



## **Exhibit C**

### **San Luis Obispo County Tourism Business Improvement District (CBID)**

#### **YEAR END REPORT for 2016**

**Submitted May 8, 2017**

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Following the review and approval by the Board of Supervisors, this report is available on  
[www.Highway1DiscoveryRoute.com/member](http://www.Highway1DiscoveryRoute.com/member)

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## Synopsis of 2016

### Background

Since late 2014 we have been marketing our region as the CA Highway 1 Discovery Route (CAH1DR), the consumer-facing brand for the unincorporated SLO County Tourism Business Improvement District (CBID). The brand delivers a clear sense of place and compelling experiences California travelers seek. Evolving the CAH1DR as a shared road trip offers a rich platform to inspire longer stays and return visits within our 10 unincorporated communities of Ragged Point, San Simeon, Cambria, Cayucos, Los Osos|Baywood, Avila Beach, Oceano, Nipomo, Edna Valley and Arroyo Grande Valley.



The CA Highway 1 Discovery Route is creating a more direct connection with our 10 regions and their location along Highway 1. With over 800,000 online searches per month, Highway 1 was the key common denominator that would provide the "universal glue" that would connect our regions to a location that both California travelers, and international travelers, are familiar with ~ the Pacific Coast Highway 1 along our central CA coastline.

The accessibility to our stretch of Highway 1 is a key differentiating factor for those North of us; and our quiet, safe communities for those South of us.

Messaging about the fact that our stretch of Highway 1 remains open for business is important as CalTrans works to regain access between Ragged Point and Carmel by the Sea.

The visibility, popularity and awareness of the HIDR brand continues to grow. TripAdvisor currently ranks the Highway 1 Discovery Route #10 of #77 Things to do in San Luis Obispo.

### Highway 1 Discovery Route

●●●●● 22 reviews | #10 of 77 things to do in San Luis Obispo

Scenic Drives, Sights & Landmarks, Outdoor Activities

Overview Reviews (22) Q&A (1)



#### TripAdvisor Reviewer Highlights

[Read all 22 reviews](#)

##### Visitor rating

Excellent	22
Very good	0
Average	0
Poor	0
Terrible	0

##### "One of the most beautiful roads"

I've lived here for 30 years and have visited this highway before settling here. From Cambria, to Ragged Point, Gorda (only gas station), Big Sur, Nepenthe Restaurant and gift... [read more](#)



Reviewed 1 week ago  
Liza W, San Luis Obispo, California



## Our Goals and Looking Ahead

During the period from January 2016-December 2016, the CBID objectives were to clarify the 10-destination brand through shoulder season campaigns attracting visitors to Highway1DiscoveryRoute.com web/social/mobile experience, and to evolve and clarify the regional consumer brand: Highway 1 Discovery Route.

The growth of our marketing assets is key to our ability to reach interested travelers, and here are a few highlights:

- e-Newsletter subscribers grew 59% to almost 50,000
- Facebook fans grew 37% generating 2,000,000 impressions per month (on average)
- Website sessions surpassed 220,000, a 17% increase
- Feature Editorial Placements totaled 143, with Earned Media Impressions of 40 billion

As we track against our current 2016 | 2017 Fiscal Year marketing progress, we are seeing continued increases on our H1DR website, our primary consumer marketing tool:

- Sessions: + 85% Y/Y (FY Goal = +30%)
- Unique Users: +76% Y/Y (FY Goal = +30%)
- Organic Searches: + 31% Y/Y (FY Goal = +15%)

More importantly, TOT and BID Assessment collections are up:

- TOT: + 5.1% Y/Y
- BID Assessment: +3.45% Y/Y
- Growth since inception of BID: + 53.9% since 2009

Solid results don't tell the whole story. We must continue to evolve as an organization and stay connected to the needs of our constituency. In 2016, the CBID evolved our 5-year Vision (page 26). These pillars were created to guide the CBID organization into 2020, and define where we focus and how we allocate our resources:

- **Collaborative Partnerships:** Enhance collaboration with state, regional, county-wide and local tourism partners
- **Awareness and Engagement:** Generate incremental awareness and engagement in the CAH1DR and 10 destinations
- **Economic Well-being:** Enhance economic well-being through increased in overnight stays and length of stays
- **Local Fund Evolution:** Guide and support the evolution of local funds

Additional strategic development work was funded in late 2016, and is currently under way. The Strategic Direction document found on page 27 summarizes future imperatives, objectives and initiatives, providing a roadmap of how the CBID organization will evolve over the next 3 years.



The first step is to provide further clarity around our Mission, Vision and Values. The CBID Advisory Board motioned to support the proposed strategic direction at their April 2017 meeting:

**Vision** People and places, engaged and enriched through tourism.

**Mission** Promote memorable visitor experiences while being stewards for thriving and cohesive communities.

**Values**

Moxie: We bring strength of purpose and direction to everything we do.

Collaboration: We seek out and foster relationships rooted in mutual respect.

Accountability: We are a transparent organization.

Furthermore, it is important for us to uphold a reputation in our industry and have a clearly defined role within our communities. These two important factors were also explored during the strategic development process, and will create the 'face' of our organization to stakeholders, partners and constituents:

**Reputation** The CBID will be known as:

- Responsible & Responsive
- Strategic & Proactive
- Collaborators & Connectors

**Position** In order to best support our lodging constituents in ten unincorporated areas of San Luis Obispo County, the CBID:

- Provides a funding stream and professional marketing guidance to promote tourism.
- Connects local communities and provides a collective voice.
- Supports stewardship and the enhancement of tourism-related infrastructure and beautification.

With our eye on the future, CBID recognizes that we must focus on impacting our communities here and now. We believe our real strength comes from our continued ability to collaborate, connect and deliver results. We continue to build upon partnerships with State and County Parks, NOAA, Avila Harbor District, Central Coast State Parks Association, local Chambers and Visitor Centers, as well as many local cultural and heritage non-profits. Furthermore, our partnership with SLO CAL is key and allows for us to minimize duplication of effort and create a larger marketing footprint to support our vision ~ People and places, engaged and enriched through tourism.

**In Conclusion**

We continue to have plenty of opportunity to make more and more Californians aware of the Highway 1 Discovery Route, and SLO County overall. A recent Merrill Research study done in partnership with SLO CAL shows encouraging results for the Highway 1 Discovery Route amongst San Luis Obispo County visitors and prospects, and validates the rationale for evolving the regional brand:

- 71% aware the stretch runs through Coastal SLO County
- 86% have driven the route – with LA being #1
- 97% are interested in experiencing the CAH1DR
- 97% feel it is comparatively unique
- 84% would stay overnight along the route



The State of California Travel survey, completed for VisitCA by Destination Analytics, shows that 36% of US travelers are likely to visit California in the next 3 years. Furthermore, over 85% of Californians travel within the state, providing a real opportunity with our 5-hour drive markets.

And although our 10 destinations have lower awareness as compared to other SLO County cities like San Luis Obispo and Paso, this too provides strong support to continue marketing our areas and the H1DR as an attraction you don't want to miss.

As we grow and contribute to our tourism economy, we strengthen our communities in the process. With the CBID taking a lead role in programs like the County Beautification and Infrastructure Grant (BIG) program, bringing a needed \$100,000 annually into our unincorporated areas. Along with other efforts like the award-winning Stewardship Travel Program (pages 22 – 25), and The Whale Trail (see page 24), with 6 interpretive sign destinations along our SLO coast. As the Whale Trail's southern-most point, we are helping to support their quest to connect the whale's journey from Canada to Mexico along the Pacific Coast.

Our ongoing focus within the 10 unincorporated communities will continue to make a difference for our visitors and our residents, as the CBID instills our mission to promote memorable visitor experiences while being stewards for thriving and cohesive communities.



## **Stat Summary Brief | Dashboard**

### **Website and Social Media Efforts**

During the period from January 2016-December 2016, the CBID objectives were to clarify the 10-destination brand through shoulder season campaigns attracting visitors to Highway1DiscoveryRoute.com web/social/mobile experience. The process included conducting research on visitors and how they perceive the unincorporated San Luis Obispo County and refining the marketing messaging. The interactive marketing strategy included refreshing the mobile responsive website and conducting paid, earned and owned 'must-see' getaway campaigns for each of the 10 regions during the shoulder season. These ongoing monthly campaigns successfully attract e-newsletter and social media fans to Highway1DiscoveryRoute.com and each destination.

CBID interactive marketing efforts include:

- e-Newsletter: 49,626 subscribers (December) grew 59% from previous 12 months
- Website Content: 550 content pages, 148 blog features with 845 PLAY, 427 EAT and 400 EVENT profiles.
  - 10 destination visitor guides with rural road trip maps offering local points of interest, activities and 40 profiles of 'must-see' experiences for rural road trips.
- Video Content: 60 videos, including short destination vignettes of 'must-see' experiences in each destination, attracting 144,000 views from targeted visitors.
- Facebook: 78,000 fans – a 37% increase from previous 12 months generating 2,000,000 impressions per month, on average. Total Impressions 15,000,000; Total Reach: 7,650,000
- Website sessions: 221,800 – a 17% increase from the previous 12 months.
- Traffic Sources: Organic Search – 24%; Referring Sites – 32%; Direct – 16%; Social Media – 16%; Paid – 12%

### **Public Relations Efforts**

The California Highway 1 Discovery Route Public relations program focused on media pitches that increase target-market awareness leading to vacation planning and increased length of stay along the iconic 101-mile route. Core Marketing Firm media pitches generated extensive media coverage of the individual destinations, 'must-see' experiences, stewardship travel, Coastal Discovery and Stewardship adventures, hiking, biking and family reunions.

- Feature Editorial Placements: 143
- Press Releases: 12
- Media Visits Hosted: 20
- Earned Media Impressions\*: 40 Billion
- Total Ad Equivalency: \$ 22.9Million
- Total Publicity Value: \$ 66 Million



California Highway 1 Discovery Route, our 10 destinations and our key messages were found in well-known media outlets like

- LA Times
- Forbes Travel Guide
- SF Gate
- CNBC
- The Huffington Post
- Examiner.com
- Mercury News
- Yahoo Travel
- About.com
- Afar.com
- Orange County Register, to name a few.

Please go to [www.Highway1DiscoveryRoute.com/media](http://www.Highway1DiscoveryRoute.com/media) to view articles/coverage.

\*Earned media refers to publicity gained through promotional efforts other than advertising, as opposed to paid media (publicity gained through advertising). Earned media often refers specifically to publicity gained through editorial influence. A Nielsen study in 2013 found that earned media (also described in the report as word-of-mouth) is the most trusted source of information in all countries it surveyed worldwide. It also found that earned media is the channel most likely to stimulate the consumer to action.





## **TOT Tracking & BID Assessment Growth**

TOT/Bed Tax is currently our best indicator of the success of our efforts. The CBID clearly understands that our efforts do not solely impact TOT, and we do recognize that the significant gains we have enjoyed since the TBID's inception in 2009 are attributed to many factors.

### **TOT Totals by Fiscal Year (Source: County Tax Collector)**

2009/2010	\$5,452,645
2010/2011	\$5,733,837
2011/2012	\$6,217,674
2012/2013	\$6,591,295
2013/2014	\$7,733,141
2014/2015	\$8,117,718
2015/2016	\$8,529,754 <b>5.1% Y Y growth</b>

### **Growth in TOT from CBID Inception to Current (FY 2009/2010 versus 2015/2016)**

Increase of \$3,077,109 or 56.4%

### **BID Assessment Collections by Fiscal Year (source: County Reconciliation Reports)**

2009/2010	\$1,208,756
2010/2011	\$1,270,149
2011/2012	\$1,377,971
2012/2013	\$1,460,965
2013/2014	\$1,648,058
2014/2015	\$1,798,886
2015/2016	\$1,860,859 <b>3.45% Y Y growth</b>

Total Collections: \$10,625,644

### **Growth in BID Assessment from CBID Inception to Current (FY 2009/10 versus 2015/16)**

Increase of \$652,103 or **53.9%**





## **CBID Marketing Plan July 2016 – June 2017**

### **ORGANIZATION GOALS & MARKETING PRIORITIES**

The scope of work assigned to the Core Marketing Team (CMT) will be refined to address targeting and messaging opportunities identified by current marketing analytics and research, prior to fall winter campaign. The final tactical plan will include: annual promotion calendar, fresh brand content and creative and final budgets aligned with the approved organizational goals, described below by marketing priority:

- Generate incremental awareness and engagement in the CAH1DR and the 10 assessed destinations
- Enhance economic well-being through an increase in overnight stays and length of stays within the assessed destinations
- Enhance collaboration with state, regional, county-wide and local tourism partners
- Guide and support the evolution of local funds

**Awareness and Engagement** – CMT will generate tangible, incremental awareness and engagement amongst core tier 1 targets in the CA Hwy 1 Discovery Route, rural road trips, multi-generational travel experiences, stewardship travel adventures and diverse lodging options and sponsored events available throughout the 10 destinations. Targeting and messaging strategies will be further guided by current, actionable research.

**Scope of Work:** CMT will integrate paid, earned and owned database marketing channels with compelling awareness campaigns that create an emotional connection between targeted travelers and the 10 destination CAH1DR. Final tactical plan will include: seasonal multi-layered promotional campaigns; public relations, increased social media and database marketing efforts. Growth goals, progress tracking and measurement reporting attached to each marketing category will be delivered. Additional insights and ongoing analytics will be provided from contracted research tools.

