the Destination Management Strategy Recommendations should seek to fulfill. These four strategies have been designed to address specific priorities for SLO CAL as a destination for visitors and residents.

1. ATTRACT VISITORS IN OFF-SEASON AND MID-WEEK

SLO CAL should prioritize recommendations on programs, events and efforts that balance SLO CAL visitors between peak-season and off-season, as well as weekend and mid-week. This strategy is designed to smooth out seasonality issues and create a year-round sustainable tourism industry.

2. ATTRACT VISITORS TO LESS FREQUENTED DESTINATIONS

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



3. INCREASE VISITOR EXPENDITURE

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

4. MANAGE PEAK-SEASON VISITORS

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

VISION



VISION

The following vision for San Luis Obispo County, as a destination for residents and visitors, was created as a result of the visioning workshops.

SLO CAL will become one of California's best-loved year-round destinations, a tightly interwoven and richly varied region that brings together the best of the California experience.

The region will bring together a series of experiences and itineraries that take families, sophisticated explorers and active adventurers off the beaten track and let them find new paths. In this all-season wanderland, they will discover the quintessential California state of mind: stroll and surf SLO CAL's long, laid-back coastal beaches, feeling their warmth and freedom; bike and hike its green hills and generous valleys, marveling at its vistas; immerse themselves in deeply historic towns; and savor the region's devotion to fresh ingredients, the exquisite craft of winemaking, the flavors and aromas of wellbeing.

These deeply appreciative and multi-faceted visitors will spend their SLO CAL time exploring many different kinds of experiences from coastal towns to vineyards,

places familiar and unknown: Visit SLO CAL will make it easy for beach lovers to find their way to wineries, for hikers to take in small-town culture, and for conference-goers to explore an off-beat local venue and stay out late listening to live local music.

Families, foodies and adventurers will feel the sheer joy of outdoor life in a nourishing and inspiring landscape, and the transformative experience of a place where time doesn't move in a straight line—it curves at the pace of a trail ride, meanders through a leisurely tasting dinner, follows the roll and rhythm of surf and the sure blossoming of a vine in the SLO CAL terroir.

Development, like the visitor experience, will be conducted at a mindful pace that doesn't leave locals behind, and SLO CAL will be respected for its smart growth, sustainability and a California wellness that embraces lifestyle, community and environment. SLO CAL, a collection of places, ideas, flavors and sensations, will become famous as a destination where, in true California style, visitors go their own way, wandering far and wide as if there's no yesterday, no tomorrow, enjoying a warm, sunny and welcoming present moment.

RECOMMENDATIONS



RECOMMENDATIONS

To realize the vision for SLO CAL, four regional visioning workshops narrowed down dozens of opportunities and challenges to 28, then gathered those into three areas of focus. Although Visit SLO CAL will not have ownership of most of the recommendations, they will be a champion and advocate for all of them. The three areas of focus include:

- Industry Advancement & Advocacy works toward promoting the growth of the Travel & Tourism sector, and tackling the quality of life issues important to all SLO CAL residents and visitors;
- Infrastructure & Investment enables the creation of places and projects that make our destination more sustainable and connected as well as creates more offerings for residents and visitors to enjoy; and
- Experience Development builds on the identity of SLO CAL as a premier destination for residents and visitors alike to have incredible experiences.

1. INDUSTRY ADVANCEMENT & ADVOCACY

What means the most to us in SLO CAL? Where do we need to take a stand and work to improve situations or support large-scale projects that will enrich quality of life for all?

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

2. EXPANDING INFRASTRUCTURE & INVESTMENT

How do we build places and products that take advantage of potential opportunities, make our strengths even more compelling, and make SLO CAL sustainable and enjoyable for residents and visitors?

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

3. EXPERIENCE DEVELOPMENT

SLO CAL has an unique identity and offers experiences that are an authentic product of the county's environment and its people. How do we best communicate and build on that?

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

The following section sets forth a discussion of the three areas of focus, the individual recommendations under those categories, and the roles and responsibilities that have been proposed for Visit SLO CAL, San Luis Obispo County and the Municipal Governments, and the SLO CAL Travel & Tourism Industry.

1.

INDUSTRY ADVANCEMENT AND ADVOCACY

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

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

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

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

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

CULINARY ARTS CAMPUS

Visit SLO CAL should join forces with premier culinary schools such as the Culinary Institute of America (Hyde Park, NY), the Institute of Culinary Education (New York, NY and Los Angeles, CA), or the International Culinary Center (New York, NY) in addition to Cuesta College Culinary Arts and Cal Poly Department of Experience Industry Management to create a culinary arts campus in San Luis Obispo County. The SLO CAL Culinary Arts Campus should take cues from the Culinary Institute of America Campus in Napa, CA by becoming a premier “destination for exploring, experiencing,

and enjoying the world of food, wine, art, and community.” A culinary arts campus would provide cooking and beverage classes taught by industry experts, curated tasting events and festivals, delicious dining selections, artisanal art collections and private event space, all in one convenient location to create the epicenter of food and wine. The Culinary Arts Campus would also be seen as an international center for culinary learning, skills development and career training for chefs, as well as all sorts of people who want to build a career around food.





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will collect, review and consider information and case studies from other culinary arts campuses, around the country and further afield, to determine the potential for creating and hosting a culinary arts campus in San Luis Obispo County.
- Visit SLO CAL will open discussions with Cuesta College Culinary Arts and Cal Poly Department of Experience Industry Management to explore the potential opportunity for creating and hosting a culinary arts campus in San Luis Obispo County.
- Visit SLO CAL, Cuesta College and Cal Poly will approach potential partners such as the Culinary Institute of America, the Institute of Culinary Education, the International Culinary Center and others to propose and assess their interest in establishing a culinary arts campus in San Luis Obispo County.
- Visit SLO CAL, Cuesta College and Cal Poly will work with interested partners and organizations to create a strategy, working plan and the funding necessary and appropriate to establish a culinary arts campus in San Luis Obispo County.
- Visit SLO CAL will serve as the marketing and promotion arm of the SLO CAL Culinary Arts Campus and target residents and interested/high potential visitor target markets to visit and enjoy its services, activities and experience.

San Luis Obispo County and Municipal Governments:

- The county and municipal governments will be encouraged to cooperate with the Culinary Arts Campus partners to assist with any and all public sector service requirements to deliver a successful Culinary Arts Campus initiative.

SLO CAL Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry will join forces and cooperate with the Culinary Arts Campus partners to deliver tourism-related expertise, experience, services and amenities that are necessary and appropriate to deliver a successful Culinary Arts Campus initiative.
- The SLO CAL Travel & Tourism industry will use the Culinary Arts Campus for staff training and staff hiring.

CUSTOMER SERVICE

The research prepared for the Destination Management Strategy suggested that customer service in SLO CAL could benefit from increased attention and development in order to deliver the destination, product and service experience necessary for more discriminating, international and experienced travelers who are demanding a better quality of service. As a result, Visit SLO CAL should work with Cal Poly, Cuesta College, and other educational and training organizations, to examine,

select and implement customer service training and a certified customer service program for SLO CAL's Travel & Tourism partners and businesses. Visit SLO CAL should also consider developing and implementing an industry business and employee recognition program to award and reward establishments and people who are providing and delivering excellent customer service in SLO CAL, and use this program to increase visibility and efforts in this area.





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will conduct research of SLO CAL Travel & Tourism industry establishments to determine the need for and interest in a Customer Service initiative.
- The research will collect information on who is conducting actual customer service training and what customer service programs are currently being used in SLO CAL identifying what gaps exist that a broader countywide program might address.
- Visit SLO CAL will use their DMO network and Destinations International membership to collect information and case studies and best practices of Customer Service and Tourism Ambassador programs currently being used by other DMOs.
- Visit SLO CAL will work with Cal Poly, Cuesta College, and other educational and training organizations, to examine, select and implement customer service training and a possible certified customer service program for SLO CAL's Travel & Tourism partners and businesses.
- Visit SLO CAL will also develop and implement a Travel & Tourism industry business and employee recognition program to award and reward establishments and people who are providing and delivering excellent customer service in SLO CAL.

San Luis Obispo County and Municipal Governments:

- The county and municipal governments will be encouraged to cooperate with the SLO CAL Travel & Tourism Customer Service initiative to assist with any and all public sector information, data, research experience and expertise available to deliver a successful initiative.

