



BUSINESS AND MARKETING PLAN

FY 2019/20

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DEAR VISIT SLO CAL INVESTORS AND STAKEHOLDERS,

The stage has been set. As we turn the calendar on the next fiscal year, we begin the fifth and final year of the established Tourism Marketing District (TMD). Together, we have accomplished a great deal—more than most believed we could in five years—but we are just getting started. In the year ahead, our board of directors and the Visit SLO CAL team will focus on three major initiatives: (1) optimization of the programs and plans developed to date; (2) finalization and implementation kick-off of the Destination Management Strategy recommendations and (3) renewal of the Tourism Marketing District.

After monumental advancements in SLO CAL® tourism since the establishment of the TMD four short years ago, focusing on three initiatives may seem like a reduction of scope. However, these efforts are not only significant in size and scale, they are instrumental to our future success, for the destination and decades of progress, while preparing for the next chapter of Visit SLO CAL's evolution.

FULL FORCE: COMPLETING AND OPTIMIZING CURRENT PROGRAMS

As we bring Strategic Direction 2020 to completion, major programs will reach full implementation and will be leveraged for maximum impact. In some cases, like SLO CAL Crafted, we will implement plans that have recently been introduced, while in others, such as SLOCAL.com, SLO CAL Storytellers and the Life's Too Beautiful to Rush® brand campaign, we recognize opportunities for expanded partner engagement, elevated quality and stronger optimization, driving deeper results and setting a broad, firm foundation for the next chapter.

IMPROVING QUALITY OF LIFE: DESTINATION MANAGEMENT STRATEGY

As the strategy reaches finalization, we will turn our attention to the implementation of the work plan. Visit SLO CAL will not own the majority of the recommended strategies; therefore, it is imperative that we collaborate, champion and advocate for the work on behalf of all of you and our communities in the decades ahead.

THE PATH FORWARD: NEW CAPACITY, MORE DEMAND

SLO CAL has a 20% increase in lodging inventory projected over the next four years, with more than 1,100 rooms currently under construction across the county. With that, the most recent STR forecast shows a 3.5% decrease in occupancy and a 1.7% decrease in RevPAR in 2020. Continued investment in marketing, promoting and managing SLO CAL in the years ahead will be critical to creating the demand needed to fill the increased inventory. Visit SLO CAL has been working diligently on behalf of our lodging and tourism industry to understand your needs, seek consensus with local governments and build support for the renewal of the TMD. On pages six and seven, we outline the TMD renewal need and process in more detail.

As you review the plan for the coming year, you will see that we are strategically focused on the long-term success of our industry, our community and our organization. We've refined our processes, reorganized our team and solidified our major priorities—all while maintaining alignment with the Strategic Direction 2020 and planning for the future.

We invite you to come along on this year-five journey with us and join in our programs. Together, we will secure the future success of SLO CAL.

Cheers to a bright future!



CHUCK DAVISON
President & CEO
Visit SLO CAL

STRATEGIC DIRECTION 2020

VISION

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

VALUES

FUTURE FOCUSED

Delivering today with an eye on tomorrow

COLLABORATION

Our partnerships inform and support economic success

DRIVE

We bring enthusiasm to our initiatives and focus on results

STEWARDSHIP

We are mindful of our resources and the SLO CAL brand

MISSION

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

BRAND INTENTION

STRATEGIC

CONNECTOR

CREATIVE

INSPIRING

ESSENTIAL



Visit SLO CAL (VSC) is a small, but mighty team of destination marketing and management professionals who work with, and on behalf of, the community, the local partners and investors to promote SLO CAL® (San Luis Obispo County, California) to travelers from around the world. As the sole countywide non-profit destination marketing and management organization (DMMO) for SLO CAL, VSC's goal is to work with partners to build the SLO CAL brand and experience through a data-driven, efficient and dynamic business and marketing program. Built on research, with a strategy of continuous improvement, this program aims to establish SLO CAL as a favorite West Coast destination known for its signature slower pace of life and unique mix of incredible, immersive guest experiences.



TOURISM MARKETING DISTRICT

When the Tourism Marketing District was first approved for installation in July 2015 for a five-year term, few were thinking of today. Now, after four years of Visit SLO CAL's groundbreaking work and results, it is time to embark on the district renewal process. In November 2018, the VSC Board of Directors unanimously approved the first step to ensure the future of this essential organization.

Seeking a ten-year renewal term, VSC explored what the future competitive landscape of tourism will look like and how to best compete for visitors, discussing those findings with lodging investors. Through those conversations, the industry identified four areas of priority requiring long-term, strategic investment to keep SLO CAL® competitive.

Investment in these priorities will be required to overcome an initial 11.8% increase in lodging inventory currently under construction in SLO CAL, with a projected 3.5% decrease in occupancy and 1.7% decrease in RevPAR forecasted in 2020*. Industry-identified priorities include:

- Increased advertising in VSC's key domestic markets to drive longer stays and higher visitor spending, while continuing to grow awareness, demand and market share for SLO CAL.
- Elevation of key sales initiatives and support to ensure there are travelers to fill the new lodging room inventory and increase demand for travel mid-week and during off-peak seasons.
- Growth of international markets through long-term, strategic trade and public relations efforts in the top five international and key emerging markets, delivering longer stays mid-week and during off-peak seasons.
- Continued support and expansion of air service development to increase flight frequency and establish additional flights and new feeder markets. Markets currently under development are San Diego, Portland, Las Vegas and others.
- Advancement of VSC-owned, tourism-related Destination Management Strategy recommendations. Examples of these recommendations may include assisting in product development, a countywide customer service training program, etc. where VSC would play a leadership role in the development, funding and/or facilitation.

*Source: STR, Inc Forecast Report

RENEWAL

With the increase in SLO CAL lodging supply (1,100+ rooms currently under construction and expected to open in the next 18 months), growing competition for travelers, continued California crises (wildfires, floods, etc.) and predicted economic downturn, there is a heightened sense of urgency to make these timely investments in increased marketing, sales, air service and product development. Not doing so risks the implementation of all new programs and the sustainability of many current programs, including advertising in present air service markets, travel trade development and research.

In order to achieve the required results, additional funds will be necessary. Therefore, based on input from lodging investors, VSC plans to pursue an increase in the TMD assessment from 1% to 1.5% for the next ten-year term as the district renews.

Projected timeline:

- Lodging investor petition process begins – June 2019
- City Council hearings – Summer 2019
- Three Board of Supervisor hearings – to be completed by December 2019

BUSINESS *AND* MARKETING OBJECTIVES



Visit SLO CAL's programs are built to meet four overarching objectives that evolve slightly as the tourism landscape in SLO CAL® and worldwide changes over time. Efforts are made to ensure consistency, allow for continuous improvement and adapt to new market forces.

1

BUILD AWARENESS OF SLO CAL BRAND AND DESTINATION

Leverage the strength of the countywide brand and relationships with partners to magnify the reach and amplify the message of SLO CAL.

2

DRIVE DEMAND FOR HIGH-IMPACT VISITATION TO THE COUNTY

Deliver integrated programs and a campaign built to:

- Engage target audiences with the highest potential for visitation during need times (mid-week and off-peak seasons), longer stays and higher expenditures.
- Support activity in destination management and sales channels (travel trade, film, etc.).

3

DEVELOP STRONGER AND DEEPER ENGAGEMENT WITH VISITORS

Collaborate with and empower partners to tell engaging stories, deliver on expectations and provide memorable experiences, creating lifelong ambassadors and economic growth for the county.

4

PROTECT QUALITY OF COMMUNITY AND DESTINATION EXPERIENCE

Promote, support and invest in products and services, activities and events that preserve and create a high quality of life and guest experience for residents and visitors that reflect the unique environment, culture and diversity of SLO CAL.

HIGHLIGHTS FY 2018 / 19



As part of the Destination Management Strategy, Visit SLO CAL worked with Resonance Consultancy to conduct countywide collaboration to protect, improve and enhance the region's long-term quality of life and economic prosperity and to develop recommendations going forward. (see page 14)



Visit SLO CAL began working with Miles Partnership to develop and deploy a data-driven paid media strategy, placement and optimization of omnichannel advertising, including search, display, connected TV and social media.



Destinations International officially certified Visit SLO CAL for the globally-recognized Destination Marketing Accreditation Program (DMAP), indicating VSC has satisfied the 93 rigorous standards joining only 200 destination organizations worldwide, including 14 from California, who have obtained this accreditation.



