



SLO TBID ANNUAL REPORT

2021-2022



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BACKGROUND

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

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

ADVISORY BODY

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

2021-22 Tourism Business Improvement District Board

NAME	PROPERTY	STATUS	TERM CONCLUDES
Clint Pearce ** *	Madonna Inn	Appointed May 2022	3/31/2026
David Smith*	Hotel SLO	Resigned June 2022	
John Conner *	Petit Soleil	Resigned April 2022	
LeBren Harris **	Hampton Inn & Suites by Hilton		3/31/2025
Lori Keller	Apple Farm Inn	Appointed June 2022	3/31/2026
Matthew Wilkins	La Cuesta Inn	Resigned March 2022	3/31/2025
Megan Taylor	The Kinney SLO	Appointed June 2022	3/31/2024
Natalie Ward	Hotel Cerro	Resigned May 2022	
Pragna Patel-Mueller	Hotel Buena Vista		3/31/2023
Stephanie Bolles	Courtyard Marriott	Resigned April 2022	

* Served as Chair for a portion of FY 21-22

** Served as Vice Chair for a portion of FY 21-21



ADVISORY BODY BYLAWS

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

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

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

The TBID Board meets monthly on the second Wednesday at 10 a.m. for its regular board meeting. In fiscal year 2021-22 (FY 21-22) the TBID Board began holding a monthly special meeting in addition to the regular board meeting. In total the Board met a total of 17 times for regularly scheduled monthly board meetings and special board meetings during the fiscal year, representing more than 34 volunteer hours annually per board member.

2021-22 YEAR BY THE NUMBERS

In the 2021-22 fiscal year, the City of San Luis Obispo collected a record breaking \$10.6 million dollars in transient occupancy tax (TOT). This number represents more than a 54% increase in revenue compared to FY 20-21, when the City began to experience the initial economic recovery from the COVID-19 pandemic. The actual collected TOT revenue in FY 21-22 exceeded the City’s initial adopted budget by over \$3.4 million dollars, as well as exceeded the revised budget adopted at supplement by over \$1.5 million dollars. This contribution of TOT revenue into the City’s General Fund is one of the direct benefits from tourism for the City, as the full collection of TOT revenue is retained by the City.

Separately, the TBID retains the revenue collected through the TBID special assessment of 2%, which in FY 21-22 resulted in over \$2 million dollars, nearly \$700,000 more than projected. While this growth can in part be attributed to the success of the marketing programs performed by the TBID, there are a number of factors that positively impact this figure. One of those factors include the success of the two luxury properties in Downtown that appeal to a new level of visitor and price range for the community, as well as in December 2022 the City welcomed another new property which added an additional 112 new rooms into the marketplace.

The fiscal year 2021-22 occupancy for the city experienced a great increase compared to the 2020-21 fiscal year, with the average annual occupancy rate at 67% for the 2021-22 year. While this growth of 15% year-over-year illustrates the continued recovery of visitors returning to travel with overnight stays in San Luis Obispo — when compared to occupancy pre-pandemic, it is still more than 3% below the 2018-19 fiscal year when annual average occupancy for the city exceeded 70% for the year.

In addition, the results of the Average Daily Rate (ADR) in San Luis Obispo continue to set record breaking trends. In 2021-22 the annual ADR was approximately \$193, which is almost \$38 dollars more than the previous year, and \$41 dollars more than the pre-pandemic year of 2018-19 for comparison.

The last key indicator used by the TBID to gauge impact is RevPAR, defined as Revenue Per Available Room. In the 2021-22 fiscal year, the annual average RevPAR was up an incredible 41% from the prior year at the rate of \$132.57 on average.

While these numbers present a snapshot of the status for the lodging properties, the TBID Board also tracks the visitation into the downtown Visitor Center to represent the foot traffic. In FY 21-22 the Visitor Center served 102,000 guests, which is up by nearly 14% compared to the previous fiscal year.

MEASUREMENT	FY 2021-22 RESULT	% CHANGE FROM FY 2020-21
TOT	\$10,623,916.63	54%
TBID	\$2,124,783.33	54%
Occupancy	67%	15.2%
ADR	\$195.36	24.1%
RevPAR	\$132.57	41.4%

See the appendix for complete graphs (Graphs for TOT/ADR/RevPAR/OCC)



STRATEGIC PLAN IMPLEMENTATION

The TBID Strategic Plan serves as one piece of the framework for the direction and decisions made by the TBID Board for the tourism program this fiscal year. As defined within the plan, the TBID continues to focus on the fulfillment of five Strategic Imperatives:

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

Each of these imperatives contain objectives and initiatives that the TBID Board strives to achieve in the life of the plan.

CHECK THE APPENDIX TO VIEW THE FULL STRATEGIC PLAN MATRIX

This fiscal year, the TBID Board focused on the following strategic imperatives and initiatives in the execution of the work program:

Elevate the SLO Brand and Experience

- Identify the core SLO identity and develop a plan to market it
- Develop a TBID Destination Stewardship approach

Deliver Smart Growth

- Develop an approach to monitoring local sentiment related to tourism
- Identify structure & budget allocation for mid-week

The examples of the accomplishments pertaining to these focus areas are highlighted throughout the annual report.



CONSTITUENT RELATIONS

As a commitment to the imperative to “Ensure Operational Excellence,” the TBID Board continued to support constituent relations efforts in 2021-22. To keep the lodging constituency abreast of all TBID business, the TBID Board was assigned properties to *laissez faire*. Each board member was responsible for communication with their respective group of hotels and then asked to report their findings during the “Hotel Update” portion of each Board meeting agenda.

The TBID also leveraged the outreach support of the San Luis Obispo Chamber of Commerce's contracted services to perform weekly lodging call arounds and quarterly hotel visits. This resulted in 5,538 touch points with San Luis Obispo hotels through phone calls, emails and property visits to distribute important visitor serving collateral and PPE to all lodging properties in the City of SLO. This was an 11.5% increase in connections compared to last fiscal year.



RESEARCH

Over the past year, the TBID Board completed a variety of brand research programs through self-directed and co-op commitments. These studies helped to increase the TBID's knowledge and ability to have specific data and valuable insights to help further guide the efforts to develop program actions. This information is increasingly important because the trends, behaviors, preferences and motivators of travelers have changed as a result of the pandemic. By investing in this research, the TBID is now better prepared to respond to those changes via adjustments to San Luis Obispo promotional strategies.

The research areas included:

BRAND HEALTH & EQUITY RESEARCH (FALL 2021)

- This study was an analysis of the San Luis Obispo destination brand from a qualitative and quantitative perspective.
- These insights and takeaways continue to guide TBID marketing efforts.

SLO CAL DEI RESEARCH (SUMMER 2021)

- Through this co-op with Visit SLO CAL, the TBID gained essential DEI insights that helped to implement new strategies and expand diversity within TBID-owned assets.

BRAND TRACKER & LOCAL SENTIMENT (WINTER 2021/SPRING 2022)

- This Brand Tracker research has allowed the TBID to set a baseline and trackable measure of sentiment towards SLO as a branded destination, among locals and prospective visitors.
- TBID will continually use these baselines in order to measure progress in key areas.

As a result, these findings are reflected in the 2022-24 TBID Strategic Marketing and Business Plan and serve as a guide to the approach to the TBID work moving forward.



RESEARCH TAKEAWAYS

San Luis Obispo as a destination has a lot of opportunity to position itself in the competitive set, since it has low levels of brand awareness. The lack of an emotional connection through advertising has resulted in a familiarity, trial and conversion issues for overnight stays.

- Takeaway: The newly established brand platform provides a successful foundation we can continue to improve upon in order to create emotional connections through the “Live the SLO Life” brand.

SLO as an activities hub for a weekend getaway (or longer) is a strong message that resonates with our audience.

- Takeaway: The “Homebase Away from Home” positioning, which focuses on SLO being an activities hub, is a strong messaging strategy that resonates with travelers.

SLO embodies what people love about California, while avoiding much of what people dislike about it.

- Takeaway: The “small-town California” positioning provides a great opportunity to highlight the variety of boutique shops, history, art, culture, restaurants, the outdoors and more that SLO has to offer within our messaging strategies.

SLO has an opportunity to own the following destination features: Food & Beverage; A Happy Feel-Good Community; Ultra-convenient hiking/biking.