**Enhance Economic Well-Being** – By generating incremental overnight stays, the marketing effort will contribute to incremental revenues of the constituency as shown by comparative TOT growth.

**Scope of Work:** CMT, through targeted promotional outreach campaigns, will continue to support an increase in occupancy, RevPar and TOT. CMT will assist development and deployment of interactive tools that help attribute awareness efforts to lodging bookings.

**Progress Tracking:** TOT growth, lodging referrals, comparative statistics to agreed comp set.

**Collaborative Partnerships** – CBID and CMT will further the development of marketing programs that tourism partners and constituents will value in their individual efforts to attract tourists to visit, stay longer and return more often.



**Scope of Work:** CMT will assist CAO in all efforts to engage partners through efficient, unduplicated marketing cooperative outreach programs targeting core travelers to the region. Assignments within this scope include: travel media hosting, getaway promotions, database marketing programs, and co-op advertising campaigns.

**Progress Tracking:** Growth in participation, consumer response to outreach.

**Local Fund Evolution** – CBID marketing programs will continue to guide and support the development of local funds and their marketing agencies, through coordinated marketing outreach programs that deliver consistent key messaging distinguishing each destination.

**Scope of Work:** CMT will assist CAO to provide local funds and their respective marketing vendors with shared asset outreach tools, marketing content, event promotions and analytical tools. Printed, mobile web and social media content development will support the key messages of all destinations and provide enhanced visitor navigation.

**Progress Tracking:** Visitor Guide traffic, local fund web social reports and growth of local lodging assessment receipts.

## **RELEVANT INSIGHTS AND TRENDS**

The marketing scope is to remain flexible to adapt to economic and leisure travel trends, program results, technological shifts and the efforts of travel partners and competitors. Program analytics will continually enhance the knowledge-base to guide targeting, messaging and promotional calendars. Below are relevant insights that influence the marketing strategies outlined in this 12 month plan.

- **Actionable insights from current CAH1DR marketing programs, include:**

- Outreach dedicated to the new multi-regional brand, is delivering approximately 25 million paid and 40 billion earned media impressions annually
- Road Trips and multi-gen promotions have acquired more core market millennial and boomer female travelers interested in our regional experiences than prior years
- All 10 destinations are attracting significant earned media coverage from CAH1DR public relations and social media outreach efforts, critical for awareness and SEO
- Nascent multi-generational efforts are showing encouraging response, offering the potential for ongoing multi-gen travel promotions for all destinations and lodging types
- Collaboration with local destination agencies is progressing to refined key messaging and awareness efforts; though local co-op participation is limited to Avila and Cambria
- New research in July, along with continual profiling of subscribers and website visitors, will optimize target markets, messaging and promotional calendars



- **CAH1DR database of 45,000 travelers offers travel interests (ranking)**
  1. Coastal Road Trips
  2. Wine, Beer & Culinary
  3. Free things to do
  4. Beach and beach walks
  5. Outdoor Adventures
  6. Hiking and biking
  7. Art, History, Culture
  8. Stewardship Travel
  9. Spa, Hot Tub and Relaxation
  10. Farmers Markets, AG Tours
  11. Water Sports
  12. Dog Friendly Travel
  13. Golf
  14. Motor Sports
- **Merrill Research shows encouraging awareness in the Highway 1 Discovery Route of San Luis Obispo County visitors and prospects, and validates the rationale for evolving the regional brand:**
  - 71% aware the stretch runs through Coastal SLO County
  - 86% have driven the route – with LA being #1
  - 97% are interested in experiencing the CAH1DR
  - 97% feel it is comparatively unique
  - 84% would stay overnight along the route
  - The 10 destinations have lower awareness, except Hearst Castle
  - Tier 2 markets (Seattle, PHX, LV) offer potential to influence longer stays

## **STRATEGIES AND TACTICS**

To accomplish the approved objectives, the 10 destination CA Highway 1 Discovery Route brand will leverage the most current research to deploy integrated campaigns that further distinguish the stretch of Hwy 1, generate awareness and inspire visitors to stay and experience the 10 destinations to the fullest. The objectives, strategies and tactics outline the framework for promotions, earned media and owned media. Upon board review and approval, a comprehensive 12 month promotional calendar, will be delivered.

### **Shoulder Season Destination Campaigns**

Multi-layered destination campaigns are essential to generate the level of targeted impressions necessary to achieve goal conversions. The tier 1 audience for campaigns prioritizes female boomers and millennial travelers within our 4 hour drive market. With the aging of the boomer generation, increased focus will be on Gen X and millennials drawn to the unique experiences CAH1DR offers.

#### **Objectives:**

- Shoulder season destination campaigns will firmly establish why CAH1DR is *THE best stretch of Hwy 1* for travelers, based on their travel interests.
- Campaigns will significantly increase brand awareness, response and engagement amongst the core tier-1 drive market while capitalizing on geographic, demographic, lifestyle and travel behaviors identified by CMT analytics and contracted research studies.
- Each campaign will leverage compelling calls to action to increasing email subscriptions of targeted visitors further engaged by fresh content to ensure ongoing engagement, visitation, attendance at events, and repeat stays.



- Each campaign will enhance the CBID knowledge base of visitors to refine messaging and destination-specific offers ultimately assisting the member lodging operators to affect a bookings.
- Campaigns will generate incremental traffic to Highway1DiscoveryRoute.com, thematic landing pages, destination-specific content and all branded social media channels.
- Campaigns will continually strive to achieve the lowest cost goal conversions through an ever- changing mix of web, mobile, app and social ad-serving platforms.

### Campaign Strategies:

- Deliver high impact shoulder-season branding campaigns in fall, winter and spring, augmented by monthly ppc, retargeting and content marketing.
- Mobile, social and ... **more mobile!** More than 50% of H1dr.com and 74% of Facebook conversions are mobile devices. Integrated paid advertising will focus on tier 1 drive market travelers profiled by context, behavior, demographic and travel preferences. Campaigns will showcase the unique H1DR experiences and engage them throughout their travel planning process. Behavioral targets include: Passions (food/wine & craft beer/outdoor/wellness/events & ocean activities).
- The global standard for place-based mobile advertising, Factual provides customizable audience targeting and geofencing capabilities. The targeting is built on the best data available in mobile marketing and can be applied across most major media providers to reach travelers en route to San Luis Obispo County, as well as those identified by their previous lodging patterns. Each or both may be applied to serve lodging and event promotions in all 10 destinations.
- CMT will continually test, refine and optimize managed ad servers, demand side platform ([MediaMath](#)), publisher and OTA networks, publisher and OTA email subscriber programs, Google and paid social media networks.
- Paid campaigns are supported by native advertising, advertorial, social media postings and public relations and content marketing to build the 'surround sound' of shoulder season campaign themes.
- Compelling calls to action, contests, giveaway getaways and related sub-offerings (such as weekly/monthly promotions) maximize awareness and traveler response.
- Monthly PPC and retargeting will occur to drive conversion to lodging specials and destination-specific promotions.





- To quickly react to opportunistic media offerings, particularly those that contain editorial coverage of the CAH1DR, Central Coast, road trips and key travel themes related to the destination, an advertising contingency fund will be allocated within the CMT paid advertising budget.

#### **Measurements:**

- *Database Growth:* Increase by 50%
- *Website Growth:* Increase annualized visitor sessions by 30%
- *Increase baseline awareness determined by post-analysis research*

#### **Earned Media PR Strategies**

The award-winning CAH1DR media outreach program currently delivers unmatched earned media coverage in San Luis Obispo County and one of the more robust efforts in CA tourism. The monthly publicity effort is critical to establish the region as a multi-destination attraction through third-party endorsements from bloggers, travel writers and editors from California feeder markets and primary national audiences. The program includes media relations inviting niche lifestyle travel journalists to all 10 destinations, developing itineraries showcasing activities targeted to their audiences in outdoor adventure, culinary, wine and craft beer, multi-generational experiences, getting back to nature and creating a more immersive connection with the destination and locals.

#### **Objectives:**

- Increase feature coverage from top tier travel media outlets
- Increase earned media linkage and social shares from the media
- Increase publicity value based on the most up to date ROI metrics in the industry
- Enhance co-operative efforts with Visit CA, VSLOC and each destination

#### **Media Targets:**

- Top Tier National Travel Lifestyle Media
- Top Tier Regional Travel Digital Media
- Top Regional and National Travel Bloggers
- Top Canadian Travel Media

#### **Strategies:**

- Build Tier 1 and Tier 2 leisure travel brand awareness and preference by distinguishing the iconic California Highway 1 Discovery Route. The monthly effort must keep the route, rural routes, destinations and unique experiences top of mind in the travel, lifestyle media and daily news press by inviting approved primary and secondary targeted media to come stay in the region in return for feature stories, coordinating top journalists trips, acquiring press feature coverage, landing pickups through PR Newswire media partners, which in turn increase links back to Highway1DiscoveryRoute.com and member sites.



- Refine media key messages for the CAH1DR to clarify the location and answer the question: *"Why is this the best stretch of Hwy 1?"* The travel lifestyle media offers an effective barometer for key regional brand attributes, as well as the most influential sources of information for consumer travel planning.
- Execute thematic pitches around key regional points of distinction, such as: pristine beaches, proximity, rural road trips, charming small towns, immersive outdoor activities, and availability of lodging food and wine.

### **Tactics:**

- **Monthly Promotional Calendar, Press Releases and Follow Up Pitching**  
Create an approved 12 month promotional calendar that includes cost-effective PR Newswire e-release, augmented by CMT's proprietary database of 2,000 top travel journalists. With each press release, the team follows up, pitches stories and arranging press trips. The 12 month promotional calendar will synchronize paid media outreach with organic search, paid advertising, social media postings and database marketing efforts.

Draft pitch concepts for discussion, include:

- *Top 10 Paradise Picnics for foodies*
- *Events and Entertainment to get on your calendar*
- *Top 10 Wine Month Experiences*
- *Fall Winter Campaign Rural Road Trip Adventures (for all levels of active)*
- *Coastal Discovery & Stewardship Celebration*
- *Living the Wild life (View, photograph, paint and protect wildlife)*
- *Epic Discovery Route Hikes*
- *Cycling the CAH1DR, L'Eroica Vintage Bicycle Ride, timing with Cycle Central Coast*
- *Avila-Nature's Ultimate Training Ground*
- *Romantic Getaways*
- *Getting Together Again – New experiences for all ages*
- **Visiting Journalist Program:** This program will streamline creative story ideas to focus more on traditional media, older demographic and include strong international outreach.
  - Host 15 core market and top-tier journalists targeting boomers and millennials
  - Connect journalists to rural road trips and social media postings throughout their journey
  - Engage local 'experts' for quotes and stories
- **Out of Market Major Media Event Representation:** The CMT recommends assigning attendance and presentation to at least one key Visit California Media events to pitch the CAH1DR to the top tier travel media. The selection of the media event will be dependent on Visit SLO County participation.
- **Travel blogger assignments:** Place media stories on the top 20 travel blog sites related to content calendar and furthering link backs and social sharing.





## Measurement:

- *Ad/Publicity Value of Feature Coverage:* Increase by 10%
- *Impressions:* Increase by 20% from all earned media sources using new data platform
- *Website and Social Linkage Growth:* Increase linkages by 20%
- *Awareness from current base point (research findings) to post awareness studies*

## Social Media Programs

CMT will deliver comprehensive, integrated social media programs to increase destination awareness, engagement and conversion of visitors. Being a guest-focused marketer on social media is all about capturing the imagination of travelers and helping them envision themselves here. People want to know what is available to them for a better travel experience, in real time, but they don't want to be "sold" the information. From the hiking trails, bay view kayaks, golf courses and charming antique stores, we'll continue to educate, entertain and inform, while keeping it real...and personal.

## Objectives:

- Our ultimate goal is to offer a strong social media effort to attract visitors to experience the CAH1DR regions and engage them in their preferred channels. The strategy will enhance the mobile web brand and increase organic traffic and search rankings.
- Create monthly content calendar to deliver timely fresh inspiring content, curate authentic stories, generate awareness, and influence H1DR as a unique region for shoulder- seasonal and mid-week visits.
- Fully integrating social media content with marketing messages will be crucial to reach visitors as they move throughout their research and planning process for vacations. As such, including destination-specific content and promotions from all 10 destinations is fundamental in the ultimate decision-making funnel.



## Organic Social Strategies:

- 70% Pull, 30% Push: 70% of the content "pulls" the consumer to engage through response, interest, inquiries, and transactions, through the use of actionable and experiential digital content i.e. social posts, blogs, e-newsletters. 30% "pushes" content to the user using persuasive calls to action to get them to respond through getaways campaigns, special offerings and ads.
- Reinforce the monthly promotional calendar and content schedule.
- Support the shoulder season campaigns with ongoing content and related sub promotions.