Visit SLO CAL, Visit California and destination partners celebrated the reopening of Highway 1 at the Dream Drive event with 90+ international media and representatives in Morro Bay and hosted 61 media and digital influencers across SLO CAL.



Visit SLO CAL was a finalist for Best Digital Campaign at the Destiny Awards hosted by the U.S. Travel Association as part of the annual ESTO Conference held in Phoenix, Arizona. VSC competed for the honor with well-established organizations, Visit Seattle (winner) and Visit St. Pete/Clearwater.



In November 2018, Visit SLO CAL's creative agency, BCF, traveled around SLO CAL to capture new brand photography and videography to be used throughout VSC's marketing and branding materials.



Visit SLO CAL partnered with San Luis Obispo County Regional Airport to deliver a new daily flight from Dallas Fort Worth International Airport on American Airlines in April, opening 89 new one-stop connections around the world.

SLO CAL®

Visit SLO CAL earned the rights to the service mark for the phrase "SLO CAL®" in Class 035 advertising and business services from the United States Patent and Trademark Office.

SLO CAL
Crafted

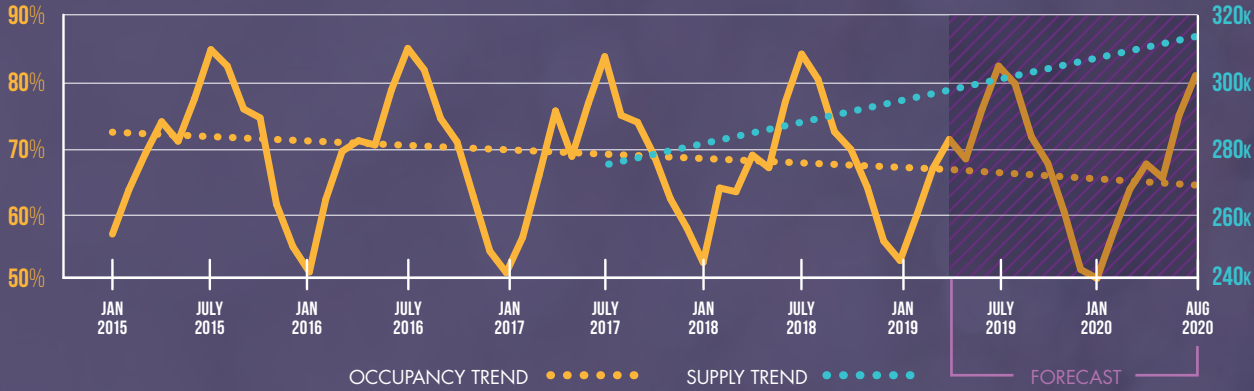
To promote the bevvvy of artisan product makers in SLO CAL, Visit SLO CAL developed the SLO CAL Crafted sub-brand and accompanying logo. This logo will be utilized across VSC's owned channels and will be available for use by the businesses in SLO CAL handcrafting local products.

TRENDS AND RESEARCH

SLO CAL® continues to see consistent increases in tourism's contribution to the local economy and Visit SLO CAL expects that trend to continue through FY 2019/20.



HOTEL OCCUPANCY (OCC)



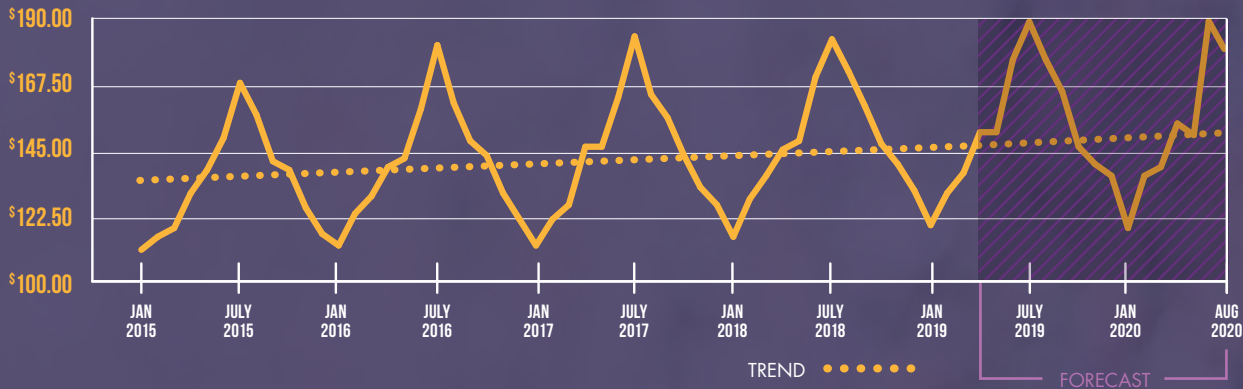
12% INCREASE

JULY 2017-
AUG 2020
ROOM SUPPLY

4% DECREASE

JAN 2015-
DEC 2018
OCCUPANCY

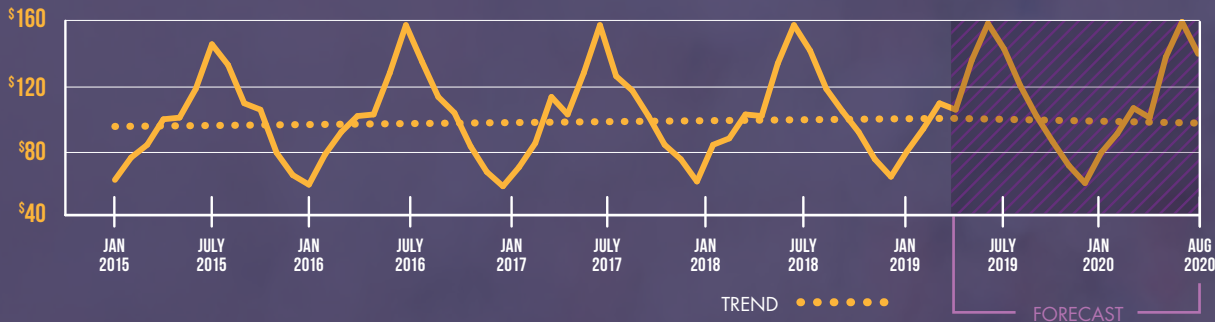
AVERAGE DAILY RATE (ADR)



11% INCREASE

JAN 2015-
DEC 2018
ADR

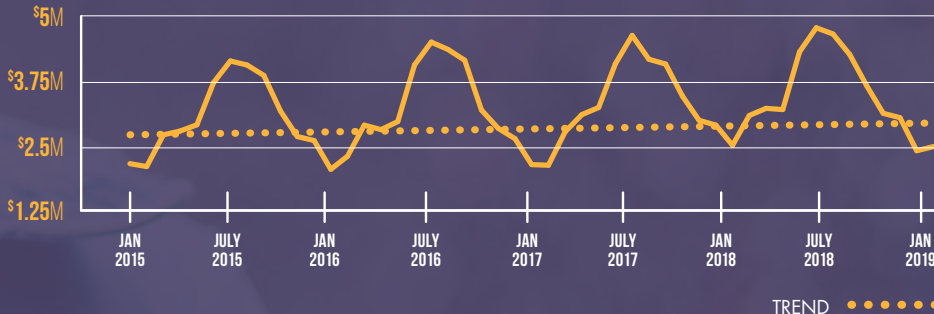
REVENUE PER AVAILABLE ROOM (REVPAR)



7% INCREASE

JAN 2015-
DEC 2018
REVPAR

TRANSIENT OCCUPANCY TAX (TOT)



16% INCREASE

JAN 2015-
DEC 2018
TOT

SOURCES: STR, INC; VISIT SLO CAL

NEW LODGING INVENTORY IN SLO CAL

There are currently 1,100+ rooms under construction in SLO CAL with much of the inventory opening in the next 12 months. The 20% increase in lodging inventory planned over the next four years means SLO CAL is going to see a noticeable change in the charts above as new properties open and visitors have a wider variety of options.



