Unincorporated San Luis Obispo County Tourism Business Improvement District (CBID)

YEAR END REPORT for 2021

Submitted May 2, 2022

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Following the review and approval by the Board of Supervisors, this report is available on https://highway1discoveryroute.com/member/

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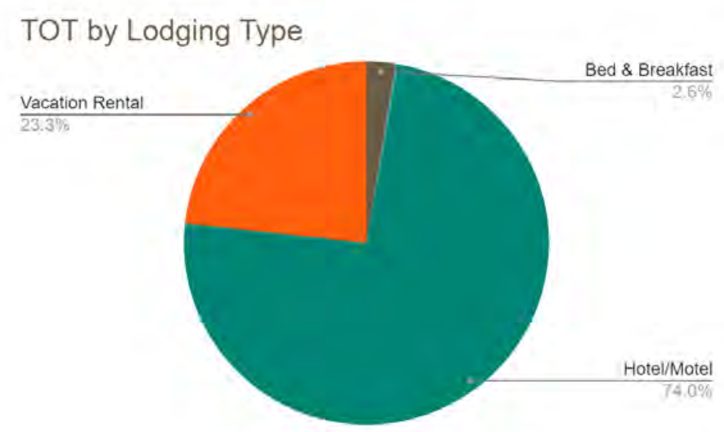
Synopsis of 2021

Experience is Everything

While restrictions have limited travelers over the past two years, data has shown that many have learned to live with COVID and continued creating experiences through travel. Restrictions have only encouraged committed travelers to adapt: through domestic trips, seeking rural escapes, or swapping hotels for vacation rentals. They have also been inspired by and attracted to destinations open during the pandemic they might not have previously considered.



Total Lodging Businesses 1,320
Vacation Rental 1,172 | Home Stay 53 | Hotel/Motel 53 | B&B 42

Despite the Omicron challenge in the fourth quarter, the year ended with overall search volume flat quarter-over-quarter compared to Q3 and was up 70% year-over-year. Expedia's Traveler Value Index research, showed that 81% are planning a leisure trip in the next six months, and 1 in 5 plan on taking three or more trips.

Highway 1 Discovery Route Efforts Driving Awareness and Consideration

Overall website traffic increased to the highest level ever in 2021. Total sessions were up 61% over prior year and individual users grew to more than 700,000 vs. 420,000 in the prior year. Major drivers included improvements in organic, social organic, and paid media. Organic traffic was up 122% (Users) and 133% (Sessions). Organic Social was up 54% (Users) or 52% (Sessions). Paid media drove an increase in average session duration by 18 percent and 1+ minute sessions were up 77% on the same investment. Paid media also generated nearly 15,000 map downloads in 2021. Our overall lead generation efforts have increased our email database by over 20,000 to more than 80,000 engaged subscribers. And in Q1 2022, we've already seen 60% more traffic than in all of Q1 2021.

In addition to all of the content potential visitors absorbed from the website, public relations efforts generated additional impact with a total of 81 articles published in 2021, including 17 in the top 50 most influential travel publications:

- Forbes: "24 Hours in Cambria, Central California's Coastal Gems"
- Sunset: "The Coast with the Most"

- RoadTrippers: “A Highway 1 Road Trip Along California’s Central Coast”
- USA Today/10 Best: “10 Essential Food Experiences to Enjoy Along California’s Central Coast”
- Outside: “The 25 Best Fall Trips in the World”
- Travel + Leisure:
    - “The Best Small Towns for a Fall Getaway”
    - “7 Incredible West Coast Road Trips”
    - “20 Secret Spots Along California’s Pacific Coast Highway”
- VIA: “Four California Road Trips for Food Lovers”
- Washington Post: “On CA’s Central Coast, a Low-Key Exploration of Wineries, Restaurants, Nature”
- AAA: “Drive the Highway 1 Discovery Route” and “Three Days in San Luis Obispo County”
- Afar: “9 Easy Weekend Trips from San Francisco”
- Parade: “Plan Your Next Road Trip with These 50 Hidden Gems Along Highway 1 in Central California”
- Los Angeles Times: “Get Wild this New Year’s Eve: 4 Places to See Animals Along the Central Coast”
- Reader’s Digest: “20 Romantic Weekend Getaways for Couples in the U.S.”

Looking Ahead – International Travel Coming Back in 2022

COVID variants have made the future a bit unpredictable, but research shows growing confidence to travel further afield. In Q4, the share of searches looking for short-term booking windows decreased, while searches for 31+ days increased. This indicates that travelers were feeling more confident to travel internationally, and with loosening international restrictions, starting to dream about or plan trips further out – often to long-haul or bucket-list destinations. (Source: Expedia Travel Value Index). This trend may be a trade off for our county, with more Californians traveling abroad vs. to our area, however, an increase in international travelers to California could very well offset this, restoring normal visitation patterns.

To Travel Is to Live

It is evident that traveler expectations have changed over the past two years, and we’re adapting to new ways of traveling. However, research points to an optimism and a resilience in committed travelers who are more than ready to get back to seeing the world and creating memorable experiences. Building on this momentum, the year ahead, and the future of the travel industry, has the potential to build back better than ever.

Insights from Visit SLO CAL EDI/Visitor Research

- SLO CAL's current competitive position is driven by lower familiarity and awareness of its assets compared to the comp set.
- Key attributes that are important for motivating travel are also highly rated by consumers. These include: – Relaxing – Authentic – A good value for the money – Welcoming.
- Messaging could be strengthened by communicating that the destination is a fun place that is friendly and accepting.
- SLO CAL is known as a place with wide open spaces. Although this attribute was more important during the pandemic than it was before, it is not an important factor in destination choice.
- SLO CAL's current image is more relaxed, small town and natural.
- While it is highly rated for its scenic beauty, the competitive destinations all offer scenic beauty. It is important to reinforce the scenery – having that type of beauty is the price of entry to even be considered. But it is not enough to differentiate SLO CAL.
- SLO CAL visitors are younger, more likely to be married and have children, more highly educated, and have higher income than either high-potential visitors or low-potential visitors. Millennials are the largest group of current visitors. They are 35% of the population, and almost 45% of SLO CAL visitors. $163K Avg. Income, 66% Married, 33% Kids at Home.
- The activities that motivated the most trips are: Visited a beach; Drove a scenic highway; Dined in an independent restaurant; Went to a winery/brewery/distillery; Visited a park or nature area.

Target Audiences

- 31% are **Outdoor Families**. They travel to bond and recharge. The most motivating activity for this group is the beach, and they enjoy outdoor pursuits. These upscale families have children at home and established careers. With an average age of 45.6, they are active and participate in a wide variety of activities. Outdoor Families are frequent visitors to SLO CAL.
- 25% **Beach & Wine Couples** want to spend time together and escape from everyday stresses. Both the beach and wineries/wine country are strong motivators for choosing their destination. They are upscale, educated couples who come for a short trip – 3.2 nights. They participate in a variety of activities on their trip (avg. 5+) but stay in one or two areas in the county. Popular activities in addition to the beach and wine are scenic drives, park and nature areas, independent restaurants, and

historic landmarks. Many of the trips are part of a larger trip that includes areas like Santa Barbara, Monterey, and Carmel.

- 14% **Explorers** are motivated by unique experiences. They are more about connecting with the destination and less about connecting with each other. This segment is mostly male (71%) and has the highest LGBTQ+ representation (10%). These travelers love to engage with the destinations they visit. They are well educated and less likely to have children at home. Not quite as diverse as YOLO, they have the highest representation of Asian travelers (20%). They are the second-lowest spenders, a dynamic that is driven by frugal spending on accommodations and meals. The beach is a top activity for this group, but less so than the other segments, and they are the most likely to engage in nightlife and entertainment.
- 14% **YOLOs** (You only live once) are motivated by excitement, thrills and living life to the fullest. They are the youngest segment with an average age of 43. They are highly educated and high earners, but they have the lowest household income of the segments – a function of their age. They have diverse interests and are willing to try a wide variety of activities. YOLOs are motivated by the beach, driving the scenic highway, nature, historic sites/landmarks, and wineries. They are the most likely to camp at the beach, visit an art gallery or museum, and watch a space launch. Perhaps less food-centric, they report the lowest level of dining in independent restaurants and the highest use of chain restaurants. They are also the second highest overall spenders, despite a relatively small party size. Their spending is concentrated on meals, shopping and entertainment rather than lodging.

Key Takeaways for Highway 1

- Continuing to drive awareness of Highway 1 (in SLO CAL) helps drive overall county awareness as Highway 1 has high awareness levels (from past research).
- May want to look at slightly pivoting messaging focused more on key attributes important to motivating travel. Relaxing – Authentic – A good value for the money – Welcoming.
- Scenic beauty is expected, so we need to clearly communicate more differentiators/uniqueness.
- Continue to focus on the activities that motivated the most trips: Visited a beach; Drove a scenic highway; Dined in an independent restaurant; Went to a winery/brewery/distillery; Visited a park or nature area.

TOT Tracking & BID Assessment Growth

	TOT Totals*	**BID Assessment Collections**
	Source: County Tax Collector	Source: County Reconciliation Reports
2009 | 2010	$5,452,645	$1,208,756
2010 | 2011	$5,733,837	$1,270,149
2011 | 2012	$6,364,986	$1,377,971
2012 | 2013	$6,794,324	$1,460,965
2013 | 2014	$7,439,334	$1,648,058
2014 | 2015	$8,117,718	$1,798,886
2015 | 2016	$8,529,754	$1,860,859
2016 | 2017	$8,568,487	$1,920,749
2017 | 2018	$8,450,318	$1,866,268
2018 | 2019	$9,089,314	$2,187,618
2019 | 2020	$7,539,423	$1,510,873
2020 | 2021	$10,127,945	$1,589,826
Y/Y Growth	+34.3%	+5.2%
Growth since inception	+85.7%	+31.5%

*County TOT totals are updated in arrears. Data provided reflects most recent reports received from the County.

CBID Collected 2009-2021: $30,118,634

We held our own during COVID and continue to see signs for a strong rebound. Good news - as we look ahead to 2022 and beyond, we are exceeding 2019 figures. As international travel opens up we will see more global visitors along Highway 1.Gas prices and inflation will likely keep California's traveling within the state on vacation.

Marketing Plan 2021 | 2022

Executive Summary

When the pandemic hit in spring of 2020, destination marketers were left grappling with how best to navigate and adapt amidst a constantly changing landscape.

The pandemic greatly affected budgets and resources, which forced most to do more with less. The majority were forced to shift strategies, cut budgets dramatically, and scale back efforts. The CBID took a different approach, utilizing carry over funds saved for just such a challenge, and launched the aptly-named Phoenix plan in June to raise awareness of the county's wide open spaces to position the area for success once travel reopened.

The results were powerful. In the first six months of the fiscal year, the website had as many qualified visits as the entire twelve months prior as people were actively searching for inspiration and planning for future travel.

In the last year, website users were up 90 percent, 23 pieces of new content have been added to the site, a lead generation effort has been launched, and the average search position for the website is up 22 percent with a majority of the authority pages in the top five positions. The paid media campaign, with a message focused on wide open spaces, achieved 32 percent more clicks at a lower cost, equaling a cost per engagement five times lower than the year before. At a time when people were hesitating to travel, our efforts to inspire and engage set us up for future success as road trips and rejuvenation travel are slated to be a focus for 2021 and beyond.

As we forge ahead, we are staying on strategy, while continuing to be flexible moving forward given ongoing uncertainty. There are four main things reinforced this year that were key to our success:

Keep Following the Data
Data is always the foundation of our marketing. This becomes even more critical during times of adversity and uncertainty. We focused our efforts on the channels and messages that have proven to engage. It helped us make more informed decisions and kept us top of mind with consumers for future travel consideration.

Continue to Embrace Digital Platforms
We were able to plan our efforts in a way to pause without penalty in order to remain agile and adjust given the changing landscape. We placed an importance on authentically

connecting with visitors sharing inspirational photography and other assets, regardless of the channel or format.

Leading Better Together

Starting last spring the CBID increased engagement with all 10 unincorporated areas (LFAs) to continue to collaborate, share information and provide support. These strategic relationships have grown, and the integration has proved to be an effective way to strengthen the efforts of all of our communities.

Continue to Engage and Inspire Travelers

The good news is that while travel may have stopped for a time, dreaming of travel remained strong and consumer intent is still there. Since last April, the percentage of people dreaming about their next trip has increased and our consistency in messaging allowed us to stay in front of consumers for future consideration.

As we continue through this recovery phase and see demand increase, we anticipate we will have a competitive advantage over those who sat out and lost share of voice during this very important period. Over the next fiscal year our efforts will be focused on continued optimization/refinement of our very successful strategies and tactics, as well as continuing to grow and test new ideas in keeping with our imperatives and initiatives.

Future Trends

The state of travel is rapidly evolving, and we continue to see different levels of recovery and engagement across different regions. COVID-19 has impacted everything from traveler confidence to the factors influencing their choice of destination, accommodation, and transportation.

As people look to restore their lives beyond COVID-19, they are looking for travel that offers a change in weather or scenery, provides an opportunity to see family and friends, or allows them to celebrate events and milestones after a year during which so little celebrating could happen. Expedia terms this *Rejuvenation Travel* – and it is a trend we expect to see more of in the coming year.

So inspiring those who are still dreaming and engaging - as well as those who are ready to travel - with content highlighting outdoor and seasonal experiences such as hiking, relaxing on the beach or sightseeing will continue to be important. It will also be important to continue to share reassuring content, such as messaging and imagery demonstrating social distancing and less crowded areas to visit.

As we re-imagine the future of travel, the following five trends are expected to lead the way through recovery and beyond.

Demand Evolution

Traveler preferences have shifted toward the familiar, predictable, and trusted. Domestic and regional vacations and the outdoors will reign in the short-term.

