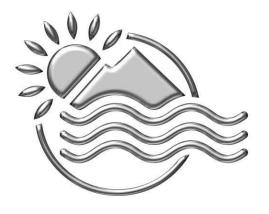


BOARD AND JPA MEETING

Friday, November 22, 2019 The Westin Mission Hills Golf Resort & Spa



Desert Hot Springs: Future Home of the Sand to Snow National Monument Visitor Center



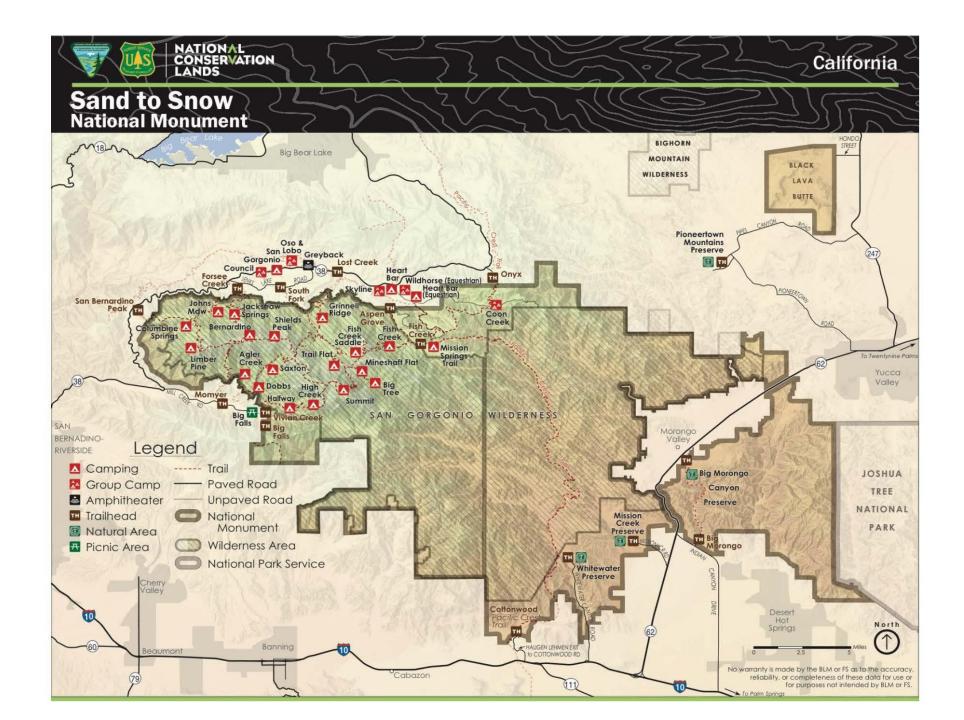
Greater Palm Springs Convention and Visitors Bureau





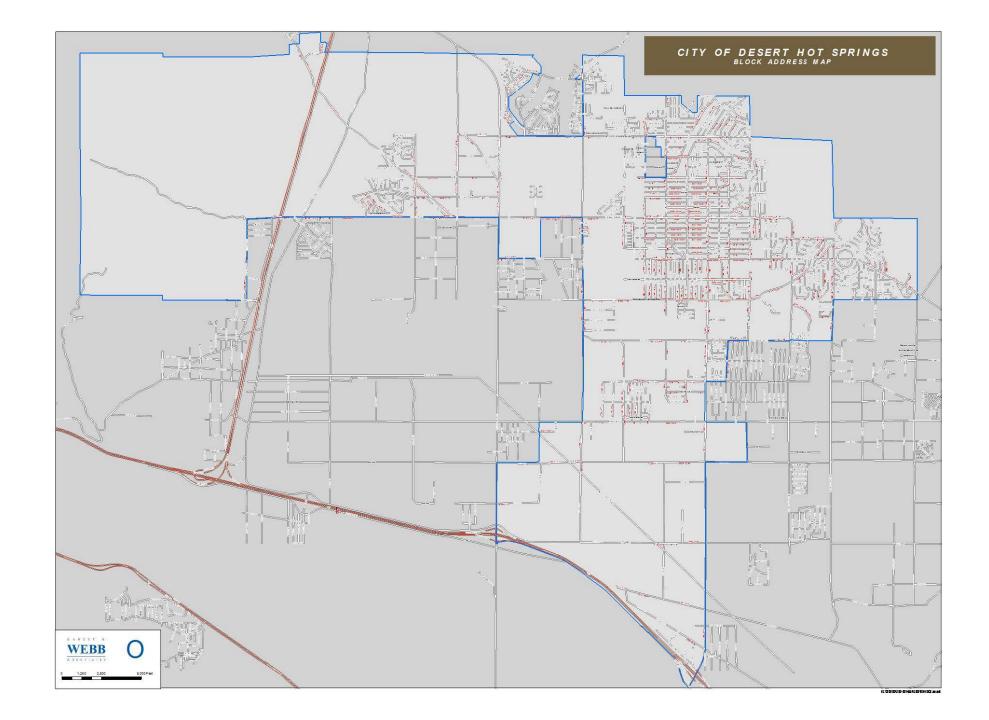
- Created in February 2016 by President Barack Obama
- 154,000 acres centered on Mount San Gorgonio
- Co-managed by the Bureau of Land Management and the U.S. Forest Service
- Currently no infrastructure, visitor center, signage
- USFS and BLM will soon start developing the management plan for the Sand to Snow National Monument
- Desert Hot Springs is the *ideal* location for the visitor center and park headquarters