- Great daily content through visual impacts, and information about upcoming events and destination promotions, but most importantly, sharing our fan's images, posts and more. NOTHING helps Social Media thrive more than letting the fan base know that they are important, we're paying attention to them, and we think what they're saying is important enough to share ourselves.
- Continue to increase followers/fan bases for the various California Highway 1 Discovery Route social media accounts by using frequent content using *Sprout Social* to optimize timing and ensure quality posts are curated.
- Enhance relationships with the fan base and industry influencers
- Build enthusiasm for the unique attributes of the regions
- Promote events, blogs and website content
- Support lodging promotions & specials
- Create shoulder season contests to encourage fan interaction
  - Fan photo contests to encourage our fan base to share their California Highway 1 Discovery Route experiences and for promotional use. (Continue to promote "Featured Fan Fotos" on Fridays)
  - Share any contests hosted on Highway1DiscoveryRoute.com ie the Road Trip contests on social media channels
- Heavy imagery content in all social media posts.
  - Photos have a higher weight in the Facebook algorithm and result in more impressions and shares.
  - Imagery is also an integral part of Twitter and Instagram.
- Analyze Facebook Insights as a resource to improve fan interaction & engagement
- Use hashtags to increase impressions of content.
  - #Highway1DisocveryRoute
  - #Highway1
  - #VisitSLO
  - #VisitCA
- Submit Content to Visit California. We have submitted a plethora of content including the itineraries, events, and travel show content and will continue to do so to promote monthly events & promotions.
- Create and repurpose 2-4 minute destination-based educational content (Stewardship Travel, Arts and Galleries, Marine Protect Areas, Whale Trail, Arts and Entertainment and Science video for community and public service television throughout all free CA educational distribution channels - already started by KETN.





- Develop and launch "The Discovery Route minute" to feature what is happening now along the H1DR, events, celebrations, stewardship, watchable wildlife, Elephant seals, whales, birds, promotions and entertainment with new and supplied footage.

### **Paid Social Strategies:**

- Behavioral: passions (food/wine & craft beer/outdoor/wellness/events & activities)
- Lifestyle: family/luxury/romance
- Demographic: Millennials, baby boomers/empty nesters, age/gender/relationship status (newly engaged, honeymooners)
- Seasonality: off season and midweek
- Geographic: four hour drive market/key destinations TBD
- Promote brand awareness by using content on H1DR.com such as itineraries, things to do, and upcoming events that will generate overnight stays - through blog posts, engaging photos, and short videos
- Focus on mobile ads since over 74% of our traffic on Facebook and Facebook ad is already mobile (And because Instagram is a mobile only platform)
- Promote campaigns & contests sending traffic to the website landing page and building the email subscriber base
- Additional targeting methods: interest targeting, remarketing those who have engaged with a previous ads of ours, remarketing our website traffic and e-newsletter subscribers and generating lookalike audiences, etc
- **Newer ad types:** Video, carousel ads, and canvas ads are the newest ad types on Facebook
  - Since so much video is being consumed on Facebook, it's a great opportunity for H1DR. When the video comes into the newsfeed, it plays automatically, grabbing the attention of the specified, targeted user.
  - A carousel ad has multiple images that the user can scroll through using the arrows on the side. Each image can link to a different URL. For instance, use a carousel ad to send people to different blog posts on the website, upcoming event landing pages, and so on.
  - Facebook Canvas lets you create full-page, interactive mobile ads that work like landing pages for tablet and smartphone users.
  - In-App Advertising using CMT's Demand-Side Platforms serving ads to visitors as they use their travel based mobile apps.





### **YouTube and Video Social Content:**

- Continue to use video content to promote the destination, build brand awareness, and cross-pollinate other social media platforms. A defined set of keywords will be place our videos on relevant content across search, browse, and watch pages.
- Update *On the Road with Jo* content with short timely content
- Integrate all video content into pre-roll monthly PPC advertising to test goal conversions
  - View destination visitor guides
  - View web pages
  - View lodging pages
  - View lodging profiles

### **Google AdWords, Display and Match:**

- Use AdWords and Display ads to generate traffic and to increase rankings on consumer search
- Use a defined set of keywords and the Google Match program to target e-newsletter subscribers, website traffic, and lookalike audiences.

### **Measurements:**

- *Engagements:* Increase engagements from all channels 30%.
- *Facebook:* Increase Page Likes by 20% from 59,440 to 71,328.
- *Instagram:* Increase followers by 20% from 3,961 to 4,754.
- *YouTube:* Increase video views by 20% from 431,549 to 517,859.
- *Twitter:* Increase followers by 15% from 2,318 to 2,666
- *Google Adwords:* Increase search rankings and increase URL clicks by 15% from 47,709 to 54,866.

### **Co-op Marketing**

CMT will assist CAO in all efforts to engage partners through efficient, unduplicated marketing cooperative outreach programs targeting core travelers to the region. This would include: targeted print advertising/advertorial campaigns, social media, YouTube and digital content programs shared with the member destinations, County TMD, CCTC, VisitCA and Brand USA.

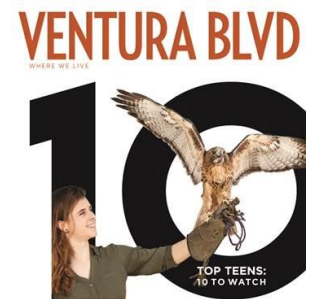
### **Objectives:**

- Develop and execute with CMT allocated funds, co-op ads that CBID destinations value in their individual efforts to attract tier-1 drive market tourists to visit, stay longer and return.
- Evaluate and execute with CBID allocated co-op funds, VSLOC, VisitCA and BrandUSA outreach that expand our brand awareness and distinction in cost-effective manner.

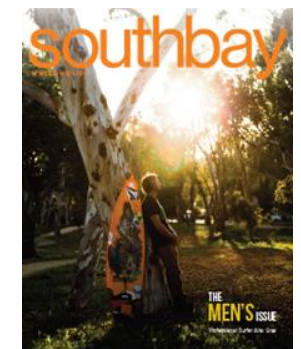


## Strategies:

- Leverage \$40k CMT funds with 2-3 targeted print co-op campaigns that combine paid advertising at a discounted volume rate along with the complement of value added advertorial.
  - Publications are to be determined based on research that define readership geo/demos in Northern California and or Southern California, or perhaps the Central Valley.
  - Member participation is likely to be confined to Cambria and Avila
  - CBID may consider participation by other adjacent partners Pismo and Morro Bay.
- Leverage \$75 in CBID funds through programs that extend reach and influence of the CAH1DR, such as the BrandUSA Outdoor program.
  - Additional programs will be vetted by discussions with VSLOC's agency and the CMT in July/August.



Calabasas | Encino | Sherman Oaks | Studio City | Tarzana | Toluca Lake | Woodland Hills



## Measurements:

- *Participation levels in the co-op program*
- *The ability to secure value added advertorial and discounted volume rates*
- *Incremental impressions and cost savings through participation*
- *Incremental destination awareness*

## Mobile Web Owned Media

## Goals and Objectives:

- To significantly increase visitor sessions to the Highway1DiscoveryRoute.com
- Establish Highway1DiscoveryRoute.com as an essential travel destination planning source by delivering fresh relevant content that inspires road trips, outdoor adventures, event attendance, overnight stays and ongoing engagement
- Enhance the mobile web influence, search rankings, organic traffic and attraction to the CAH1DR and all 10 destinations.
- Support lodging merchandising, promotions & specials
- Improve goal conversions of paid and earned promotions to encourage more new visitor interaction on the website and social media

## Strategies:

- Update in the promotional content calendars defined set of keywords with search volume that content, social and meta supports.



- Google Match program used more frequently to retarget e-newsletter subscribers, website traffic, and lookalike audiences.
- Refresh the Wordpress mobil theme in Visual Composer for:
  - Current mobile best practices
  - Enhance user experience and navigation
  - Improve goal conversions
  - Updated brand fonts, colors, with most dramatic photos, videos
- Update to current best practices the CMS and API feeds to serve all our destination partners.
- Build on the success of video content with updated content angles in content calendar, delivered by the latest web mobile galleries and more frequent, 1 minute takes described in social media.
- Enhance new email template to reflect updated mobile web interface and user functionality. Deliver destination-specific and travel-interest emails to test conversion and refine.

**Measurements:**

- Visitor sessions: Increase by 30%
- *Referrals to Destination and Lodging Content*: Increase by 20%
- *Search Rankings*: Increase SEO page ranking and increase URL clicks by 15%
- *Email Opens and Clicks*: Increase 50%



## Marketing Budget

**FY 2016/2017**

	<u>2016 2017</u>	<u>2015 2016</u>
<b>Fiscal Year CMT Budget Allocated</b>	<b>\$794,000</b>	<b>\$679,000</b>
<b>Program Strategy and Account Management</b> Board Meetings, Client and MSC & Partner Communications. Incremental budget for requested program management, analytics and themed strategy presentations	<b>\$40,000</b>	<b>\$33,000</b>
<b>Web/Mobile Management</b> Wordpress mobile Theme refresh, monthly SEO management, analytics, reporting Content updates, Site Hosting, Security. Incremental investment in SEO & CMS engineering	<b>\$64,000</b>	<b>\$44,000</b>
<b>Social Media</b> Social Media Outreach, Blogs, Video Vignette Blogs. Incremental budget assumes more frequent live video and photo postings and integration with local funds	<b>\$72,000</b>	<b>\$59,255</b>
<b>Enewsletters</b> Subscriber enews, database management, profiling. Budget shift assumes new web-based content template, destination specific emails, prospect retargeting	<b>\$28,000</b>	<b>\$18,000</b>
<b>Advertising and Marketing</b> Co-Op Advertising, H1DR Map creation and production	<b>\$86,000</b>	<b>\$90,000</b>
<b>Ad Placement Expenses</b> Fall Campaign Placement, Coastal Discovery & STP, Native Ad Placement, Spring Campaign, PP Click, Geofencing, Retargeting, Contingency fund for opportunistic ad placement of editorial coverage.	<b>\$274,000</b>	<b>\$200,000</b>
<b>Public Relations</b> Monthly (12) e Releases & email, Outreach & Management, Journalist Hosting 15 top travel media and travel bloggers.	<b>\$ 98,000</b>	<b>\$104,000</b>
<b>Creative Services &amp; Toolkit</b> Brand evolution & creative templates, Fall and Spring campaign ad creative Video vignette scripting, production and deployment	<b>\$67,000</b>	<b>\$73,000</b>
<b>Projects, Promotions, Local Fund Programs</b> All Agency Collaboration, Destination Visitor Guide Content Development, Seasonal Getaway Giveaway Management, Local Fund Co-op Development Out of market travel media show representation.	<b>\$38,000</b>	<b>\$40,745</b>
<b>Stewardship Travel Program</b> Project Management, CDS Month Management. Incremental budget assumes wildlife viewing guide deployment	<b>\$27,000</b>	<b>\$17,000</b>





## **Award Winning Highway 1 Discovery Route Stewardship Traveler Program**

### **An Ongoing, Successful, Newsworthy, and Sustainable Marketing Strategy**

The Highway 1 Discovery Route's *Stewardship Traveler* Program (STP) was successfully launched in 2013. It continues to maintain promoting over 70 activities with 36 community partners (28 local non-profits, 8 businesses). The program is a key differentiating strategy that provides a unique platform to attract and retain visitors, and at the same time benefits our natural surroundings, historic assets, economy, and local communities.



The program inspires visitors and residents alike to deepen their SLO county experiences, learn more about their surroundings, and to help care for the region's natural and cultural heritage. The *Stewardship Travel* brand increases awareness while positioning the Highway 1 Discovery Route as a leader in tourism sustainability. Current and growing travel trends in hands-on eco-tourism, sustainable, green, volunteer, and geo-tourism provide additional support for the pursuit of this marketing strategy:

- Phocuswright's 2015 Good Travelers research found that 75% of travelers polled think it's important, somewhat important, or extremely important that their travel dollars benefit the communities they visit.
- 66% of people globally believe it is no longer enough for a company/brand to simply give money to a good cause; they need to integrate causes into their day-to-day business

### **Program Benefits**

STP Attracts and engages an emerging, high profile visitor, alongside locals, who will help care for the region.

- The menu of hands-on and contribution opportunities helps differentiate the Highway 1 Discovery Route brand and unincorporated SLO County from other travel destination choices
- Delivers cost-effective media attention and high value content for all social media and online tactics
- Builds off-season and extended stay opportunities throughout the 10 regions
- Effectively provides one path towards long-term, countywide economic and resource sustainability

### **Examples of High Value Stewardship Travel Activities**

The activities ensure opportunities for learning, authentic connection, natural and cultural heritage, and public participation in clean-ups and restoration activities such as: dive, beach, stream, lake, trail, meadow, campground, and parks. STP provides the visitor information on how and where to financially contribute to "make a difference" in the area that the visitor just enjoyed and connected with.

Activity examples include:

- Stolo Winery's Stewardship & Historical Walks, Talks & Lunches
- Montaña de Oro State Park Trail Restoration Days: draws over 150 enthusiastic participants annually





- Avila Beach, Cayucos, Cambria and San Simeon Stewardship Clean-up Kit and Appreciation Tote: Over 4,000 tote bags distributed to local lodging properties for distribution. Avila Beach just introduced a local artist component to their beach clean-up, this incentivizes guests to clean up the beach and share their experience on social media in order to receive a tote bag with local Avila Beach artwork.
- Coastal Discovery Center Hands-On Citizen Science in San Simeon Cove
- Weed Eradication and Native Plant Restoration at Fiscalini Ranch Preserve
- Central Coast Aquarium Dive Clean-Up



## Program Focus Areas and Updates Developed for 2016-17

The CBID has identified and refined the Stewardship Traveler strategic marketing approach into 3 prioritized and distinct times of year, focusing on "shoulder seasons":

- Coastal Discovery and Stewardship – January/February
- "Celebrate Earth Day Along the Highway 1 Discovery Route" – April
- California Coastal Clean Up – September

2015-16 program focus/goals included:

- Maintain the ongoing stability of STP activities and assets
- Continue to maintain strong STP marketing and PR efforts
- Continue to deepen and integrate STP in all 10 regions
- Create more in-county awareness, education and promotion of STP
- Manage and support our strategic marketing partners effectively
- Create and maintain a Wildlife Viewing & Stewardship Tips sheet to be used in all 10 regions

**California Highway 1 Discovery Route**  
Wildlife Viewing and Stewardship Tips

Great wildlife viewing encounters involve good timing, observation skills, and a little luck! California's Highway 1 Discovery Route offers some of the best wildlife viewing opportunities anywhere. Use these tips to improve your chances for a memorable wildlife experience!

