

**CITY OF MORRO BAY**  
**TOURISM BUSINESS IMPROVEMENT DISTRICT ADVISORY BOARD**  
**MEETING AGENDA**  
**THURSDAY, JANUARY 12, 2012; 9:00 A.M.**  
**VETERANS' MEMORIAL BUILDING**

- I. CALL TO ORDER**
- II. PUBLIC COMMENT PERIOD**
- III. BOARD ANNOUNCEMENTS**
- IV. APPROVAL OF MINUTES** – the minutes for the October 20 and December 8 2011 meetings
- V. UNFINISHED BUSINESS**
- VI. MONTHLY REPORTS**
- A) Trade Show Sub-Committee
  - B) Web Site Sub-Committee Report
  - C) Hotel Packaging Sub-Committee Report
  - D) Creative Sub-Committee Report
  - E) Public Relations Sub-Committee
  - F) Visitors and Conference Bureau Report/County Business Improvement District Report
  - G) Visitors Center Report
  - H) Review of Transient Occupancy Tax
  - I) BCA Advertising Agency Report
- VII. NEW BUSINESS**
- A) Discussion of Date and Time of TBID Meeting
  - B) Discussion of Communication with Hotels for Packaging and Other Items
  - C) Discussion of Advising the Contractor to Put communications out under “Visitor Center”
  - D) Discussion of Mid Year Budget Review Progress
  - E) Presentation of Tourism Efforts Research - Jeff Eckles
  - F) Discussion of the Marketing Plan by BCA
  - G) Selection of a Special Meeting Date for the Further Development of the Tourism Director  
Including: Job Description, Funding and Accountability matrix
  - H) Selection of Date for TBID Lunch and Annual Report to Stakeholders and City Council.
  - I) Request for Financial Review of the \$50K Visitor Center Funding.
- VIII. DECLARATION OF FUTURE AGENDA ITEMS**
- IX. ADJOURNMENT**

**MISSION STATEMENT**

The Morro Bay Tourism Business Improvement District (MBTBID) Advisory Board advises the City Council on the administration and use of the MBTBID assessment funds. The Board recommends projects to the City of Morro Bay to promote tourism to directly benefit the City's lodging industry.

IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT, IF YOU NEED SPECIAL ASSISTANCE TO PARTICIPATE IN THIS MEETING, PLEASE CONTACT THE CITY CLERK, (805) 772-6205. NOTIFICATION 24 HOURS PRIOR TO THE MEETING WILL ENABLE THE CITY TO MAKE REASONABLE ARRANGEMENTS TO ENSURE ACCESSIBILITY TO THIS MEETING.

COPIES OF STAFF REPORTS OR OTHER PUBLIC DOCUMENTATION RELATING TO EACH ITEM OF BUSINESS REFERRED TO ON THIS AGENDA ARE ON FILE IN THE OFFICE OF THE CITY CLERK AND AVAILABLE FOR PUBLIC INSPECTION AND REPRODUCTION AT COST.

**CITY OF MORRO BAY  
TOURISM BUSINESS IMPROVEMENT DISTRICT ADVISORY BOARD (TBID)  
MINUTES – THURSDAY, OCTOBER 20, 2011**

MEMBERS PRESENT: KAREN BIAGGINI, JOAN SOLU, NICK MENDOZA,  
MICHELE JACQUEZ, JAYNE BEHMAN, JOHN MEYERS

MEMBERS ABSENT: NONE

STAFF PRESENT: ROB SCHULTZ, CITY ATTORNEY

OTHERS PRESENT: SHARI CLARK, BCA ADVERTISING, CRAIG SCHMIDT,  
CHAMBER OF COMMERCE

I. CALL TO ORDER

Chair Solu called the meeting to order at 10:40 a.m.

II. PUBLIC COMMENT PERIOD - There was no public comment.

III. BOARD ANNOUNCEMENTS

Chair Solu announced Morro Bay High School football game on Friday, October 21 at 7:30 p.m.

Member Behman announced the Chamber Mixer will be held at the Bay Front Inn on October 20, 2011 at 5:30 p.m.

Chair Solu announced the luminaria display scheduled to coincide with the Lighted Boat Parade weekend.