- Domestic travel preferred: 71% say their next leisure trip is likely to be domestic, with 47% of Americans considering in-state road trips as their next holiday. Source: World Travel & Tourism Council
- Off the grid experiences: 40% of US travelers are re-thinking destinations, often in favor of beaches & small towns/rural areas. Source: Oliver Wyman Traveler COVID-19 Survey, Destination Analysts
- Authentic and immersive experiences: Travel will likely be kickstarted by the less risk averse travelers and early adopters – expected to range from young adventure travelers to those already vaccinated. Not only are these types of travelers more intrepid, but these niche verticals are usually about immersion in nature, staying active and visiting remote communities.
- Togethering: Young families, with parents aged 25-40, have also shown a propensity to travel in the near future. This family trend, coined "togethering" was witnessed after 9/11 and the 2008 financial crisis, which some have ascribed to a desire to take advantage of any time together.
- The New Luxury: The idea of luxury will change, it will not be so much about bottles of champagne and silk sheets, but rather about adventure tourism with comfortable nights, delicious food and good wine. People want, more than ever, to experience something new and real.

Wellness – Betterment Boom

Health and safety are paramount in this new era. Personal experiences, advice from experts, and concerns for distancing will guide consumer behavior in the short- to mid-term. Even before a global public health crisis, people were stressed about anything from always-on social to facing traffic jams on their way to work. It's hardly surprising therefore that any destination that can help improve people's mental wellbeing will be welcomed with open arms.

Innovation & Digitization

Amid stay-at-home orders, digital adoption and consumption are on the rise. And people are consuming content at a rate unlike any time before.

Sustainability

The world has been re-invigorated to tackle social, environmental, and institutional sustainability. In particular, heightened public awareness of the environment and wildlife has boosted advocacy for wildlife protection as well as ocean preservation.

Virtually Grounded

Reimagine gatherings for today's mixed reality. For those who don't feel comfortable traveling, virtual events can help a destination expand their reach and tap into new audiences.

Looking forward to 2022

In March 2021, the board decided to continue with the direction from the overall CBID Strategic Plan through 2022 which informs the marketing strategy for the organization. The direction - to stay on course and continue to refine – will be our starting point as we enter the new year. However, we want to always be future looking and flexible should there be a new challenge or opportunity on the horizon. When considering the biggest opportunities for our BID Bunch team in 2022 it is further integration of resources. Some tactical examples:

- Public Relations integration with Paid Media: Utilize our top 50 media outlets as paid media outlets as well. For instance, Reader's Digest published an article recommending Highway 1 Discovery Route as a best place to travel. We have tested that message on social media with success, but this type of "Better Housekeeping Seal of Approval" message could be used on Reader's Digest.com.
- Paid Media Integration with Email: Utilize paid media as a part of a greater effort to generate email addresses. We've tested paid media to generate interest in our coastal hiking map. In 2021-22, we will put more into this effort as a way to prepare for a cookieless environment. (More about this in our paid media section.)
- Integrate Paid Search to Content in Paid/Social Messaging: Research told us that searches for beaches were increasing substantially in the spring, so the team produced a video series around beaches that could be shared on social and paid media.
- Email integration with Social Media: Utilize our email database to grow our social channels.
- Multi-Channel Content Integration: Utilizing our content calendar to flow our key messages through all of our efforts drives an increased frequency of message and awareness overall.

Marketing Imperatives & Initiatives

- ➢ Evolve Marketing Leadership with LFAs
  - Provide marketing bridge opportunities
  - Support LFAs through educational and technical assistance opportunities
- ➢ Pursue Excellence and Efficiency of Owned Media
  - Refine and leverage the CBID database
  - Align on web strategy
  - Develop and execute social strategies
- ➢ Increase Consideration to Visit Highway 1 and our Ten Communities and Assets
  - Partner with Visit SLO Cal to drive awareness
  - Pursue partnerships that drive awareness to our unincorporated communities
  - Develop effective and targeted content

Marketing Strategies and Tactics Overview

PUBLIC RELATIONS

The media landscape has changed considerably in the last year with many publications folding. And despite the pandemic, more than 60 print mags launched in 2020. The media are anxious to travel again, preferring individual press trips or freelance friend pods." Desk-sides and increased media missions will be a focus for the next fiscal year and will include the Outdoor Writers Association and Travel Classics.

We will continue the strong collaboration and outreach with Visit California, SLO CAL PR Task Force, other area DMOs, including Pismo Beach and Morro Bay, as well as neighboring DMO's (Santa Barbara, Santa Maria Valley, and Monterey) to pitch the LA/SF Central Coast road trip.

Editorial themes trending that align with our destination attributes include:

- Travel with Impact: As travel picks back up, people will be more conscious about how they travel
- Wellness Staycations: People are eager to de-stress and indulge in some self-care
- Nature: Those traveling in 2022 are seeking open spaces where they can explore nature and partake in wildlife activities, where social distancing is built in
- "Slow" travel and immersive experiences
- Road trip-themed coverage

PAID MEDIA

Over the past year, paid media drove 62 percent of all new users to the website. And with a focus on engagement as a KPI, we drove our best overall efficiencies to date with the lowest ever cost per new user and lowest cost per user on the site for more than 1 minute. In the new fiscal year we plan to continue and expand the tactics that contributed most to this. For example:

- We promoted a downloadable map in an effort to grow our database with quality, highly engaged users. This effort was highly successful and we are going to grow this program. The timing of this effort aligns well now that email hashing/encryption matching will be key.
- Google continues to drive some of our highest quality users and we are launching an opportunity for LFAs to cooperatively fund SEM budgets to increase Share of Voice.
- We tested Google Discovery Ads and have increasingly expanded that footprint/budget.
- Continued content efforts through SFGate saw some of the highest engagement we've seen and solidifies our 2022 emphasis on giving 1/3 of our KPI impact to engagement and we are launching an opportunity for the LFAs to add custom content, along with matching fund programs, to further strengthen our presence.
- We tested a paid social advertising program with Cayucos and Cambria. Given our success, we plan to expand cooperative paid social media advertising.

In the next year, there will be a move toward a cookie-less world. The way advertisers have been using cookies to track their customers behavior online will no longer be viable. Instead, first party data will become more important. As one way to get ahead of this, we are working to expand our first party data by expanding our email database and uploading our lists to platforms.

SOCIAL MEDIA

In the next fiscal year, we will continue to ensure that the H1DR brand/assets are visually present on our prevailing social platforms, but we will also be adding Pinterest Stories, expanding our presence on Instagram through Reels and IG TV, enhancing our hashtag development, and renewing our CrowdRiff program.

Help inspire travelers to take that trip they've been craving:

Most engaged organic posts become ads. As we track our most engaged posts and videos on social, we will continue to turn them into paid advertising.

Instagram Guides. A new feature gives users an easier way to share and consume helpful recommendations and tips in an easy-to-digest format. We will be focused primarily on the "places" features offering tips on where to experience the best of our stretch of Highway 1.

Make an Escape. Highlight remote, small towns great for avoiding crowds, recharging, and finding peace and solitude. We will promote this as a getaway focused on wellness, hospitality, and rugged adventure.

Instagram Reels. Short 15-second Instagram Videos set to catchy music very similar to Tik Toks. Reels on the "Explore" page showcase the best of trending culture on Instagram.

Virtual Travel Guide. Design your itinerary for spontaneous pull-overs, spectacular sunsets and lots of family fun— discover why California's Highway 1 is the ultimate road trip destination.

Utilize Pinterest. Utilize this channel more as a visual search engine during vacation planning with helpful guides, beautiful scenery and itineraries.

Develop Instagram Stories and Highlights. Static grid posts are becoming less and less popular as users spend more time looking at stories. It is important now to continue to build our Instagram Story Highlights section with new photography (both owned and UGC) and video assets – focusing on themes such as Beaches, Hiking, Open Spaces, and Solo Travel.

CrowdRiff. Continue to source UGC with the use of CrowdRiff for social media postings, website galleries, advanced rights images, and support galleries for LFAs when needed. CrowdRiff will help us influence visitors by delivering them fresh inspiring content, native and authentic stories directly to their newsfeeds.

Search Engine Optimization

We have continued to evolve the content plan to garner page 1 rankings on Google. With dozens of authority pages created and ranking, the effort to expand our content continues to include other places in the county, i.e. Morro Bay and Pismo Beach, that live along Highway 1 but aren't in our assessment area as a way to be a more complete resource and garner additional visitors. We are also increasing our website content regarding our individual lodging and restaurant partners and adding a new level of detail to some of our passage ranking pages like FAQ.

Website

Always a work in progress, we will continue building pages, update to match new fonts, and adapt to a cookieless environment. Our overall roadmap focuses on improving user engagement across the site. We will design and execute new templates for the Dining and Stay pages, as well as build enhancements for the Destination page and the Stewardship Travel for Good page.

Email

As we move into further refining our email efforts, there will be a focus on more fully integrating themes and key messages within emails to weave a thread of content consistency across all platforms (email, social, blogs, paid ads) along with a utilization of assets including video and user generated content to improve engagement. Also planned is a new lead gen piece focused on beaches as that is the most popular content viewed.

Content

To drive organic rankings and increased time on site we will be expanding the number of new authority pages each month, each piece based on SEO guidelines around Flesch score, keywords and cross-linking. We will expand our content for all areas along Highway 1 in San Luis Obispo County to become a more complete resource for travelers with the intent to organically rank for places like Morro Bay, San Luis Obispo, and Pismo Beach.

Continuing to support key messages, we will further integrate our content calendar into all of our efforts driving written, video and photography needs. A specific effort to increase our EAT/PLAY visual content will be a focus, as will IG Reels formatting.

Travel for Good

Our Stewardship Travel for Good (STFG) strategy and messaging connects to our visitors' need for authenticity along with the importance of caring – not only for themselves, but also the destinations they visit. It will be more important than ever to integrate that into our overall programming as travelers look to make a deeper connection.

Key Focus Areas:

- Continue to leverage the STFG Highway 1 Coastal Discovery Trail Map
- Create compelling and customized itineraries featuring Travel for Good activities
- Research and create “Back to Nature” tours on the Central Coast - a curated list of tours that bring our visitors back to nature
- Continue to broadcast “Stewardship Travel for Good” messaging - Follow the "good" along 100 miles of California's Central Coast by exploring the award-winning

Highway 1 Discovery Route's "Stewardship Travel for Good" menu of over 50 special attractions, voluntourism, and caring activities at world class beaches, bays, parks, and wildlife preserves.

LFA Imperative Programs

- Continue and expand the successful components of the CBID media plan, including paid search and Google Discovery ads.
- Continue support of asset curation through CrowdRiff UGC platform and production of area photos and videos
- New this year: Co-funding opportunities at varying tiers for the LFAs designed to drive high time on site and engagement by leveraging CBID's proven tactics and pricing. These efforts include:
    - **Search Engine Marketing**: Continue the current monthly investment which consistently delivers strong, relevant web traffic by significantly increasing both Google Search impressions and by delivering thousands of Discovery Ads per month across Google's ecosystem. Each LFA can add $500 or more each month to their individual programs to purchase a higher share of voice in search and/or an expansion of Discovery Ads delivered each month.
    - **LFA Paid Social Campaign Matching Funds**: Utilize both CBID budgets and LFA budgets to place LFA-specific paid social media campaigns. This strategy grows off the successful Cambria/Cayucos test program with the creative focusing on the specific LFA with traffic driven back to their respective website/web pages. The CBID will create a matching fund of $25,000 total to place paid social and retargeting efforts for the LFAs. The LFAs would then need to determine what level of spend they would like to utilize. Minimum spend for each LFA: $2500 (to be matched for a total of $5000).
    - **SFGate Story Studio Hub**: The CBID would utilize the existing hub on SFGate to create content. The cooperative effort would allow LFAs to publish additional content and amplify the message.

Visit SLO CAL Partnership

Visit SLO CAL is working toward a "House of Brands" strategy and the CBID's BID Bunch will be in close contact to maximize effectiveness of this effort. Much remains to be finalized, but it could alter the creative assets H1DR uses; it may allow us to work more closely on cooperative paid media in collaboration with Visit California; and it may alter the quality and quantity of Highway 1 community content on their website. Some additional programs we will be looking to align with Visit SLO CAL:

- Street View co-op with Miles Media/Google My Destination program
- Events & Festival Strategy as it relates to the LFAs
- Evolve to a 'true' media partnership – share plans and results
- Amplify message - work with SLO CAL to help spread the good works around tourism both locally and regionally

Reporting

We will continue to report BID Bunch key accomplishments monthly to measure and ensure continuous improvement.

Marketing Progress: Mid-Year Report (data for July - Dec 2021)

WEBSITE ANALYTICS

Channel Grouping	Users	New Users	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration
Organic Search	112,463	108,717	136,658	71.90%	1.66	0:01:40
Paid Search	87,062	85,864	104,117	65.71%	1.86	0:01:32
(Other)	81,681	80,704	91,807	72.29%	1.43	0:00:41
Display	39,508	36,353	48,942	77.20%	1.42	0:00:55
Direct	36,735	36,576	44,553	75.80%	1.55	0:01:14
Email	19,493	18,144	26,767	62.69%	1.91	0:02:03
Social	13,676	13,172	14,789	77.15%	1.5	0:00:49
Referral	9,138	8,346	10,992	58.09%	2.17	0:02:11
Print Advertising	14	11	21	61.90%	1.52	0:01:30
	399,770	387,887	478,646	70.86%	1.65	0:01:21

KEY PERFORMANCE INDICATORS

- We saw an **86% increase** in unique visitors through organic search, compared to the same period last year.
- There was a **15% lift** in the average session duration – the lift started in September 2020.
- Improved time spent on site is very positive signal in terms of user experience.