Local Benefits

- Desert Hot Springs is branding itself as a destination for health, wellness, and outdoor recreation with its world-famous hot mineral water spas
- The only city that is bordered on two sides by Sand to Snow and Joshua Tree National Park and is an ideal access point for both
- At the gateway to the Monument, we have freeway access and land and some funding pledged by a developer
- Successful public/private partnership model in the Santa Rosa/San Jacinto Mountains National Monument visitor center operated by the Friends of the Desert Mountains in Palm Desert







Regional Project – Regional Benefits

- Tourism across the valley is increasingly becoming outdoor recreation focused
- Joshua Tree National Park is rapidly becoming over crowded
- Opening up the Sand to Snow National Monument will give visitors to the region another alternative to JTNP for hiking and desert exploration
- Sand to Snow is ideally situated to draw more outdoor recreation enthusiasts to the valley





Next Steps – How You Can Help

- City of Desert Hot Springs is working with USFS and BLM on the development of the management plan and seeking to have Desert Hot Springs be designated as the park headquarters and visitor center location
- Looking for letters or resolutions of support from local and regional governments and NGOs
- In mid-2020 presenting a proposal demonstrating regional support and agreements with NGOs for hosting and operating the visitor center



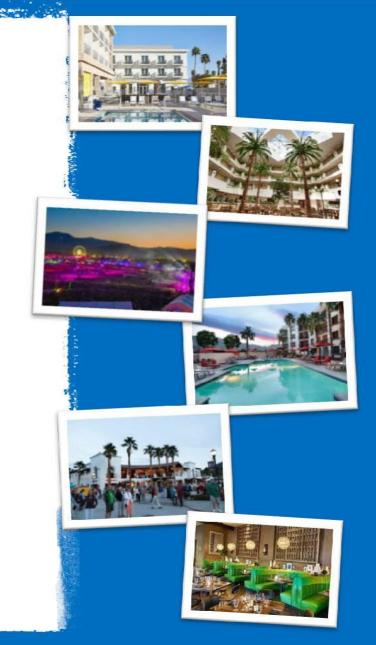
JOE TORMEY PROGRAM DIRECTOR, CSUSB



Vision for the Hospitality Management Program CSUSB Palm Desert Campus

Joe Tormey November 15, 2019

Presented to the Greater Palm Springs Convention and Visitors Bureau



CSUSB PALM DESERT CAMPUS

WE DEFINE THE Future

Aspire to Become a World-Class Hospitality Program

Mindful of the mission, values and 2015-2020 Strategic Plan of the Jack H. Brown College of Business and Public Administration...curriculum aligned to the hospitality industry and the local community in a global context.

- I. Introduce new courses to existing degree
- II. Initiate robust coand extra-curricular activities
- III. Achieve enrollment goals
- IV. Introduce two new degrees, longer term

CSUSB PALM DESERT CAMPUS WE DEFINE THE FUTURE

I. Introduce New Courses to Existing Degree

Create new courses

Propose to business Chairs at Jack H. Brown College of Business

- a. Finance: "Revenue Management, Forecasting and Controls"
- b. Marketing: "Tourism Destination Management"
- c. Marketing: "Social Media Analytics in Hospitality"
- d. Management: "Customer Relationship Management Strategies (CRM)"
- e. Elective: "Hospitality Technology Systems and the Internet of Things"
- f. Elective: "Foodservice Management"
- g. Elective: "Global Seminar in Hospitality Operations" (prerequisite course for the study abroad to Italy)



Suggestions to create new General Education courses

Propose to Chairs in the respective liberal arts departments

- h. Humanities: "Foods and Cultures of Latin America"
- i. History: "A Historical Chronology of Wines of the World"
- j. Life Science: "Biology of Nutrition, Food Safety, Health and Wellness"
- Physical Science: "Ecotourism and Sustainable Practices in Hospitality and Tourism"

Moreover, offer some courses online and in non-credit format. Add industry certifications/micro credentials in Casino Management, ServSafe Sanitation and Alcohol Intervention Training among others, potentially.



Develop a culture of professionalism

Build program esprit de corps...and future hospitality alumni association leadership

Prepare the next generation of hospitality leaders

The forthcoming Hospitality Society (studentrun club) will deliver professional development content and activities. As the program evolves to offer a degree (major) in hospitality, professional development education and training will be integrated across the curriculum.

Joe will be the club advisor until the appropriate faculty is assigned.



Encourage more internship experience Following the best practices in hospitality higher education...encourage more internship hours and practice experience

- Internship hours could be fulfilled during summers f/t or concurrent during fall and spring semesters p/t if students seek this option
- Promote international (or domestic) internship opportunities with funding for room and board
- Suggest three different summer internship options as one way to differentiate the program (two local and one out-of-state or overseas experience)



II. Initiate Robust Co- and Extra-Curricular Activities

Hallmarks of great programs: the student college, campus and life experience through clubs, organizations and enrichment activities

- Hospitality Society coordinated and led by the student E-board who will host guest speakers, activities and field trips to hospitality/tourism businesses and attractions in the Coachella Valley region, including Los Angeles and potentially Las Vegas and Phoenix. Many of the club's on-campus events will be open to other PDC students (Spring 2020)
- 2. Club Management Association (CMAA) initiate student chapter once faculty advisor is assigned (2021 TBD)
- National Association of Caterers and Event Management (NACE) initiate student chapter once faculty advisor is assigned (2022 TBD)
- 4. International Hospitality Honor Society, Eta Sigma Delta (Fall 2023 eligible)

