



Exhibit C

San Luis Obispo County Tourism Business Improvement District (CBID)

YEAR END REPORT for 2017

Submitted May 3, 2018

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Following the review and approval by the Board of Supervisors, this report is available on www.Highway1DiscoveryRoute.com/member

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Synopsis of 2017

Background

As we faced a full year of closures on Highway 1, we saw our North Coast regions of Ragged Point, San Simeon and Cambria struggle as occupancy and average daily rate (ADR) declined. Much of this impact has been felt more recently in early 2018. 2017 saw continued steady growth with TOT and BID assessment increasing year-over-year since the unincorporated SLO County Tourism Business Improvement District's (CBID) inception in 2009.

TOT Tracking & BID Assessment Growth

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

2009/2010	\$5,452,645
2010/2011	\$5,733,837
2011/2012	\$6,217,674
2012/2013	\$6,591,295
2013/2014	\$7,733,141
2014/2015	\$8,117,718
2015/2016	\$8,529,754
2016/2017	\$8,568,487 0.5% Y Y growth

Growth in TOT from CBID Inception to Current (FY 2009/2010 vs 2016/2017)

Increase of \$3,115,842 or 57%

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

2009/2010	\$1,208,756
2010/2011	\$1,270,149
2011/2012	\$1,377,971
2012/2013	\$1,460,965
2013/2014	\$1,648,058
2014/2015	\$1,798,886
2015/2016	\$1,860,859
2016/2017	\$1,920,749 3.2 % Y Y growth
Total Collections:	\$12,546,393

Growth in BID Assessment from CBID Inception to Current (FY 2009/10 vs 2016/2017)

Increase of \$711,993 or **58.9%**



Since late 2014 we have been marketing our region as the CA Highway 1 Discovery Route (CAH1DR), the consumer-facing brand for the unincorporated SLO County Tourism Business Improvement District (CBID).

We learned through SLO CAL's 2016 Merrill Research Awareness Study that 82% of the respondents identified Highway 1 as the highest in overall awareness when asked about SLO County communities and places to visit. Knowing that Highway 1 is one of our most recognized assets, this provides a compelling brand story for the Highway 1 Discovery Route as it offers a rich platform to inspire longer stays and return visits within our 10 unincorporated communities of Ragged Point, San Simeon, Cambria, Cayucos, Los Osos | Baywood Park, Avila Beach, Oceano, Nipomo, Edna Valley and Arroyo Grande Valley.



Through our Strategic Planning process, the CBID completed an asset comparison by destination, including 3 Counties (Sonoma County, Monterey County and Santa Barbara County) who are seen as direct competitors within our **potential visitor's consideration set**. The blue boxes represent the asset offerings, the green boxes represent the 'head' considerations (convenience and affordability) and the orange boxes represent the 'heart' considerations (relaxation, welcoming, emotional connection). As you can see, we are well positioned to promote our stretch of Highway 1 against those communities north (Big Sur) and south (Santa Barbara and Santa Monica):





Looking Ahead

Additional strategic development work was funded in late 2016 and was completed throughout 2017. The Strategic Direction document found on page 34 summarizes three areas of focus that are imperative to our evolution over the next 3 years:

Strengthen Strategic Partnerships

Maximize Efficiencies

Drive Measurable Results

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

Reputation - The CBID will be known as:

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

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

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

With our position confirmed and further clarity around our Mission, Vision and Values (page 34), we have begun to lay the ground work to implement the 10 objectives and initiatives associated with moving the above imperatives forward. These action steps are detailed in a multi-faceted Operational Plan (page 35) with three levels of priorities and a 3-year timeline.

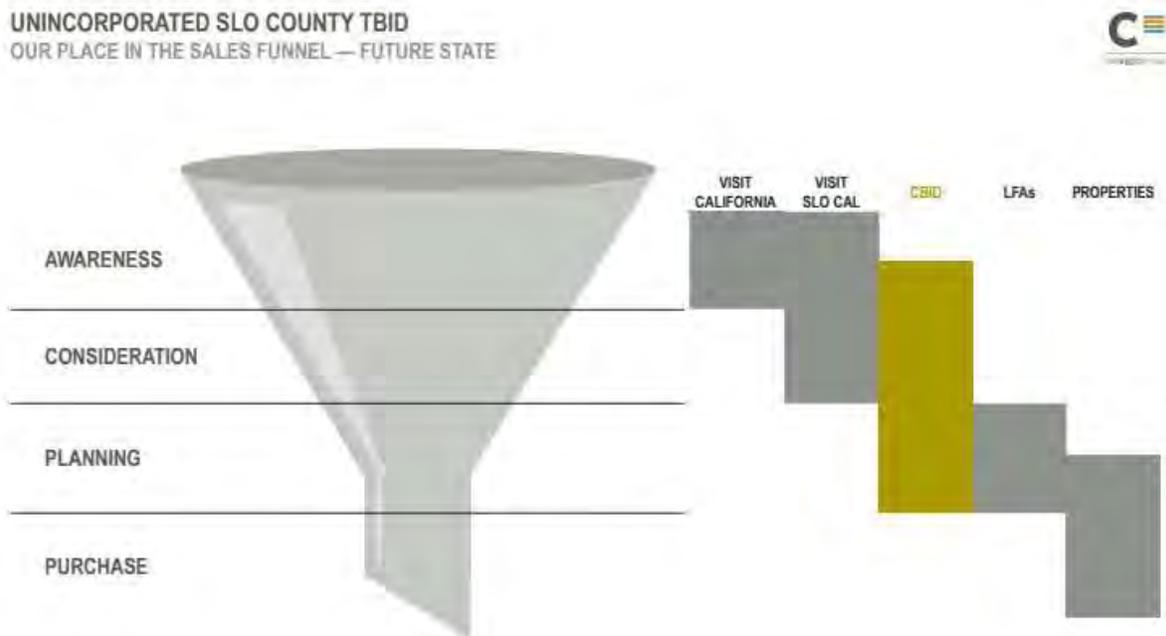
Throughout 2017 the CBID Advisory Board worked with Coraggio Group to develop a Marketing Strategy Framework for 2019 – 2022 (page 36) that will guide the organization in the execution of its marketing efforts. First, we needed to understand our assets (noted above on page 3), and define our value proposition:

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 including:

- Unique and uncrowded beaches
- Sightseeing and wildlife
- Family-friendly outdoor experiences
- Great weather
- A safe and comfortable place
- A casual, relaxed vibe



Once we confirmed our value proposition, we needed to better understand our position in the sales funnel. As the funnel graphic illustrates, a potential visitor moves from general awareness to the specific purchase as the traveler progresses through the vacation decision process.



The traveler first gains AWARENESS of SLO County and of our stretch of Highway 1, then moves into CONSIDERATION where they will form an intent to travel here. In the PLANNING phase, the visitor will identify things they want to do and places they might stay and will finish in the PURCHASE phase where they book a room at a specific property.

Our assets and value proposition will be the cornerstone of our ability to move potential visitors through the decision funnel and get them to our area to visit and enjoy. This is accomplished through three key marketing imperatives:

Evolve the CBID Marketing Leadership with the Local Fund Areas (LFAs)

Pursue excellence and efficiency in owned media (website, social, database)

Increase consideration to visit Highway 1 and our ten communities

To support the implementation of these three imperatives, the CBID has developed 8 marketing initiatives that focus on execution of tactics. Please see the Marketing Strategy Framework 2019 – 2022 on page 36 for further details. As we look to develop impactful marketing informed by strategic planning, we are excited about what lies ahead for the CBID, and most importantly for our 10 unincorporated community partners.



In Conclusion

The CBID recognizes that we must evolve how we serve our constituents, and focus on directly impacting our ten unincorporated communities, their Local Fund Area (LFA) boards and marketing partners. The CBID will focus on providing more active support and education, a bigger voice for each community with local partners like SLO CAL and a strategic marketing approach that can be embraced by all. We believe our real strength comes from our continued ability to collaborate and connect.

As we look to evolve and change, the role of the CBID is anticipated to shift as well so that we can:

- › Become a more active voice of the 7 LFAs/10 unincorporated communities, rather than the voice of the Highway 1 Discovery Route brand
- › Become an educational resource to each LFA to help improve their marketing efforts
- › Provide content support to position Highway 1 as an asset
- › Support communities not along Highway 1 (Edna and AG Valleys) via other attractions/assets
- › Evolve our collaboration with Visit SLO CAL

Furthermore, we will continue to build upon partnerships with State and County Parks, NOAA, Marine Protected Area, Avila Harbor District, Central Coast State Parks Association, local Chambers and Visitor Centers, as well as many local cultural and heritage non-profits. Our continued collaboration with Visit SLO CAL will allow us to strategically partner around programs and projects **that will amplify our combined message and further promote Highway 1 as one of our County's** most recognized assets.

With 73 programs and projects funded in 2017 totaling \$1,352,557 (and 451 funded since 2010 totaling over \$5,600,134) the CBID remains a force that positively impacts its constituents and the communities it serves. Alongside these efforts, the CBID will continue to take a lead role in programs like the County Beautification and Infrastructure Grant (BIG) program, bringing a needed \$100,000 annually into our unincorporated areas, and working with each of our seven LFA boards to support community infrastructure improvement projects like the Cayucos 1st Street beach access, which not only benefits our visitors, but the residents that live there.

As we grow and contribute to our tourism economy, we strengthen our communities in the **process...all with a continued focus to instill our CBID vision of *people and places, engaged and enriched through tourism.***



Marketing Recap 2015 - 2017

Summary of Efforts

This report highlights the destination marketing efforts the SLO CBID assigned to the Core Marketing Team (CMT) from July 1, 2015 to May 2017. The Advisory Board-approved a 24-month strategic marketing plan prioritized the goals of the organization and capitalized on targeting and messaging opportunities identified by research and campaign results.

During this period, the CMT executed shoulder season promotions, utilizing paid, earned and owned media, to:

- Generate awareness and engagement in the California Highway 1 Discovery Route (CAH1DR) and the 10 assessed destinations
- Enhance economic well-being through an increase in overnight stays and length of stays within the ten assessed destinations
- Enhance collaboration with state, regional, county-wide and local tourism partners
- Guide and support the evolution of local funds

During this period, the CMT executed shoulder season promotions, utilizing paid, earned and owned media, to:

- 4 Billion Media Impressions
- 400,000 Website Sessions
- 1,231,223 Social Media Engagements
- 59,331 email Subscribers
- Visit California Poppy Award
- Central Coast ADDY Awards

Objectives & Report Methodology

Includes paid, earned and owned media efforts to increase destination awareness, engagement, database acquisition and road map readers of core drive market visitors. Conversion analytics include: email entries, audited road map distribution, social media analytics, event attendance, 10 destination visitor guide views, lodging profiles and video views. Increasing website sessions 30% from prior fiscal year is objective.