SLO CAL Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry will cooperate with the SLO CAL Travel & Tourism Customer Service initiative to assist with any and all private sector information, data, research experience and expertise available to deliver a successful initiative.
- The SLO CAL Travel & Tourism industry will work with Visit SLO CAL to craft and deploy the selected Customer Service initiative, and use the program with employees to improve/enhance customer service delivery.
- The SLO CAL Travel & Tourism industry will work with Visit SLO CAL to identify industry businesses and employees who are providing and delivering excellent customer service in SLO CAL in order for Visit SLO CAL to recognize, award and reward their contribution.

EXPERIENCE INCUBATOR

Visit SLO CAL should launch and lead a countywide incubator and network for SLO CAL visitor experience startups, a new program designed to discover and foster startups working on innovative brands, products, services, events and activities to improve the SLO CAL experience. The incubator will bring together Visit SLO CAL, SLO CAL tourism

industry expertise and Cal Poly's Department of Experience Industry Management, along with participating startups, to co-create unique and inventive new experiences for SLO CAL visitors. By fostering new businesses, the incubator should also be designed to create head-of-household jobs for the industry and SLO CAL.





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will establish the Experience Incubator as a department or division of Visit SLO CAL and, once self-sufficient and sustaining, may spin it off as a stand-alone entity with its own board of directors, funding/sponsorship and executive director.
- Initially, Visit SLO CAL will develop the incubator strategy, oversee the initiative, create a work program, seek out commercial/work space to house the program, develop the budget and operations.
- Visit SLO CAL will create a network of mentors, establish startup selection criteria, solicit and select incubator participants.
- Visit SLO CAL will oversee and monitor the Experience Incubator initiative and adjust accordingly.

San Luis Obispo County and Municipal Governments:

- The county and municipal governments will be asked to support the Experience Incubator and engage with Visit SLO CAL, sponsors, mentors and participants to help guide it toward success.
- The county and municipal governments will be asked to establish individual points of contact to ease regulatory issues for the development of experiential based businesses.

SLO CAL Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry and Cal Poly's Department of Experience Industry Management will be encouraged to support the Experience Incubator and engage with Visit SLO CAL, the Experience Incubator board, the executive director sponsors, mentors and participants to help guide the incubator program toward success.

INTERNATIONAL VISITORS

International Visitors are an important and growing market for SLO CAL, as these visitors tend to stay longer, spend more and travel during different periods of the year, helping to reduce some of the seasonality issues associated with domestic visitors. Visit SLO CAL should examine the destination, product and services preferences, transportation and logistics requirements

and patterns, and cultural and language requirements associated with international visitors. Using that information, Visit SLO CAL should develop and deliver destination strategies, plans and programs necessary, such as China-, India- and Brazil-ready plans, to host, accommodate and facilitate these visitor groups.





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will conduct research of SLO CAL Travel & Tourism industry establishments to determine the need for and interest in an international visitor ready plan.
- The research will collect information on how the businesses in SLO CAL are becoming international visitor ready, and what gaps might exist that a broader countywide program might address.
- Visit SLO CAL will use their DMO network, Visit California and Destinations International membership to collect information, case studies and best practices of international visitor ready programs currently being used by other DMOs.
- Visit SLO CAL will examine, select and implement an international visitor ready program for SLO CAL's Travel & Tourism partners and businesses.

San Luis Obispo County and Municipal Governments:

- The county and municipal governments will be encouraged to cooperate with the SLO CAL International Visitors initiative to assist with any and all public sector services available and necessary to deliver a successful initiative.

SLO CAL Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry will cooperate with the SLO CAL Travel & Tourism International Visitors initiative to assist with any and all private sector information, data, research experience and expertise available to deliver a successful initiative.
- The SLO CAL Travel & Tourism industry will work with Visit SLO CAL to craft and deploy the selected International Visitors initiative.

PASO ROBLES & SLO COAST WINE

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

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





ROLES & RESPONSIBILITIES

Visit SLO CAL:

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

San Luis Obispo County and Municipal Governments:

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

SLO CAL Travel & Tourism Industry:

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

SUSTAINABLE TOURISM

SLO CAL, like many other popular and important destinations, is facing a number of natural and manmade issues that are impacting, and will continue to impact, the quality of SLO CAL as a visitor destination and a place for residents to live, work

and play. These issues include, but are not limited to: climate change, water shortages, energy, waste management, land use, economic growth and social development.





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will review and assess sustainable tourism programs that are currently in place in SLO CAL and used by industry stakeholders, owners and operators, and their impact on industry-wide objectives.
- Visit SLO CAL will review well-known international, national and statewide resources such as the United Nations World Tourism Organization programs for sustainable tourism and their applicability to SLO CAL.
- Visit SLO CAL will consider other well-known sustainable tourism organizations' programs and certifications and understand what benefits they might bring to SLO CAL.
- Visit SLO CAL will select or design and implement a sustainable tourism program that best suits the needs and requirements of tourism in SLO CAL, its visitors and its residents.
- Visit SLO CAL will build consensus with tourism stakeholders on the need for and benefit of a sustainable tourism program and roll out the agreed strategy and program to the industry.
- Visit SLO CAL will work with industry stakeholders, government leaders and the community to assess, develop and implement sustainable land use plans for resident and visitor activities, such as the off-highway vehicle riding at Oceano Dunes State Vehicular Recreation Area, that may impact the environmental, social and economic impact of tourism in SLO CAL.

San Luis Obispo County and Municipal Governments:

- The county, and municipal governments will be encouraged to work with Visit SLO CAL and their stakeholders to define and organize a sustainable tourism strategy that complements existing programs and efforts and makes SLO CAL a sustainable tourism destination.

SLO CAL Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry will contribute to the sustainable tourism inventory and work to identify gaps that need to be filled in order to make SLO CAL a strong and vibrant sustainable tourism destination.
- The SLO CAL Travel & Tourism industry will work with Visit SLO CAL to develop a SLO CAL sustainable tourism strategy and plan and implement it across the region.

TALENT ATTRACTION, DEVELOPMENT & CAREERS

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

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

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





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL, in cooperation and coordination with the Workforce Development Board of San Luis Obispo County, the EVC Workforce Development Task Force, the Hourglass Project, Cuesta College, the SLO County Office of Education, SLO Partners and Cal Poly, will study and assess the SLO CAL Travel & Tourism workforce—including needs, requirements, forecast of labor supply and demand, skills, education and training, and career pathways.
- Visit SLO CAL will use this research to develop a detailed SLO CAL Travel & Tourism Workforce Development Strategy and plan to align labor needs and requirements with those of the SLO CAL Travel & Tourism industry.

San Luis Obispo County and Municipal Governments:

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

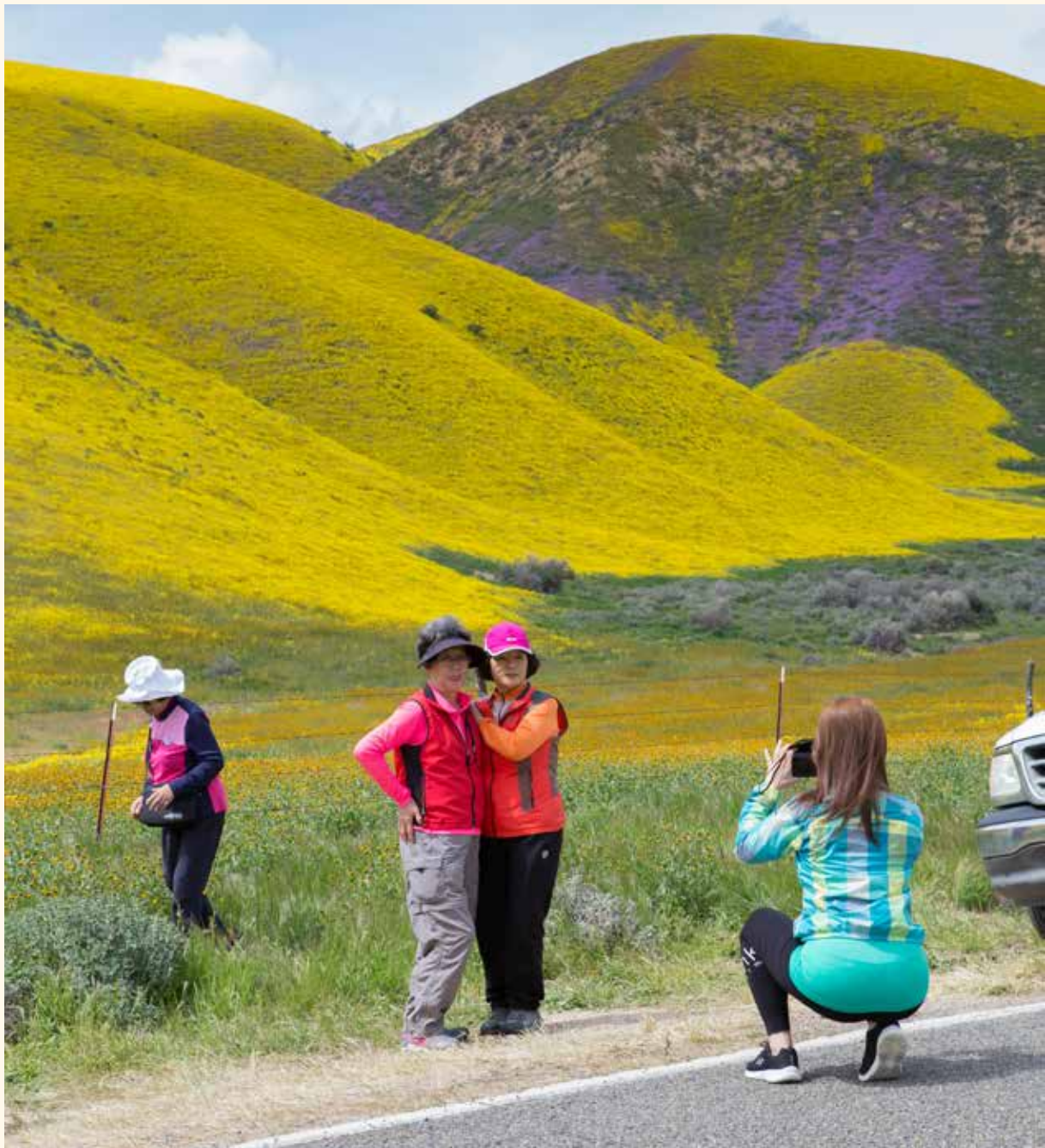
SLO CAL Travel & Tourism Industry:

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

TOURISM MANAGEMENT

During peak-season, on certain weekends/holidays and for special events, there are occasionally too many SLO CAL visitors in the same place, at the same time, competing for limited resources such as parking spaces, beach space, highways, etc. The quality of life for SLO CAL residents is negatively impacted during these times. Visit SLO CAL, working with the county and municipal governments, should conduct

carrying capacity research to identify and document these “overtourism” times. That research should then be used to identify places and create destination- and time-specific strategies, plans and programs to redirect visitors using events and festivals, promotions and real-time visitor messaging to under-visited communities and reduce the negative impact of overtourism on resident quality of life.





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will develop a Carrying Capacity Study of SLO CAL communities, activities and experiences focused on identifying specific places, days and times when tourism demand exceeds supply or when resident quality of life is degraded.
- Visit SLO CAL will use information from the Carrying Capacity Study to educate and inform community officials and industry stakeholders about overtourism and present options and opportunities for managing visitor traffic.
- Visit SLO CAL will work with these community officials and industry stakeholders to develop strategies, plans and programs to reduce or eliminate overtourism situations.
- Visit SLO CAL will monitor and assess carrying capacity performance against developed strategies and adjust accordingly.

San Luis Obispo County and Municipal Governments:

- The county and municipal governments will be encouraged to cooperate with Visit SLO CAL to develop carrying capacity research, and undertake public sector activities necessary to fulfill the strategies associated with reducing or eliminating overtourism situations.

SLO CAL Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry will cooperate with Visit SLO CAL to identify overtourism situations and implement solutions to reduce or eliminate these situations.

VISIT SLO CAL & FUNDING

The Objectives, Strategies and Recommendations of the Destination Management Strategy will require Visit SLO CAL to make adjustments and additions to their organization, staffing, operations and programs, as well as adjust and potentially increase the level of funding in order to deliver a broader range of destination management services. Visit SLO CAL

should update their Strategic and Annual Plans to account for the recommendations of the Destination Management Strategy and both renew and increase the Tourism Marketing District from 1% to 1.5% to provide the revenue necessary to carry out the updated mission.





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will annually review the Destination Management Strategy recommendations, priorities and progress to date and set forth annual plans, resources and funding needed for following year's implementation.
- Visit SLO CAL will develop a work plan for Destination Management Strategy activities and incorporate that plan into its annual business and marketing plan and budget.
- Visit SLO CAL will monitor and review annual progress and performance against the Destination Management Strategy and adjust the Destination Management Strategy, Visit SLO CAL's annual business and marketing plan and budget accordingly.

San Luis Obispo County and Municipal Governments:

- The county and municipal governments will be encouraged to regularly check in with Visit SLO CAL to review progress against the Destination Management Strategy and make sure the funding necessary to continue implementation of the Destination Management Strategy is sufficient and available to Visit SLO CAL for the same.

SLO CAL Travel & Tourism Industry:

- SLO CAL Travel & Tourism industry leaders will regularly check in with Visit SLO CAL to review progress against the Destination Management Strategy and make sure the organization, operations, staffing and funding necessary to continue implementation of the Destination Management Strategy is sufficient and available to Visit SLO CAL for the same.

2.

EXPANDING INFRASTRUCTURE AND INVESTMENT

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

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

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

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

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

AIR SERVICE & AIRPORT DEVELOPMENT

The addition of six new markets (Seattle, Denver, Dallas, Las Vegas, Portland and San Diego) in the last three years—and potentially new service to Salt Lake City and Vancouver, BC—is a major step for San Luis Obispo County Regional Airport, allowing for an important increase in the level of connectivity for residents and visitors to and from

SLO CAL. Even so, Visit SLO CAL and San Luis Obispo County Regional Airport officials should continue to work together to develop and promote new aviation market opportunities such as Salt Lake City, Houston, Minneapolis and Chicago with a goal in mind that every U.S. visitor or resident in or out of SLO CAL only needs to make a total of one connection (two flights).





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will continue to drive visitor demand, and work with county, municipalities and San Luis Obispo County Regional Airport officials to increase airlift opportunities for SLO CAL residents and visitors.
- Visit SLO CAL will look to other creative efforts for inspiration, like the Louisville Regional Airlift Development, Inc. (LRAD) – a public/private partnership formed to support Louisville Regional Airport Authority (LRAA) in pursuing new nonstop passenger service to key coastal markets, with other markets to follow. LRAD sponsors include state and local government, chambers of commerce, convention and tourism bureaus and many regional businesses.

San Luis Obispo County and Municipal Governments:

- The county government will be encouraged to work with Visit SLO CAL's Air Service Development effort to develop new nonstop service.
- San Luis Obispo County Regional Airport officials will be encouraged to continue to update the Airport Master Plan and adjust the plan accordingly as increased aircraft and passenger traffic warrants.
- Municipal governments will be encouraged to work with the Air Service Development effort and support calls, activities and actions to develop new nonstop service.

The Travel & Tourism Industry:

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

CHIEF INVESTMENT OFFICER (TRAVEL & TOURISM)

The research and visioning workshops associated with the Destination Management Strategy project have suggested that future visitor markets and services in SLO CAL will trend toward more engaged consumers seeking a broader range of activities and experiences. To capitalize on and develop this potential, Visit SLO CAL should create a new

staff position (Chief Investment Officer) dedicated to working with SLO County and city development officials to identify Travel & Tourism investment opportunities and engage in programs, activities and events to promote high-end, experiential and conference Travel & Tourism opportunities in San Luis Obispo County.





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will collect, review and assess information about what other destinations are doing to market and promote their Travel & Tourism investment opportunities and develop a Travel & Tourism investment promotion strategy for SLO CAL.
- Visit SLO CAL will work with the county and municipalities' economic development agencies and offices as well as Travel & Tourism industry stakeholders to create a portfolio of Travel & Tourism investment opportunities in SLO CAL.
- Visit SLO CAL will establish a position to organize activities associated with this initiative and promote the Travel & Tourism investment portfolio at hospitality investment conferences and other venues where Travel & Tourism investors and brands are likely to be looking for new opportunities.