- Takeaway: By continuing to focus on these three destination features, we can work to establish a stronger brand awareness tied to SLO’s unique destination offerings. We’ll want to emphasize Food & Beverage especially as SLO has a real opportunity to truly own this destination feature by highlighting the Farmer’s Market, the abundance of great farm-to-table restaurants and impressive wineries.



DIVERSITY, EQUITY AND INCLUSION

The TBID shares in the global mission for inclusion and change. Along with partner destination marketing organizations like Visit SLO CAL, the TBID is committed to spreading the message that San Luis Obispo is a welcoming and safe destination for all. As an ally, the TBID listens and continuously reflects to fully understand that demand for more direct action so that all people can unequivocally feel welcomed here. It is in the TBID organization's DNA to treat all persons equally, with dignity and respect, regardless of race, religion, creed, color, national origin, ancestry, age, sex, sexual orientation, gender, gender identity or disability status. The TBID is committed to sharing these values with everyone who travels to San Luis Obispo.

The TBID's commitment to advance Diversity, Equity and Inclusion within the tourism efforts was addressed in a few of the highlighted program areas this year:

- EDI Audience & Asset Alignment Study in partnership with Visit SLO CAL: The study was designed to help Visit SLO CAL and the TBID identify gaps in product offerings to inform tourism development initiatives. It also provided direction to the images and messaging that will enable the TBID to effectively communicate the leisure product and invitation to these audiences. A few takeaways from the report included: The City of San Luis Obispo has a relatively high level of familiarity among diverse travelers, especially those in California. Additionally, the city is seen as safe, welcoming and tolerant by a strong majority of travelers in every segment. The destination is also seen as a place where people feel like they belong. The strongest marketing positions for the city are Small Town Charm and Dining & Drinking.
- Expansion of diversity within TBID-owned marketing assets: the TBID completed an analysis of the marketing assets used for TBID promotion and based on the information resulting for the EDI study the TBID invested on the production of photo assets to support the findings.
- Targeting more diverse audiences through paid media and public relations.



SUSTAINABILITY

For the TBID, being good stewards of the destination and promoting conscientious travel is a responsibility. The TBID continues to educate travelers on how to enjoy SLO responsibly by supporting the local community, protecting culture and heritage and leaving as light of an environmental footprint as possible. Although tourism will never be completely sustainable, the TBID does its part to protect and preserve beautiful San Luis Obispo.

This year the TBID made new commitments to advance sustainability and climate action within the tourism efforts. A few program highlights included:

- Creation of identity for the sustainability efforts of the TBID called Sustainable SLO which included sharing the Sustainable SLO message through marketing efforts including public relations and owned content.
- Development of a carbon offset program in the form of Keys for Trees. Through this program 1% of the TBID's projected revenue was directed to planting trees in San Luis Obispo as part of the Office of Sustainability and Natural Resources' program with EcoSLO.
- Promoting off-season and mid-week travel which took the form of a new TBID promotional campaign called The MidWeekend.



VISIT SAN LUIS OBISPO

Over the 13 years that the TBID has been in operation, the organization has struggled with the public-facing identity. As part of the strategic plan work to Elevate the SLO Brand and Experience, the Board undertook the effort to address this issue. Based on the findings of the research study, the opportunity for repositioning following the COVID-19 pandemic, and the new approach with the marketing agency - in the winter of FY 21-22 the TBID Board directed the marketing agency to establish a brand book to describe what the destination marketing organization stands for, how it benefits travelers and locals and why it stands out. Through this project, the Board defined the identity of the TBID from a naming standpoint within the Visit San Luis Obispo brand, the TBID organization and the San Luis Obispo destination. As a result, the TBID adopted a new approach to the identity:

- The formal, public-facing name for the brand and organization is Visit San Luis Obispo. The organization should be referred to that way in all marketing materials. This helps distinguish us from Visit SLO CAL, plus the name “San Luis Obispo” is distinct, memorable and known far and wide—while “SLO” is more familiar to those within close proximity to San Luis Obispo. It’s okay to refer to us as Visit SLO in conversation and casual non-public uses. (It’s only natural!)
- We are structured as a TBID (Tourism Business Improvement District), which is also how we are legally named, but that is different than our public facing brand.
- Since San Luis Obispo is known as being an amazing community and university town, but is less known for being a vacation destination, it’s important that we use “Visit” on our website and marketing materials. While some destinations drop the “Visit” when marketing, for us, this will clearly signify we’re a tourism entity inviting people to come pay a visit and Live the SLO Life.

MARKETING ACTIVITIES

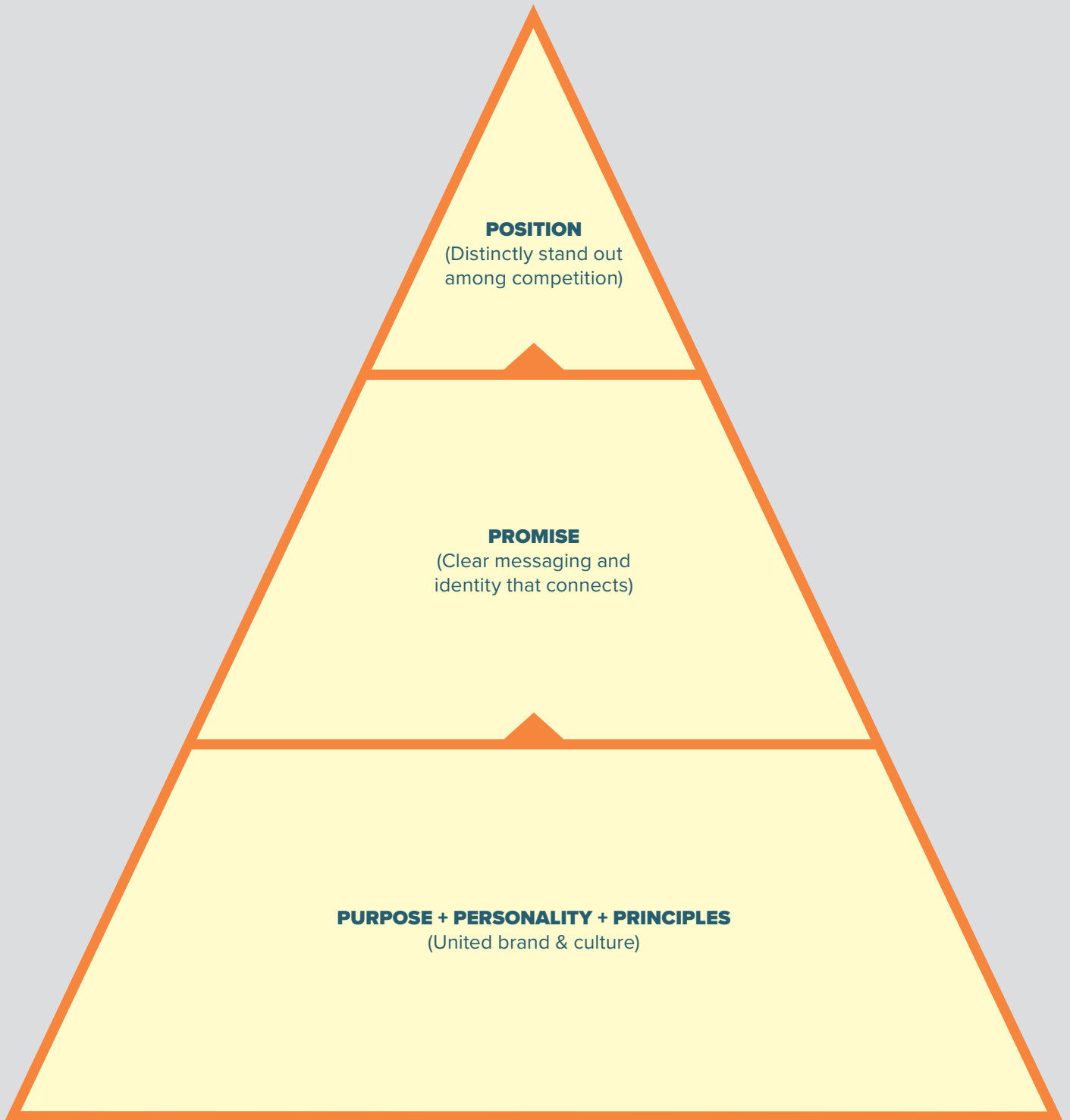
To ensure that the TBID's marketing programs are intercepting travelers at all stages of the traveler's journey, the TBID's and the team of agencies utilized different marketing levers across that journey. This multi-pronged approach drove an efficient and effective conversion strategy. The SLO brand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

To implement the complex marketing programs, the TBID's Board and staff worked closely with the team of contractors including the marketing agency-of-record Noble Studios, PR agency DCI, the San Luis Obispo Chamber of Commerce for Public Relations and Guest Service initiatives, and the new Content Marketing contractor Badger Branding for organic social media content and management.

