



**Tourism Business Improvement District Board
AGENDA**

Wednesday, September 4, 2024, 10:00 a.m.

City Hall, 990 Palm Street, San Luis Obispo

The Tourism Business Improvement District Board holds in-person meetings. Zoom participation will not be supported at this time. Attendees of City Council or Advisory Body meetings are eligible to receive one hour of complimentary parking; restrictions apply, visit [Parking for Public Meetings](#) for more details.

INSTRUCTIONS FOR PUBLIC COMMENT:

Public Comment prior to the meeting (must be received 3 hours in advance of the meeting):

Mail - Delivered by the U.S. Postal Service. Address letters to the City Clerk's Office at 990 Palm Street, San Luis Obispo, California, 93401.

Email - Submit Public Comments via email to advisorybodies@slocity.org. In the body of your email, please include the date of the meeting and the item number (if applicable). Emails *will not* be read aloud during the meeting.

Voicemail - Call (805) 781-7164 and leave a voicemail. Please state and spell your name, the agenda item number you are calling about, and leave your comment. Verbal comments must be limited to 3 minutes. Voicemails *will not* be played during the meeting.

**All correspondence will be archived and distributed to members, however, submissions received after the deadline may not be processed until the following day.*

Public Comment during the meeting:

Meetings are held in-person. To provide public comment during the meeting, you must be present at the meeting location.

Electronic Visual Aid Presentation. To conform with the City's Network Access and Use Policy, Chapter 1.3.8 of the [Council Policies & Procedures Manual](#), members of the public who desire to utilize electronic visual aids to supplement their oral presentation must provide display-ready material to the City Clerk by 12:00 p.m. on the day before the meeting. Contact the City Clerk's Office at cityclerk@slocity.org or (805) 781-7114.

1. CALL TO ORDER

Chair Bates will call the Special Meeting of the Tourism Business Improvement District Board to order.

2. PUBLIC COMMENT FOR ITEMS NOT ON THE AGENDA

At this time, people may address the Committee about items not on the agenda. Comments are limited to three minutes per person. Items raised at this time are generally referred to staff and, if action by the Committee is necessary, may be scheduled for a future meeting.

3. BUSINESS ITEMS

3.a FY 23-24 TBID ANNUAL REPORT APPROVAL (15 MIN) 5

Staff will present the draft FY 2023-24 TBID annual report to City Council on October 1, 2024 as recommended by Management Committee. Pending the City Council's approval of the report, the annual public hearing for the TBID will be scheduled for the October 15, 2024 City Council meeting.

3.b STRATEGIC MARKETING & BUSINESS PLAN APPROVAL (15 MIN) 35

The Board will receive a presentation on the 2024-26 Strategic Marketing & Business Plan for review and approval as recommended by Marketing Committee.

3.c FY 2024-25 MEDIA PLAN REVIEW AND APPROVAL (25 MIN)

Noble Studios will present the annual media plan including for Q2 to the Board for review and approval. In addition, the Board will consider the use of remaining funds from FY2023-24.

3.d STRATEGIC PLAN CONSULTANT APPROVAL (15 MIN) 77

Management Committee will present the recommendation of the Strategic Plan consultant for the Board's approval, and subsequently review the process and timeline.

3.e BUDGET UPDATES (10 MIN)

Staff will present an update to the FAM Trip Hosting and Event Activation + Collateral line items of the budget and a recommendations for the Board's consideration.

4. ADJOURNMENT

The next Regular Meeting of the Tourism Business Improvement District Board is scheduled for October 9, 2024 at 10:00 a.m. in the Council Hearing Room at City Hall, 990 Palm Street, San Luis Obispo.

LISTENING ASSISTIVE DEVICES are available -- see the Clerk

The City of San Luis Obispo wishes to make all of its public meetings accessible to the public. Upon request, this agenda will be made available in appropriate alternative formats to persons with disabilities. Any person with a disability who requires a modification or accommodation in order to participate in a meeting should direct such request to the City Clerk's Office at (805) 781-7114 at least 48 hours before the meeting, if possible. Telecommunications Device for the Deaf (805) 781-7410.

Agenda related writings or documents provided to the Tourism Business Improvement District Board are available for public inspection on the City's website, under the Public Meeting Agendas web page:

<https://www.slocity.org/government/mayor-and-city-council/agendas-and-minutes>. Meeting video recordings can be found on the City's website:

<http://opengov.slocity.org/WebLink/Browse.aspx?id=61016&dbid=0&repo=CityClerk>



SLO TBID ANNUAL REPORT

2023-2024



Live the SLO Life
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BACKGROUND

In June 2008, the City Council adopted Ordinance 1517 establishing the Tourism Business Improvement District (TBID) in the City of San Luis Obispo as requested by the local lodging industry. The assessment of two percent of gross receipts for the district became effective on October 1, 2008, and the use of funds as defined in Section 12.42.030 of the Municipal Code states:

“This ordinance is made and enacted pursuant to the provisions of the Parking and Business Improvement Area Law of 1989 (Sections 36500 et. seq., of the California Streets and Highways Code). The purpose of forming the district as a business improvement area under the Parking and Business Improvement Area Law of 1989 is to provide revenue to defray the costs of services, activities and programs promoting tourism which will benefit the operators of hotels in the district through the promotion of scenic, recreational, cultural and other attractions in the district as a tourist destination.”

ADVISORY BODY

The use of the assessment fund is based on the recommendation of the Tourism Business Improvement District advisory board (TBID Board) which is staffed by City of San Luis Obispo hotel owners, operators, and/or managers. The board members are appointed by the City Council and serve for an initial term of four years with the opportunity to serve a second term for a maximum of eight years.

2023-24 Tourism Business Improvement District Board

NAME	PROPERTY	STATUS	TERM CONCLUDES
Clint Pearce * **	Madonna Inn	Appointed May 2022	3/31/2026
Lori Keller	Apple Farm Inn	Appointed June 2022	3/31/2026
Prashant Patel	Vagabond	Appointed Sept. 2022	3/31/2025
Lydia Bates * **	Hotel San Luis Obispo	Appointed Sept. 2022	3/31/2028
Winston Newland	Quality Suites	Appointed April 2022	3/31/2027
Sandy Sandoval	Embassy Suites SLO	Appointed June 2022	3/31/2025
Nipool Patel	Lamplighter Inn & Suites	Appointed October 2023	3/31/2028

* Served as Chair for a portion of FY 23-24

** Served as Vice Chair for a portion of FY 23-24



ADVISORY BODY BYLAWS

In addition to the governing City ordinance, the TBID Board established its advisory body bylaws and further defined its role and functions as:

The functions and duties of the TBID Board shall include, but not be limited to, the following:

- A. Planning a comprehensive program to promote tourism to the City of San Luis Obispo and prepare an annual marketing program consistent with industry goals and objectives.
- B. Develop advertising and promotional programs and projects to benefit the lodging industry in San Luis Obispo.
- C. Present an annual assessment report to the City Council regarding the implemented promotional programs and projects.
- D. Perform any other lawful tasks as directed by the Council.

The TBID Board meets monthly on the second Wednesday at 10 a.m. for its regular board meeting. In fiscal year 2023-24, the board continued holding a second monthly special meeting in addition to the regular board meeting. In total, the Board met 16 times for regularly scheduled monthly meetings and special board meetings during the fiscal year, representing an average of 37 volunteer hours annually per each of the seven board members. In 2023-24, the Board also met for agency interviews for their Marketing Services RFP. This process began in November 2023 and culminated in the Board's recommendation during their May meeting.

2023-24 YEAR BY THE NUMBERS

In the 2024-25 fiscal year, the City of San Luis Obispo once again collected a record-breaking figure of transient occupancy tax (TOT) totaling \$10.9 million. This number represents a 2% increase over budget San Luis Obispo once again saw five \$1 million revenue collection months in July, August, September April and June. This incredible contribution of TOT revenue to the City's General Fund is one of the direct benefits of tourism for the City, as the full collection of TOT revenue is retained by the City. Separately, the TBID retains the revenue collected through its special assessment of 2%, which in FY 23-24 resulted in nearly \$2.2 million, more than \$200,000 originally projected.

The fiscal year 2023-24 occupancy level in the city slightly increased by less than 1% compared to the 2022-23 fiscal year, with an average annual occupancy rate of 68% for the year. While this modest year-over-year growth illustrates the continued recovery of visitors returning to travel with overnight stays in San Luis Obispo — when compared to occupancy pre-pandemic, it is still about 3% below the 2018-19 fiscal year when annual average occupancy for the city exceeded 70% for the year.

The growth of the Average Daily Rate (ADR) in San Luis Obispo has slowed. In 2023-24 the annual ADR was approximately \$176, which on average is essentially flat to the previous year, but still \$23 higher than the pre-pandemic year of 2018-19 for comparison.

The last key indicator used by the TBID to gauge impact is RevPAR, defined as Revenue Per Available Room. In the 2023-24 fiscal year, the annual average RevPAR was slightly up from the prior year at the rate of \$121.77 on average.

While these numbers present a snapshot of the status of the lodging properties, the TBID Board also tracks the visitation into the downtown Visitor Center to represent the foot traffic. In FY 23-24, the Visitor Center served approximately 85,826 guests, up nearly 4% compared to the previous fiscal year.

MEASUREMENT	FY 2023-24 RESULT	% CHANGE FROM FY 2023-24
TOT	\$10,901,820.00	0%
TBID	\$2,176,043.00	0%
Occupancy	68.17%	0.7% increase
ADR	\$176.31	-0.5% decrease
RevPAR	\$ 121.77	0.0%

CHECK THE APPENDIX FOR COMPLETE GRAPHS (GRAPHS FOR TOT/ADR/REVPAR/OCC)





STRATEGIC PLAN IMPLEMENTATION

The TBID Strategic Plan serves as one piece of the framework for the direction and decisions made by the TBID Board for the tourism program this fiscal year. As outlined in the plan, the SLO TBID stewards the San Luis Obispo brand and represents its lodging partners, driving overnight stays by telling the story of San Luis Obispo through targeted marketing content and activities, serving as a convener and subject matter expert for tourism conversations impacting the destination and advancing strategic partnerships that extend the reach and influence of Visit San Luis Obispo.

As defined within the plan, the TBID continues to focus on the fulfillment of the following five Strategic Imperatives:

- Elevate the SLO Brand and Experience
- Deliver Smart Growth
- Build Meaningful Partnerships
- Ensure Operational Excellence
- Foster Destination Resilience

Each of these imperatives contains objectives and initiatives that the TBID Board strives to achieve in the life of the plan. The examples of the accomplishments pertaining to these Strategic Imperatives are highlighted throughout the annual report. In the fall of 2024, the TBID Board will be undergoing an update to its Strategic Plan for 2025-2030.

CHECK THE APPENDIX TO VIEW THE FULL STRATEGIC PLAN MATRIX



CONSTITUENT RELATIONS

As a commitment to the imperative to “Ensure Operational Excellence” the TBID Board continued to support constituent relations efforts in 2023-24. To keep the lodging constituency abreast of all TBID business, the TBID Board was assigned properties to liaise. Each board member was responsible for communication with their respective group of hotels and then asked to report their findings during the “Hotel Update” portion of each Board meeting agenda.

The TBID also leveraged the outreach support of the SLO Chamber’s contracted services to perform weekly lodging call-arounds and quarterly hotel visits. This resulted in 3,922 touch points with San Luis Obispo hotels through phone calls, emails and property visits to distribute important visitor-serving collateral.

In addition, this year the TBID hosted two partner receptions to encourage constituent networking and provide an opportunity to hear important information on TBID projects and programs. Attendees at both events represented nearly half of the 42 lodging properties with eight strategic and community partners also in attendance. In post-event surveys, constituents rated the presentation and updates from the TBID and partners and the ability to network as most valuable.

In addition creating opportunities for networking and education, the TBID also created marketing resources to support the lodging properties connection to promotional efforts. Visit San Luis Obispo’s MidWeekend promotion to support off-peak, shoulder season travel was once again turned into a toolkit that was shared with lodging properties to utilize across their own channels. In addition to the marketing efforts of the TBID, the toolkit allowed individual properties to utilize draft messaging and promotional creative to more easily speak to their audiences, incentivizing travel to their property and SLO.



DIVERSITY, EQUITY AND INCLUSION

The TBID shares in the global mission for diversity, equity and inclusion. Along with partner destination marketing organizations like Visit SLO CAL, the TBID is committed to spreading the message that San Luis Obispo is a welcoming and inclusive destination for all. As an ally, the TBID listens and continuously reflects to fully understand the demand for more direct action so that all people can unequivocally feel a stronger sense of belonging and safety here. It is in the TBID organization's DNA to treat all persons equally, with dignity and respect, including all cultures, national origins, gender identities, gender expressions, sexual orientations, pregnancy statuses, racial and ethnic identities, linguistic backgrounds and languages, age, abilities, genetic information, veteran status and spiritual/religious beliefs. The TBID is committed to sharing and amplifying these values with everyone who travels to San Luis Obispo.

The TBID is committed to advancing Diversity, Equity and Inclusion through all work scopes, with diverse representation being top of mind as we invite newcomers and all to explore San Luis Obispo. DEI continues to show up within tourism efforts through:

- Creating a strategic partnership with Gala Pride and Diversity Center.
- Targeting more diverse audiences through paid media and public relations.
- Uplifting and sharing diverse stories and faces through owned channels.
- Expanding diverse representation within TBID-owned marketing assets.



SUSTAINABILITY

At its core, Visit San Luis Obispo's brand vision is to be known as a tourism organization that balances business and sustainability, helping make San Luis Obispo a must-stay destination while passionately partnering to reach the City's 2035 carbon neutrality goal.

Over the past three years, Visit San Luis Obispo focused on creating a sub-brand — Sustainable SLO — to speak to travelers and locals and develop a consistent visual language that could be broadly applied. From these efforts sprang the Keys for Trees program and subsequent efforts, which not only created visibility around the City's goals but also effected real-world change at a time when the importance of every action toward sustainability is heightened.

This year Visit San Luis Obispo continued previous work efforts and developed new, impactful partnerships to advance sustainability and climate action within the tourism efforts. A few highlights include:

- Partnering with Kind Traveler, a responsible travel platform, to leverage their sustainable-minded audience and network.
- Continuing Keys for Trees, developed to offset the carbon impact from travel in the community. Through this program, 1% of the TBID's projected revenue was directed to planting trees in San Luis Obispo as part of the Office of Sustainability and Natural Resources' program with EcoSLO.
- Continued Citywide collaborations such as Solid Waste and Parks & Recreation to brand the City's big belly trash receptacles and trailheads.
- Promoting off-season and mid-week travel through Visit San Luis Obispo's promotional campaign The Midweekend.

MARKETING ACTIVITIES

To ensure that the TBID marketing programs are intercepting travelers at all stages of the traveler's journey, the TBID and the team of agencies utilized different marketing levers across that journey. This multi-pronged approach drove an efficient and effective conversion strategy. The SLO brand messages and the areas of opportunity were adapted to tease potential travelers across the journey. In addition, looking at the travelers' journey helped the TBID incorporate and account for the fluctuations in travel behavior.

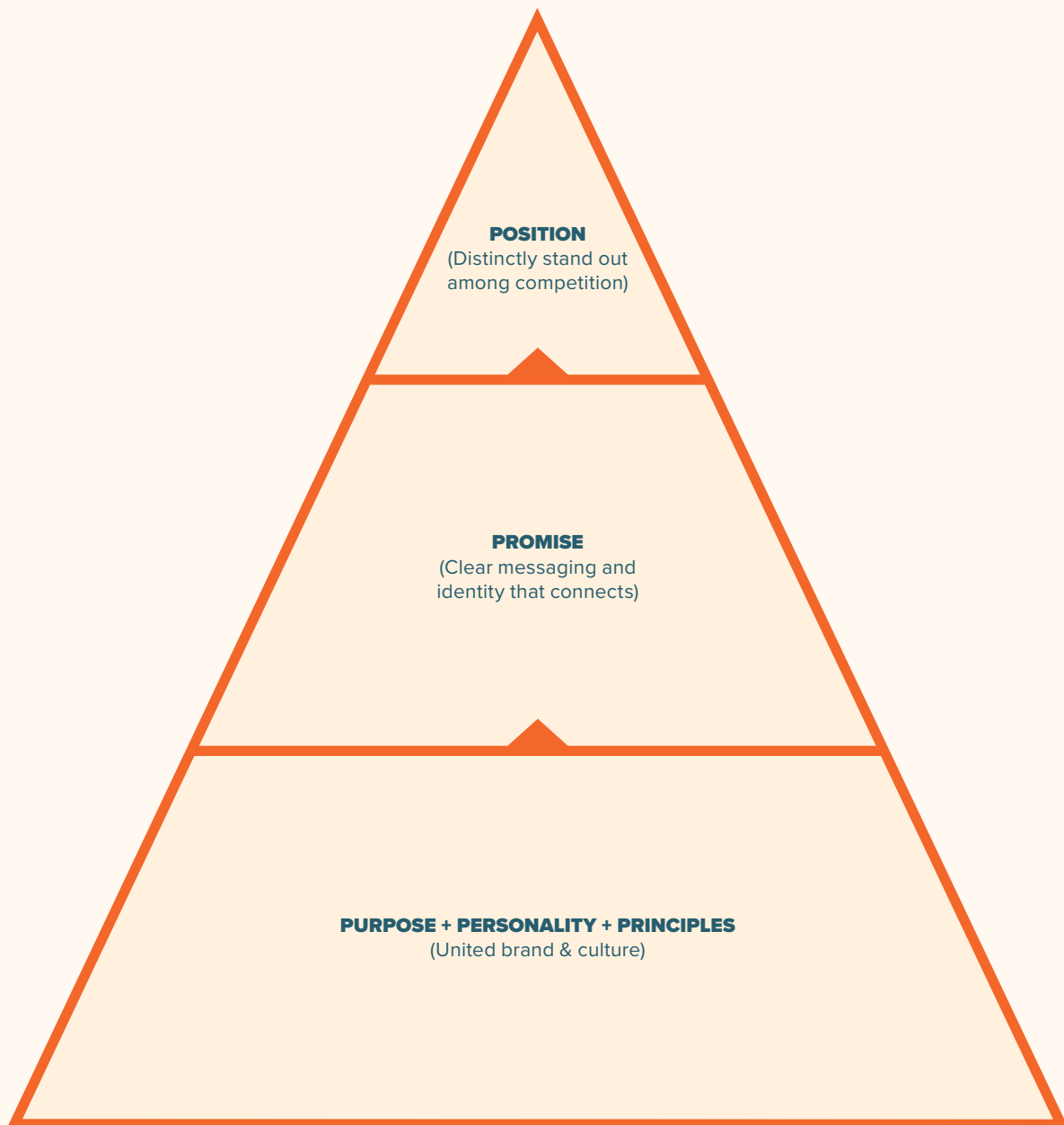
DREAMING →	PLANNING →	BOOKING →	EXPERIENCING →	SHARING
<ul style="list-style-type: none"> • Aim to create brand awareness & connection • Create shareable content that inspires travel 	<ul style="list-style-type: none"> • Bring prospects to the website to encourage research and discovery about what makes the destination special and unique • Help prospective travelers plan with destination-specific content 	<ul style="list-style-type: none"> • Encourage travelers to visit key stakeholder pages to book & plan their trip 	<ul style="list-style-type: none"> • Utilize website to plan in-destination moments and activities • Find up-to-date travel information 	<ul style="list-style-type: none"> • Keep the conversation going to amplify our message
SERVICES <ul style="list-style-type: none"> • Organic Social • Paid Social • Display Ads • Email • PR • Influencers 	SERVICES <ul style="list-style-type: none"> • Website Experience • Organic Search • Paid Search • Organic Social • Paid Social • Display Ads • 3rd Party Ads • Email • Public Relations • Print 	SERVICES <ul style="list-style-type: none"> • Organic Search • Paid Search • Paid Social • 3rd Party Ads • Website Experience • Email 	SERVICES <ul style="list-style-type: none"> • Website Experience • Email • Organic Social 	SERVICES <ul style="list-style-type: none"> • Organic Social

BRANDING & CAMPAIGN

The TBID, known as Visit San Luis Obispo, manages the tourism brand for the destination of San Luis Obispo, delivering balanced growth of tourism with creativity and integrity. The Visit San Luis Obispo brand supports the TBID's initiatives to share the abundance of SLO, drive prosperity to the lodging economy and serve as the voice of all stakeholders.

n FY 23-24, Visit San Luis Obispo continued to utilize the recently updated brand book. The guide describes what the destination marketing organization stands for, how it benefits travelers and locals and why it stands out. It contains the brand's essence and spirit, as well as how it can be brought to life visually, verbally and culturally. It contains everything from guidelines for messaging and logo use to color palettes and brand partnership examples, as well as outlines the philosophies and beliefs for Visit San Luis Obispo.

If putting "heads in beds" is Visit San Luis Obispo's business purpose, putting "hearts in beds" is its brand purpose. We live to share all that SLO stands for so we can emotionally connect with and welcome people who will fall in love with our community in such a way that they actually become part of it, caring for it as if it were their home and returning time and time again.





POSITION

HOMEBASE AWAY FROM HOME

You don't just visit SLO on vacation, you become part of our community and culture, an honorary local. The welcoming waves hello, neighborly nods and small-town California charm instantly make you feel comfortable and allow you to start living the "SLO Life." As you immerse yourself in our city, you bond with it and start to feel a sense of belonging that blends with the beauty of life's stresses being released because you're away—it truly feels like a home away from home. And with the beaches, iconic sites and stunning beauty of the world-class Central Coast nearby, it's also an incredible homebase during your vacation. SLO is the ideal homebase away from home.



PROMISE

A CHANCE TO LIVE THE SLO LIFE

The "SLO Life" is a deep breath that releases life's pressures. It's a change of pace. It's a fresh take. It's a warm embrace. It's a feeling of comfort and calm in a welcoming place filled with a special energy, connection, creativity and a wholehearted spirit. You can feel the "SLO Life" wrap its arms around you and pull you close. It's tangible. And you'll never want to let that feeling go, so you live the "SLO Life" to its fullest while you're here and take a piece of it with you when you head back home.