CSUSB PALM DESERT CAMPUS

WE DEFINE THE

Initiate trade show educational exhibition/experiential learning trips for elected student club leaders such as:

 Hospitality Education Trade Show Exhibitions: NYC Hotel Show and Chicago National Restaurant Association Show

Establish study abroad opportunities to select destinations

- Annual faculty-led, short-term study abroad to Italy or Switzerland (Italy 2020)
- Full semester abroad w/ internship option Italy, Taiwan, China or Canada
- Summer internship opportunities in NYC or Los Angeles

Select activities will be funded from endowment dividends and gala net proceeds; i.e., Pell Grant and other in-need students could receive up to 100% financial support for field trips, study abroad and international internships

The idea is to grow hospitality endowments and create sustainable funding models



III. Achieve Enrollment Goals

80/20 mix

200 hospitality students by year 2025

- 80% CA residents, primarily local and county (CSU impaction: how best to outreach via social media and other)
- 20% out-of-state and international students with annual relationship trips to Taiwan, Vietnam and China. Also, interest to attract students from Mexico, Canada, South Korea, Japan, India, Saudi Arabia, Brazil and the Philippines. The above countries make up the top 10 origin countries that study in the U.S. (except Brazil and the Philippines).

Fall semester intakes (freshman and community college transfers) 2020 - 35+ Years 1 and 2 aggressively targeting Coachella Valley (as of November 14,

30 applications were received plus 5 hospitality minors already in pipeline)

WE DEFINE THE \mathcal{T}

- 2021 40+
- 2022 50+
- 2023 50+
- 2024 50+
- 2025 50+

CSUSB PALM DESERT CAMPUS

How to achieve enrollment targets

- 1. Focus on high schools and county community colleges in the Coachella Valley and county
- 2. CSUSB marketing events to attract SB students
- 3. Target CA impaction and out-of-state students
- 4. Target international markets that will include the use of agents and annual recruitment trips to Vietnam, Taiwan and China.
- 5. Develop articulation agreements with the College of the Desert and other Riverside County community colleges and later on, San Bernardino County community colleges.
- 6. Explore strategic MOUs with select overseas institutions in an effort to offer student/ faculty research and intellectual exchange in awareness/ promotion for CSUSB PDC.
- 7. Later on, promote foreign student enrollment with internships using the J-1 visa model.

Student housing is a constraint at PDC (absence of dormitory). However, homestay company will provide these services as well as apartment options at The Vineyards apartments near campus.



IV. Introduce Two New Degrees, Longer Term

MBA specialization or professional master's in Hospitality Management (sooner)

- Create new specialization that could be marketed to international students immediately. China, Taiwan and Vietnam are strong demand markets.
- **BA in Hospitality Management** (later, once sufficient concentration enrollment is achieved)
 - Create 120-credit degree where up to 50% of degree will consist of hospitality major, minor and elective coursework with business core and GE consisting of remaining 50%
 - Offer 3 to 4 tracks or minors: operations, events, social media marketing, revenue management
 - Unique semester-sequenced, professional development courses
 - Required participation in the Hospitality Society club, annual Gala and annual service learning project (student service hours)
 - Capstone course: community-based team project or group research project
 - 1,000+ hours internship hours
 - Short-term study abroad for juniors during the spring semester

CSUSB PALM DESERT CAMPUS WE DEFINE THE TU

Scan of CSU hospitality programs

1. CSU Chico

BS in Recreation, Hospitality and Parks Management MS in Recreation Management

2. CSU East Bay BS in Hospitality and Tourism MS in Hospitality, Recreation & Tourism

3. Fresno State BS in Recreation Administration

4. CSU Fullerton BA in Business Administration, Entertainment and Hospitality Management

5. CSU Long Beach BS in Hospitality Management

6. CSU Monterey Bay BS in Sustainable Hospitality Management

7. CSU Northridge BS in Tourism, Hospitality and Recreation Management MS in Tourism, Hospitality and Recreation Management 8. Cal Poly Pomona BS in Hospitality Management MS in Hospitality Management

9. Sacramento State BS in Recreation Administration MS in Recreation Administration

10. San Diego StateBS in Hospitality and Tourism ManagementBS in Recreation AdministrationMS in Hospitality and Tourism Management

11. San Francisco StateBS in Hospitality ManagementMBA in Hospitality and Tourism Management

12. San José State BS in Hospitality, Tourism and Event Management

13. Cal Poly San Luis Obispo BS in Recreation, Parks and Tourism Administration

14. Sonoma State BS in Business Administration, Wine Business Strategies MBA in Wine Business

CSUSB PALM DESERT CAMPUS

WE DEFINE THE Future

Snapshot of leading hospitality programs

CSUSB Palm Desert Campus

BA in Administration, Hospitality Management consists of 24/120 credits or 23% degree in hospitality content area with 150 hours is minimum internship requirement (1,000+ is goal)

CSU System

CONCENTRATIONS

- 1. Fullerton 18/120 units or 15% degree. Optional internship.
- 2. Sonoma 15/120 units or 13% degree. Internship not required.

MAJORS

- 3. Pomona 103/180 units or 57% degree. 800 hours internship.
- 4. Long Beach 66/120 units (?) or 55% degree. 800 hours internship.