2018 TOURISM IMPACT

TRAVEL SPENDING

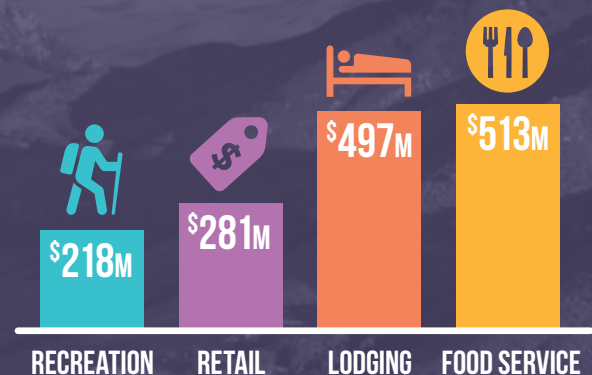
\$1.89B 

INDUSTRY EARNINGS

\$696M 

TOURISM PUTS
20,680 
PEOPLE TO WORK EACH DAY
0.6% YOY INCREASE

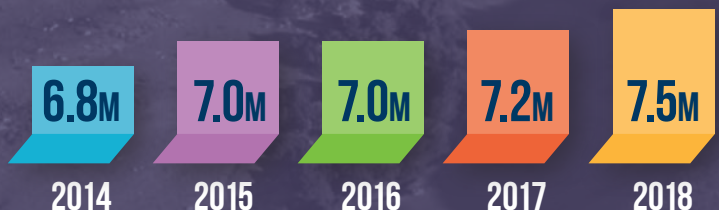
TOURISM CONTRIBUTES
\$39.56M 
IN TRANSIENT OCCUPANCY TAX REVENUE
5.1% YOY INCREASE



DIRECT SPENDING BY SECTOR

VISITOR VOLUME

10.2% GROWTH
2014-2018
SOURCE: TOURISM ECONOMICS



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

WHICH COULD COVER EXPENSES FOR:

 **800** POLICE OFFICERS' SALARIES
 **1,084** FIREFIGHTERS' SALARIES
 **1,736** TEACHERS' SALARIES
 **128MI** OF 2-LANE RESURFACED ROADS **OR**
 **111** PARKS

Sources: Dean Runyan, Bureau of Labor Statistics, Census Bureau and San Luis Obispo County Office of Education

WITHOUT TOURISTS, EACH SLO CAL HOUSEHOLD
WOULD NEED TO SPEND \$17,231

 TO CREATE THE **SAME ECONOMIC IMPACT** FOR THE COMMUNITY

WITHOUT THE STATE & LOCAL TAX
REVENUE GENERATED BY **TRAVEL & TOURISM**

EACH SLO CAL HOUSEHOLD WOULD PAY AN
ADDITIONAL \$1,582 IN TAXES

TRAVEL TRENDS

AUTHENTIC VOICES

Travelers are increasingly seeking destinations that promise meaningful reasons to visit, local stories to discover and original experiences to share.

- **Opportunity:** With a plethora of unique and diverse narratives to share, telling compelling stories is key.
- **Visit SLO CAL's Response:** Utilize local voices to share SLO CAL® experiences and stories on owned channels and amplify via paid and earned media. *(see page 31)*
 - SLO CAL Storytellers
 - SLO CAL Crafted

PERSONALIZED CONTENT

Online algorithms have conditioned users to expect curated content and personalized messages, making anything remotely generic easy to ignore.

- **Opportunity:** Personalization helps messages break through the clutter, improving audience engagement and enhancing the user experience.
- **Visit SLO CAL's Response:** Deliver relevant content to potential visitors at every step in the consumer funnel, from awareness to conversion.
 - Dynamic, personalized ads *(see page 27)*
 - Dynamic content strategy on SLOCAL.com *(see page 31)*
 - CrowdRiff user-generated content platform *(see page 31)*

TECH + PLANNING

Consumers' quickly growing preference for mobile and multi-device media consumption are fueling in-the-moment decisions and influencing travel planning and booking.

- **Opportunity:** It is increasingly important to optimize content, leverage external platforms and diversify distribution to reach audiences where they are already consuming media.
- **Visit SLO CAL's Response:** Deploy paid media across a variety of channels, optimize for mobile and invest in content on critical third-party platforms.
 - Multi-channel, multi-platform paid media *(see page 28)*
 - Google DMO Partnership and Google My Business Program *(see page 31)*

DESTINATION MANAGEMENT

Aligned with the four P's of marketing (product, price, promotion, place), destination organizations have begun managing their 'product' as the holistic guest experience.

- **Opportunity:** Intertwined with and inseparable from the local quality of life, the guest experience requires a long-term view and robust, comprehensive strategy.
- **Visit SLO CAL's Response:** Develop the Destination Management Strategy. *(see page 14)*
 - Implement Destination Management Strategy recommendations



TRAVEL TRENDS FOR 2019 RELEVANT TO SLO CAL

- Hot Springs
- Bike Tours
- Out of the Way Towns
- Zero-Waste Travel
- Fall Getaways
- Surprise (Unexpected and Undiscovered) Destinations



2019 TRAVEL MEGATRENDS RELEVANT TO SLO CAL

- Wellness is the New Hook in Travel Marketing
- Brands Give Travelers More Control Over Their Experience
- Real-World Experiences Gain Value in an Era of Tech Burnout



DESTINATION MANAGEMENT STRATEGY

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

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



OUTDOOR ACTIVITIES

There are few places on the continent with the extravagantly beautiful, healthful and wellness-inspiring outdoor environment of SLO CAL. Building on current outdoor activities by linking and expanding on trail systems enhances this unique strength of the region, allowing visitors—as well as locals and their families—to explore more deeply and enhance their wellbeing and quality of life as they go. Facilitating experience creation will only enrich the regional narrative, encouraging longer stays and greater spends.

FOOD & DRINK EXPERIENCES

A combination of increasing numbers of more experienced and worldly travelers, the desire for authentic local experiences and a growing interest in healthy food have contributed to the sharp rise of culinary tourism, making food a true reason to travel. Memorable dining experiences, hands-on cooking and connoisseurship in wines and spirits have fueled the growth of food-oriented attractions across the U.S. that provide opportunities for locals and also attract visitors keen to learn culinary culture and touch the local experience. Showing leadership in the culinary space and telling that story enhances credibility and differentiates offerings in an increasingly crowded field.



EVENTS & FESTIVALS

Events and festivals provide potential visitors with an easy-to-understand framework within which to plan a stay; they offer a low-risk way for people to try the tourism “product”. By creating a calendar of events that appeals to both visitors and locals, VSC increases opportunities to attract a broader range of newcomers to destinations within SLO CAL that might not be considered otherwise. Festivals and signature events will allow for comprehensive experiences that showcase and enhance regional strengths while telling a broader story about the richness, vitality and variety of SLO CAL.

SLO CAL CRAFTED

The appeal of craft culture—products from art to music to wine created through skilled creative artisanship—continues to grow in appeal for a society ever more enmeshed in the virtual and intangible. Inevitably a reflection of local influences, these offerings allow visitors to more deeply feel and understand sense of place, making visits more memorable and returning more desirable. In the same way, a SLO CAL Crafted nightlife is an after-dark reflection of the breezy daytime culture that is a regional signature, providing locals with more entertainment choices, diversifying the tourism offering and creating new economic contributions to the region.





WORKFORCE DEVELOPMENT

It would be impossible to speak of sustainable tourism development without facing the issue of workforce development head on. As the tourism offerings begin to grow, there is a real opportunity—and necessity—for organizations to show leadership in this area. The workforce is a key part of the infrastructure of tourism—as essential as a new hotel, festival or conference center. Thinking through and implementing a living wage, transportation and housing solutions will provide long-term benefits in less turnover, more loyalty and better service to our visitors.

INDUSTRY DEVELOPMENT

The need to make SLO CAL a balanced and diversified year-round destination—and to enjoy the economic benefits of that—requires the energy and will to go after new audiences and visitors, such as the meetings, events, conferences and exhibitions market. This may be less a divergence than it seems: increasingly, business travelers are leisure travelers, with younger people markedly more attracted to ‘bleisure’ (business + leisure) opportunities. Pre- and post-conference, this active and affluent audience is keen to experience SLO CAL’s brand of outdoor activities and lifestyle.



PLACEMAKING

Placemaking brings together partners from public, private, non-profit and community sectors to strategically shape the physical and social character of a neighborhood, town, city or region around arts and cultural activities. At its best, creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety and brings diverse people together to celebrate, inspire and be inspired. Applying the principles of placemaking at the Morro Bay waterfront and the communities that have been identified as having capacity to further grow and develop is a future-facing strategy to enhance the experience and potential economic contribution of these beloved and future destinations.