San Luis Obispo County and Municipal Governments:

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

SLO CAL Travel & Tourism Industry:

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

COUNTYWIDE TRAIL SYSTEM

Visit SLO CAL should join efforts with San Luis Obispo County, the municipalities, city park rangers, SLO Hike, ECOSLO, SLO County Parks, SLOCOG, Hike SLO, SLOPOST, Bike SLO County, CCMP, SLOBC, SLO Horse News, Ride Nipomo-Equestrian Trails Alliance, PG&E and many other interested groups in

San Luis Obispo County to create, develop, feature, celebrate and promote a countywide trail system that connects all SLO CAL trail assets into a world class experience for residents and visitors who love to walk, hike, run, bike and ride horses.





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will advocate for development, maintenance and enhancement of a countywide trail system as an important visitor activity and experience.
- Visit SLO CAL will communicate and promote the idea of a connected county, ease of connectivity and the unique visitor experience that a countywide trail system would create for SLO CAL.
- Visit SLO CAL will encourage broad scale use of the countywide trail system as a premier experience for residents and visitors.
- Visit SLO CAL will encourage local establishments to leverage the countywide trail system and its walkers, runners and riders to create amenities, activities and experiences that activate the countywide trail system 365 days per year and create new business.

San Luis Obispo County and Municipal Governments:

- The county and municipal governments as well as regional agencies responsible for the countywide trail system will be encouraged to collect input and feedback from visitors as well as tourism business owners.
- The county and municipal governments as well as regional agencies will be encouraged to share challenges and promote partnerships in order to advance the continued development of the countywide trail system.
- The county and municipal governments as well as regional agencies will be encouraged to advocate for continued development and set completion dates.
- The county and municipal governments as well as regional agencies will be encouraged to market the countywide trail system as beneficial to SLO CAL residents and visitors.

SLO CAL Travel & Tourism Industry:

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

GROUND TRANSPORTATION

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

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

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





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will be included and engaged at state, county, municipal and community transportation forums held to help identify options that leverage existing transportation solutions.
- Visit SLO CAL will conduct visitor flow research to assess true demand impact from out of town visitors to be used in future transportation policy considerations as well as local campaigns.
- Visit SLO CAL will advocate for a Visitor Transportation Strategy for San Luis Obispo County.
- Visit SLO CAL will promote, communicate and demonstrate to future visitors the ease of car-free visits to SLO CAL.
- Visit SLO CAL will advocate for alternate transportation options such as the RTA for convention and leisure purposes, and ride-sharing services for minimizing congestion.
- Visit SLO CAL will create incentives for businesses (tourism and non-tourism) and events and festivals to promote car-free movement.
- Visit SLO CAL will advocate for the enhancement of safety and connectivity so car-free travel is viable.

San Luis Obispo County and Municipal Governments:

- The county and municipal governments will be encouraged to develop policies to support alternative transportation, including public transportation and ride-sharing services.
- These governments will be encouraged to create incentives for businesses, events and festivals to use public/alternative transportation.
- The county and municipal governments will be encouraged to enhance safety, security and connectivity of public transit and bike routes.
- The county and municipal governments will be encouraged to create and implement a visitor transportation strategy for SLO CAL that maps to existing transportation master plans for the county.

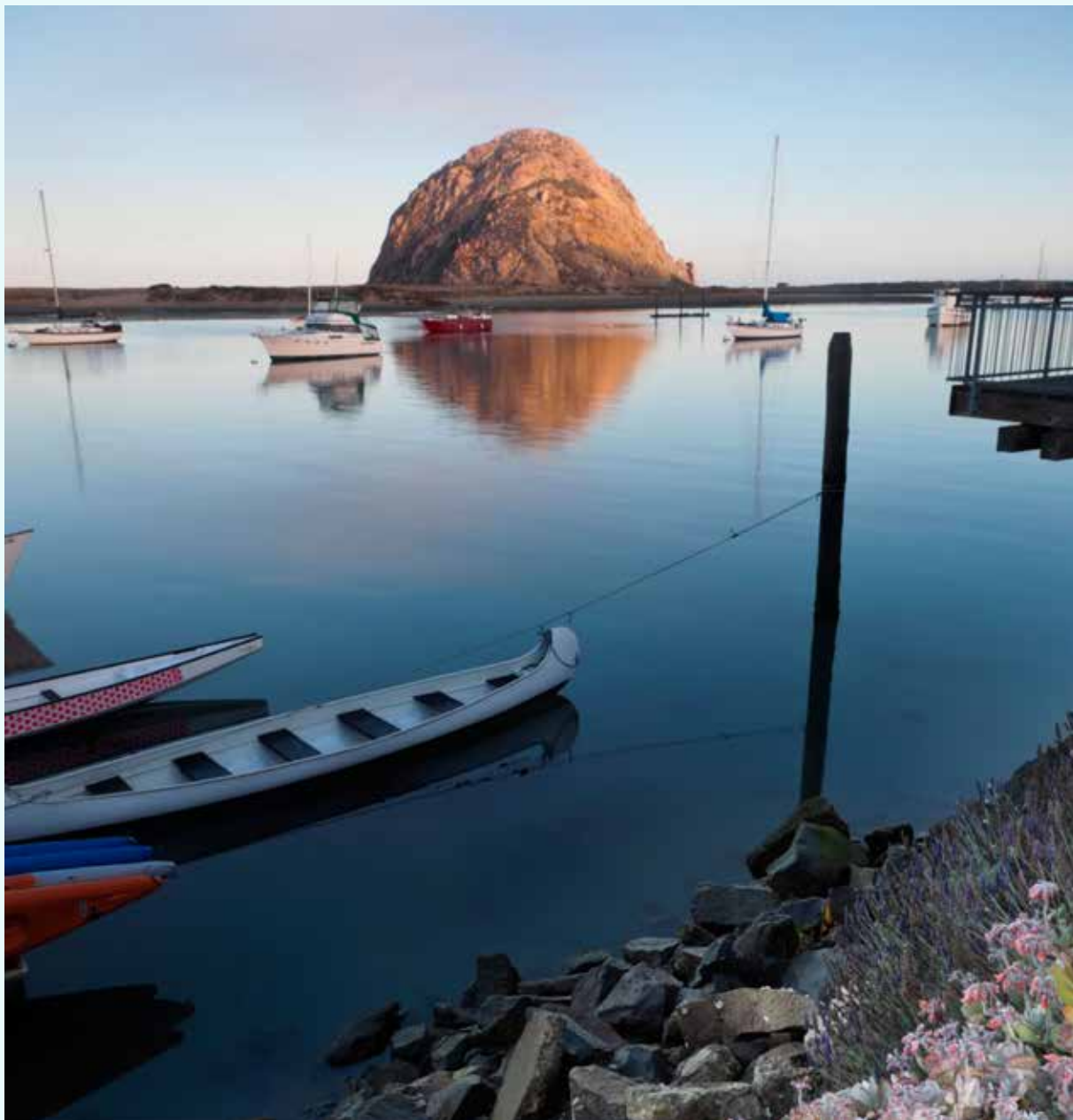
SLO CAL Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry will ensure that tourism is "at the table" when transportation policies are taking shape (state, county, municipalities and local).
- The industry will create forums to engage the industry in issues affecting the visitor transportation experience.
- The industry will create incentives for tourists to use alternate forms of transit.

MORRO BAY WATERFRONT

The numerous Morro Bay waterfront activities and experiences (boating, sailing, kayaking, surfing, stand up paddle boarding, fishing, aquarium, retail, food and beverage, entertainment, events and accommodations) and assets (embarcadero, beach, bay and harbor) create a unique destination for SLO CAL residents and visitors that is nearly impossible to duplicate and sets SLO CAL apart from many other California coastal destinations. Adding the potential

future development of the Morro Bay Power Plant to the mix, as a tourism asset or experience, is an opportunity that must not be ignored or left to chance. Visit SLO CAL should join with Morro Bay and San Luis Obispo County leaders (public and private) to create an acquisition strategy, redevelopment plan and program that seeks to turn the Morro Bay Power Plant and waterfront into a key tourism and quality of life asset for Morro Bay and SLO CAL.





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL should join with, and contribute to, the working group in Morro Bay that is actively engaged in discussions with the owners of the Morro Bay Power Plant and other stakeholders about the future of the plant.
- Visit SLO CAL will study Morro Bay Power Plant opportunities and develop tourism forecasts, impact analyses and research that can be used by Morro Bay to assess alternative proposals.
- Visit SLO CAL will assess the impact of Morro Bay Power Plant opportunities on the broader SLO CAL tourism industry.
- Visit SLO CAL will advocate for and champion the conversion of the Morro Bay Power Plant into a county, community and Travel & Tourism asset that can deliver long-term quality of life and tourism economic impact for Morro Bay and San Luis Obispo County.
- Visit SLO CAL (Chief Investment Officer) will feature the Morro Bay Power Plant as one of the premier tourism investment opportunities to outside industry investors.