**Be outside during dawn, dusk, and incoming tides.** Birds, fish, and mammals are active during these times. Look for chattering water surfaces, diving birds, along-shore seals, seals and others in bays and on open water. Listen for songbirds singing in bushes and trees, especially during spring and early summer.

**Be calm and stay awhile.** Adopt an unhurried, "vacation" state of mind. A state of relaxed alertness is the best way to see wildlife.

**Blend in.** Animals react to movement. Sit quietly next to a bush or tree and practice the "art of invisibility!"

**Keep it steady.** When looking, keep a slow, steady panning rhythm. You're more likely to have curious seals, others, or dolphins approach you.

**Zoom in.** Use binoculars, spotting scopes, and zoom camera lenses to see wildlife without "up close at a distance" that is less likely to disturb natural animal behaviors.

**Look and listen for signs of wildlife.** Look for animal tracks and droppings (called scat). Large birds like ospreys, hawks, vultures, and condors leave noticeable white droppings (pellets) on bushes, trees, sea cliffs and rocks. When you see this, look up to find where birds roost or nest.

**Low tide appears fascinating and fragile life on the rocks.** Venture carefully on rocks for a close-up peek into the exciting tidal world of animals feeding, interacting or waiting for the incoming tide.

**Look for whales when seas are calm.** Look for whale spouts or blows, tail flukes, and dorsal fins. Big splashes may indicate a whale has just breached. Look for the Whale Trail viewing sites along the Highway 1 Discovery Route <http://thehighway1.org/>.

**Connect With Nature IN SAN LUIS OBISPO COUNTY**

SLO County is known for its abundant wildlife season – significant natural occurrences can be observed annually. Plan your next trip around your favorite species or group of animals.

**ELEPHANT SEALS:** December, January, February and May. Female elephant seals, ready to give birth, arrive in December at Point Pinos Beach. Thousands of pups are born in January. In February, elephant seal males fight for mating rights with females. In May, females return for the next season.

**BIRDS:** December, January and February. San Luis Obispo County is considered a top birding spot in the U.S. Birds from northern climates spend winters in SLO County's mild climate. Bird and team arrive in December to participate in the worldwide annual Audubon Christmas Bird Count. Gray Monarch Bay Winter Bird Festival in January and Avila Beach Bird Sanctuary Day of February.

**GRAY WHALES:** March, April and May. Females and their young calves travel close to shore on their northward migration from Mexico to Alaska. Peak numbers pass along the Central Coast from March through May. This is the best time for viewing gray whales. Follow The Whale Trail to watch them from shore! Gray whales migrate south during October and November.

**SEASON OF OCEAN ABUNDANCE:** August, September and October. Marine animals linger along the Central Coast, feeding on schools of sardines, anchovies and other small fish. Although ocean productivity may slow prior to peak, this is the most likely time to see humpback whales. Dolphins, sea lions and seabirds feeding close to shore.

**MONARCH BUTTERFLIES:** November, December, January and February. Monarch butterflies spend winters in the mild climate of the Central Coast. The Monarch Grove in Pismo Beach, California, is the largest in the western U.S. – each year millions of butterflies rest and make in the fall winged flight here.

**SEA OTTERS:** The Central Coast is one of the best places to observe sea otters! Look for them any time of year off the coast of Los Osos, Cayucos, Cambria and San Simeon.

**Take Care - Be A Stewardship Traveler**

**Stay on trails.** Going off trail may harm animal habitat or bird nesting areas. Keep dogs and children safe by staying on designated trails.

**Watch where you step.** In tide pools, walk on bare rock to avoid crushing fragile tide pool animals, and keep away from seaweed - it's slippery! Please leave tide pool critters in their natural home. Tide booklets may be available in stores and real estate offices.

**Stay at a distance, including drones.** If birds and animals get nervous, they show it by looking at you, raising their heads and dropping what they were doing. Any change of an animal's natural behavior is a disturbance.

**Please do not feed wildlife.** There is plenty of food available in the wild. Human food can create digestive problems and improper nutrition.

**Stay away from animals that appear sick or abandoned.** If you find an injured bird or land animal, you can help by calling Pacific Wildlife Care, 805-545-9453. If you suspect a marine animal is injured or in danger, call the Marine Mammal Center, 805-771-8300.

**Be a stewardship traveler and lend a hand with trash removal.** Human garbage is one of the greatest threats to wildlife. Get a Stewardship Traveler Clean-Up Kit to pick up litter on the trail, the shore, and even in the water. Free Stewardship Clean-Up Kits and Appreciation Tote Bags are available in Avila Beach, Cayucos and Cambria visitor centers.

**Getaway to 'Ah-ha' Moments!**

Plan your next wildlife viewing adventure and make a difference through Stewardship Travel activities that protect wildlife, habitats, and cultural heritage sites.

	January	February	March	April	May	June	July	August	September	October	November	December
Elephant Seals	●	●	●	●	●							
Gray Whales						●	●	●	●	●	●	●
Humpback Whales									●	●	●	●
Migratory Birds	●	●	●	●	●	●	●	●	●	●	●	●
Monarch Butterflies	●	●	●	●	●	●	●	●	●	●	●	●
Sea Otters	●	●	●	●	●	●	●	●	●	●	●	●
Ocean Abundance (Sardines, Anchovies, etc.)									●	●	●	●

**MUST-SEE SPOTS:** Monarch Butterfly Grove, Central Coast Aquarium, One Place Natural Area, NOAA's Monterey Bay National Marine Sanctuary Coastal Discovery Center, Morro Bay National Estuary, Sea Otter Preserve, Pinnacles National Monument, Pinnacles National Preserve

**Special appreciation to:** Morro Bay National Estuary Program, NOAA's Monterey Bay National Marine Sanctuary, The Seaford Protection Network, Westlands Wildlife, Inc., The Marine Mammal Center, Morro Coast Audubon Society, Pacific Wildlife Care, and Friends of the Sea Otter

**For More Wildlife Viewing Tools & Resources:**  
Visit [Highway1DiscoveryRoute.com/Stewardship-Travel](http://Highway1DiscoveryRoute.com/Stewardship-Travel)



## Stewardship Traveler Strategic Results

The Program continues to exceed its goals laid out in its original 2-year plan of development and implementation. It inspires fresh ideas and unprecedented positive countywide tourism collaboration and innovation. We take pride in the fact that this program has proven to be ahead of the tourism trend.

Key Results in Support of 2016 Program Focus/Goals:

- **Stewardship Travel was requested and honored** to provide the keynote topic for the Bay Area Travel Writers conference at Fisherman's Warf in San Francisco. Articles generated.
- **Cambria was provided with its first Stewardship Travel public awareness community meeting** to assist in partner education and reduce public conflict around tourism.
- **A regional 2-year Stewardship Travel Strategic plan worksheet/template was created.**
- **Continued Stewardship Travel Regional Training**, which included Avila Beach, Los Osos, Cambria and Cayucos. Trainings have been well received by each community and their partners. Training outcomes include:
  - Front line employees can connect in a real way with visitors in a short amount of time
  - Provide unique and compelling regional guest service information & activities
  - Lengthen visitor stays with high investment activity choices
  - Tap into new niche markets and retain existing guests
  - Respond effectively to media interested in Stewardship Travel
  - Engage front line employees with the representatives from the Stewardship activities, given them a better understanding of the activity so they can better share with visitors
- **The Whale Trail interpretive signage** project completed with <http://thewhaletrail.org/>. This 2-year project, working with State and County Parks, NOAA, Avila Harbor District and others, placed 6 interpretive signs to be enjoyed by visitors and residents alike. These signs are located in our unincorporated communities of San Simeon, Cambria, Cayucos, Los Osos, Avila Beach and Oceano.



"The California central coast is a spectacular place to watch marine mammals from shore. The Whale Trail makes it easier for visitors and residents alike to know where and when to look for gray whales, dolphins, otter and seals. The six locations in Coastal San Luis Obispo County are the biggest cluster of Whale Trail sites out of our 50 sites along the Pacific Coast from Washington state to Mexico." ~ Donna Sandstrom, Whale Trail founder





- **Developed and executed the Wildlife Viewing & Stewardship tips.** Regions, partners and guests have all provided positive feedback and there is continued research into how to expand the program.
- **Los Osos|Baywood continues with the 2<sup>nd</sup> annual Earth Day Los Osos|Baywood Stewardship Traveler Weekend**, featured on the Highway 1 Discovery Route website
- **Integrated H1DR slides** in the ongoing Marine Protected Area's public presentation slide shows.
- **Successfully assisted the 3<sup>rd</sup> Annual Avila Beach Bird Sanctuary Day** with Supervisor Adam Hill participating in the event, speaking about the importance of Stewardship Travel in our region.
- **Formed a new promotional alliance with State Parks** through lead interpreter. Created the STP and State Park Inventory. 19 STP activities on State Park lands.
- **The prestigious Visit California Poppy Award for 'Contribution to Community' was awarded to the H1DR** for its Stewardship Travel program. It was judged by its creativity in strategy and execution, achieving its program objectives, affecting positive change through sustainable practices, and infrastructure improvements and other contributions to the community. Our Stewardship program was also awarded the **SLO CAL 2016 Tourism Exchange Environmental Award.**



### **Coastal Discovery and Stewardship Promotion (January 15 – February 28, 2017)**

The 4<sup>th</sup> annual Coastal Discovery and Stewardship Celebration's purpose is to increase awareness and sustain visitation to our ten destinations during the slower shoulder season period. The 7-week promotion combined Stewardship Travel activities, events and lodging specials.

- 40 activities and events took place throughout January and February, which included:
  - February proclaimed 'Coastal Discovery & Stewardship' month by the Board of Supervisors
  - BBC "Ocean Giants" film at the Hearst Castle Theater shown free to over 850 attendees (420 in 2016)
  - Whale Trail Dedication and Journalist FAM
  - Paso BlendFest on the Coast with 409 tickets sold with 59 overnight stays (72% out of area).
  - Avila Beach Bird Sanctuary Day with 55 attendees vs 37 in the 2015 event launch
  - ....just to name a few!



## **5-Year Vision Summary**

### **SLO Unincorporated County Tourism Business Improvement District (CBID)**

Our vision provides a clear direction of what our organization looks, feels and acts like on December 31, 2020. To ensure the CBID evolves, we must agree on the direction we are going, and then manifest our vision. By creating a vivid mental picture, we will align our intentions and actions with our defined goals.

### **Collaborative Partnerships**

As an organization, the CBID has excelled in collaborating and unifying without losing our local representation. It has made a noticeable positive impact on the SLO County economy evidenced by our thriving unincorporated communities, that are attracting a diverse group of tourists that come from further away, stay longer and return more often.

### **Awareness and Engagement**

Increased awareness and identity of the unique offerings along our stretch of Highway 1 within SLO County, as visitors discover the rare combination of breathtaking coastal open spaces with activities, events, eateries, wineries, shops and places to stay. Our ten communities are no longer just a stopover between LA and San Francisco ~ they are now known as a "must see" destination.

We acknowledge the importance that an exceptional connection exists between the locals and the visitor as locals engage with tourists, and these visitors make a deeper connection to our people, land, wildlife, heritage, and culture while on vacation in our communities.

### **Economic Well-being**

We have accomplished many milestones over the last 10 years of the CBID, and have gotten much better at leveraging where our money is being spent. When compared to the first 5 years, we have contributed to an above-average increase in Transient Occupancy Tax (TOT), which has allowed us additional flexibility to be more effective and efficient with the funding we receive. We have developed a model to track and measure the progress of the efforts of both the CBID Board and our 7 local fund boards. Furthermore, we have gained better visibility with locals on the positive economic impact the tourism business has made within their own communities.

### **Local Fund Evolution**

We have created a strong foundation for management of the local fund areas, as we continue to support the needs of our diversified constituent base by nurturing an integrated, non-duplicative relationship with our local funds and their marketing partners. We have shared tools and programs with constituents, stakeholders and our local fund boards. This has increased constituent participation. Through the development of tracking methods, we now have proven data which allows us to know that we have created a higher perceived value of the contribution the CBID provides.

There have been many collaborative projects over the past several years where we have had the opportunity to partner with organizations that are heavily focused on tourism. There have been many successful projects, programs and events achieved through joint marketing efforts with the impact of the invested assessment funds being felt on a countywide level.





## Strategic Direction

The unincorporated SLO County Tourism BID (CBID) began a strategic planning effort in late 2016 to ensure that we continue to deliver the most effective service to our constituents and stakeholders in the years to come. We retained Coraggio Group, a Portland-based consulting firm, to guide our strategic planning process. The Strategic Direction document below represents a culmination of 25 stakeholder interviews, and 40+ hours of meetings with our strategic planning team. And although this process is just gaining momentum, our ultimate goal is to determine how to best move the CBID organization and its 10 Local Fund Area (LFA) boards forward into the future.