SUSTAINABILITY

The delicate California environment in SLO CAL is a major attraction for current and future visitors. As SLO CAL seeks to protect its natural resources and help visitors understand that their respect of the region is an integral part of that, SLO CAL has an opportunity to grow intelligently and help people discover destinations off the (very) beaten path that will help everyone have a more enjoyable experience. Well-traveled and affluent visitors will seek out less-trafficked places that offer unique and authentic experiential bragging rights. As SLO CAL becomes more visitor ready, the economic benefits of tourism will be more evenly shared.



STRATEGIC AND INDUSTRY PARTNERSHIPS

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



See page 38 for how to get involved with Visit SLO CAL's marketing, public relations and sales efforts.



DOMESTIC LEISURE MARKETS

Visit SLO CAL's domestic leisure markets were originally based on the FY 2016/17 feeder market study, share of wallet study and FY 2017/18 brand lift study data. Domestic leisure travel markets continue to be assessed through marketing results and industry data (such as Nielsen and Mediamark Research Inc.) and evaluated based on the following criteria.

AWARENESS LEVEL

How much of the population is aware of SLO CAL® and how familiar are they with the destination?

LIKELIHOOD TO VISIT

Does the market have access to SLO CAL and are VSC's target personas well represented in the market?

TRAVEL SPENDING

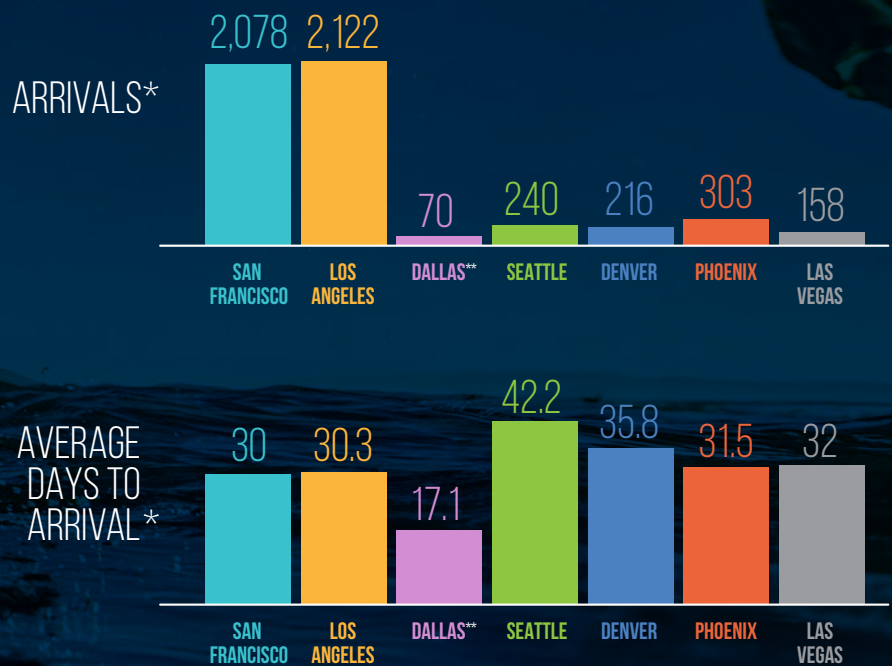
Does the market have a high population that prioritizes travel in spending decisions?

RELATIVE ADVERTISING COST

Is the market affordable enough for VSC to obtain an effective reach with the available advertising budget?



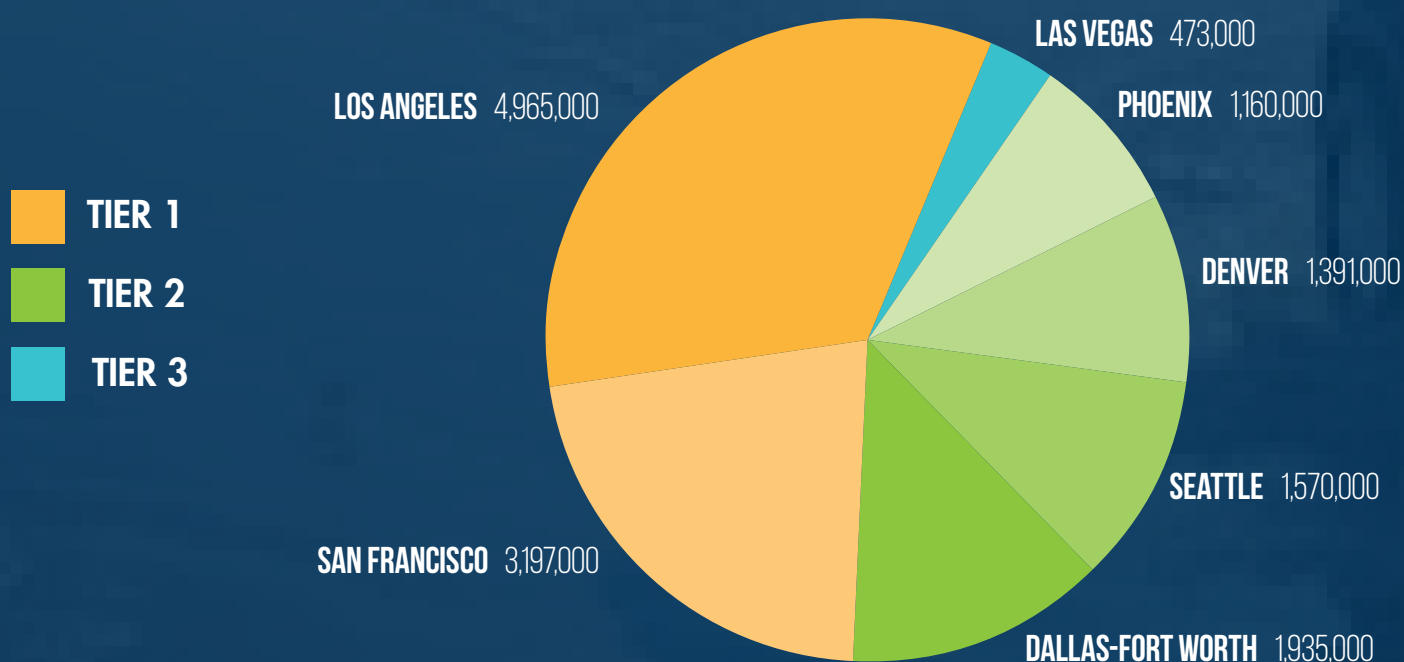
TARGET MARKET OVERVIEW



*Arrivals are based on media placements trackable through Arrivalist and are not inclusive of all arrivals resulting from the media plan. Numbers displayed are fiscal year to date.
**Dallas media began February 2019. Numbers displayed are fiscal year to date.

		ACTIVE ADVENTURER		MOM TO THE MAX		CULTURED CLASS		TOTAL TARGET POP.
		TARGET POP.	% OF POP.	TARGET POP.	% OF POP.	TARGET POP.	% OF POP.	
UNITED STATES		32,632,000	13.37%	10,338,000	4.24%	34,897,000	14.3%	
ALL VSC MARKETS		6,404,000	19.62%	1,866,000	18.40%	6,421,000	18.40%	
TIER 1	LOS ANGELES	2,148,000	15.05%	733,000	5.14%	2,084,000	14.6%	4,965,000
	SAN FRANCISCO	1,295,000	22.44%	352,000	6.10%	1,550,000	26.87%	3,197,000
TIER 2	DENVER	590,000	17.60%	182,000	5.43%	619,000	18.46%	1,391,000
	SEATTLE	717,000	18.03%	179,000	4.50%	674,000	16.95%	1,570,000
	PHOENIX	535,000	13.24%	159,000	3.95%	466,000	11.55%	1,160,000
	DALLAS-FORT WORTH	881,000	15.61%	207,000	3.66%	847,000*	15.0%	1,935,000
TIER 3	LAS VEGAS	238,000	14.59%	54,000	3.30%	181,000	11.06%	473,000
								14,691,000

*Numbers for Dallas-Fort Worth Cultured Class are not statistically sound.



TIER 1 MARKET



LOS ANGELES

Ventura & Los Angeles Counties

In general, Los Angeles ranks highest of all the geographic markets in awareness and past visitation. In addition, it is a close-in market with a critical mass population from which to draw.

- **AWARENESS:** #1 in Initial Awareness
- **ARRIVALS:** 30.3% of Arrivalist-Tracked Arrivals
- **ENGAGEMENT:** 12% of Organic Website Sessions
- **ACCESS:** 3 Daily Direct Flights, 214-Mile Drive
- **AUDIENCE SIZE:** 4.97M Households in Target Personas
- **PERSONAS:** Active Adventurer and Mom to the Max
- **AD COSTS:** #1 in Cost per Click and Cost per Conversion

TIER 1 MARKET



SAN FRANCISCO

City of San Francisco, Contra Costa, Alameda & Santa Clara Counties

San Francisco is another close-in market with a critical mass of population. It ranks second on the list because intent to travel to SLO CAL is the highest compared to the other target markets.