San Luis Obispo County and Municipal Governments:

- The City of Morro Bay, the county and other local governments will be encouraged to work with Visit SLO CAL to feature and champion the Morro Bay Power Plant as a major tourism investment opportunity for SLO CAL.

SLO CAL Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry will join forces with Visit SLO CAL to support and champion the repurposing of the Morro Bay Power Plant into a community and Travel & Tourism asset.

SAN LUIS OBISPO COUNTY CONFERENCE CENTER(S)

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

Although Visit SLO CAL completed a countywide feasibility study in 2017, and several proposals to

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





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will create and host a SLO County Conference Center(s) Development Task Force of county and municipal officials, economic development officials, developers, tourism officials and other key stakeholders to share information, efforts and progress on individual conference center initiatives.
- The SLO County Conference Center(s) Development Task Force will discuss and agree to individual and cooperative efforts to move forward on one or more conference center initiatives.
- Visit SLO CAL will provide supportive resources to assist individual initiatives as needed and required to move proposals forward.

San Luis Obispo County and Municipal Governments:

- The county and municipal governments will be encouraged to cooperate with the SLO County Conference Center(s) Development Task Force to assist with any and all public sector information, data, research experience and expertise available to deliver a successful initiative.

SLO CAL Travel & Tourism Industry:

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

WORKFORCE HOUSING

Throughout the Destination Management Strategy project, the need for greater workforce housing was top of mind for Travel & Tourism business owners and operators, industry stakeholders, government officials and sector employees. This existential threat to the industry was also confirmed by several pieces of stakeholder and survey research conducted for the

project. Although the need for affordable housing is not unique to tourism industry workers, Visit SLO CAL and their partners should join with the broader Coalition of Housing Partners led by the SLO Chamber of Commerce to advocate for, explore and develop strategies, plans and programs for workforce housing.





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL, in conjunction and cooperation with Coalition of Housing Partners will survey SLO CAL Travel & Tourism industry workers and assess their housing situation, needs and requirements.
- The survey will collect information on the Travel & Tourism housing situation (cost, location, affordability, etc.), preferences and potential for alternative housing options.
- Visit SLO CAL will use the research and information to advocate for policies, strategies, plans and programs to improve the housing options for Travel & Tourism industry workers.

San Luis Obispo County and Municipal Governments:

- The county and municipal governments will be encouraged to cooperate with the SLO CAL Travel & Tourism Workforce Housing initiative to assist with any and all public sector information, data, research experience and expertise available to deliver a successful initiative.

The Travel & Tourism Industry:

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

WORKFORCE TRANSPORTATION

The San Luis Obispo Regional Transit Authority (RTA) Strategic Business Plan for 2018-2020 is focused (Goal 1) to “Increase ridership through improved system design by attracting discretionary customers and improving sub-regional transit alternatives.” To assist the RTA in this effort, SLOCOG, Visit SLO CAL and its industry partners should work together

to identify, map and assess the county’s hospitality and Travel & Tourism workforce transportation needs (home to workplace schedules, routes and last-mile connections) and create strategies and plans to deliver “increased [hospitality and Travel & Tourism workforce] ridership through improved system design.”





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL, in conjunction and cooperation with SLOCOG and RTA, will survey SLO CAL Travel & Tourism industry workers and assess their regional transportation situation, needs and requirements.
- The survey will collect information on their commuting patterns (home to work), preferences, existing private transportation services including those provided by Travel & Tourism employers and the potential for alternative transportation options.
- Visit SLO CAL will use the research and information to explore transportation options with SLOCOG and RTA, and the potential for allocating or reallocating resources and assets to improve and/or enhance public, private and industry transportation options for Travel & Tourism industry workers.

San Luis Obispo County and Municipal Governments:

- The county and municipal governments will be encouraged to cooperate with the SLO CAL Travel & Tourism Workforce Transportation initiative to assist with any and all public sector information, data, research experience and expertise available to deliver a successful initiative.

SLO CAL Travel & Tourism Industry:

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

3.

EXPERIENCE DEVELOPMENT

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

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

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

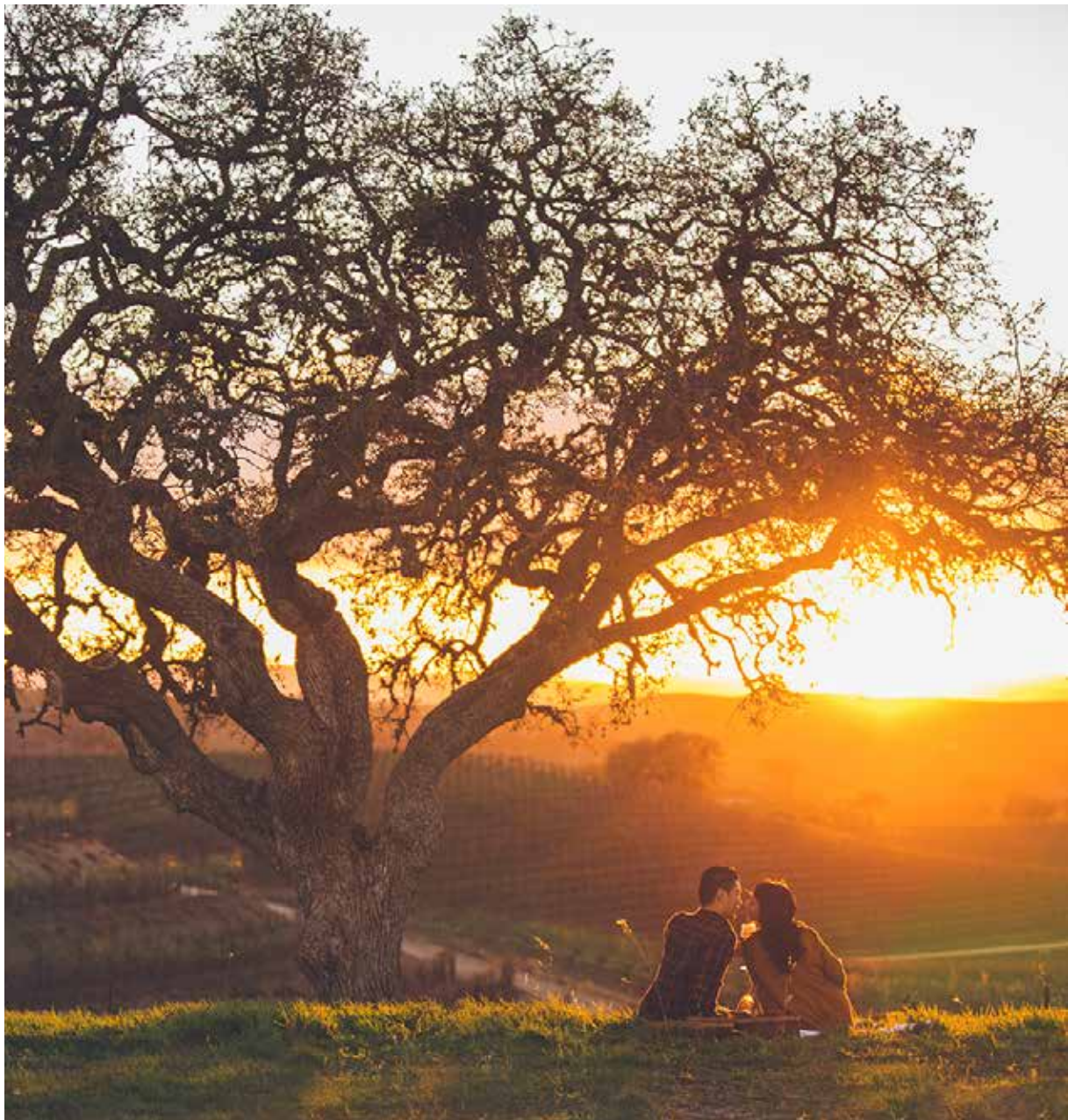
- Authentic Communities
- Bike Tourism
- Cannabis Tourism
- Develop & Grow Communities
- Events & Festivals Strategy
- Nightlife, Music and Entertainment
- SAVOR SLO CAL
- Signature Event(s)
- SLO CAL Crafted® Brand
- Space Launch Events
- Thematic Routes

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

AUTHENTIC COMMUNITIES

Pismo Beach is a quintessential “Classic California” beach community with an energetic vibe, where visitors surf the day away, lounge on the sand, stroll the boardwalk and enjoy world famous clam chowder. On the other hand Paso Robles is a place of gently rolling hills where cowboy meets world-class wine region, with a charming downtown square and picturesque vineyards. Pismo Beach, Paso Robles and each of SLO CAL’s cities, communities and

unincorporated areas have a unique character and nature all their own, which is an important quality of life aspect for residents and a major draw for visitors near and far. SLO CAL should identify, document, advocate for and maintain as best as possible the authenticity of these places, so SLO CAL residents and visitors can enjoy their quality of life and experiences now and into the future.