### Unincorporated SLO County TBID: Strategic Direction 2017/18-2019/20

CLARITY	<b>Vision</b> People and places, engaged and enriched through tourism.	<b>Mission</b> Promote memorable visitor experiences while being stewards for thriving and cohesive communities.	<b>Values</b> <b>Moxie</b> We bring strength of purpose and direction to everything we do. <b>Collaboration</b> We seek out and foster relationships rooted in mutual respect. <b>Accountability</b> We are a transparent organization responsible for delivering results.	<b>Reputation</b> The CBID will be known as: • Responsible & Responsive • Strategic & Proactive • Collaborators & Connectors	<b>Position</b> In order to best support our lodging constituents in ten unincorporated areas of San Luis Obispo County, the CBID: • Provides a funding stream and professional marketing guidance to promote tourism. • Connects local communities and provides a collective voice. • Supports stewardship and the enhancement of tourism-related infrastructure and beautification.
FOCUS	<b>Imperatives</b>	<b>Objectives</b>			
	<b>Strengthen Strategic Partnerships</b>	<ul style="list-style-type: none"> <li>Year-over-year increase in reciprocal scorecard ratings for CBID, Visit SLO CAL, promotional partners, and local fund areas (LFAs)</li> <li>Annual increase in total Earned Partnership Value (EPV)</li> <li>Annual increase in number of LFAs utilizing CBID's standardized planning and reporting tools</li> </ul>			
	<b>Maximize Efficiencies</b>	<ul style="list-style-type: none"> <li>Year-over-year increase in reciprocal scorecard ratings for CBID, Visit SLO CAL, promotional partners, and local fund areas (LFAs)</li> <li>Annual improvement in ratio of total operational budget to awareness score across all LFAs and CBID</li> <li>Annual decrease in cost per engaged user on CBID website</li> <li>Overall reduction in LFA website costs</li> </ul>			
	<b>Drive Measurable Results</b>	<ul style="list-style-type: none"> <li>Growth in awareness of CBID communities in target markets</li> <li>Annual increase in scores on influence survey</li> <li>Economic impact measure identified and agreed to by July 1, 2018</li> </ul>			
			<b>INITIATIVES</b>		
			<ul style="list-style-type: none"> <li>Create an annual process to identify, evaluate, and activate constituents, tourism stakeholders, and promotional partners.</li> <li>Collaborate with LFAs to evaluate, inform, and improve their working relationships with each other and the CBID.</li> <li>Enhance our partnership with Visit SLO CAL, including marketing plan alignment, advocacy, and infrastructure.</li> </ul>		
			<ul style="list-style-type: none"> <li>Clarify current roles and scope for CBID and LFAs.</li> <li>Develop a plan to reduce duplicative efforts with LFAs and external partners.</li> <li>Assess options to evolve our organization to meet future needs.</li> </ul>		
			<ul style="list-style-type: none"> <li>Become a planful and data-driven organization.</li> <li>Develop impactful marketing plans informed by strategic planning.</li> <li>Identify optimal brand architecture for CBID.</li> <li>Design a method to measure and communicate impacts of beautification, infrastructure, and stewardship efforts.</li> </ul>		



## **Administrator's Highlights for 2016**

### **BID Infrastructure**

- Ongoing contact & partnership with County Liaison, Nikki Schmidt
- Manage 2 contract staff (web content management and financial services)
- Manage and support 5 local fund administrators
- Administer CBID Advisory Board supporting 7 Board members from various regions
- Support 7 Local Fund Boards totaling 32 Board members throughout 10 CBID region
- Assisted with the implementation, and ultimate approval, of 384 local fund applications since the CBID inception
- Administer 2 CBID sub-committees: Governance and Marketing
- Conduct quarterly All Agency and Admin meetings
- Oversight of Stewardship Traveler Program contractors

### **Collaborations**

- Lead 5-year vision process and launched strategic planning effort
- Implementation of Whale Trail program in collaboration with 6 communities and various stakeholders, including Whale Trail Dedication event and FAM
- Lead effort around Coastal Discovery & Stewardship Celebration with 40 activities
- Ongoing partnership with SLO CAL including member on Marketing Committee
- Evolved relationships with several tourism stakeholders, including County Parks, Hearst Castle, State Parks, CA Welcome Center, Monterey Bay National Marine Sanctuary, The Whale Trail and Marine Protected Areas
- Attended CTTC Outlook Forum
- Attended VSLOC Tourism Exchange – won Environmental Tourism award for Stewardship
- Participation at some of the Central Coast Tourism Council board meetings

### **Outreach: Constituents, Local Areas, Consumers**

- Attend 8 monthly board meetings (CBID and local fund areas), plus applicable committee meetings
- Maintain adherence to County policy and ordinance parameters
- Support role at LFA Board meetings and provide guidance and insights for ongoing success
- Managed ongoing constituent communications

### **Web Development**

- Launched newly re-themed Highway1DiscoveryRoute.com
- Manage nearly 500 separate STAY profiles, providing ongoing updates and refinements
- Administrative management of website content

### **Advertising/PR**

- Managed Core Marketing Team and the implementation of 3 seasonal campaigns to improve occupancy in the off-season
- Oversight of Social Media assets, including Facebook, blog, You Tube, Instagram, Pinterest, Flickr and Twitter
- Oversight of monthly consumer e-newsletter content and Rural Road Trip Destination promotions
- Participation with requested PR activities, including visiting journalists and radio interviews

### **General Activities**

- Ongoing CBID Advisory Board administration (7-member board): manage board agenda & publish minutes; manage financials; prepare & distribute Board packets
- Year End report preparation and submission



## Local Fund Recap

The ordinance allows for 1% of the 2% BID Assessment to be attributed directly to the Local Fund region that created it. Following is a summary of each Local Fund, and the total projects completed. The funds approved reflected are as of March 2017.

### **Avila Beach – Avila Beach Tourism Alliance (ABTA)**

Board Meeting: 2<sup>nd</sup> Wednesday of each month

Board Composition: 3 member board

	<b># of Projects</b>	<b>Amount Funded</b>
Events	27	\$293,730
Beautification/Infrastructure	3	\$4,028
Marketing	29	\$659,595
Outreach/Administration	9	\$95,075
<b>Total</b>	<b>68</b>	<b>\$,1052,428</b>

### **Cambria - Cambria Tourism Board (CTB)**

Board Meeting: 2<sup>nd</sup> Tuesday of each month

Board Composition: 5 member board; 4 committees (marketing, STP/outreach, events & governance)

	<b># of Projects</b>	<b>Amount Funded</b>
Events	47	\$262,498
Beautification/Infrastructure	17	\$73,736
Marketing	44	\$1,247,727
Outreach/Administration	17	\$294,455
<b>Total</b>	<b>125</b>	<b>\$1,878,416</b>

### **Cayucos – Visitor Alliance of Cayucos (VAC)**

Board Meeting: 1<sup>st</sup> Monday of each month

Board Composition: 5 member board with 2 committees (marketing & events)

	<b># of Projects</b>	<b>Amount Funded</b>
Events	23	\$114,847
Beautification/Infrastructure	3	\$12,100
Marketing	15	\$316,916
Outreach/Administration	10	\$89,725
<b>Total</b>	<b>51</b>	<b>\$533,588</b>

### **Los Osos|Baywood Park|Unicorporated Morro Bay – Visit Los Osos Baywood (VLOB)**

Board Meeting: 4<sup>th</sup> Tuesday of each month

Board Composition: 5 member board with 2 committees (marketing and STP|outreach)

	<b># of Projects</b>	<b>Amount Funded</b>
Events	6	\$16,250
Beautification/Infrastructure	3	\$5,785
Marketing	14	\$76,050
Outreach/Administration	3	\$2,700
<b>Total</b>	<b>26</b>	<b>\$100,785</b>





### **Oceano|Nipomo – Visit Oceano Nipomo (VON)**

Board Meeting: As-Needed

Board Composition: 4 member board with 2 committees (marketing and STP)

	<b># of Projects</b>	<b>Amount Funded</b>
Events	7	\$20,050
Beautification/Infrastructure	2	\$3,750
Marketing	8	\$49,362
Outreach/Administration	7	\$19,863
<b>Total</b>	<b>24</b>	<b>\$93,025</b>

### **Unincorporated San Luis Obispo|Unincorporated Arroyo Grande (EV/AGV)**

Board Meeting: Every other month

Board Composition: 5 member board with 1 committee (marketing)

	<b># of Projects</b>	<b>Amount Funded</b>
Events	1	\$1,000
Beautification/Infrastructure	0	\$0
Marketing	14	\$39,150
Outreach/Administration	8	\$9,150
<b>Total</b>	<b>23</b>	<b>\$49,300</b>

### **San Simeon|Ragged Point – San Simeon Tourism Alliance (SSTA)**

Board Meeting: 3<sup>rd</sup> Tuesday of each month

Board Composition: 3 member board

	<b># of Projects</b>	<b>Amount Funded</b>
Events	22	\$127,909
Beautification/Infrastructure	8	\$61,669
Marketing	27	\$113,631
Outreach/Administration	17	\$223,857
<b>Total</b>	<b>74</b>	<b>\$527,066</b>



## Local Fund Application Overview

In 2016, our 7 local fund board completed 55 projects/sponsorships with over \$500,000 in funding. The projects below represent a sampling of the efforts led by local fund boards with applications funded directly from assessment monies from the 1% contribution given back to the local area.

	<u>Amount</u>	<u>Region</u>
<b><u>Events</u></b>		
American Legion July 4th Celebration	\$ 12,500	Cambria
American Legion July 4th Celebration	\$ 4,000	San Simeon
Harvest Festival	\$ 4,600	Cambria
BlendFest on the Coast	\$ 7,500	Cambria
SLO Ultra at Wild Cherry Canyon	\$ 15,000	Avila Beach
RaceSLO GranFondo	\$ 27,500	Avila Beach
Harvest on the Coast	\$ 15,000	Avila Beach
Chamber Concert Series	\$ 10,000	Cayucos
Sea Glass Festival	\$ 8,000	Cayucos
Scarecrow Festival sponsorship	\$ 10,000	San Simeon
BlendFest on the Coast	\$ 7,500	San Simeon
October Festival	\$ 3,000	Nipomo
<b><u>Beautification/Infrastructure</u></b>		
Beautify Cambria Main Street Medians & Sidewalk Planting	\$ 4,950	Cambria
Stewardship clean-up bags, training, & loop reprint	\$ 8,000	Cambria
Airport Pole Banners	\$ 600	Avila Beach
Stewardship beach clean-up totes	\$ 5,550	Avila Beach
<b><u>Marketing &amp; Advertising</u></b>		
Chamber Visitor Magazine Travel App Ad	\$ 650	Cambria
TJA Marketing & Media Plan	\$ 169,600	Avila Beach
Mental Marketing Shoulder Season Campaign	\$ 24,900	Cayucos
FreshBuzz Annual Marketing	\$ 8,000	Edna/AG Valleys
Certified Folder Display Service contract renewal	\$ 285	Cambria
Constituent Mixer	\$ 1,000	Avila Beach
Webcam "skip ads" onto website	\$ 2,040	Cayucos
Riester Hosting and Website Analytics Reporting	\$ 3,840	San Simeon
Offshore Theater web cam	\$ 360	Los Osos/Baywood
Loop Map Reprint	\$ 1,062	Oceano/Nipomo



	<u><b>Amount</b></u>	<u><b>Region</b></u>
<b><u>Marketing &amp; Advertising (cont'd)</u></b>		
TJA Marketing and Media Plan 2016 2017 effective 5/1/16	\$ 169,600	Avila Beach
2015 Harvest Celebration giveaway	\$ 500	Avila Beach
Big Big SLO Live Entertainment content for APP	\$ 2,400	Cambria
Archer & Hound marketing contract	\$ 465,705	Cambria
Certified Folder Display Service contract renewal	\$ 825	Cambria
Verdin 2015 2016 Marketing contract	\$ 70,000	Cayucos
Webcam "skip ads" onto website	\$ 2,040	Cayucos
US Airways – September coop with WCC 1 page	\$ 3,700	Los Osos/Baywood
Scenic postcards for lodging to give to guests	\$ 300	Los Osos/Baywood
Offshore Theater web cam	\$ 360	Los Osos/Baywood
Big Big SLO Pocket Guide for Visitors	\$ 3,200	Los Osos/Baywood
Stewardship training	\$ 200	Oceano/Nipomo
Discovery Loop map printing	\$ 1,000	Oceano/Nipomo
FreshBuzz Annual Social Media marketing effort	\$ 6,500	Edna/AG Valleys
SLOChamber Visitor guide ad space and creative	\$ 1,500	Edna/AG Valleys
Riester Hosting and Website Analytics Reporting	\$ 1,980	San Simeon
Riester Highway 1 closure website notification	\$ 6,600	San Simeon



## BID Assessment Collected in 2016

Represents the 2% collection ~ 1% of which goes to the CBID and 1% to the Local Fund Area (LFA)