Destination Marketing Highlights 2015-2017

Growth of engaged visitors is reflected by website sessions, social media engagements and subscriptions to the email newsletter. This activity allows the CMT to continually engage visitors most predisposed to visiting, staying longer and returning to Coastal San Luis Obispo County. Our 2015-16 road trip and family reunion getaway contests acquired 17,797 subscribers, a 93 percent increase from prior fiscal year. Our 2016-17 Roam Campaign, and the Rural Road Trip Must-See Getaways, will increase this valuable database by over 25,000 members.



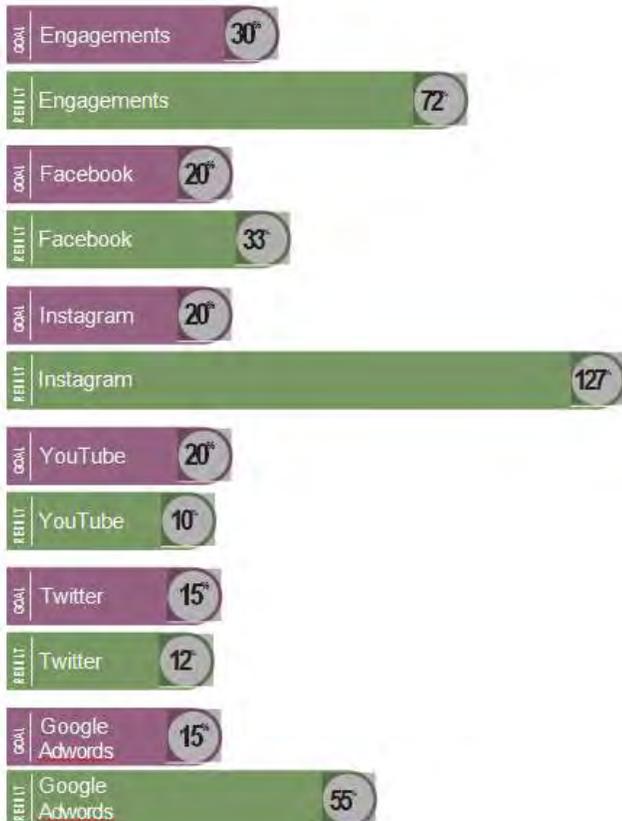
Goals and Achievements

With 2 months remaining, the CMT anticipates achieving goals by the end of the 2017 | 2018 fiscal year.

Shoulder Season Destination Campaigns



Social Media Programs





Earned Media PR Strategies



Mobile Web Owned Media



Overview

Highway1DiscoveryRoute.com

- Sessions: 92,108 more sessions, yielding +66.86% increase
- Unique Visits: 70,671 more unique visits / +60.63%
- Destination Pages: 62,247 more destination page views / +83.66%
- Organic Searches: 6,160 more organic searches +21.43%

Social Media

- Fans: 79,310
- Impressions: 20,000,000
- Engagements: 1,231,223
- Link Clicks: 241,669
- Video Views: 682,000



E-newsletters

- 23 Campaigns delivered; 741,383 e-mails delivered
- 143,696 opens; 19.4% Open Rate
- 34,918 clicks

Top Facebook Posts

1. San Simeon Pier Livestream: 17K Views
2. Rural Road Trip: Must See in Cambria: 8.5K Views
3. Rural Road Trip: Must See in Avila Beach: 7K Views
4. Piedras Blancas Livestream: 5.5K Views
5. Wild Zebras Video: 5K Views

Top 3 Facebook Photos



Top 3 Instagram Posts





Public Relations Highlights

- Earned Media PR Impressions: 4,967,406,535
- Media Publicity Value: \$29,669,829
- Coverage Ad Equivalency: \$28,775,689

2015-16 Public Relations Success

Focus on Road Trips, Multigenerational and Boomer Travel

Pitched Positioning Messages to these New Media lists

- Boomer
- Family Bloggers
- Road Trips List
- Wedding Media
- Multigenerational bloggers
- Biking media list
- Canadian Media List

Hosted 20 Journalists including these Boomer Bloggers

- Lisa Carpenter, Grandmas Briefs
- Huffington Post, Kymberly Williams-Evens
- Alexandra Williams, Fun and Fit
- Amy McElroy, sweatpantsandcoffee.com
- Liz Dahl, Boomer Travel Patrol

2016-17 Public Relations Success Must See Spots along the H1DR

- Focused Messaging and press releases on best of 'must see spots' on H1DR
 - Press stories resulted from pitching this positioning and great content development **focused on one constituent's** destination at a time
- Hosted 20 Journalists including six visiting journalists on Whale Trail FAM

**Trip Advisor outreach to gain a ranking for H1DR as a SLO County attraction –
now ranked #7 of all SLO CAL attractions**



Campaign Highlights

All Roads Lead to Roam 2016-2017

SF Gate Story 1 & 2

- Impressions: 2,790,000
- Time Spent: 2:49 ; 3:30
- Engagements: 5,598 ; 6,752
- Scroll Depth: 58% ; 74%

LA Times

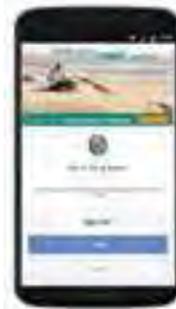
- Impressions: 3,533,000
- Clicks: 4,181
- CTR: 0.12%

Emails collections from campaign

- 11,518

Social Media

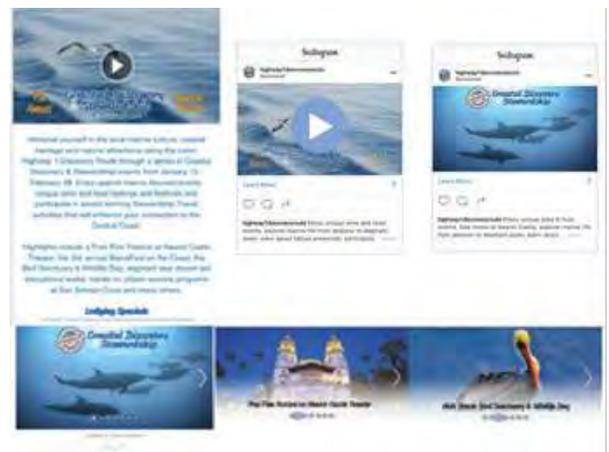
- Impressions: 916,046
- Reach: 434,844
- Engagements: 95,522
- Clicks: 24,267
- Link Clicks: 14,086
- Video Views:
 - Boomers: 50,357
 - Millennials: 47,005
 - Roamin' Chariot: 154,000



Coastal Discovery & Stewardship Celebration 2017

Digital Performance

1. Expected short term decline in overall Y/Y website traffic, due to URL change, deactivating the CoastalDiscoveryRoute.com site
2. Revised digital media strategy:
 - a. Greater reliance on Facebook (Canvas & Carousel) and Instagram
3. Website stats revealed:
 - a. More precise targeting for audience conversions, particularly in February
 - b. Page visitors spent more time on the Canvas ad landing page





- c. Y/Y increase in February destination page views - **up over 1500% Y/Y Total page views = almost 16,000**
- d. More lodging packages sold
- e. Improved website traffic and conversions over the past 30 days- **175% increase in sessions Y/Y**

Social Media and PR Summary

- Social Impressions: 3,631,302 (compared to 154k in 2016)
- Social Clicks: 16,360
- Instagram Takeover: 78,864 Impressions; 7,119 Engagements
- Video views: 138,765 (compared to 11,721 in 2016)
- Press Release Impressions: 494,200,000 (compared to 26,155,576 in 2016)
- Press Coverage Views: 733,000 (compared to 61,800 in 2016)
- Social shares from press: 2,340 (compared to 64,133 in 2016)

Web Stats Summary

- Total Unique Visitors: 51,707 (compared to 26k in 2016)
- Destination Page Views: 31,250 (compared to 13,749 in 2016)

Rural Road Trips: \$12,000 investment in each of 7 campaigns created for our Local Fund Areas focusing on all of the bucket list items there are to do and see in each community.

Press Release Features in: Los Angeles Times, Sweat Pants and Coffee Blog, Leave Your Daily Hell Blog, ATOD, Road Trips for Families, PR Newswire.

San Simeon: August
 Video Views: 4,352
 FB Clicks: 4,609
 Impressions: 252,967
 1,740 Subscribers

Cayucos: October
 Video Views: 4,520
 FB Clicks: 2,018
 Impressions: 139,695
 1,453 Subscribers

Los Osos / Baywood: November
 Video Views: 3,113
 FB Clicks: 4,186
 Impressions: 314,586
 1,001 Subscribers

Edna & AG Valley: In progress

Oceano / Nipomo: February
 Video Views: 3,514
 FB Clicks: 4,138
 Impressions: 155,822
 2,984 Subscribers

Avila Beach: March
 Video Views: 6,925
 FB Clicks: 5,227
 Impressions: 280,460
 3,772 Subscribers

Cambria / Cycle Central Coast: April
 Video Views: 8,600
 FB Clicks: 4,704
 Impressions: 344,205
 3,929 Subscribers





Co-ops / Print

Alaska Air

- 2,061,915 Monthly Passengers
- 16,950 Flights per Month
- 85 Destinations Served; Major Hubs: Seattle, Portland, Los Angeles, San Francisco and Anchorage
- Average Flight Length 2:55
- HHI \$125.9K
- Travel Frequency: 42.3 nights away from home; 67% staying in hotel or vacation rental

Sunset CCTC Insert

- 500,000 circulation
- 60,000 are sent to subscribers of Food+Wine and Travel+Leisure
- 75,000 are distributed at newsstands, and year-round distribution on VisitCalifornia.com

Sunset Road Trips

- 1 Million Total Circulation
- 600,000 inserted in selected copies of the June issue of Sunset
- Exposure on visitcalifornia.com through Nxtbook Media digital edition which includes a link to the advertiser's website
- 400,000 direct to consumers, fulfillment upon request, at key destinations beginning in mid-May. Locations may include: California Welcome Centers, CVBs, and Visitor Centers; Sunset events throughout the year



ADVERTISEMENT

The Highway 1 Discovery Route

At beautiful coastal SLOVAL, we're offering a special of "Discover and Inspire" with the California Highway 1 Discovery Route. This route offers a special of "Discover and Inspire" with the California Highway 1 Discovery Route. This route offers a special of "Discover and Inspire" with the California Highway 1 Discovery Route.