USA and Globally

- 5. Cornell 76/120 credits, minimum 63% degree. Note: degree could be 70% hospitality coursework. 800 hours internship.
- 6. UNLV 83/120 credits. 69% degree. 1,000 hours.
- 7. Michigan State University 60/120 credits 50% degree. 800 hours.
- 8. The Hong Kong Polytechnic 90/120 credits 75% degree. 960 hours.
- 9. Ecole Hoteliere Lausanne 3 years study mostly hospitality courses and two 24-week internships plus 9 week project.
- 10. NYU 60/120 credits 50% degree. 900 hours.
- 11. Fairleigh Dickinson University 61+/120 credits 50% degree. 1,200 hours.



Timeline

Short Term (0-3 years)

- Continue to implement marketing plan and aggressive recruitment activities for 2020 inaugural intake (October and November urgency)
- Promote hospitality as a minor to PDC and SBC (ongoing)
- Create new hospitality and business courses
- Launch Hospitality Society (2020)
- Host CHE certification workshop (Certified Hospitality Faculty) and invite county community college and high school instructors (2022)

WE DEFINE THE

- Explore workforce development grant with CSUSB (ongoing)
- Solicit donor hospitality learning labs and classrooms

Intermediate Term (4-7 years)

- Propose an MBA Hospitality Specialization or new master's in hospitality mgmt.
- Propose a BA in Hospitality Management
- Solicit donor hospitality learning labs and classrooms

Long Term (7-10+ years)

- Pursue hospitality accreditation (2027 eligible)
- Explore a new facility on or near the PDC (potentially)

CSUSB PALM DESERT CAMPUS

Donor Outreach

- Lab, facility and classroom naming gifts:
- 1. Hospitality Innovation Lab *partially modeled after Cornell's interdisciplinary eHub*
- 2. Commercial café at PDC (overseen by management company, staffed, operated and run by student interns)
- 3. Endowed Visiting Scholar
- 4. Wine and Spirits lab
- 5. Hospitality Conference Room
- 6. Hotel room mock-up lab TBD
- 7. Restaurant on campus TBD

Aspirational gift:

8. Small boutique LEED hotel on campus – built by corporate or individual donor with potential 15-year sale/leaseback and donation at end of lease (run by management company, staffed by FTEs and student interns)







CSUSB PALM DESERT CAMPUS

WE DEFINE THE



Joe's continuing focus...

Building relationships in the Greater Palm Springs area

 Networking with industry leaders, secondary and post-secondary educators/administrators and potential donors.

Implementing strategy to achieve enrollment goals for 2020 and beyond

- Working closely with CSUSB colleagues and resources and local and county contacts to build a strong program and enrollment pipeline in the Coachella Valley.
- International outreach to agents, Education USA and ELS offices in Vietnam, China, Taiwan and select markets in Southeast Asia TBD.

Positioning hospitality to become the destination program at PDC

 Personalized marketing approach to all, word-of-mouth, one student/parent/guidance counselor/stakeholder at a time. Emphasis on retention rates, graduation rates and seeding the future alumni network.

"We are what we repeatedly do. Excellence, then, is not an act, but a habit." —Aristotle

Thank you!

WE DEFINE THE

Program video: https://youtu.be/ Z ibjhOq0Q

CSUSB PALM DESERT CAMPUS

OLIVER LAMB MANAGING DIRECTOR



Greater Palm Springs Air Service Update

November 2019

CLEAR INSIGHTS,

SOARING RESULTS

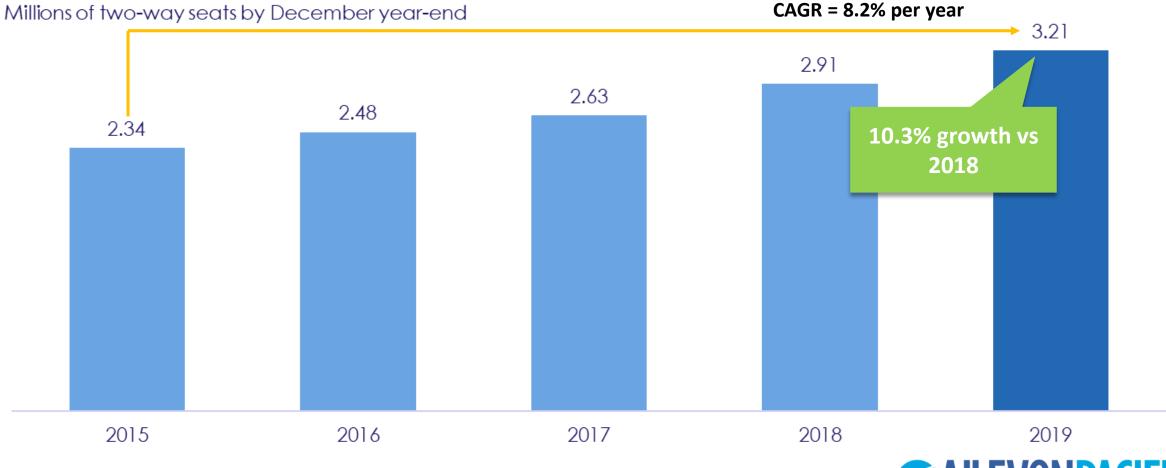




OUR STORY SO FAR...

2019 will see record seat capacity at PSP...

ANNUAL SEATS AT PALM SPRINGS INTERNATIONAL AIRPORT, 2015-2019



Source: SRS Analyser; Ailevon Pacific Aviation Consulting analysis



This has made Palm Springs one of the fastest-growing airports among the peer set...