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will establish and host an Authentic Communities Working Group of interested and connected stakeholders who are passionate about and engaged in community specific proposals, along with planning and zoning issues that might impact the look, feel and authenticity of SLO CAL places.
- Visit SLO CAL will monitor and identify issues and opportunities that might impact residents' quality of life and the visitor experience and identify where and when Visit SLO CAL should assist individual communities in potential development opportunities.
- Visit SLO CAL will contribute to, advocate on behalf of and champion issues associated with zoning or planning that might have a positive or negative impact on the authenticity of SLO CAL places.

San Luis Obispo County and Municipal Governments:

- The county and municipal governments will be encouraged to keep lines of communication open with Visit SLO CAL and the Authentic Communities Working Group regarding proposals or issues that might have an impact on the authenticity of SLO CAL places.

SLO CAL Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry will monitor county and community developments and proposals and keep Visit SLO CAL informed of issues, proposals or opportunities that might impact the authenticity of SLO CAL places.

BIKE TOURISM

Visit SLO CAL should join forces with SLOCOG, Bike SLO County, its local partners (Bike Happening, CCMP, SLO Regional Bikeshare, Cal Poly Bicycle Coalition, SLOBC, Cycle Central Coast and SLO Nexus), and Connect SLO County's efforts to advocate for and create a "bike-friendly future

in SLO County." Visit SLO CAL should work to create and promote a premier west-coast outdoor destination (trails, parks, venues, roadways and amenities) for all types of biking (road, racing, BMX, mountain and cyclocross) and all levels of riders (recreational, amateur and professional).





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will work with the state, county and municipalities to help fulfill the objectives of the bicycle transportation plans in accordance with the California Bicycle Transportation Act (Streets and Highways Code Section 890-892).
- Visit SLO CAL will work with SLOCOG, Bike SLO County, local partners (Bike Happening, CCMP, SLO Regional Bikeshare, Cal Poly Bicycle Coalition, SLOBC, Cycle Central Coast and SLO Nexus) and others to advocate for SLO CAL biking infrastructure, trails, multimodal connections, amenities, programming, events and festivals and amateur/professional competitions.
- Visit SLO CAL will work with county, municipalities and community governments and biking organizations to develop and maintain biking tourism guides, maps and technology to make all kinds of biking in SLO CAL accessible and convenient.

San Luis Obispo County and Municipal Governments:

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

SLO CAL Travel & Tourism Industry:

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

CANNABIS TOURISM

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

In this regard, SLO CAL’s history and experience with creating agritourism is a perfect case study of

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





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will collect, review and consider Cannabis Tourism related information and case studies from other destinations around the country and further afield to determine what is happening, what works best and how SLO CAL can learn from these experiences.
- Visit SLO CAL will create a Cannabis Tourism Working Group of interested cannabis producers, distributors and retailers, tourism industry partners and municipal officials and agencies to monitor, discuss and assess Cannabis Tourism developments in SLO CAL and other destinations where recreational cannabis is legal.
- If appropriate and at the proper time and with the recommendation of the Cannabis Tourism Working Group, Visit SLO CAL will lead the development of a Cannabis Tourism Strategy and working plan for SLO CAL.

San Luis Obispo County and Municipal Governments:

- Interested municipal governments and regional agencies will be encouraged to actively participate in Visit SLO CAL's Cannabis Tourism Working Group and contribute to discussions, assessment and strategies related to Cannabis Tourism in SLO CAL.

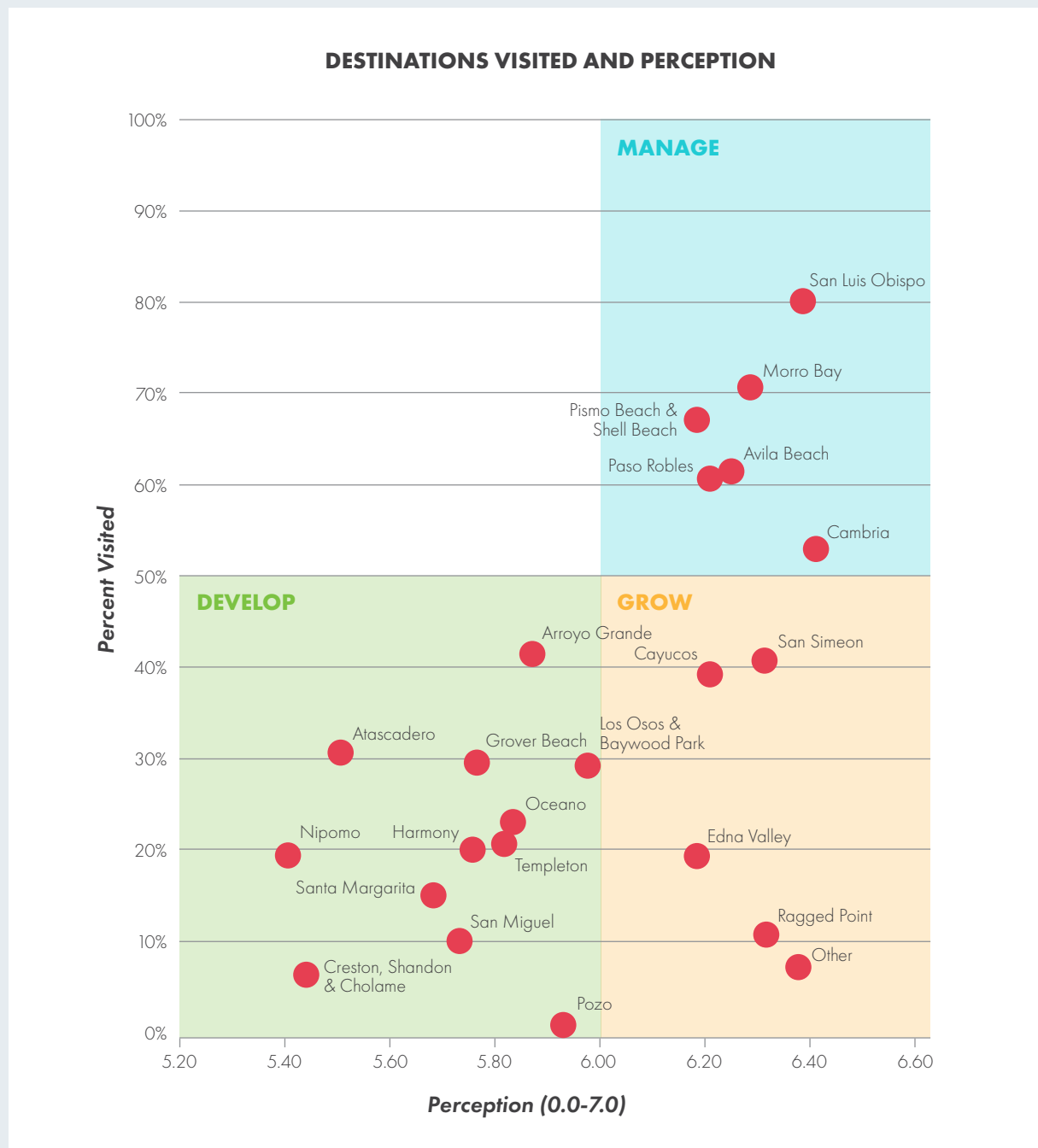
SLO CAL Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry will actively participate in Visit SLO CAL's Cannabis Tourism Working Group to contribute insight, experience and expertise to the initiative, as well as deliver tourism-related products, services and amenities that are necessary and appropriate to a successful Cannabis Tourism initiative and experience.