Exploring Highway One through SLOVAL
This scenic route of great beauty is located in SLOVAL, offering a special of "Discover and Inspire" with the California Highway 1 Discovery Route.

Celebrating Coastal Rejuvenation
Each year the town celebrates the California Highway 1 Discovery Route with a special of "Discover and Inspire" with the California Highway 1 Discovery Route.

THE BEST OF HIGHWAY 1

All roads lead to **POOM.**

Win a \$5,000 Best of Highway 1 Getaway! at Highway1DiscoveryRoute.com

Highway 1 Discovery Route is a special of "Discover and Inspire" with the California Highway 1 Discovery Route. This route offers a special of "Discover and Inspire" with the California Highway 1 Discovery Route.

Experience The Perfect 10



Co-ops / Print

SF Gate

- HWY 1
 - Impressions: 2,306,381
 - Time Spent: 2:48
 - Engagements: 8,518
 - Scroll Depth: 52%
- Avila Beach
 - Impressions: 2,631,800
 - Time Spent: 3:52
 - Engagements: 10,838
 - Scroll Depth: 65%
- Cayucos
 - Impressions: 1,746,000
 - Time Spent: 3:51
 - Engagements: 2,886
 - Scroll Depth: 79%
- Cambria - Was sent direct to A&H



Visit CA / Brand USA Outdoors

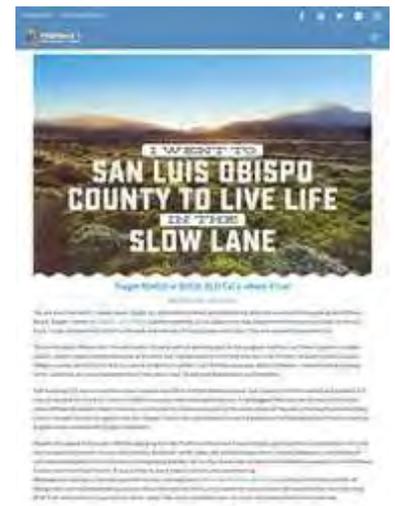
- 6.9M Impressions via the National Geographic Campaign
- 180 content pieces created among 9 partners
- 12.4k page views across the digital Outdoors hub
- 141k social impressions garnered across 16 organic partner posts via Twitter & Facebook
- 2.1M impressions via Expedia campaign
- 125,784 Video Views
- The total room nights booked was \$45,386 for both; HWY 1 (\$28,940) and Pismo Beach (\$16,446). Noticed a pleasant 75% increase in the Canada market during this time frame.



Buzzfeed

Pending- Still an active campaign - BuzzFeed delivers 200+ million unique monthly visitors, 59% of which are ages 25-54. The content is promoted throughout BuzzFeed and on Facebook to ensure the minimum guaranteed page views are met. Promotions are geo-targeted to Los Angeles, San Francisco, Seattle and Phoenix, and are also located on BuzzFeed.com.

- Program benefits
 - Guaranteed 123,457 views between both pieces, via native story units and paid social promotions
 - All content is search optimized, giving the opportunity for additional exposure through organic search; Content will live on BuzzFeed site indefinitely, extending the reach of the content via organic searches and social shares





Implications Moving Forward

The marketing highlights of the past 24 months reveal a successful delivery of the 10 destination brand experience – The California Highway 1 Discovery Route. Targeted California visitors find the 101-mile stretch of the route to be unique from other segments of Highway 1 and continue to engage through social media and respond to travel offers. The travel and lifestyle media continue to visit and cover the route, the ten destinations, and the various experiences.

The marketing strategies, tactics and budget will be influenced by the following assumptions:

- Targeted visitors recognize Highway 1 and consider this stretch appealing to visit, drive, tour and stay. Drive market (3 to 5-hour radius) boomers and millennials remain our primary audiences to impact the shoulder season (September - May) and mid-week visits
- Expanded air service to San Luis Obispo County will impact promotional targeting, messaging and investment
- Enhanced coordination with the LFAs and tourism partners will deliver efficiencies with a goal to eliminate duplication of effort. This will require investment in management, website, social media, paid promotions and public relations.
- Continued development and implementation of our Rural Road Trip promotional campaigns for each of our LFAs
- Expanded strategy across various marketing tactics to brand the Highway 1 as an attraction
- Development for greater use of videos to tell our story to our target markets, through advertising, social media and public relations
- Use native advertising to explain Highway 1 as an attraction
- Avoid duplication of efforts by working with CCTC, Visit SLO CAL, Visit California and our own destinations within the CBID
- Seek out retargeting co-op opportunities with the entities above to stretch our budget and expand our reach and frequency
- Continue to offer support in presenting a positive and informative message regarding Highway 1 closures, stressing what is open rather than what is closed
- Seek out research opportunities to understand the Economic Impact of the Highway 1 closure



CBID Marketing Plan July 2017 – June 2018

ORGANIZATION GOALS & MARKETING PRIORITIES

The scope of work assigned to the Core Marketing Team (CMT) is based on current marketing analytics and research, this document is offered as a draft to be reviewed and discussed with the MSC. The final tactical plan will include: fresh brand content and creative and final media budgets aligned with the approved organizational goals, described below by marketing priority:

- Generate incremental awareness and engagement in the CAH1DR and the 10 assessed destinations
- Enhance economic well-being through an increase in overnight stays and length of stays within the assessed destinations
- Stress that the Highway 1 Discovery Route is open for business
- Enhance collaboration with state, regional, county-wide and local tourism partners
- **Guide and support the evolution of local funds with the highly successful “Rural Road Trips”** and enhance those with co-op opportunities and increased video tactics

Awareness and Engagement

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

Scope of Work: CMT will integrate paid, earned and owned database marketing channels with compelling awareness campaigns that create an emotional connection between targeted travelers and the 10 destination CAH1DR. The new 2017-2018 plan will include: seasonal multi-layered promotional campaigns with focuses on native and video; public relations, social media and database marketing efforts. Growth goals, progress tracking and measurement reporting attached to each marketing category will be delivered.

Enhance Economic Well-Being

By creating greater brand awareness for the Highway 1 Discovery Route, our efforts will increase incremental overnight stays. This will contribute to increase revenues of the constituency as shown by comparative engagement and TOT growth.

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

Progress Tracking: TOT growth, web sessions, lodging referrals, native engagement and comparative statistics to agreed comp set.



Collaborative Partnerships

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

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

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

Local Fund Evolution

CBID marketing programs will continue to guide and support the development of local funds and their marketing agencies, through coordinated marketing outreach programs that deliver consistent key messaging distinguishing each destination. The main tactic will be the promotions of the roads trips for each destination.

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

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

RELEVANT INSIGHTS AND TRENDS

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

Actionable insights from current CAH1DR marketing programs, include:

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



- New research along with continual profiling of subscribers and website visitors, will optimize target markets, messaging and promotional calendars

CAH1DR database of 60,000 travelers offers travel interests (ranking)

- | | |
|--------------------------|-------------------------------------|
| 1. Coastal Road Trips | 8. Kind Travel & Stewardship Travel |
| 2. Wine, Beer & Culinary | 9. Spa, Hot Tub and Relaxation |
| 3. Free things to do | 10. Farmers Markets, AG Tours |
| 4. Beach and beach walks | 11. Water Sports |
| 5. Outdoor Adventures | 12. Dog Friendly Travel |
| 6. Hiking and biking | 13. Golf |
| 7. Art, History, Culture | 14. Motor Sports |

Merrill Research shows encouraging awareness in the Highway 1 Discovery Route of San Luis Obispo County visitors and prospects, and validates the rationale for evolving the regional brand:

- 71% aware the stretch runs through Coastal SLO County
- 86% have driven the route – with LA being #1
- 97% are interested in experiencing the CAH1DR
- 97% feel it is comparatively unique
- 84% would stay overnight along the route
- The 10 destinations have lower awareness, except Hearst Castle
- Tier 2 markets (Seattle, PHX, LV) offer potential to influence longer stays

STRATEGIES AND TACTICS

To accomplish the approved objectives, the 10 destination CA Highway 1 Discovery Route brand will leverage the most current research to deploy integrated campaigns that further distinguish the stretch of Highway 1, generate awareness and inspire visitors to stay and experience the 10 destinations to the fullest. We will also continue the messaging to inform visitors of road closures and detour routes- mostly encouraging the positive message that our roads are open. We will also work with SLO CAL on this messaging to ensure we're all in alignment and conveying the same message. The objectives, strategies and tactics outline the framework for promotions, earned media and owned media.

Shoulder Season Destination Campaigns

Multi-layered destination campaigns are essential to generate the level of targeted impressions necessary to achieve goal conversions. The tier 1 audience for campaigns prioritizes female boomers and millennial travelers within our 4-hour drive market. We will also focus on the following markets for Orange County: Ventura, Thousand oaks, Camarillo, etc.. With the aging of the boomer generation, increased focus will be on Gen X and millennials drawn to the unique experiences CAH1DR offers through interests and behavioral targeting. Advertisements will focus on native and video ads, rather than banners. We will monitor and mirror the SLO CAL media campaigns so that they coincide with our efforts. SLO CAL is paving the path for us in certain target markets and we want to take advantage of the awareness they're generating.



Objectives:

- To positively impact the slower lodging periods/ locations as well as expand the impact of the higher occupancy times, creative campaigns will dovetail from the very new brand promise: ***The Best of Highway 1***, while delivering fresh messaging and calls to action that crystalize this positioning.
- To convey that our roads are open and unaffected by road closures.
- Campaigns will significantly increase brand awareness, response and engagement amongst the core tier-1 drive market while capitalizing on geographic, demographic, lifestyle and travel behaviors identified by CMT analytics and contracted research studies.
- Each campaign will leverage compelling calls to action to increasing email subscriptions of targeted visitors further engaged by fresh content to ensure ongoing engagement, visitation, attendance at events, and repeat stays.
- Each campaign will enhance the CBID knowledge base of visitors to refine messaging and destination-specific offers ultimately assisting the member lodging operators to affect a bookings.
- Campaigns will generate incremental traffic to Highway1DiscoveryRoute.com, thematic landing pages, destination-specific content and all branded social media channels.
- Campaigns will continually strive to achieve the lowest cost goal conversions through an ever- changing mix of web, mobile, app and social ad-serving platforms.
- Campaigns will also align with the Kind Traveler and be promoted through their assets as well

Campaign Strategies:

- Deliver high impact shoulder-season branding campaigns in fall, winter and spring, augmented by monthly PPC, retargeting and content marketing.
- Integrated paid advertising will focus on tier 1 drive market travelers profiled by context, behavior, demographic and travel preferences. Campaigns will showcase the unique H1DR experiences and engage them throughout their travel planning process. Behavioral targets include: Passions (food/wine & craft beer/outdoor/wellness/events & ocean activities).
- Paid campaigns are supported by native advertising, advertorial, social media postings, public **relations and content marketing to build the 'surround sound' of shoulder season** campaign themes.
- Compelling calls to action, contests, giveaway getaways and related sub-offerings (such as weekly/monthly promotions) maximize awareness and traveler response.
- Monthly PPC and retargeting will occur to drive conversion to lodging specials and destination-specific promotions.
- To quickly react to opportunistic media offerings, particularly those that contain editorial coverage of the CAH1DR, Central Coast, road trips and key travel themes related to the destination, an adverting contingency fund will be allocated within the CMT paid advertising budget.
- **Expand on the brand promise to 'Best of Highway 1' throughout the year. Video ads will highlight a series of must-see experiences for each local fund, even during high season to offer cost effective promotional opportunities. Targeted mid-week campaigns offer high**



visibility during peak vacation planning season in spring and summer generating top of mind brand awareness in addition to bookings.