- **AWARENESS:** #2 in Initial Awareness
- **ARRIVALS:** 29.8% of Arrivalist-Tracked Arrivals
- **ENGAGEMENT:** 12% of Organic Website Sessions
- **ACCESS:** 4 Daily Direct Flights, 239-Mile Drive
- **AUDIENCE SIZE:** 3.2M Households in Target Personas
- **PERSONAS:** Active Adventurer, Cultured Class and Mom to the Max
- **AD COSTS:** #2 in Cost per Click and Cost per Conversion

TIER 2 MARKET



DENVER

Denver, Arapahoe, Jefferson, Adams, Douglas, Boulder, Larimer & El Paso Counties

Denver is a new fly market that has already shown expansion, as VSC has helped sufficiently drive demand for additional flights into the county.

- **AWARENESS:** (Not Included in Initial Awareness Study)
- **ARRIVALS:** 3.2% of Arrivalist-Tracked Arrivals
- **ENGAGEMENT:** <1% of Organic Website Sessions
- **ACCESS:** 2 Daily Direct Flights
- **AUDIENCE SIZE:** 1.39M Households in Target Personas
- **PERSONAS:** Active Adventurer, Cultured Class and Mom to the Max
- **AD COSTS:** #6 in Cost per Click and Cost per Conversion

TIER 2 MARKET



SEATTLE

King & Snohomish Counties

Seattle ranks high on the prioritization list and provides an opportunity for expansion should VSC sufficiently manage to drive demand for additional flights into the county. Seattle ranks second in lack of prospect awareness on the whole.

- **AWARENESS:** #5 in Initial Awareness
- **ARRIVALS:** 3.5% of Arrivalist-Tracked Arrivals
- **ENGAGEMENT:** <1% of Organic Website Sessions
- **ACCESS:** 1 Daily Direct Flight
- **AUDIENCE SIZE:** 1.57M Households in Target Personas
- **PERSONAS:** Active Adventurer and Cultured Class
- **AD COSTS:** #5 in Cost per Click and Cost per Conversion

TIER 2 MARKET



PHOENIX

Maricopa County

As an established fly market, Phoenix has ample access and the highest percentage of tracked arrivals of all fly markets. Phoenix ranks third lowest in prospect awareness, illustrating opportunity for growth.

- **AWARENESS:** #4 in Initial Awareness
- **ARRIVALS:** 3.2% of Arrivalist-Tracked Arrivals
- **ENGAGEMENT:** <1% of Organic Website Sessions
- **ACCESS:** 4 Daily Direct Flights
- **AUDIENCE SIZE:** 1.16M Households in Target Personas
- **PERSONAS:** Active Adventurer, Cultured Class and Mom to the Max
- **AD COSTS:** #6 in Cost per Click and Cost per Conversion

TIER 2 MARKET



DALLAS-FORT WORTH*

Collin, Dallas, Denton, Ellis, Hunt, Kaufman, Rockwall, Hood, Johnson, Parker, Somervell, Tarrant & Wise Counties

The newest direct fly market, Dallas-Fort Worth is also the largest. With a prior marketing exposure to SLO CAL wine, significant initial growth in Google search and brand alignment with target personas, this market holds opportunity for SLO CAL.

- **AWARENESS:** (Not Included in Initial Awareness Study)
- **ARRIVALS:** 0.6% of Arrivalist-Tracked Arrivals
- **ENGAGEMENT:** <1% of Organic Website Sessions
- **ACCESS:** 1 Daily Direct Flight
- **AUDIENCE SIZE:** 1.94M Households in Target Personas
- **PERSONAS:** Active Adventurer and Cultured Class
- **AD COSTS:** #7 in Cost per Click and Cost per Conversion

*VSC Dallas-Fort Worth marketing began in February 2019. Dallas-Fort Worth daily flight began in April.

TIER 3 MARKET



LAS VEGAS

Clark County

Las Vegas is a relatively longstanding fly market but with a target population of less than half the next largest market. In addition to this relatively small population, Las Vegas only indexes high for one of VSC's target personas resulting in this market's sixth place ranking.

- **AWARENESS:** #3 in Initial Awareness
- **ARRIVALS:** 2.3% of Arrivalist-Tracked Arrivals
- **ENGAGEMENT:** <1% of Organic Website Sessions
- **ACCESS:** 4 Weekly Direct Flights
- **AUDIENCE SIZE:** 473K Households in Target Personas
- **PERSONAS:** Active Adventurer
- **AD COSTS:** #3 in Cost per Click and Cost per Conversion

A man and a woman are hiking on a rocky trail at sunset. The man is in the foreground, looking out over a valley. The woman is standing further back, smiling. The background shows rolling hills and a valley filled with trees, all bathed in the warm light of the setting sun.

BRAND ARCHITECTURE AND PERSONAS

BRAND FOUNDATION

Traditional demographics alone are not enough to build a strategic picture of the target audience for Visit SLO CAL. Psychographic segmentation takes the nuance of the targets' lives into account. It goes beyond household income, age, education level, etc., to uncover the beliefs, motivations, aspirations and lifestyles that will enable VSC to engage the person, not just the target. Research and testing helps VSC understand the way people in the target geographies interact with information, what their travel habits are and what informs their decisions.

ACTIVE ADVENTURER

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

PAID MEDIA PROFILE

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

INTERESTS

Adventure travel, outdoor recreation, hiking, RV/camping, health and wellness, pet-friendly travel and recreational gear

PAIRS WELL WITH SLO CAL

- *Open space, ocean, trails, recreation and 300+ days of sunshine*
- *Laid-back, healthy and sustainable lifestyle*
- *Outdoor, athletic and wellness events: outdoor concerts, races, yoga in the park*
- *Vacation rentals, RV parks near recreation and unique, walkable hotels*
- *#SoSLOCAL local's secret spots and SLO CAL Crafted goods*

MOM TO THE MAX

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

PAID MEDIA PROFILE

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

INTERESTS

Family-friendly activities, dining and locations, cultural and educational experiences, wildlife, date-night activities, high-value and free activities

PAIRS WELL WITH SLO CAL

- *Beach days, tidepools, wildlife and nature*
- *Family- and parent-friendly dining, wineries, breweries and shopping*
- *Cultural attractions, family-friendly events and festivals: zoo, farmers markets, car shows*
- *Vacation rentals, mid-level hotels and high-value RV parks*
- *#SoSLOCAL mom perspective on fun things to do with kids*

CULTURED CLASS

EDUCATED, RISK TAKERS, GRACIOUS, CONFIDENT, PROFESSIONALS

PAID MEDIA PROFILE

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

INTERESTS

Unexpected, educational and cultural activities and attractions, high-quality travel and food experiences, arts and nature

PAIRS WELL WITH SLO CAL

- *Trails, beaches and tailored excursions from whale watching to wine tasting*
- *Unique shopping, locally produced goods, fresh and local culinary experiences*
- *Cultural attractions and experiences: missions, Hearst Castle, Sensorio, Vina Robles, performing arts*
- *Boutique hotels, unique vacation rentals, full-service resorts and quality RV parks*
- *SLO CAL Crafted goods, arts and related experiences*

PAID MEDIA

Visit SLO CAL's persona-based targeting and data-driven media strategy focuses primarily on digital executions. Consumers are increasingly influenced by their online interactions, where VSC can build brand awareness and affinity, while supporting lower-funnel travel planning and booking channels like paid search and social. VSC's strategy aims to be in front of the right audience in the right place and at the right time to create top-of-mind awareness and intention to visit SLO CAL®, which will increase demand.