2018-19 GROWTH AMONG PALM SPRING INTERNATIONAL AIRPORT'S PEER AIRPORTS*

Millions of two-way seats by December year-end



*Airports in CA, AZ, NV, OR & WA with between 50% and 200% of PSP's 2019 seats Source: SRS Analyser; Ailevon Pacific Aviation Consulting analysis



16.8%

...with recent growth way above the national average

PALM SPRINGS CAPACITY GROWTH VS NORTH AMERICAN CAPACITY GROWTH

Index; YE January 2015=100 140 135 130 Palm Springs 125 120 115 North America 110 105 100 95 90 Jan-18 Mar-18 Nov-18 Sep-16 May-18 Jul-18 Sep-18 Mar-19 Nov-16 S S Jan-19 Jul-17 Jan-17 Mar-17 Sep-17 Nov-17 Jan-1 May-17 Mar-1 Sep-1 Jan-l Mar-1 May-16 Jul-Ju May-19 May-1 Jul-l Nov-l -Inf Nov-1 Sep-1

Source: SRS Analyser; Ailevon Pacific Aviation Consulting analysis

Where is this growth coming from?

2019 SEAT GROWTH BY AIRLINE AT PALM SPRINGS INTERNATIONAL AIRPORT BY AIRLINE



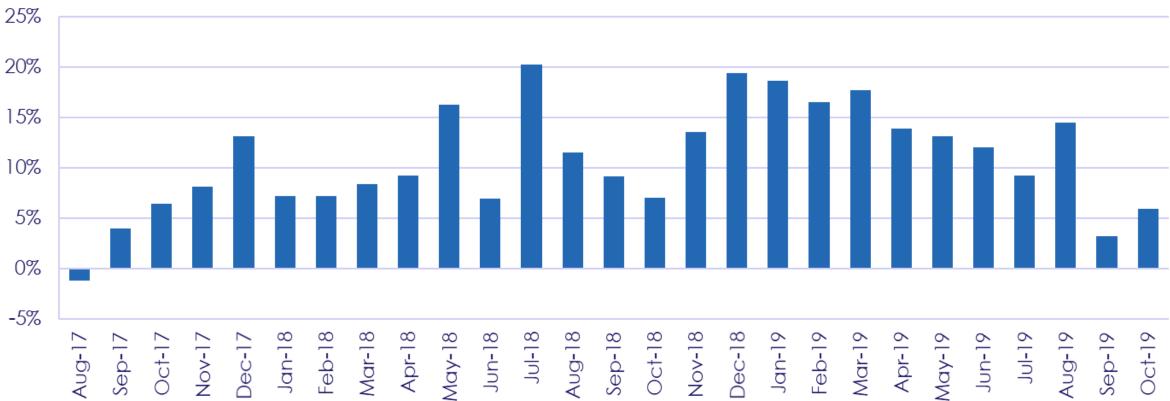
Source: SRS Analyser; Ailevon Pacific Aviation Consulting analysis



37

26 months of unbroken passenger growth at PSP

MONTHLY PASSENGER GROWTH AT PALM SPRINGS INTERNATIONAL AIRPORT, 2017-2019



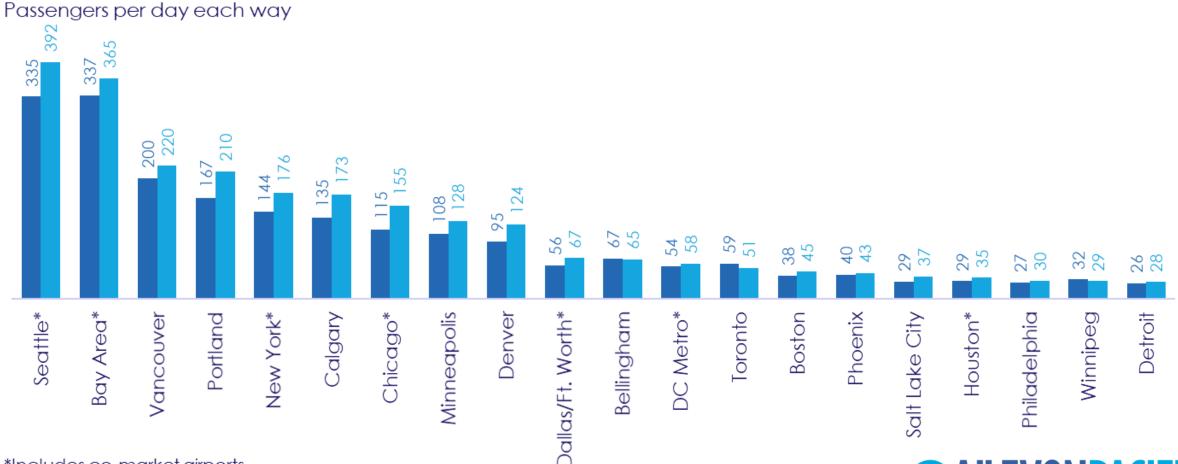
Percent growth versus previous corresponding month

Source: U.S. DOT; Palm Springs International Airport; Ailevon Pacific Aviation Consulting analysis



And Seattle has overtaken the Bay Area to become our #1 air service market

PALM SPRINGS' TOP 20 ORIGIN-DESTINATION MARKETS, YE JUNE 2019



*Includes co-market airports Source: DiioMi; IATA AirportIS; Ailevon Pacific Aviation Consulting analysis