DEVELOP & GROW COMMUNITIES

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

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





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- SLO CAL will conduct a detailed physical audit, examination and review of these places and determine what placemaking opportunities exist, are desired or should be explored to increase visitor attraction and experiences.
- Visit SLO CAL will continue to engage with county, municipalities and local economic development leaders to provide input, feedback and advice on issues and opportunities that might impact the visitor experience in the various municipalities, communities and neighborhoods.
- Visit SLO CAL will work with county, municipalities and local officials and leaders to help articulate, market and promote the unique sense of place and character that SLO CAL's municipalities, communities and neighborhoods offer to residents and visitors.
- Visit SLO CAL will review destination/neighborhood-focused development and marketing efforts by local tourism organizations to see how they are organizing capacity building for their own business establishments and destinations/neighborhoods, and apply best practices to SLO CAL's communities.

San Luis Obispo County and Municipal Governments:

- The county and municipal governments will be encouraged to provide municipalities, communities and neighborhoods with organizational assistance to better develop, manage and market their places.

SLO CAL Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry will encourage industry establishments to join with their municipalities, communities and neighborhoods to actively engage in their destination development and promotional efforts and increase the connectivity of local business owners and operators to the broader SLO CAL experience.

EVENTS & FESTIVALS STRATEGY

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

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

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

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

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

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



ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will work with county, municipal and community leaders, major events producers and organizers, along with industry stakeholders, to create a countywide Events and Festivals Strategy to set forth the vision, goals, strategies and plans for creating, incubating and facilitating visitor-related events and festivals in SLO CAL that increase the economic contribution from visitors and enhance quality of life for residents.
- Visit SLO CAL will establish and facilitate an Events and Festivals Working Group to:
 - Agree on a vision and strategy for SLO CAL supported arts, music, food and drink, cultural and sports events and festivals
 - Identify and articulate detailed funding criteria for arts, music, food and drink, cultural and sports events and festivals that will be supported by SLO CAL organized sources
 - Encourage coordination of events and festivals to maximize timing and impact, while reducing seasonality swings and unsustainable high-volume visitor traffic
 - Deliver a consolidated and shareable countywide events and festivals calendar
- Visit SLO CAL will encourage the Events and Festivals Working Group to organize communication, marketing and promotion of SLO CAL supported events as well as other events and festivals not supported or sponsored by the city, municipalities or communities, but nevertheless of potential interest to SLO CAL visitors.
- Visit SLO CAL will create, manage and administer an events and festivals development fund available to create, incubate, market and promote, manage, direct and facilitate events and festivals in SLO CAL that fulfill grant criteria and deliver Key Performance Indicator results set forth by the Events and Festivals Strategy.

San Luis Obispo County and Municipal Governments:

- The county and municipal governments will be encouraged to actively participate on Visit SLO CAL's Events and Festivals Working Group to facilitate and operationalize SLO CAL events and festivals from a regulation/permitting and public services perspective.
- The county and municipal governments will be encouraged to designate a point person to assist in the realization and delivery of events.
- The county and municipal governments will be encouraged to organize and manage municipal and county agency involvement in SLO CAL events and festivals.

SLO CAL Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry will encourage existing event organizers and venues to engage with the Events and Festivals Working Group to coordinate calendars, resources and funding.
- The industry will collaborate with event organizers and venues in the sector to build stronger, more engaging, need period events.



NIGHTLIFE, MUSIC & ENTERTAINMENT

SLO CAL should target the advancement of nightlife, music and entertainment to deliver evening activities that compare favorably to its strength in outdoor activities. Visit SLO CAL should work with the local municipalities restaurants, bars, clubs, music, arts and entertainment venue owners/operators, downtown

associations and other interested stakeholders to create a Nightlife Strategy for SLO CAL, individual cities and communities. The strategy should deliver a balanced plan for enhancing nightlife experiences, while maintaining a high quality of life for residents.



ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will work with the county and municipalities' departments of economic development, downtown associations, restaurants, bars, clubs, music, arts and entertainment venue owners/operators and other interested stakeholders to create a Nightlife Strategy for SLO CAL.
- Visit SLO CAL will create a Nightlife Strategy that delivers a balanced plan for enhancing resident and visitor nightlife experiences, while maintaining a high quality of life for residents.
- The Nightlife Strategy will encompass all SLO CAL communities with immediate attention and focus on the cities of San Luis Obispo, Paso Robles and Pismo Beach.
- The Nightlife Strategy will act as a guide for public and private sector officials, leaders and industry partners to:
 - Form an Alliance - Collaborative partnerships between diverse stakeholders form the foundation of a well-planned and managed hospitality zone responsible for allocating resources, crafting policies and procedures, overseeing implementation and making nightlife safe and vibrant.
 - Plan for People - Planning for different times of day and for different purposes requires foresight, infrastructure, clear community standards and management of sound, litter and waste, safe rides home, coordination of transportation options and a robust mobility management plan.
 - Assure Safety - Preventing crime and addressing disorder in public spaces and private venues requires a continuum of partnerships (police, fire marshals, private security and district ambassadors), as well as better communication with regulatory and enforcement agencies.
 - Enhance Vibrancy - Creating a seamless flow of social experiences in public and private spaces—from sidewalk cafes and buskers to live entertainment in restaurants, bars and clubs—and the systems to support venues, nurture performers and provide opportunities for entrepreneurs to showcase their talent.

San Luis Obispo County and Municipal Governments:

- The county and municipal governments will be encouraged to work hand-in-hand with Visit SLO CAL and hospitality and entertainment partners to create and deliver a balanced Nightlife Strategy and plan for residents and visitors, preserving resident quality of life and enhancing the nightlife experience in San Luis Obispo County.
- The county and municipal governments will be encouraged to keep Visit SLO CAL updated on their individual strategies and plans associated with nightlife, music and entertainment to avoid duplications of effort.

SLO CAL Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry and its hospitality and entertainment partners will work hand-in-hand with Visit SLO CAL and San Luis Obispo County and municipal officials and agencies to create and deliver a balanced Nightlife Strategy and plan for residents and visitors preserving resident quality of life and enhancing the nightlife experience in SLO CAL.



SAVOR SLO CAL

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

SLO CAL should consider successful examples of wine and culinary festivals such as the Dine Out Vancouver Festival, which has grown into Canada's largest food

and drink festival. More than prix-fixe menus, SAVOR SLO CAL, like Dine Out Vancouver, could be about "community, collaboration, and sharing...a culinary story with the world." Culinary talent and cultural experiences, including neighborhood food tours and lunch-hour food truck fests, could inspire SAVOR SLO CAL events, along with local wine tastings and global guest-chef collaborative dinners. SAVOR SLO CAL could grow into a compelling annual mid-week reason to visit.





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will collect, review and consider information and case studies from other wine and culinary festivals held by destinations around the country and further afield to determine what works best and how SLO CAL can benefit from these experiences.
- Visit SLO CAL will create and host a SAVOR SLO CAL Working Group to consider, design and agree on a multi-week signature festival of SLO CAL wines, craft beverages and culinary arts to be held during SLO CAL's harvest season.
- The SAVOR SLO CAL Working Group will create a strategy, working program and funding source to move the festival forward.
- Visit SLO CAL will market and promote SAVOR SLO CAL to residents and interested/high potential visitor target markets.
- The SAVOR SLO CAL Working Group will implement the strategy, review performance and adjust the strategy as necessary and appropriate.

San Luis Obispo County and Municipal Governments:

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

SLO CAL Travel & Tourism Industry:

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

SIGNATURE EVENT(S)

Visit SLO CAL should work with existing and/or new events and festivals to help deliver high quality experiences during need periods and explore the potential for developing signature events or festivals for the destination. General preference for signature events and festivals should be given to those that align with SLO CAL's Events and Festivals Strategy,

with specific focus on SLO CAL's strengths in the areas of outdoor and coastal activities as well as food and wine (such as SLO Farmers' Market, Mid-State Fair, Beer Fest or Paso Robles Wine Festival), and can represent the SLO CAL brand 365 days of the year.