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

BRANDING & CAMPAIGN

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





POSITION

HOMEBASE AWAY FROM HOME

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



PROMISE

A CHANCE TO LIVE THE SLO LIFE

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



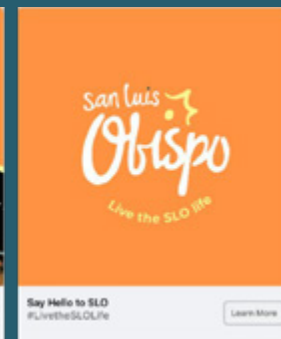
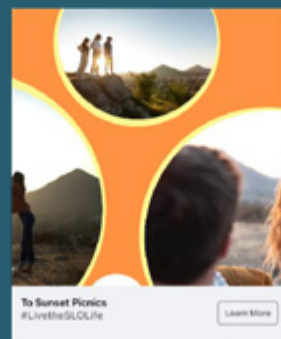
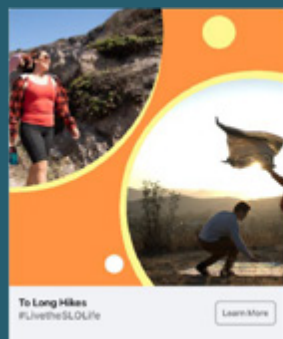
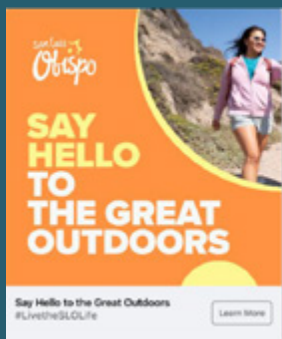
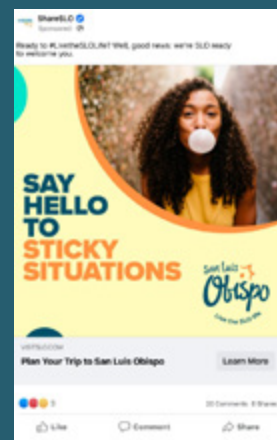
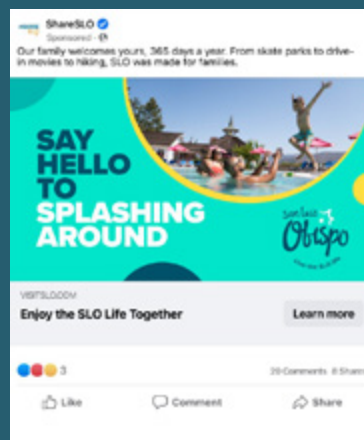
PURPOSE

HEARTS IN BEDS

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

BRANDING & CAMPAIGN

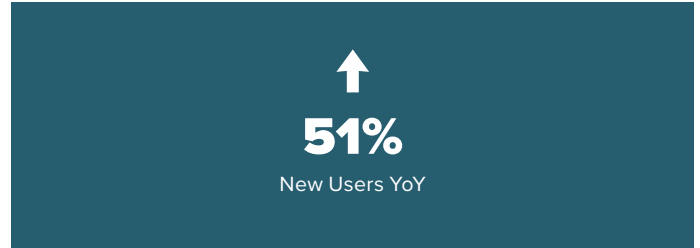
In FY 21-22, the new brand platform gave rise to the brand line, “Live the SLO Life”—a call to action to not just visit, but embrace the bright, laid-back, welcoming, progressive and fresh lifestyle of San Luis Obispo. For the TBID’s brand campaign, it was important that the brand was flexible enough to allow for crafted messaging to align with our target audiences and their unique interests in things like outdoor adventure, wine and family vacations. With this foundation in place, a fully integrated marketing campaign was launched in October 2021 with a friendly invitation to new and returning visitors to, “Say Hello to the SLO Life.”



WEBSITE

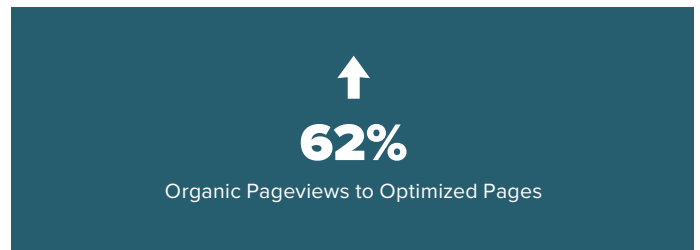
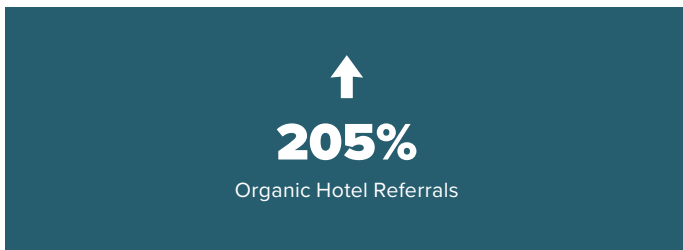
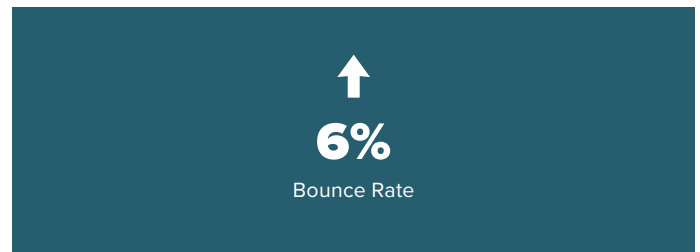
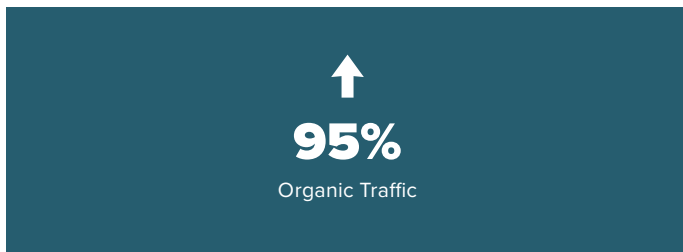
VisitSLO.com is the City's official tourism website and the primary marketing tool used to represent the destination. It is designed mainly for consumers, but also serves the travel trade, meeting planners, TBID members and media.

The website is the cornerstone of all our marketing efforts — everything flows to or from the website. Because of its paramount importance, the TBID continued to improve upon its stability and user experience throughout the year. As a result, during the FY 21-22 and through the overall marketing efforts, the website saw increased traffic as well as lodging and things to do conversions.



SEO

Search Engine Optimization (SEO) ensures the relevancy and success of the TBID's website. Build website authority to improve VisitSLO.com's positioning and findability on search pages. By developing depth of content and optimizing existing content, VisitSLO.com saw increased organic traffic to optimized pages and encouraged users to engage with the website by improving user experience.