PURPOSE

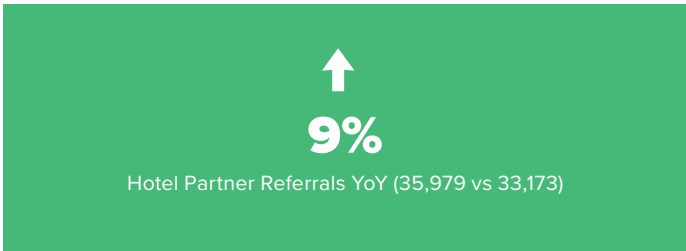
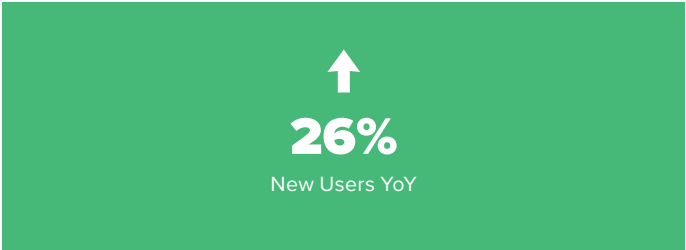
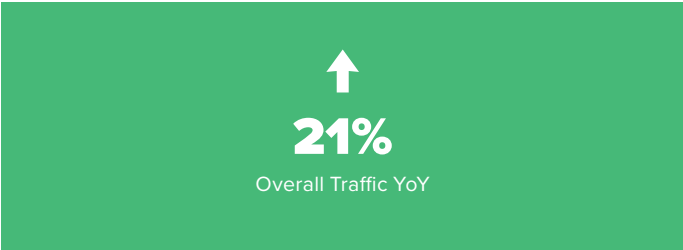
HEARTS IN BEDS

If putting "heads in beds" is our business purpose, putting "hearts in beds" is our brand purpose. We live to share all that San Luis Obispo stands for so we can emotionally connect with and welcome people who will fall in love with our community in such a way that they actually become part of it, caring for it like they live here and returning time and time again.

WEBSITE

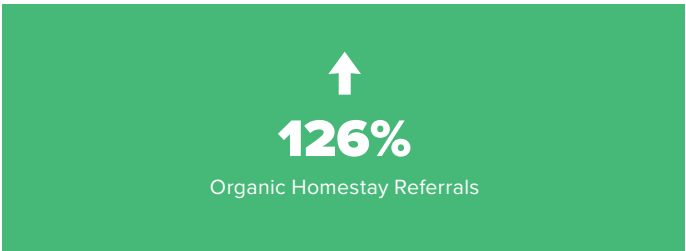
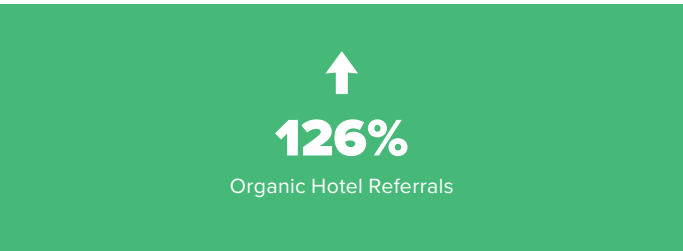
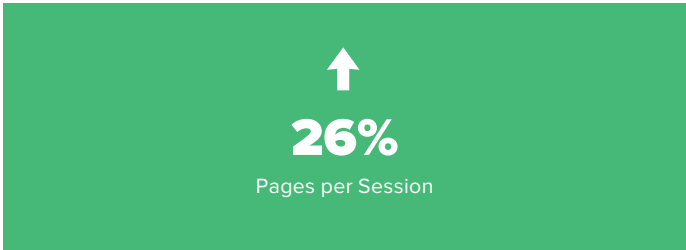
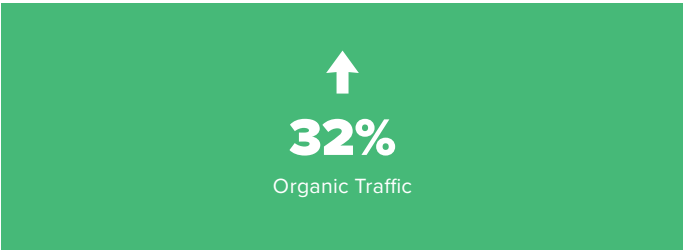
VisitSLO.com is the City’s official tourism website and the primary marketing tool used to represent the destination. It’s designed mainly for consumers but also serves the travel trade, meeting planners, TBID members and media.

The website is the cornerstone for all of Visit San Luis Obispo’s marketing efforts — everything flows to or from the website. In July 2023, the TBID launched a redesign of VisitSLO.com, a process years in the making.



SEO

Search Engine Optimization (SEO) ensures the relevancy and success of the TBID’s website. It also builds website authority to improve VisitSLO.com’s positioning and findability on search pages. By developing the depth of content and optimizing existing content, VisitSLO.com saw increased organic traffic to optimized pages and encouraged users to engage with the website by improving user experience. The decrease in blog views is due to many of those articles being repurposed into pages instead. The decrease in blog views is due to many of those articles being repurposed into pages instead, and pulling traffic with it.

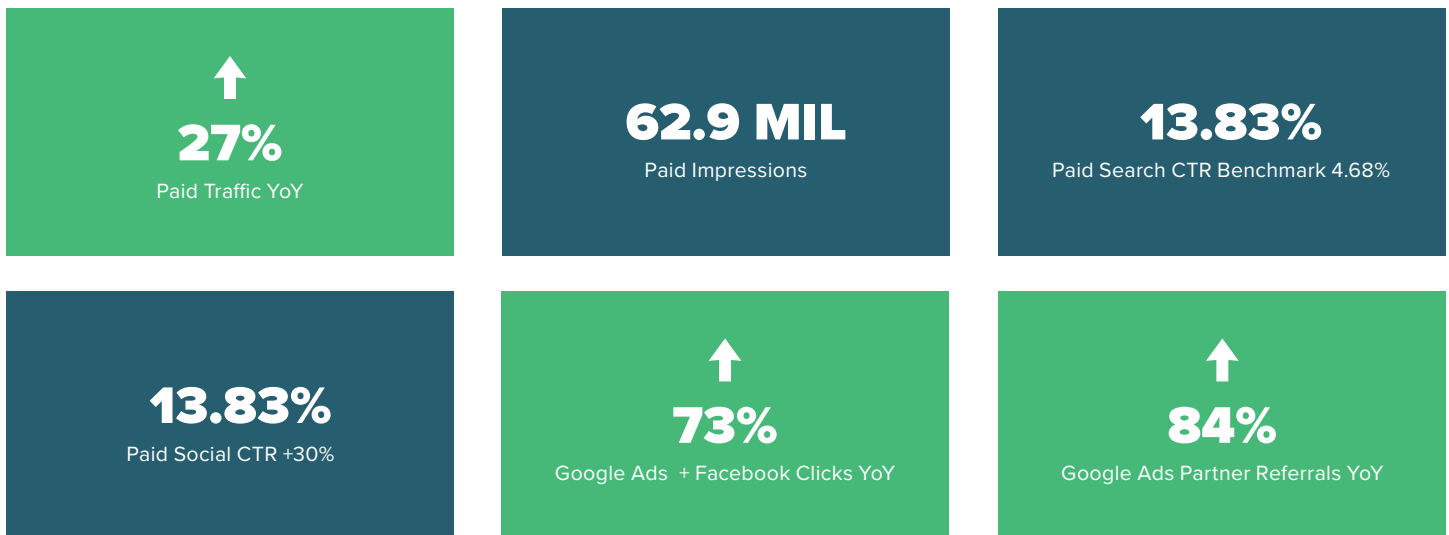


DIGITAL MEDIA

Leveraging a 7% budget increase, our FY23-24 digital media strategy employed a comprehensive, integrated approach combining traditional and digital tactics. Building on past successes, we focused on increasing awareness and interest for San Luis Obispo in key markets. Our goals included:

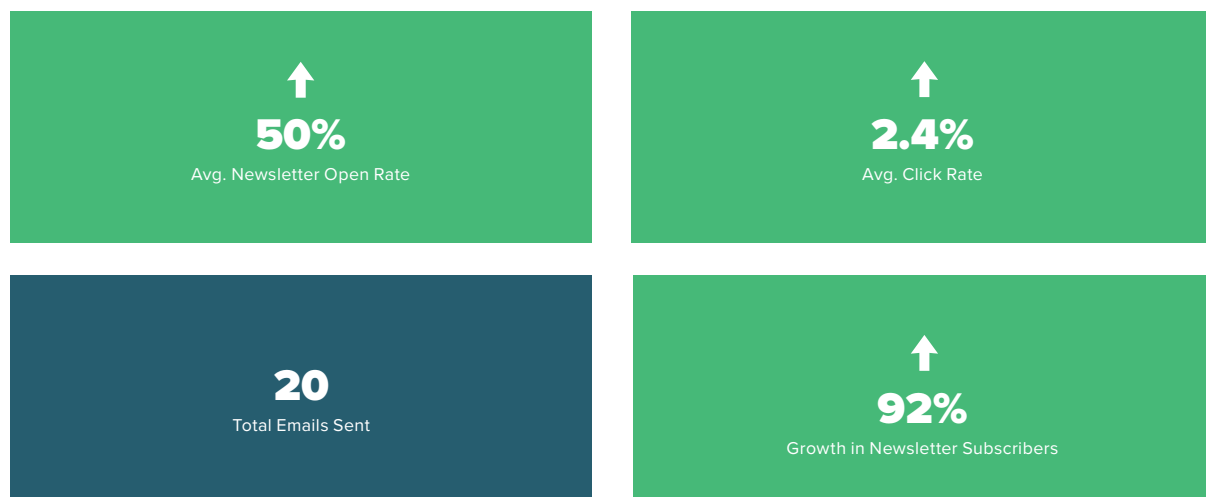
- **Brand Awareness & Interest:** Increase brand awareness and build desire to visit San Luis Obispo in target drive and fly markets. Strategically managing spend, efficiently and effectively to maximize budget.
- **Increase Engagement & Planning:** Encourage further engagement and consideration of San Luis Obispo among potential travelers by driving them to VisitSLO.com
- **Encourage Conversions & Booking:** Optimize digital media strategies in order to encourage high-intent audiences to engage with

The strategy proved successful, and we continue to gain valuable performance insights that will help us build upon previous years to consistently position San Luis Obispo as a top destination among our target audiences.



EMAIL MARKETING

Building on the foundation laid in FY 22-23 with a revamped email template, segmented subscriber database, welcome series and re-engagement strategy, our FY 23-24 efforts centered on boosting audience engagement and growing our subscriber list. Through the monthly creation of hyper-personalized content, we aimed to foster stronger connections with SLO visitors. By offering gated content, giveaways and prominent sign-up buttons across the newly redesigned VisitSLO.com, we grew our email list while delivering tailored content to existing subscribers.



PRINT ADVERTISING

Limited print advertising placements were continued in Visit San Luis Obispo's media mix for FY 23-24. Traditional print campaigns are an important tool to reach niche market visitors primarily in the mature demographic and to reinforce travel inspiration while building brand awareness for the destination.

Placements Included:

- Visit SLO CAL Visitors Guide
- SLO Chamber Visitors Guide
- Visit California Visitors Guide & Road Trips Guide
- Destination Brochure Distribution through Certified Folders
- Cal Poly Program Ad & Visiting Teams Guide
- Central Coast Tourism Council Map Cover and Regional Listing
- Women's Day Magazine



SLO Chamber Visitors Guide

Women's Day Magazine



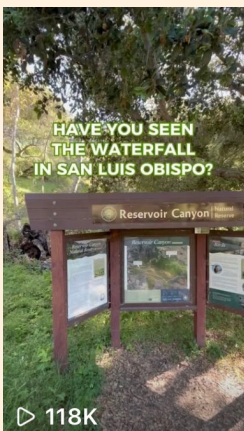
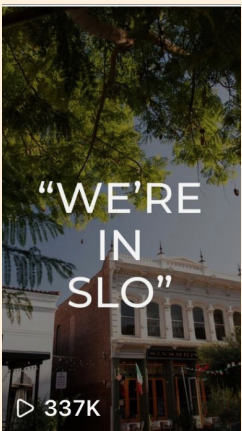
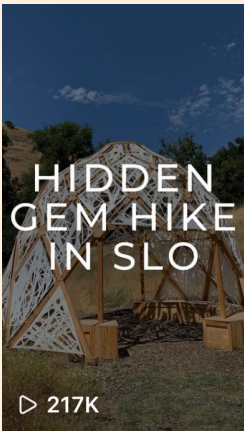
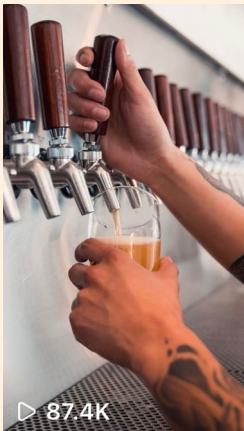
SOCIAL MEDIA


ShareSLO — Visit San Luis Obispo's social media — is a platform for locals and visitors alike to find inspiration, information and connection to and within San Luis Obispo. The goal of ShareSLO is to optimize Visit San Luis Obispo's efforts and further establish clear value for following ShareSLO across social media.

Some of the highlights include:

- Creating an organic viral reel each quarter — We're in SLO (337k), Hidden Gems Hike (217k), SLO Restaurant Week (100k), Waterfall Tiktok (47k) & Waterfall Reel (77k).
- Partnering with Amtrak on collaborative reel getting in front of their audience of 301k.
- Substantial follower increase, 7,800 across all platforms with a 10% increase in out-of-area followers.
- Shoutout from Visit California for the Top Short-Form Video in their California Now Travel Story Network June Newsletter.


Visit San Luis Obispo Social Media Channels:






Visit San Luis Obispo
Thu 4/11/2024 11:17 am PDT

4 MOVIES FILMED IN (or about) SLO 🎬
Discover the silver screen magic of San Luis Obispo! From iconic classics to...



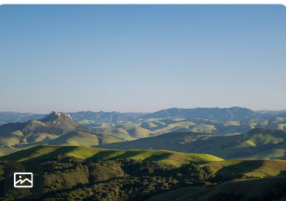
Impressions

66,366




Visit San Luis Obispo
Thu 10/5/2023 10:39 am PDT

! NEW HIKING TRAIL ! That's right, San Luis Obispo invites you to celebrate the completion of 1.3 miles of new hiki...




Impressions

86,932



Visit San Luis Obispo
Wed 3/27/2024 6:52 am PDT

We bet you didn't know... 🌞 SLO popular spot, Palm Theatre, became the first solar-powered theater in the Unite...



Impressions

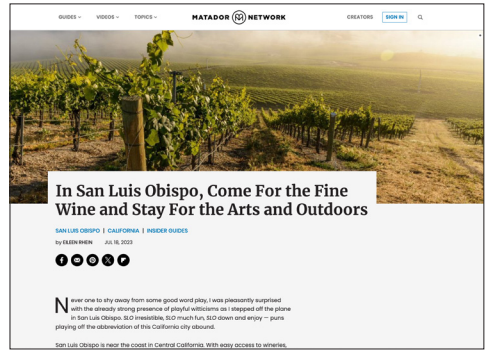
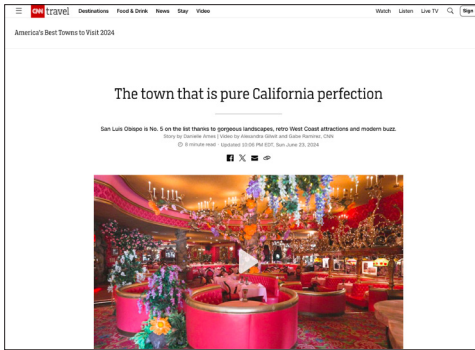
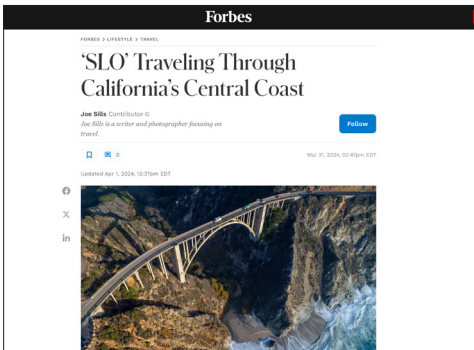
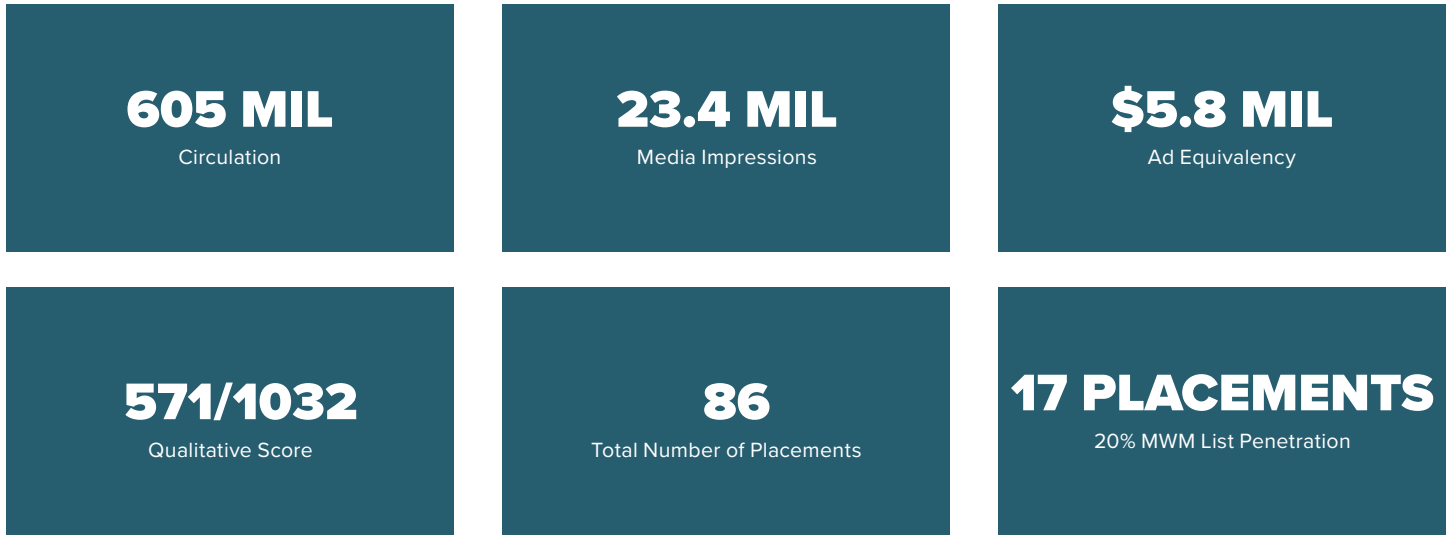
95,545

PUBLIC RELATIONS

In FY 23-24, Visit San Luis Obispo continued the shared approach to Public Relations contract efforts which included a joint contract between the TBID and the Promotional Coordinating Committee (PCC) with the San Luis Obispo Chamber of Commerce for Public Relations efforts, plus the TBID continued with the national Public Relations agency, DCI. On behalf of the City's Community Promotions program, the SLO Chamber is responsible for establishing professional relationships with local and regional strategic partners and journalists to build and maintain awareness of San Luis Obispo as an ideal place to live, play and stay. To further expand the proactive destination Public Relations efforts, DCI is responsible for national media relations.

Our Public Relations efforts resulted in dozens of individual media visits and a group press trip, The Art of SLO(wing) Down. A significant new undertaking was the Southern California Media Mission, a dedicated activation for SLO on the road. Over five days, staff and SLO Chamber's PR representative met with 23 national and regional media across three events and individual meetings spanning from Los Angeles to San Diego. The goal for PR in FY 23-24 was to curate fresh, unique content to continue inspiring travel, generate and secure media leads that speak to our target audiences — including drive markets — as well as build and strengthen relationships with key media who are the catalyst to generating awareness of the destination and its diverse experiences.

Overall, San Luis Obispo received 276 mentions in media articles as a result of Public Relations efforts in FY 23-24, of which 133 placements were attributed to the proactive work. Top media coverage included: CNN Travel, Los Angeles Times, Forbes and AFAR.



PROMOTIONS

This year, Visit San Luis Obispo continued a promotion that began in FY 21-22 to drive midweek stays. The MidWeekend supports the strategic imperative to Deliver Smart Growth, as well as aligns with the destination stewardship and sustainability efforts by encouraging travel outside peak periods..

The MidWeekend

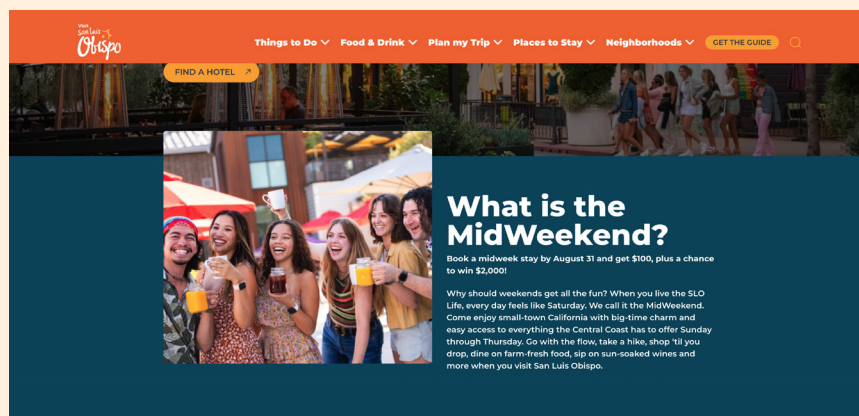
In the winter of 2024, the MidWeekend promotional campaign returned to help drive midweek stays in San Luis Obispo. From February 1 to March 31, 2024, visitors were offered \$100 cash when they booked two nights between Sunday and Thursday. The promotional campaign was integrated into the existing paid media plan with a focus on reaching our outdoor, relaxation, wine and dine and remarketing audiences to send potential travelers to the MidWeekend landing page to get direct access to information on the special offer. In total, 216 visitors took advantage of the promotion, resulting in 531 total room nights and more than \$93,000 in revenue across 33 of SLO's 42 lodging properties.



**WEEKENDS
DON'T
GET ALL
THE FUN**

Get Special Offer

Visit
san luis
Obispo



Things to Do ▾ Food & Drink ▾ Plan my Trip ▾ Places to Stay ▾ Neighborhoods ▾ GET THE GUIDE

FIND A HOTEL

What is the MidWeekend?

Book a midweek stay by August 31 and get \$100, plus a chance to win \$2,000!

Why should weekends get all the fun? When you live the SLO Life, every day feels like Saturday. We call it the MidWeekend. Come enjoy small-town California with big-time charm and easy access to everything the Central Coast has to offer Sunday through Thursday. Go with the flow, take a hike, shop 'til you drop, dine on farm-fresh food, sip on sun-soaked wines and more when you visit San Luis Obispo.