Destination-Specific, Rural Road Trip Campaigns:

- Make each 4 week RRT campaign realistic opportunity for Co-Op ad participation by local funds
- Leverage the 'Best of' Highway 1 theme for each destination with a series of ads, each highlighting an EAT, PLAY, STAY, EVENT.
- Give 'must-see' spots more dimension by promising each will be lastingly memorable

Measurements:

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

Earned Media PR Strategies

Public Relations Overview

Having the privilege of working with travel writers and media for nearly five years on behalf of the Highway 1 Discovery Route has been an honor. During this time our CM PR Team has honed the strategic messages that best tell the H1DR story. This regional brand is multifaceted and offers unique experiences in a wide range of categories that we have shared with the media. From the evolution of WineCoastCountry to the CA Highway 1 Discovery Route, through the introduction and development of Stewardship Travel and Coastal Discovery, to the must see attractions and lifestyle adventures that are the best of Highway 1, we've brought the media along on this journey every step of the way.

The CAH1DR hosted 22 visiting journalists in the 2016-17 fiscal year and delivered 2.4B in earned media results, up 13% from the prior fiscal year. To meet the demands of the 2017-18 budget cuts to the public relations efforts, the goal of the visiting journalist program will be to vet and host 16 top qualified travel writers. We will also do 1 reactive pitch per month.

We are always mindful of getting ink for all the destinations found along the H1DR, and currently hold a sense of immediate urgency regarding the Highway 1 Discovery Route constituents north of San Luis Obispo most likely to be affected by the Big Sur road closures. That being said, for the duration of this plan and potentially throughout the fiscal year, the CM PR Team would like to further define the H1DR brand to the media with a new messaging concept that assists in offering new approaches to story ideas for the H1DR.

New PR Positioning Strategy

Defining a destination by key components is helpful for the media to digest and refine the scope of their travel story. This past year the CMT developed individual press releases defining key assets and attributes one region at a time. We developed a "must see" round up on each location and gave each location its own specific identity. This approach was very successful and the media responded



really well. However, each region only received one release dedicated to their offerings and we think that there is a better approach.

New Approach

What we propose for this new media plan is to break up the Highway 1 Discovery Route into three unique geographic sections all located in SLO CAL:

- CA Highway 1 Discovery Route North Coast – Ragged Point, San Simeon, Cambria, Cayucos and Los Osos/Baywood Park
- CA Highway 1 Discovery Route South coast – Avila Beach, Oceano and Nipomo
- CA Highway 1 Discovery Route Wine Regions – Edna and Arroyo Grande Valleys, Avila Valley Wine Trail, Pacific Coast Wine Trail

We can immediately start supporting the North Coast destinations that are being affected by the Big Sur closure by clustering them together in one region. Also, as a result, the South Coast and Wine Regions will get extra coverage since those regions are smaller in scope, balancing out the higher exposure that the North Coast tends to receive from the media and visiting journalists.

Another part of this strategy is to distinguish regions of the discovery route specific to SLO CAL and to clearly establish that the H1DR is only in SLO CAL – it is not the entire length of Highway 1 in CA. With millions of dollars being spent to establish the new county brand, it makes good marketing sense to leverage that market penetration and identify that the H1DR is located in SLO CAL.

Objectives:

- Increase 2016-17 levels of fiscal earned media coverage, linkage and social shares from media coverage
- Increase 2016-17 levels of publicity value based on the most up to date ROI metrics in the industry
- Vet and host 16 top qualified travel writers

Media Targets:

- Top National/Regional Travel Bloggers and Social Media Influencers
- Top Tier National/Regional Travel Lifestyle Print and Online Publications

Tactic One – Monthly Press Releases

Overview: Monthly Press Releases focused on unique and meaningful stories about the three regions of the H1DR sent to travel media and drive market geo targeted media outlets. Mental will flush out creative ideas based on approved brand messaging, including ad campaign direction from client. Part of the strategy includes rotating monthly releases so that each region gets four releases sent out over the fiscal year that can be seasonal in nature.

Goal: Keep H1DR top of mind in the travel, lifestyle media and daily news press and to gain pickups through PR Newswire media partners, land press feature coverage and increase SEO and search spider links back to H1DR.com.



Tactics:

1. **Research and Write Releases:** Research newsworthy story ideas unique to each H1DR region to engage the media supporting ad programs, lodging packages, special events and happenings
2. **Distribute Releases:** Monthly press releases will be distributed to the core marketing firm's proprietary list of over 3,000 travel writers, as well as over PR newswire to meet the above objectives.

Tactic Two - Visiting Journalist Influencer Program

Overview: A highly effective component of the PR strategy is hosting top journalists on FAM trips. Throughout all the targeted outreach programs, CMT will continue to invite approved primary and secondary targeted media to come stay in return for feature stories. This outreach strategy is designed to target media influencers specific to travel, adventure, food, wine, baby boomer, family, pet friendly and lodging and invite the top media to produce the best results and meet our strategic PR goals.

Goal: To host 16 individual journalist Fams in this fiscal year. Get first hand travel features in primary and secondary media outlets.

Tactics:

1. **Proactive Outreach:** Proactive outreach to targeted journalists to visit with the intent of writing feature travel stories and social media posts about our destination
2. **Follow up Pitching:** Ongoing phone and email contact with journalists and editors inviting journalist to visit Morro Bay in return for feature coverage
3. **Journalist Hosting:** CMT will conduct media relations, fill out a visiting journalist form and send to client for approval. Upon approval, CMT will start a draft itinerary based on journalist article focus and get client approval
4. **Media Relations and Itinerary Building:** Draft and coordinate visiting journalists travel itineraries including lodging, dining and activities

Tactic Three – Results Tracking

Overview: Using many avenues including Meltwater, eReleases, Google alerts and regular searches on a daily, weekly and monthly basis, the CMT tracks all results. Reports include all PR activity and programs development that took place throughout the month.

Tactics:

1. Record all activity monthly and create report for client
2. Record and track media coverage in a comprehensive media clips PDF with links to articles
3. Notify client of recent and relevant media coverage

Quarterly Reviews:

Overview: The CMT recommends quarterly reviews of programs. This allows for any new story ideas or budget shifts to be identified and handled in an ongoing basis.



Measurement:

- Ad/Publicity Value of Feature Coverage: Increase 5%
- Impressions: Increase by 5% from all earned media sources using new data platform
- Website Linkage and Social Shares Growth: Increase 5%

Social Media Programs

Social media tactics will be in line with campaigns and our PR plan to convey similar messages that will reinforce the same messaging. CMT will deliver comprehensive, integrated social media programs to increase destination awareness, engagement and conversion of visitors. Being a guest-focused marketer on social media is all about capturing the imagination of travelers and helping them envision themselves here. People want to know what is available to them for a better travel experience, in real time, but they don't want to be "sold" the information. For those reasons, we will focus heavily on user-generated content through Chute. From the hiking trails, bay view kayaks, golf courses and charming antique stores, we'll continue to educate, entertain and inform, while keeping it real...and personal.

Social Media Support of Press Releases

Our press releases will become the foundation of our social media messaging for featured blog content, social media postings, e-newsletters, short videos, and so on- This will really tie the messaging together across all media, PR, and social platforms. Since the conversations never end on social media and online, we will still continue the conversation of the Highway 1 Discovery Route as a whole (and as an attraction) while also regularly featuring each destination throughout the month for equal play.

Tactics:

- Repurpose Video footage for postings featuring open roads, following the PR messaging. Additional social media support for Best of/Most Instagram-able Moments along the H1DR (Blog, featured Facebook post, Carousel posts on Facebook and Instagram)
- Instagram Stories/Livestreams: Wine Tour along Highway 1 Discovery Route wine regions
- Instagram Stories/Livestreams: Leading up to Upcoming Events and at the events
 - Instagram Stories and Live Streams then become content for blogs and additional social media postings.

Social Media Objectives:

- Our ultimate goal is to offer a strong social media effort to attract visitors to experience the CAH1DR regions and engage them in their preferred channels. The strategy will enhance the mobile web brand and increase organic traffic and search rankings.
- Influence visitors to visit by delivering them fresh inspiring content, native and authentic stories, and user generated content directly to their newsfeeds.
- Social media content with marketing messages will be crucial to reach visitors as they move throughout their research and planning process for vacations and travel plans. As such, including destination-specific content and promotions from all 10 destinations is fundamental in the ultimate decision-making funnel.



Organic Social Strategies:

- 70% Fun/Non Promotional/ User Generated Content (UGC), 30% Push: 70% of the content is user generated and “pulls” the consumer to engage through response, interest, inquiries, and transactions. 30% “pushes” content to the user using persuasive calls to action to get them to respond through getaways campaigns, special offerings and ads.
- Support the shoulder season campaigns with ongoing content and related sub promotions, such as the continuation of the Rural Road Trips campaigns.
- Continue to increase followers/fan bases for the various California Highway 1 Discovery Route social media accounts
- Enhance relationships with the fan base and industry influencers
- Build enthusiasm for the unique attributes of the regions
- Promote events, blogs and website content
- Support lodging promotions & specials
- Heavy imagery & video content in all social media posts.
- Analyze Facebook Insights as a resource to improve fan interaction & engagement
- Use hashtags to increase impressions of content.