	Avila Beach	Cambria	Cayucos	San Simeon	Los Osos/MB	Oceano/ Nipomo	AG/SLO	Total
January	87,751	197,370	41,088	69,895	9,801	6,360	5,804	<b>418,069</b>
February	97,264	219,451	42,704	96,614	15,076	8,712	7,640	<b>487,461</b>
March	120,368	267,286	61,883	124,227	16,874	12,802	8,782	<b>612,224</b>
April	125,792	271,200	64,591	136,169	19,158	12,863	7,831	<b>637,604</b>
May	121,847	211,176	50,099	149,628	18,788	12,884	6,633	<b>571,055</b>
June	155,223	330,998	85,681	191,455	22,476	19,803	30,006	<b>835,641</b>
July	202,527	475,092	174,127	282,166	30,404	35,449	18,381	<b>1,218,146</b>
August	170,539	420,035	127,031	215,814	25,808	21,309	14,768	<b>995,306</b>
September	133,516	340,264	87,519	181,845	19,927	11,651	13,881	<b>788,604</b>
October	124,119	326,036	75,846	141,621	19,909	12,468	12,676	<b>712,676</b>
November	109,612	257,386	72,431	103,962	16,063	12,704	8,916	<b>581,075</b>
December	98,200	261,513	52,839	108,430	16,040	9,857	8,347	<b>555,225</b>
<b>Total</b>	<b>1,546,759</b>	<b>3,577,808</b>	<b>935,840</b>	<b>1,801,826</b>	<b>230,323</b>	<b>176,863</b>	<b>143,665</b>	<b>8,413,085</b>



## Local Fund Area (LFA) Financials FY 2016 2017 (as of February 2017)

	Avila Beach (Local Fund) 17.36%	Cambria (Local Fund) 41.74%	Cayucos (Local Fund) 12.28%	San Simeon (Local Fund) 21.58%	Los Osos/MB (Local Fund) 2.75%	Nipomo/Oceano (Local Fund) 2.32%	AG/SLO (Local Fund) 1.96%	Total Local Fund 100.00%
<b>Income</b>								
<b>BID Assessment Collection</b>								
Local Fund	123,707.84	297,357.88	87,470.28	153,745.32	19,622.36	16,546.47	13,957.37	712,407.52
<b>Total BID Assessment Collection</b>	123,707.84	297,357.88	87,470.28	153,745.32	19,622.36	16,546.47	13,957.37	712,407.52
<b>Total Income</b>	123,707.84	297,357.88	87,470.28	153,745.32	19,622.36	16,546.47	13,957.37	712,407.52
<b>Gross Profit</b>	123,707.84	297,357.88	87,470.28	153,745.32	19,622.36	16,546.47	13,957.37	712,407.52
<b>Expense</b>								
<b>Administration</b>								
Administrator - General Fund	8,294.33	20,444.95	5,587.30	9,845.97	1,303.45	1,016.68	935.87	47,428.55
Administrator - Local Fund	11,361.27	28,000.00	1,431.25	0.00	1,492.25	7,732.50	562.50	50,579.77
District Administration Fees	2,474.18	5,947.16	1,749.40	3,074.91	392.45	330.93	279.14	14,248.17
Mileage	0.00	108.11	0.00	0.00	0.00	179.48	0.00	287.59
Supplies	1,548.21	479.87	136.30	0.00	36.21	530.52	0.00	2,731.11
Telecommunications	160.00	240.00	0.00	0.00	0.00	0.00	0.00	400.00
Travel	0.00	110.79	0.00	0.00	0.00	0.00	0.00	110.79
<b>Total Administration</b>	23,837.99	55,330.88	8,904.25	12,920.88	3,224.36	9,790.11	1,777.51	115,785.98
<b>Brand Development</b>	2,866.25	0.00	0.00	0.00	0.00	0.00	0.00	2,866.25
<b>Marketing/Advertising</b>								
Collateral / Brochure	2,300.00	285.00	0.00	0.00	3,200.00	1,051.92	1,381.27	8,218.19
Creative Development	600.00	0.00	0.00	0.00	0.00	0.00	600.00	1,200.00
Media								
Shoulder Season	0.00	35,330.00	0.00	0.00	0.00	0.00	0.00	35,330.00
Media - Other	0.00	650.00	0.00	0.00	0.00	0.00	0.00	650.00
<b>Total Media</b>	0.00	35,980.00	0.00	0.00	0.00	0.00	0.00	35,980.00
<b>Paid Search</b>	0.00	1,000.00	0.00	0.00	0.00	0.00	0.00	1,000.00
<b>Photography</b>	0.00	0.00	0.00	4,600.00	0.00	0.00	0.00	4,600.00
<b>Tripadvisor</b>	0.00	5,398.00	0.00	0.00	0.00	0.00	0.00	5,398.00
<b>Marketing/Advertising - Other</b>	0.00	0.00	24,900.00	9,123.87	0.00	0.00	0.00	34,023.87
<b>Total Marketing/Advertising</b>	2,900.00	42,663.00	24,900.00	13,723.87	3,200.00	1,051.92	1,981.27	90,420.06



## LFA Financials FY 2016 2017 (continued)

	<u>Avila Beach (Local Fund)</u>	<u>Cambria (Local Fund)</u>	<u>Cayucos (Local Fund)</u>	<u>San Simeon (Local Fund)</u>	<u>Los Osos/MB (Local Fund)</u>	<u>Nipomo/Oceano (Local Fund)</u>	<u>AG/SLO (Local Fund)</u>	<u>Total Local Fund</u>
<b>Memberships/Sponsorships</b>								
<b>Memberships</b>								
Chamber	0.00	115.00	0.00	0.00	100.00	0.00	0.00	215.00
Memberships - Other	0.00	0.00	0.00	0.00	0.00	0.00	4,000.00	4,000.00
<b>Total Memberships</b>	<u>0.00</u>	<u>115.00</u>	<u>0.00</u>	<u>0.00</u>	<u>100.00</u>	<u>0.00</u>	<u>4,000.00</u>	<u>4,215.00</u>
<b>Sponsorships / Events</b>								
Outreach	1,505.72	0.00	0.00	0.00	0.00	0.00	0.00	1,505.72
Event Focus	15,000.00	0.00	0.00	0.00	0.00	0.00	0.00	15,000.00
Sponsorships / Events - Other	3,000.00	26,315.00	19,458.68	5,000.00	0.00	4,210.42	0.00	57,984.10
<b>Total Sponsorships / Events</b>	<u>19,505.72</u>	<u>26,315.00</u>	<u>19,458.68</u>	<u>5,000.00</u>	<u>0.00</u>	<u>4,210.42</u>	<u>0.00</u>	<u>74,489.82</u>
<b>Total Memberships/Sponsorships</b>	19,505.72	26,430.00	19,458.68	5,000.00	100.00	4,210.42	4,000.00	78,704.82
<b>Project Management</b>								
Project Management	0.00	320.67	0.00	0.00	0.00	0.00	0.00	320.67
Project Management - Other	0.00	19,950.00	0.00	0.00	8,050.00	0.00	0.00	28,000.00
<b>Total Project Management</b>	<u>0.00</u>	<u>20,270.67</u>	<u>0.00</u>	<u>0.00</u>	<u>8,050.00</u>	<u>0.00</u>	<u>0.00</u>	<u>28,320.67</u>
<b>Promotions</b>	794.34	0.00	0.00	0.00	0.00	1,500.00	0.00	2,294.34
<b>Public Relations</b>								
Public Relations in Area	0.00	31,142.36	0.00	0.00	0.00	0.00	0.00	31,142.36
<b>Total Public Relations</b>	<u>0.00</u>	<u>31,142.36</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>31,142.36</u>
<b>Social Media</b>								
Contests	0.00	17,171.00	0.00	0.00	0.00	0.00	0.00	17,171.00
Facebook, Blogging, etc.	23,345.00	49,181.89	0.00	0.00	0.00	0.00	4,649.08	77,175.97
Monthly E-Newsletter	0.00	6,935.00	0.00	0.00	0.00	0.00	0.00	6,935.00
Social Media - Other	0.00	0.00	0.00	0.00	0.00	0.00	659.13	659.13
<b>Total Social Media</b>	<u>23,345.00</u>	<u>73,287.89</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>5,308.21</u>	<u>101,941.10</u>



## LFA Financials FY 2016 2017 (continued)

	<u>Avila Beach (Local Fund)</u>	<u>Cambria (Local Fund)</u>	<u>Cayucos (Local Fund)</u>	<u>San Simeon (Local Fund)</u>	<u>Los Osos/MB (Local Fund)</u>	<u>Nipomo/Oceano (Local Fund)</u>	<u>AG/SLO (Local Fund)</u>	<u>Total Local Fund</u>
<b>Stewardship/Sustainability</b>								
Miscellaneous	800.00	0.00	0.00	0.00	0.00	0.00	0.00	800.00
Stewardship/Sustainability - Other	0.00	391.97	0.00	0.00	0.00	0.00	0.00	391.97
<b>Total Stewardship/Sustainability</b>	<u>800.00</u>	<u>391.97</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1,191.97</u>
<b>Tourism Infrastructure</b>	0.00	5,700.00	8,750.00	28,048.00	0.00	0.00	0.00	42,498.00
<b>Web Development</b>								
APP	0.00	8,900.00	0.00	0.00	0.00	0.00	0.00	8,900.00
Content Management	21,600.00	0.00	0.00	0.00	0.00	0.00	0.00	21,600.00
Hosting & Maintenance	0.00	0.00	0.00	0.00	200.00	0.00	0.00	200.00
Live Cam	0.00	13,180.00	0.00	0.00	0.00	0.00	0.00	13,180.00
SEO/Content/Links	0.00	16,630.00	0.00	0.00	0.00	0.00	0.00	16,630.00
Web Development - Other	0.00	0.00	0.00	0.00	0.00	0.00	2,424.63	2,424.63
<b>Total Web Development</b>	<u>21,600.00</u>	<u>38,710.00</u>	<u>0.00</u>	<u>0.00</u>	<u>200.00</u>	<u>0.00</u>	<u>2,424.63</u>	<u>62,934.63</u>
<b>Encumbrances</b>								
E-Newsletter	0.00	570.00	0.00	0.00	0.00	0.00	0.00	570.00
<b>Total Encumbrances</b>	<u>0.00</u>	<u>570.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>570.00</u>
<b>Total Expense</b>	<u>95,649.30</u>	<u>294,496.77</u>	<u>62,012.93</u>	<u>59,692.75</u>	<u>14,774.36</u>	<u>16,552.45</u>	<u>15,491.62</u>	<u>558,670.18</u>
<b>Net Income</b>	<u>28,058.54</u>	<u>2,861.11</u>	<u>25,457.35</u>	<u>94,052.57</u>	<u>4,848.00</u>	<u>-5.98</u>	<u>-1,534.25</u>	<u>153,737.34</u>
<b>Carry forward</b>	<b>\$ 168,633.19</b>	<b>\$ 202,057.26</b>	<b>\$ 107,640.79</b>	<b>\$ 570,928.15</b>	<b>\$ 20,921.25</b>	<b>\$ 33,626.10</b>	<b>\$ 15,962.68</b>	





## General Fund Budget & Expenses Recap - FY 2016|2017 (as of February 2017)

Note: A 2% assessment creates the overall fund. The financials below reflect the General Fund, which represents 1% of the 2% collected. The remaining 1% collected is being allocated directly in to the Local Fund Areas (LFA). The LFA is responsible for 50% of the CBID Administration expenses incurred, which is divided among each local area depending on their percentage of contribution to the overall fund.

	<u>Jul '16 - Feb 17</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
<b>Income</b>				
<b>BID Assessment Collection</b>				
General Fund	712,407.77	920,000.00	-207,592.23	77.44%
<b>Total BID Assessment Collection</b>	<u>712,407.77</u>	<u>920,000.00</u>	<u>-207,592.23</u>	<u>77.44%</u>
<b>Carryforward</b>	0.00	380,800.79	-380,800.79	0.0%
<b>Total Income</b>	<u>712,407.77</u>	<u>1,300,800.79</u>	<u>-588,393.02</u>	<u>54.77%</u>
<b>Gross Profit</b>	712,407.77	1,300,800.79	-588,393.02	54.77%
<b>Expense</b>				
<b>Administration</b>				
Administration - Fin. Support	3,975.00	7,200.00	-3,225.00	55.21%
Administrator - General Fund	37,217.79	73,500.00	-36,282.21	50.64%
District Administration Fees	14,248.12	18,500.00	-4,251.88	77.02%
Events	500.00			
Meals	120.06			
Mileage	2,686.19			
Supplies	544.77			
Telecommunications	2,200.41			
Travel	954.70			
<b>Total Administration</b>	<u>62,447.04</u>	<u>99,200.00</u>	<u>-36,752.96</u>	<u>62.95%</u>
<b>Marketing/Advertising</b>				
Collateral / Brochure	26,688.42	46,000.00	-19,311.58	58.02%
Co-Op	22,969.30	40,000.00	-17,030.70	57.42%
Creative Development	35,372.30	67,000.00	-31,627.70	52.79%
Maps / Certified Folder	27,911.60	30,000.00	-2,088.40	93.04%
Media				
CDSM Campaign	11,021.21	18,000.00	-6,978.79	61.23%
Ordinance Renewal	0.00	1,200.00	-1,200.00	0.0%
PPC/Retargeting	8,250.00	36,000.00	-27,750.00	22.92%
Shoulder Season	108,340.74	110,000.00	-1,659.26	98.49%
Spring Season	0.00	110,000.00	-110,000.00	0.0%
<b>Total Media</b>	<u>127,611.95</u>	<u>275,200.00</u>	<u>-147,588.05</u>	<u>46.37%</u>
<b>Total Marketing/Advertising</b>	240,553.57	458,200.00	-217,646.43	52.5%