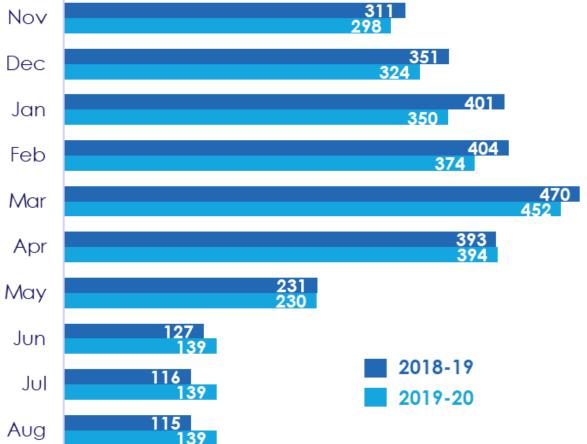


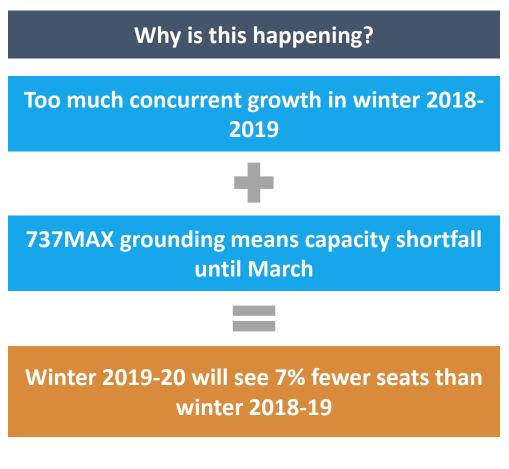
GROWTH SPRINGS ETERNAL?

This winter will see fewer seats, before returning to growth in summer

PSP MONTHLY SEAT CAPACITY, NOV-AUG 2018-2020

Thousands of two way seats







Source: SRS Analyser; Ailevon Pacific Aviation Consulting analysis

We grew too fast last winter, but this winter is no slouch

WINTER SEATS AT PALM SPRINGS INTERNATIONAL AIRPORT, 2015-2019

Millions of two-way seats, November-March



Source: SRS Analyser; Ailevon Pacific Aviation Consulting analysis



737MAX issues bedevil markets like ours

BUSINESS Markets Tech Media Success Perspectives Videos		
American Airlines cancellations reach into June	Airline	# of 737MAX
because of 737 Max grounding	Southwest'	34
ARKETS BUSINESS INVESTING TECH POLITICS CHBCTV VIA ARKINES United scraps Boeing 737 Max flying until January with no end in sight to grounding	🌸 AIR CANADA	24
	American Airlines 🔪	24
USA TODAY Ranking top airlines Rost walkable U.S. cities Natural wonders b	UNITED	14
News Sports Entertainment Life Money Tech [Travel] Opinion AIRLINE NEWS	WESTJET 🖈	13
Southwest, American, United: No Boeing 737 Max flights until March even if plane returns sooner	sunwing	4
		AULATION CONSULTI

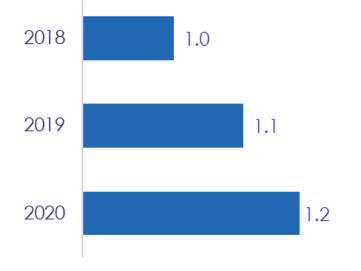
Some exciting things ahead in 2020...



In 2020, we will see record summer seat capacity

SUMMER SEAT CAPACITY, 2018-20

Millions of seats, April-September



Source: SRS Analyser, APAC analysis

New year-round destination

In 2020, United will serve Chicago year-round

- This will be our only yearround destination east of the Mississippi
- First time we have had a year-round Eastern destination since (at least) 2003
- Now connected to United's largest hub every day of the year

Big planes for a big future

In 2020, Delta will bring the largest aircraft to PSP

 757-200: A huge vote of confidence in our new Atlanta service





Our focuses in 2020

Strengthening our year-round air access

2 Securing new markets: DC, OAK & SJC

3

4

1

New models for a diversifying market

International Exposure: Boosting access

Sustainable, diverse and year-round air access to Palm Springs



What will enable our air service success?

Pursuit of the right opportunities

Using a data-driven approach, we will engage with our current and potential airlines to secure opportunities that are <u>sustainable</u> and have <u>year-</u> <u>round potential</u>

Support new services effectively

Flexibility allows for the most responsive and tailored solutions to secure increased air access.

<u>The full toolkit – including</u> <u>MRGs – gives GPSCVB a</u> <u>huge advantage</u>

Build the Market's Airline Appeal

Airlines need year-round, multi-segment demand to make a market succeed.

<u>Attracting non-tourism</u> <u>demand will boost GPS'</u> <u>overall appeal to airlines</u>