Paid Social Strategies:

- Behavioral: passions (food/wine & craft beer/outdoor/wellness/events & activities)
- Lifestyle: family/luxury/romance
- Demographic: Millennials, baby boomers/empty nesters, age/gender/relationship status (newly engaged, honeymooners)
- Seasonality: off season and midweek
- Geographic: four hour drive market/key destinations TBD
- Promote brand awareness by using content on H1DR.com such as itineraries, things to do, and upcoming events that will generate overnight stays - through blog posts, engaging photos, and short videos
- Focus on mobile ads since over 75% of our traffic on Facebook and Facebook ad is already mobile (and because social media channels are mostly all shifting to mobile only platforms)
- Use social media to build website traffic and the email subscriber base
- Additional targeting methods: interest targeting, remarketing those who have engaged with a previous ads of ours, remarketing our website traffic and e-newsletter subscribers and generating lookalike audiences, and so on.
- Newer ad types:
 - Video – Facebook is rolling out pre-roll video options. Since so much video is being **consumed on Facebook, it’s a great opportunity for H1DR**. When the video comes into the newsfeed, it plays automatically, grabbing the attention of the specified, targeted user. This could be a video ad option in addition to YouTube
 - Canvas - Facebook Canvas lets you create full-page, interactive mobile ads that work like landing pages for tablet and smartphone users.

YouTube and Video Social Content:

- Continue to use video content to promote the destination, build brand awareness, and cross-pollinate other social media platforms. A defined set of keywords will be place our videos on relevant content across search, browse, and watch pages.



- Integrate all video content into pre-roll monthly PPC advertising to test goal conversions

Google AdWords, Display and Match:

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

Measurements:

- Engagements: Increase engagements from all channels 20%.
- Facebook: Increase Page Likes by 20%
- Instagram: Increase followers by 20%
- YouTube: Increase video views by 20%
- Twitter: Increase followers by 15%

Co-op Marketing

The CMT met with Brooke, the Marketing Director from SLOCAL to discuss upcoming co-op opportunities on Friday, July 7th. Brooke stressed that it is early in the season for planning and that some of these tactics could change. She was confident that the inflight magazines would be something that would be done however. Exact months are still to be determined for those.

Regarding the local destinations co-op strategy, the CMT is recommending the destination follow the CBID path and take advantage of the two inflight magazines and the native advertising programs depending on the funds each area as to spend

Alaska Air Magazine - \$12,500 full page Spring 2018

- 2,061,915 Monthly Passengers
- 16,950 Flights per Month
- 85 Destinations Served; Major Hubs: Seattle, Portland, Los Angeles, San Francisco, Anchorage
- Average Flight Length 2: 55
- HHI \$125.9K
- Travel Frequency: 42.3 nights away from home; 67% staying in hotel or vacation rental



United Airlines/Hemispheres Magazine- \$12,500 full page Spring 2018

- 11 million Monthly Passengers
- 161,000 Flights per Month
- 85 Destinations Served; Major Hubs: Denver, New York, Seattle, Portland, Los Angeles, San Francisco, major world cities as well
- Average Flight Length 2: 55
- HHI \$146,000



Sunset Road Trips - \$3,448

- 1 Million Total Circulation
- 600,000 inserted in selected copies of the June issue of *Sunset*
- Exposure on visitcalifornia.com through Nxtbook Media digital edition which includes a link to the advertiser's website.
- 400,000 direct to consumers, fulfillment upon request, at key destinations beginning in mid-May. Locations may include: – California Welcome CentersSM, CVBs, and Visitor Centers – *Sunset* events throughout the year



Native Advertising TBD by SLOCAL - \$18,750 (\$6,250 per article)

The final details are still being worked out with SLOCAL, but would include the possibility of SF Gate, Buzz Feed and other social media programs and sites TBD by SLOCAL

Grand Total \$71,610 (separate budget from CMT)

Mobile Web Owned Media

Goals and Objectives:

- Brand the Highway 1 Discovery Route as the Best of Highway 1, by demonstrating the brand promise throughout the multi-screen travel planning cycle
- Establish Highway1DiscoveryRoute.com as a helpful travel planning source by delivering inspiring content and relevant travel tools
- Increase unique visits to the Highway1DiscoveryRoute.com
- Enhance the mobile web user experience, influence, search rankings, organic traffic and attraction to the CAH1DR and all 10 destinations.
- Support local fund destination brand marketing efforts, unique experiences, events and promotions
- Support lodging constituency use of Highway1DiscoveryRoute.com content, feeds and promotions
- Improve goal conversions of paid and earned promotions to encourage more new visitor interaction on the website and social media
- Continually explore efficiencies to maintain site, CMS and API feeds

Tactical Scope of Work: 39 hours per month

- Assign dedicated site experts for all technical service requests, SEO and analytics. A simple Email service ticket will be installed to ease flow of service requests by CBID, local fund agencies and constituents.
- Assess current site analytics, survey results, search ranking results, user engagement and conversions.
- Maintain all existing website content, server, certificates, CMS and API assets. This includes fixing issues that arise with software and plug-in version updates (Visual Composer, Revolution Slider, Site Optimization tools, etc.)
- Conduct competitive bids for vendor maintenance of site, API feed, CMS



- Update the promotional content calendar with defined set of keywords, with search volume that content, social and meta supports. Install new tracking pixels and update existing tracking pixels for enhanced audience behavioral tracking and to retarget visitors with precision.
- Enhance STAY pages with photos supplied by constituency- Recommendation is to assign to CBID Administrative Support ongoing task to upload additional photos of properties in CMS.
- Provide technical assistance for all content inclusions as well as updates (blog templates, images, sliders, videos, animation, subscription forms, and mobile version).
- Evaluate and present recommendations and costs for requested enhancements, including:
 - Content Delivery Network (CDN)
 - Interactive maps, travel tools
 - Visitor Guide revisions requested by local funds & agencies

Measurements:

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



Marketing Budget

FY 2017/2018

	<u>2017 2018</u>	<u>2016 2017</u>
Fiscal Year CMT Budget Allocated	\$755,000	\$794,000
Program Strategy and Account Management	\$101,250	\$40,000
Board Meetings, Client and MSC & Partner Communications. Incremental budget for requested program management, analytics and themed strategy presentations		
Web/Mobile Management	\$58,000	\$64,000
Wordpress mobile Theme refresh, monthly SEO management, analytics, reporting Content updates, Site Hosting, Security. Incremental investment in SEO & CMS engineering		
Social Media	\$72,000	\$72,000
Social Media Outreach, Blogs, Video Vignette Blogs. Incremental budget assumes more frequent live video and photo postings and integration with local funds		
Enewsletters	\$17,750	\$28,000
Subscriber e-news, database management, profiling. Budget shift assumes new web-based content template, destination specific emails, prospect retargeting		
Ad Placement Expenses	\$280,000	\$274,000
Shoulder Season Campaign Placement, Coastal Discovery & STP, Native Ad Placement, PP Click, RRT Campaigns, Retargeting,		
Public Relations	\$ 86,000	\$98,000
Monthly (12) e Releases & email, Outreach & Management, Journalist Hosting 16 top travel media and travel bloggers.		
Creative Services & Content Creation	\$74,000	\$67,000
Brand evolution & creative templates, campaign ad creative Video vignette scripting, production and deployment		
Map, Promotions, Local Fund Programs	\$54,000	\$38,000
All Agency Collaboration, Destination Visitor Guide Content Development, Seasonal Getaway Giveaway Management, Local Fund Co-op Development Out of market travel media show representation.		
Stewardship Travel Program	\$12,000	\$27,000
Project Management, CDS Month Management. Incremental budget assumes wildlife viewing guide deployment		



Award Winning Highway 1 Discovery Route Stewardship Traveler Program An Ongoing, Successful, Newsworthy, and Sustainable Marketing Strategy

The Highway 1 Discovery Route's *Stewardship Traveler* Program (STP) was successfully launched in 2013. It continues to maintain promoting over 50 activities with 36 community partners (28 local non-profits, 8 businesses). The program is a key differentiating strategy that provides a unique platform to attract and retain visitors, and at the same time benefits our natural surroundings, historic assets, economy, and local communities.



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

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

Program Benefits

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

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

Examples of High Value Stewardship Travel Activities

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

Activity examples include:

- Central Coast State Parks Mind walks: offers lecture on topics of interest that include cultural, history, natural history, and current issues.
- Central Coast Aquarium Mommies & Guppies: kids activities and story time with hands-on interaction with tide pool animals and aquarium exploration.



- Montaña de Oro State Park Trail Restoration Days: draws over 150 enthusiastic participants annually
- Avila Beach, Cayucos, Cambria and San Simeon Stewardship Clean-up Kit and Appreciation Tote: Over 4,000 tote bags distributed to local lodging properties for distribution. Avila Beach just introduced a local artist component to their beach clean-up, this incentivizes guests to clean up the beach and share their experience on social media in order to receive a tote bag with local Avila Beach artwork.
- Coastal Discovery Center Hands-On Citizen Science in San Simeon Cove
- Weed Eradication and Native Plant Restoration at Fiscalini Ranch Preserve
- Central Coast Aquarium Dive Clean-Up



Program Focus Areas and Updates Developed for 2017-18

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

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

2016-17 program focus/goals included:

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





Stewardship Traveler Strategic Results

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

Key Results in Support of 2017 Program Focus/Goals:

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



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





- **Maintained and executed the Wildlife Viewing & Stewardship tips.** Regions, partners and guests have all provided positive feedback and there is continued research into how to expand the program.
- **Integrated H1DR slides** in the ongoing Marine Protected Area's public presentation slide shows.
- **Formed a new promotional alliance with State Parks** through lead interpreter. Created the STP and State Park Inventory. 19 STP activities on State Park lands.
- **The prestigious Visit California Poppy Award for 'Contribution to Community' was awarded to the H1DR in 2016** for its Stewardship Travel program. It was judged by its creativity in strategy and execution, achieving its program objectives, affecting positive change through sustainable practices, and infrastructure improvements and other contributions to the community. Our Stewardship program was also awarded the **SLO CAL 2016 Tourism Exchange Environmental Award.**
- **Kind Traveler Partnership** For the first time we have partnered with Kind Traveler, a Public Benefit Corporation, that's the first socially conscious 'Give+Get' hotel booking platform to empower travelers to become a force for good. As a Kind Travel Region Sponsor, we received 3 sweepstake giveaways. After completing 2 of them, we have received over 75,000 emails and we are now working to engage these specific audiences. Through these sweepstake giveaways, Kind Traveler has partnered with like-minded organizations such as Green Matters, AFAR Magazine, Tough Mudder, and Self Magazine, just to name a few.



