## VISIT SLO CAL: STRATEGIC DIRECTION 2023

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<th>Vision</th>
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| A vibrant and prosperous SLO CAL, fueled by a collaborative and flourishing tourism industry | Inspire travel and foster our unique experiences to create life-long ambassadors and economic growth for SLO CAL | Stewardship  
- We are mindful of our resources and seek to enhance the SLO CAL lifestyle  
- Authenticity  
- We are attuned to our own well-being and strive to bring the SLO CAL brand to life  
- Inclusion  
- We engage and collaborate with an array of voices and perspectives | Visionary  
- Strategic  
- Collaborative  
- Creative  
- Responsive  
- Essential | To best support SLO CAL's tourism economy, Visit SLO CAL provides: |
| | | | | Strategic research and vital tourism knowledge to investors, partners, stakeholders and communities |
| | | | | A long-term, collaborative and holistic roadmap that enables success for our community |
| | | | | High-quality and high-impact marketing and sales initiatives tailored to reach regional, national and international target markets |
| | | | | Leadership in destination management and community engagement to enhance quality of life for residents and quality of experience for visitors |

### Imperatives

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

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

**Lead the county tourism industry in a collaborative resilience planning effort**
- Restore annual visitor volume with growth 10% or more above statewide growth, per Visit California numbers
- Restore total air service to 80% of 2019 baseline or higher
- Outperform California tourism recovery by 5%, per Dean Runyan Economic Impact Report

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

### Objectives

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

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

**Lead the county tourism industry in a collaborative resilience planning effort**
- Define and activate pathways to accelerate recovery for our tourism industry
- Develop mechanisms to quickly gather, report and leverage crisis-related data
- Foster long-term resilience for our tourism industry

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