**MAKE
ANY DAY
SATURDAY**



Visit
san luis
Obispo

Get Special Offer

Visit San Luis Obispo
Sponsored

SLO Life Tip: Weekends don't get all the fun here. Book a two-night midweek stay for the whole fam and get \$100 to spend... See more

**STAY 2
MIDWEEK
NIGHTS,
GET \$100**

visit slo.com
Weekend Vibes,
MidWeekend Price

Learn more

Shakhawat Hoss... 1 comment 2 shares

GUEST SERVICES

Through a dedicated contract with the Visit San Luis Obispo, the San Luis Obispo Chamber of Commerce provides a suite of guest services to Visit San Luis Obispo. In FY 23-24, the SLO Chamber Visitor Center was contracted to answer each call made to Visit San Luis Obispo 1-877-SLO-TOWN number, which serves as a response tool to Visit San Luis Obispo's advertising efforts and digital presence. This creates the option for a "real person" to assist in trip planning, ensuring that travelers seeking personal guidance have a friendly, live voice to shape their experience of San Luis Obispo before even arriving. The telephone number, 1-877-SLO-TOWN, is a separate line that rings in the Chamber and is used solely to refer Visit San Luis Obispo properties and promote San Luis Obispo as a destination. During FY 23-24, nearly 500 calls were answered on the 1-877-SLO-TOWN line. The Guest Services also included the Live Chat widget on VisitSLO.com which received hundreds of conversations throughout the year





EVENTS

In FY 23-24, destination events continued to return to San Luis Obispo and the TBID Board considered the funding for these events on a case-by-case basis using the general application established in FY 19-20.

Events Sponsored:

- **SLO COAST WINE COLLECTIVE, HARVEST ON THE COAST - NOVEMBER 4, 2023**

For the first time in more than a decade, Harvest on the Coast was held in Edna Valley, SLO's wine region. The previous 11 years SLO Coast Wine Collective's signature event had been held in Avila Beach. Visit San Luis Obispo supported the event with funding as its exclusive lodging partner as well as with marketing and advertising support leading up to the event. Additionally, any guests staying in a SLO lodging property received complimentary early access to a VIP tasting prior to the main event.

- **VINEYARD TEAM, SUSTAINABLE AG EXPO – NOVEMBER 13-15, 2023**

The Sustainable Ag Expo was a three-day, mid-week, off-season educational symposium and tradeshow attracting over 500 wine industry professionals to San Luis Obispo. The Expo in 2023 marked the 18th year of the event. Visit San Luis Obispo supported this event with cash sponsorship for industry-specific promotion and funding to support lodging for speakers and presenters.

- **MISSION COLLEGE PREP HIGH SCHOOL, MISSION PREP CHRISTMAS CLASSIC, DECEMBER 19-22, 2023**

The Mission Prep Christmas Classic is a four-day premier California High School Basketball tournament featuring some of the best high school basketball players from the state and beyond. The event draws a majority of out-of-area attendees and livestreams to thousands more. Visit San Luis Obispo was the exclusive lodging partner and supported the event with funding to host teams in SLO properties.

- **SLO INTERNATIONAL FILM FESTIVAL, 30TH FESTIVAL– APRIL 25-30, 2024**

The 30th San Luis Obispo International Film Festival hosted a six-day event and screened over 100 films throughout the week. The event featured a VIP Festival Lounge, Red Carpet events, live music, educational conversations with filmmakers and industry leaders and capstone events each night that brought the community together to celebrate the arts and expose our audience to important topics around the world. Visit San Luis Obispo supported the festival in various promotional ways including funding and managing the out-of-area paid media campaign, funding to provide lodging for filmmakers, media and industry professionals and promoting a complimentary See + Stay film fest package in exchange for overnight reservations.

- **GALA PRIDE & DIVERSITY CENTER, PRIDE AND CULTURAL PROGRAM - YEAR ROUND**

Gala Pride and Diversity Center celebrated 30 years in 2024 and turned the success of their signature event, Central Coast Pride, into an ongoing Pride and Cultural Program. Visit San Luis Obispo invested as a legacy partner supporting not only the three-day kick-off Pride celebration which was held at venues throughout SLO like the Fremont Theater, Meadow Park and at Mission Plaza for PRIDE in the Plaza, but year-round programming. As part of the partnership, Visit San Luis Obispo funded and managed the out-of-area paid media campaign for Central Coast Pride, remains Gala's exclusive lodging partner and continues to partner on overall cross-promotional efforts.

In addition, the Visit San Luis Obispo continued participating in the multi-jurisdictional working group of 18 destination partners, event organizers and community leaders convened by Visit SLO CAL to provide input and guidance for the Events & Festivals Strategy. The Events & Festivals Working Group (EFWG) was pivotal in the development of the SLO CAL Events & Festivals strategy and alignment to drive new countywide visitation, to achieve incremental growth in the economic impact of tourism and enhance residents' quality of life. The project work focused on creating a strategy for existing and future events that attract overnight visitors to the county, more efficiently utilize off-peak periods, drive collaboration and/or pairing of events for a positive economic outcome for SLO CAL and



STRATEGIC PARTNERSHIPS

Visit San Luis Obispo collaborates with numerous community partners and industry nonprofit organizations in marketing San Luis Obispo as a destination, which makes the TBID more efficient in promotional activities. Visit San Luis Obispo's strategic partnerships provide the opportunity for the marketing agencies and team to build relationships with the organizations below, elevating the destination as a whole. Promotional opportunities with each organization give Visit San Luis Obispo new platforms and audiences to build brand awareness.

In April of 2024, Visit San Luis Obispo officially launched a new partnership with Kind Traveler, a responsible travel platform that empowers travelers to create positive change in the communities they visit. Through their Every Stay Gives Back Program, Visit San Luis Obispo has been able to showcase its Keys for Trees initiative and appeal directly to sustainably minded travelers within Kind Traveler's network.

In FY 23-24, the partnerships with Cal Poly continued to be essential to making a first and lasting impression of San Luis Obispo to supporters and their students. The partnership with Cal Poly's Office of Student Affairs was extremely valuable this year with SLO Days, where during thirteen separate 45-minute long presentations about discovering San Luis Obispo, the team is able to connect with thousands of new Cal Poly Parents and Supporters. In addition to SLO Days, Visit San Luis Obispo has a presence on campus during Mustang Family Weekend and Open House.

The TBID also continued the partnership with Cal Poly Athletics and Mustang Sports. This partnership included the sponsorship of the athletic program in exchange for marketing benefits and the hosting of the rooms using the sponsorship fee in SLO TBID properties.

Top partnerships included:

- Cal Poly's Office of Student Affairs – New Student & Transition Programs and Parent Program
- Cal Poly Athletics – Mustang Sports
- Kind Traveler
- ECOSLO with Keys for Trees
- SLO Coast Wine Collective
- Gala Pride & Diversity Center



INDUSTRY RELATIONS

CALIFORNIA HOTEL & LODGING ASSOCIATION (CHLA)

The California Hotel & Lodging Association (CHLA) protects the rights and interests of the California lodging industry. Legislative advocacy, educational training, communication and cost-saving programs are provided for all segments of the industry. Through the TBID, all lodging properties in the City of SLO are members of CHLA and can utilize the services offered. This year, CHLA attended the second Visit San Luis Obispo Partner Reception presenting statewide legislative updates.

VISIT CALIFORNIA

The Visit California partnership has been critical in the growth of Visit San Luis Obispo's brand within the California Tourism product. SLO has received coverage through the marketing activities performed by Visit California including travel trade, press and industry outreach. Monthly submissions are uploaded to Visit California for media leads, trade contacts and newsletter content.

CENTRAL COAST TOURISM COUNCIL

The Central Coast Tourism Council (CCTC) is an organization of tourism and hospitality professionals whose marketing efforts accomplish collectively what no single tourism entity can do alone — promote the entire California Central Coast as a destination and maximize our members' tourism revenue. The CCTC serves as the Central Coast's voice in Sacramento and partners with California Tourism's global marketing and advertising campaigns. The TBID is actively involved in CCTC with a seat on the board from staff and the SLO Chamber public relations representative on the PR committee.

VISIT SLO CAL

The TBID maintains participation with Visit SLO CAL by having a representative on the Board of Directors and the Economic Development & Tourism Manager on the Marketing Committee. The TBID Board leverages the partnership with Visit SLO CAL to promote San Luis Obispo on a national and international level — beyond the local and state reach the TBID's marketing plan focuses to achieve. The TBID's participation in Visit SLO CAL also encompasses group sales, film commission, countywide public relations and countywide strategic planning like the SLO CAL Events & Festivals Strategy.

2022-23 AWARDS & ACCOLADES

Through the work of Noble Studios, the TBID received multiple awards for integrated campaign and brand book development.



AAAF RENO ADDY

Silver - Specialty Advertising / Merchandise



AAAF RENO ADDY

Silver - User Experience



HSMIAI ADRIAN AWARD

Bronze - Environmental, Social, Governance (Sustainable SLO)



HSMIAI ADRIAN AWARD

Bronze - Digital Website



HSMIAI ADRIAN AWARD

Bronze - Brand Campaign

FINALIST IN THE 2024 ETSY AWARDS IN THREE CATEGORIES:

- Best Email Marketing Campaign
- Best Website
- Best Use of Sustainability and Social Responsibility (Sustainable SLO)

2023-24 FINANCIAL STATEMENT

INCOME SOURCE	2023-24
2023-24 TOT Revenue Assumption *	\$10,704,000
2023-24 TBID Assessment Revenue Assumption *	\$2,140,800
Fund Balance Transfer	
Fund Reserve	\$200,000
2023-24 TBID Program Budget	\$2,140,800

EXPENDITURE	ALLOCATED
Operations/Staffing	
Administration Overhead (2% of TBID Assessment)	\$42,816
Staffing (FTE & .75 FTE)	\$276,698
Staffing Contingency	\$276,698
Contracts & Marketing Services	
Marketing Contract - Noble Studios/DCI	\$1,000,000
Chamber of Commerce - PR	\$50,000
Chamber of Commerce - Guest Services	\$51,975
Chamber of Commerce - Media Monitoring Service Fee	\$3,713
Co-op Marketing Program Funding	\$45,000
Content Marketing Services - Badger Branding	\$87,800
Partnerships & Promotions	
Cal Poly Athletics	\$65,000
EcoSLO - Sustainability Initiative	\$21,408
SLO Coast Wine Collective Membership	\$4,500
Events & Promotions	
General Events Promotion	\$100,000
Event Activation + Collateral	\$40,000
Seasonal Promotion	\$25,000
Tradeshows	
Tradeshows	\$25,000
Tourism Conferences	\$8,000
Tourism Organizations	
CCTC Dues	\$1,000
Smith Travel Report	\$3,629
CalTravel Membership	\$1,000
California Hotel & Lodging Association	\$30,000
Research + Program	
Research + Program Development	\$160,000
Support / Meetings	
Tourism Program Expenses	\$7,500
FAM Trip Hosting	\$8,000
Services/Online Tools/ Fulfillment (Dropbox, Crowdiff, Survey Monkey)	\$15,000
Contingency	
Contingency Fund	\$29,000
Totals Committed	\$2,140,341
Funds Remaining	
Total Allocated Expenditures **	

* This figure was not adjusted within the TBID operating program budget following the Adopted Supplement Budget

** This figure represents the total allocated expenditures. The difference will be available for carryover to the 2022-23 program budget.



LOOKING AHEAD

As the TBID moves into FY 24-25, the key focus areas that remain top of mind for the work of the Board in the next fiscal year:

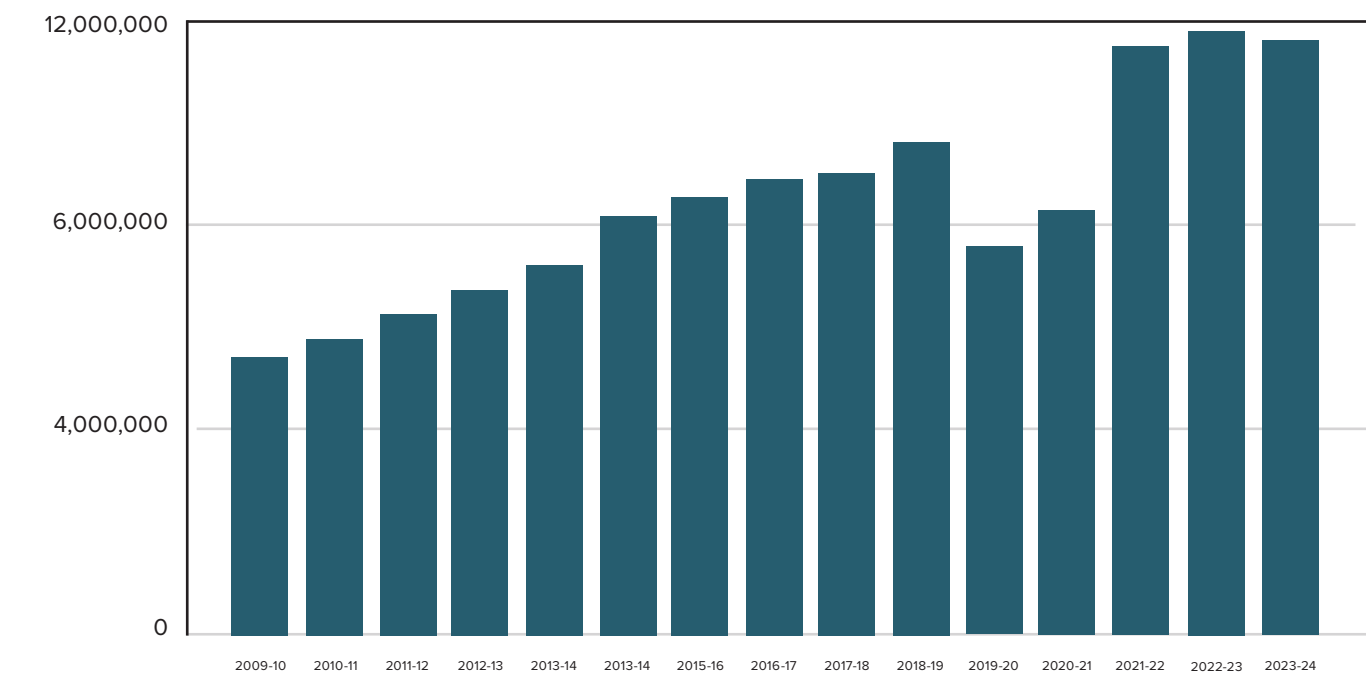
- Updating the TBID Strategic Plan for 2025-2030, setting the tone and tenor for Visit San Luis Obispo's impact.
- Developing the next evolution of Visit San Luis Obispo's brand campaign with "the SLO Life Coach."
- Expanding Destination Stewardship through Sustainable SLO and Visit San Luis Obispo's commitment to fostering a thriving and balanced tourism economy.
- Continuing a thoughtful and intentional approach to Diversity, Equity and Inclusion across all TBID programs emphasizing the new opportunity utilizing TBID's new public relations agency, Uniquely Driven and their network and expertise.

While these are not the only subjects that the TBID Board will be focused on, these four areas will require a significant amount of dedication as Visit San Luis Obispo works toward successful implementation of each.

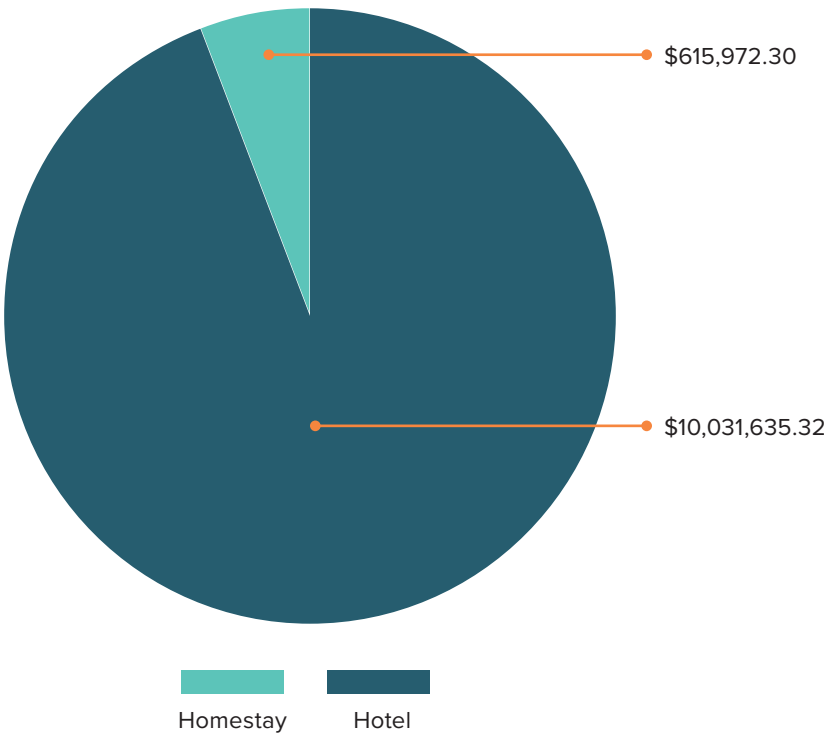
Additionally, the TBID Board will implement the defined imperatives from the recently updated 2024-26 Strategic Marketing & Business Plan. In alignment and building off the forthcoming 2025-2030 Strategic Plan, the two-year marketing plan is truly a guide for the overarching marketing initiatives for Visit San Luis Obispo, and also the individual tactics and specific efforts that will help achieve them.