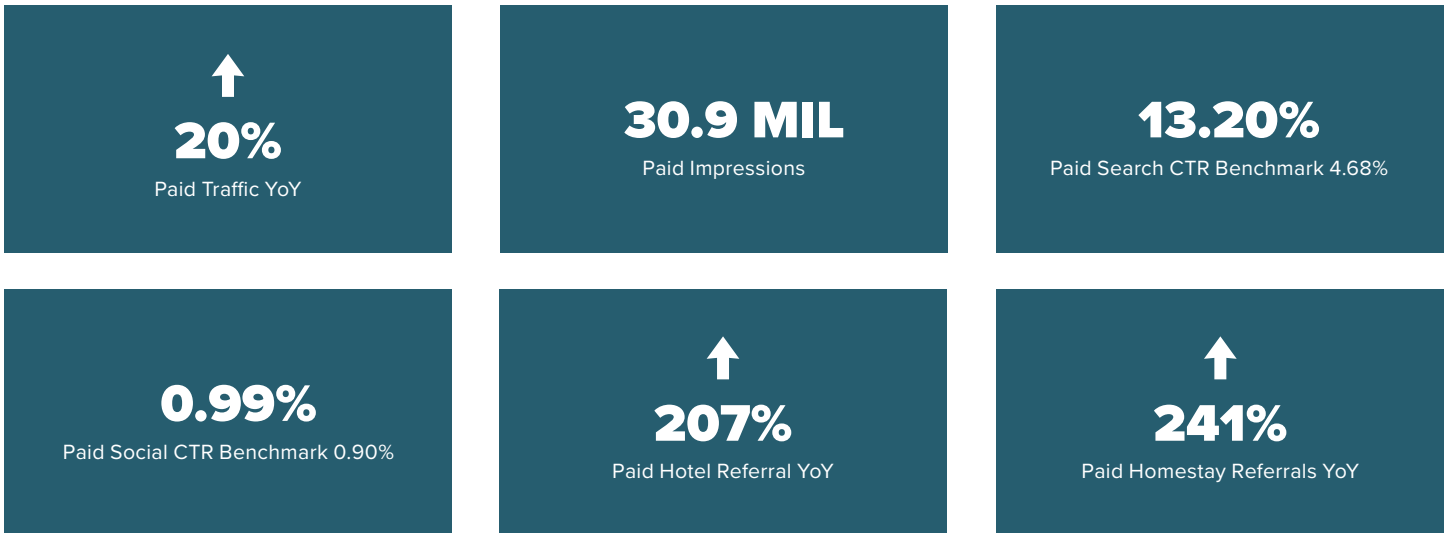


DIGITAL MEDIA

The digital media efforts in FY 21-22 were focused on driving overnight stays. Using up-to-date research surrounding traveler sentiment, media consumption patterns, and booking behavior as a guide, the media was continually evaluated and shifted. The goals were to:

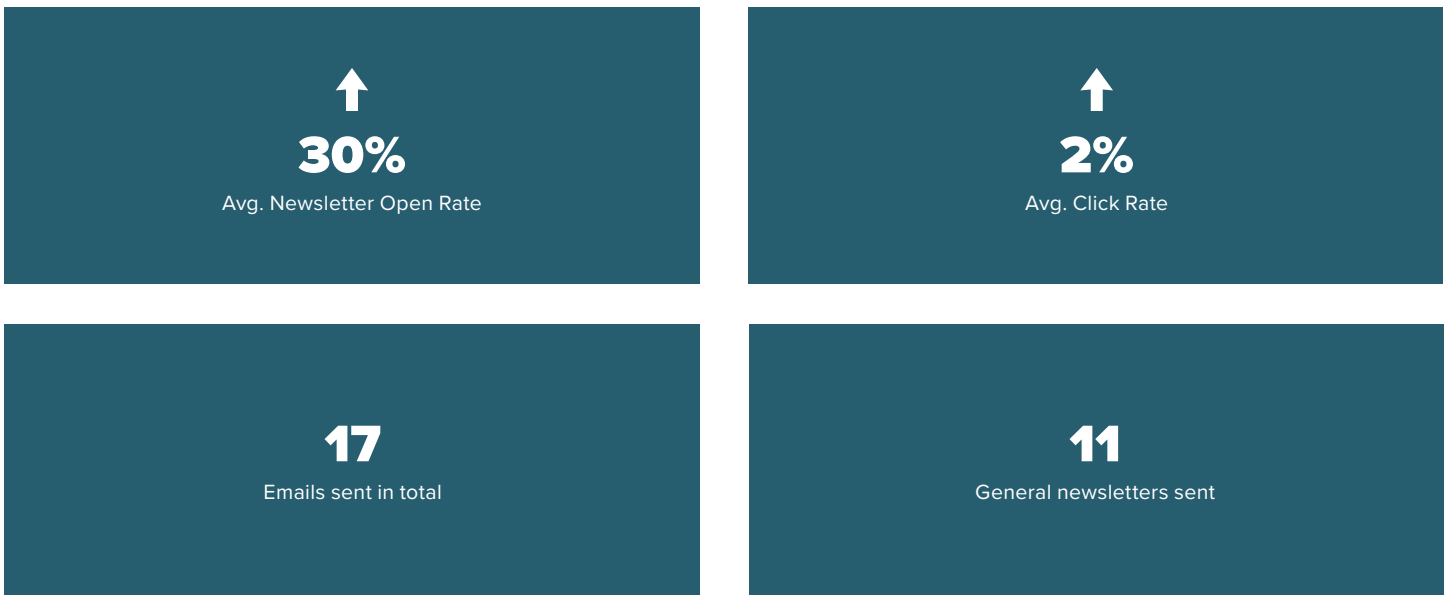
- Deliver a paid media strategy that focuses on converting potential travelers with lower funnel tactics.
- Strategically manage spend to be efficient and effective to maximize the budget.

As a result, when compared to the same channels in FY 20-21, VisitSLO.com saw growth in awareness, traffic and engagement with a 39% increase in budget. This year, the TBID also introduced TripAdvisor, Connected TV and paid advertisements on TikTok as channels into the digital media mix.



EMAIL MARKETING

The TBID continued to utilize email marketing activities through the newsletter to communicate regularly with potential visitors on activities in SLO to build brand loyalty and encourage repeat visitation and an extended length of stay. Send timely and relevant newsletters to Visit SLO subscribers to keep San Luis Obispo top of mind as a destination and keep them educated on the changing travel landscape in the city. As a result, the TBID saw increases in open rate and click rate in the emails sent this year which is attributed to A/B testing, and more personally relevant and engaging emails.



PRINT ADVERTISING

Limited print advertising placements were continued in the TBID's media mix for FY 21-22. Traditional print campaigns are an important tool to reach niche market visitors primarily in the mature demographic and to reinforce travel inspiration while building brand awareness for the destination.

Placements Included:

- Visit SLO CAL Visitors Guide
- SLO Chamber Visitors Guide
- Cal Poly Program Ad & Visiting Teams Guide
- Central Coast Tourism Council Map
- SLO Life Journal

SLO LIFE TIP #23

HELP KEEP OUR HILLS GREEN & SKIES CLEAN

Every hotel night booked in SLO gets us one step closer to our city's goal of being carbon neutral by 2035.

Did you know that Visit San Luis Obispo's Keys for Trees program donates a portion of all local hotel room charges to plant trees in our community? This is one of the ways SLO visitors can travel sustainably and help support our city's vision to be carbon neutral by 2035. Learn about our goal to plant 10,000 trees and our other sustainable tourism initiatives at VisitSLO.com/Sustainable-SLO

Book your stay at VisitSLO.com/Find-a-Hotel

SUSTAINABLE SLO
A Visit San Luis Obispo Program

Visit San Luis Obispo
Live the SLO Life

Visit San Luis Obispo
A community of SLO CAL

WE'RE SAN LUIS OBISPO.

But you can call us SLO. We're small-town California with big-time charm. And, of course, we're home to the Cal Poly Mustangs. We can't wait to welcome your team!

Located between San Francisco and Los Angeles, San Luis Obispo sets itself apart as the ultimate homebase for exploring California's Central Coast. It's the perfect place to lay your head after a long day of athletic competition, exploration, celebration and more.

To get here, take Highway 1 or 101—we're right off the road whether you're coming from north or south. We're also easily accessible if you need to fly in. San Luis Obispo Regional Airport puts you just 10 minutes from Cal Poly.

Terrace Hill

THINGS TO DO

The city of San Luis Obispo and the surrounding region stun 365 days a year. The good times roll year round in Mustang Country. When you're not on the field or the court, there's so much to enjoy:

- Find local goods and enjoy live entertainment at the **Downtown SLO Thursday Night Farmers' Market**
- Explore historical sites like **Hearst Castle** and **Mission San Luis Obispo de Tolosa**
- Taste libations from more than **250 wineries** across the county
- Go beach tasting at **Iconic California beaches**
- Have a slice of pink champagne cake at the **Madonna Inn**
- **Hike and bike** around the **Nine Sisters**
- Catch a show at the **Fremont Theater**

Lucy's Coffee
Bubblegum Alley
Ginos Pizza
Downtown SLO Farmers' Market

1-877-SLO-TOWN • VisitSLO.com

Follow us: @ShareSLO

SOCIAL MEDIA

The goal of the TBID's social media channels — ShareSLO — is to continue to engage locals and visitors alike while optimizing the TBID's efforts and further establishing a clear value to follow ShareSLO on organic social media. As a new direction in FY 21-22, the TBID retained a new contractor, Badger Branding, to specialize in this work effort.