IV. APPROVAL OF MINUTES

MOTION: Member Jacquez moved the Committee approve the minutes of the September 15, 2011 meeting. The motion was seconded by Member Mendoza and carried unanimously. (6-0)

V. MONTHLY REPORTS

A) Trade Show Sub-Committee Report

The Trade Show Sub-Committee displayed surfboards used at the Savor the Central Coast event and provided a report on the various events held in Morro Bay.

B) Web-Site Sub-Committee Report

The Web-Site Committee met with Community Promotions Committee, the Chamber and Barnett Cox & Associates (BCA) to discuss the mechanics and operation of the new website. This item will be brought back at the November meeting to present more information and discuss funding.

- C) Hotel Packaging Sub-Committee Report  
The Hotel Packaging Sub-Committee presented an updated report that described various hotel packages and tours.

MOTION: Member Biaggini moved to adopt the tentative ideas described in the report for hotel packaging, in particular the Fall Blast discount, Wine Wrangler Adventure Tour and a promotion involving January restaurant month, with the understanding that more details will be forthcoming. The motion was seconded by Member Mendoza and carried unanimously. (6-0)

- D) Creative Review Sub-Committee Report  
The Creative Review Sub-Committee did not meet but continued work on incorporating the “Destination” buzzword into ads. No action was taken on this item.

- E) Public Relations Sub-Committee Report – None

- F) Visitors and Conference Bureau Report/County Business Improvement District Report  
Member Jacquez provided a brief summary on the Savor event. It was noted the event had a \$2.93 million impact on the County with 8,800 attendees. 50% of the attendees were from out of the area.

## VI. UNFINISHED BUSINESS

- A) Review of Funding Requests
1. Oyster Festival – Event coordinators are working with sponsors to finalize plans for their event. This item will be continued to the November meeting in order to provide more detailed information.
  2. Morro Bay Triathlon – Representatives from All-Out Events gave a brief summary of last year’s event and presented plans for 2012 event, tentatively scheduled for August 5, 2012. TBID members encouraged them to consider other dates as this coincides with Mid-State Fair and an already busy hotel season. They will investigate other potential dates and return to the Board with more information.

## VII. NEW BUSINESS

- A) Discussion of a California Welcome Center in Morro Bay  
Chair Solu spoke with a member of the California Travel & Tourism Commission regarding the possibility of Morro Bay being chosen as a California Welcome Center location. Response was favorable but further investigation is needed.

MOTION: Member Jacquez moved to form a sub-committee to investigate the application process for having a California Welcome Center in Morro Bay. The sub-committee would include Members

Mendoza, Behman and Meyers. The motion was seconded by Member Biaggini and carried unanimously. (6-0)

B) Discussion on a Year Long Plan for Packaging – This was discussed under Sub-Committee Reports.

C) Report on the Status of TBID By-Laws that went to the City Council  
Rob Schultz discussed TBID By-Laws recently approved by Council, specifically regarding how the TBID chairperson is selected. Discussion included the desire for the By-Laws to include a requirement that the TBID chairperson be a hotelier.

MOTION: Member Biaggini moved the By-Laws be re-submitted to Council with the added requirement that the TBID Chairperson be a hotelier. The motion was seconded by Member Jacquez and carried with Meyers voting no. (5-1)

D) Discussion of a Director of Tourism Position  
Rob Schultz stated there had been discussion regarding the possibility of adding a Director of Tourism or Event Coordinator position. The Board discussed setting a sub-committee to further investigate the roles and responsibilities of that position. Rob Schultz suggested that a workshop format allows the entire board to be involved in the process, along with members of the community.

MOTION: Member Jacquez moved that TBID host a series of workshops to discuss the proposed Director of Tourism position. The motion was seconded by Member Mendoza and carried unanimously. (6-0)

E) Discussion of Incorporating “Destination Morro Bay” into the Destination Marketing Creative Work  
The creative sub-committee presented artwork and ads that include “Destination” as a buzzword. The artwork was met with a favorable response. No action was taken on this item.

F) Assignment of Sub-Committee Participants

- Website – Member Biaggini was added to the sub-committee
- Packaging – Member Jacquez was added to the sub-committee
- California Welcome Center – Members Mendoza, Behman and Meyers form this sub-committee

IX. DECLARATION OF FUTURE AGENDA ITEMS

1. Website direction and funding
2. Highway 101 billboard funding
3. Funding request form and policy

X. ADJOURNMENT

The meeting adjourned at 12:45 p.m.