OBJECTIVES

- Increase awareness of SLO CAL with target audiences in critical feeder markets
- Grow the perception of SLO CAL as a favorite California vacation destination
- Drive demand for travel to SLO CAL during critical need times of mid-week and off-peak seasons
- Increase the economic impact of each visitor while minimizing the negative impacts on local resources
- Increase the return on investment of paid media campaigns



STRATEGIES

- Leverage established and ongoing research to identify, refine and reach optimal audiences and markets based on:
 - Propensity to travel to SLO CAL during need times of mid-week and off-peak seasons
 - Propensity to stay 3+ nights in SLO CAL, longer than average
 - Evidence of alignment with SLO CAL's products, experiences and community values
- Employ customization techniques and software to deliver cultivated, specialized and personalized messages that will resonate with each audience
- Curate, amplify and empower local, authentic storytelling throughout marketing channels
- Continuously monitor and optimize paid media for a balance of reach by market, cost efficiency, website activities and arrivals per thousand
- Deliver messages through a variety of channels to reach consumers multiple times, in multiple places and where they are seeking and/or consuming travel inspiration
- Support SLO CAL's niche lodging communities through specialized tactics and messages

TACTICS

- **DISPLAY ADVERTISING**
 - Media: Native Content, Rich Media, Pre-Roll Video & Banner Ads
 - Channels: Native, Travel-Centered and Programmatic Display Networks
- **CONNECTED TV**
 - Media: Pre-Roll Video and Banner Ads
 - Channels: Smart TVs and Cross-Device Retargeting
- **SOCIAL MEDIA ADVERTISING**
 - Media: Content Marketing, Dynamic and Video Ads
 - Channels: Facebook, Instagram and Pinterest
- **PAID SEARCH**
 - Media: Content Marketing and Video Ads
 - Channels: Google and YouTube
- **NICHE DIRECT BUY**
 - Media: Print Display, Print Advertorial and Supporting Digital Content
 - Channels: RV and Film Publications
- **TEST-AND-LEARN**
 - Testing on New Media Opportunities

miles
PARTNERSHIP

Undertone.

✓ ARRIVALIST

hulu

MiQ THINK BEYOND.

STEELHOUSE

SOJERN

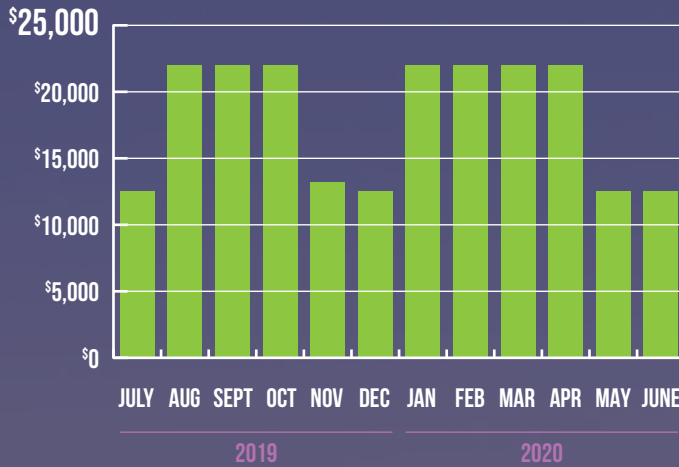
jun group.

SHARETHROUGH

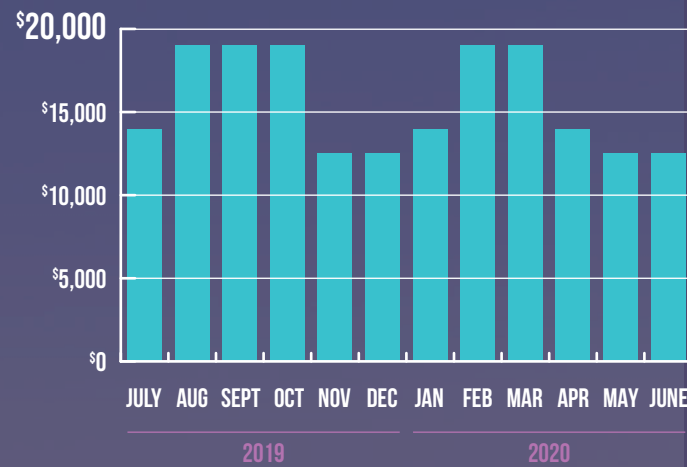
IAS Integral Ad Science

PAID MEDIA PLAN

PAID SEARCH



SOCIAL



	2019							
	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB
		SHOULDER SEASON		OFF SEASON				
PAID SEARCH	\$12,500	\$22,000	\$22,000	\$22,000	\$13,000	\$12,500	\$22,000	\$22,000
SOCIAL	\$14,000	\$19,000	\$19,000	\$19,000	\$12,000	\$12,000	\$14,000	\$19,000
DISPLAY	\$11,875	\$75,042	\$75,042	\$75,042	\$7,500	\$7,500	\$76,708	\$76,708
TOTAL	\$38,375	\$116,042	\$116,042	\$116,042	\$32,500	\$32,000	\$112,708	\$117,708