THANK YOU

Oliver Lamb (212) 858-0402 oliver.lamb@ailevonpacific.com

CVB UPDATES

OCTOBER 2019

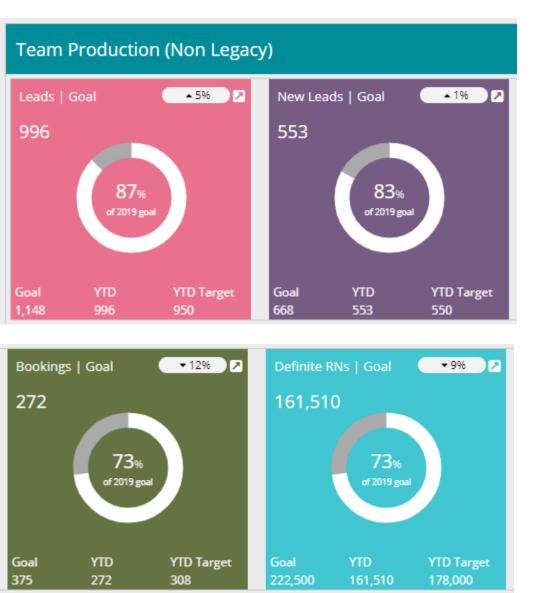
BOARD REPORT

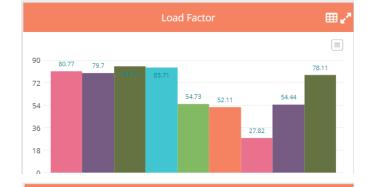
UNIQUE PAGEVIEWS

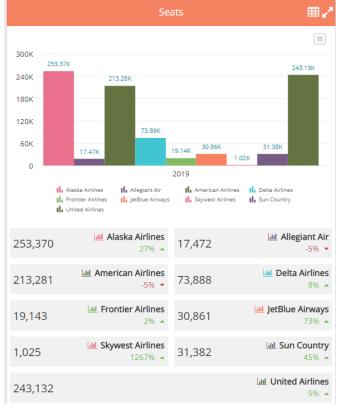
Oct. Board Report/President's Summary	67
All Board Reports	34
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Air Service	8
Communications	8
Destination Marketing	8

Convention Sales	7
Partnership & CTA	7
Social Media	7
Destination Services	5
Destination Videos	6
Digital Analytics	6
TAP Report	5
Travel Industry Sales	5

BOARD REPORT CHANGE







Present productivity reports in a YTD dashboard format

•

- Year-to-date stats can be accessed at any time
- Information will be on a Board microsite