Coastal Discovery and Stewardship Promotion (January 13 – February 28, 2018)

The 5th annual Coastal Discovery and Stewardship Celebration's purpose is to increase awareness and sustain visitation to our ten destinations during the slower shoulder season period. The 7-week promotion combined Stewardship Travel activities, events and lodging specials.

- Over 30 activities and events took place throughout January and February, which included:
 - February proclaimed 'Coastal Discovery & Stewardship' month by the Board of Supervisors
 - **Disney Nature's "Oceans"** film at the Hearst Castle Theater shown free to over 4,000 attendees (420 in 2016, 850 in 2017)
 - Mind Walk Series by the Central Coast State Parks
 - Old Edna Townsite Self-Guided Tour & Wine Tasting
 - Paso BlendFest on the Coast with created 245 room nights with 67% out of area.
 - ...just to name a few!



Strategic Direction

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

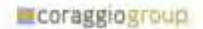
CLARITY	Vision People and places, engaged and enriched through tourism.	Mission Promote memorable visitor experiences while being stewards for thriving and cohesive communities.	Values Moxie We bring strength of purpose and direction to everything we do. Collaboration We seek out and foster relationships rooted in mutual respect. Accountability We are a transparent organization responsible for delivering results.	Reputation The CBID will be known as: <ul style="list-style-type: none"> Responsible & Responsive Strategic & Proactive Collaborators & Connectors 	Position In order to best support our lodging constituents in ten unincorporated areas of San Luis Obispo County, the CBID: <ul style="list-style-type: none"> 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.
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FOCUS	Imperatives	Objectives	Initiatives	ACTION
	Strengthen Strategic Partnerships	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 costs 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 and communicate impacts of beautification, infrastructure, and stewardship efforts. 	



Operational Plan

Unincorporated SLO TBID
Operational Planning



Priorities	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	2019	2020	
Priority 1 Enhance our partnership with Visit SLO CAL, including marketing plan alignment, advocacy, and infrastructure Clarify current roles and scope for CBSJ and LFA Identify optimal brand architecture for CBSJ	Planned quarterly meeting with Visit SLO CAL Review 2019 business agenda of marketing, advocacy and infrastructure		Adaptage City Communicate with SLO CAL re marketing plan development - how do we align?						agreement proposal submitted with SLO CAL								
	Develop an operational plan and job descriptions of LFA and CBSJ Clarify existing topics and processes for marketing team			Form joint committee of LFA and CBSJ members to assess communication efforts CBSJ coordinating and support for strategies with County, SLO, TBID board and LFA board					Get strategic insights, conduct explore current communication of understanding								
				Conduct a benchmark study to identify best practices for marketing efforts Review existing brand research and determine if additional research is needed					Develop strategic brand research plan, integrate into marketing plan to identify public and brand-driven strategic research - done								
									Engage with consultants and review Develop brand architecture recommendations								
Priority 2 Develop impactful marketing plans informed by strategic planning Collaborate with LFAs to evaluate, inform, and improve their working relationships with each and the CBSJ Develop a plan to reduce duplicative efforts with LFAs and external partners	Identify potential partnerships		Legalize process for board approval Evaluate FY 18/19 (July-Dec) performance Test to gather LFA/agency input Develop FY19 strategic marketing plan														
Priority 3 Create an annual process to identify, evaluate, and activate constituents, tourism stakeholders, and promotional partners Assess options to evolve our organization to meet future needs Become a planful and data driven organization Design a method to measure and communicate impact of beautification, infrastructure, and stewardship efforts																	

Imperative Key

- Stronger Strategic Partnerships
- Maximize Efficiencies
- Drive Measurable Results



Marketing Strategy

Unincorporated SLO County TBID: DRAFT Marketing Strategy 2019-2022

Value Proposition	Marketing Imperatives		
<p>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:</p> <ul style="list-style-type: none"> • unique and uncrowded beaches • sightseeing and wildlife • family-friendly outdoor experiences • great weather • a safe and comfortable place • a casual, relaxed vibe 	<p>Evolve Marketing Leadership with LFAs (15% of total budget)</p>	<p>Pursue Excellence and Efficiency of Owned Media (35% of total budget)</p>	<p>Increase Consideration to Visit Highway 1 and our Ten Communities and Assets (50% of total budget)</p>
<p>CBID Target Market Personas</p>	<p>Marketing Initiatives</p>		
<p><u>The Soul Seeker:</u> 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.</p> <p>Life Stages:</p> <ul style="list-style-type: none"> • <u>The Freewheeler:</u> 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. • <u>Mama Soul Seeker:</u> 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. 	<ul style="list-style-type: none"> • Provide Marketing Bridge Opportunities to LFAs (12% of total) <ul style="list-style-type: none"> • 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) <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Refine and leverage the CBID database (3.5% of total) <ul style="list-style-type: none"> • 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): <ul style="list-style-type: none"> • Strategy A: Proof-of-concept site that effectively guides interested visitors to the region and its communities and assets <ul style="list-style-type: none"> • Robust mobile experience • Engaging web content and interface • Strategy B: Integrate "Best of Highway 1" into Visit SLO CAL site <ul style="list-style-type: none"> • 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" 	<ul style="list-style-type: none"> • Partner with Visit SLO CAL to Drive Awareness (15% of total) <ul style="list-style-type: none"> • 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) <ul style="list-style-type: none"> • Strengthen partnerships with CA organizations responsible or influential in the marketing of the region
<p>Marketing Funnel Position</p>	<ul style="list-style-type: none"> • Develop and execute social strategies to drive consideration (3.5% of total) • Develop effective and targeted content for our personas (30% of total) <ul style="list-style-type: none"> • 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 		



Administrator's Highlights for 2017

BID Infrastructure

- Strategic process with Coraggio Group spanning 2017 through 2020, including creation of both Strategic and Operational Plans. Began the implementation of 3 imperatives, 10 objectives and 10 initiatives
- Formation of Strategic Plan subcommittee
- Lead All Agency and Admin meetings; Lead Governance and Marketing sub-committee meetings
- CBID annual renewal, creation of Year End Report and board member term renewals
- H1 closure programs, including ongoing partnership with SLO CAL and North Coast LFA
- 2017 2018 budget planning, including financial process refinement
- Revamped and relaunched LFA funding guidelines and application and introduced new B&I application
- Kind Traveler sponsorship coordination
- CBID audit, outcomes and next steps

Collaborations

Tourism Stakeholders:

- Whale Trail dedication
- H1 co-op with SLO CAL and North Coast communities
- CDSC - finalized 38 activities; tool kit development and free movie at Hearst Castle Theater

SLO CAL:

- Film Commission meeting and FAM participation
- Attended Tourism Exchange & Fall Symposium
- H1 co-op funded; H1 brochures with VisitCA and Certified Folder
- Vacation Rental meetings, including meeting with County officials

Wine Industry:

- BlendFest sponsorship
- SLOWine sponsorships in ABTA and EV AGV

Local Areas/Constituent Outreach

- Provide materials monthly for local fund board packets (stat summary, new programs, financials)
- Support role with local admin: Avila, Cayucos, Cambria, LO/Baywood, Oceano/Nip, EV/AGV, SS
- Attended board meetings in 7 regions, plus Cambria Marketing Committee meetings monthly
- Total Funds Requested: \$1,352,557 (total since inception: \$5,600,134)
- 2017 LFA Approved Applications Total Projects Funded: 73 (total since inception: 451)
 - Cambria: 12 projects \$652,020
 - Avila Beach: 13 projects \$261,320
 - San Simeon: 19 projects \$260,383
 - Cayucos: 9 projects \$68,818
 - Los Osos|Baywood: 7 projects \$36,993
 - Oceano|Nipomo: 5 projects \$41,263
 - Edna Valley|AG Valley: 8 projects \$31,760



Web Development / Advertising / PR

- Influence Survey implications on marketing and next steps
- Finalize CMT scope and budget for FY 2017 | 2018
- Finalize STP scope and budget for FY 2017 | 2018
- CDS Celebration Whale Trail Dedication FAM and campaign planning, execution
- Web enhancement project, prioritization and wish list
- H1DR map revision, reprint and final distribution plan
- Discuss email segmentation strategy and content strategy
- Content curation, including NBC parallax and RoadTrippers content review

General Activities

- Assist 5 local admins servicing 33 local fund board members and 500 constituents
- Provide support to 7 Local Fund Area (LFA) Advisory Boards and their members
- Prepare monthly CBID Advisory Board meeting
- Marketing, Event and Collaboration Committee prep, support and follow up
- Create Stat Summary report, Admin Report, 3 committee reports
- Meet ongoing with County Liaison
- Board minutes and agenda; reports including Admin, Local Board, Partnership, & Sub Committee; Board packets; maintain Constituent master list; maintain and monitor Expense and Local budgets; review and process all invoices; Postings on member's site; Monthly consumer newsletter content review and approval; manage email inquiries



Local Fund Recap

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

Avila Beach – Avila Beach Tourism Alliance (ABTA)

Board Meeting: 2nd Wednesday of each month

Board Composition: 3 member board

Projects Funded: 13

Amount Funded: \$261,320

Cambria - Cambria Tourism Board (CTB)

Board Meeting: 2nd Tuesday of each month

Board Composition: 5-member board; 3 committees (marketing, events/outreach & governance)

Projects Funded: 12

Amount Funded: \$652,020

Cayucos – Visitor Alliance of Cayucos (VAC)

Board Meeting: 1st Monday of each month

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

Projects Funded: 9

Amount Funded: \$68,818

Los Osos|Baywood Park|Unincorporated Morro Bay – Visit Los Osos Baywood (VLOB)

Board Meeting: 4th Tuesday of each month

Board Composition: 7-member board with 2 committees (marketing and STP/outreach)

Projects Funded: 7

Amount Funded: \$36,993

Oceano|Nipomo – Visit Oceano Nipomo (VON)

Board Meeting: As Needed

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

Projects Funded: 5

Amount Funded: \$41,263

Unincorporated San Luis Obispo & Arroyo Grande – SLO Wine Lodging (EV/AGV)

Board Meeting: Every other month

Board Composition: 7-member board with 1 committee (marketing)