APPENDIX

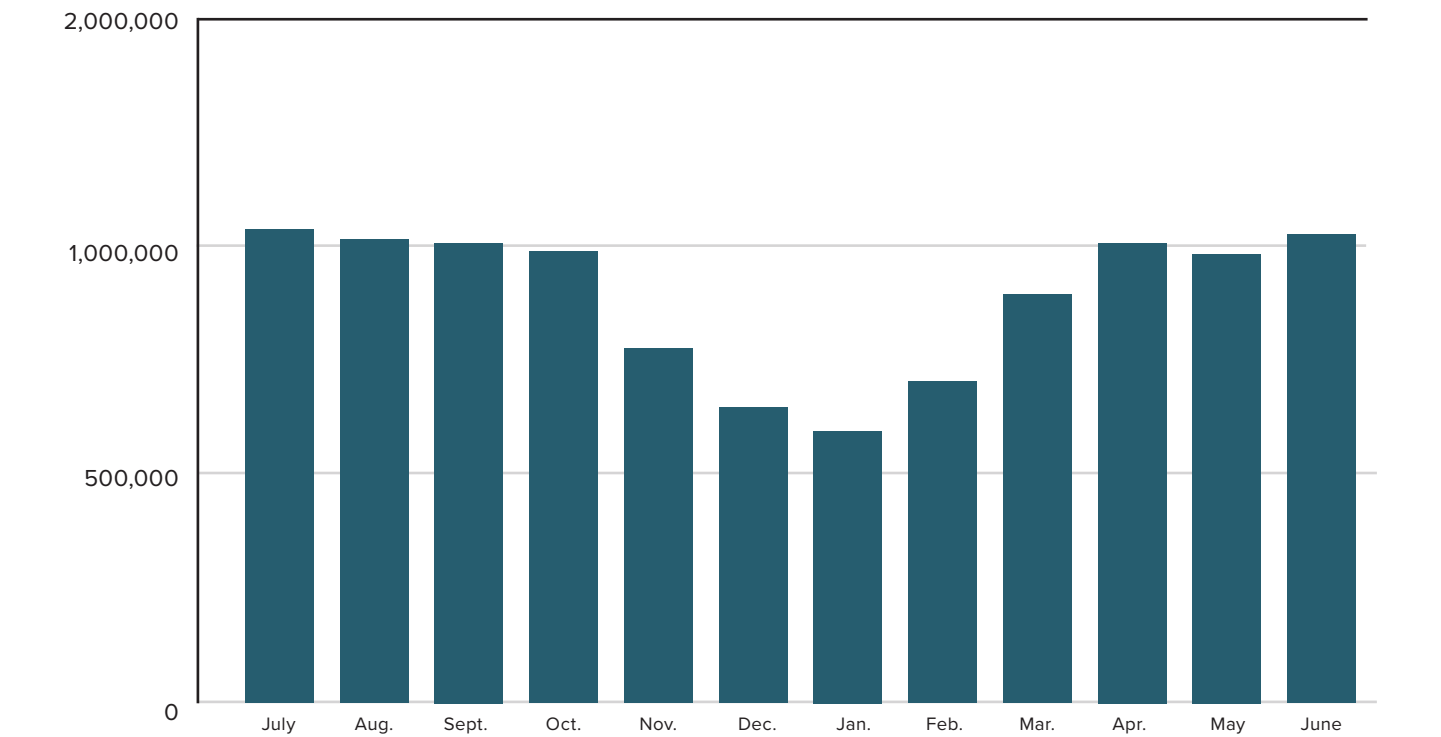
TOT CHART FOR 2023-24



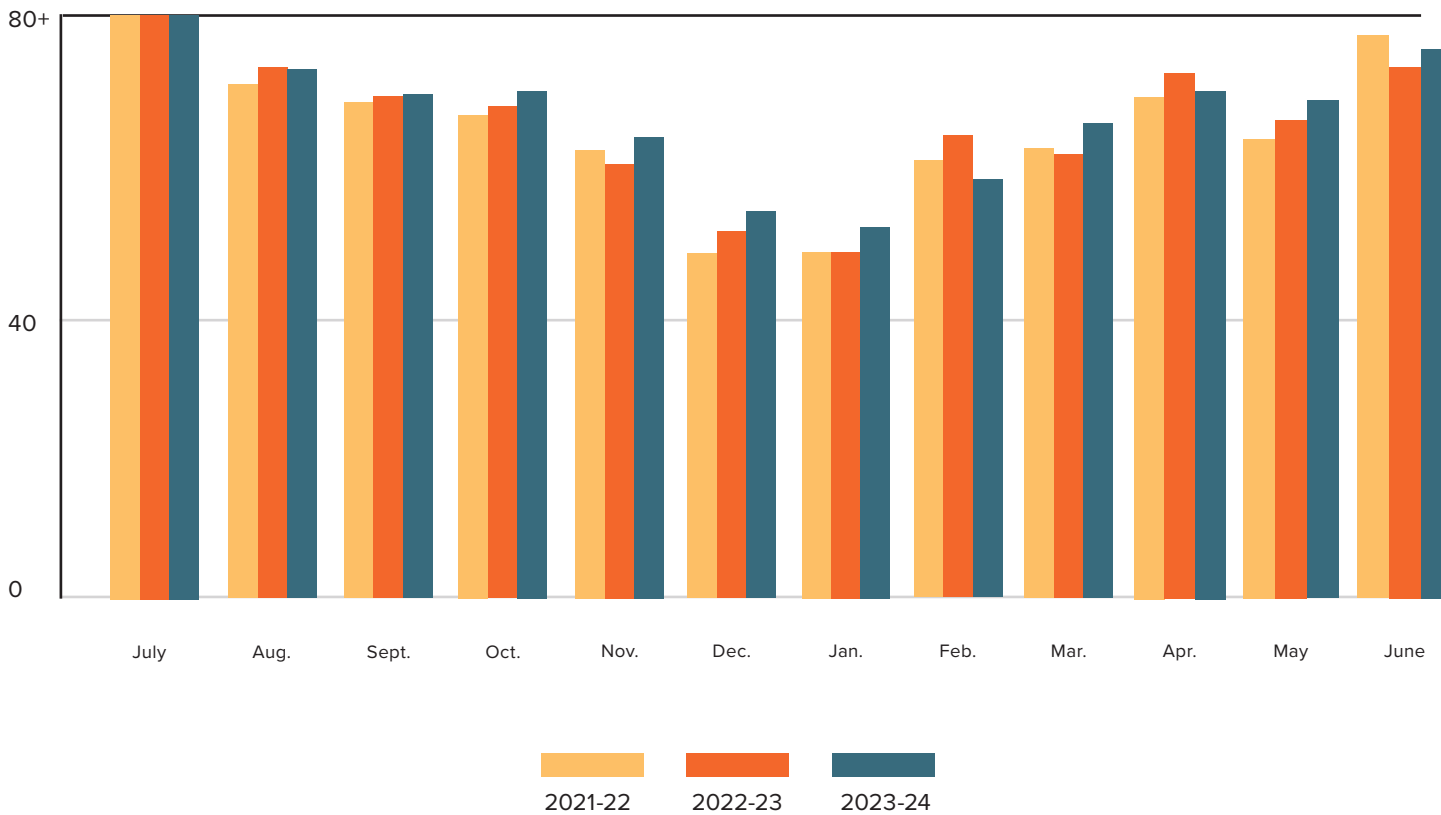
TOT DISTRIBUTION FOR 2023-24



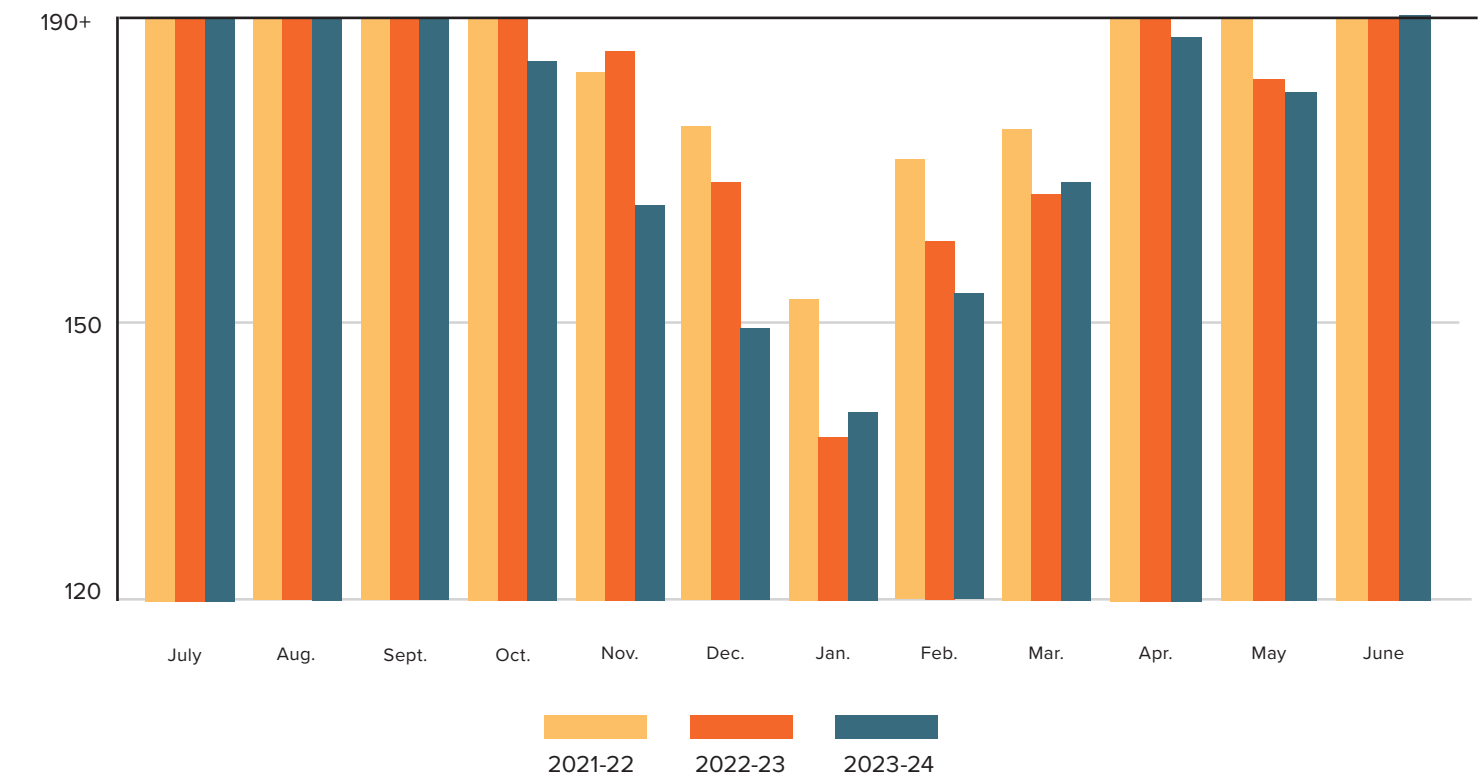
TOT MONTH TO MONTH 2023-24



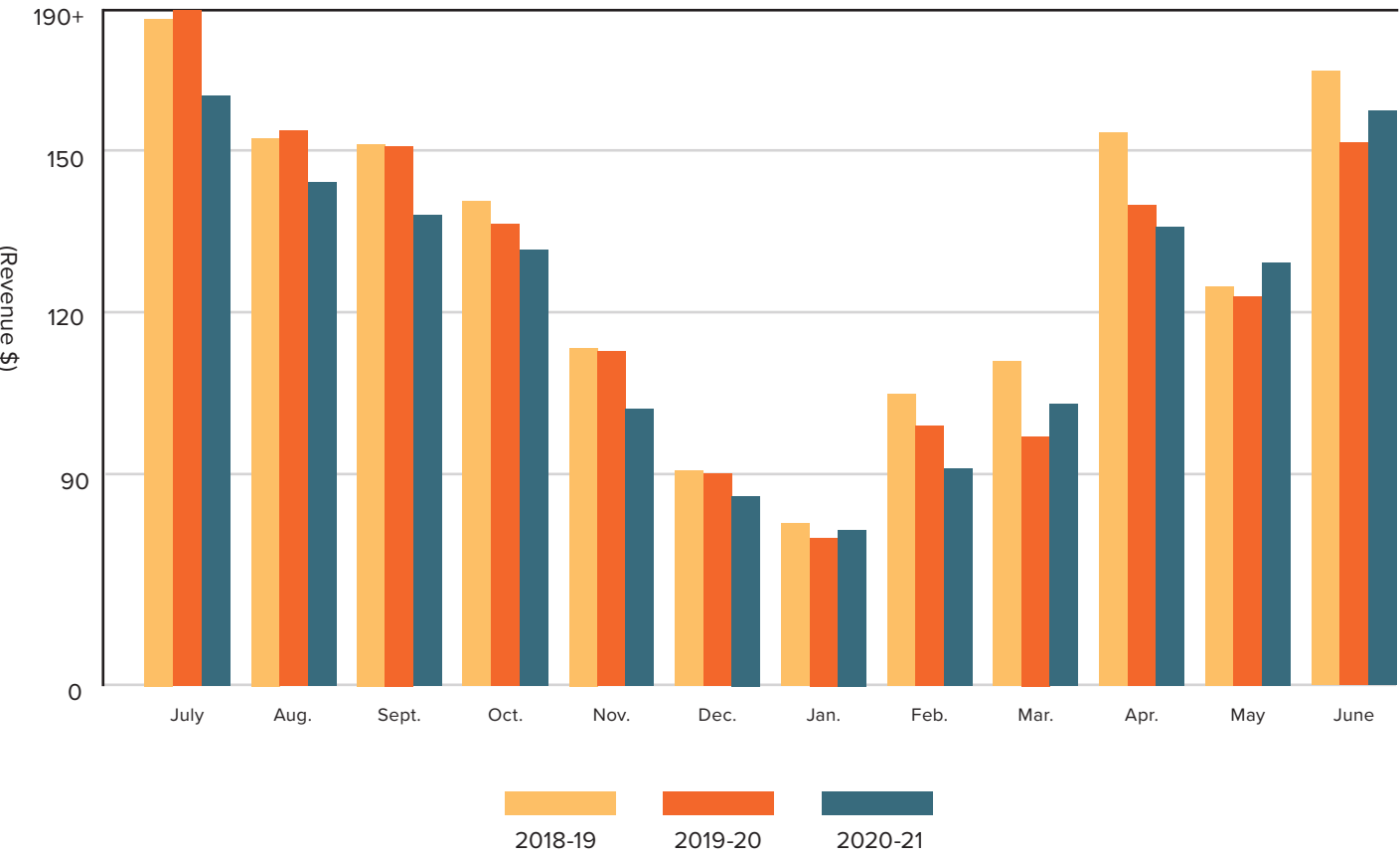
OCC MONTH TO MONTH



ADR MONTH TO MONTH



REVPAR MONTH TO MONTH



SLO TBID STRATEGIC IMPERATIVES - FY 19-24

IMPERATIVE	OBJECTIVES	INITIATIVES
Elevate the SLO Brand and Experience	<ul style="list-style-type: none"> • Increase visitor awareness in target markets • Increase positive visitor perception 	<p>PRIORITY 1:</p> <ul style="list-style-type: none"> • Integrate the City's priorities into the execution of the TBID's marketing strategies • Identify the core SLO identity and develop a plan to market it <p>PRIORITY 2:</p> <ul style="list-style-type: none"> • Develop a TBID Destination Stewardship approach <p>PRIORITY 3:</p> <ul style="list-style-type: none"> • Identify opportunities to influence community placemaking and destination management efforts
Deliver Smart Growth	<ul style="list-style-type: none"> • Exceed California's RevPAR growth over FY21 baseline • Year-over-year growth in ratio of weekday to weekend occupancy 	<p>PRIORITY 1:</p> <ul style="list-style-type: none"> • Develop an approach to monitoring local sentiment related to tourism <p>PRIORITY 2:</p> <ul style="list-style-type: none"> • Influence the SLO conference center development plan and effort • Identify structure and budget allocation for midweek and group business <p>PRIORITY 3:</p> <ul style="list-style-type: none"> • Develop a local business travel program to drive visitation
Build Meaningful Partnerships	<ul style="list-style-type: none"> • Increase average Earned Partnership Value score over 2022 baseline • Grow economic impact of tourism in SLO by 2024, over 2017 baseline 	<p>PRIORITY 3:</p> <ul style="list-style-type: none"> • Identify and develop BOLD partnerships that generate overnight stays • Create a partnership management plan using measurable goals that are in line with our TBID mission
Ensure Organizational Excellence	<ul style="list-style-type: none"> • Growth in member newsletter open rates • Growth in stakeholder satisfaction score on survey 	<p>PRIORITY 1:</p> <ul style="list-style-type: none"> • Establish and document a process to execute, evaluate and track strategic plan <p>PRIORITY 2:</p> <ul style="list-style-type: none"> • Identify opportunities to streamline governance and leverage constituency of TBID
Foster Destination Resilience	<ul style="list-style-type: none"> • Year-over-year growth in TOT over FY21 baseline 	<p>PRIORITY 1:</p> <ul style="list-style-type: none"> • Implement COVID-19 Response Plan <p>PRIORITY 2:</p> <ul style="list-style-type: none"> • Document lessons learned from COVID era to feed resilience assessment <p>PRIORITY 3:</p> <ul style="list-style-type: none"> • Perform a destination resilience assessment





SLO TBID STRATEGIC MARKETING & BUSINESS PLAN

FY 24-26

INTRODUCTION

SLO LIFE TIP: BE THE FIRST TO SAY HELLO!

Hi, and welcome to the San Luis Obispo Tourism Business Improvement District’s (SLO TBID) Strategic Marketing & Business Plan for Fiscal Years 2024-2025 and 2025-2026. This document will be your guide on our journey to elevate San Luis Obispo as a must-visit destination over the next few years.

To make this plan, we pored over the past and learned from our successes. Now, we’re excited to share our vision for the future. This document outlines our strategic goals and initiatives, serving as a compass for creating unforgettable experiences that showcase San Luis Obispo’s small-town California charm.

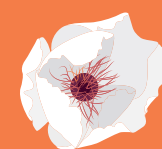
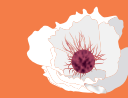
To keep us agile and responsive, we’ll implement this plan within a more detailed Quarterly Marketing Plan. We’ll also track progress on a monthly basis so we can adapt to changing trends. This plan aligns with our broader five-year Strategic Plan, ensuring every action contributes to our longterm goals.

Get ready for fresh ideas, captivating campaigns and a whole lot more as we continue to share the SLO Life far and wide!



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STRATEGIC DIRECTION, OBJECTIVES & BRAND STRATEGY



SLO TBID STRATEGIC DIRECTION & IMPERATIVES

As stewards of the San Luis Obispo brand, the SLO TBID represents its lodging partners and drives overnight stays by:

- Telling the San Luis Obispo story via targeted marketing content and activities.
- Serving as a convener and subject matter expert for tourism conversations impacting the destination.
- Advancing strategic partnerships that extend the SLO TBID's reach and influence.

VISION

A welcoming community with a vibrant economy that enriches the lives of visitors and residents alike.

MISSION

We share the abundance of SLO, driving the lodging economy and serving as the voice of our stakeholders.

VALUES

- Service
- Leadership
- Adaptability
- Collaboration

IMPERATIVES

- Elevate the SLO Brand and Experience
- Deliver Smart Growth
- Build Meaningful Partnerships
- Ensure Organizational Excellence
- Foster Destination Resilience

VALUE PROPOSITION

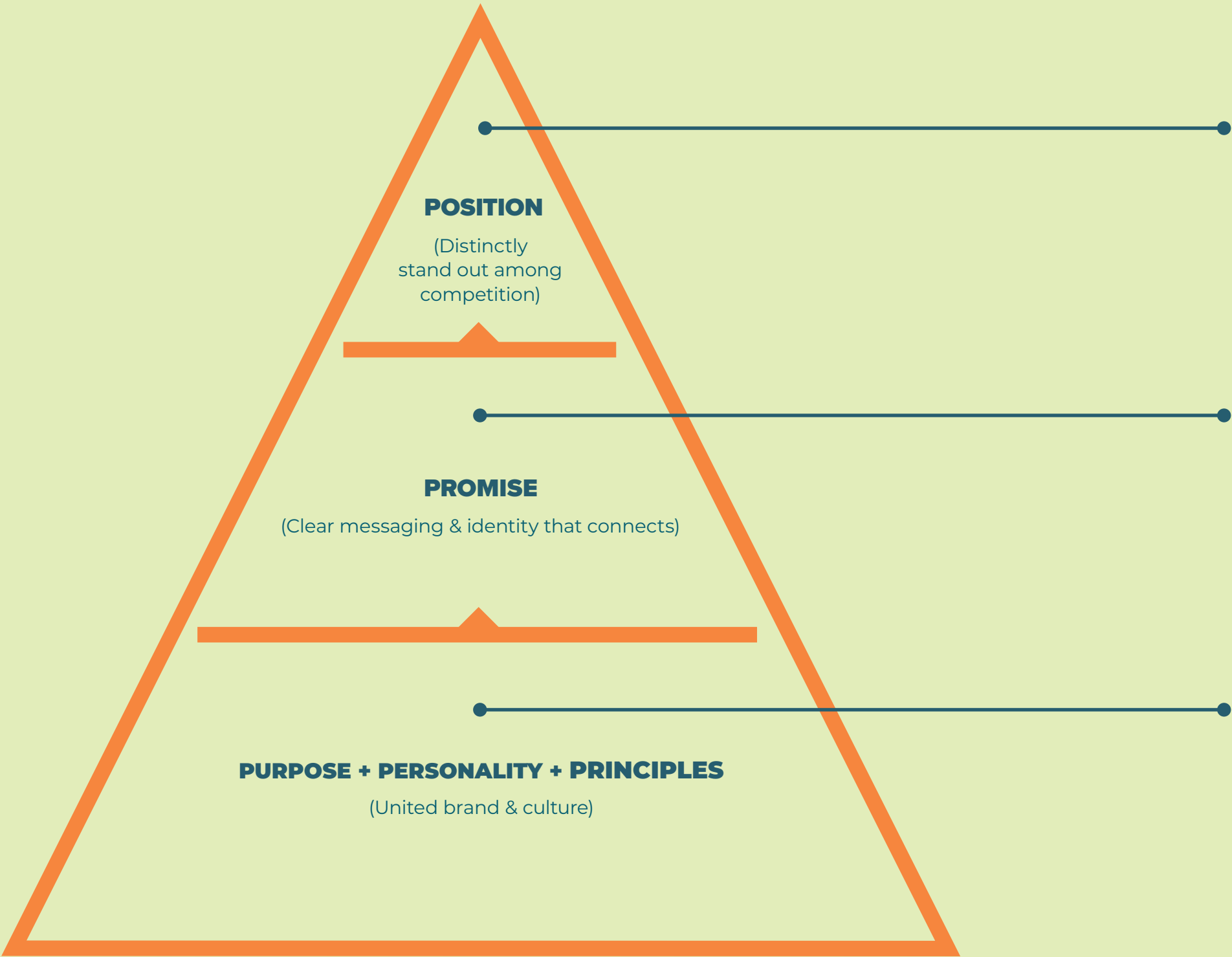
San Luis Obispo is an authentic and inviting California community where you can play, taste, explore, relax and recharge.

SLO TBID STRATEGIC IMPERATIVES—2019-2024

IMPERATIVE	OBJECTIVES	INITIATIVES
Elevate the SLO Brand & Experience	<ul style="list-style-type: none">• Increase visitor awareness in target markets• Increase positive visitor perception	<p>PRIORITY 1:</p> <ul style="list-style-type: none">• Integrate the City’s priorities into the execution of the TBID’s marketing strategies• Identify the core SLO identity and develop a plan to market it <p>PRIORITY 2:</p> <ul style="list-style-type: none">• Develop a TBID Destination Stewardship approach <p>PRIORITY 3:</p> <ul style="list-style-type: none">• Identify opportunities to influence community placemaking and destination management efforts
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BRAND STRATEGY

The Visit San Luis Obispo brand supports the TBID’s initiatives to share the abundance of SLO, drive the lodging economy and serve as the voice of our stakeholders.



HOMEBASE AWAY FROM HOME

You don't just visit San Luis Obispo on vacation. You become part of our community and culture, an honorary local. The welcoming waves, neighborly nods and small-town California charm instantly make you feel comfortable and invite you to start living The SLO Life. As you immerse yourself in our city, you bond with it and start to feel a sense of belonging that blends with the beauty of releasing life's stresses, because it truly feels like a home away from home. And with the beaches, iconic sites and stunning beauty of the world-class Central Coast nearby, it's also an incredible homebase during your vacation.

A CHANCE TO LIVE THE SLO LIFE

The SLO Life is a deep breath that releases life's pressures. It's a change of pace. It's a fresh take. It's a warm embrace. It's a feeling of comfort and calm in a welcoming place filled with a special energy, connection, creativity and a wholehearted spirit. You can feel The SLO Life wrap its arms around you and pull you close. It's tangible. And you'll never want to let that feeling go, so you live The SLO Life to its fullest while you're here and take a piece of it with you when you head back home.

HEARTS IN BEDS

If putting "heads in beds" is our business purpose, putting "hearts in beds" is our brand purpose. We live to share all that San Luis Obispo stands for so we can emotionally connect with and welcome people who will fall in love with our community in such a way that they actually become part of it, caring for it like they live here and returning time and time again.



BRAND PERSONALITY

We know the SLO Life is a vibe. It's a way of life.
If San Luis Obispo was a person, here's how we'd describe our personality.

LAID-BACK

There's a calmness to San Luis Obispo. It doesn't walk, it strolls. It doesn't talk, it chats. It's not lazy or apathetic, but is chill and engaged. It's carefree but it still cares a lot.

ACTIVE

San Luis Obispo doesn't hustle and bustle like a big city, but it moves. It gets out in the fresh air and sweats. It crafts and creates.

YOUTHFUL ENERGY

Like any university town, there's a certain buzz of life and promise. San Luis Obispo has that same spirit and sparkle in its eyes.

NATURAL

There is an agricultural focus, environmental awareness and love for outdoor activities in San Luis Obispo.

FRESH

From the air to the locally grown food, the thinking and way of life, there's freshness to San Luis Obispo.

BRIGHT

The hills surrounding the city, the sunsets, the art, the buildings, the people and the smiles are all bright in San Luis Obispo.

WELCOMING

Whether you're a visitor or local, everyone is accepted and embraced in San Luis Obispo. The entire city is a welcome mat that says, "Come on in and stay a while."

FRIENDLY

Warm smiles, welcoming waves, neighborly nods. There's a race in San Luis Obispo to see who will say "Hi!" first. There are no strangers, only friends you haven't met yet.

CHARMING

It's hard to describe it in any other way. San Luis Obispo's historic buildings, quaint shops, rolling hills, winding trails and approachable people just make it charming as can be.

CURIOUS

As a university town filled with lifelong learners, creators, craftspeople and collaborators, San Luis Obispo is filled with curiosity about the world.

COMFORTABLE

San Luis Obispo has an easy way about it. It's comfortable in its own skin, knows who it is and accepts who others are. It feels safe and secure.

THOUGHTFUL

San Luis Obispo is a giving city filled with generosity and respect.

PROGRESSIVE

Not only is San Luis Obispo on the leading edge of social and societal issues, its thirst for positive change and innovation is unquenchable.

WHOLEHEARTED

Don't let its easygoing, laid-back ways fool you, this sincere and caring city is always 100% devoted to everything it does and says.