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will define and articulate what a signature festival or event means for SLO CAL, the destination.
- Visit SLO CAL will conduct an analysis of the festivals and events portfolio to assess the quantity, quality, calendar distribution (scheduling), resident and visitor attendance/satisfaction, diversity (interest group), current results (attendance, income, reviews), future viability/opportunity for growth and economic impact of SLO CAL's existing events.
- Visit SLO CAL will use the results of the analysis to identify existing events and festivals that might serve as a signature event and festival for SLO CAL.
- Visit SLO CAL will collect, review and consider information and case studies from other destinations to assess their signature festivals and events, success and development applicability to SLO CAL.
- Visit SLO CAL will use the above to determine if a signature event is desirable and possible for SLO CAL, and whether an existing event or festival or a newly created event or festival can serve in the role.
- If an event or festival is identified as a potential opportunity for signature status, Visit SLO CAL will work with industry and government partners to develop an event-specific strategy, action plan and funding source to move the initiative forward.

San Luis Obispo County and Municipal Governments:

- The county and municipal governments should actively participate in Visit SLO CAL's Signature Event(s) initiative to contribute insight, experience and expertise to the analysis, strategy, planning, funding and implementation.

SLO CAL Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry will be encouraged to actively participate in Visit SLO CAL's Signature Event(s) initiative to contribute insight, experience and expertise to the analysis, strategy, planning, funding and implementation.

SLO CAL CRAFTED BRAND

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

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





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will work to finalize the already submitted SLO CAL Crafted trademark registration.
- Visit SLO CAL will collect, review and assess case studies from other destinations where place-specific brands have been developed, marketed and sold online or through brick and mortar sites to understand what works, what doesn't and what lessons can be learned for SLO CAL.
- Visit SLO CAL will define and articulate the selection criteria that products must fulfill in order to carry or be marketed under the SLO CAL Crafted brand.
- Visit SLO CAL will create a new division or engage a third-party operator to develop, manage and operate the SLO CAL Crafted brand, marketing and sales platform and retail establishment.
- Visit SLO CAL will monitor and review performance and adjust the SLO CAL Crafted brand and operations accordingly.

San Luis Obispo County and Municipal Governments:

- The county and municipal governments will be encouraged to embrace and cooperate with the SLO CAL Crafted brand to assist with any and all public sector service requirements to deliver a successful initiative.

SLO CAL Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry will encourage local artisans, artists and makers to join forces with the SLO CAL Crafted Brand to increase their visibility, exposure and access to a broader resident and visitor market.
- The SLO CAL Travel & Tourism industry will embrace, feature and promote SLO CAL Crafted brand products at their establishments when and where possible.

SPACE LAUNCH EVENTS

Vandenberg Air Force Base, located in northern Santa Barbara County, only 30 miles from San Luis Obispo County, is home to the 30th Space Wing and Air Force Space Command, whose mission is placing satellites into polar orbit from the West Coast and providing launch pad facilities to businesses such as SpaceX. In 2018, nine space launches were made from Vandenberg while 10 were made in

2017. Although these launch events do not follow a regular schedule, they are certainly increasing and are building a unique group of visitors (space launch enthusiasts) who travel from near and far to enjoy the launches. Visit SLO CAL should continue to develop, market and promote this niche event business, which is unique to the region, state and country.





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will develop a launch-ready special event itinerary, activities, packages and partner promotions for those who cater to space launch enthusiasts.
- Visit SLO CAL will coordinate with Vandenberg Air Force Base officials, companies and organizations to identify and calendarize existing and potential launch events, dates, timing and access.
- Visit SLO CAL will work with Vandenberg Air Force Base officials, companies and organizations to create and deliver special and unique experiences for SLO CAL residents and visitors.
- Visit SLO CAL will market and promote Vandenberg Air Force Base space launch events to SLO CAL residents, space launch enthusiasts and the broader visitor markets.

San Luis Obispo County and Municipal Governments:

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

SLO CAL Travel & Tourism Industry:

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

THEMATIC ROUTES

San Luis Obispo County measures approximately 3,600 square miles with more than 80 miles of coastline and beaches, 1,330 miles of scenic county roadways, three wine regions, eight golf courses, 3,500 acres of sand dunes, hundreds of farms, thousands of culinary choices, a burgeoning craft brewing, cider and distillery scene, legalized cannabis, more than 20 art galleries and arts venues, famed mineral waters, dozens of premier historic sites like Hearst Castle, tons of shopping for every taste, 315 days of sunshine per year for outdoor activities, miles upon miles of hiking, biking and walking trails,

and world famous Highway 1 – the road trip of a lifetime. Thematic Routes such as the Farm Trail or Wine Trail help visitors understand how to consume a diverse region such as this based on their particular interests, while also helping to disperse visitors to less visited parts of the county. Visit SLO CAL should work with each of the industry sectors, activity stakeholders and communities to identify, create, package, market and promote a series of thematic routes that leverage key points or areas of interest, and connect visitors to lesser known or visited parts of the county.





ROLES & RESPONSIBILITIES

Visit SLO CAL:

- Visit SLO CAL will develop a series of thematic route itineraries, activities, packages, events and partner promotions for the major tourism experience categories in SLO CAL.
- Visit SLO CAL will coordinate with thematic stakeholder groups, companies and organizations to identify and shape the opportunities for cooperation and collective packaging and sales of visitor experiences.
- Visit SLO CAL will work with thematic stakeholder groups, companies and organizations to create and deliver special and unique experiences for SLO CAL residents and visitors.
- Visit SLO CAL will market and promote thematic routes to SLO CAL residents, thematic groups and the broader visitor markets.

San Luis Obispo County and Municipal Governments:

- The county and municipal governments will be encouraged to cooperate with Visit SLO CAL to assist with public sector service requirements needed to successfully deliver thematic tourism routes.

SLO CAL Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry should assist Visit SLO CAL in identifying and packaging thematic route opportunities and delivering the tourism-related products, services and amenities that are necessary and appropriate to a successful Thematic Routes initiative and experience.

IMPLEMENTATION



IMPLEMENTATION

The individual action items included in this Destination Management Strategy should be key inputs into Visit SLO CAL's annual planning process, the county and municipalities' strategies, planning and management processes. These individual action items should also guide the industry and its stakeholders in their individual and collective development and management efforts.

In many cases, the action items included in this report can be undertaken by Visit SLO CAL, while others need to be owned and shared with stakeholder partners of county, municipalities and community agencies and organizations who need to understand how their engagement and cooperation can serve to enhance SLO CAL as a destination, increase the county's economic development opportunities and enhance the quality of life for residents. The first step in this process will be sharing this report and its action items with SLO CAL's public and private sector tourism stakeholders and opening the lines of communication and discussion.

Of course, Visit SLO CAL will play a disproportionate role in working to implement, direct and manage the action items that have been articulated in this report. As the countywide destination marketing and management organization, Visit SLO CAL has a major responsibility to further each of these recommendations for the betterment of resident quality of life and the visitors experience.

In moving this process forward, it is envisioned that implementation will include, but not be limited to:

- Agreement with specific stakeholders to work cooperatively in order to implement action items
- Development of working groups, including interested stakeholders, to serve as the implementors, champions and supporters of the various recommendations
- Articulation and agreement of cooperative stakeholder implementation initiatives
 - Inclusion of the Destination Management Strategy action items into Visit SLO CAL's annual business and marketing planning process including: Identification of organizational responsibilities and authorities
 - Identification of activities and work plans for implementation
 - Identification of resources necessary for implementation (organizational, professional and financial resources)
 - Identification of time table for implementation
 - Identification of Key Performance Indicators (KPIs) necessary to monitor and assess performance
 - Prioritization of recommendations for implementations by the Visit SLO CAL Board of Directors
 - Direction, management and monitoring of implementation initiatives

To coordinate the implementation effort, VisitSLO CAL will establish and facilitate a Destination Management Strategy Implementation Committee to manage, direct and organize action plans; assign roles and responsibilities; allocate resources; monitor and review efforts; assess KPIs; and adjust the action plans accordingly. The committee will be chaired by Visit SLO CAL and will include Visit SLO CAL board members and management, key county, municipal and community officials and leading industry stakeholders. The committee will meet quarterly to carry out their duties.

- Presentation and communication of the Destination Management Strategy by Visit SLO CAL to county and municipal officials and industry stakeholders
- Engagement with specific stakeholders to discuss and share individual action items



RESONANCE

Vancouver

801 - 602 W Hastings St
Vancouver, BC V6B 1P2
P +1.604.681.0804
E info@resonanceco.com

New York

110 East 25th
New York, NY 10010
P +1.646.413.8887
E info@resonanceco.com



@ResonanceCo
ResonanceCo.com