Projects Funded: 8

Amount Funded: \$31,760

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

Board Meeting: 3rd Tuesday of each month

Board Composition: 3-member board

Projects Funded: 19

Amount Funded: \$260,383



BID Assessment Collected in 2017

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

	<u>AG / Edna Valley</u>	<u>Avila Beach</u>	<u>Cambria</u>	<u>Cayucos</u>	<u>Los Osos / MB</u>	<u>Oceano / Nipomo</u>	<u>San Simeon</u>	<u>TOTAL</u>
January	10,294	76,658	194,138	44,842	11,314	7,529	63,539	408,314
February	10,234	84,011	192,882	37,324	11,864	7,032	74,600	417,946
March	10,187	108,931	240,802	56,151	16,335	8,964	100,585	541,956
April	19,189	139,788	295,074	77,152	19,577	18,770	126,275	695,825
May	14,389	128,106	287,100	69,557	22,613	19,335	128,786	669,885
June	61,534	178,207	348,738	144,828	28,717	46,661	153,215	961,900
July	23,153	212,554	450,441	164,104	31,045	27,232	226,716	1,135,244
August	20,751	167,213	384,569	130,853	29,946	20,101	184,591	938,024
September	16,670	142,782	321,296	90,321	24,685	12,881	156,102	764,738
October	18,439	130,704	311,916	77,485	22,321	12,693	125,456	699,016
November	10,131	113,417	253,492	70,947	17,162	9,962	87,592	562,702
December	8,425	111,687	295,346	56,893	18,448	8,866	109,338	609,002
TOTAL	223,397	1,594,058	3,575,793	1,020,457	254,025	200,027	1,536,796	8,404,552



**Local Fund Area (LFA) Financials FY 2017 2018
(as of February 2018)**

	Avila Beach	Cambria	Cayucos	San Simeon	Los Osos/MB Nipomo/Oceano	AG/SLO		
	(Local Fund)	(Local Fund)	(Local Fund)	(Local Fund)	(Local Fund)	(Local Fund)	Total Local Fund	
	18.39%	42.55%	12.68%	18.32%	2.96%	2.52%	2.57%	100.00%
Income								
BID Assessment Collection								
Local Fund	126,295.25	292,203.38	87,068.41	125,786.05	20,316.71	17,314.24	17,677.21	686,661.25
Total BID Assessment Collection	126,295.25	292,203.38	87,068.41	125,786.05	20,316.71	17,314.24	17,677.21	686,661.25
Total Income	126,295.25	292,203.38	87,068.41	125,786.05	20,316.71	17,314.24	17,677.21	686,661.25
Gross Profit	126,295.25	292,203.38	87,068.41	125,786.05	20,316.71	17,314.24	17,677.21	686,661.25
Expense								
Administration								
Administrator-General Fund	9,132.67	21,074.39	6,061.94	8,685.67	1,420.89	1,194.91	1,178.71	48,749.18
Administrator-Local Fund	13,220.63	28,000.00	1,591.86	0.00	1,581.25	4,321.61	853.02	49,568.37
District Administration Fees	2,598.13	6,009.19	1,782.41	2,573.93	416.71	352.81	359.71	14,092.89
Meals	174.77	0.00	0.00	0.00	0.00	0.00	0.00	174.77
Mileage	0.00	115.08	0.00	0.00	0.00	89.35	6.74	211.17
Supplies	784.67	371.95	45.00	0.00	45.00	432.95	69.99	1,749.56
Telecommunications	160.00	240.00	0.00	0.00	0.00	0.00	0.00	400.00
Total Administration	26,070.87	55,810.61	9,481.21	11,259.60	3,463.85	6,391.63	2,468.17	114,945.94
Marketing/Advertising								
Collateral / Brochure	730.16	1,280.44	0.00	0.00	0.00	0.00	0.00	2,010.60
Co-Op	0.00	3,750.00	0.00	3,750.00	0.00	0.00	0.00	7,500.00
Creative Development	1,576.36	2,660.00	0.00	0.00	0.00	0.00	0.00	4,236.36
Media								
Shoulder Season	0.00	18,996.93	0.00	0.00	0.00	0.00	0.00	18,996.93
Total Media	0.00	18,996.93	0.00	0.00	0.00	0.00	0.00	18,996.93
Photography	10,300.00	0.00	0.00	0.00	0.00	0.00	375.00	10,675.00
Print	0.00	650.00	0.00	0.00	0.00	0.00	150.00	800.00
Tripadvisor	0.00	2,264.38	0.00	0.00	0.00	0.00	0.00	2,264.38
Marketing/Advertising-Other	0.00	-858.78	0.00	74,913.70	13,507.65	0.00	3,937.38	91,499.95
Total Marketing/Advertising	12,606.52	28,742.97	0.00	78,663.70	13,507.65	0.00	4,462.38	137,983.22



LFA Financials FY 2017 2018 (continued)

	Avila Beach	Cambria	Cayucos	San Simeon	Los Osos/MB Nipomo/Oceano	AG/SLO	Total Local Fund
	(Local Fund)	(Local Fund)	(Local Fund)				
	18.39%	42.55%	12.68%	18.32%	2.96%	2.52%	2.57%
	100.00%						
Memberships/Sponsorships							
Memberships							
Chamber	0.00	0.00	0.00	0.00	100.00	0.00	270.00
Total Memberships	0.00	0.00	0.00	0.00	100.00	0.00	270.00
Sponsorships / Events							
Outreach	500.00	0.00	0.00	0.00	0.00	0.00	500.00
Event Focus	15,000.00	9,400.00	0.00	0.00	0.00	0.00	24,400.00
Sponsorships/Events- Other	484.40	7,250.00	16,784.46	6,500.00	0.00	0.00	34,518.86
Total Sponsorships / Events	15,984.40	16,650.00	16,784.46	6,500.00	0.00	0.00	59,418.86
Total Memberships/Sponsorships	15,984.40	16,650.00	16,784.46	6,500.00	100.00	0.00	3,770.00
Project Management	0.00	22,800.00	0.00	0.00	4,000.00	0.00	0.00
Public Relations							
Public Relations in Area	0.00	20,009.98	0.00	4,893.06	0.00	0.00	24,903.04
Total Public Relations	0.00	20,009.98	0.00	4,893.06	0.00	0.00	24,903.04
Social Media							
Contests	424.48	2,422.10	0.00	0.00	0.00	0.00	2,846.58
Facebook, Blogging, etc.	24,775.00	73,646.59	0.00	0.00	0.00	4,000.00	5,368.37
Monthly E-Newsletter	0.00	6,104.00	0.00	0.00	0.00	0.00	6,104.00
Total Social Media	25,199.48	82,172.69	0.00	0.00	0.00	4,000.00	5,368.37
Tourism Infrastructure	0.00	0.00	25,000.00	51,702.00	2,648.00	0.00	0.00
Web Development							
Booking Agent	0.00	14,700.00	0.00	0.00	0.00	0.00	0.00
Content Management	12,600.00	0.00	0.00	0.00	0.00	9,600.00	22.00
H1 Alert	0.00	1,830.00	0.00	0.00	0.00	0.00	0.00
Hosting & Maintenance	0.00	0.00	0.00	872.50	0.00	0.00	0.00
Optimization & Enhancements	0.00	47,745.00	0.00	0.00	0.00	0.00	0.00
SEO/Content/Links	0.00	3,550.00	0.00	0.00	0.00	0.00	0.00
Total Web Development	12,600.00	67,825.00	0.00	872.50	0.00	9,600.00	22.00
Total Expense	92,461.27	294,011.25	51,265.67	153,890.86	23,719.50	19,991.63	16,090.92
Net Income	33,833.98	-1,807.87	35,802.74	-28,104.81	-3,402.79	-2,677.39	1,586.29
Carry forward	\$108,781.40	\$102,058.37	\$149,314.79	\$621,787.00	\$22,912.47	\$28,636.22	\$13,600.01



General Fund Budget & Expenses Recap - FY 2017 2018 (as of February 2018)

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

	Jul '17 - Feb 18	Budget	\$ Over Budget	% of Budget
Income				
BID Assessment Collection				
General Fund	686,661.47	912,335.00	-225,673.53	75.26%
Total BID Assessment Collection	686,661.47	912,335.00	-225,673.53	75.26%
Carryforward	275,335.56	275,335.56	0.00	100.0%
Total Income	961,997.03	1,187,670.56	-225,673.53	81.0%
Gross Profit	961,997.03	1,187,670.56	-225,673.53	81.0%
Expense				
Administration				
Administration - Fin. Support	4,621.00	7,200.00	-2,579.00	64.18%
Administrator - General Fund	38,859.74	78,300.00	-39,440.26	49.63%
District Administration Fees	11,745.03	18,000.00	-6,254.97	65.25%
Meals	262.10			
Mileage	2,222.99			
Office Rent	2,476.16			
Supplies	1,750.56			
Telecommunications	1,167.75			
Total Administration	63,105.33	103,500.00	-40,394.67	60.97%
Marketing/Advertising				
Collateral / Brochure	62,467.11	63,300.00	-832.89	98.68%
Creative Development	21,380.00	74,000.00	-52,620.00	28.89%
Media				
RRT Campaign	59,171.98	70,000.00	-10,828.02	84.53%
CDSM Campaign	13,300.00	15,000.00	-1,700.00	88.67%
Co-op	0.00	40,000.00	-40,000.00	0.0%
Ordinance Renewal	0.00	1,200.00	-1,200.00	0.0%
Shoulder Season	80,063.18	155,000.00	-74,936.82	51.65%
Total Media	152,535.16	281,200.00	-128,664.84	54.24%
Total Marketing/Advertising	236,382.27	418,500.00	-182,117.73	56.48%
Memberships/Sponsorships				
Memberships				
Chamber	270.00			
Total Memberships	270.00			
Sponsorships / Events				
Event Focus/Matching Funds	5,000.00			
VSLOC/VisitCA co-op	10,000.00	72,000.00	-62,000.00	13.89%
Total Sponsorships / Events	15,000.00	72,000.00	-57,000.00	20.83%
Total Memberships/Sponsorships	15,270.00	72,000.00	-56,730.00	21.21%
Project Management				
Project Management	57,406.25	101,125.00	-43,718.75	56.77%
Total Project Management	57,406.25	101,125.00	-43,718.75	56.77%
Promotions	11,000.00	24,000.00	-13,000.00	45.83%
Public Relations				
Group FAM Trip				
Expenses	3,000.00			
Total Group FAM Trip	3,000.00			
Individual FAM Trips	11,000.00	16,000.00	-5,000.00	68.75%
Public Relations - Other	45,345.10	70,000.00	-24,654.90	64.78%
Total Public Relations	59,345.10	86,000.00	-26,654.90	69.01%



General Fund Budget & Expenses Recap - FY 2017 2018 (continued)