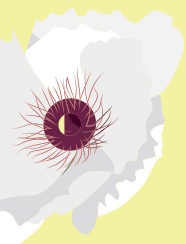
CONNECTED

There is a deep connection between the people, between the people and the place and between the people and the environment in San Luis Obispo.

COMMUNITY

The sense of collaboration, support and encouragement between the people and businesses makes San Luis Obispo more than a place-it makes it a community.

BRAND MANTRA

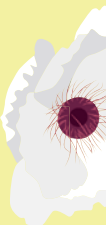


We're San Luis Obispo
But you can call us SLO.
This is small-town California with
charm for days.
But it's not just a place, it's a lifestyle.
Here, we live the SLO Life.
The SLO Life is hard to describe.
It's a vibe.
A spirit.
An unspoken way of life locals live by
And if you're here, you're a local.
And once you're here, you feel it wrapped
around you.
It's comfort and calm in a welcoming place.
It's bright smiles and colorful people.
A city without strangers, only people you
haven't met yet.
It's a change of pace.
We don't walk, we stroll.
We don't talk, we chat.
And the only time we hurry is to see who
can say "hi" first.



The SLO Life is carefree
But it definitely cares.
It's a whole lot of wholehearted.
While it's laidback, it always moves
Gets outside and gets going
Works and plays
Sweats and creates
There's always a fresh take.
A breath of fresh air, in the air.
A buzz of progress and promise.
It's waking up every day to have the best
day
and live your best life.
And help everyone else live theirs.
Once you experience it, you know it
You know there's no life like the SLO Life
And once you stay here, it stays with you
For life.

That's the SLO Life.



DESTINATION PARTNERS

In 2008, San Luis Obispo established a Tourism Business Improvement District (TBID), allowing the hotel industry to raise funds solely dedicated to tourism marketing and promotions to attract visitors to San Luis Obispo. The TBID is inclusive of all lodging properties in the city of San Luis Obispo including hotels, motels, bed and breakfasts, hostels, inns and owner occupied homestays. The appointed TBID Board members in collaboration with City Staff and agency partners help to guide the marketing efforts for the public-facing destination brand Visit San Luis Obispo.

The SLO TBID partners with organizations at the state, regional, countywide and local level to leverage the reach and impact of our marketing programs for our tourism businesses in San Luis Obispo. These partnerships allow the SLO TBID to maximize investments and expand awareness in ways the organization would not be able to do alone.



MARKET TRENDS & RESEARCH



TRAVEL TRENDS

SUSTAINABLE TRAVEL

Sustainable travel continues to trend as travelers become more conscious of their environmental footprints. While they may not be willing to pay significantly more for green options, they seek destinations that prioritize sustainability. Additionally, travelers are looking for experiences that benefit the environment rather than harm it, such as bike tours, volunteering and tree planting activities.

YOUNGER GENERATIONS

A recent study by McKinsey found that 66% of travelers surveyed expressed greater interest to travel now than before the pandemic. Millennials and Gen Z are traveling more frequently and allocating a higher share of their income to travel compared with older generations. Additionally, data shows that younger travelers are taking more spontaneous trips, unlike boomers who plan trips with longer lead time.

EXPERIENCES OVER THINGS

Many travelers are seeking more unique, personalized experiences that go beyond traditional sightseeing. These may include cultural immersion, local cooking classes and hands-on activities that offer opportunities to make memories or live like the destination’s locals.

AI TRAVEL PLANNING

Advances in generative AI and machine learning are changing the way people plan and experience travel. In addition to standalone, AI-powered itinerary planners, search engines are leveraging AI to enhance and personalize hotel bookings, airline tickets and overall trip planning.

LUXURY TRAVEL

The luxury hospitality sector is forecasted to grow by 6% in 2025. Reports show that 35% of luxury travel spending comes from travelers with net worths between \$100,000 and \$1 million, recently named “aspirational luxury travelers.” This group of travelers may be willing to spend more on certain aspects of their trip, but not on every purchase.

COOLCATIONING

As temperatures continue to rise during warmer seasons, some travelers are choosing destinations with more moderate weather over traditionally hot beach locations or to escape the heat of their home locale. This trend, known as “coolcationing,” is gaining traction as people seek comfortable climates for their vacations.

MULTI-GENERATIONAL TRAVEL

According to a survey by the NYU School of Professional Studies' Jonathan M. Tisch Center of Hospitality, over half of the parents surveyed plan to travel with both their children and grandparents. This trend highlights the growing popularity of multi-generational and group travel experiences.



BRAND RESEARCH INITIATIVES

Over the past few years, the TBID Board has made significant investments in a variety of brand research programs through self-directed and co-op commitments. These studies helped to increase the organization’s knowledge and ability to have specific data and valuable insights to help further guide our efforts to develop program actions. Over the next two years, we’ll look to leverage insights and data we’ve gathered to positively impact progress and performance towards our tourism marketing initiatives and strategies.

FALL 2021

Brand Health & Equity Research

- An analysis of the San Luis Obispo destination brand from a qualitative and quantitative perspective.
- These insights and takeaways continue to guide our marketing efforts.

WINTER 2021, SPRING 2022, FALL 2023, FALL 2025

Brand Tracker & Local Sentiment

- This Brand Tracker research has allowed us to set a baseline and trackable measure of sentiment towards San Luis Obispo as a branded destination, among locals and prospective visitors.
- We’ll continually use these baselines in order to measure progress in key areas.
- The Fall 2025 Brand and Local Sentiment Tracker will help inform the next marketing and business plan.

SPRING 2024

Brand & Emerging Market Research

- This custom research study leveraged audience insights and a partnership with Wiser Insights Group to better understand market influencers, perceptions and sentiments within new emerging markets as they pertain to San Luis Obispo. This study provided robust evidence for the effectiveness of current positioning strategies and identifies clear opportunities for expanding San Luis Obispo's appeal and market share.



BRAND RESEARCH FINDINGS & TAKEAWAYS

FALL 2023 BRAND TRACKER & LOCAL SENTIMENT FINDINGS:

- Overall perception of San Luis Obispo as an overnight destination observed an 8% increase in the Fall 2023 brand tracker compared to the baseline established in Winter 2021. However, the current growth is toward shorter stays and fewer nights.
- There was significant improvement in sentiment among San Luis Obispo locals, with a majority reporting that they like what tourism adds to the area.

SPRING 2024 BRAND & EMERGING MARKET RESEARCH TAKEAWAYS:

To inform the development of a comprehensive and effective marketing strategy within their formal response to the City of San Luis Obispo’s RFP for Destination Marketing Services, Noble Studios conducted a custom research study in partnership with Wiser Insights Group. This research provided invaluable insight into the target audience, brand perception and market opportunities for San Luis Obispo. These findings will continue to be foundational in shaping this plan’s strategic recommendations.

- **SLO awareness is highest in Las Vegas.** 48% are familiar or have visited the destination.
- **SLO has strong name recognition across identified emerging markets**—even if they have never visited and know nothing else about the destination. This signals an opportunity to build familiarity through targeted awareness campaigns.
- **Seattle ranks highest for sustainability-focused travelers.** As we begin to develop those audiences, it will make sense to invest there.
- **Travelers who have visited SLO (or the Central Coast in general) rank higher for HHI.** 47% earn \$100k or more, and 64% hold a 4-year college degree or postgraduate degree. This data supports our targeting goals, and is a positive sign for gaining market share.



BRAND OPPORTUNITIES

Overall, research indicates that the Visit San Luis Obispo brand has legs—legs we fully intend to stretch and take for a good run over the next two years. By focusing on key areas of opportunity identified through various brand research studies, we will continue to elevate the destination’s appeal while driving increased awareness and visitation.

Learning: Shift Perception to Overnight Destination

Opportunity: Evolve the MidWeekend campaign into an always-on strategy, emphasizing the “ideal homebase to explore the Central Coast” positioning to positively impact growth in 2+ night stays.

Learning: Own Key Destination Features

Opportunity: Based on brand sentiment studies, the highest motivators influencing San Luis Obispo visitation included the following destination features: Food & Beverage, A Happy, Feel Good Community and Ultra-Convenient Hiking & Biking/Outdoor. To help establish stronger brand awareness tied to San Luis Obispo’s unique destination offerings, we should continue creating dedicated content and messaging focused on these three ownable destination features.

Learning: Build Familiarity and Consideration in Emerging Markets

Opportunity: Based on brand sentiment studies, the highest motivators influencing San Luis Obispo visitation included the following destination features: Food & Beverage, A Happy, Feel Good Community and Ultra-Convenient Hiking & Biking/Outdoor. To help establish stronger brand awareness tied to San Luis Obispo’s unique destination offerings, we should continue creating dedicated content and messaging focused on these three ownable destination features.

Highest-Rated Motivating Attributes Influencing Visitation

- Great outdoor hiking and biking
- Charming and historic downtown, with unique shopping and local attractions
- Mediterranean climate
- 15 minutes from multiple beaches

Learning: Increase Visit San Luis Obispo Brand Awareness

Opportunity: San Luis Obispo is more than a destination—it’s a lifestyle. To strengthen our brand identity, we’ll look to personify the Visit San Luis Obispo brand with a SLO Life Coach who can share SLO Life Tips and teach people how to Live the SLO Life. The SLO Life Coach will provide a fresh way to get people’s attention, teach them about the SLO Life by hitting on our key destination attributes and advantages (as highlighted by our research and strategic goals) and make people smile.

Learning: Sustainability is a Key Differentiator

Opportunity: By emotionally and authentically sharing the story of Sustainable SLO and Keys for Trees, and by incorporating sustainability as an undercurrent through all that we do, we can continue to win travelers’ hearts and minds while differentiating the the destination from competitors and uniquely building awareness.

SUSTAINABILITY

San Luis Obispo is more than just a beautiful place to visit—it's a destination committed to preserving its natural beauty for generations to come. Our brand vision is to be a tourism organization that seamlessly balances business and sustainability, making San Luis Obispo a must-visit destination while actively contributing to the City's 2035 carbon neutrality goal.

Sustainability is deeply woven into the fabric of our community, and we believe it's a key differentiator to attract conscientious travelers. While our Sustainable SLO initiative is a cornerstone of this commitment, it's also just the beginning. We aim to embed sustainability into every aspect of our tourism efforts, from marketing and partnerships to visitor experiences.

Over the next two years, Visit San Luis Obispo will continue to support the City's sustainability initiatives through dedicated efforts, passionate partnerships and ongoing tourism programs with a focus on the following objectives:

- **Supporting in-market experiences that showcase San Luis Obispo's commitment to sustainability for visitors and locals alike.**
- **Inspiring more sustainability-minded travelers to visit San Luis Obispo.**
- **Elevating San Luis Obispo as a national leader in sustainable tourism.**
- **Educating visitors about how their trips can contribute to sustainability efforts.**
- **Pursuing partnerships with sustainable businesses to enhance and create awareness of Sustainable SLO.**
- **Increasing local stakeholder engagement in sustainable tourism initiatives.**
- **Assisting the City in reaching their carbon neutrality goal.**
- **Through the Keys for Trees program, supporting the 10Tall initiative (planting 10,000 trees by 2035).**





DIVERSITY, EQUITY & INCLUSION

As Visit San Luis Obispo, we share in the global mission for inclusion and change. Along with partner destination marketing organizations like Visit SLO CAL, we are committed to sharing this important message: **San Luis Obispo is a destination that is welcoming and safe for all.** As an ally, we listen and continuously reflect to fully understand demands for more direct action, so that all people can unequivocally feel welcomed here. It is in our organization's DNA to treat all persons equally, with dignity and respect, regardless of race, religion, creed, color, national origin, ancestry, age, sex, sexual orientation, gender, gender identity or ability.

We are committed to sharing these values with everyone who travels to San Luis Obispo. You can be you, and we celebrate that. Our dedication to Diversity, Equity and Inclusion is reflected in our ongoing efforts to:

- Develop DEI-focused content that resonates with diverse audiences, aligning with key themes within our Quarterly Marketing Plan.
- Authentically showcase the diversity of our community through imagery, storytelling and partnerships.
- Utilize paid, earned and owned media channels to reach a broader, more diverse audience.
- Offer key destination materials in Spanish to ensure inclusivity for visitors.
- Amplify the voices of diverse-owned businesses within our community.

By prioritizing DEI in our marketing and business strategies, we aim to create a destination where everyone feels valued, respected and celebrated.

RESEARCH & DEVELOPMENT

Over the past few years, the TBID has leveraged insights and findings from brand sentiment research, audience research tools and co-op research investments to inform program efforts. Over the next two years, Visit San Luis Obispo will continue to seek out research insights through the following program initiatives:

- Exploring new co-op research opportunities with Visit SLO CAL and Visit California.
- Supporting efforts related to the Conference Center feasibility study.
- Developing the 2025-2030 TBID Strategic Plan.
- Deploying a Fall 2025 brand tracker and local sentiment study.



VISIT SAN LUIS OBISPO MARKETING PLAN



ACTIVATING ACROSS THE TRAVELER’S JOURNEY

To ensure we’re reaching travelers (and to account for fluctuations in travel behavior) we’ll utilize different marketing levers across all stages of their journey. This multi-pronged approach will drive an effective and efficient conversion strategy. We’ll adapt Visit San Luis Obispo brand messages brand messages and areas of opportunity to tantalize potential travelers.

DREAMING → PLANNING → BOOKING → EXPERIENCING → SHARING				
<ul style="list-style-type: none">• Aim to create brand awareness & connection• Create shareable content that inspires travel	<ul style="list-style-type: none">• Bring prospects to the website to encourage research and discovery about what makes the destination special and unique• Help prospective travelers plan with destination specific content	<ul style="list-style-type: none">• Encourage travelers to visit key stakeholder pages to book & plan their trip	<ul style="list-style-type: none">• Utilize website to plan in-destination moments and activities• Find up-to-date travel information	<ul style="list-style-type: none">• Keep the conversation going to amplify our message
<div>SERVICES<ul style="list-style-type: none">• Organic Social• Paid Social• Display Ads• Email• PR• Influencers</div>	<div>SERVICES<ul style="list-style-type: none">• Website Experience• Organic Search• Paid Search• Organic Social• Paid Social• Display Ads• 3rd Party Ads• Email• Public Relations• Print</div>	<div>SERVICES<ul style="list-style-type: none">• Organic Search• Paid Search• Paid Social• 3rd Party Ads• Website Experience• Email</div>	<div>SERVICES<ul style="list-style-type: none">• Website Experience• Email• Organic Social</div>	<div>SERVICES<ul style="list-style-type: none">• Organic Social</div>

TARGET AUDIENCES

All kinds of people are curious about the SLO Life. Our job is finding them and bringing them here! To ensure we’re reaching the most receptive audiences, we’ll leverage deeper insights into target demographics and potential travelers’ psychographics. This will help us tailor messaging and placements to the individuals most inclined to travel to San Luis Obispo.

Furthermore, we’ll look to strategically expand into emerging markets through a blend of demographic and geographic targeting strategies. This data-driven approach ensures we reach new markets effectively and deepen connections with existing ones, driving results aligned with our goals and KPIs. In addition, we’ll align efforts with Visit California and Visit SLO CAL to gain efficiency and effectiveness.

Website Visitor Data
(July 2023 - June 2024) - 54% Female

- The largest age group is 25-34, followed by 35–44
- 93% of website traffic comes from the United States

TARGET AUDIENCES (DEMOGRAPHICS AND PSYCHOGRAPHICS)						
CORE AUDIENCES				NICHE AUDIENCES		
Outdoor	Relaxation & Wellness	Culinary	Families	Retargeting	65+	Sustainability
						
Potential travelers looking to be active and experience nature.	Potential travelers that seek rest and relaxation activities.	Potential travelers looking for unique culinary and beer/wine experiences.	Potential travelers likely to book family or multi-generational group trips.	Potential travelers that have showed intent by engaging with our ads/website. Along with Cal Poly parents.	Potential travelers in the 65+ age range that are likely to book a trip to the Central Coast.	Potential travelers that live more sustainable/green lives and consider environmental impact.
Ages 25-54. HHI \$110k+.	Ages 25-54. HHI \$110k+.	Ages 25-54. HHI \$110k+.	Ages 25-54. HHI \$110k+.	Ages 25-54. HHI \$110k+.	Ages 25-54. HHI \$110k+.	Ages 25-54. HHI \$110k+.

GEOGRAPHIC CONSIDERATIONS

PAID GEOS

We want continuous, year-round emphasis on the most profitable and visitor-attracting target markets. We assessed markets that have proven historically successful, organic website traffic and airline passengers by origin, as well as market demographics. In addition, we accounted for up-to-date travel sentiment for market consideration.

We want to also consider the efforts of Visit California and Visit SLO CAL.

Tier 1 will represent those markets that show the most opportunity for growth and awareness. Tier 2 will represent California Drive markets that are important for maintaining ongoing investment to drive continued visitation.

Tier 1 Markets: Seattle DMA Las Vegas DMA Dallas DMA

Tier 2 Markets: San Francisco-Oakland-San Jose DMA San Diego DMA Los Angeles DMA



**Visit San Luis Obispo**
Sponsored · 

Blue skies, green hills and plenty of reds and whites. We'll raise a glass to that.

SLO Life Tip

WINE IS A FOOD GROUP.



Visit San Luis Obispo
Live the SLO Life

Explore Wineries
Live the SLO Life

Learn More

Farm-to-Table Fare
Live the SLO Life

Plan My Visit
Live the SLO Life



**Visit San Luis Obispo**
Sponsored · 

SLO Life Tip: SLO Your Stroll. With so many hills and hikes to discover, you'll be out and about from sunrise to sunset.

SLO Life Tip



Explore Outdoor Activities
Live the SLO Life

Learn More

BRAND CAMPAIGN

Over the next two years, we'll strategically amplify the brand through a new campaign anchored in our tagline: “Live the SLO Life.” These efforts will leverage work from the last two years, as well as impactful messaging and visuals that resonate with our identified audiences across all channels.

OBJECTIVES

- Continue sharing the SLO Life and putting hearts in beds through a compelling and creative brand campaign.
- Increase awareness among new audiences and emerging markets while deepening brand connection across existing audiences.
- Create emotional connections by integrating sustainability messaging and further differentiating the destination in a meaningful way.

WHAT TO EXPECT

- A new campaign creative direction focused around the “SLO Life Coach.”
- Integration of the “SLO Life Coach” across all channels.
- Evolving brand visuals within the overarching brand guidelines.
- Further refinement of audience-specific landing pages.
- Audience segmentation testing.
- Exploration of content partnerships to further amplify brand awareness.
- Integration of sustainability messaging to attract like-minded visitors.

THE MIDWEEKEND CAMPAIGN

Why should weekends get all the fun? When you life the SLO Life, every day feels like a Saturday. We call it the MidWeekend.

In the spring of 2022, the first MidWeekend promotional campaign was launched to help drive midweek stays in the City of San Luis Obispo. The MidWeekend promotional campaign has become a staple within our annual tourism program. Over the next two years, we'll focus on positioning San Luis Obispo as a convenient and inviting homebase for exploring the Central Coast, encouraging longer stays and increased visitation during traditionally slower periods.

OBJECTIVES

- Solidify San Luis Obispo’s position as the ultimate midweek destination.
- Increase year-over-year growth in ratio of weekday to weekend occupancy and length of stay via promotional campaign refinement.
- Drive overnight stays Sunday through Thursday with promotions targeting travelers most likely to come “Live the SLO Life.”
- Increase visitation during identified need periods.

WHAT TO EXPECT

- An evolution of the MidWeekend campaign: new messaging and visual elements in alignment with the new brand campaign.
- Exploration of key partnership activations to amplify promotional campaign awareness.
- Seeking out media opportunities to offer potential travelers more personally-relevant travel inspiration.
- Transition to an always-on approach for MidWeekend messaging.
- Messaging and strategic ties between midweek stays and sustainable travel experiences.



Live the SLO Life



SUSTAINABLE SLO

In recent years, Visit San Luis Obispo introduced Sustainable SLO as a dedicated sub-brand to help further showcase our commitment to sustainability. The sub-brand provides a consistent visual language that helps us speak to travelers and locals alike. This initiative, along with the impactful Keys for Trees program, have been instrumental in raising awareness of our sustainability efforts and driving positive change.

Building on this strong foundation, we aim to amplify Sustainable SLO's influence and create an even deeper emotional connection with our audience. By sharing inspiring stories, expanding our reach and forging strategic partnerships, we will solidify San Luis Obispo's position as a leader in sustainable tourism. We'll also strategically leverage this messaging to strengthen connections between travelers, our destination and our commitment to sustainability.

The following strategies will guide our efforts to elevate Sustainable SLO and make a lasting impact:.

VISUAL STORYTELLING

- Creating a short-form educational video that explains the Keys for Trees program, its benefits and how visitors contribute to sustainability.
- Exploring a long-form video project to tell the Keys for Trees story in a more emotional and engaging way, showcasing the positive impact the program has on people's lives, our community and the environment.
- Creating signs to identify trees planted in partnership with EcoSLO.

AUDIENCE EXPANSION

- Identifying new ways to reach to a wider audience of sustainability-minded travelers.

CONTENT INTEGRATION

- Developing engaging content aligned with key sustainability themes (e.g. Earth Day) and seamlessly integrating it into the Quarterly Marketing Plan for broader reach across all tourism marketing efforts.
- Seeking ways to further highlight Sustainable SLO and sustainability content across VisitSLO.com.

PARTNERSHIPS

- Tapping into Kind Traveler's sustainable network to reach their eco-conscious audience.
- Hosting a unique familiarization trip for media and influencers centered around a Keys for Trees tree-planting event in partnership with EcoSLO.
- Align with Visit SLO CAL's sustainability program, exploring potential synergies.
- Explore partnership opportunities with Highway 1.

AMPLIFYING AWARENESS OF KEYS FOR TREES

- Seamlessly incorporate Keys for Trees into existing marketing materials and messaging to continue bolstering awareness.
- Tailor paid retargeting efforts to show potential travelers how their stays contribute to Keys for Trees.

INFLUENCER & COMMUNITY PARTNERSHIPS

Influencer and community partnerships play a vital role in authentically showcasing the essence of San Luis Obispo. By collaborating with influential voices, we can reach targeted audiences and inspire travel to our destination.

OBJECTIVE

To maximize on these partnerships, Visit San Luis Obispo will adopt a more strategic and collaborative approach. The SLO Chamber, Uniquely Driven and Badger Branding will work together through public relations and content marketing to develop a comprehensive influencer strategy that aligns with our overall marketing goals.