# CITY OF MORRO BAY

## TOURISM BUSINESS IMPROVEMENT DISTRICT COMMITTEE

MINUTES – THURSDAY, DECEMBER 8, 2011

MEMBERS PRESENT: KAREN BIAGGINI, JAYNE BEHMAN, JOHN MEYERS, NICK MENDOZA, JOAN SOLU,

MEMBERS ABSENT: MICHELE JACQUEZ

STAFF PRESENT: ANDREA LUEKER, CITY MANAGER

OTHERS PRESENT: SHARI CLARK, BCA

I. CALL TO ORDER

The meeting was called to order at 9:05 a.m. by Chair Solu.

II. PUBLIC COMMENT PERIOD

None.

III. BOARD ANNOUNCEMENTS

Chair Solu announced the Caroling Cop Car event occurring as well as the La Posado Event at Del Mar Elementary School on December 8<sup>th</sup>.

Member Behman congratulated the CEO Schmidt and the Chamber on the outstanding Lighted Boat Parade held on Saturday, December 3<sup>rd</sup>.

IV. APPROVAL OF MINUTES

MOTION: Member Meyers motioned for approval of the November 2011 minutes, member Biaggini seconded, all in favor (4-0).

V. UNFINISHED BUSINESS

A) Update on the Bill Board

Shari reported the billboard had been sold as of February 6, 2012. The TBID would incur a total of \$3,255 for the months of November, December and January.

Member Mendoza arrived at 9:18 a.m.

B) Jackrabbit Survey for Stakeholders

The Board discussed the survey, finalized the questions and determined the survey would be sent out to the stakeholders.

C) Web Site Update

Shari provided a timeline for the website and a preview of what would be included as well as a site map.

- D) Discussion of Changes for the Packaging Promotion  
Member Meyers introduced a packaging promotion plan the sub-committee has worked on that introduced themes.

MOTION: Member Biaggini motioned to accept the Morro Bay Lodging Packaging Plan for 2012, member Mendoza seconded, all in favor (5-0).

VI. MONTHLY REPORTS

- A) Trade Show Sub-Committee  
This sub-committee did not meet.
- B) Web Site Sub-Committee  
This sub-committee met and the discussion occurred under the Unfinished Business section.
- C) Hotel Packaging Sub-Committee Report  
This sub-committee did meet and their report was reviewed under the Unfinished Business section.
- D) Creative Sub-Committee Report  
This sub-committee did not meet.
- E) Public Relations Sub-Committee  
This sub-committee did not meet.
- F) VCB/CBID Reports  
Shari reported on the Special VCB Marketing meeting and Co-op advertising issues.
- G) Visitors Center Report  
CEO Craig Schmidt was not in attendance.
- H) Review of Transient Occupancy Tax  
City Manager Lueker provided the TOT report with an update on the figures, which showed an increase from last year.
- I) BCA Advertising Agency Report  
BCA Representative provided the update on the marketing and advertising report.

VII. NEW BUSINESS

- A) Selection of Month/Sub-Committee for Annual Stakeholders Meeting  
The Board discussed the Stakeholders Meeting. The Trade Show sub-committee will be working on this event. The Board determined the meeting would be held in March 2012.

MOTION: Member Biaggini motioned to have the event in March and use the Trade Show sub- committee to plan the event, member Meyers seconded, all in favor (5-0).

- B) Selection of Dates for Follow-Up Director of Tourism Workshop(s)  
The Board asked to review the 3-5<sup>th</sup> of January for the next meeting.

MOTION: Member Mendoza motioned to schedule a DOT workshop during week January 3-5, 2012, member Behman seconded, all in favor (5-0).

VIII. DECLARATION OF FUTURE AGENDA ITEMS

Discussion of a mobile smart phone application

Discussion of a new date for the TBID meeting

Continued discussion of the CA Welcome Center

Continued discussion of the Stakeholders workshop date

Continued discussion of the Website

IX. ADJOURNMENT

The meeting was adjourned at 10:35 a.m.