	Jul '17 - Feb 18	Budget	\$ Over Budget	% of Budget
Research				
Strategic Plan	16,234.88	26,000.00	-9,765.12	62.44%
Total Research	16,234.88	26,000.00	-9,765.12	62.44%
Social Media				
Facebook, Blogging, etc.	40,250.00	72,000.00	-31,750.00	55.9%
Monthly E-Newsletter	8,015.00	17,750.00	-9,735.00	45.16%
Total Social Media	48,265.00	89,750.00	-41,485.00	53.78%
Stewardship/Sustainability				
Kind Travel	9,000.00	9,000.00	0.00	100.0%
CMT	6,917.56	12,000.00	-5,082.44	57.65%
Management	16,403.77	25,000.00	-8,596.23	65.62%
Miscellaneous	6,506.00	5,000.00	1,506.00	130.12%
Total Stewardship/Sustainability	38,827.33	51,000.00	-12,172.67	76.13%
Web Development				
Content Management	9,161.20	18,000.00	-8,838.80	50.9%
Hosting & Maintenance	16,000.00	30,000.00	-14,000.00	53.33%
SEO/Content/Links	14,285.32	28,000.00	-13,714.68	51.02%
Total Web Development	39,446.52	76,000.00	-36,553.48	51.9%
Encumbrances				
Getaway Giveaways	312.50	312.50	0.00	100.0%
Total Encumbrances	312.50	312.50	0.00	100.0%
Contingency				
Event Matching Funds	2,250.00	14,750.00	-12,500.00	15.25%
Jamie Lewis NTE	0.00	7,500.00	-7,500.00	0.0%
KindTraveler Getaway	0.00	3,000.00	-3,000.00	0.0%
Strategic Marketing Plan	15,000.00	39,000.00	-24,000.00	38.46%
Trademark	0.00	1,250.00	-1,250.00	0.0%
Vingage Audit	10,000.00	10,000.00	0.00	100.0%
Vingage NTE	0.00	39,500.00	-39,500.00	0.0%
VinVibe NTE	0.00	11,000.00	-11,000.00	0.0%
Wildlife Tips Reprint	2,660.50	2,660.50	0.00	100.0%
Contingency - Other	0.00	10,822.56	-10,822.56	0.0%
Total Contingency	29,910.50	139,483.06	-109,572.56	21.44%
Total Expense	615,505.68	1,187,670.56	-572,164.88	51.83%
Net Income	346,491.35	0.00	346,491.35	100.0%



Balance Sheet - FY 2017 2018 (as of February 2018)

	Jul 31, 17	Aug 31, 17	Sep 30, 17	Oct 31, 17	Nov 30, 17	Dec 31, 17	Jan 31, 18	Feb 28, 18
ASSETS								
Current Assets								
Checking/Savings								
CBID Checking Account	615,755.87	579,779.72	614,811.12	637,439.84	633,755.16	618,867.76	596,661.79	593,481.55
Local Fund Checking Accounts								
Avila Beach	103,171.74	121,525.23	129,040.67	132,319.32	136,495.78	140,597.70	143,987.22	145,769.76
Cambria	90,594.16	73,350.45	96,974.49	104,814.43	104,687.28	102,950.06	93,381.01	98,896.77
Cayucos	124,240.94	139,794.07	148,542.26	161,770.34	170,816.31	155,088.53	161,421.58	167,068.64
San Simeon	606,274.90	628,677.39	647,097.82	654,191.25	633,958.43	627,377.35	606,460.47	591,505.08
Los Osos/Morro Bay	17,256.07	19,374.29	21,384.25	23,395.68	22,798.33	22,543.67	18,335.71	16,926.88
Nipomo/Oceano	33,215.12	33,454.57	33,499.34	33,884.63	31,463.15	31,368.52	29,579.00	29,821.71
AG/SLO	17,961.81	16,155.51	17,876.59	18,775.44	19,670.97	19,918.73	18,687.73	17,522.38
Total Local Fund Checking Accounts	992,714.74	1,032,331.51	1,094,415.42	1,129,151.09	1,119,890.25	1,099,844.56	1,071,852.72	1,067,511.22
Checking	-28,984.07	-28,299.42	-7,326.10	-6,879.66	-9,666.51	-7,487.92	-10,528.21	-5,714.85
Total Checking/Savings	1,579,486.54	1,583,811.81	1,701,900.44	1,759,711.27	1,743,978.90	1,711,224.40	1,657,986.30	1,655,277.92
Accounts Receivable								
Accounts Receivable	27,370.61	26,685.96	5,712.64	5,266.20	8,053.05	5,874.46	8,914.75	4,101.39
Total Accounts Receivable	27,370.61	26,685.96	5,712.64	5,266.20	8,053.05	5,874.46	8,914.75	4,101.39
Total Current Assets	1,606,857.15	1,610,497.77	1,707,613.08	1,764,977.47	1,752,031.95	1,717,098.86	1,666,901.05	1,659,379.31
TOTAL ASSETS	1,606,857.15	1,610,497.77	1,707,613.08	1,764,977.47	1,752,031.95	1,717,098.86	1,666,901.05	1,659,379.31
LIABILITIES & EQUITY								
Liabilities								
Current Liabilities								
Accounts Payable								
Accounts Payable	199,519.41	69,742.52	100,429.84	22,830.02	20,371.28	109,830.49	84,655.17	99,271.19
Total Accounts Payable	199,519.41	69,742.52	100,429.84	22,830.02	20,371.28	109,830.49	84,655.17	99,271.19
Total Current Liabilities	199,519.41	69,742.52	100,429.84	22,830.02	20,371.28	109,830.49	84,655.17	99,271.19
Total Liabilities	199,519.41	69,742.52	100,429.84	22,830.02	20,371.28	109,830.49	84,655.17	99,271.19
Equity								
CBID Unrestricted Net Assets	291,466.87	291,466.87	291,466.87	291,466.87	291,466.87	291,466.87	291,466.87	291,466.87
Unrestricted Net Assets - All	889,267.61	889,267.61	889,267.61	889,267.61	889,267.61	889,267.61	889,267.61	889,267.61
Net Income	226,603.26	360,020.77	426,448.76	561,412.97	550,926.19	426,533.89	401,511.40	379,373.64
Total Equity	1,407,337.74	1,540,755.25	1,607,183.24	1,742,147.45	1,731,660.67	1,607,268.37	1,582,245.88	1,560,108.12
TOTAL LIABILITIES & EQUITY	1,606,857.15	1,610,497.77	1,707,613.08	1,764,977.47	1,752,031.95	1,717,098.86	1,666,901.05	1,659,379.31



Reconciliation Report - FY 2017 2018 (as of March 2018)

JAMES P ERB, CPA

SAN LUIS OBISPO COUNTY AUDITOR- CONTROLLER- TREASURER - TAX COLLECTOR - PUBLIC ADMINISTRATOR

MONTHLY SLOCTBID RECONCILIATION FISCAL YEAR 2017-18 Month Ending: March 31, 2018

PREPARED BY :
J. Edwards

APPROVED BY : _____

DATE April 17, 2018

DATE : _____

SLOCTBID-Undistributed						
Account 3100500003-2601852 Balance :		1,687,533.55				
Adj for March Activity Deposited in April 2018		387.34				
Subtotal:		1,687,920.89				
Prior FY Undistributed		(1,584,479.93)				
Prior Periods Undistributed		(110,387.40)				
Current Period Distributed		124,548.44				
Adjusted SAP Balance		117,602.00				
HdL TOT/BID System						
Summary Deposit Report	Month Ending 3/31/18	117,602.00				
-\$598.12 for Correcting JE 1-1850838/+\$69.18 for Correcting JE 1-185248. +\$12.50 Reversal/Correction for TOT 0000413 on February 2, 2018 not deposited in SAP.						
	Difference	\$ -				
	Total:	0.00				
HdL TOT/BID System						
Area Report	Total BID	2% Admin Fee				
		Dist to Vendor				
		Dist to TC				
		Interest Pd				
		Undistributed				
Jul 2017	188,732.23	3,774.64	166,309.74			22,422.49
Aug 2017	246,605.24	4,932.10	239,148.46	3,774.64		3,682.14
Sep 2017	198,599.43	3,971.99	97,363.20	4,932.10		96,304.13
Oct 2017	206,628.07	4,132.56	145,291.69	3,971.99		57,364.39
Nov 2017	173,944.61	3,478.89	174,014.83	4,132.56		(4,202.78)
Dec 2017	137,218.89	2,744.38	161,597.16	3,478.89		(27,857.16)
Jan 2018	140,165.86	2,803.32	180,244.15	2,744.38		(42,822.67)
Feb 2018	117,393.01	2,347.86	109,092.83	2,803.32		5,496.86
Mar 2018	117,602.00	2,352.04	122,200.58	2,347.86		(6,946.44)
Apr 2018		0.00				0.00
May 2018		0.00				0.00
Jun 2018		0.00				0.00
Totals	1,526,889.34	30,537.78	1,395,262.64	28,185.74		103,440.96
		Diff SAP Bal less Undist				\$ -



General Fund Budget DRAFT FY 2018|2019 (drafted 4/25/17)

Presented below is the draft budget for the CBID for FY 2018 2019 as of March 2018 financials.
Please keep in mind that this represents 1% of the 2% collection amount, as the other 1% is attributed to the local funds.

Projected Income for 2018 2019

Contingency & Unspent, including encumbrances	\$319,754
2017 2018 Actual Assessment Collections (thru March)	\$739,190
2017 2018 Projected Assessment Collections (Apr – June 2018)	\$202,500
Adjustments in Collections due to Highway 1 Closure	(\$29,000)
2018 2019 Projected Collections (same as 2017 2018 FY)	\$912,690
Total Projected Collections, Contingency & Unspent Budget Items	\$1,232,444

Anticipated Expense Budget for 2018 2019

Strategic Marketing	\$755,500
Evolved marketing with LFAs (15% of budget)	\$127,500
Owned media investment (35% of budget)	\$203,000
Increased "consideration" (50% of budget)	\$425,000
Stewardship	\$41,500
STP Subcategory: Program management \$25,000	
STP Subcategory: Miscellaneous \$7,500	
Kind Traveler Sponsorship \$9,000	
Memberships and Co-op, including SLO CAL, CCTC & Visit CA	\$72,000
Certified Folder Distribution	\$33,500
Influence Survey Tool and Strategic/Operational Planning	\$26,000
Ordinance Renewal Ad	\$1,200
Encumbrances	\$99,817
Sub Totals:	83.5% \$1,029,517

Administration

General Admin & Expenses, including office expenses & travel	\$78,300
County Administration	\$18,253
Admin Support - content and financials	\$25,200
Admin Totals:	10% \$121,753

Total:	\$1,151,270
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Contingency and Event Focus Funds (less encumbrances)	6.5% \$81,174
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Grand Total	\$1,232,444
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