

VISIT SLO CAL: STRATEGIC DIRECTION 2023



CLARITY	Vision	Mission	Values	Reputation	Position
	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 Drive We bring enthusiasm to our work and prioritize initiatives to achieve results Future Focus We deliver today with an innovative eye on tomorrow	<ul style="list-style-type: none"> • Visionary • Strategic • Collaborative • Creative • Responsive • Essential 	To best support SLO CAL's tourism economy, Visit SLO CAL provides: <ul style="list-style-type: none"> 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

FOCUS	Imperatives	Objectives	Initiatives	ACTION
	Enhance our organizational capacity and culture	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 		