- Develop a structured approach for identifying, vetting and engaging influencers.
- Prioritize partnerships with micro-influencers who resonate with specific target audiences.
- Explore partnerships based on mutual benefits and shared values, emphasizing authentic storytelling.
- Target influencers who align with key market segments: sustainability, LGBTQ+, solo travel, BIPOC travel, outdoor adventure, road trips and more.

By implementing these strategies, we aim to build strong relationships with influencers who can authentically represent San Luis Obispo and inspire travelers to experience our destination firsthand.





PAID MEDIA

OBJECTIVES

- Utilize an integrated paid media strategy to support and promote the brand, promotional and event campaigns, in alignment with research findings, to drive impact toward strategic objectives.
- Collaborate on media plans that contribute to continued growth in core markets and expansion into new emerging markets that show strong potential.

WHAT TO EXPECT

- Build brand awareness and inspire dreaming behavior.
- Leverage custom research and audience research tools to further enhance brand equity within core and emerging markets through tailored messaging and media placements.
- Optimize and expand top-of-funnel marketing tactics in existing and emerging markets to grow positive brand awareness.
- Extend reach and brand awareness by integrating MidWeekend messaging into the ongoing paid media plan with a year-round approach campaign strategy.
- Explore ways to expand reach among sustainable travelers.
- Increase Engagement and Planning Behavior.
 - Encourage further engagement and consideration of San Luis Obispo among potential travelers by driving them to VisitSLO.com.
- Target audience with higher household income to encourage longer stays and higher spend in market.
- Encourage Conversion and Booking Behavior.
 - Engage in ongoing optimizations to campaign strategies in order to encourage high-intent audiences to engage with partner pages and drive booking behavior.



PAID MEDIA SPECIFICS

OVERALL OBJECTIVES

Using historical performance, campaign learnings and brand sentiment research, our paid media plan is a strategic full funnel approach incorporating successful past tactics while introducing upper funnel tactics to build more awareness of the Visit San Luis Obispo brand. Our marketing tactics are employed in an always on approach, with specific digital and traditional partnership flights incorporated during periods of travel planning.

PAID SOCIAL

Paid social has been a significant source of engaged visitors to our website in the last year with increased traffic from Facebook and Instagram. These highly visual channels are the perfect place to build awareness and encourage visitation through static, video and carousel ads. In addition, traveler sentiment can start to be realized from social listening on ads.

DISPLAY

Using programmatic display platforms, such as Google Display Network, we can appeal to high-intent, interest-based audiences. By layering intent, we will be able to appeal to more of a mid-funnel audience that has shown interest in travel to San Luis Obispo rather than an unqualified audience. In addition, we are using multiple formats to address travelers in their planning including responsive display ads, discovery ads and interactive ads.

VIDEO

Additional video was added in previous fiscal years with both YouTube and Connected TV with successful full funnel results. This tactic is used to grow awareness of the destination and build relationships with travelers using visual storytelling aspect of video content.

DIRECT PLACEMENT

With travelers returning to the area, we have begun exploring options such as online travel agencies with more granular third-party targeting. This tactic has shown to address travelers in the research and booking phase in the travelers' journey.

PRINT

The media plan accounts for Certified Folder placements for our brochure in target geographic markets, as well as Visit California Road Trips Guide, Visit SLO CAL and San Luis Obispo Chamber Visitor Guides.

PUBLIC RELATIONS

Effective public relations is essential to building and maintaining a strong destination brand. By strategically leveraging local, regional and national media outlets, we can generate positive press coverage, drive visitation and solidify San Luis Obispo's reputation as a must-visit destination.

Through a collaborative effort with the SLO Chamber and our new partnership with Uniquely Driven, we'll execute a comprehensive PR strategy that highlights our destination's one-of-a-kind character. Uniquely Driven's expertise in multicultural marketing will play an important role in our efforts to reach new audiences and advance our DEI initiatives.

OBJECTIVES

- Secure impactful media coverage to promote San Luis Obispo as a premier travel destination to stay and play, driving visitation and delivering economic impact through longer stay duration.
- Build consumer awareness through earned media, serving as the voice of SLO by amplifying the destination brand and reaching new and existing audiences locally, regionally and nationally.
- Communicate the unique attributes, vitality and character of San Luis Obispo and the community through interest-based storytelling.





PUBLIC RELATIONS

WHAT TO EXPECT

- Onboarding and immersion trip for new PR Agency, Uniquely Driven.
- Enhance PR efforts to expand awareness among target drive, fly and national audiences, including:

Travel and Interest-Based Audiences

- Outdoor Adventure
- Family-Friendly
- Foodies/Culinary
- Wine/Beer/Cocktails
- Health and Wellness
- Eco/Sustainability
- Business and Meetings/Bleisure
- Solo Travel
- Dog-Friendly
- Events (social, meetings, educational, group travel, etc.

Generation-Based Audiences

- Millennials
- Gen Z
- Baby Boomers
- Multigenerational group travel

Multicultural Audiences

- Hispanic/Latino
- Asian American
- African American

LGBTQ+ Community

- Influencer strategy targeting micro-influencers (e.g., sustainability, LGBTQ+, solo travel, BIPOC travel, outdoor adventure, road trips, family).
- Continued always-on PR efforts:
 - All media request fulfillment.
 - Expert press visit planning and execution.
 - Custom itineraries and hosting for travel writers on individual and FAM trips.
- Pitch ideas leveraging current marketing efforts and themes and cultural moments.
- Co-op partnerships with Visit SLO CAL and Visit California to maximize earned media exposure.
- Leveraged partnerships, such as Kind Traveler’s journalist and influencer network, to host a sustainability-focused group trip.



BUSINESS, MEETINGS & TRADE TRAVEL

While San Luis Obispo has huge potential for business and meeting travel, our current focus is building a strong foundation in partnership with Visit SLO CAL. As they embark on the first phase of their county-wide sales strategy, we'll align our efforts to support their initiatives and maximize our collective impact.

OBJECTIVE

Enhance San Luis Obispo County's visibility as a premier business and meeting destination, driving increased consideration among travel and meeting planners.

WHAT TO EXPECT

- Leverage existing relationships with Visit SLO CAL to maximize resources and amplify our reach.
- Explore co-op opportunities to attend industry events and showcase the destination.
- Proactively pitch media outlets and attend industry events to generate positive press coverage.
- Identify opportunities to position San Luis Obispo as an attractive destination for business travelers seeking leisure experiences.
- Enhance Visit San Luis Obispo's LinkedIn profile to connect with industry professionals and share destination updates.

By working closely with Visit SLO CAL and implementing these strategies, we'll lay the groundwork for future business and meeting travel development while maximizing our current resources.

WEBSITE DEVELOPMENT & MAINTENANCE

VisitSLO.com is the digital heart of our marketing efforts, acting as an online hub for travelers seeking information and inspiration. Following the redesigned website’s successful launch in July 2023, our focus over the next two years will be on maximizing its effectiveness. This will involve ongoing content curation and maintenance, plus continuous user experience optimization, to connect visitors with everything they need to plan their trips and Live the SLO Life.

OBJECTIVES

- Ensure site is healthy and stable at a foundational level and optimized for performance.
- Enhance and elevate the user experience and performance of VisitSLO.com.

WHAT TO EXPECT

- Creation of new web blocks and styles to accommodate new types of content, like embedded California Now stories, Instagram reels and more.
- Exploration of ways to further personalize audience-specific and promotion-specific landing pages for visitors.
- Optimization of landing page user experience to improve conversions to hotel stakeholders.
- Technical optimizations for search engines and user experience.
- Ongoing enhancements to website functionality and design.
- Maintain site health and security while ensuring usability across all devices and regular software and plugin updates.
- Quarterly Media Page updates to ensure inquiring journalists and press have access to the latest content.
- General website content updates.





SEARCH ENGINE OPTIMIZATION

Building a strong SEO strategy is critical for maximizing San Luis Obispo's online presence and attracting high-intent travelers. Search engines, increasingly powered by AI, are constantly evolving, prioritizing user intent and comprehensive content. By implementing a holistic SEO approach, we can not only strengthen VisitSLO.com's technical foundation but also enhance its authority with search engines, ensuring our destination remains discoverable by the right audience at the right time.

OBJECTIVES

- Continue building website authority to improve VisitSLO.com's position and findability on search pages.
- Drive high-intent visitors to VisitSLO.com through a focused owned content strategy and ongoing improvements to the website visitor experience.

WHAT TO EXPECT

- **Content Development and Optimization**
 - Content audits and keyword research to identify opportunities to optimize existing content, or to create new content to maximize visibility and reach.
 - Development of new SEO-optimized, relevant and compelling content that resonates with our target audience and has potential to rank for important keywords.
 - Ongoing optimizations towards Google's Experience, Expertise, Trustworthiness and Authoritative ranking factors.
- **Technical Optimization**
 - Addressing technical issues to ensure search engines can easily crawl, index and understand the website.
 - Strategic implementation of structured data markup like Schema to help VisitSLO.com appear in more rich, visual results in Google search.
- **Additional Tactics**
 - Integration of paid and organic search efforts to maximize real estate within search engine results pages.
 - Ongoing monitoring of top ranking keywords and SEO results for key competitors.

CONTENT DEVELOPMENT

The more people know about San Luis Obispo, the more they love the destination and the longer they stay. Compelling storytelling is essential to showcasing San Luis Obispo’s unique charm while helping people get to know SLO more intimately, ultimately inspiring them to Live the SLO Life. By creating engaging and informative content across multiple platforms, the TBID aims to deepen audience connections and drive increased visitation. Over the next two years, our strategy will focus on producing versatile content that can be adapted for various channels, maximizing our reach and impact.

OBJECTIVE

- Create a content creation and distribution ecosystem that keeps subscribers and SLO fans engaged through fresh content, regular email marketing and constant inspiration to Live the SLO Life.

WHAT TO EXPECT

EMAIL MARKETING

Continued focus on growing our email database, including:

- Creation of more gated content opportunities on the website.
- Exploration of new partnerships, giveaways and paid media tactics to incentivize newsletter signups.

Deepening connections with subscribers:

- Leveraging audience and performance insights to deploy e-newsletters at the right time to the right audiences.
- Continuing to engage segmented audiences with content relevant to their unique interests.
- Keeping those familiar with the destination engaged and excited.
- Helping travelers Live the SLO Life by sharing inspiring content, events and deals.

VISITSLO.COM BLOG

- Writing inspiring travel through itineraries, theme-based content and event-driven content.
- Weaving the DEI and Sustainability thread into every content piece possible.
- Embedding Visit California Travel Network stories when applicable.





ORGANIC SOCIAL MEDIA

Social media is a powerful tool for fostering engagement, building brand loyalty and reaching new audiences. By delivering compelling and authentic content, we can cultivate a strong digital community of both locals and visitors who feel connected to San Luis Obispo. Through strategic platform management and audience insights, we'll optimize our social presence to support visitation and strengthen our destination brand.

OBJECTIVE

Connect, engage and grow our audience by providing timely and relevant information.

WHAT YOU CAN EXPECT

- Target out-of-area audiences in our drive and fly markets via comprehensive social media strategy.
- Define and execute Influencer Strategy in collaboration with the TBID's public relations partners.
- Maintain and manage presences on all platforms, daily posts and social feedback.
- Create and implement video-heavy evergreen and campaign-driven content, leveraging new and existing styles.
- Work toward making Sustainable SLO Instagrammable, including itineraries and trails.
- Increased focus on building Visit San Luis Obispo's presence on TikTok.
- Work in unison with partners to remain consistent across blog posts and messaging.
- Stay in-the-know about what's trending and successful on social media and execute accordingly.
- Lodging-specific roundups/features emphasizing property amenities.
- Integration of SLO Life Coach

STRATEGIC INDUSTRY PARTNERSHIPS

Success is never achieved alone. To maximize our impact, the TBID Board & Staff supports and nurtures strategic partnerships with destinations, agencies, industry and community partners. Through knowledge sharing and open lines of communication, we will actively collaborate with partner organizations driving impact toward shared goals.

PARTNERSHIPS

• Central Coast Tourism Council (CCTC) • California Hotel & Lodging Association (CHLA) • Cal Poly Athletics & Office of Student Affairs • Cal Travel • Downtown SLO • Gala Pride & Diversity Center • Kind Traveler • SLO Chamber • SLO Coast Wine Collective • Visit California • Visit SLO CAL

WHAT TO EXPECT

- Tapping into Kind Traveler's sustainable network through focused initiatives.
- Working with Gala Pride & Diversity Center to create more inclusive content, tools and trainings.
- Exploring opportunities to grow a greater presence at SLO Days, Parent Weekend and CAL Poly Open House.
- Identifying how Downtown SLO can integrate into industry relations and partnership opportunities.
- Re-engaging SLO Coast Wine Collective for co-op opportunities.
- Maximizing awareness of SLO through inclusion in digital cross-promotion opportunities.
- Expanding destination awareness through B2B sales by leveraging trade show opportunities with industry partners.





EVENTS

OBJECTIVE

To leverage events by positioning Visit San Luis Obispo as the exclusive destination partner while sharing the unique experiences and offerings of the city thus attracting more visitation and longer length of stays.

WHAT YOU CAN EXPECT

In FY 23-24, Visit San Luis Obispo continuously supported the implementation of the SLO CAL Events and Festivals Strategy. In FY 24-25, we will continue to support signature SLO events and grow destination specific goals through participation in Visit SLO CAL's Events & Festival Strategy Working Group.



CONSTITUENT RELATIONS

OBJECTIVE

Engage TBID constituents in the work of Visit San Luis Obispo, amplifying the connection and increasing awareness of growth opportunities.

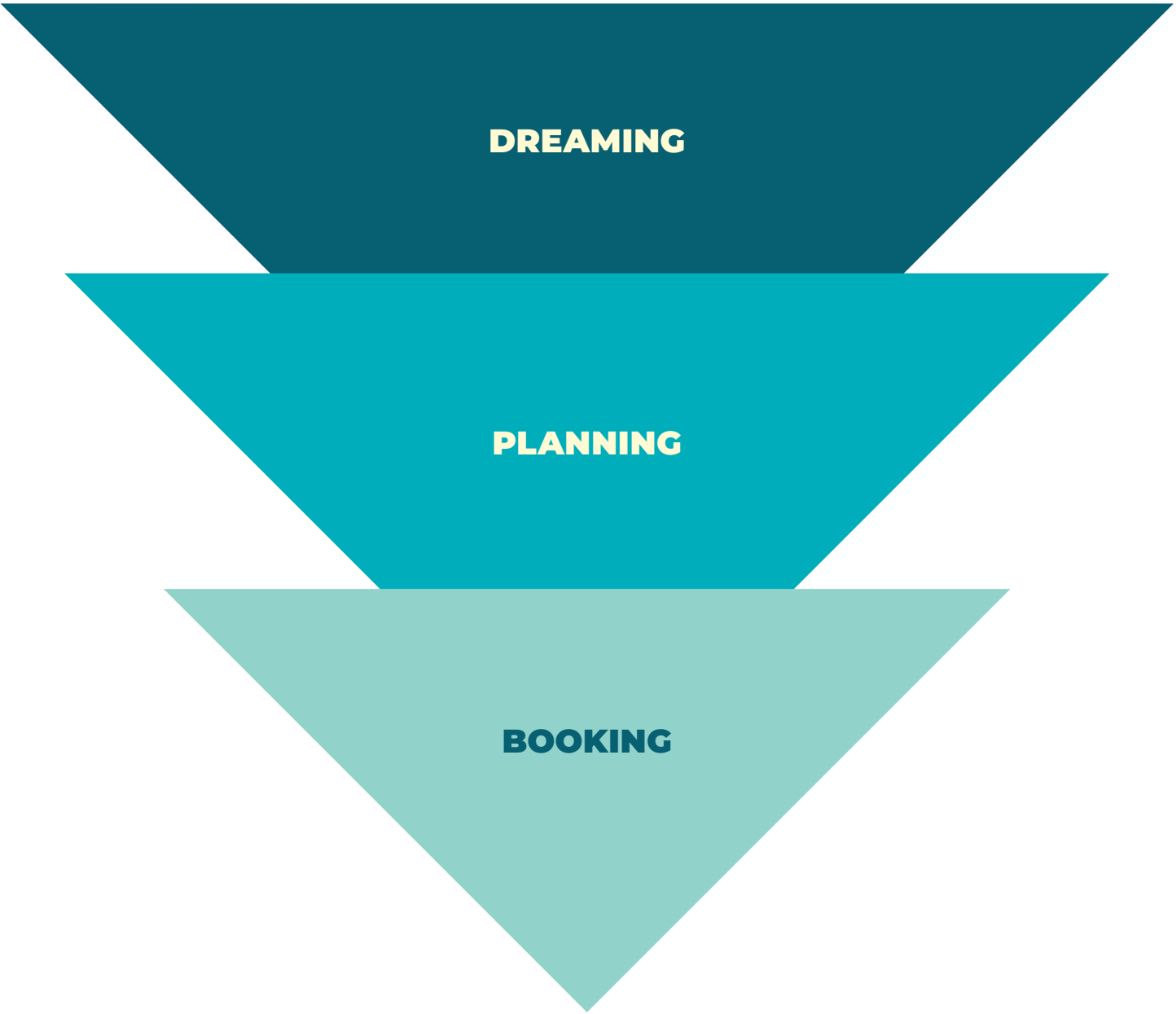
WHAT TO EXPECT

Visit San Luis Obispo will continue to identify opportunities to further educate and involve constituents in the tourism program through the following initiatives:

- Continue biannual Partner Receptions, fostering connection and collaboration
- Identify opportunities for training/education with strategic and industry partners
- Develop constituent resources to enhance and promote participation
- Ongoing constituent outreach including the development of newsletters and other pertinent communication

MEASUREMENT STRATEGY

From a quantitative perspective, we plan to measure success through the various stages of the travelers' journey. In the dreaming phase, we will assess interaction with the website by channel and from target geographies, impressions and reach from our paid, owned and earned initiatives. Looking at the planning phase, engagement metrics like website sessions, time on site and pages per session will be analyzed as well as social engagements and newsletter open rate. Lastly, in the booking phase, we can refer to partner referrals and TOT for success. Throughout the travelers' journey, efficiency metrics such as Cost per Thousand Impressions (CPM), Cost per Click (CPC), Qualitative Score, Click Through Rate (CTR) and Cost per Acquisition (CPA) will all be reported to show opportunities for optimization. From a qualitative perspective, we plan to collaborate with partners and stakeholders to assess impact, maintain up-to-date traveler sentiment research and leverage real-time traveler data.



PRIMARY METRICS

- Impressions
- Reach/Frequency
- Video Views
- Brand Sentiment

PRIMARY METRICS

- Website Sessions
- Content Engagement
- Ad Engagement
- Newsletter Signups

PRIMARY METRICS

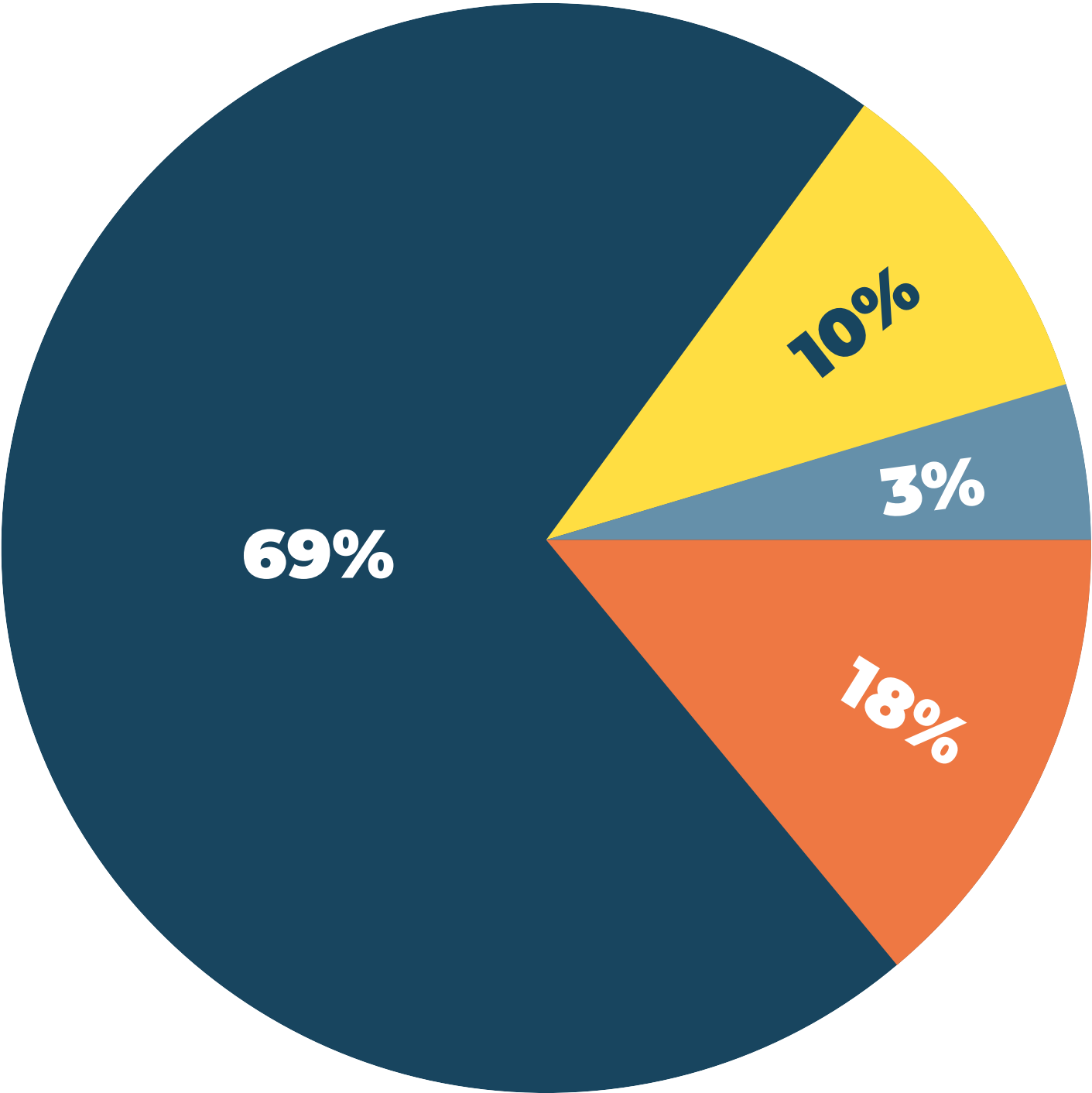
- Partner Referrals
 - Type of Conversion
 - By Channel
 - By Value
- Bookings
- TOT

BUDGET

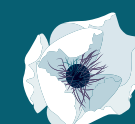
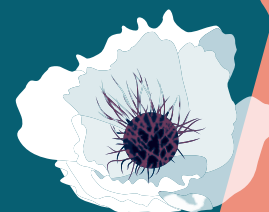
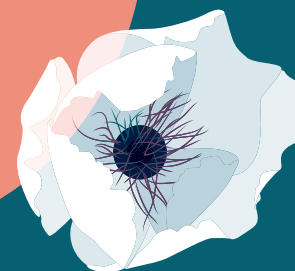
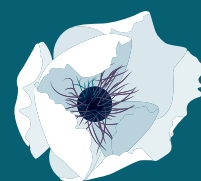
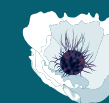
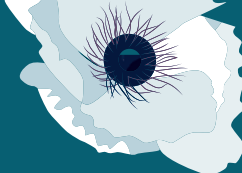
For fiscal year 2024-2025, the TBID’s revenue is projected to be \$2,183,616. The budget expenditure allocations are broken down between four primary categories with over half of the annual budget being allocated to marketing and contract services. The TBID continues to allocate essential funds to operations which includes staffing and tourism program expenses, as well as strategic partnerships and key tourism organizations.