## Dec-11 Promotions Report

	Dec-11	Dec-10	FYT 2011	FYT AVG p/DAY
<b>Phone Calls</b>	489	565	6,765	17.5
<b>Total Visitors</b>	1324	1,028	24,305	47.3
<b>Emails answered with info</b>	10	6	122	0.4
<b>Total Promotional Mailings</b>	Dec-11	Dec-10	FYT 2011	AVG p/DAY
Tourist Packs	0	10	92	0.0
Relocation Packs	3	2	105	0.1
<b>Total</b>	<b>3</b>	<b>12</b>	<b>197</b>	<b>0.1</b>
<b>Fullfillment</b>	Dec-11	Dec-10	FYT 2011	AVG p/DAY
Ca. Visitors Guide	0		0	0.0
Sierra Magazine	0	19	242	0.0
Sunset	0	103	1,952	0.0
Travel 50 & Beyond	0	106	1,805	0.0
National Geographic	0		0	0.0
Budget Travel	0		0	0.0
International	0		7	0.0
Misc	13		118	0.5
<b>Total</b>	<b>13</b>	<b>228</b>	<b>4,124</b>	<b>0.5</b>
<b>Calls 800# &amp; Source:</b>	Dec-11	Dec-10	FYT 2011	AVG p/DAY
AAA	0	0	14	0.0
Internet	0	2	22	0.0
Sunset	0	0	7	0.0
Fulfilment Lit	0	0	1	0.0
Coastal Living	0	0	2	0.0
L A Times	0	0	1	0.0
<b>Total</b>	<b>0</b>	<b>2</b>	<b>47</b>	<b>0.3</b>
<b>REFERRALS</b>	Dec-11	Dec-10	FYT 2011	AVG p/DAY
Lodging	81	131	2,675	2.9
Dining	195	170	3,801	7.0
Recreation	387	525	10,720	13.8
Retail	59	61	1,628	2.1
Real Estate	27	27	622	1.0
Events	161	311	3,794	5.8
<b>Total</b>	<b>910</b>	<b>1225</b>	<b>23240</b>	<b>32.5</b>

**CITY OF MORRO BAY  
TRANSIENT OCCUPANCY SUMMARY  
FISCAL YEAR 10/11**

	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	2% July-Oct 3%-Nov	
	MOTEL RECEIPTS	MOTEL TAX COLLECTED	OCC RATE	MOTEL #RMS	TRAILER PARK RECEIPTS	TRAILER PARK TAX COLLECTED	VACATION RENTAL RECEIPTS	VACATION RENTAL TAX COLLECTED	TOTAL TAX COLLECTED	MBTBID MONEY COLLECTED
JULY	\$2,342,761.58	\$234,275.76	72%	919	\$245,249.67	\$24,524.97	\$248,662.05	\$24,866.26	\$283,666.98	\$46,849.32
AUGUST	\$2,111,236.31	\$211,127.85	68%	919	\$198,362.11	\$19,836.21	\$220,974.71	\$22,097.47	\$253,061.53	\$42,223.47
SEPTEMBER	\$1,599,855.03	\$159,985.18	59%	920	\$165,547.71	\$16,554.77	\$89,285.66	\$8,714.07	\$185,254.02	\$32,000.93
OCTOBER	\$1,355,204.63	\$135,833.21	51%	919	\$117,453.89	\$11,745.39	\$89,902.01	\$8,990.22	\$156,568.82	\$27,103.62
NOVEMBER	\$920,550.50	\$92,055.45	40%	919	\$111,961.23	\$11,196.12	\$103,009.96	\$10,301.60	\$113,553.17	\$27,616.24
DECEMBER	\$735,891.24	\$73,588.72	33%	919	\$76,669.05	\$7,666.91	\$87,662.82	\$8,766.28	\$90,021.91	\$22,076.61
JANUARY	\$681,677.65	\$68,167.17	33%	918	\$76,070.78	\$7,607.08	\$42,064.54	\$4,206.45	\$79,980.70	\$20,450.33
FEBRUARY	\$786,377.32	\$78,622.12	39%	919	\$79,005.89	\$7,900.59	\$45,487.00	\$4,548.73	\$91,071.44	\$23,583.82
MARCH	\$825,609.54	\$82,560.95	38%	919	\$74,920.48	\$7,492.05	\$61,516.81	\$6,151.68	\$96,204.68	\$24,768.24
APRIL	\$1,292,750.33	\$129,443.92	56%	919	\$133,655.91	\$13,365.59	\$95,803.73	\$9,580.37	\$152,389.88	\$38,781.73
MAY	\$1,418,240.88	\$141,883.13	51%	921	\$128,443.00	\$12,844.30	\$97,076.86	\$9,675.69	\$164,403.12	\$42,547.23
JUNE	\$1,643,337.19	\$164,333.52	58%	919	\$171,013.01	\$17,101.30	\$207,163.13	\$20,716.31	\$202,151.13	\$49,299.65
	\$15,713,492.20	\$1,571,876.98			\$1,578,352.73	\$157,835.28	\$1,388,609.28	\$138,615.13	\$1,868,327.38	\$397,301.19