ORGANIC GROWTH

While looking at the total pageviews for any given page indicates value in terms of reach, it's important to consider that many pages take a while to grow their traffic profile. Here are five of the biggest growers compared to the previous time period:

1. Dining on Highway 1
2. Cambria Christmas
3. Highway 1 Scenic Drives Where to Stop
4. Montaña de Oro State Park
5. Moonstone Beach Cambria

ORGANIC SEARCH

31.27%
Total Users
391,845 vs 298,501

31.35%
Total New Users
387,887 vs 295,297

40.62%
Total Sessions
478,646 vs 340, 382

6.69%
Bounce Rate
70.86% vs 75.95%

4.08%
Pages/Session
1.65 vs 1.58

16.2%
Avg. Session Duration
00:01:21 vs 00:01:04

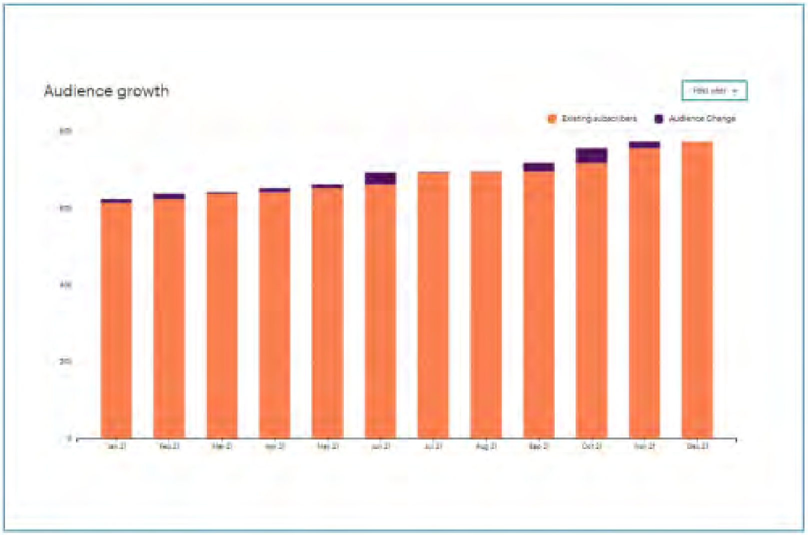
TOP PAGES

Hwy 1 Scenic Drives
Elephant Seals
Ragged Point
Cayucos
Cambria
Monarch Butterfly Grove

EBLASTS & LEAD GENERATION

79,977 total subscribers in database

9,248 new subscribers via map lead gen



MAP AUTOMATION

	Opens	Clicks
WILDLIFE UPDATE	68.7%	49.4%
HIDDEN SECRETS	56.0%	35.9%
HIKING	68.9%	42.2%

EBLASTS

974,799 Recipients (974,799 vs 856,547) ▲13.8%	228,768 Opened (228,768 vs 148,772) ▲53.8%	23.5% Open Rate (23.5% vs 17.4%) ▲20.5%	17,180 Clicks (17,180 vs 9,583) ▲79.3%
1.8% CTR (1.8% vs 1.1%) ▲1.5%	5,113 Bounced (5,113 vs 2,939) ▲74.0%	2,538 Unsubs (2,538 vs 2,494) ▲1.8%	0.3% Unsub Rate (0.3% vs 0.3%) ▲0.3%

PAID MEDIA

FUNNEL TO CONSIDERATION

$460k
Budget CBID

- 207k spent ($32k Summer + $177k Fall)
- FY Grand Total Spend to Date (July - Oct 31, 2021): $207k
- FY Remaining Budget: $257k
- $25,000 LFA Imperative Matching Funds with $41,500 in LFA monies being invested.

We drove **31% more users** than a year ago at **15% (or $33k) less spend!**

The users were stickier (7% lower bounce), **stayed longer** (26% longer 1:21 vs 1:04) and read more pages (1.65 vs 1.58).

Best of all we saw a **44% increase in 1+ Minute** users with 92k vs 52k last year!

This was driven in highest part by Google ads and Facebook tactics.

LFA RESULTS - SOCIAL (FB + INSTAGRAM)

For December we have Cayucos, San Simeon, and Los Osos/Baywood running social.

Los Osos & Cayucos maintained excellent CTR (even exceeding CBIDs social).

Avila social is complete. We learned there was a huge increase in engagements that VAB received 2,325 visitors via Google AdWords.

In January we will see Edna Valley added to social.

COMPARED TO LAST YEAR:

1.6x CTR 1.84% vs 1.09%	**4%** CPC $.56 vs $.58	**5x** CP1 - M User $2.25 vs $12 last year	**6,531** CPL $2.11 vs $1.54
7% CPE $.54 vs $.58	**400%** CPV $1.03 vs $4	**35%** CPCV $1.95 vs $3	

WHAT DID WE LEARN?

Social (Facebook) and SEM got the most impressions, clicks, conversions, new users and 1+ min users.	**SEM** CPC was very strong, at $.42 - lower than the campaign average. Discovery ads continued to do very well in: CTR, CPC, CPM, Conversions - all above the campaign averages.	**Map Download/CRM programs** are adding on average 115 new emails per day.
We discovered that email is very strong in engagement metrics and highest time on site (3:11), but not as strong in driving direct action for map downloads. Email generated the 2nd highest CTR of all categories, at a 3.73% CTR, which is about 2x better than the campaign average. One email, with SFGate generated 18% CTR.	**LATimes Facebook tactics saw 40%** of those who clicked convert to a goal. Of all tactics, the LAT Facebook form fills had the highest conversion rate with 70% of all who clicked converted to a goal (35% who downloaded the map).	**Top SEM:** Highest CTR: Avila Beach - Dynamic Search: 15.9%, Lowest CPC Discovery Ads - Beaches: $.13; Lowest CPC conversion: Discovery Ads Hidden Secrets: $1.54, highest Impressions: San Simeon Discovery ads 1.06m. Highest Clicks: Discovery ads Hidden Secrets.
Lowest CPCs: LA Times FB Admail RT + Lookalikes - $.12 + SF Gate Email Blast 11/23 - $.13	**Lowest CPE:** LA Times FB/ Insta Lead Gen video: $.03	**Highest CTR:** SF Gate Email Blast 11/16 - 18.06%
Highest Impressions generated: SF Gate4 Native: 25 Hidden Secrets 2.2m	**Highest Time on Site:** SFgate / MiniStory2 Monarch Butterfly at 3:39, followed by SFMinistory Map and Email	**LATimes' Facebook/Instagram Formfills** performed the best for generating leads and engagements. It generated a $1.95CPL and a $.12 CPE.

ORGANIC SOCIAL UPDATE

102,528
Total Fans

93,340
Post Link Clicks

264,138
Total Engagements

7,952,610
Total Impressions

66,491
Video Views

92
Published Posts

California Highway 1 Discovery R...
Mon 12/6/2021 12:02 pm PST

Monarch butterflies are so breathtaking, it's no wonder they're named after royalty! 👑 See them by the tens of thousands as they cluster

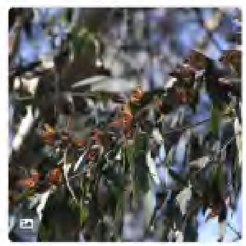
Total Engagements 977

California Highway 1 Discovery R...
Wed 12/8/2021 12:09 pm PST

From Christmas markets to New Years Day Polar Bear Plunges, the holiday season on the Highway 1 Discovery Route is truly someth

Total Engagements 968

California Highway 1 Discovery R...
Mon 12/6/2021 12:02 pm PST



Total Engagements 963

34,240
Total Followers

60,309
Total Engagement

931
Profile Actions

1,542,857
Total Impressions

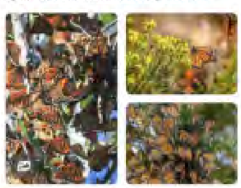
125
Published Posts

highway1discoveryroute
Fri 12/31/2021 12:00 pm PST

Cheers to the adventures and all the exploration that 2022 will bring! . Until then, Happy New Year, we'll see you soon on the Highway 1

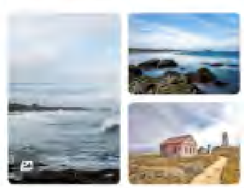
highway1discoveryroute
Mon 12/6/2021 12:02 pm PST

Monarch butterflies are so breathtaking, it's no wonder they're named after royalty! 👑 See them by the tens of thousands as they cluster



highway1discoveryroute
Mon 12/13/2021 1:27 pm PST

Stormy days in San Simeon We are thankful for some wet weather here on the Central Coast!



22,712 Watchtime in min — 1%

26,021 Video Views — -9%

178.3k Total Impressions — 539%

3.02k Total Engagements — 1,092%

110k Total Audience — 354%

1.8k Engaged Audience — 752%

TOP VIDEOS

1	Wide Open Places to Visit in California Apr 27, 2020	0:25 (83.6%)	2,309
2	Monarch Butterfly Groves on Highway 1 Jun 8, 2021	1:56 (69.3%)	139
3	Highway 1 Cycling Routes along the Pacific Coastline Mar 4, 2021	Tue, Dec 28, 2021 61	110
4	Best Beaches along Highway 1 Oct 29, 2021	1:40 (49.6%)	91
5	Big Sur Itinerary: Elephant Seals Mar 17, 2020	1:53 (54.5%)	90

Pin	Type	Source	Format	Total impressions
Best Spots Along Highway 1	Organic, Paid	Your Pins	Standard	29,773
Biking along Highway 1	Organic	Your Pins	Idea	421
Chasing Sunsets	Organic	Your Pins	Standard	181
You can picture yourself here, ...	Organic	Your Pins	Idea	132
Forbes: Classics And Discoveri...	Organic	Your Pins	Standard	122

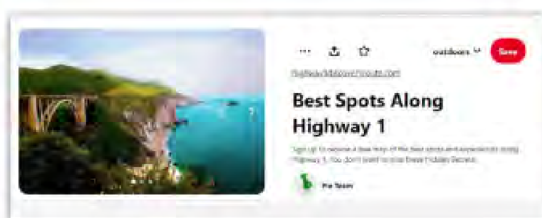
PAID SOCIAL UPDATE

Facebook - Rock and Roll'n.
CBID stacks up GREAT to Travel industry averages:

- Travel CPC = $.63 cents, CBID = $.56. LFAs = $.30.
- Travel CTR = .90%, CBID = 1.84%, LFAs = $.1.78
- Travel Conversion rate = 2.63%, CBID 1+ Minute Goal conversion = 14% -19%, 7% 5+min!
- Travel CPA = $23, CBID CPA for Map Downloads is $2.11. Cayucos beat this at $1.98!

Tik-Tok - Continual optimization improving results although still higher than program average. Engagement metrics improving. We'd like to continue but freshen creative video. Impressive that we've gotten 126 map downloads given this was from a VIDEO with a "Explore More" tagline. Of Interest, TikTok just overtook Google for most traffic for 2021!

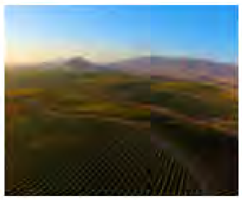
Pinterest - Doing great with engagement efficiencies and even drove 58 map downloads. Stays on site longer than TikTok or Reddit User (avg :48 seconds vs :15 for the others…all w/low bounce rate).



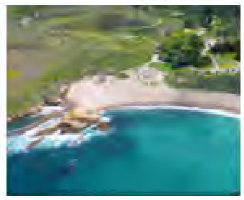
PHOTOGRAPHY ASSETS

66 VIDEOS WITHIN 5 DIFFERENT VIDEO SERIES

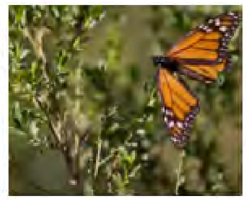
Beaches



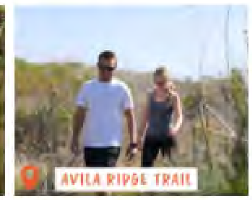
Wine



Hidden Secrets



Wildlife



Near Me

CONTENT CURATION

6 H1DR blogs written from an experiential POV

28 Authority Pages

20 Expanded Activity Profiles

PUBLIC RELATIONS

62 Articles to Date	**5** Media Missions	**16** Top 50 Outlets
13 Visiting Journalists	**0** FAMS with SLO CAL	**10** Additional Placements in Top 50

Stewardship Traveler for Good Program

The Highway 1 Discovery Route's Stewardship Travel for Good Program (STFG) was successfully launched in 2013. It continues to maintain promoting over 40 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.

For 2021-23 the strategy speaks effectively to trust and authenticity in marketing along with the trending visitor values of caring for the self (deep relaxation and experiential travel), the destinations they visit (expansive environments and small-town culture), connecting and bonding to each other well through caring experiences (romantic, family) connecting and learning from "expert" locals (educational and stewardship tours and experiences with donation options that help serve the visitor's values of wanting to contribute to preservation).

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 for Good 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:

- Booking.com's Sustainability Travel Report found 72% of travelers believe that people need to act now and make sustainable travel choices to save the planet for future generations.
- 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.

- National Geographic's 2020 Travel Trends says it's less about where you are traveling and more about how you can travel better:
    - "We asked more than a dozen industry experts what travel will look like in 2020, and the overwhelming consensus is that this year—more than ever before— travelers will prioritize their journeys' impacts: on the planet, on destinations and local communities, and on themselves," Jessica Flint, National Geographic's 2020 Travel Trends.
- 2022 Kind Traveler Global Impact Tourism Report highlights:
    - Guests are becoming more inquisitive about sustainable operations and partnerships hotels have in place and are asking for transparency in sustainability efforts
    - Hotels are measuring the impact initiatives that are putting in place
    - Local businesses find it more important than ever to support local charities and nonprofits
    - "91% of charities have reported devastating negative ecumenic losses due to the COVID-19 pandemic" CAF America Report

We are excited to continue to market and integrate the Wildlife Viewing & Stewardship Travel Tips, The History & Heritage Trail, the Coastal Discovery Trail, and the NEW Regional Itineraries. These have proved to be great tools that have been shared both printed and digitally with visitors through our 500 lodging properties and partners.

Program Benefits

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

- The Stewardship Travel for Good marketing strategy continues to position CBID on the breaking wave of evolving travel trends to attract visitors and the media
- Continues to be an effective differentiation strategy from Monterey and Santa Barbara
- The menu of hands-on and contribution opportunities helps differentiate the Highway 1 Discovery Route brand and unincorporated SLO County from other popular 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

- Continue to evolve the stewardship messaging to honor and attract the values of our visitor. The post COVID STFG messaging has a strong focus on activities that can be done solo or with family while still having the ability to help conserve and protect our region
- Supports dozens of local non-profits in SLO County

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. STFG 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; it allows them to have fun while doing something good!