Some of the dedicated highlighted work included:

- Increased video content via Instagram Reels resulting in over 157,000 views
- Maintained consistent story posting/sharing tagged stories
- Continued use of user generated content via CrowdRiff
- Increased giveaways on Instagram
- Created four Guides on Instagram: SLO Hikes, SLO Coast Wine Region, SLO Sweet Treats, Coastal BBQ
- Changed look and content of Instagram Highlights
- Phased out Twitter platform
- Created LinkedIn Profile

Visit San Luis Obispo Social Media Channels



PUBLIC RELATIONS

In FY 21-22, the TBID continued the approach to Public Relations contract efforts which included a joint contract between the TBID and Promotional Coordinating Committee (PCC) with the San Luis Obispo Chamber of Commerce for Public Relations efforts, plus the TBID continued with the national Public Relations agency, DCI. On behalf of the City's Community Promotions program, the SLO Chamber is responsible for establishing professional relationships with media outlets and journalists in various markets to build and maintain awareness of San Luis Obispo as a travel destination. Then to further expand the proactive destination Public Relations efforts, DCI is responsible for national media relations and influencer management.

In the spirit of building a resilient program and through the cooperative effort, the TBID established a Most Wanted Media List that will continue to be used to target top tier media and influencers to tell the unique stories that SLO can offer which were also defined through the development of the TBID's Story Idea database. The City's core values of sustainability and DEI are both lead focuses in that work.

The goal for PR in FY 21-22 was to curate foundational aspirational content to keep people inspired and excited about travel, generating and securing media leads for the City of SLO that speak to our targeted audiences — including drive markets — and building and strengthening relationships with target media and digital influencers who are the catalyst to generating awareness of the destination and its diverse experiences.

As an indicator of the going COVID-19 recovery, in April 2022 the TBID hosted the first media group familiarization or press trip (FAM) since before the start of the pandemic. The FAM included five media representatives invited to San Luis Obispo for four-days to experience the destination and write stories related to sustainable travel in SLO. The journalists represented publications like SmarterTravel, Travel Noire, The Daily Beast, TravelAwaits, and TravelPulse. Within a month of the trip every journalist published at least one story related to the trip.

Overall, as a result of the overall Public Relations efforts, in FY 21-22 San Luis Obispo received over 270 mentions in media articles, of which 91 placements were attributed to the proactive work. Top media coverage included: the Los Angeles Times, Forbes and CNN Travel.

643 MIL

Circulation

25 MIL

Media Impressions

\$5.9 MIL

Ad Equivalency

606/910

Qualitative Score

91

Total Number of Placements

22 OUTLETS

29% MWM List Penetration

PROMOTIONS

In FY 21-22 and with the recovery of the travel landscape, the TBID reintroduced the concept of seasonal promotional campaigns into the marketing mix. The purpose of the promotions is to drive visitation during a targeted need time by incentivizing the traveler to book in San Luis Obispo. This year the approach was to drive midweek stays which support the TBID's strategic imperative to Deliver Smart Growth, as well as align with the destination stewardship and sustainability efforts by encouraging travel outside peak periods.

The MidWeekend

Why should weekends get all the fun? When you Live the SLO Life, every day feels like Saturday. We call it the MidWeekend. In the spring of 2022, the Midweekend promotional campaign was launched to help drive midweek stays in the City of San Luis Obispo. To help sweeten the deal, visitors were offered a \$100 gift card bundle to use at local businesses when they booked two nights between Sunday and Thursday. The promotional campaign was integrated into the existing paid media plan with a focus on reaching our outdoor, relaxation, wine and dine and remarketing audiences in order to send potential travelers to the MidWeekend landing page to get direct access to information on the special offer.



GUEST SERVICES

Through a dedicated contract with the TBID, the San Luis Obispo Chamber of Commerce provides a suite of guest services to the TBID. In FY 21-22, the SLO Chamber was contracted for the Visitor Center to answer each call made to the TBID's 1-877-SLO-TOWN number, which serves as a response tool to the TBID's advertising efforts and digital presence. This creates the option for a "real person" to assist in trip planning, ensuring that travelers seeking personal guidance have a friendly, live voice to shape their experience of San Luis Obispo before even arriving. The telephone number, 1-877-SLO-TOWN, is a separate line that rings in the Chamber and is used solely to refer TBID properties and promote San Luis Obispo as a destination. During FY 21-22 nearly 1,500 calls were answered on the 1-877-SLO-TOWN line. The Guest Services also included the Live Chat widget on VisitSLO.com that received hundreds of conversations throughout the year.

New this year, the Visitor Center also provided response and fulfillment for all the direct or consumer sales support. This support extended the phone and digital support which served nearly 25,000 customers in FY 21-22. However, with this direct-to-consumer support, new information packets were created and mailed to meet the requests of over 750 potential visitors.





EVENTS

In FY 21-22, destination events began to return to San Luis Obispo. While the recovery is still in progress, the TBID Board considered the funding for these events on a case-by-case basis using the general application established in FY 19-20.

Events Sponsored:

- Spartan Race in partnership with Visit SLO CAL
- Roll Out the Barrels Weekend with SLO Coast Wine Collective
- Funding toward the return of the in-person Sustainable AG Expo with Central Coast Vineyard Team

STRATEGIC PARTNERSHIPS

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

This year the TBID leveraged partnerships to share updates on destination information. In particular, the partnership with Cal Poly's Office of Student Affairs was extremely valuable this year with the virtual presentations to Cal Poly Parents and Supporters during the virtual SLO Days. As the on-campus event returned, the TBID also participated in Mustang Family Weekend and Open House.

In FY 21-22 the TBID also brought back the partnership with Cal Poly Athletics and Mustang Sports. This partnership included the sponsorship of the athletic program in exchange for marketing benefits and the hosting of the rooms using the sponsorship fee in SLO TBID properties.

Top partnerships included:

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



INDUSTRY RELATIONS

CALIFORNIA HOTEL & LODGING ASSOCIATION (CHLA)

The California Hotel & Lodging Association (CHLA) protects the rights and interests of the California lodging industry. Legislative advocacy, educational training, communication and cost-saving programs are provided for all segments of the industry. Through the TBID, all lodging properties in the City of SLO are members of CHLA and can utilize the services offered. In FY 21-22, CHLA continued to partner with the TBID to provide PPE for all lodging properties in San Luis Obispo.

VISIT CALIFORNIA

The Visit California partnership has been critical in the growth of the TBID's brand within the California Tourism product. San Luis Obispo has received coverage through the marketing activities performed by Visit California including travel trade, press and industry outreach. Monthly submissions are uploaded to Visit California for media outreach, trade contacts and newsletter content. In FY 21-22 the TBID was also a Poppy Award Nominee.

CENTRAL COAST TOURISM COUNCIL

The Central Coast Tourism Council (CCTC) is an organization of tourism and hospitality professionals whose marketing efforts accomplish collectively what no single tourism entity can do alone — promote the entire California Central Coast as a destination and maximize our members' tourism revenue. The CCTC serves as the Central Coast's voice in Sacramento, and partners with California Tourism's global marketing and advertising campaigns. The TBID is actively involved in CCTC with the Tourism Manager as the Past President and Regional Board Member. In FY 21-22, the TBID leveraged the CCTC activities through media and trade leads, blog and social presence, as well as cooperative participation marketing campaigns. The TBID also leveraged CCTC to participate in the 2021 IPW international trade conference held in Las Vegas in September 2021.

VISIT SLO CAL

The TBID maintains participation with Visit SLO CAL by having a representative on the Board of Directors and the Tourism Manager on the Marketing Committee. The TBID Board leverages the partnership with Visit SLO CAL to promote San Luis Obispo on a national and international level — beyond the local and state reach the TBID's marketing plan focuses to achieve. The TBID's participation in Visit SLO CAL also encompasses group sales, film commission, countywide public relations and countywide special events like Restaurant Month and Wine Month, not to mention inclusion in countywide strategic planning efforts, Destination Management efforts and the renewal of the Tourism Marketing District — to name a few. The TBID also leveraged Visit SLO CAL partnership to participate in the 2022 IPW international trade conference held in Orlando in June 2022.