## General Fund Budget & Expenses Recap - FY 2016|2017 (continued)

	<u>Jul '16 - Feb 17</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
<b>Memberships/Sponsorships</b>				
<b>Memberships</b>				
CCTC	850.00			
Chamber	235.00			
<b>Total Memberships</b>	<u>1,085.00</u>			
<b>Sponsorships / Events</b>				
Event Focus/Matching Funds	5,000.00			
VSLOC/VisitCA co-op	54,607.00	70,000.00	-15,393.00	78.01%
<b>Total Sponsorships / Events</b>	<u>59,607.00</u>	<u>70,000.00</u>	<u>-10,393.00</u>	<u>85.15%</u>
<b>Total Memberships/Sponsorships</b>	60,692.00	70,000.00	-9,308.00	86.7%
<b>Project Management</b>				
Project Management	14,000.00	24,000.00	-10,000.00	58.33%
Strategy	1,375.00	16,000.00	-14,625.00	8.59%
<b>Total Project Management</b>	<u>15,375.00</u>	<u>40,000.00</u>	<u>-24,625.00</u>	<u>38.44%</u>
<b>Promotions</b>	9,531.25	38,000.00	-28,468.75	25.08%
<b>Public Relations</b>				
Individual FAM Trips	10,666.69	26,000.00	-15,333.31	41.03%
Public Relations - Other	45,238.92	72,000.00	-26,761.08	62.83%
<b>Total Public Relations</b>	<u>55,905.61</u>	<u>98,000.00</u>	<u>-42,094.39</u>	<u>57.05%</u>
<b>Research</b>	7,500.00	20,000.00	-12,500.00	37.5%
<b>Social Media</b>				
Facebook, Blogging, etc.	37,266.56	72,000.00	-34,733.44	51.76%
Monthly E-Newsletter	5,307.72	28,000.00	-22,692.28	18.96%
<b>Total Social Media</b>	<u>42,574.28</u>	<u>100,000.00</u>	<u>-57,425.72</u>	<u>42.57%</u>
<b>Stewardship/Sustainability</b>				
Positive Futures Expenses	457.78			
CMT	16,233.82	27,000.00	-10,766.18	60.13%
Miscellaneous	4,934.82	5,000.00	-65.18	98.7%
Positive Futures	15,581.00	25,000.00	-9,419.00	62.32%
<b>Total Stewardship/Sustainability</b>	<u>37,207.42</u>	<u>57,000.00</u>	<u>-19,792.58</u>	<u>65.28%</u>
<b>Web Development</b>				
Content Management	8,656.44	18,000.00	-9,343.56	48.09%
Hosting & Maintenance	14,272.51	16,000.00	-1,727.49	89.2%
SEO/Content/Links	38,701.54	48,000.00	-9,298.46	80.63%
<b>Total Web Development</b>	<u>61,630.49</u>	<u>82,000.00</u>	<u>-20,369.51</u>	<u>75.16%</u>



## General Fund Budget & Expenses Recap - FY 2016|2017 (continued)

	<u>Jul '16 - Feb 17</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
<b>Contingency</b>				
BrandUSA Outdoors	2,365.35	4,000.00	-1,634.65	59.13%
BlendFest	0.00	5,000.00	-5,000.00	0.0%
CD&S FAM	0.00	13,000.00	-13,000.00	0.0%
Certified Folder	14,287.98	14,360.00	-72.02	99.5%
Coraggio Group	30,014.94	35,000.00	-4,985.06	85.76%
Coraggio Group Travel	1,922.82			
Destination Photo Shoot	7,077.68	7,398.80	-321.12	95.66%
Promotions	8,841.29	7,199.00	1,642.29	122.81%
SMG Influence Tool	0.00	8,000.00	-8,000.00	0.0%
Strategy	375.00	3,825.00	-3,450.00	9.8%
Whale Tail Template	13,658.05			
Contingency - Other	0.00	140,617.99	-140,617.99	0.0%
<b>Total Contingency</b>	<u>78,543.11</u>	<u>238,400.79</u>	<u>-159,857.68</u>	<u>32.95%</u>
<b>Total Expense</b>	<u>671,959.77</u>	<u>1,300,800.79</u>	<u>-628,841.02</u>	<u>51.66%</u>
<b>Net Income</b>	<u>40,448.00</u>	<u>0.00</u>	<u>40,448.00</u>	<u>100.0%</u>



## **General Fund Budget DRAFT FY 2017|2018**

**The CBID Advisory Board is in the process of creating and adopting their 2017|2018 budget, and anticipates that a final budget will be available in June 2017.**

**To receive a copy of the budget, please contact Cheryl Cuming at [admin@SLOcountyBID.com](mailto:admin@SLOcountyBID.com).**



## **Appendix A**

Visit California has just released the 2016 Travel Impacts Report compiled in partnership with Dean Runyan Associates.

This report is one of the industry's strongest tools to reach and educate local and statewide media and leaders in business, government and community development on the economic power of California's tourism industry. Over the last several years, the report has been instrumental in showcasing tourism as an essential pillar of California's economy.

Contained in the report are comprehensive breakdowns of economic impacts broken out by industry sector, region and county, as well as overall statewide data that paints a broader picture of our ever-expanding industry.

Projected 2016 numbers show California's travel and tourism industry generated \$10.3 billion in state and local tax revenue on \$126.3 billion in spending which supported 1.096 million jobs for Californians.

Select pages have been included in the Appendix of this report to provide a quick overview of travel impacts in SLO County.

A full report can be found here: [2016 Travel Impacts Report](#)



## EXECUTIVE SUMMARY

This report provides detailed statewide, regional and county travel impact estimates for California from 1992 to 2016. The estimates for 2016 are preliminary. The report also provides an analysis of travel-generated tax revenue and transient occupancy tax receipts for jurisdictions through the 2016 fiscal year.

### THE CALIFORNIA TRAVEL INDUSTRY CONTINUES TO EXPAND

The California travel industry grew for the seventh consecutive year following the 2007-2009 recession. All visitation and economic impact estimates increased for the year.

- **Spending.** Total direct travel spending in California was \$126.3 billion in 2016 (preliminary). This represents a 3.1 percent increase over 2015 in current dollars and a 3.2 percent increase in real (inflation-adjusted) dollars.
- **Employment.** Direct travel generated employment was 1,096,000 in 2016, a 3.4 percent increase over 2015. Travel-generated employment has increased at this 3.4 annual rate since 2010.
- **Tax Revenues.** Travel-generated state and local tax revenue was \$10.3 billion in 2016, an increase of 3.8 percent over the preceding year.<sup>1</sup> Over seventy percent of these tax revenues were paid by visitors (e.g., lodging and sales taxes). The remainder were paid by travel industry employees and businesses (e.g., property and income taxes). This state and local tax revenue was equivalent to \$780 per California resident household (\$550 for taxes paid by visitors, \$230 for taxes paid by employees and businesses.)
- **Visitation.** Visitor arrivals on domestic flights (36.9 million in 2016) increased by 7.2 percent.<sup>2</sup> Room demand increased by 1.8 percent for the year.<sup>3</sup>
- **Origin.** Six out of ten dollars spent at California visitor destinations were attributable to residents of other states and countries. However, the share of international travel in California (and the U.S.) has declined due the strength of the U.S. dollar and decreased visitation.
- **Secondary Impacts.** The re-spending of travel industry income by businesses and employees produces secondary effects. In 2016, these secondary impacts were 749,200 jobs with earnings of \$46.1 billion. Total (direct and secondary) employment was 1.8 million jobs with earnings of \$91.5 billion.
- **Gross Domestic Product.** The Gross Domestic Product (GDP) of the California travel industry was \$68.6 billion in 2016. This represents about two and one-half percent of the total GDP of the state.

<sup>1</sup> Local and state tax revenue sum to \$10.2 million in the table on page 7. This discrepancy is due to the rounding of the separate components in the table.

<sup>2</sup> Department of Transportation Origin and Destination survey. Estimates by Dean Runyan Associates.

<sup>3</sup> STR Inc. lodging report prepared for Visit California.





**San Luis Obispo County  
Travel Impacts, 2000-2016p**

	2000	2005	2010	2012	2014	2015	2016p
<b>Total Direct Travel Spending (\$Million)</b>							
Destination Spending	914	1,084	1,193	1,346	1,451	1,516	1,534
Other Travel*	36	67	67	77	65	59	55
<b>Total Direct Spending</b>	<b>950</b>	<b>1,152</b>	<b>1,259</b>	<b>1,424</b>	<b>1,516</b>	<b>1,576</b>	<b>1,589</b>
<b>Visitor Spending by Type of Traveler Accommodation (\$Million)</b>							
Hotel, Motel	490	566	661	771	853	908	923
Private Home	75	89	100	105	106	108	108
Campground	88	127	115	126	135	137	139
Vacation Home	31	38	42	44	45	46	46
Day Travel	230	264	274	301	312	318	318
Destination Spending	914	1,084	1,193	1,346	1,451	1,516	1,534
<b>Visitor Spending by Commodity Purchased (\$Million)</b>							
Accommodations	184	231	262	308	363	398	415
Food Service	233	281	332	367	395	419	431
Food Stores	43	56	56	60	66	69	69
Local Tran. & Gas	89	131	148	181	173	162	148
Arts, Ent. & Rec.	140	152	156	173	183	190	191
Retail Sales	225	225	231	250	260	267	265
Visitor Air Tran.	0	9	7	8	11	13	14
Destination Spending	914	1,084	1,193	1,346	1,451	1,516	1,534
<b>Industry Earnings Generated by Travel Spending (\$Million)</b>							
Accom. & Food Serv.	150	197	231	263	304	331	359
Arts, Ent. & Rec.	57	68	77	88	90	98	104
Retail**	35	41	40	44	47	50	51
Ground Tran.	10	11	12	15	16	17	19
Visitor Air Tran.	0	4	3	3	4	5	7
Other Travel*	6	14	11	11	9	9	11
<b>Total Direct Earnings</b>	<b>257</b>	<b>336</b>	<b>374</b>	<b>425</b>	<b>470</b>	<b>510</b>	<b>550</b>
<b>Industry Employment Generated by Travel Spending (Jobs)</b>							
Accom. & Food Serv.	7,650	8,130	8,380	9,300	10,000	10,280	10,650
Arts, Ent. & Rec.	4,690	4,610	4,190	4,850	4,980	4,940	4,970
Retail**	1,550	1,610	1,360	1,440	1,470	1,470	1,490
Ground Tran.	370	340	350	400	420	430	440
Visitor Air Tran.	0	90	50	50	60	70	90
Other Travel*	250	380	290	270	170	170	180
<b>Total Direct Employment</b>	<b>14,510</b>	<b>15,150</b>	<b>14,610</b>	<b>16,300</b>	<b>17,100</b>	<b>17,370</b>	<b>17,810</b>
<b>Government Revenue Generated by Travel Spending (\$Million)</b>							
Local Tax Receipts	28	34	42	47	54	59	62
Visitor	21	24	28	33	39	42	44
Business or Employee	7	10	14	14	15	17	18
State Tax Receipts	44	55	65	66	72	73	72
Visitor	35	42	52	52	55	55	53
Business or Employee	9	12	13	14	17	18	19
<b>Total Local &amp; State</b>	<b>72</b>	<b>89</b>	<b>107</b>	<b>113</b>	<b>126</b>	<b>132</b>	<b>134</b>

Details may not add to totals due to rounding.

\*Other Travel includes resident air travel and ground transportation impacts for travel to other California destinations, travel arrangement & reservation services, and convention & trade show organizers. \*\*Retail includes gasoline.

Local tax receipts include transient occupancy taxes, sales taxes and airport passenger facility charges paid by visitors, and the property tax payments and sales tax payments attributable to the travel industry income of employees and businesses.

State tax receipts include sales tax payments and motor fuel tax payments of visitors, and the income tax payments and sales tax payments attributable to the travel industry income of employees and businesses.



## VI. TRANSIENT OCCUPANCY TAX RECEIPTS

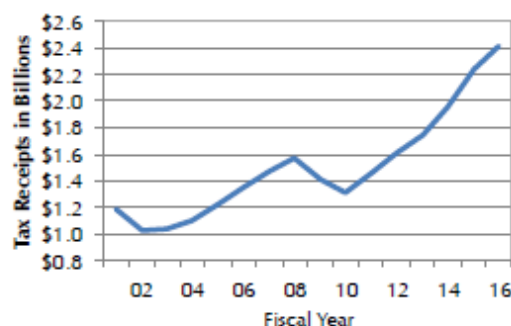
Transient lodging taxes are one of the most direct means for jurisdictions to collect revenues from visitors. They are also a useful indicator of travel activity in the state, since almost all of these sales are made to travelers. Transient lodging tax receipts therefore provide a basis for evaluating both travel trends and the distribution of travel activity in the state.

More than 450 jurisdictions in California levy a locally administered transient lodging tax. This tax, ranging from 4 percent to 15 percent, is collected on the sale (i.e., rental) of a room at a lodging establishment such as a hotel, motel, bed & breakfast or at a campground site. *(The rates reported here are for the last fiscal year.)*

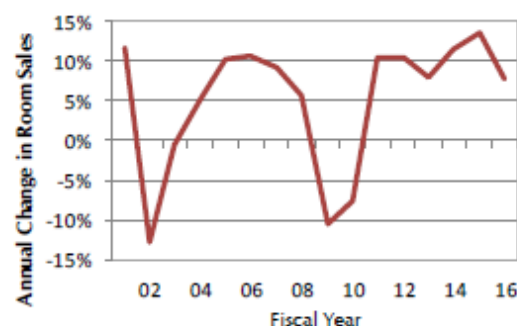
The tax collections and tax rates compiled by Dean Runyan Associates, Inc. in this section were reported by various taxing jurisdictions and visitor associations. The receipts are reported on a fiscal year basis. Typically, this corresponds to July 1 through June 30, although there are exceptions. The rates reported are for the most recent fiscal year shown. In many cases, these rates have changed over the reported time period. Some jurisdictions also have variable tax rates for different properties or districts. Finally, transient lodging tax data are subject to frequent revisions. The revisions can be a result of late payments, back taxes and/or interest fees. Users of this information may therefore wish to contact specific jurisdictions to verify this data depending on the purpose of any analysis.