Activity examples include:

- Central Coast State Parks Mind walks offers lectures on topics of interest that include cultural, history, natural history, and current issues; during COVID they continued to offer virtual experiences for learning
- Montaña de Oro State Park Trail Restoration Days draws over 150 enthusiastic participants annually
- Avila Beach and Cambria’s Stewardship Clean-up Kit and Appreciation Tote
- Marley Family Seaweed: offers educational Seaweed Foraging Tours in Cayucos

2021-2022 Top Focus

- Continue to market & integrate the Hwy 1 Discovery Route’s Coastal Discovery Trail and leverage new printed maps that were distributed to all lodging properties and partners.
- Create comprehensive Stewardship Travel for Good Itineraries that are customized and newsworthy for each individual region that fit into the overall CBID approach for 2021-2022.
- Continue to look for different ways to “repackage” and leverage all our STFG research and inventory to date.
- Continue to assist and work with Bid Bunch contractors to understand better and leverage the STFG strategic/communication approach to connect with visitors/media with a heavy emphasis on using STFG for PR outreach.
- Continue to evolve the successful Season of Coastal Discovery as an off-season 6 week-long event that provides more connection, learning, meaningful experiences, and caring while on vacation.

- Continue to promote successful messaging/content/approaches such as Wildlife Viewing and Stewardship Travel Tips, Guide to Stewardship Travel for Good Activities, History and Heritage Trail, Coastal Discovery Trail, and The Whale Trail.
- Focus on creating a higher SEO impact by integrating STFG messaging within our website.
    - During & Post COVID-19 Stewardship Travel for Good Key messaging: Seasoned travelers know there's more to great travel than sightseeing! Follow the "good" along 100 miles of California's central coast by exploring the award-winning Highway 1 Discovery Route's "Stewardship Travel for Good" menu of over 40 special attractions, voluntourism, and caring activities at world class beaches, bays, parks, and wildlife preserves. Experience wide-open spaces and social distancing at its best!

Program Focus Areas and Updates Developed for 2021-22

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

- Season of Coastal Discovery (Coastal Discovery Celebration) – January/February
- Continue to market our existing STFG materials; Stewardship Travel for Good Itineraries, the Coastal Discovery Trail, History & Heritage & Wildlife Viewing & Stewardship Travel Tips
- California Coastal Clean Up – September

2021-22 program focus/goals included:

- Maintain the ongoing stability of STFG activities and assets
- Continue to maintain strong STFG marketing and PR efforts
- Continue to deepen and integrate STFG in all 10 regions
- Create more in-county awareness, education and promotion of STFG
- Manage and support our strategic marketing partners effectively

Marketing Strategy 2019 - 2022

Value Proposition

The Best of Highway 1 is found in our ten communities, strung along a majestic, SLO CAL stretch of the iconic Pacific Coast Highway. We offer affordable abundance through a variety of high-value experiences:

- unique and uncrowded beaches
- sightseeing and wildlife
- family-friendly outdoor experiences
- great weather
- a safe and comfortable place
- a casual, relaxed vibe

CBID Target Market Personas

The Soul Seeker:
The Soul Seeker looks for new experiences in places off the beaten path. Attracted to small town charm and natural beauty, they appreciate the more rustic and noble things in life and hit the road to find it. Finishing off the day with a sunset, a bottle of wine and good conversation in quiet places fills their soul and encourages them to keep exploring.

Life Stages:

- The Freewheeler: The Freewheeler couple can travel without constraints related to family or job—maybe they are freelance programmer millennials or recent empty nesters hitting the road. They have disposable income but need to find value to make the adventure last. Their adventures are more about serotonin than adrenaline. Fine wine, good dining, and outdoor recreation fill their vacation days.
- Mama Soul Seeker: Their family is number one, and their time off work is limited, but adventure awaits. Because of their commitments, they need to pack more adventure into a shorter time. They're focused on value, but affordability is key. Educational and historical assets are a draw, as are uncrowded beaches and casual dining. She uses social media to get inspiration for trips, and proudly shares images of her family enjoying their adventures.

Marketing Funnel Position

Marketing Imperatives

Evolve Marketing Leadership with LFAs (15% of total budget)

Pursue Excellence and Efficiency of Owned Media (35% of total budget)

Increase Consideration to Visit Highway 1 and our Ten Communities and Assets (50% of total budget)

Marketing Initiatives

- **Provide Marketing Bridge Opportunities to LFAs (12% of total)**
  - Collaborate with LFAs to align strategies with CBID's marketing plan
  - Provide access to coattail marketing opportunities
  - Prioritize LFA focus on planning over consideration in our marketing funnel
- **Support LFAs through educational and technical assistance opportunities (3% of total)**
  - Demonstrate the value of re-targeting visitors who are considering a visit to move them to the planning stage of our funnel
  - Communicate marketing best practices
  - Educate LFAs on overall regional direction to identify and leverage funnel position
  - Reduce duplication of efforts to increase efficiencies and budget impact

- **Refine and leverage the CBID database (3.5% of total)**
  - Increase accuracy and efficacy of email database system
  - Use database to target interested visitors and drive visitation to CBID communities
- **Align on Web Strategy for "Best of Highway 1" (28% of total):**
  - **Strategy A: Proof-of-concept site that effectively guides interested visitors to the region and its communities and assets**
    - Robust mobile experience
    - Engaging web content and interface
  - **Strategy B: Integrate "Best of Highway 1" into Visit SLO CAL site**
    - Digital strategy pushes interest to Visit SLO CAL site where "Best of Highway 1" is treated as an asset
    - Budget % moves to "Develop effective and targeted content for our personas"
- **Develop and execute social strategies to drive consideration (3.5% of total)**

- **Partner with Visit SLO CAL to Drive Awareness (15% of total)**
  - Solidify relationship with Visit SLO CAL to ensure activity at the awareness level
  - Gain alignment with Visit SLO CAL on CBID's position in the funnel to effectively leverage funds and efforts
- **Pursue partnerships that drive awareness to our unincorporated communities (5% of total)**
  - Strengthen partnerships with CA organizations responsible or influential in the marketing of the region
- **Develop effective and targeted content for our personas (30% of total)**
  - Create content that leverages regional brands
  - Ensure content position is effective, given CBID's position in the marketing funnel
  - Increase overall awareness of CBID communities as they relate to their location on Highway 1
  - Focus on asset awareness to drive visitation
  - Communicate the value proposition of the destination and its offerings
  - Pursue earned media strategies
  - Leverage owned media
  - Leverage paid digital advertising
  - Leverage social media

Strategic Direction 2017 | 18 - 2022 | 23

CLARITY

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 responsible for delivering results.

Reputation
The CBID will be known as:

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

Position
In order to best support tourism efforts in ten unincorporated areas of San Luis Obispo County, the CBID:

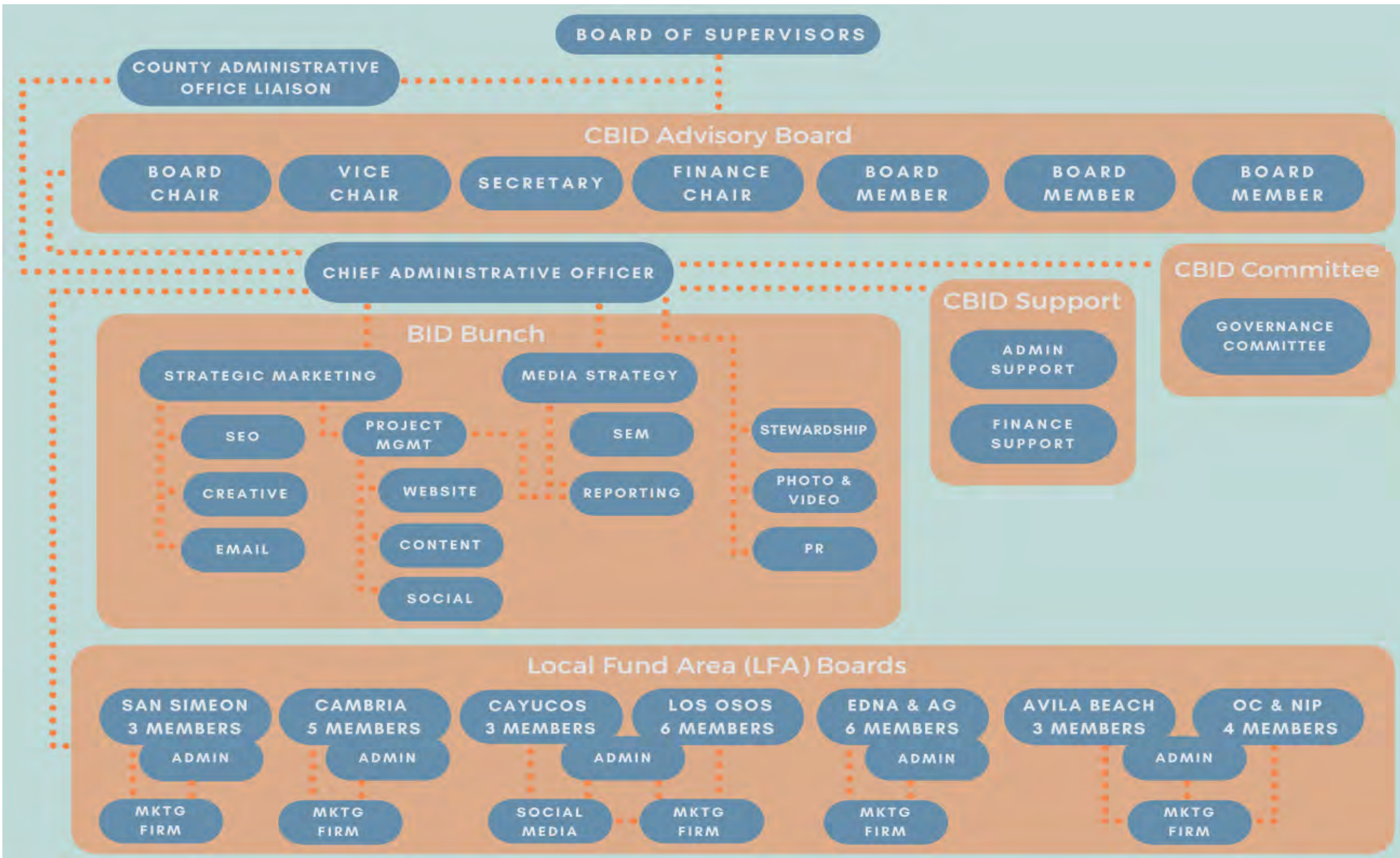
- Provides a funding stream and professional marketing guidance to promote tourism.
- Connects local communities and provides a collective voice.
- Supports stewardship and the enhancement of tourism-related infrastructure and beautification.

FOCUS / ACTION

Imperatives	Objectives	Initiatives
Strengthen Strategic Partnerships	• Year-over-year increase in reciprocal scorecard ratings for CBID, Visit SLO CAL, promotional partners, and local fund areas (LFAs) • Annual increase in total Earned Partnership Value (EPV) • Annual increase in number of LFAs utilizing CBID's standardized planning and reporting tools	• Create an annual process to identify, evaluate, and activate constituents, tourism stakeholders, and promotional partners. • Collaborate with LFAs to evaluate, inform, and improve their working relationships with each other and the CBID. • Enhance our partnership with Visit SLO CAL, including marketing plan alignment, advocacy, and infrastructure.
Maximize Efficiencies	• Year-over-year increase in reciprocal scorecard ratings for CBID, Visit SLO CAL, promotional partners, and local fund areas (LFAs) • Annual improvement in ratio of total operational budget to awareness score across all LFAs and CBID • Annual decrease in cost per engaged user on CBID website • Overall reduction in LFA website administrative costs	• Clarify current roles and scope for CBID and LFAs. • Develop a plan to reduce duplicative efforts with LFAs and external partners. • Assess options to evolve our organization to meet future needs.
Drive Measurable Results	• Growth in awareness of CBID communities in target markets • Annual increase in scores on influence survey • Economic impact measure identified and agreed to by July 1, 2018	• Become a planful and data-driven organization. • Develop impactful marketing plans informed by strategic planning. • Identify optimal brand architecture for CBID. • Design a method to measure impacts of beautification, infrastructure, and stewardship efforts.

Organizational Chart

The CBID is comprised of a 7-member board of lodging owners from throughout the unincorporated area. The CAO reports to the Advisory Board and manages strategic direction with the 17-member BID Bunch contracted marketing team as well as the 2-member contracted support team. In addition there are seven (7) local fund area (LFA) boards with a total of 28 volunteer board members. These LFA boards utilize 4 contracted administrators plus 5 marketing firms.



Local Fund Recap

The ordinance allows for 1% of the 2% BID Assessment to be attributed directly to the Local Fund Area (LFA) that generated the funding.

2021 Total LFA Application Funding: $1,471,673
2021 LFA Application Total: 31
Total funding since inception: $9,346,233
Total projects since inception: 578

Avila Beach – Avila Beach Tourism Alliance (ABTA)
Board Meeting: 2nd Wednesday of each month
Board Composition: 3-member board
Admin: Stephanie Rowe
Marketing Partner: TJA Advertising VisitAvilaBeach.com
Tactics: Website, digital ads, social media, quarterly newsletter
Annual Collections: $242,683*
2021 Projects: 2 | $410,000
Total Projects: 85

Cambria - Cambria Tourism Board (CTB)
Board Meeting: 2nd Tuesday of each month
Board Composition: 5-member board; 3 committees (marketing, events/outreach & governance)
Admin: Jill Jackson
Marketing Partner: Archer & Hound VisitCambriaCA.com
Tactics: Website, digital ads, social media, blogs, monthly newsletter, PR, booking engine, APP, CycleCentralCoast
Annual Collections: $472,994*
2021 Projects: 9 | $710,090
Total Projects: 179

Cayucos – Visitor Alliance of Cayucos (VAC)
Board Meeting: 2nd Monday every other month
Board Composition: 4-member board
Admin: Danielle Dubow
Marketing Partner: Danna Coy (social media) and Shadetree Marketing
Tactics: Photography, social media, newsletter and paid social ads
Annual Collections: $178,225*
2021 Projects: 5 | $103,317
Total Projects: 79

Los Osos|Baywood Park|Unincorp. Morro Bay – Visit Los Osos Baywood (VLOB)
Board Meeting: 4th Tuesday of each month
Board Composition: 3-member board with 1 committee (mktg)
Admin: Danielle Dubow
Marketing Partner: Shadetree Marketing
Tactics: Website, digital ads, social media, quarterly newsletter
Annual Collections: $36,452*
2021 Projects: 5 | $67,028
Total Projects: 45

Oceano|Nipomo – Visit Oceano Nipomo (ONTB)
Board Meeting: Every other month
Board Composition: 4-member board
Admin: Stephanie Rowe
Marketing Partner: TJA Advertising VisitOceanoNipomo.com
Tactics: Digital ads, social media, quarterly newsletter
Annual Collections: $84,094*
2021 Projects: 3 | $113,833
Total Projects: 41

Unincorporated San Luis Obispo & Arroyo Grande – SLO Wine Lodging (EV/AGV)
Board Meeting: Every other month
Board Composition: 6-member board with 1 committee (mktg)
Admin: Landy Fike
Marketing Partner: Big Red Marketing
Tactics: Digital ads (FB), social media, quarterly newsletter
Annual Collections: 51,678*
2021 Projects: 3 | $49,200
Total Projects: 38

San Simeon|Ragged Point – San Simeon Tourism Alliance (SSTA)
Board Meeting: 3rd Tuesday of each month
Board Composition: 3-member board
Admin: Support staff through Chamber office
Marketing Partner: Solterra Strategies VisitSanSimeonCA.com
Tactics: Website, digital ads, social media, blogs, monthly newsletter, PR
Annual Collections: $165,034*
2021 Projects: 4 | $18,195
Total Projects: 111

*Annual Collections are from the 2020|2021 fiscal year and reflect 1% of the 2% BID assessment collection.