2024-2026 TBID BUDGET EXPENDITURE ALLOCATIONS

- MARKETING & CONTRACT SERVICES
- OPERATIONS/STAFFING
- PARTNERSHIPS, EVENTS & TRADESHOWS
- TOURISM ORGANIZATIONS & RESEARCH



Live the
SLO
Life





Visit San Luis Obispo Strategic Plan Update

City of San Luis Obispo
Tourism Business Improvement District

resonance

AUGUST 2024

We can't wait to work
with you again in
San Luis Obispo.

“We'll bring together our collective
expertise in strategy, tourism,
marketing, and economic development
to help you chart a more prosperous and
sustainable future for your destination.”

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01

Letter of Intent

Visit San Luis Obispo
990 Palm Street, San Luis Obispo
CA 93401

AUGUST 2, 2024

Re: Visit San Luis Obispo Strategic Plan Update

Dear Jacqui Clark-Charlesworth,

It's our pleasure to submit this proposal to create a Strategic Plan for the San Luis Obispo TBID.

Our firm, Resonance, is a leader in tourism development and management, with more than a decade of strategic planning experience working with countries, regions, and cities of all sizes in the U.S. and around the world, including San Luis Obispo, Los Angeles and San Diego in California.

Like our previous work with Visit SLO CAL and the City of San Luis Obispo, our process will deliver important insight into how the San Luis Obispo TBID should invest in and manage its assets, resources, products and services to grow visitation to the region, while also enhancing quality of life for local communities. Based on our work in the county, we would value the opportunity to work with your team and stakeholders in this continued initiative for one of the most desirable destinations in California.

If you have any questions, please do not hesitate to contact me at your convenience. We look forward to discussing our proposal with you in the near future.

Sincerely,



Christopher Fair
President & CEO, Resonance Consultancy

E: cfair@resonanceco.com

M: +1-646-413-8887

175 Varick St., 4th Floor, New York, NY 10014

02

Experiences & Expertise

Resonance: Empowering Places

Resonance creates transformative strategies, plans, brands and campaigns that help destinations, cities and communities realize their full economic potential.

Our diverse, multidisciplinary team of planners, economists, strategists, storytellers, creatives and account leaders have completed over 200 visioning, strategy, marketing and branding projects for cities, districts and destinations throughout the country and around the world—ranging from Corporate Strategies for Destination Canada to Tourism Plans for Los Angeles, San Diego, Pittsburgh, Portland, and San Luis Obispo.

Our approach to planning for destination marketing organizations like the SLO TBID is rooted in thoroughly understanding the goals and aspirations of the destination, its visitors, industry stakeholders and the local community to create a plan that will guide the long-term sustainable development, marketing and management of the destination in a manner that generates both economic benefits and enhances quality of life for local residents. Our areas of expertise include:

01 Destination Development	We help cities, regions and countries improve the performance and sustainability of their visitor economy with strategic planning, destination master planning and brand strategy.
02 Economic Development	We help regions and cities plan and articulate their economic development roadmaps with strategies that align with government priorities, community aspirations and investor needs.
03 Urban Development	We help forward-looking cities, districts and developers to envision, activate and shape the future of downtowns, districts and new developments with market analysis, placemaking strategies, and branding.

For more information, please visit: resonanceco.com



Chris Fair
President & CEO

As President of Resonance, Chris leads a team of leading global advisors on placemaking, branding and marketing for destinations, cities, districts, and developments around the world. Chris holds a Master's degree in Studies of the Future and specializes in trend analysis, visioning, strategic planning and marketing for destinations, cities and communities.

In 2016, he designed the *World's Best Cities* rankings to define and benchmark the performance of more than 400 cities around the world, and he is a frequent speaker and commentator on global tourism, real estate and urban development trends.

Chris is a past Chairman of the Urban Land Institute's Travel Experience & Trends Council, a member of the Project for Public Spaces Leadership Council, and instructor in Placemaking at New York University.

EDUCATION

Master's of Science (Studies of the Future),
University of Houston
Bachelor of Arts (Journalism), Concordia
University, Montréal, Quebec

RELEVANT EXPERIENCE

Destination Canada Strategic Plan
San Diego Tourism Master Plan
Pittsburgh Tourism Development Plan
Ottawa Strategic Plan
City of Los Angeles Tourism Master Plan
San Luis Obispo Tourism Plan
Failte Ireland Regional Development Strategy



Tim Hasid
Director of Destination
Strategy

As Director of Destination Strategy, Tim has shaped the future of destinations across the globe for the past decade—from countries to urban centres. An expert placemaker, Tim leads the strategic planning and destination development practice at Resonance and holds a Master's degree in Urban Planning and Sustainable Development from the University of Bordeaux, and a BSc in Civil & Environmental Engineering from the University of Cardiff Engineering School.

He has worked with clients ranging from Destination Canada to the Republic of Ireland, all the while providing deep data insights that surface the vital signals from the noise and provide organizations with target market behaviours that take the guesswork out of planning.

EDUCATION

Master's of Science in Urban Planning and
Sustainable Development, University of Bordeaux
Bachelor of Science in Civil & Environmental
Engineering, University of Cardiff

RELEVANT EXPERIENCE

Bellevue (WA) Destination Stewardship Plan
Destination Canada Strategic Plan
Ottawa Destination Stewardship Plan
Pittsburgh Tourism Development Plan
Scottsdale Tourism & Events Plan
San Luis Obispo Tourism Plan



Kyla Egan

Destination Stewardship Consultant

Kyla Egan is an experienced consultant in destination development and sustainability. She leans into her background in research and community engagement in Central America and the Caribbean to provide inclusive economic opportunities to communities through tourism.

Before joining Resonance, Kyla worked on Vancouver Island as 4VI's Director of Sustainability. She was responsible for managing 4VI's sustainable development initiatives, including the organization's commitment to the Glasgow Declaration and Biosphere Certification. Kyla's passion for environmental justice and climate action has shaped her career for the past decade.

EDUCATION

Master's in Social Geography, University of Toronto
Bachelor of Arts, Humanities/Humanistic Studies,
University of Toronto

RELEVANT EXPERIENCE

Saint John Destination Stewardship Plan
Vancouver Island Tourism GHG Inventory
Vancouver Island Climate Action Plan

Experience

City of Bellevue	Destination Cleveland	Singapore River One BID
City of Brampton	Destination El Paso	Snohomish County Office of
City of Charlottesville	Destination Madison	Economic Development
City of El Paso	Destination Toronto	South Bend Elkhart Regional
City of Goodyear	Destination Vancouver	Partnership
City of Greenville	District of West Vancouver	Town of Milton
City of Guelph	Downtown Vancouver Business	Tourism Vancouver
City of Los Angeles	Improvement Association	Tourisme Montreal
City of Lynchburg	Fayetteville Convention & Visitors	Travel Manitoba
City of North Vancouver	Bureau	Travel Portland
City of Olathe	Finger Lakes Wine Country Tourism	Tulsa Regional Chamber
City of Prince George	Greater Topeka Partnership	Urban Redevelopment Authority
City of San Luis Obispo	Houston First Corporation	Singapore
City of Scottsdale	Houston Theater District	Visit Bellevue
City of Tucson	Illinois Council of Convention &	Visit Denver
Calgary Municipal Land	Visitor Bureau	Visit Oakland
Corporation	Lower Lonsdale Business	Visit Pittsburgh
Christchurch NZ	Improvement Association	Visit Quad Cities
Coastal Mississippi & Mississippi	New York City Economic	Visit SLO CAL
Gulf Coast Regional Convention	Development Corporation	Visit Tampa Bay
& Visitors Bureau	Office du tourisme de Québec	Visit Tucson
Cordillera Metropolitan District	Ottawa Tourism	Visit Tulsa
Curacao Tourist Board	Richmond Region Tourism	VisitColumbusGA
Department of Culture and Tourism	Salmon Arm Economic	West Harlem Community
Abu Dhabi	Development Society	Preservation Organization
Destination Canada (Canadian	San Diego Tourism Authority	
Tourism Commission)		



San Luis Obispo

A DESTINATION TO LIVE, WORK,
PLAY AND PROTECT

A Balanced Destination Management
Strategy Between Preservation and
Tourism Development

Org.: Resonance

Date: 2018-2019

Client: Visit SLO CAL

Services: Destination Management Strategy

[Extended Case Study](#)

Reference:

Chuck Davison, ex-President & CEO
Visit SLO CAL
chuck@tourismeconomics.com
+1-805-541-8000

CONTEXT

Resonance Consultancy was 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.

APPROACH

The approach was to create a shared vision for the future by defining 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.

This project required a careful balance between natural environmental protection and preservation, and tourism development. Residents in San Luis Obispo shared through the survey that they care deeply about their natural environment and that they prioritize this as a driving force for developing SLO County 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.

IMPACT

We continue to work with San Luis Obispo County on a Destination Stewardship Plan for Oceano Dunes, a natural preserve and oceanfront sand dune destination for outdoor adventures.



Los Angeles

AN OLYMPIC EFFORT TO GROW TOURISM

A plan to prepare the City of Los Angeles for the 2028 Olympic Games and grow from welcoming 50 million to more than 70 million visitors a year.

Org.: Resonance

Date: 2019-2020

Client: City of Los Angeles

Services: Consulting, Tourism Master Planning, Strategic Planning

[Extended Case Study](#)

Reference:

Doane Liu, Chief Tourism Officer
City of Los Angeles, City Tourism Department
doane.liu@lacity.org
+1-213-765-4249

CONTEXT

In 2018, the Los Angeles travel and tourism industry generated a record \$36.6 billion in total economic impact. With an upcoming Super Bowl, World Cup and Olympic Games, L.A. planned to host 70 million visitors a year by 2030, which would create more than 400,000 additional jobs and create as much as a billion dollars a year more in tax revenue for the city. The City of Los Angeles engaged Resonance and HVS to develop a Tourism Master Plan to prepare for this growth in a way that would deliver a positive experience for visitors while also enhancing quality of life for local residents.

APPROACH

Our team engaged hundreds of tourism stakeholders in L.A., including convention planners, hotel owners, more than 1,000 residents and 1,500+ past visitors. With the input from stakeholders, the public, boards and steering committees, Resonance created a final report that orders and contextualizes the findings and lays out a path of action for the CTD and the City of Los Angeles.

IMPACT

While the Tourism Master Plan addresses critical hardware—such as transportation or the Los Angeles Convention Center—required to achieve the City of Los Angeles' 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 for visitors and residents. As a result of Resonance recommendations, Mayor Eric Garcetti signed his 33rd Executive Directive, which creates the City of Los Angeles Tourism Cabinet, a group of department general managers to support growth in the tourism and hospitality sectors in Los Angeles. The Executive Directive also calls for the creation of a Chief Tourism Officer and implementation of the recommendations laid out in the City's Tourism Master Plan.



Scottsdale

A STRATEGIC PLAN FOR ONE OF THE COUNTRY'S MOST AFFLUENT DESTINATIONS

Charting a sustainable future for a destination that marries culture and outdoor recreation.

Org.: Resonance

Date: 2021-2022

Client: City of Scottsdale Tourism & Events Department

Services: Consulting, Tourism Master Planning, Strategic Planning

[Extended Case Study](#)

Reference:

Rachel Pearson, Vice President of Government Affairs, Experience Scottsdale
 rpearson@experiencescottsdale.com
 +1-480-429-2259 | +1-800-782-1117

CONTEXT

The Tourism & Events Department of the City of Scottsdale engaged Resonance, in partnership with Experience Scottsdale, in the development of the strategic plan to guide the post-pandemic recovery and growth of the industry over the next five years.

APPROACH

As one of the country's most recognized and desirable destinations, Scottsdale welcomes visitors from around the world who come to enjoy an urban sanctuary in the heart of the Sonoran desert. From hiking trails to shopping safaris, sports to arts and culture, Scottsdale offers a wealth of experiences that attracts active adventurers, urban enthusiasts, business meetings and world-class events throughout the year. The strategic plan provides a framework for decision making regarding efforts and investments to enhance Scottsdale's visitor economy. The planning effort was overseen by a Steering Committee consisting of representatives from the hotel industry and key anchor attractions within the destination. As part of our process, we conducted extensive engagement that included the Mayor & City Council, City Manager's Office, various city department leadership, hoteliers, property owners, retailers, restaurants, art galleries, and other partners and stakeholders.

IMPACT

The framework developed a clear and shared vision of tourism to help Scottsdale grow sustainably as one of the country's most desirable destinations by positioning it as a luxury destination in the heart of the Sonoran Desert. The framework was guided by the specific experience principles that aided in the understanding of the facilities, programming and events that would be required to enrich both the visitor and resident experience that would minimize the impact of tourism on the environment while maximizing its economic benefits for the city.



Destination Canada

SHAPING THE FUTURE OF TOURISM IN CANADA

The development of Destination Canada's 2030 Strategy and forward-thinking measurement framework to define Canada's performance.

Org.: Resonance

Date: 2021-Present

Client: Destination Canada

Services: Tourism Strategy, Research

[Extended Case Study](#)

Reference:

Meaghan Ferrigno, Chief Data Analytics Officer
Destination Canada
ferrigno.meaghan@destinationcanada.com
+1 604-638-8378

CONTEXT

What will tourism look like after the pandemic? From a virtual industry-wide shutdown to unprecedented demand for leisure travel in some destinations in the space of just two years, the pandemic upended the long-term plans of Canada's national, provincial, and municipal destination marketing organizations. Destination Canada needed to develop a shared strategy to drive the recovery of travel and tourism and plan for long-term growth and resilience.

APPROACH

Resonance is leading the way in helping the Canadian tourism industry recover post-pandemic and plan for a more resilient future as part of the development of Destination Canada's 2030 Resilience Strategy. To develop the strategy, our team led internal and external engagement to co-develop the strategy with partners, developed future scenarios for the tourism sector, built an innovative and centralized measurement framework, and organized key meetings with industry stakeholders and government officials.

IMPACT

The 2030 Strategy has unified stakeholders and partners behind a common aspiration – tourism generates wealth and wellbeing for all of Canada and enriches the lives of our guests – with shared objectives and targets. To track the impact of the Strategy, Resonance was engaged to develop The Wealth & Wellbeing Index for the organization. The Index provides a strategic benchmarking tool to track progress in economic, social, and environmental sustainability and resilience at all levels – from national to provincial, and municipal tourism by identifying the key strengths and development opportunities to support long-term industry advancement.



Ottawa

STRATEGIC PLAN FOR TOURISM IN CANADA'S CAPITAL

Research reveals surprising insight about the national capital's strengths and opportunities.

Org.: Resonance

Date: 2021-2022

Client: Ottawa Tourism and Convention Authority, Inc

Services: Tourism Strategy, Research

[Extended Case Study](#)

Reference:

Mary Sayewich, PMP, Director, Strategy and Project Management, Ottawa Tourism
msayewich@ottawatourism.ca
+1-613-696-8824

CONTEXT

The pandemic greatly affected Ottawa's tourism industry, revealing the need for a reconsideration of the city's audiences and offerings. Resonance was engaged by Ottawa Tourism to help define a new vision for tourism in Canada's capital and create a roadmap that would ensure both recovery in the short-term and the long-term sustainability and growth of Ottawa as a national and international destination.

APPROACH

In Ottawa, the Destination Stewardship Plan was developed with and shared by stakeholders. While Ottawa Tourism is guiding the plan, the implementation of the recommendations and initiatives relies on other partners such as the City of Ottawa and Invest Ottawa. We engaged over 100 stakeholders, surveyed more than 1,700 visitors from across Canada and 1,000+ local residents to understand the current state of tourism, define the visitor of the future, and compare how Ottawa ranked against 14 other cities, including eight peer Canadian cities. We combined insights to produce experience principles that included voicing reconciliation to living for the great outdoors to celebrating neighborhoods and loving our terroir.

IMPACT

Our work resulted in a new 5-year [Strategic Plan](#) for Ottawa Tourism as an organization and longer-term [Stewardship Plan](#). It was a unique opportunity to tie long-range destination planning for Ottawa's tourism industry to a shorter-term organizational strategy for Ottawa Tourism itself. To ensure long-term implementation, the development of the Strategic Plan helped define the resources and structures required for Ottawa Tourism to implement key strategies. The shared action plan supported the integration and mapping of partner responsibilities across these strategies.

03

Methodology & Approach

Our Approach in Short

Our approach is designed to be agile and help stakeholders articulate and share a clear vision for the future. The strategic planning will follow the engagement schedule and will be divided into four phases to ensure all stakeholders are empowered in the development of the vision and the five-year strategy map.

	TASKS	TIMELINE
PHASE 01 Kick-Off & Strategic Review	1.1 Project Set Up 1.2 Strategic Review 1.3 Market & Trends Analysis	WEEKS 01-04
PHASE 02 Stakeholder Engagement	2.1 Stakeholder Engagement 2.2 SWOT Analysis	WEEKS 02-05
PHASE 03 Strategic Sessions	3.1 Strategic Workshop (Retreat) 3.2 Recommendations & Consultation	WEEKS 06-10
PHASE 04 Strategic Plan	4.1 Strategic Plan 4.2 Action Plan	WEEKS 11-16

Bi-weekly calls will be scheduled to manage the project, consult with the project team, and review key deliverables.

Phase 1:

Kick-Off & Strategic Review

1.1 PROJECT SET UP

The project kick-off will be an opportunity to align on the methodology, and project governance and discuss the stakeholder and community engagement process. We will align on the overall approach, define roles and responsibilities, validate collaborative tools, and platforms. We track and share regular progress reports and up-to-date budget reports in all projects.

The project kick-off (virtual) will take place with SLO TBID and will include:

- Introductions, orientation, and project kick-off between our team and the SLO TBID team;
- Detailed project planning between our team and the SLO TBID staff to coordinate future phases;
- Strategic review of previous plans and studies;
- Scan of other inter and extra-regional strategic plans; and
- Analysis and selection of stakeholders to engage.

We will perform a strategic review of existing research, audiences, current business development efforts, and future projects, including regional and provincial plans.

1.2 STRATEGIC REVIEW

Our team will review and synthesize past and existing reports, analysis, and information made available by SLO TBID and its industry partners. The review is intended to provide our team with a baseline understanding of existing research inputs that can be leveraged and enable us to identify key ongoing development projects/tourism and hospitality initiatives, recent labor/workforce challenges, and existing tourism programs and policies that will impact destination development. In addition, it provides a baseline understanding of organizational frameworks and existing resources that shape the current state of tourism in San Luis Obispo.

We have been collecting key tourism trends around the world to help inform large-scale tourism policy and product development. Our team monitors key trends within the supply side of the industry, changes in consumer behaviours, and responses from other competing destinations.

Sample: [Big Shift Trends Report](#)

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Phase 2:

Stakeholder Engagement

2.1 STAKEHOLDER ENGAGEMENT

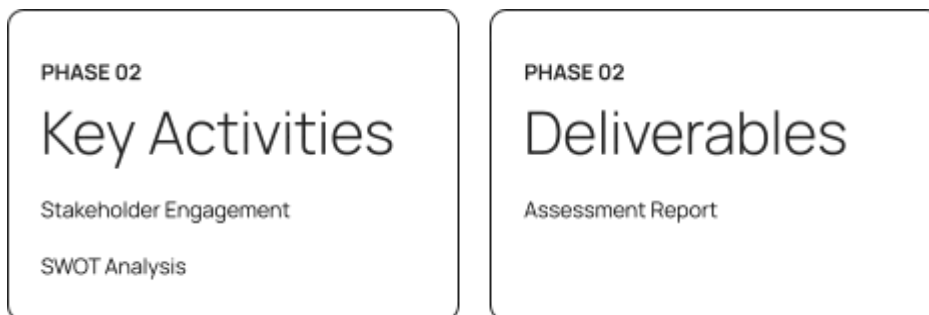
We will develop the stakeholder engagement plan, including developing the interview guide. The stakeholder engagement stage will include a series of interviews with representatives of destination. Interviews will be held online, we will meet with stakeholders in individual and small group sessions ranging from 30-60 minutes each to discuss:

- The trends/events impacting the destination and its tourism industry and the threats and opportunities they represent;
- SLO TBID's current activities and their perceived impact on the destination's economy, employment, tourism quality, environment, and quality of life;
- The relationship between SLO TBID and its partners/stakeholders in building and marketing the destination; and
- The nature and role of the Board, Staff, and Members, as well as local tourism partners and supporters.

Stakeholders will include public organizations, lodging industry, key attractions, tourism infrastructure and others with interest in/influence over tourism to discuss the SWOT and trends analysis, as well as core priorities.

2.2 ASSESSMENT & SWOT ANALYSIS

The insights shared by stakeholders will be summarized in a SWOT Analysis. The internal strengths and weaknesses, and external opportunities and threats will be shared and validated by SLO TBID.