2021-22 AWARDS & ACCOLADES

This year, we won several awards for our brand and campaign work done in conjunction with Noble Studios



AAAF RENO ADDY

Gold for copywriting



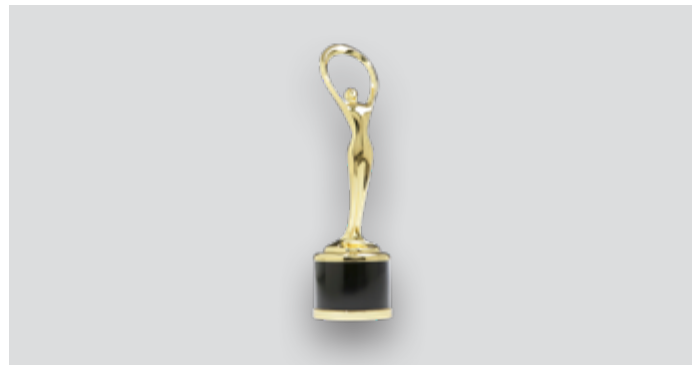
AAAF RENO ADDY

Silver for online film, video and sound in a campaign



AAAF RENO ADDY

Silver for corporate social responsibility collateral (brand elements)



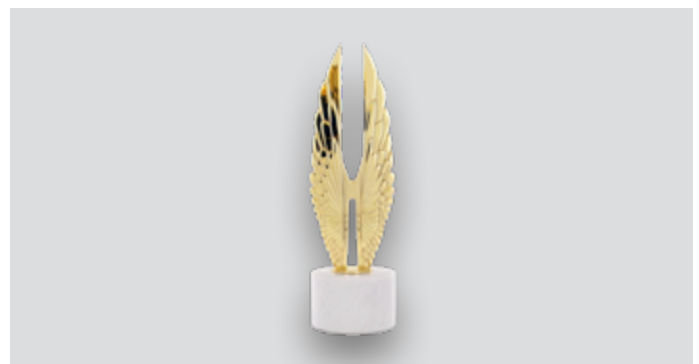
COMMUNICATOR AWARDS

Award of Excellence for a B2C campaign



AAAF RENO ADDY

Silver for an online/interactive campaign



HERMES CREATIVE AWARDS

Gold for a social media campaign

2021-22 FINANCIAL STATEMENT

INCOME SOURCE	2021-22
2021-22 TOT Revenue Assumption *	\$7,213,000
2021-22 TBID Assessment Revenue Assumption *	\$1,442,600
Fund Balance Transfer	\$285,190
Fund Reserve	\$100,000
2021-22 TBID Program Budget	\$1,727,790

EXPENDITURE	ALLOCATED
Operations/Staffing	
Administration Overhead (2% of TBID Assessment)	\$28,852
Staffing (FTE & .75 FTE)	\$228,000
Contracts & Marketing Services	
Marketing Contract - Noble Studios/DCI	\$1,017,190
Chamber of Commerce - PR	\$45,000
Chamber of Commerce - Guest Services	\$47,500
Co-Op Program Funding	\$30,000
Content Marketing Services - Badger Branding	\$86,000
FAM Trip Hosting	\$5,000
Partnerships & Promotions	
SLO Coast Wine Collective Associate Membership	\$5,000
Sustainability Initiative- ECOSLO	\$15,000
Event Sponsorship	\$14,500
Tradeshows	
Tradeshows	\$15,000
Tourism Conferences	\$8,000
Tourism Organizations	
CCTC Dues	\$1,000
Smith Travel Report	\$3,500
CalTravel Membership	\$1,000
California Hotel & Lodging Association	\$27,286
Research + Program	
Research + Program Development	\$80,000
Support / Meetings	
Tourism Program Expenses	\$5,000
Services/Online Tools/Fulfillment (Dropbox, Crowdriff, Survey Monkey)	\$5,500
Contingency	
Contingency Fund	\$31,440
Totals Committed	\$1,699,768
Funds Remaining	\$28,022
Total Allocated Expenditures **	\$ 1,727,790

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

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



LOOKING AHEAD

As the TBID moves into FY 22-23, the key focus areas that remain top of mind for the work of the Board in the next fiscal year:

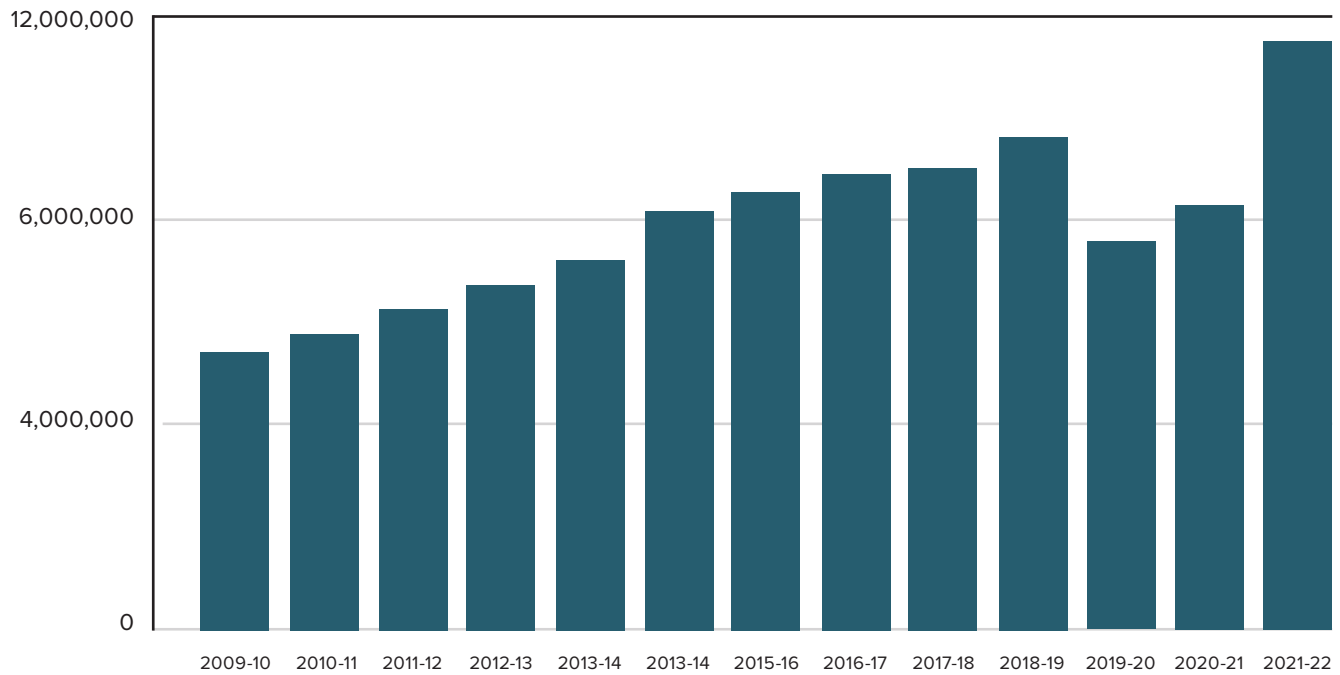
- Continued conscious approach to Diversity, Equity and Inclusion in all TBID programs
- Expanded Destination Stewardship through the Sustainable SLO program for visitors
- Establishing the Visit San Luis Obispo brand
- VisitSLO.com redesign

While these are not the only subjects that the TBID Board will be focused on, these four will influence the approach to all TBID related work efforts.

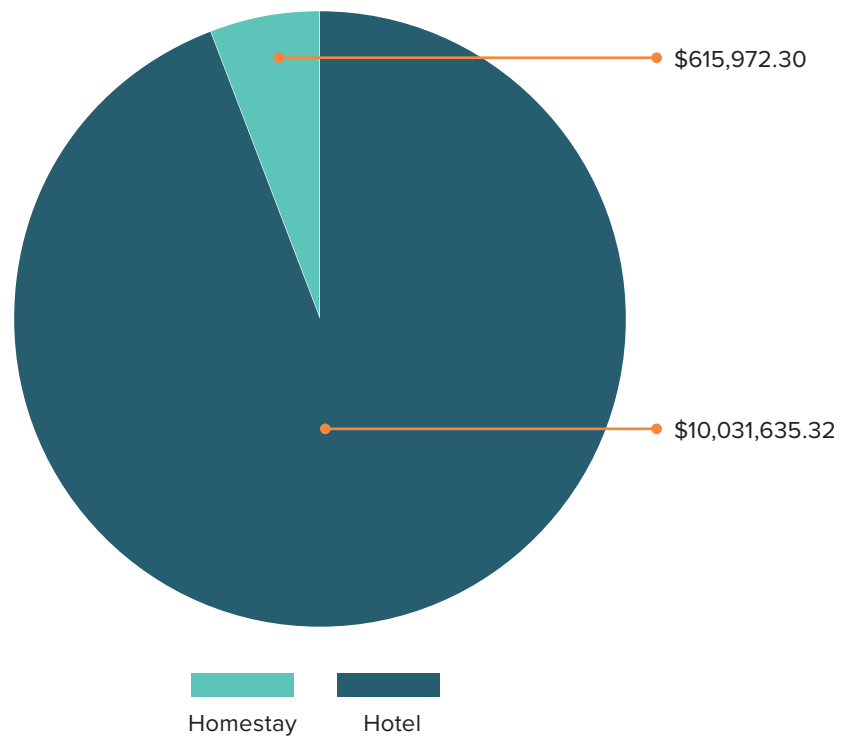
In 2022-23, the Board is committed to the continued implementation of the TBID Strategic Plan and the newly adopted two-year 2022-24 TBID Strategic Marketing & Business Plan. These plans provide a foundation for building the Visit San Luis Obispo brand and establishing real tactics for consistently improving tourism in the City of San Luis Obispo now and into the future.