Local Fund Area (LFA) Imperative Programs

Initiatives from the overall strategic plan identified the need to reduce duplicative efforts with the LFAs and to collaborate more closely to drive efficiencies. The LFA program for 2021 grew out of strategies and tactics tested in 2020 and included the following:

- Developed robust local content pages on website for each of the LFAs including:
  - Hiking, biking, sea life & tidepools, state parks, fishing, surfing, shopping, best places to eat, best parks, spa & wellness, arts & culture.
  - Our content writers spend approximately 60% of their time on this effort. We invest $48,350 a year in content curation; investment of almost $30,000.
- Provided funds for individual LFA paid search efforts and Google Discovery ads
  - CBID Investment: We spend almost $8,000 per month of our overall $15,500 SEM spend on LFA specific keywords.
- Paid media co-funding opportunities at varying tiers for the LFAs, including expanding both Google Search impressions and Discovery Ads; providing matching funds for an LFA Paid Media campaign; and negotiated special pricing for SF Gate Story Studio content creation and distribution.
  - $25,000 in matching funds
  - $47,000 in LFA investment
- Supported asset curation through CrowdRiff UGC platform
  - $25,000/year
- Produced hundreds of photos and videos for use by LFAs, including lodging photos
  - Annually produce close to 60 videos and currently have over 8,000 photos available for use by LFAs and tourism partners
  - CBID Investment: $80,000/year
- Campaign tool kits for each LFA to use in efforts to support the overall messaging
- Point of interest maps provided that are now used to build LFA databases through lead generation efforts
- Expanded Google Business Profiles (formerly Google My Business) to include each of the local fund areas. This has allowed them to be listed as "businesses" that show up in Google search results, with photos, website links, reviews, and Q&As. Additionally, the Local Guide account has focused on sharing visual assets (5,000+) with Google to bring value to constituents. Google Map Lists are also being created in conjunction with digital maps to provide an enhanced visitor experience.
- Coordinate monthly All-Agency calls to collaborate and share information

Almost $200,000 invested annually by the CBID to support collaborative, value-driven LFA programs.

Local Fund Area (LFA) Financials 2021 | 2022 (as of March 2022)

	Avila Beach (Local Fund)	Cambria (Local Fund)	Cayucos (Local Fund)	San Simeon (Local Fund)	Los Osos/MB (Local Fund)	Nipomo/Oceano (Local Fund)	AG/SLO/SM (Local Fund)	Total Local Fund
	19.66%	36.97%	14.03%	14.66%	3.62%	5.73%	5.33%	100.00%
Income								
BID Assessment Collection								
Air B&B Assessments	19,158	33,670	34,517	1,536	14,421	18,635	32,165	154,103
Local Fund	213,751	404,343	131,729	172,213	28,480	49,293	31,020	1,030,829
Total BID Assessment Collection	232,909	438,012	166,247	173,749	42,901	67,928	63,185	1,184,932
Carryforward	243,197	218,027	454,804	472,848	23,139	91,366	32,243	1,535,625
Total Income	476,106	656,040	621,051	646,597	66,041	159,294	95,428	2,720,557
Gross Profit	476,106	656,040	621,051	646,597	66,041	159,294	95,428	2,720,557
Expense								
Administration								
Administrator - General Fund	11,666	22,173	8,884	8,574	2,364	3,516	2,933	60,110
Administrator - Local Fund	15,139	28,000	3,068	0	3,205	7,017	1,466	57,895
District Administration Fees	4,658	8,760	3,325	3,475	858	1,359	1,264	23,699
Mileage	0	70	0	0	0	16	0	85
Supplies	580	222	0	0	0	276	0	1,078
Telecommunications	180	240	0	0	0	0	0	420
Total Administration	32,223	59,465	15,277	12,049	6,427	12,183	5,663	143,287
Marketing/Advertising								
Creative Development	0	34,103	0	0	0	0	0	34,103
LFA								
Other and LFA Tools	5,000	2,000	3,000	3,500	2,000	500	1,500	17,500
Total LFA	5,000	2,000	3,000	3,500	2,000	500	1,500	17,500
Maps / Certified Folder	0	426	0	0	0	0	0	426
Media								
Paid Media	0	500	1,000	0	0	0	1,000	2,500
Total Media	0	500	1,000	0	0	0	1,000	2,500
Owned Media								
Mailchimp	2,250	0	0	0	0	250	0	2,500
Social Media	0	0	31,500	0	0	0	0	31,500
Website	0	35,008	0	0	0	0	0	35,008
Total Owned Media	2,250	35,008	31,500	0	0	250	0	69,008
Public Relations								
Media Recep / Visiting Jour	0	860	0	0	0	0	0	860
Public Relations - Other	0	1,500	0	0	0	0	0	1,500
Total Public Relations	0	2,360	0	0	0	0	0	2,360
Marketing/Advertising - Other	0	0	15,973	90,719	25,770	0	21,384	153,846
Total Marketing/Advertising	7,250	74,398	51,473	94,219	27,770	750	23,884	279,744
Memberships/Sponsorships								
Sponsorships / Events								
Event Focus/Matching Funds	0	1,965	0	3,000	0	0	0	4,965
Event Focus	0	870	0	0	0	0	0	870
Sponsorships / Events - Other	10,000	18,500	0	7,500	0	0	4,200	40,200
Total Sponsorships / Events	10,000	21,335	0	10,500	0	0	4,200	46,035
Total Memberships/Sponsorships	10,000	21,335	0	10,500	0	0	4,200	46,035
Project Management	0	27,000	0	0	0	0	0	27,000
Social Media								
Facebook, Blogging, etc.	73,497	112,276	0	0	0	15,460	0	201,233
Monthly E-Newsletter	200	6,840	0	0	0	0	0	7,040
Total Social Media	73,697	119,116	0	0	0	15,460	0	208,273
Tourism Infrastructure	0	0	0	0	0	4,000	0	4,000
Web Development								
Content Management	16,200	0	0	0	0	21,220	0	37,420
Total Web Development	16,200	0	0	0	0	21,220	0	37,420
Total Expense	139,369	301,313	66,751	116,768	34,197	53,613	33,746	745,759
Net Income	336,737	354,726	554,300	529,829	31,843	105,681	61,682	1,974,798

General Fund Budget 2021 | 2022 (as of March 2022)

	Jul '21 - Jun 22	Budget	$ Over Budget	% of Budget
Income				
BID Assessment Collection				
Air B&B Assessments	154,103	111,173	42,930	138.62%
General Fund	1,030,829	1,000,554	30,275	103.03%
Total BID Assessment Collection	1,184,932	1,111,727	73,205	106.59%
Carryforward	312,091	312,091	0	100.0%
Total Income	1,497,023	1,423,818	73,205	105.14%
Gross Profit	1,497,023	1,423,818	73,205	105.14%
Expense				
Administration				
Administration - Fin. Support	7,535	10,800	-3,265	69.77%
Administrator - General Fund	54,077	92,237	-38,160	58.63%
District Administration Fees	23,699	0	23,699	100.0%
Supplies	1,232			
Mileage				
Office Rent	2,920	3,893	-973	75.0%
Telecommunications	1,246	1,570	-324	79.37%
Total Administration	91,343	108,500	-17,157	84.19%
Co-op-SLOCAL, VisitCA & CCTC	20,000	0	20,000	100.0%
Marketing/Advertising				
Content Curation				
Additional Content	13,275	18,360	-5,085	72.3%
Content/Copy/Blogs	12,360	30,000	-17,640	41.2%
Photography	57,097	84,000	-26,903	67.97%
Total Content Curation	82,731	132,360	-49,629	62.51%
Creative Development	10,800	14,400	-3,600	75.0%
Implementation Support	22,500	30,000	-7,500	75.0%
LFA				
Development/Strategy	13,500	18,000	-4,500	75.0%
Other and LFA Tools	28,735	76,000	-47,265	37.81%
Total LFA	42,235	94,000	-51,765	44.93%
Media				
Paid Media	293,550	460,000	-166,450	63.82%
SEM	31,950	43,000	-11,050	74.3%
Strategy	56,000	71,000	-15,000	78.87%
Total Media	381,500	574,000	-192,500	66.46%
Owned Media				
Database	13,500	18,000	-4,500	75.0%
Mailchimp	3,906	5,988	-2,082	65.23%
SEO	31,500	42,000	-10,500	75.0%
Social Media	21,375	28,800	-7,425	74.22%
Website	25,868	59,100	-33,232	43.77%
Total Owned Media	96,149	153,888	-57,739	62.48%
Public Relations				
Manager	36,000	48,000	-12,000	75.0%
PR Coordination	18,750	25,000	-6,250	75.0%
Media Recep / Visiting Jour	24,563	40,000	-15,437	61.41%
Total Public Relations	79,313	113,000	-33,687	70.19%
Total Marketing/Advertising	715,228	1,111,648	-396,420	64.34%
Stewardship/Sustainability				
CDC Promo	0	12,200	-12,200	0.0%
STP Management	18,750	25,000	-6,250	75.0%
Total Stewardship/Sustainability	18,750	37,200	-18,450	50.4%
Strategy & Research				
Project Management	27,000	43,500	-16,500	62.07%
Total Strategy & Research	27,000	43,500	-16,500	62.07%
Web Development				
Content Management	36,359	48,000	-11,641	75.75%
Total Web Development	36,359	48,000	-11,641	75.75%
Contingency				
CD&S FAM				
Event Matching Funds	5,870	5,870	0	100.0%
Tourism Infrastructure	2,600	0	2,600	100.0%
Contingency- Other	3,440	69,100	-65,660	4.98%
Total contingency	12,526	74,970	-62,444	16.71%
Total Expense	924,647	1,423,818	-499,172	64.94%
Net Income	572,377	0	572,377	100.0%

Balance Sheet 2021 | 2022 (as of March 2022)

	Jul 31, 21	Aug 31, 21	Sep 30, 21	Oct 31, 21	Nov 30, 21	Dec 31, 21	Jan 31, 22	Feb 28, 22	Mar 31, 22
ASSETS									
Current Assets									
Checking/Savings									
CBID Checking Account	200,219.16	244,931.53	278,185.71	319,593.25	354,610.68	307,223.62	345,063.24	318,215.23	269,864.62
Local Fund Checking Accounts									
Avila Beach	371,744.07	395,531.82	420,226.41	433,679.00	443,617.13	436,441.63	447,607.16	452,937.67	467,397.63
Cambria	450,076.59	470,624.80	500,958.86	522,926.34	554,847.90	554,080.36	593,459.24	586,528.45	599,777.16
Cayucos	487,079.54	505,311.13	523,184.06	542,906.27	550,855.47	562,137.87	568,662.50	578,181.17	583,482.80
San Simeon	574,891.79	584,984.62	600,948.07	610,955.76	623,103.18	618,685.72	622,552.96	622,332.83	626,251.07
Los Osos/Morro Bay	37,878.88	43,573.75	43,293.05	46,291.50	47,311.33	42,741.77	44,569.92	43,008.92	45,837.40
Nipomo/Oceano	119,577.06	128,498.34	134,122.20	137,915.77	145,276.78	151,155.82	153,443.89	147,832.00	148,457.86
AG/SLO/SM	59,844.33	69,738.80	76,262.84	76,096.79	75,562.47	78,060.02	77,029.61	80,617.16	84,583.68
Total Local Fund Checking Accounts	2,101,092.26	2,198,263.26	2,298,995.49	2,370,771.43	2,440,574.26	2,443,303.19	2,507,325.28	2,511,438.20	2,555,787.60
Checking	-7,579.99	-11,498.82	-12,340.50	-1,129.00	-16,762.06	-980.46	-50,872.02	-4,410.25	-1,361.95
Total Checking/Savings	2,293,731.43	2,431,695.97	2,564,840.70	2,689,235.68	2,778,422.88	2,749,546.35	2,801,516.50	2,825,243.18	2,824,290.27
Accounts Receivable									
Accounts Receivable	7,579.99	11,498.81	12,340.49	1,128.99	16,762.05	980.45	50,872.01	4,410.24	1,361.94
Total Accounts Receivable	7,579.99	11,498.81	12,340.49	1,128.99	16,762.05	980.45	50,872.01	4,410.24	1,361.94
Total Current Assets	2,301,311.42	2,443,194.78	2,577,181.19	2,690,364.67	2,795,184.93	2,750,526.80	2,852,388.51	2,829,653.42	2,825,652.21
TOTAL ASSETS	**2,301,311.42**	**2,443,194.78**	**2,577,181.19**	**2,690,364.67**	**2,795,184.93**	**2,750,526.80**	**2,852,388.51**	**2,829,653.42**	**2,825,652.21**
LIABILITIES & EQUITY									
Liabilities									
Current Liabilities									
Accounts Payable									
Accounts Payable	137,958.38	106,850.31	87,968.73	116,511.89	130,470.77	115,424.87	99,628.65	70,115.28	143,003.59
Total Accounts Payable	137,958.38	106,850.31	87,968.73	116,511.89	130,470.77	115,424.87	99,628.65	70,115.28	143,003.59
Total Current Liabilities	137,958.38	106,850.31	87,968.73	116,511.89	130,470.77	115,424.87	99,628.65	70,115.28	143,003.59
Total Liabilities	137,958.38	106,850.31	87,968.73	116,511.89	130,470.77	115,424.87	99,628.65	70,115.28	143,003.59
Equity									
CBID Unrestricted Net Assets	339,466.09	339,466.09	339,466.09	339,466.09	339,466.09	339,466.09	339,466.09	339,466.09	339,466.09
Local Unrestricted Net Assets	-203,992.23	-203,992.23	-203,992.23	-203,992.23	-203,992.23	-203,992.23	-203,992.23	-203,992.23	-203,992.23
Net Income	2,027,879.18	2,200,870.61	2,353,738.60	2,438,378.92	2,529,240.30	2,499,628.07	2,617,286.00	2,624,064.28	2,547,174.76
Total Equity	2,163,353.04	2,336,344.47	2,489,212.46	2,573,852.78	2,664,714.16	2,635,101.93	2,752,759.86	2,759,538.14	2,682,648.62
TOTAL LIABILITIES & EQUITY	**2,301,311.42**	**2,443,194.78**	**2,577,181.19**	**2,690,364.67**	**2,795,184.93**	**2,750,526.80**	**2,852,388.51**	**2,829,653.42**	**2,825,652.21**