PROPOSED 2020 BOARD MEETING AGENDA

January 24

Report Out: CVB Update

March 27

Strategy Session: DestinationNEXT Update

May 29

Report Out: CVB Update

June 26

Strategy Session

September 25

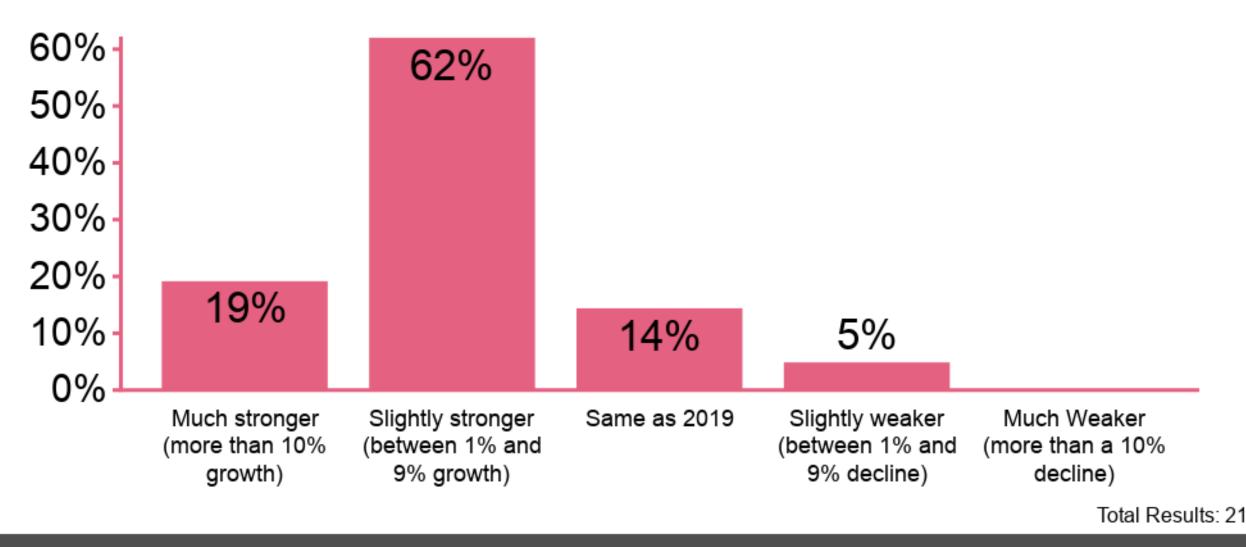
Report Out: CVB Update

November 20

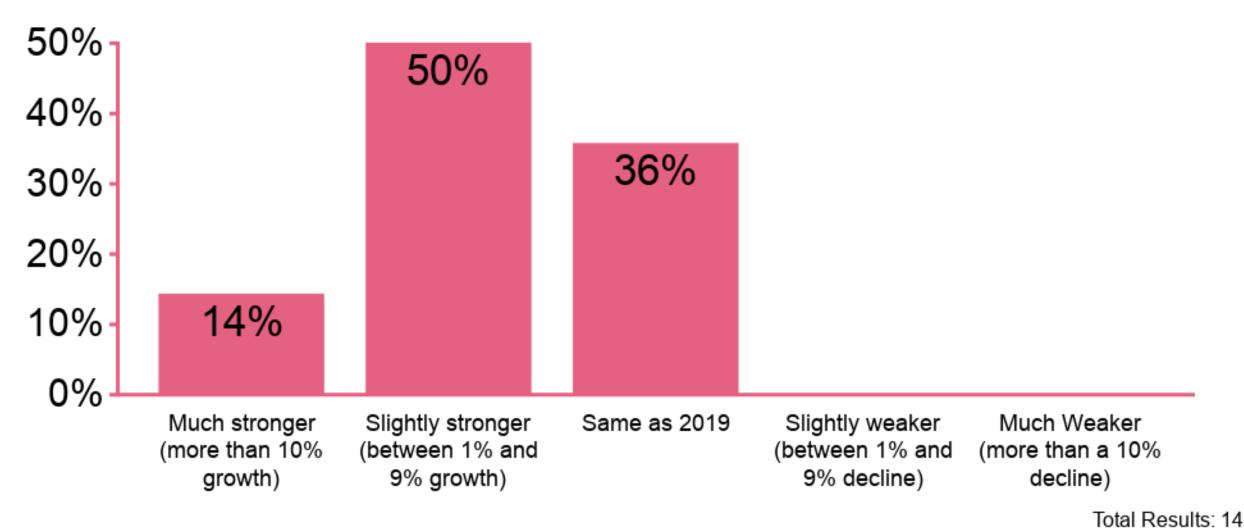
Strategy Session

LIVE DIGITAL SURVEY

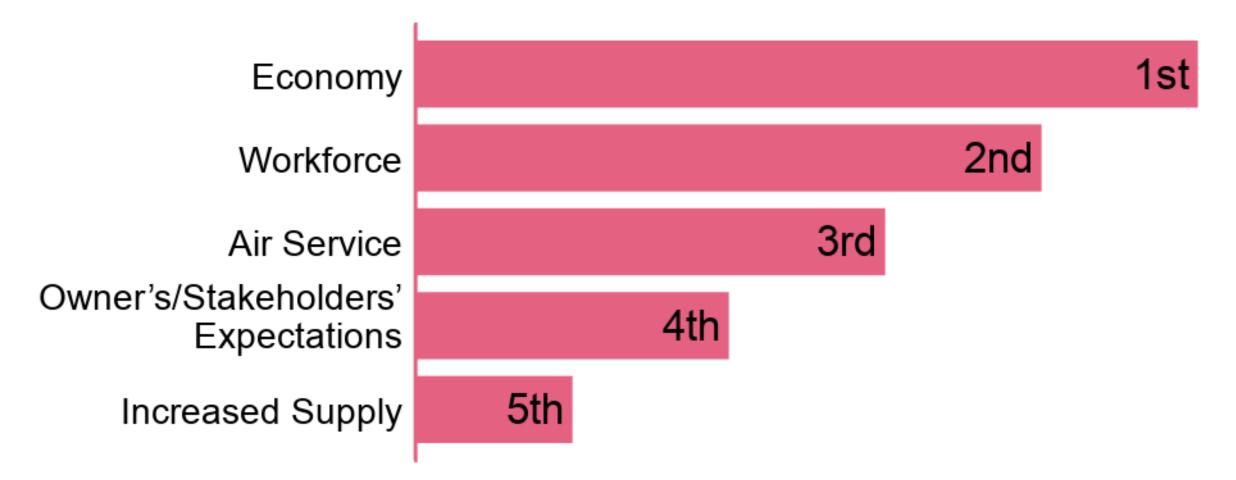
What is your business forecast for 2020?



Hotels: What is your RevPAR forecast for 2020?

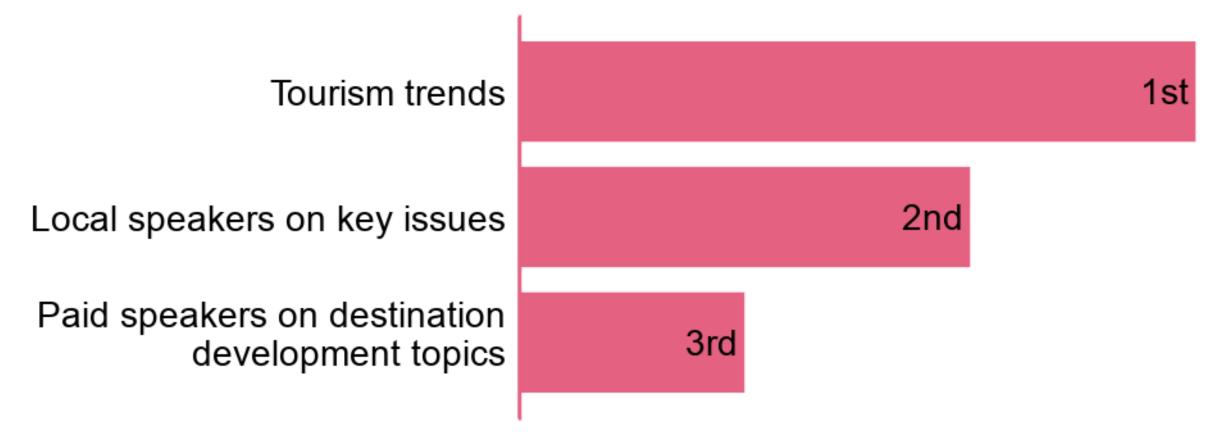


What are your concerns for 2020, ranked highest to lowest?



Total Results: 21

Rank the topics below based on what you would like our speakers to focus on at the Board Meetings.



ATLANTA ACTIVATION - INTERACTIVE VENDING MACHINE







DELTA FLY NONST<u>OP TO PALM SPRINGS, CALIFORNIA</u>



<section-header>



SAKS FIFTH AVENUE / VISIT CA CO-OP



- In-market photo shoot for feature in Saks Fifth Avenue Spring 2020 Fashion Book
- Saks Fifth Avenue window display
- Media event and in-store activation
- Digital/social campaign



HAPPY THANKSGIVING





NEXT MEETING Friday, January 24, 2020 The Ritz-Carlton, Rancho Mirage Thank You Kelly!