APPENDIX

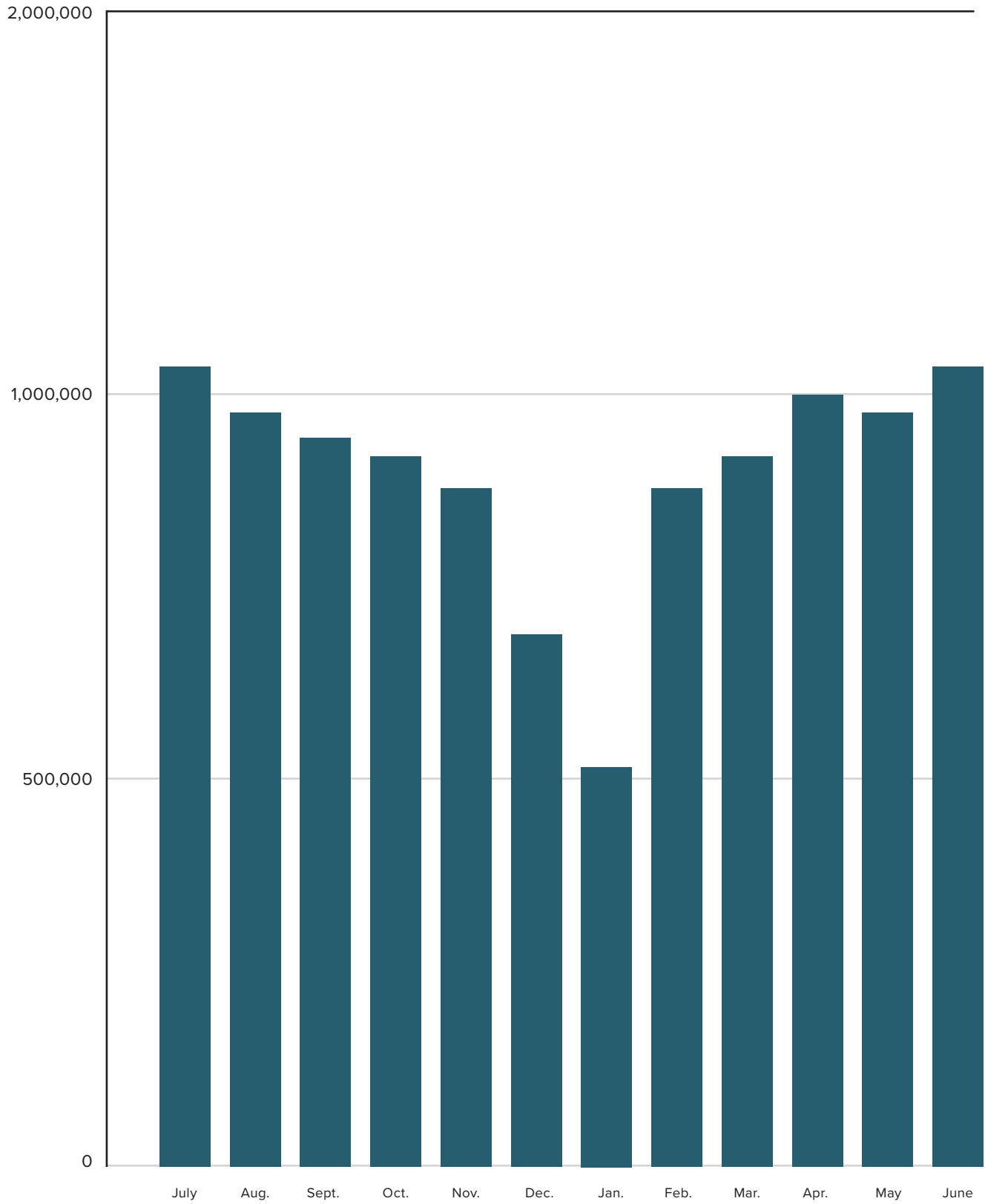
TOT CHART FOR 2021-22



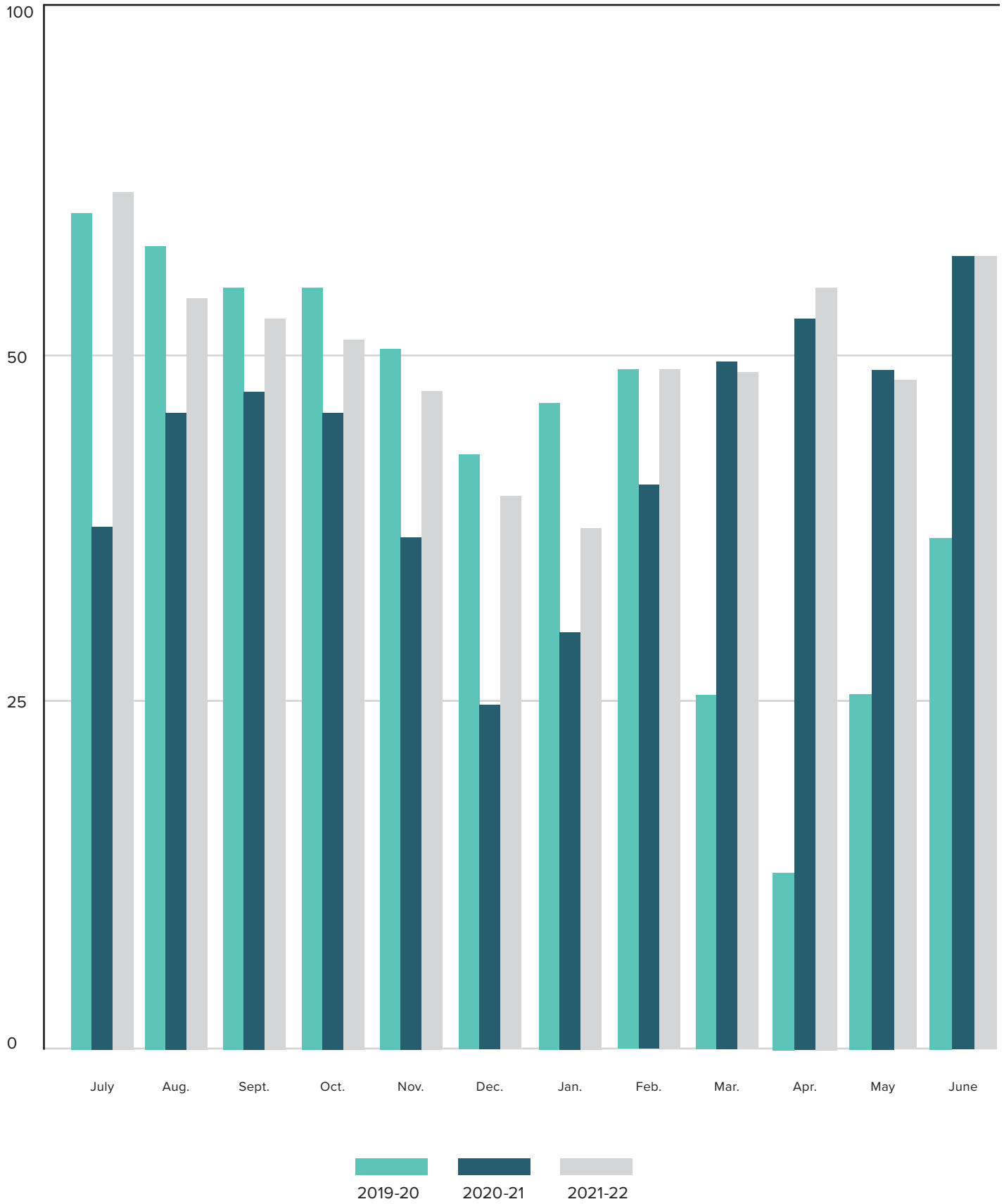
TOT DISTRIBUTION FOR 2021-22



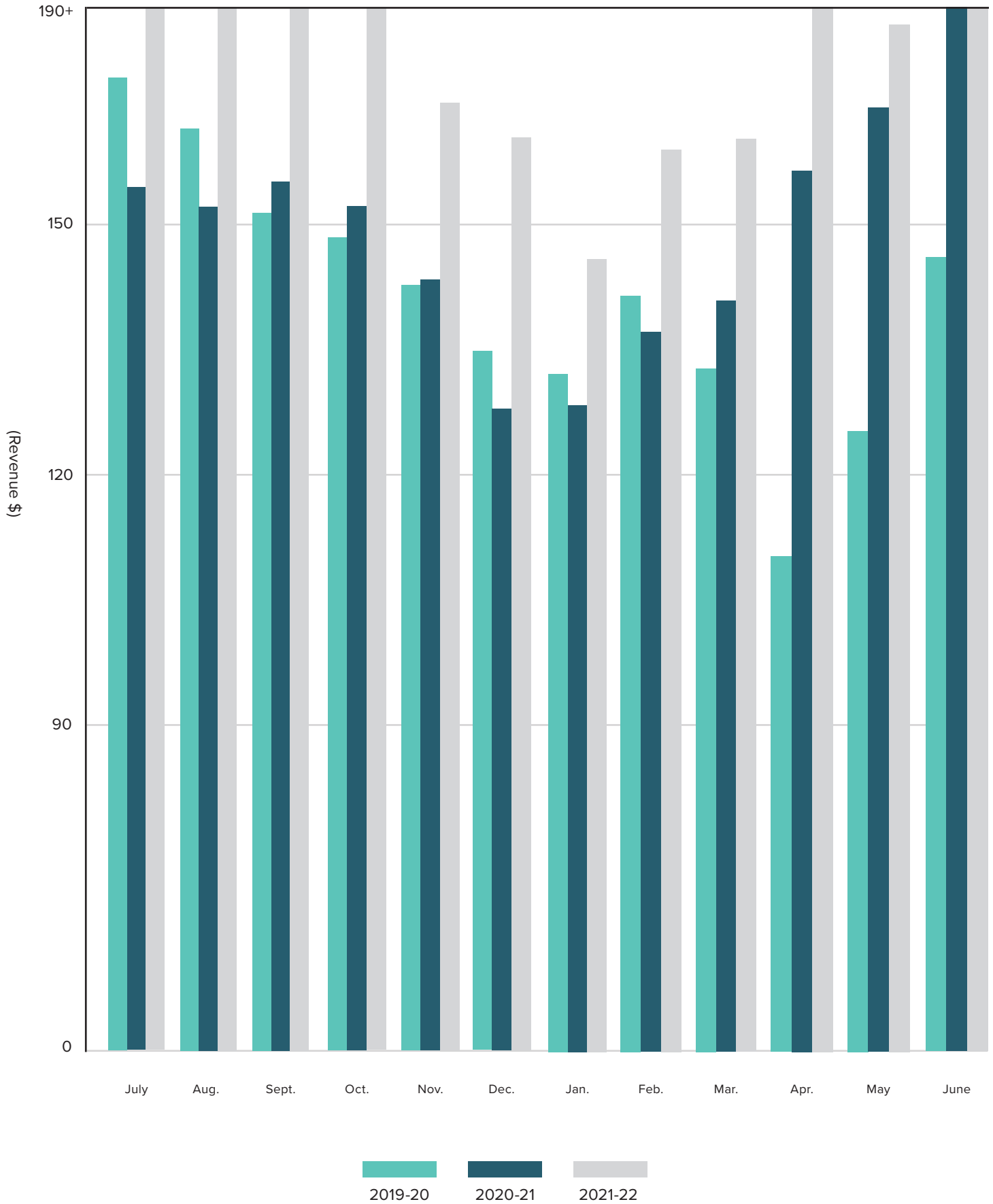
TOT MONTH TO MONTH 2021-22