Reconciliation Report 2021 | 2022 (as of March 2022)

JAMES W. HAMILTON, CPA
SAN LUIS OBISPO COUNTY AUDITOR- CONTROLLER- TREASURER - TAX COLLECTOR - PUBLIC ADMINISTRATOR

MONTHLY SLOCTBID RECONCILIATION
FISCAL YEAR 2021-22
Reconciliation Period Ending: March 31, 2022

PREPARED BY : Jackson Luepke

APPROVED BY :

DATE 4/6/2022

DATE :

SLOCTBID-Undistributed		
Account 3100500003-2601852 Balance :		**2,824,290.27**
Adj for March 2022 Activity Deposited in April 2022		**1,361.94**
Adj for June 2021 Activity Deposited in July 2021 & Other*		**(44,482.42)**
Subtotal:		**2,781,169.79**
Prior FY Undistributed		**(2,025,926.24)**
Prior Periods Undistributed	2601852	**(759,654.26)**
Current Period Distributed		**222,417.62**
Adjusted SAP Balance		**218,006.91**
HdL TOT/BID System		
Summary Deposit Report		**218,006.91**
	Difference	$ -

*$1,070.00 DP 7-221564 "Reimbursement Country Coast Classic Cambria CBID" & $12,632.76 17-025694 Rev. Doc for 19-1265264

Total:

HdL TOT/BID System

Area Report	Total BID	2% Admin Fee	Dist to Vendor	Dist to TC	Interest Pd	**Undistributed**
Jul 2021	356,210.78	7,124.22	105,778.96	5,416.79		245,015.03
Aug 2021	345,256.65	6,905.13	196,249.07	7,124.22		141,883.36
Sep 2021	309,507.21	6,190.14	168,615.67	6,905.13		133,986.41
Oct 2021	299,908.59	5,998.17	180,534.97	6,190.14		113,183.48
Nov 2021	281,749.97	5,635.00	184,634.31	5,998.17		91,117.49
Dec 2021	186,104.29	3,722.09	225,127.42	5,635.00		(44,658.13)
Jan 2022	235,260.82	4,705.22	129,677.02	3,722.09		101,861.71
Feb 2022	137,858.22	2,757.16	155,888.09	4,705.22		(22,735.09)
Mar 2022	218,006.91	4,360.14	219,660.46	2,757.16		(4,410.71)
Apr 2022		0.00				0.00
May 2022		0.00				0.00
Jun 2022		0.00				0.00
Totals	**2,369,863.44**	**47,397.27**	**1,566,165.97**	**48,453.92**		**755,243.55**

Diff SAP Bal less Undist $ -

2022 | 2023 Projected Budget

Net income and projected carryforward to 2022|2023

Projected Expenses	**Budget**
LFA Imperative and SLO CAL partnership	**$81,400**
Development/Strategy, SLO CAL & LFA programs	$18,000
Strategic Plan update	$20,000
SLO CAL co-op	$20,000
CrowdRiff	$23,400
Media	**$624,000**
Paid media	$460,000
SEM	$43,000
Strategy, Planning, buying, media-pass thru fees	$71,000
LFA matching funds program	$50,000
Content Curation	**$132,360**
Photo/Video assets	$84,000
Website authority content	$30,000
Additional content and blogs	$18,360
Strategy and Research	**$43,500**
Project mgmt/planning	$36,000
Plan development	$7,500
Earned Media	**$156,136**
Public relations and chipping services	$48,000
PR coordination	$31,000
Visiting journalist and media receptions	$42,136
Influencer Program	$35,000
Owned Media	**$151,504**
Social media	$28,800
Website indexing, authority content, assets	$37,500
Website maintenance, campaign landing pages	$21,600
SEO	$38,604
Database and MailChimp	$25,000
Creative Development	**$14,400**
Collateral/Brochure	**$52,500**
Printing	$20,000
Certified Folder	$32,500
Other Expenses	**$115,200**
Implementation Support	$30,000
Web Dev/Content SEO/GMB/LFA admin lead	$48,000
Stewardship Program Management	$25,000
Travel for Good - CDC and other projects	$12,200
Total Expenses	$1,371,000
Administration Expenses	$129,000
Grand Total Projected Expenses for CBID	**$1,500,000**
Projected Income	
$1.5 projected assessment 21 | 22	$1,200,000
Projected Carryforward	$525,000
Total projected revenue + carryforward	**$1,725,000**
Carryforward attributed to 22 | 23 marketing efforts	$300,000
22 | 23 Budget (projected + portion of carryforward)	$1,500,000
Contingency	$100,000
Reserves	$125,000
Total Marketing + Continency + Reserves	**$1,725,000**

APPENDIX

Insights from Visit SLO CAL EDI/Visitor Research

- SLO Cal's current competitive position is driven by lower familiarity and awareness of its assets compared to the comp set.
- Key attributes that are important for motivating travel are also highly rated by consumers. These include: – Relaxing – Authentic – A good value for the money – Welcoming
- Messaging could be strengthened by communicating that the destination is a fun place that is friendly and accepting.
- SLO CAL is known as a place with wide open spaces. Although this attribute was more important during the pandemic than it was before, it is not an important factor in destination choice
- SLO CAL's current image is more relaxed, small town and natural.
- While it is highly rated for its scenic beauty, the competitive destinations all offer scenic beauty. It is important to reinforce the scenery – having that type of beauty is the price of entry to even be considered. But it is not enough to differentiate SLO CAL.
- SLO CAL visitors are younger, more likely to be married and have children, more highly educated and have higher income than either high-potential visitors or low-potential visitors. Millennials are the largest group of current visitors. They are 35% of the population, and almost 45% of SLO CAL visitors. $163K Avg. Income 66% Married 33% Kids at Home
- The activities that motivated the most trips are: – Visited a beach – Drove a scenic highway – Dined in an independent restaurant – Went to a winery/brewery/distiller – Visited a park or nature area

Target audiences (Ranked by current size)

- 31% are **Outdoor Families**. They travel to bond and recharge. The most motivating activity for this group is the beach, and they enjoy outdoor pursuits. These upscale families have children at home and established careers. With an average age of 45.6, they are are active and participate in a wide variety of activities. Outdoor Families are frequent visitors to SLO CAL.
- 25% **Beach & Wine Couples** want to spend time together and escape from everyday stresses. Both the beach and wineries/wine country are strong motivators for choosing their destination. They are upscale, educated couples who come for a short trip – 3.2 nights. They participate in a variety of activities on their trip (avg. 5+) but stay in one or two areas in the county. Popular activities in addition to the beach and wine are scenic drives, park and nature areas, independent restaurants, and historic landmarks. Many of the trips are part of a larger trip that includes areas like Santa Barbara, Monterey and Carmel.
- 14% **Explorers** are motivated by unique experiences. They are more about connecting with the destination and less about connecting with each other. This segment is mostly male (71%) and has the highest LGBTQ+ representation (10%). These travelers love to engage with the destinations they visit. They are well educated and less likely to have children at home. Not quite as diverse at YOLO, they have the highest representation of Asian travelers (20%). They are the second-lowest spenders, a dynamic that is driven by frugal spending on accommodations and meals. The beach is a top activity for this group, but less so than the other segments, and they are the most likely to engage in nightlife and entertainment.
- 14% **YOLO**s (You only live once) are motivated by excitement, thrills and living life to the fullest. They are the youngest segment with an average age of 43. They are highly educated and high earners, but they have the lowest household income of the segments – a function of their age.

They have diverse interests and are willing to try a wide variety of activities. YOLOs are motivated by the beach, driving the scenic highway, nature, historic sites/landmarks, and wineries. They are the most likely to camp at the beach, visit an art gallery or museum, and watch a space launch. Perhaps less food-centric, they report the lowest level of dining in independent restaurants and the highest use of chain restaurants. They are also the second highest overall spenders, despite a relatively small party size. Their spending is concentrated on meals, shopping and entertainment rather than lodging.

Key Takeaways for Highway 1

- Continuing to drive awareness of Highway 1 (in SLO CAL) helps drive overall county awareness as Highway 1 has high awareness levels (from past research). Lends to a conversation about "Highway 1 Discovery Route" which we have started minimized using, instead focusing only on Highway 1.
- May want to look at slightly pivoting messaging focused more on key attributes important to motivating travel. Relaxing – Authentic – *A good value for the money* – Welcoming
    - Particularly "A Good Value for the Money," hasn't been one of our messages.
- Scenic Beauty is expected, so we need to clearly communicate more differentiators/uniqueness.
- Are we doing enough to target Outdoor Families?
- Focus on the activities that motivated the most trips are: – Visited a beach – Drove a scenic highway – Dined in an independent restaurant – Went to a winery/brewery/distiller – Visited a park or nature area

Equity, Diversity & Inclusion Asset Alignment Study

KEY FINDING: People are multidimensional sharing more similarities than differences, with some nuances in what makes SLO CAL appealing.

Being Welcoming is More Important than Being Diverse

Diverse representation in marketing is important to EDI groups; seeing "people who look like me" is most important to Black travelers

BLACK TRAVELERS

TOP 3 RATED ATTRIBUTES	LOWER RATED OPPORTUNITIES
1. Fun	1. Authentic
2. Rich history & heritage	**2. Friendly, accepting place**
3. Amazing scenery	3. Place to be refreshed

HISPANIC TRAVELERS

TOP 3 RATED ATTRIBUTES	LOWER RATED OPPORTUNITIES
1. Fun	**1. Accepting & inclusive**
2. Unique vibe	2. Value for the money
3. Big-time natural beauty	3. Easy to get around

ASIAN TRAVELERS

TOP 3 RATED ATTRIBUTES	LOWER RATED OPPORTUNITIES
1. Amazing scenery	1. Fun
2. Big-time natural beauty	2. Place with lots to see/do
3. Charming	**3. Makes me feel welcome**

LGBTQ+ TRAVELERS

TOP 3 RATED ATTRIBUTES	LOWER RATED OPPORTUNITIES
1. Big-time natural beauty	**1. Accepting & inclusive**
2. Relaxing	2. Great family place
3. Fun	**3. Friendly, accepting place**

Low Familiarity but High Appeal Among EDI Groups

VERY/SOMEWHAT FAMILIAR	VERY/SOMEWHAT APPEALING
41% B	92% B
42% PD	93% H
53% H	95% PD
54% LGBTQ+	96% A
57% A	98% LGBTQ+

B > BLACK   H > HISPANIC   PD > PEOPLE W/ DISABILITIES   A > ASIAN   LGBTQ+

Lower Familiarity = Lower Ratings

4.15 vs. 3.63

General Population visitors rate SLO CAL attributes higher than EDI groups

Ideal Trip is Similar Across EDI Groups with Key Differences

BEACHES
Less Interest: A

ENTERTAINMENT & SHOPPING
More Interest: B

HIKING
Less Interest: B, PD

WINERIES, BREWERIES & SCENIC HIGHWAYS
Less Interest than General Population: B, H, PD, A, LGBTQ+

Future Visitor Profile Study &

Equity, Diversity & Inclusion Asset Alignment Study

September 2021

insights
Strategic Marketing and Research

Methodology

Two Studies Conducted Concurrently

Visitor Profile

- Measure post-COVID changes in travel attitudes and plans
- Profile visitor and trip characteristics
- Profile *potential* visitors for familiarity and likelihood to visit SLO CAL and a competitive set
- Explore the image of SLO CAL in the context of a competitive set, and evaluate the importance of these attributes for motivating travel
- Segment visitors and develop personas

Equity, Diversity & Inclusion Asset Alignment (EDI)

- Clarify SLO CAL's image among underrepresented travel populations
- Compare travel groups with each other and the "general population"
- Establish ideal California trip to identify gaps in product offerings to inform tourism development initiatives.
- Measure perceptions of safety, diversity, tolerance and welcoming

insights
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Sample

18+ years old + Leisure travelers + Decision-makers

Visitor Profile

Los Angeles
San Francisco
San Diego
Other California

1,608 California

Phoenix
Seattle
Denver
Dallas
Chicago
Salt Lake City
Las Vegas
Portland

1,328 Fly Markets

EDI Study

Same Markets

Traveler Group

- Black
- Hispanic
- Asian
- LGBTQ+
- People with Disabilities

1,199

538 Fly

514 CA

147 Other

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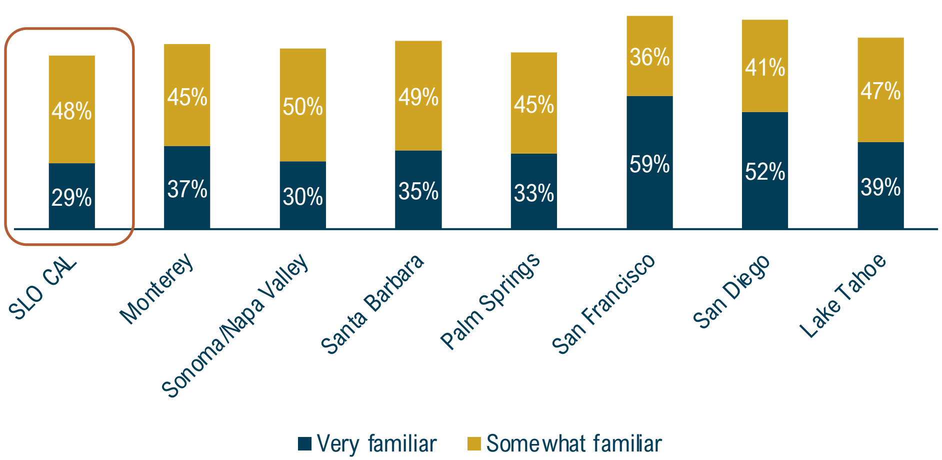
Familiarity

SLO CAL's current competitive position is driven by lower familiarity and awareness of its assets compared to the comp set.