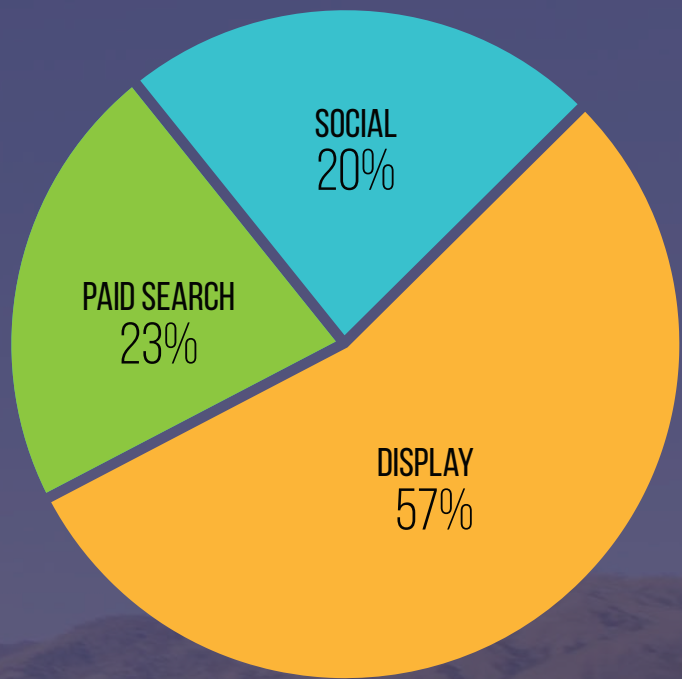
PARTNERS

PAID SEARCH Google, YouTube

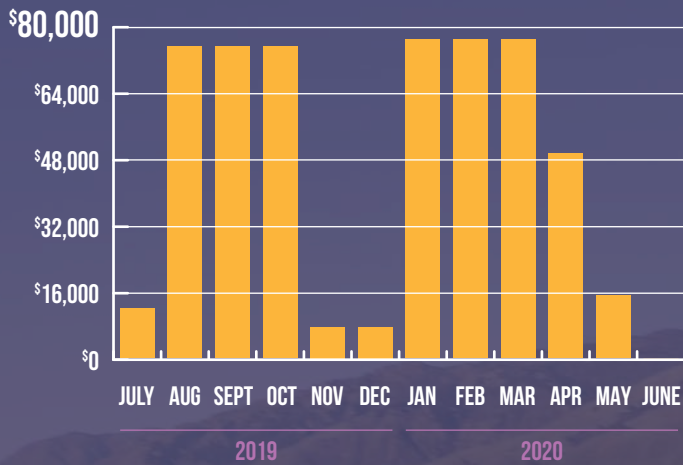
SOCIAL Facebook, Instagram, Pinterest

DISPLAY MIQ, Sharethrough, Jun Group, Undertone, Steelhouse, Hulu, Sojern

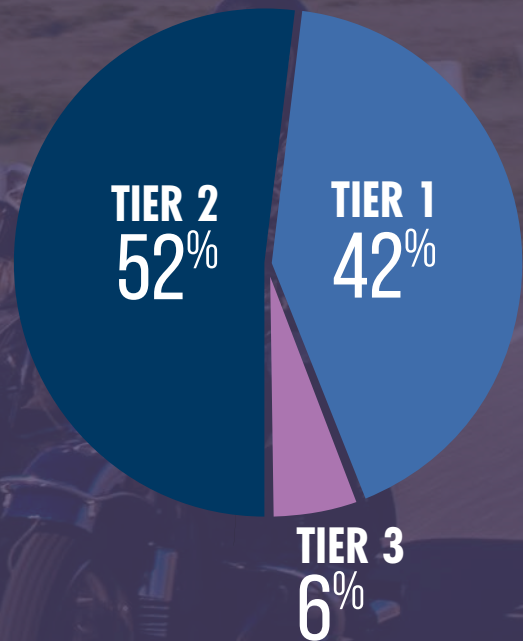
MEDIA SPEND BY CHANNEL



DISPLAY



MEDIA SPEND BY GEOGRAPHY



TIER 1: LOS ANGELES, SAN FRANCISCO

TIER 2: DALLAS-FORT WORTH, SEATTLE, DENVER, PHOENIX

TIER 3: LAS VEGAS

2020

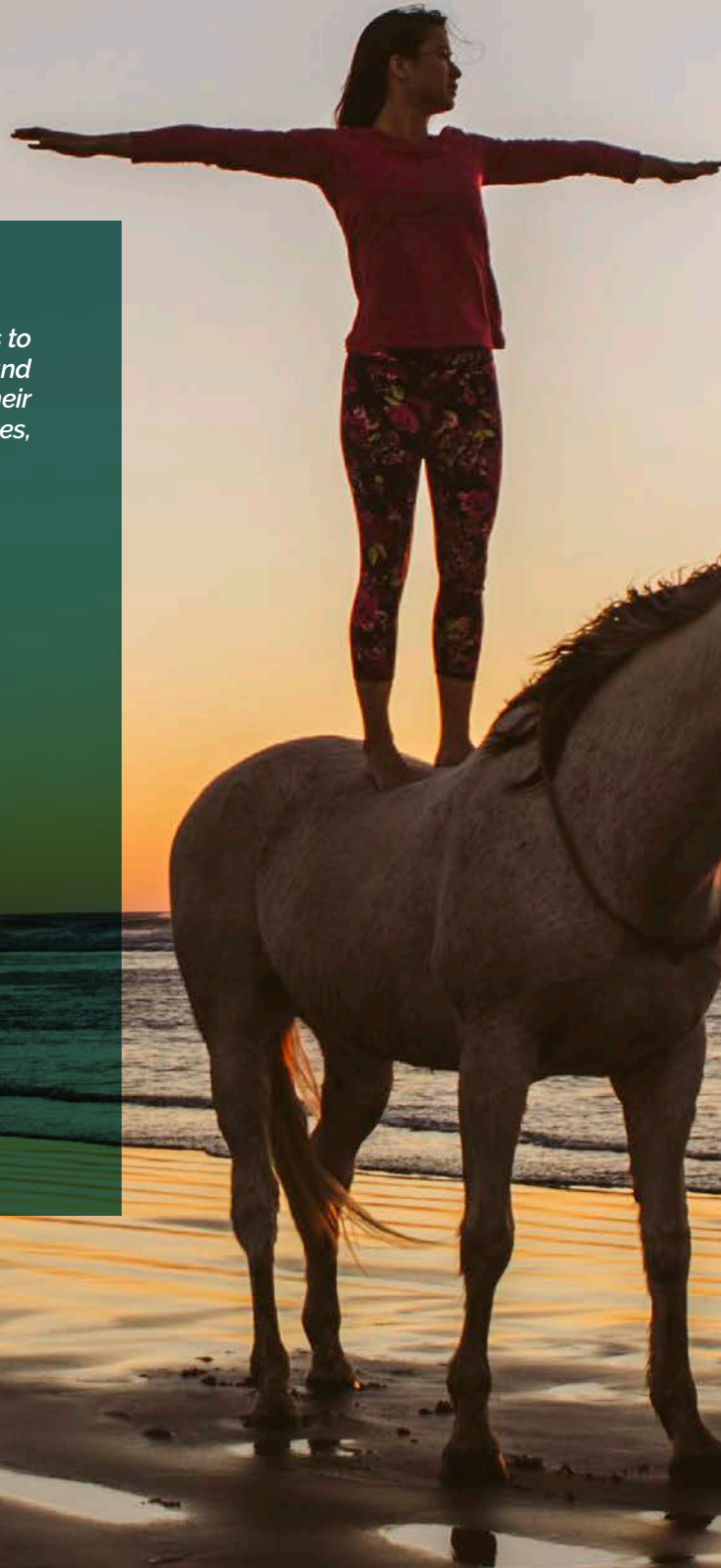
MAR	APR	MAY	JUNE	
SHOULDER SEASON				FY 2019/20 COST
\$22,000	\$22,000	\$12,500	\$12,500	\$217,000
\$19,000	\$14,000	\$12,000	\$12,000	\$185,000
\$76,708	\$49,200	\$15,000	\$0	\$546,325
\$117,708	\$85,200	\$39,500	\$24,500	\$948,325

OWNED MEDIA

Visit SLO CAL's owned media continues to be a source for consumers to be inspired by the SLO CAL® way of life, driving them down-funnel and engaging them with authentic stories. While paid media captures their attention and creates an immediate connection, owned media educates, inspires and converts users to visitors and visitors to ambassadors.

OBJECTIVES

- Increase awareness and drive demand for SLO CAL with target audiences in key feeder markets
- Grow the perception of SLO CAL as a favorite California vacation destination
- Build and foster long-term relationships with potential and past visitors
- Increase reach, performance and engagement levels of owned channels and platforms
- Improve SEO ranking for target keywords and search topics
- Increase the return on investment of owned media campaigns



STRATEGIES

- Employ a dynamic content strategy to deliver cultivated, specialized and personalized messages that will resonate with target audiences on SLOCAL.com
- Utilize content testing, market research, Arrivalist, social media, paid media and SEO data to drive content creation and delivery optimization
- Leverage partners, visitors and SLO CAL Storytellers to curate, amplify and empower local, authentic storytelling for efficient and effective content and asset creation
- Enhance and build the SLO CAL Crafted sub-brand through video, written content and locally distributed promotional tools
- Consistently use CODE (create once distribute everywhere) method for efficient distribution and stronger ROI
- Utilize SLO CAL Connection, partner social media and the CRM to effectively communicate opportunities and information with local partners
- Exploit the power of state and national programs to amplify VSC promotions, Restaurant Month, California Wine Month, Surf Day, Plan for Vacation Day and the AMGEN Tour of California
- Showcase SLO CAL directly to consumers in key markets through engaging, interactive in-person destination experiences

TACTICS

• CONTENT DELIVERY

- Social Media Channels: Facebook, Instagram, Twitter, YouTube, Pinterest
- Web: SLOCAL.com, SLO CAL Blog
- Email: Monthly E-newsletter
- Print: SLO CAL Official Visitors Magazine

• CONTENT CREATION

- Producers: SLO CAL Storytellers, Local Writers, SLO Life Media
- Sub-Brands: SLO CAL Crafted, Wine Flies Free, SAVOR
- UGC: CrowdRiff, Fan Friday
- Google Destination Partnership

• PARTNER ENGAGEMENT

- SLO CAL Connection: Content Leads and Opportunities
- Industry Social Media
- This Week in SLO CAL Industry Email Newsletter

• CONSUMER ACTIVATIONS

- SAVOR - A San Luis Obispo County Experience Activations in Two Key Feeder Markets Annually



SLO CAL
Crafted



EARNED MEDIA AND PUBLIC RELATIONS

Earned media allows Visit SLO CAL to strengthen exposure for SLO CAL® through third-party endorsements from journalists and social media influencers. VSC and TURNER PR will continue to work collaboratively to bring domestic media to SLO CAL.

OBJECTIVES

- Increase awareness of SLO CAL with target audiences and with target media
- Grow the perception of SLO CAL as a favorite California vacation destination
- Position tourism as a positive economic force on the community and VSC as a leader in regional economic development and destination marketing and management
- Increase coverage of SLO CAL in travel-related content in international, local and top-100 national publications
- Drive demand and increase domestic and international visitors
- Increase the number and variety of partners, experiences and SLO CAL destinations featured in SLO CAL earned media coverage
- Increase the return on investment on earned media campaigns

STRATEGIES

- Use research, relationships and expertise to identify, refine and reach target publications, media and audiences for optimal earned media coverage
- Identify and plan a variety of media engagement events and opportunities throughout the year to align with coverage needs, media calendars and partners
- Leverage partner support, organizational news and information to obtain local and regional media coverage of VSC and the SLO CAL tourism industry
- Curate, amplify and empower local, authentic storytelling through partner communication, partnerships and media engagements
- Lead and facilitate coordination of efforts with local, regional and state partners in earned media efforts
- Utilize SLO CAL Connection, partner social media and the CRM to communicate opportunities and results with local partners

TACTICS

- **MEDIA ENGAGEMENT**
 - Proactive Year-Round Pitch Schedule
 - Distribution of Monthly Press Releases for Visit SLO CAL
 - Agency-Led Media Meetings
- **MEDIA RELATIONSHIP BUILDING**
 - Media Familiarization Trips
 - In-Market Deskside Appointments
 - Visit California Media Receptions
 - Local Media Relations
- **PREPAREDNESS**
 - Crisis Communications Plan
 - Local Community Public Information Officer Engagement
 - Press Materials: Backgrounder, Fact Sheets, Online Media Room
- **PARTNER ENGAGEMENT**
 - Agencies: TURNER PR and Black Diamond PR in UK and Ireland.
 - Partners: Local DMOs, CCTC PR Firm, Visit California

TURNER
a fahlgren mortine company

**BLACK
DIAMOND**
visit
California

ipw
Powered by U.S. Travel

**INTERNATIONAL
MEDIA
marketplace** 
A Travel Media Event

TRAVEL TRADE

Visit SLO CAL's vibrant Travel Trade program allows lodging investors and destination partners to actively take part in enhancing SLO CAL® as a premier tour and travel destination and competitive meeting and conference market. VSC will continue to work closely with state, national and international organizations to actively pitch and educate the industry on all that SLO CAL offers, creating and expanding market share.