The information provided in this report is also available on the Dean Runyan Associates website ([www.deanrunyan.com](http://www.deanrunyan.com)). The website report will be periodically updated with more current information, as well as revisions and corrections. ***Those with more current information or corrections are encouraged to notify Dean Runyan Associates, Inc.***

California Transient Occupancy Tax Receipts



Year over Year Percent Change





### California Transient Occupancy Tax by County

Fiscal Year  
Amounts in \$000

	*Rate	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
ALAMEDA	11.0%	31,479	34,685	36,776	32,050	30,022	35,744	40,480	46,675	53,748	62,550	71,707
ALPINE	10.0%	552	566	568	476	490	563	438	561	143	154	166
AMADOR	9.4%	652	792	689	607	619	638	652	722	1,007	1,204	1,153
BUTTE	9.7%	2,291	2,469	2,606	2,508	2,316	2,440	2,554	2,709	2,869	3,071	3,307
CALAVERAS	10.0%	1,155	1,185	1,235	1,159	1,111	1,144	1,156	1,187	1,271	1,460	1,502
COLUSA	9.8%	423	360	340	353	314	309	368	358	390	366	424
CONTRA COSTA	9.2%	10,553	11,826	12,279	10,561	9,327	9,512	10,876	12,098	14,072	15,689	17,385
DEL NORTE	9.3%	1,090	1,203	1,260	1,203	1,213	1,209	1,200	1,306	1,400	1,584	1,734
EL DORADO	10.0%	13,567	12,275	12,048	10,206	10,303	10,598	10,889	12,620	13,632	15,699	19,117
FRESNO	11.4%	10,700	11,567	11,536	10,938	9,843	10,185	10,951	11,496	12,411	13,586	14,837
GLENN	11.7%	432	435	389	386	440	440	449	458	508	556	557
HUMBOLDT	10.0%	3,683	4,226	4,399	4,403	4,396	4,882	4,877	5,217	5,625	6,183	6,930
IMPERIAL	9.6%	1,718	1,986	2,110	1,858	1,741	1,859	2,172	2,230	2,394	2,264	2,277
INYO	12.0%	3,322	3,728	4,115	4,167	4,276	4,538	4,693	4,707	5,261	5,416	5,691
KERN	9.9%	10,294	11,280	11,082	10,813	9,786	10,481	11,710	12,192	13,139	14,355	14,813
KINGS	8.7%	786	765	718	770	631	654	723	732	760	922	1,010
LAKE	9.1%	1,268	1,356	1,311	1,102	932	819	842	694	955	893	1,242
LASSEN	10.0%	524	579	575	454	422	408	431	409	430	470	480
LOS ANGELES	12.7%	305,434	328,102	354,820	316,717	293,919	327,626	367,512	406,994	432,562	474,746	513,661
MADERA	9.1%	2,160	2,272	2,350	2,411	2,426	2,588	2,683	2,828	3,282	3,384	3,551
MARIN	10.2%	7,021	7,665	8,357	7,223	6,531	7,143	8,184	9,192	10,488	12,150	13,239
MARIPOSA	10.0%	8,723	9,228	10,331	9,683	11,406	10,664	11,461	11,438	11,624	13,523	14,342
MENDOCINO	10.0%	5,975	6,114	6,467	6,198	5,547	5,507	6,018	6,288	6,748	7,907	8,215
MERCED	9.9%	1,818	1,808	1,799	1,729	1,556	1,482	1,600	1,691	1,996	2,944	**2,948
MODOC	7.6%	167	162	181	156	151	171	161	156	167	189	200
MONO	12.8%	13,130	12,172	13,342	12,206	12,909	13,519	12,394	14,126	13,077	14,018	18,748
MONTEREY	10.3%	41,907	44,908	45,852	41,875	39,596	40,507	46,522	49,995	53,739	59,484	63,548
NAPA	12.0%	20,206	23,746	27,212	24,570	23,667	27,887	31,403	34,582	40,555	44,569	48,876
NEVADA	10.0%	2,203	2,441	2,647	2,268	2,372	2,463	2,508	2,781	3,115	3,608	4,347

\*The reported rate represents a county-wide average for the last fiscal year. \*\*Includes late payments from 2013 and 2014.



### California Transient Occupancy Tax by County

Fiscal Year  
Amounts in \$000

	*Rate	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
ORANGE	12.0%	166,775	182,356	187,110	165,880	155,772	172,711	189,382	208,294	218,396	246,618	276,623
PLACER	7.6%	10,444	11,148	12,057	11,190	11,607	13,149	13,221	14,520	15,264	15,245	20,158
PLUMAS	9.0%	1,093	1,070	1,155	1,170	1,049	1,077	1,180	1,250	1,640	1,300	29
RIVERSIDE	11.0%	55,479	57,199	58,107	49,572	47,913	53,055	60,135	66,583	71,325	81,155	87,579
SACRAMENTO	11.7%	29,661	31,995	32,072	27,850	24,630	26,290	26,294	27,910	31,522	34,854	38,249
SAN BENITO	8.5%	267	302	275	244	239	217	247	282	297	332	385
SAN BERNARDIN	10.0%	25,775	27,703	28,175	25,178	24,130	25,625	26,501	28,253	26,746	33,528	37,141
SAN DIEGO	10.4%	173,921	194,790	203,564	179,179	158,291	177,992	189,187	203,924	223,586	247,070	267,743
SAN FRANCISCO	14.0%	173,923	194,290	219,089	214,460	186,849	209,962	239,567	238,782	310,052	399,363	392,686
SAN JOAQUIN	8.1%	4,282	4,519	4,741	4,238	3,687	3,980	4,330	4,859	4,691	5,909	6,889
SAN LUIS OBISPO	9.9%	19,729	21,984	23,322	22,363	21,784	23,878	26,146	28,439	32,700	35,601	36,896
SAN MATEO	11.4%	34,272	37,939	42,195	38,163	37,789	46,622	56,095	63,621	82,363	83,894	92,208
SANTA BARBARA	11.1%	28,102	30,878	31,863	29,375	27,994	30,742	33,021	34,418	39,058	44,071	44,865
SANTA CLARA	10.3%	57,587	64,686	71,919	58,034	54,489	61,974	74,455	84,382	98,126	121,654	136,487
SANTA CRUZ	10.8%	8,957	9,945	10,504	9,362	9,125	10,207	11,799	12,802	15,517	17,915	18,623
SHASTA	10.0%	4,637	4,871	4,881	4,527	4,513	4,671	4,931	5,310	5,384	5,714	6,010
SIERRA	10.0%	249	290	308	300	285	289	324	343	349	339	325
SISKIYOU	9.4%	1,982	2,165	2,150	2,040	1,965	1,934	2,019	2,153	2,204	2,435	2,505
SOLANO	9.6%	4,430	4,950	5,031	4,259	4,018	4,340	4,626	4,915	5,432	6,396	7,751
SONOMA	9.8%	17,130	19,574	20,997	19,047	17,870	19,850	22,196	24,961	28,407	31,589	34,406
STANISLAUS	8.5%	3,592	3,795	3,753	3,521	3,004	3,263	3,618	3,839	3,998	4,448	5,440
SUTTER	10.0%	585	665	821	707	570	683	700	691	715	835	831
TEHAMA	9.9%	815	937	1,081	869	847	895	883	1,038	1,054	1,223	1,350
TRINITY	5.0%	207	190	193	180	165	191	203	221	219	214	194
TULARE	9.8%	3,984	4,266	4,578	4,486	4,116	4,443	4,629	5,155	5,402	6,374	6,291
TUOLUMNE	10.0%	1,591	1,602	1,748	1,611	1,721	2,103	2,540	2,792	2,558	2,943	3,718
VENTURA	9.8%	15,444	16,548	17,044	15,070	13,677	14,755	16,346	17,894	19,816	21,907	24,751
YOLO	10.4%	2,809	2,935	3,094	2,852	2,622	3,099	3,135	3,450	2,737	4,330	4,961
YUBA	10.0%	285	352	377	351	289	319	399	341	379	459	478
(California Values in \$Millions)												
California	11.4%	1,351.2	1,473.8	1,569.6	1,415.1	1,309.3	1,454.3	1,614.0	1,747.9	1,957.3	2,240.7	2,411.3

\*The reported rate represents a county-wide average for the last fiscal year.



**California Transient Occupancy Tax by Jurisdiction**  
**Fiscal Year**

Amounts in \$000

	Rate	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>SAN JOAQUIN COUNTY</b>												
Ripon	10.0%	7.9	85.7	87.7	85.6	71.5	83.8	99.5	97.5	100.6	112.6	130.4
Stockton	8.0%	2,171.4	2,180.0	2,286.6	1,962.1	1,748.5	1,799.0	1,933.0	2,006.0	2,080.0	2,378.0	2,711.0
Tracy	10.0%	709.2	795.2	814.9	721.6	642.8	675.8	746.0	786.8	974.3	1,117.4	1,384.5
<b>SAN LUIS OBISPO COUNTY</b>												
Unincorporated	9.0%	5,339.0	6,125.9	6,539.5	6,137.3	5,582.4	6,342.0	6,449.8	7,710.9	8,063.2	8,811.1	9,334.5
Arroyo Grande	0.0%	435.0	449.5	437.2	389.1	348.0	390.5	630.4	746.3	840.6	922.2	0.0
Atascadero	10.0%	479.5	478.6	407.6	418.6	409.2	525.5	638.1	704.0	779.4	900.1	1,242.3
El Paso De Robles	12.0%	1,614.3	2,025.9	2,519.1	2,692.9	2,735.0	2,998.5	3,229.9	3,350.0	4,174.0	4,246.2	4,278.9
Grover Beach	10.0%	220.4	238.5	232.9	230.8	220.4	220.3	260.8	273.4	248.7	314.3	363.4
Morro Bay	10.0%	1,805.6	1,967.1	1,955.9	1,908.2	2,208.1	2,287.0	2,783.7	2,802.7	2,542.4	2,916.2	3,143.0
Pismo Beach	10.0%	5,295.5	5,912.4	6,175.0	5,906.8	5,779.6	6,269.6	6,931.2	7,279.5	7,988.2	8,679.8	9,199.9
San Luis Obispo	10.0%	4,539.2	4,786.0	5,054.7	4,679.5	4,501.8	4,844.2	5,222.0	5,572.4	8,063.2	8,811.1	9,334.5
<b>SAN MATEO COUNTY</b>												
Unincorporated	10.0%	771.6	907.4	749.6	936.8	873.1	978.8	1,104.6	1,242.3	1,393.6	1,552.2	1,490.0
Belmont	10.0%	1,011.5	1,089.0	1,199.8	1,025.0	891.5	1,114.8	1,359.4	1,571.9	1,722.8	1,937.3	2,338.9
Brisbane	12.0%	913.6	999.0	1,096.7	941.7	969.4	1,306.1	1,560.0	1,668.3	2,037.8	2,444.2	2,650.0
Burlingame	12.0%	9,273.4	10,355.4	11,264.6	10,155.0	10,341.6	13,404.1	16,183.2	18,244.3	31,357.1	23,698.4	26,092.2
Daly City	10.0%	397.7	457.4	531.7	496.3	460.8	532.7	635.2	690.5	787.2	946.0	1,028.4
Foster City	9.5%	1,080.9	1,237.8	1,415.4	1,263.1	1,175.5	1,341.2	1,730.0	2,015.9	2,109.2	2,581.2	2,820.9
Half Moon Bay	12.0%	3,134.0	3,383.0	3,743.0	3,543.1	3,394.6	3,732.4	4,230.9	4,524.6	4,950.1	5,430.5	5,924.6
Menlo Park	12.0%	1,237.7	1,375.9	1,474.1	1,351.6	2,074.5	2,454.0	2,939.5	3,468.3	4,158.8	4,720.2	6,268.2
Millbrae	12.0%	2,417.6	2,929.4	3,269.5	2,807.4	2,865.0	3,686.4	3,928.1	4,808.6	6,137.0	7,467.0	8,210.0
Pacifica	12.0%	926.4	795.5	922.4	843.2	708.7	776.2	1,118.0	1,276.6	1,485.2	1,667.3	1,712.6
Redwood City	12.0%	2,649.6	2,976.7	3,323.6	2,761.4	2,657.5	2,994.3	3,924.4	4,526.4	5,262.3	6,032.4	6,459.3
San Bruno	12.0%	1,139.7	1,275.3	1,478.0	1,339.9	1,344.4	1,763.7	2,183.9	2,412.4	2,790.4	3,065.5	3,316.7
San Carlos	10.0%	626.0	767.0	825.1	750.2	682.8	815.2	943.5	1,120.9	1,270.1	1,396.7	1,578.7
San Mateo	12.0%	3,222.2	3,431.4	4,118.3	3,470.0	3,529.0	4,530.5	5,634.8	6,390.7	5,727.6	8,007.5	8,887.3
So. San Francisco	10.0%	5,469.7	5,959.0	6,783.5	6,478.4	5,820.7	7,191.9	8,619.2	9,659.3	11,174.0	12,947.5	13,430.1