Phase 3:

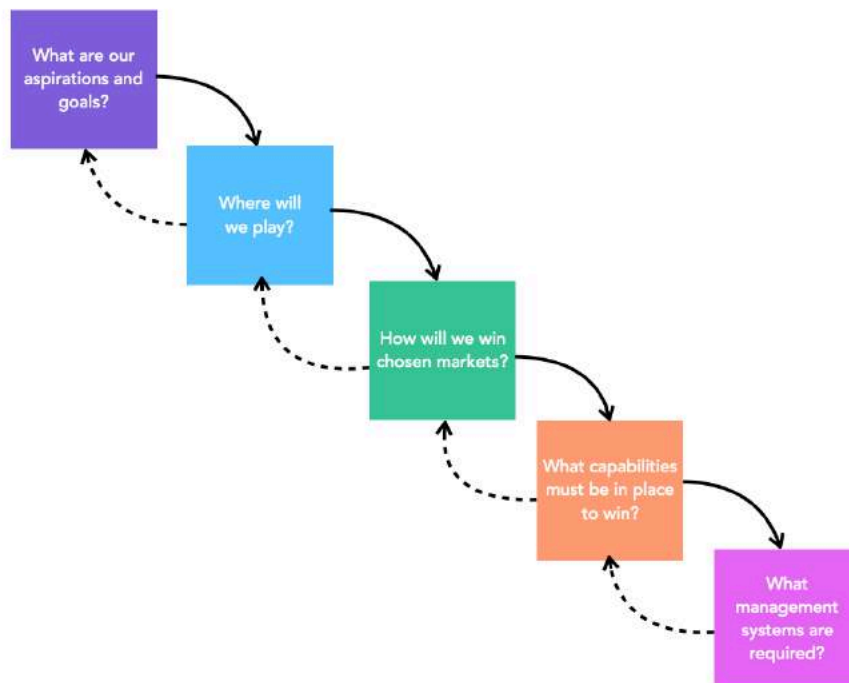
Strategic Sessions

3.1 STRATEGIC WORKSHOP

The strategic planning workshop will encourage open dialogue from participants to gain meaningful input into the establishment of the mission, vision and goals for the next five years. Both the Trends Analysis and the SWOT Analysis will inform the process of establishing core priorities, goals, and KPIs for the organization. Our approach to scenario planning and workshop facilitation is differentiated by three core beliefs:

- Engaging a diverse range of participants in the process;
- Shifting the dialogue from focusing on “What is” to “What could be,” through the use of future techniques and methodologies; and
- Utilizing graphic facilitation methods and imagery in strategic exercises to illustrate ideas that are more robust than can be expressed by words alone

During the workshop, participants will be asked to identify and prioritize opportunities for the organization. Our team has successfully followed the Play-to-Win framework to establish strategic priorities for organizations.

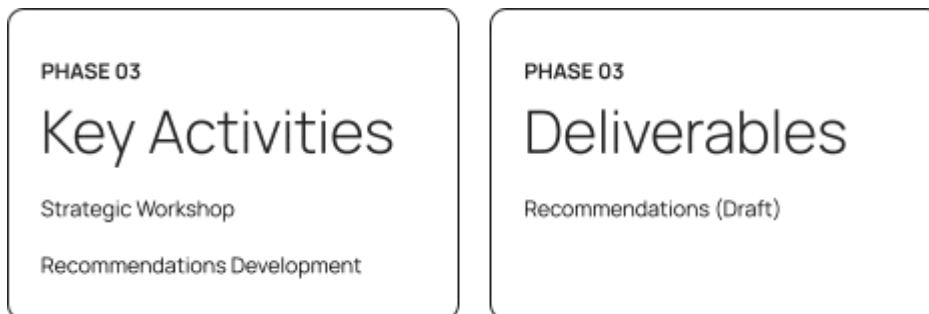


The framework involves five key steps:

- Decide where to play: Determine which markets or segments to compete in;
- Understand how to win: Identify the unique capabilities and advantages that will allow you to succeed in those chosen markets;
- Assess core capabilities: Evaluate your organization's strengths and weaknesses to determine if you have the necessary capabilities to win;
- Develop the right to win: Invest in and develop the capabilities needed to succeed in chosen markets; and
- Manage for results: Implement processes and systems to ensure ongoing performance and adaptability to changing market conditions

3.2 RECOMMENDATIONS DEVELOPMENT

Based on the destination vision established with stakeholders in the workshops, and informed by insights gleaned in the previous phases, our team will develop an initial draft of strategies across several areas. After refinement of the strategies, the vision and recommendations will be shared back for additional input. The consultation phase will focus on the relationships between key players, including Board engagement and staff engagement, alignment with business targets and objectives, and exploring areas of greater efficiency and opportunity. The draft strategic plan will be presented to the SLO TBID Board at an offsite planning session.



Phase 4: Strategic Plan

3.1 STRATEGIC PLAN

Following approval of the strategies by the Board, we will develop and design SLO TBID's Five-Year Strategic Plan. It will be graphically formatted and user-friendly in its organization, narrative, and visual appearance. Both a report and condensed highlight presentation will be developed to support the launch of the Strategic Plan in Q1, 2025.

Sample: [Strategic Plan](#)

The final product of this process will be a plan that is both aspirational and actionable. In many projects, the final plan is shared and presented to stakeholders. Time has been allocated to deliver the Strategic Plan to stakeholders.



3.2 STRATEGIC ACTION PLAN

Key to the success of any strategic planning initiative is the corresponding action plan that defines responsibilities (key actors, supporting partners, sponsors/funders), estimated timeline, project risks, and key performance indicators for each strategy. As such, our team will then develop a tool to track and measure progress and to hold staff and external partners accountable for the implementation of strategies in the Strategic Plan. The action plan will act as a strategy map for a five-year horizon, including actions and KPIs. Implementation progress will be integrated as part of the action plan.



04

Project Timeline & Budget

Timeline

TASKS / WEEKS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
STRATEGIC PLAN																
Kick-Off & Strategic Review																
Project Set Up	• Kick-off															
Strategic Review																
Market & Trends Analysis																
Stakeholder Engagement																
Stakeholder Engagement																
Assessment & SWOT Analysis																
Strategic Sessions																
Strategic Workshop																
Recommendations & Consultation																
Strategic Plan																
Strategic Plan																
Action Plan																

Fee Schedule

STRATEGIC PLAN

1. Kick-Off & Strategic Review	\$15,000.00
Project Set Up	
Strategic Review	
Market & Trends Analysis	
2. Stakeholder Engagement	\$12,000.00
Staff Engagement	
SWOT Analysis	
3. Strategic Sessions	\$24,400.00
Strategic Workshop	
Recommendations & Consultation	
4. Strategic Plan	\$19,250.00
Strategic Plan	
Action Plan	
SUB-TOTAL	\$70,650.00
ESTIMATED TRAVEL EXPENSES	\$3,650.00
PROJECT TOTAL	\$74,300.00

We can't wait
to work with you
in San Luis Obispo.

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resonance

AUGUST 2024

VISIT SAN LUIS OBISPO

PROPOSAL FOR STRATEGIC PLANNING SERVICES



photo by Josh Hill on Unsplash

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Jacqui Clark-Charlesworth
Tourism & Community Promotions Manager
Visit San Luis Obispo

Dear Jacqui:

I deeply believe that no organization should operate without a good Strategic Plan. Using a very small percentage of your time to do strategic planning allows you to be intentional about how you spend the *rest* of your time as an organization. Further, in a time of great change and ongoing uncertainty, having the north star of a strategic plan keeps an organization focused and efficient.

Although we know one another well, let me re-introduce myself: I'm a destination strategist who has led travel and tourism projects across a multitude of challenges: sustainability, recovery, and destination development. My past clients span the U.S. and include Brand USA, Travel South, nine state tourism agencies including Visit California, to dozens of county and municipal destinations ranging in scale from Park City, Utah to San Francisco Travel. I've been doing this work for over a decade.

As you consider the proposals you receive for your Strategic Plan, I'd like to highlight a few key attributes that I believe set the Whereabout team and approach apart:

- » Our approach seeks to get **solid, reliable information** during research and planning, and we are expert at converting that information into **actionable insights** that can drive your strategic direction.
- » Through my work throughout San Luis Obispo County—and directly with Visit San Luis Obispo—over a decade, I've gained understanding of the tourism landscape in the SLO region. We are **familiar with SLO**, yet bring **fresh, expert eyes** to thinking about your future.
- » Our engagement with destinations across the U.S. brings with it an understanding of **trends and emerging innovations** that will help you create a plan responsive to our time.
- » As a small firm designed specifically for planning efforts like yours, you'll receive the **responsiveness and personalized service** that this process deserves.

On behalf of my team, we are enthusiastic about the opportunity to help Visit San Luis Obispo optimize the direction of your organization and look forward to the opportunity to share more about Whereabout's approach with you.

Sincerely,



Matthew Landkamer
Founding Principal, Whereabout

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4	WHEREABOUT TEAM
6	APPROACH TO STRATEGIC PLANNING
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10	PROPOSED TIMELINE
11	PROPOSED INVESTMENT

EXECUTIVE SUMMARY

UNDERSTANDING OF THE PROJECT

The TBID in San Luis Obispo, self-assessed by the hotels in the City, exists to fund the marketing of San Luis Obispo to drive overnight tourism, resulting in general economic benefit and quality of life improvements for the residents of SLO.

This third five-year Strategic Plan will guide the ongoing evolution of Visit San Luis Obispo, helping to prioritize efforts and therefore budget assignments, and providing an overarching strategy that the Marketing Strategy can ladder up to.

This strategy needs to recognize where the organization has been, take account of its opportunities and constraints, and imagine an even more prosperous future.

AN EXPERIENCED TEAM

The team proposed for this project, Matthew Landkamer and Stacy Humphrey, has worked together on strategy projects for destinations for over four years. Matthew has been helping destinations craft strategies for 12 years, and has led the strategic planning team for both of Visit San Luis Obispo's past strategic plans, as well as a number of other destinations in San Luis Obispo County.

Their work across the United States developing strategies for DMOs, as well as their deep knowledge of the local stakeholder environment in the SLO region, uniquely qualify them for this work.

A PROVEN APPROACH

The three-phase approach proposed for this work has been developed and adapted over time through working with dozens upon dozens of DMOs—it is a speedy and industry-specific process that results in actionable and responsive strategic plans.

AN APPROPRIATE TIMELINE

Although strategic planning processes may be accomplished more quickly, the six-month process proposed allows enough time for proper stakeholder engagement and reflection before bringing a final plan to your Board for approval.

TOTAL COST

For the work described in this proposal, Whereabout requests \$30,000, inclusive of consulting fees and travel costs

ABOUT WHEREABOUT



Whereabout is a **destination futures studio** focused on stewardship. We believe that every destination can achieve a sustainable balance between a robust visitor economy, protection of natural resources, and resident quality of life—and that setting a long-term vision for the future is the first step. We've worked with destination organizations across the U.S. at every scale to create destination assessments, strategic plans, stewardship plans, and marketing plans.

Primary Contact: Matthew Landkamer, Founding Principal
(206) 349-5948 | matthew@whereabout.travel
P.O. Box 3604 Portland, OR 97208



WHEREABOUT TEAM



MATTHEW LANDKAMER
PROJECT LEAD,
DESTINATION STRATEGIST

CERTIFICATIONS

Professional Certificate
in Sustainable Tourism,
Global Sustainable Tourism
Council (GSTC)

PROSCI® Change
Management

Public Interest Design,
SEED Network

EDUCATION

B.A. in Fine Arts, Nebraska
Wesleyan University

Matthew is a destination strategist, change leader, and idea generator. For nearly a decade, his work has been focused on helping destinations think strategically about their organization, their visitor economy, and their place. He has helped state tourism agencies and local DMOs across the country with Sustainable Destination Management Planning, recovery planning, strategic planning, and change management. He founded Whereabout in 2021 to focus his work around his belief that every destination can achieve a healthy balance between a robust visitor economy, protection of natural resources, and resident quality of life.

In addition to his client work, he's served on the U.S. Travel Board of Directors and has been invited to speak at conferences throughout the U.S. on topics such as destination resilience, destination strategy, and regional collaboration between destination organizations.

RELEVANT PROJECTS

- » **Visit San Luis Obispo, CA**
Strategic Plans*
- » **Visit SLO CAL, CA**
Strategic Plans
- » **Travel Paso, CA**
Strategic Plan
- » **Highway 1 Road Trip, CA**
Strategic Plan
- » **Visit Laguna Beach, CA**
Strategic Plan
- » **Travel North Tahoe Nevada, NV**
Strategic Plan
- » **City of Napa TID, CA**
Strategic Plan
- » **Explore Butte County, CA**
Strategic Plan
- » **Visit Santa Maria Valley, CA**
Events & Festivals Strategy*

projects marked with an * performed under previous employment at Coraggio Group

WHEREABOUT TEAM



STACY HUMPHREY
DESTINATION STRATEGIST

CERTIFICATIONS

Professional Certificate
in Sustainable Tourism,
Global Sustainable Tourism
Council (GSTC)

PROSCI® Change
Management

Project Management,
PSU CEPE

Strategic Organizational
Development, PSU CEPE

EDUCATION

M.S.P. Urban Planning,
Florida State University

Stacy Humphrey is a strategic planner, community advocate, and destination strategist. For over two decades, she has been focused on community visioning and problem solving, bringing in all community voices, and charting a path forward with the broadest benefit and support. Stacy has deep experience in travel & tourism and community economic development. She has helped local community and state tourism agencies across the country with tourism planning and in charting a course forward through economic recovery. Stacy founded Stacy Humphrey LLC in 2022 to focus her work on communities, strategy, and economic development.

RELEVANT PROJECTS

- » **Great Rivers & Routes, IL**
Strategic Plan
- » **City of Napa TID, CA**
Strategic Plan
- » **Experience Champaign-Urbana, IL**
Strategic Plan
- » **Oregon Coast Visitors Association**
Strategic Plan
- » **Park City/Summit County, UT**
Strategic Plan*
- » **Illinois Office of Tourism**
Illinois Tourism Strategy: Roadmap Through Recovery
to Long-Term Success (not adopted)*
- » **Town of Gilbert, AZ**
Tourism Strategic Plan*
- » **Heber Valley, UT**
Tourism Master Plan*
- » **City of Avondale, AZ**
Avondale Tourism Plan*
- » **Arizona Office of Tourism**
Tourism Strategic Recovery Plan*

Projects marked with an * performed under previous employment at Coraggio Group

APPROACH TO STRATEGIC PLANNING

PHASE I: DISCOVERY & ANALYSIS

The first phase of work builds towards a Strategic Perspectives Report, which will detail the current state of tourism promotion and management in San Luis Obispo to support effective strategic decision-making.

KICKOFF MEETING

Our first step is a 90-minute kickoff meeting with the Economic Development & Tourism Manager and other key team members where we will ensure alignment on the scope of work and timeline, discuss project logistics, and identify relevant and available background information.

BACKGROUND INFORMATION REVIEW

After the Kickoff Meeting, we will gather available documents pertinent to the Visit San Luis Obispo Strategic Plan such as any prior strategic plans, marketing plans or other planning documents and any performance data that Visit San Luis Obispo collects.

STAKEHOLDER SURVEY

Parallel to the review of background information, we will gather information from your community stakeholders through an online survey. The survey will go to as broad a selection of tourism stakeholders as possible and will gather their impressions of the current state of your visitor economy, their opinions about your tourism assets, where they see opportunities for shaping visitation to the destination, their hopes for the future of the visitor economy, and the primary obstacles they see related to your strategic direction.

STAKEHOLDER INTERVIEWS

Hearing directly from your stakeholders is an important input to a Strategic Plan that has buy-in from the local tourism industry. We will conduct up to 10 individual video interviews with key stakeholders, city government officials, local tourism businesses, and others with a vested interest in the success of the San Luis Obispo visitor economy. We will begin scheduling these interviews once the survey has been open for at least a week, so that we can use the interview conversations to drill down and build more nuanced understanding of some of the early survey results.

STRATEGIC PERSPECTIVES REPORT

The Strategic Perspectives Report is the foundation for the Strategic Planning process, as it provides crucial thematic considerations. We will analyze and synthesize all the information gathered from available data and stakeholder outreach and draw conclusions about where the strategic planning process should focus. The report will include:

- » Introduction/Methodology
- » Strategic Perspectives
 - » Thematic Summary
 - » Data Points
 - » Quotes
 - » Conclusions
- » Appendices
 - » Survey Results

The Strategic Perspectives will highlight strengths and weaknesses of Visit San Luis Obispo, identify gap areas, identify new opportunities, and recommend specific strategies to ensure Visit San Luis Obispo is in the best position possible to execute its Mission.

PHASE II: STRATEGY DEVELOPMENT

In the second phase, we will take what we learned in the first phase and work with you and your stakeholders to turn insights into actionable strategies. To best facilitate this work, we propose forming a Planning Team of 8-12 members made up of Visit San Luis Obispo staff and Board members, contractors, and other key stakeholders as appropriate. This Team will be asked to participate in a day-long planning retreat.

STRATEGIC DEVELOPMENT WORKSHOP

We will convene your Planning Team for this full-day workshop and begin with a review of the Strategic Perspectives Report, as the insights and strategic recommendations contained in the report will set the stage for a focused and effective planning process. We will share what we've learned and what we think it means strategically for Visit San Luis Obispo.

The second part of this workshop will focus on reaffirming the North Star for your organization: your Vision, Mission, Values, and Position statements. Combined, these statements set the course for the organization and guide all other decision-making, answering the questions of what the organization exists to do, how its team and Board members go about that work, and what unique value the organization provides to the community. We will center your existing Vision, Mission, Values, and Position statements in this conversation, ensuring that they are clearly articulated and endorsed by the staff and Board alike.

We will then facilitate the team through exercises to draft an initial set of Objectives, the 3-5 main bodies of work that the organization will undertake in the next three years. This conversation will be heavily informed by what we collectively learned from the Strategic Perspectives Report, and therefore will be both data-informed and an expression of stakeholder perspectives.

For each Objective, we'll identify a set of Strategies and Indicators to monitor progress and success. The result of this work will be 3-5 Objectives, whose success can be judged by 2-3 Indicators, and whose strategic aims will be furthered by the execution of 3-6 Strategies. This will constitute the first draft

of the plan, and although it will still need some refinement, we will be able to see the contours of the strategic direction and—more importantly—the Planning Team will begin to see the future direction of the organization.

STAKEHOLDER CHECK-IN

We'll pause at this point in the process to check in with the community again—connecting back to what we learned from your stakeholders in the survey and showing them where their ideas got included in the draft plan. In a two-hour meeting, we'll share insights from the Strategic Perspectives Report and the draft of the Strategic Plan, then we'll give the community a chance to weigh in on what they think might be missing, or where they enthusiastically support the direction of the plan. The facilitation of this meeting will be important, as we'll need to ensure that your stakeholders feel heard and contribute useful input, but also help them to understand that they are only offering suggestions, and that the final planning decisions rest with the Board and staff of Visit San Luis Obispo. We'll leverage our experience to design a workshop that is engaging and informative without giving too much of a platform to anybody who has an axe to grind.

WORKSHOP 4: STRATEGIC PLAN REVISION

Working with the Economic Development & Tourism Manager and 1-2 other members of the Planning Team, we'll use this two-hour virtual workshop to reflect on the stakeholder feedback and make adjustments to the draft Strategic Plan, resulting in the content of a final draft that the Economic Development & Tourism Manager can take to the Board for approval.

PHASE III: IMPLEMENTATION READINESS

The final phase of work will set Visit San Luis Obispo up for successful implementation of the Strategic Plan.

FINAL PLAN DOCUMENTATION

The final plan will be documented in the simplest way possible—a single 11” x 17” sheet that has all the plan elements on one side. In our experience, having the plan documented as a “quick start guide” supports implementation by making the content of the plan readily accessible. If desired, we will also produce a short “booklet” version of the plan that goes into more detail about each strategy and memorializes the Planning Team’s decisions.

BOARD PRESENTATION

Whereabout will attend a January Visit San Luis Obispo Board meeting virtually to assist in the presentation of the final draft plan to the Board, and to answer any questions about the process or the greater industry context in which this plan lives.

IMPLEMENTATION SUPPORT

We never want to see our plans “gather dust on a shelf” and neither do you. Although you’ve implemented our plans before, we still believe it’s beneficial to meet with the Economic Development & Tourism Manager once every quarter for the first year following completion of the plan to provide guidance and coaching on getting implementation up and running, and building out a first-year action plan to take on the top-priority strategies. In our experience, these check-ins perform two functions: they provide an accountability deadline to get things started, and they also give destination leaders a forum for problem solving as implementation gets ramped up.

REFERENCES

VISIT PARK CITY, UT

Jennifer Wesselhoff

President & Economic Development
& Tourism Manager
435.658.9617
jennifer@visitparkcity.com

Services Provided:
Strategic Planning

2022-2027 ORGANIZATIONAL STRATEGIC PLAN

On the heels of the creation of Visit Park City's internationally-recognized Sustainable Tourism Plan, Matthew (under contract to Coraggio Group) and Stacy (under previous employment at Coraggio Group) facilitated a process to create a five-year Strategic Plan for the destination organization.

CITY OF NAPA TID, CA

Neal Harrison

Economic Development Manager
(707) 258-7857
nharrison@cityofnapa.org

Services provided:
Strategic Planning

2024-2027 STRATEGIC PLAN

Whereabout led a process with the Local Governing Committee of the City of Napa TID to create the organization's first Strategic Plan, supported by stakeholder interviews and a survey. Whereabout's continued engagement with the city of Napa is in support of developing a destination marketing organization with a Marketing Manager to lead the City's tourism promotion.

EXPLORE BUTTE COUNTY, CA

Nichole Farley

Executive Director
916.316.6066
nichole@explorebuttecounty.com

Services Provided:
Strategic Planning

STRATEGIC PLAN 2023-2025

Whereabout performed stakeholder outreach and facilitated a Board retreat and subsequent work sessions to arrive at Explore Butte County's 3-year Strategic Plan.

PROPOSED TIMELINE

		AUG	SEP	OCT	NOV	DEC	JAN
Phase I	Kickoff Meeting						
	Background Information Review						
	Stakeholder Survey						
	Stakeholder Interviews						
	Strategic Perspectives Report						
Phase II	Strategic Development Retreat						
	Stakeholder Check-in						
	Strategic Plan Revision Workshop						
Phase III	Final Plan Documentation						
	Board Presentation						
	Implementation Support						

PROPOSED INVESTMENT

TOTAL INVESTMENT

Whereabout's proposed costs per phase are detailed below. The total proposed fees for the Visit San Luis Obispo Strategic Plan are **\$30,000**, including hard costs for travel.

PHASE I: DISCOVERY & ANALYSIS	\$10,383
PHASE II: STRATEGY DEVELOPMENT	\$11,333
PHASE III: IMPLEMENTATION READINESS	\$6,284

ESTIMATED TRAVEL COSTS	\$2,000
TOTAL CONSULTING FEES	\$30,000

TERMS

Whereabout invoices monthly, including consulting fees as incurred and reimbursable travel costs. Invoices are due Net 30.