- The challenge is to increase awareness, and visitation will follow.
- There are no major negatives associated with the destination and no barriers to visitation.
- Visitors and potential visitors share a similar image of the area; it is just stronger among visitors.
- The challenge simply is that SLO CAL has strong competitors, which generally are more established with the audience. Increased marketing and education will address this challenge.

77% Familiar with SLO CAL

Familiarity



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Position

SLO CAL's brand position is on target.

- Key attributes that are important for motivating travel are also highly rated by consumers. These include:
  - Relaxing
  - Authentic
  - A good value for the money
  - Welcoming
- SLO CAL's position would be strengthened by communicating that the destination is a fun place that is **friendly** and **accepting**.

SLO CAL is known as a place with wide open spaces.

Although this attribute was more important during the pandemic than it was before, it is not an important factor in destination choice.

Image Perceptions	Visitor Rating	Visitor Index
Has amazing scenery	**4.45**	102
Is relaxing	**4.38**	**103**
Is a place with big-time natural beauty	**4.37**	101
Is a place that has its own unique vibe, different from both Southern California and Northern California	**4.32**	100
Is charming	**4.29**	**103**
Is fun	**4.27**	101
Makes me feel welcome	**4.26**	**103**
Is a friendly, accepting place	**4.24**	102
Is a place to be refreshed	**4.23**	102
Is a place with lots to see and do	**4.23**	100
Is a great family place	**4.23**	**104**
Is authentic	**4.23**	101
A place with open spaces that feels less crowded	**4.19**	**106**
Is rich in history and heritage	**4.14**	100
Has a small-town feel	**4.13**	**107**
Is accepting and inclusive	**4.12**	101
Is easy to get around	**4.11**	**103**
Provides a good value for the money	**3.95**	**105**
Is culturally diverse	3.90	99
Offers luxurious experiences	3.90	96
Has entertainment and nightlife	3.74	96
Has big city amenities	3.59	95

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Competitive Difference

SLO CAL's current image is more relaxed, small town and natural.

- While it is highly rated for its scenic beauty, the competitive destinations all offer scenic beauty.
- It is important to reinforce the scenery – having that type of beauty is the price of entry to even be considered. But it is not enough to differentiate SLO CAL.
- Lake Tahoe has the most similar image - relaxed, small town and beauty.
    - There is opportunity to gain ground as Tahoe is currently receiving attention for crowds and traffic.

Big City/Adult San Francisco	**Small Town/Adult** Sonoma/Napa Santa Barbara Monterey
Big City/Family San Diego	**Small Town/Family** SLO CAL Lake Tahoe

The brand messaging – *Because in SLO CAL Life's too Beautiful to Rush* – captures the essence of current perceptions.

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Focusing the Message

SLO CAL is well positioned and has started to create differentiation.

- The destination needs to focus on how to be more competitive versus the other small-town destinations, and what messaging will drive visitation.
- Beautiful scenery is not listed – it is expected within this competitive set. It is critical for natural beauty to be part of the messaging – but it is not enough to drive choice.

There is strong potential to attract more visitors.

- Within California 44% of non-visitors indicated they were interested in visiting, and among the fly markets 30% expressed interest.

The attributes *most* linked to likelihood to visit SLO CAL are:

- Makes me feel welcome
- Is a place to be refreshed
- Is authentic
- Is charming
- Is a great family place
- Provides a great value for the money

Who’s Visiting

SLO CAL visitors are younger, more likely to be married and have children, more highly educated and have higher income than either high-potential visitors or low-potential visitors.

- Millennials are the largest group of current visitors. They are 35% of the population, and almost 45% of SLO CAL visitors.

47 YEARS OLD

66% Married

33% Kids at Home

$163K Avg. Income

76% College Grad+

76% White | 4% Black | 15% Hispanic | 13% Asian

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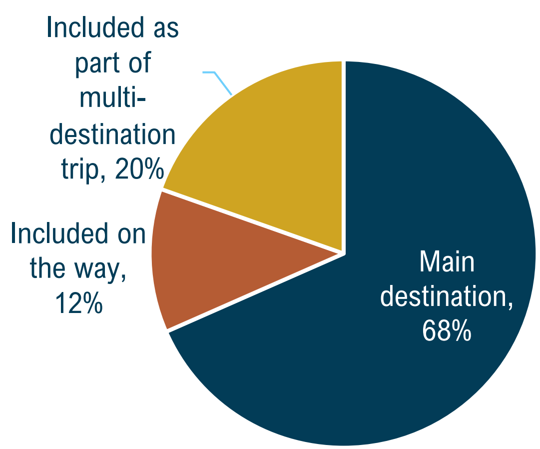
Trips

Trips to SLO CAL often include other cities along the coast.

- Finding ways to position SLO CAL as the **base camp** for trips exploring along the coast will give consumers a reason to choose SLO CAL and spend more time in the county.



3.4 Nights
61% of overnight stayed in a hotel

2.3 SLO COUNTY communities visited

78% spouse/partner

27% include children

56% planned with a month

What do visitors do?

The most popular activity is visiting a beach – 63%.

- Other popular activities are dining at an independent restaurant, driving a scenic highway, shopping and visiting a park/nature area.

- When the percentage of those who toured wine country and visited a winery/brewery/distillery are combined, this represents 35% of visitors.

The activities that motivated the most trips are:

- Visited a beach
- Drove a scenic highway
- Dined in an independent restaurant
- Went to a winery/brewery/distiller
- Visited a park or nature area

Activity	Participation
Visited a beach	**63%**
Dined in an independent restaurant	**54%**
Drove a scenic highway	**50%**
Shopped	43%
Visited a park or nature area	**36%**
Hiked	29%
Went to a winery/brewery/distillery	**28%**
Visited a historic site/historic landmark	24%
Toured wine country	19%
Farmer's market/Food or farm tour	19%
Live music/Entertainment/Nightlife	13%
Dined at a national brand restaurant	13%
Attended an event or festival	12%
Water sports – swimming, surfing, paddle boarding	12%
Camped at the beach	11%
Spa/Health and wellness activity	11%
Art gallery/Museum	11%
Aquarium/Zoo/Children's museum	10%
Biked	9%
Golfed	7%
Boating or water tour	5%
Fished	5%
Other	4%
Watched a space launch	4%
Rock climbing	3%

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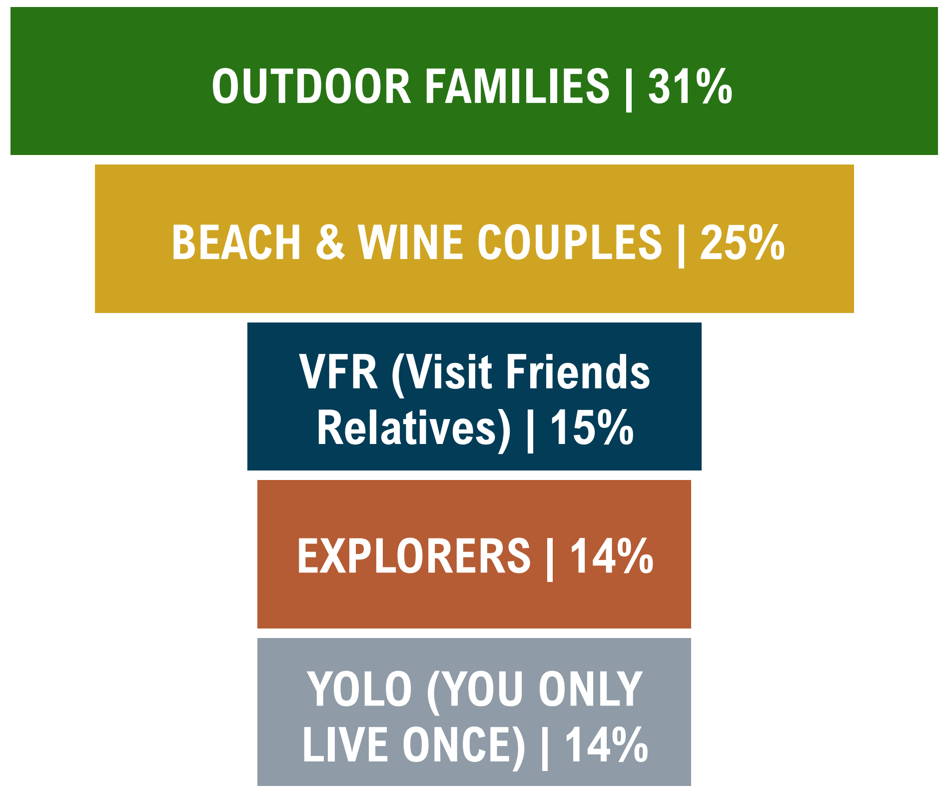
Segmenting Visitors

One of the key goals of the research was to develop a system to segment visitors for more effective target marketing. Visit California developed a motivational-based segmentation system in 2019, and elements of this system were incorporated into the survey. Those findings were included with trip specific behavior to develop SLO CAL specific segments.

Visitor Segments



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Outdoor Families

Outdoor Families travel to bond and recharge.

Beach & Wine Couples share this motivation, but these travel parties include children and/or other family. The most motivating activity for this group is the beach, and they enjoy outdoor pursuits.

These upscale families have children at home and established careers.

With an average age of 45.6, they are the second-youngest segment, but they are less motivated by excitement than their younger child-free counterparts in the YOLO segment. They are active and participate in a wide variety of activities.

31%

Visited 2.6 areas
Participated in 4.7 activities
Average number of activities but in more areas of the county

Outdoor Families are frequent visitors to SLO CAL.

With an average of 5.2 trips in the past 5 years, these visitors are likely taking an annual trip to SLO CAL. Larger travel parties and longer stays make this group the highest overall spending segment, with average trip expenditures of $1,284. They are the largest segment, representing 31% of trips.

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Beach & Wine Couples

Beach & Wine Couples want to spend time together and escape from everyday stresses.

Both the beach and wineries/wine country are strong motivators for choosing their destination.

They are upscale, educated couples who come for a short trip – 3.2 nights.

They participate in a variety of activities on their trip (avg. 5+) but stay in one or two areas in the county. Popular activities in addition to the beach and wine are scenic drives, park and nature areas, independent restaurants, and historic landmarks.

Many of the trips are part of a larger trip that includes areas like Santa Barbara, Monterey and Carmel.

They are most likely to stay overnight in San Luis Obispo, Cambria or Pismo Beach & Shell Beach.

25%

Visited 1.8 areas
Participated in 5.3 activities
More activities but in fewer areas of the county

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Explorers

Explorers are motivated by unique experiences.
They are more about connecting with the destination and less about connecting with each other. This segment is mostly male (71%) and has the highest LGBTQ+ representation (10%).

These travelers love to engage with the destinations they visit.
They are well educated and less likely to have children at home. Not quite as diverse at YOLO, they have the highest representation of Asian travelers (20%).

They are the highest earning segment even though they are not the oldest.
Their party size and length of stay are similar to the high-spending Outdoor Families, but they are the second-lowest spenders, a dynamic that is driven by frugal spending on accommodations and meals. The beach is a top activity for this group, but less so than the other segments, and they are the most likely to engage in nightlife and entertainment.

14%
Visited 2.5 areas
Participated in 4.9 activities
Above average in number of activities and number of areas of county visited

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YOLO

YOLOs are motivated by excitement, thrills and living life to the fullest.

They are the youngest segment with an average age of 43. They are highly educated and high earners, but they have the lowest household income of the segments – a function of their age.

They have diverse interests and are willing to try a wide variety of activities.

YOLOs are motivated by the beach, driving the scenic highway, nature, historic sites/landmarks, and wineries. They are the most likely to camp at the beach, visit an art gallery or museum, and watch a space launch. Perhaps less food-centric, they report the lowest level of dining in independent restaurants and the highest use of chain restaurants.

They are also the second highest overall spenders, despite a relatively small party size. Their spending is concentrated on meals, shopping and entertainment rather than lodging.

14%
Visited 2.6 areas
Participated in 5.5 activities
Above average in number of activities and number of areas of county visited

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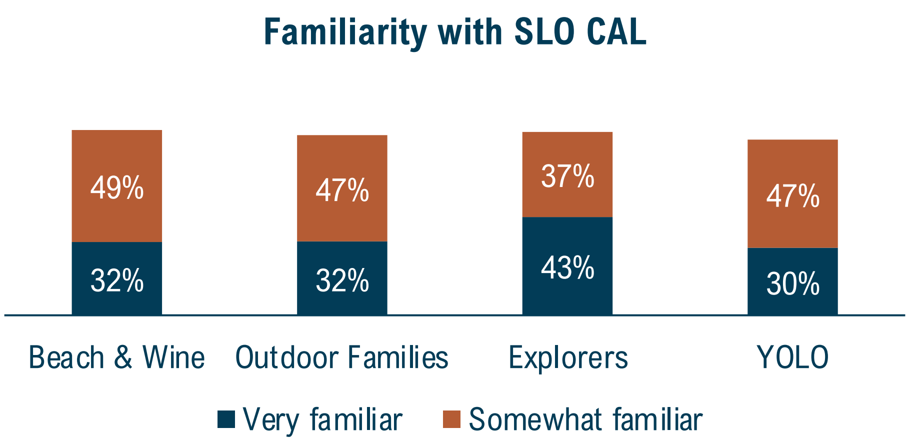
Potential Among Segments

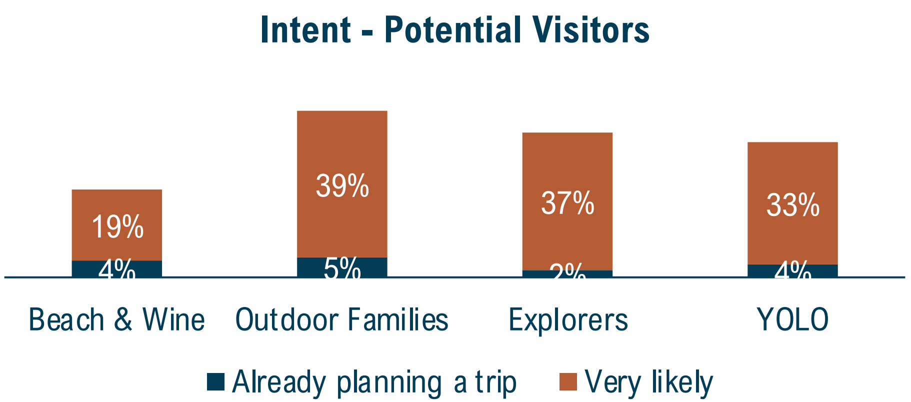
The level of familiarity across segments is not that different.