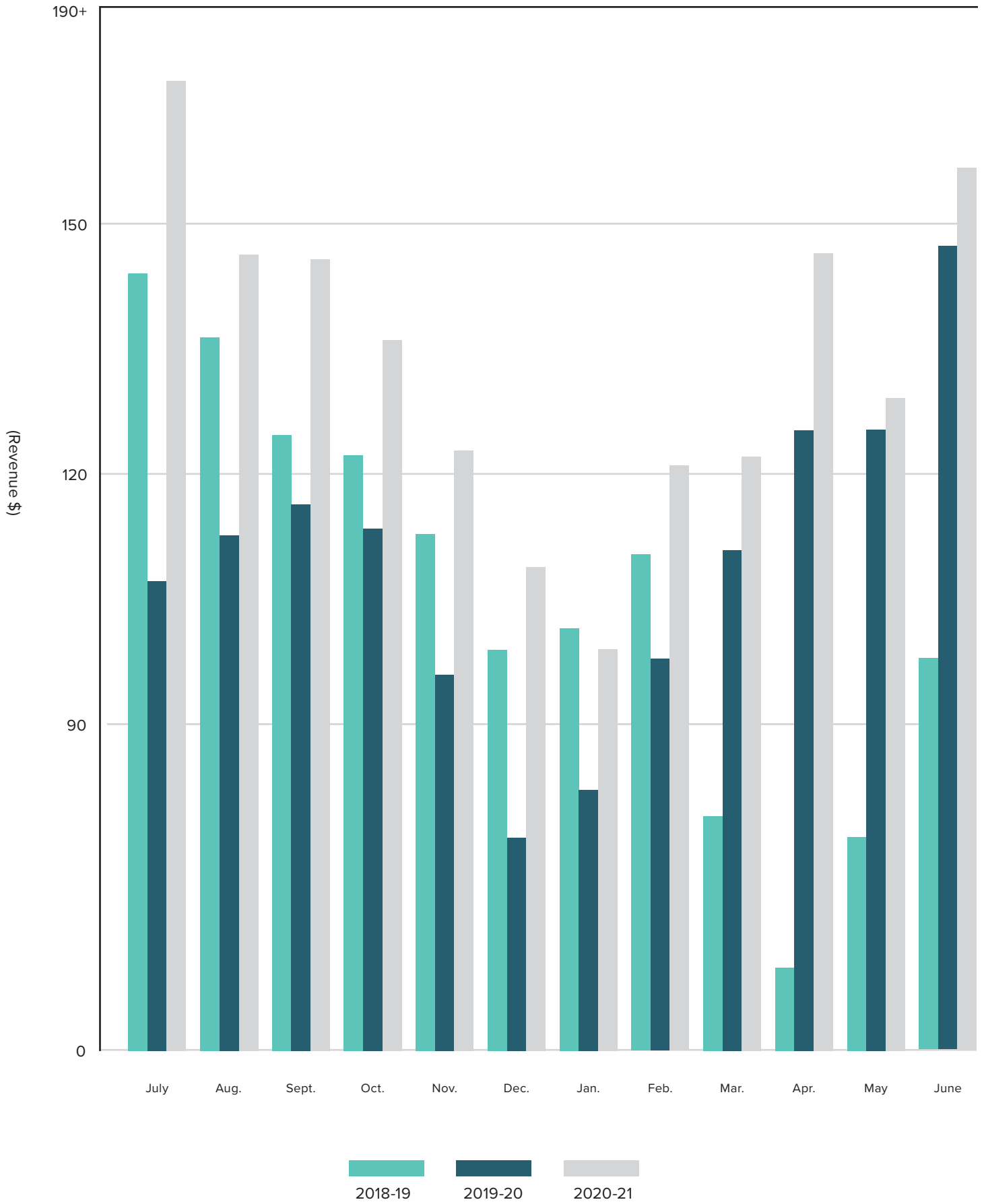
OCC MONTH TO MONTH



ADR MONTH TO MONTH



REVPAR MONTH TO MONTH



SLO TBID STRATEGIC IMPERATIVES - FY 19-24

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

Visit
San Luis Obispo

Live the SLO Life