OBJECTIVES

- Grow the perception of and increase demand for SLO CAL as a multi-night destination among domestic and international tour operators
- Increase generation of qualified meeting and conference leads
- Build awareness of SLO CAL's unique lodging mix
- Develop and foster deeper relationships with lodging investors in SLO CAL



SAN LUIS OBISPO COUNTY
CALIFORNIA

STRATEGIES

- Leverage trade shows and sales missions to generate leads for co-op partners and lodging investors overall
- Utilize familiarization trips to showcase SLO CAL as a multi-night destination
- Target “Experiential Travel” tour operators that specialize in fully inclusive tour travel products
- Take advantage of key association memberships and industry organizations to enhance SLO CAL’s presence among meeting planners and tour operators
- Lead and facilitate coordination of regional, state and international sales efforts with local lodging investors
- Actively, thoroughly communicate opportunities, leads and context with lodging investors
- Engage and educate activity and experience partners to develop digital booking for tour operators
- Deliver multi-night itineraries to tour operators that include bookable activities and experiences

TACTICS

• SALES

- Trade, Marketing and Conference Shows
- Tour and Travel Familiarization Trips
- Sales Missions for Tour and Travel and Meeting and Conference in Southern and Northern California
- Visit California International Sales Missions

• PARTNER ENGAGEMENT

- Lead Tracking and Distribution: SLO CAL Connection, Mailchimp and the CRM
- Educational Resources and Outreach to Assist Local Lodging Investors

• AGENCY EXPERTISE

- Black Diamond in UK and Ireland

BLACK
DIAMOND

Go West
SUMMIT

RVIA

simpleview

ipw
Powered by U.S. Travel

VRMA
VACATION RENTAL MANAGEMENT ASSOCIATION

visit
California

MPI

wtm®

CalSAE®
ADVANCING TOGETHER

NTA®

FILM SLO CAL

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

OBJECTIVES

- Increase economic impact of filming in SLO CAL through increased leads, productions and filming days
- Build Film SLO CAL's reach and exposure with film scouts, local industry and film industry media
- Position Film SLO CAL as a local film industry leader and the first point of contact for San Luis Obispo County with film professionals
- Increase awareness of SLO CAL as an efficient and optimal film location



STRATEGIES

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

TACTICS

• PARTNER ENGAGEMENT

- Bi-Annual Local Industry Events for Networking and Education
- CFC and FLICS Events and Board Meetings
- Quarterly Local Industry Newsletters
- SLOIFF Partnership and Promotion

• LOCATION PROMOTION

- Proactive Outreach, Hosting and Annual Group FAM Trips
- Industry Trade Shows and Events
- Advertisements in Key Film Industry Location Publications
- FilmSLOCAL.com, Online Location Gallery and Local Industry Listings



ENGAGE WITH VISIT SLO CAL

SLOCAL.com/Partners

SALES

EARNED

PAID

OWNED

EVENTS

	JULY 2019	AUGUST 2019	SEPTEMBER 2019	OCTOBER 2019	NOVEMBER 2019
CO-OP			\$ Tour & Travel Mission	\$ RVIA California RV Show	
TRADE SHOWS & MISSION PARTICIPATION				Vacation Rental Management Association International Conference	World Travel Market
MEDIA PITCHES	<i>i</i> SHORT LEAD: Summer Getaway LONG LEAD: Fall Harvest	<i>i</i> SHORT LEAD: National Yoga Month (September) LONG LEAD: What's New Fall/Winter 2019	<i>i</i> SHORT LEAD: Female-Focused Travel LONG LEAD: Culinary Adventures	<i>i</i> SHORT LEAD: SLO CAL Haunts LONG LEAD: Where To Go in 2020	<i>i</i> SHORT LEAD: Holidays in SLO CAL LONG LEAD: Winter Warm Up
FAM TRIPS					★ Fall Media FAM
MEDIA EVENTS		<i>i</i> Visit SLO CAL New York Media Deskside Tour		<i>i</i> Visit CA San Francisco Media Reception Visit CA Canada Media Mission	
ADVERTISING & MEDIA	\$ Google Destination Partnership				
	\$ <i>i</i> SLO CAL Official Visitors Magazine				
	\$ SLOCAL.com - Paid Listings & Advertising				
CONTENT THEMES	<i>i</i> Summer Adventures & Events	<i>i</i> Outdoor Adventures	<i>i</i> SLO CAL Wine Month	<i>i</i> Fall/Harvest Activities	<i>i</i> Holidays
SLO CAL CRAFTED	★ <i>i</i> Brewers & Breweries	★ <i>i</i> Outdoor Gear & Accessories	★ <i>i</i> Wine & Winemakers	★ <i>i</i> Harvest Around SLO CAL	★ <i>i</i> Artist Features
SLO CAL STORYTELLERS			★ Excursion Trip		
TOURISM INDUSTRY	Destinations International Annual Conference	U.S. Travel ESTO	Industry Mixers (4) CalTravel Summit	Industry Educational Symposium	
CONSUMER MARKETING					★ SAVOR* - California

* Dates to be determined and subject to change

\$ INVESTMENT OPPORTUNITIES AVAILABLE

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

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

DECEMBER 2019	JANUARY 2020	FEBRUARY 2020	MARCH 2020	APRIL 2020	MAY 2020	JUNE 2020
\$ CalSAE Seasonal Spectacular Meeting & Conference Sales Mission	\$ Tour & Travel Winter Sales Mission	\$ Meeting Professionals International Northern CA Expo Meeting & Conference Sales Mission				\$ i ★ IPW
National Travel Association Travel Exchange			Go West Summit UK Sales Mission	Visit CA China Asia Sales Mission		
i SHORT LEAD: SLO CAL Crafted LONG LEAD: Highway 1 Roadtrip	i SHORT LEAD: SLO(CAL) in Love LONG LEAD: Family-Focused Spring Break	i SHORT LEAD: Last-Minute Spring Break Getaways LONG LEAD: Responsible Wildflower Tourism	i SHORT LEAD: What's New Spring/Summer 2020 LONG LEAD: Celebrate Great Outdoors Month (June)	i SHORT LEAD: Biking Winery Tours LONG LEAD: Central Coast Weddings & Honeymoons	i SHORT LEAD: SLO CAL Cocktail Month (June) LONG LEAD: Last-Minute Summer Getaways	i SHORT LEAD: 4th of July LONG LEAD: Skip-Gen Gradcation Travel
	★ Winter Media FAM			★ Spring Media FAM		
	i International Media Marketplace New York Media Event		i UK Media Mission			i ★ IPW Media Marketplace
SLOCAL.com - Paid Listings & Advertising						
i Holidays	★ i Restaurant Month	i Spring Break Getaways & Deals	i Wildflower Peeping	i Bike Tourism	i SLO CAL Crafted Cocktails & Spirits	i Family Summer Vacation Ideas & Deals
★ i SLO CAL Crafted Gift Guide	★ i Chef & Restaurant Features	★ i Chocolatiers & Sweets	★ i Farms & Agritourism	★ i Tours	★ i Spirits, Mixers & the People Who Make Them	★ i Beach & Summer Accessories
★ Excursion Trip			★ Excursion Trip			★ Excursion Trip
		Visit CA Outlook Forum		Destination Capitol Hill	★ Visit SLO CAL Destination Summit CA Tourism Month	CalTravel Advocacy Day
			★ SAVOR* - Fly Market		AMGEN Tour of California	



SLOCAL.COM