The Explorers are more likely to say they are very familiar. It's also not surprising that these potential visitors are fairly familiar – they indicated that they were considering visiting in the next 2 years.

Outdoor families indicate the strongest likelihood to visit in the next 24 months.

YOLO and Explorers also express fairly high levels of likelihood, but interest is lower among the Beach & Wine Couples.





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Diverse Traveler Groups

Insights

People are multi-dimensional.

They are a culmination of experiences and characteristics that often share more similarities than differences. Yet, meeting the needs and expectations of diverse audiences requires an understanding of how groups of people view the destination – and appreciating differences in what makes the destination appealing, safe, and welcoming.

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Being Welcoming is More Important than Being Diverse

The most important element is being welcomed by staff and locals and this was the way to make them feel safe and welcome.

- One way to promote this is hospitality training for front line staff throughout the community – an initiative that is underway.
- The participants also indicated that signage welcoming everyone to the community is important.

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Familiarity

SLO CAL is still building familiarity.

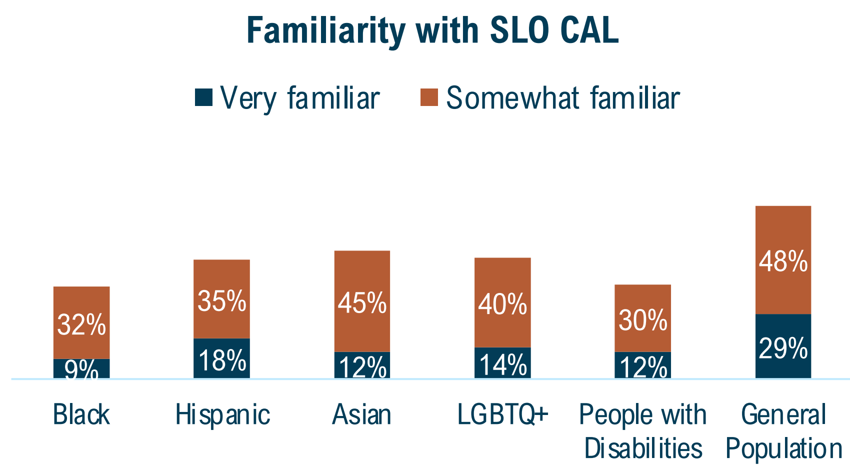
- The general population in target markets is more aware of competing destinations, with 77% aware of SLO CAL, compared to a range of 41% to 57% among diverse traveler groups.

Familiarity is lower among diverse traveler segments.

- This can be attributed to lower levels of past visitation and lack of exposure to marketing messages.

These audiences find SLO CAL appealing as a place to visit.

- They report levels of potential travel that are similar to or better than the general population.



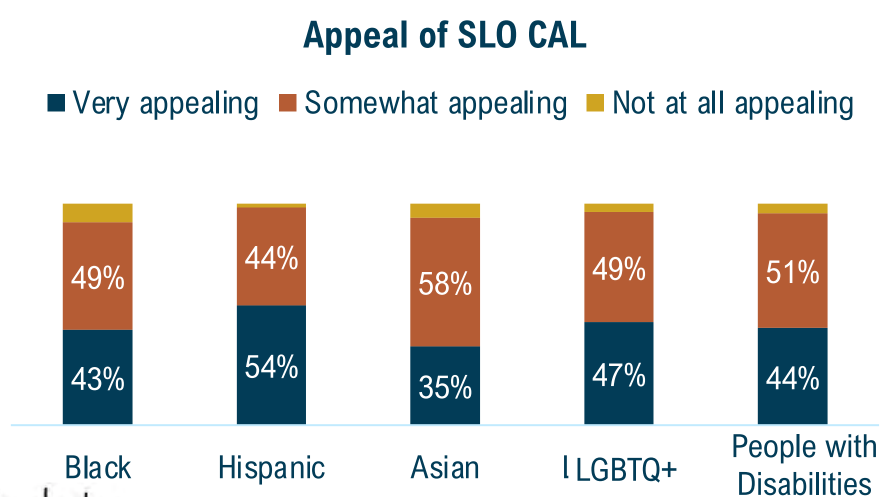


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Image

Visit SLO CAL's brand – *Because in SLO CAL Life's too Beautiful to Rush* – is consistent with the way diverse travelers view the destination.

- However, diverse audience segments are less familiar with what the destination has to offer and rate it lower than the general population of travelers in the same markets, and among past visitors.

Feeling welcomed is more important to these travelers than being a diverse place.

- Marketing communications can promote this image by going beyond representation to show *engagement* between locals and the traveler groups evaluated here.

SLO CAL…	Total Diverse	General Population Traveler	General Population Visitor
Has amazing scenery	3.87	4.00	4.45
Is a place with big-time natural beauty	3.82	3.93	4.37
Is relaxing	3.78	3.86	4.38
Is a place that has its own unique vibe	3.77	3.80	4.32
Is fun	3.75	3.78	4.27
Is charming	3.73	3.81	4.29
Is a place with lots to see and do	3.70	3.77	4.23
Is a place to be refreshed	3.68	3.77	4.23
Is rich in history and heritage	3.66	3.73	4.14
Is authentic	3.65	3.76	4.23
A place with open spaces that feels less crowded	3.62	3.72	4.19
Is a friendly, accepting place	**3.62**	**3.74**	**4.24**
Is a great family place	3.62	3.69	4.23
Is culturally diverse	**3.59**	**3.57**	**3.9**
Offers luxurious experiences	3.58	3.62	3.9
Is accepting and inclusive	**3.57**	**3.65**	**4.12**
Makes me feel welcome	**3.57**	**3.70**	**4.26**
Is easy to get around	3.53	3.61	4.11
Has entertainment and nightlife	3.51	3.44	3.74
Has big city amenities	3.48	3.42	3.59
Has a small-town feel	3.45	3.63	4.13
Provides a good value for the money	3.42	3.42	3.95

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Product

One of the key insights from the research is that the ideal trip is similar across the traveler groups.

- Marketing messages can be created that appeal to all of these segments. The activities and images that drive interest in visiting are directionally the same across traveler groups.
- When envisioning an ideal leisure trip in California, the beach is the most popular activity for every group, but much less so for Asian and Black travelers.
- All of the EDI groups report less interest in driving the scenic highway, touring wine country, or visiting a winery/brewery/distillery compared to the general population.

Activities You Would Want to Include in Ideal CA Leisure Trip

	Black	Hispanic	Asian	LGTBQ+	People with Disabilities	General Population
Visit a beach	69%	74%	59%	73%	71%	76%
Drive a scenic highway	36%	47%	45%	48%	52%	70%
Dine at independent restaurants	50%	49%	61%	57%	57%	67%
Visit a park or nature area	37%	54%	56%	56%	52%	65%
Hike	19%	35%	35%	36%	21%	45%
Visit a historic site/historic landmark	46%	53%	54%	49%	53%	63%
Visit a winery/brewery/distillery	33%	26%	27%	27%	33%	48%
Tour wine country	34%	23%	20%	22%	28%	45%
Shopping	62%	53%	45%	54%	55%	46%
Live music/Entertainment/ Nightlife	52%	37%	27%	43%	41%	33%
Attend an event or festival	33%	29%	26%	33%	31%	31%
Art gallery/Museum	37%	32%	33%	46%	38%	30%

Local Culture

People travel to experience the culture of the place they are visiting.

- They are interested in local cuisine, shopping, and events rather than seeing their own culture in the destination.
- Still, all travelers want to feel safe, welcomed, and have a sense of belonging.

Diverse representation in marketing is important to each of these groups but seeing "people who look like me" is most important to Black travelers.

- For others, seeing diversity is important, but not necessarily seeing characteristics they share.

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LGBTQ+ Travelers

The most important attribute is to be fun.

- Among those who have visited SLO CAL, the destination receives a positive rating for being fun. The key will be to communicate this to others who are not familiar yet.

Other strong determinants of destination image are that it is a welcoming place to be refreshed and has amazing scenery.

- SLO CAL also rates highly among LGBTQ+ visitors for these attributes.

There is less awareness of SLO CAL's luxurious experiences, entertainment and nightlife.

Image attributes	Correlations with overall rating	Rating among those who have visited
Is fun	63%	4.0
Is a place to be refreshed	62%	3.9
Makes me feel welcome	61%	3.9
Has amazing scenery	57%	4.0
Is accepting and inclusive	57%	3.7
Is charming	57%	4.0
Is a great family place	56%	3.7
Is a place with big-time natural beauty	56%	4.1
Is a place with lots to see and do	55%	3.8
Is relaxing	55%	4.1
Is a friendly, accepting place	55%	3.7
Is authentic	52%	3.8
Offers luxurious experiences	51%	3.5
Is rich in history and heritage	51%	3.8
Has entertainment and nightlife	49%	3.4
Is easy to get around	49%	3.7
Provides a good value for the money	49%	3.5
Is a place that has its own unique vibe, different from both Southern California and Northern California	46%	3.9
Is culturally diverse	46%	3.6
Has big city amenities	42%	3.4
Is a place with open spaces that feels less crowded	40%	3.8
Has a small-town feel	32%	3.6

Black Travelers

Black visitors give the area strongest ratings for being fun, rich in history and heritage, and having amazing scenery.

- Opportunities for communicating influential messaging to Black travelers centers on SLO CAL's authenticity and being a friendly, accepting place.

Image attributes	Correlations with overall rating	Rating among those who have visited
Is fun	61%	3.9
Is authentic	59%	3.5
Is a friendly, accepting place	58%	3.6
Is accepting and inclusive	57%	3.8
Is rich in history and heritage	57%	4.0
Makes me feel welcome	56%	3.8
Is a place with big-time natural beauty	55%	3.8
Is a place with lots to see and do	55%	3.7
Is a place to be refreshed	55%	3.5
Is a great family place	55%	3.8
Has amazing scenery	54%	4.1
Is charming	53%	3.8
Is culturally diverse	51%	3.6
Offers luxurious experiences	51%	3.9
Provides a good value for the money	51%	3.5
Is relaxing	50%	3.8
Has big city amenities	49%	3.6
Is easy to get around	49%	3.9
A place that has its own unique vibe, different from both Southern California and Northern California	46%	3.8
Has entertainment and nightlife	46%	3.5
Is a place with open spaces that feels less crowded	44%	3.5
Has a small-town feel	33%	3.7

Hispanic Travelers

SLO CAL is viewed by those who have been there as a fun place with a unique vibe.

- The destination could appeal more to Hispanic travelers by boosting perceptions that it is a place to be refreshed, that is accepting and inclusive.

Image attributes	Correlations with overall rating	Rating among those who have visited
Is a place to be refreshed	66%	3.9
Is accepting and inclusive	60%	3.8
Is fun	59%	4.0
Is relaxing	59%	3.9
Is charming	59%	3.9
Is a great family place	59%	3.9
Is a place that has its own unique vibe, different from both Southern California and Northern California	58%	4.0
Makes me feel welcome	58%	3.9
Is a place with big-time natural beauty	57%	4.0
Provides a good value for the money	57%	3.7
Has amazing scenery	57%	3.9
Is a friendly, accepting place	56%	4.0
Is easy to get around	56%	3.8
Is authentic	55%	3.9
Is a place with lots to see and do	53%	3.9
Is a place with open spaces that feels less crowded	53%	3.8
Is rich in history and heritage	51%	4.1
Is culturally diverse	50%	3.9
Has entertainment and nightlife	49%	3.7
Offers luxurious experiences	48%	3.7
Has a small-town feel	46%	3.8
Has big city amenities	41%	3.9

Asian Travelers

Among Asian travelers, marketing should focus communicating that SLO CAL is fun, has lots to see and do, makes visitors feel welcome, is rich in history and heritage, is accepting and inclusive, and offers luxurious experiences.

- This traveler group is aware of the area's natural beauty, but these other features could set SLO CAL apart from other similar coastal destinations.

Image attributes	Correlations with overall rating	Rating among those who have visited
Is fun	64%	3.8
Is a place with lots to see and do	63%	3.8
Makes me feel welcome	62%	3.8
Is rich in history and heritage	62%	3.7
Is accepting and inclusive	59%	3.8
Offers luxurious experiences	58%	3.6
Has amazing scenery	58%	4.0
Is a place to be refreshed	58%	3.9
Is a place with big-time natural beauty	58%	4.0
Is a great family place	57%	3.9
Is charming	57%	4.0
Provides a good value for the money	56%	3.7
Is a friendly, accepting place	56%	3.9
Is authentic	55%	3.9
Is easy to get around	54%	3.8
Is culturally diverse	54%	3.7
Is a place that has its own unique vibe, different from both Southern California and Northern California	53%	4.0
Is relaxing	53%	4.1
Has big city amenities	53%	3.4
Has entertainment and nightlife	51%	3.4
Is a place with open spaces that feels less crowded	48%	4.0
Has a small-town feel	38%	3.9

Potential by Group

Past and potential visitation is highest in California.

- Overall, Hispanic and Asian Travelers report the highest potential visitation.

These findings combined with additional data (the size of these audiences and other factors) can help to inform strategies that develop appealing product, strengthen destination satisfaction, and attract diverse audiences.