\* One Motel has not turned in receipts

**OCCUPANCY RATE 10%**

**MORRO BAY TOURISM BID ACCESSMENT 3% as of Nov 2010- For Motels, Hotels and Bed & Breakfasts**

**CITY OF MORRO BAY  
TRANSIENT OCCUPANCY SUMMARY  
FISCAL YEAR 11/12**

	(A)	(B)	(C)		(D)	(E)	(F)	(G)	(H)	
	MOTEL RECEIPTS	MOTEL TAX COLLECTED	OCC RATE	MOTEL #RMS	TRAILER PARK RECEIPTS	TRAILER PARK TAX COLLECTED	VACATION RENTAL RECEIPTS	VACATION RENTAL TAX COLLECTED	10% TOTAL TAX COLLECTED	3%-Nov MBTBID MONEY COLLECTED
JULY	\$2,539,743.90	\$254,187.76	76%	919	\$259,903.89	\$25,990.39	\$297,872.77	\$29,787.28	\$309,965.43	\$76,191.08
AUGUST	\$2,215,392.95	\$221,572.62	70%	919	\$196,885.84	\$19,688.58	\$201,127.75	\$20,112.78	\$261,373.98	\$66,461.34
SEPTEMBER	\$1,616,903.81	\$161,692.46	58%	919	\$156,956.10	\$15,695.61	\$105,296.69	\$10,530.07	\$187,918.14	\$48,492.62
OCTOBER	\$1,407,977.64	\$140,796.96	52%	919	\$125,632.03	\$12,563.20	\$79,250.92	\$7,925.09	\$161,285.25	\$42,238.23
NOVEMBER	\$941,134.30	\$94,113.43	39%	919	\$101,562.90	\$10,156.29	\$105,988.91	\$10,599.39	\$114,869.11	\$28,234.03
DECEMBER									\$0.00	
JANUARY									\$0.00	
FEBRUARY									\$0.00	
MARCH									\$0.00	
APRIL									\$0.00	
MAY									\$0.00	
JUNE									\$0.00	
	\$8,721,152.60	\$872,363.23			\$840,940.76	\$84,094.07	\$789,537.04	\$78,954.61	\$1,035,411.91	\$261,617.30

\* One Motel has not turned in receipts

**OCCUPANCY RATE 10%**

**MORRO BAY TOURISM BID ACCESSMENT 3% as of Nov 2010- For Motels, Hotels and Bed & Breakfasts**

# CITY OF MORRO BAY 2011–2012 MARKETING PLAN

PREPARED BY BARNETT COX & ASSOCIATES  
NOVEMBER 30, 2011



MORRO BAY

# Introduction

Dear Members,

Just as you wouldn't attempt to build a house without a blueprint, you can't identify opportunities or successfully promote the many attributes of Morro Bay without a marketing plan.

BCA is pleased to provide the following plan which reflects the experience and ideas of Morro Bay business owners, citizen volunteers, city staff and the City Council. The recent TBID/CPC workshops were extremely successful in bringing together diverse opinions and identifying the unique attributes that attract visitors to Morro Bay. Knowledge gained from all stakeholders was informative, insightful and extremely valuable. The content and direction in this strategy are intended to be an indispensable tool in bringing consistency and continuity to the city's tourism effort by creating an actionable strategy that calculates projected growth, allocates an annual budget and determines how the budget will be utilized over the course of the year.

Many of Morro Bay's attributes synchronize completely with the desires and needs of today's tourists. Visitors are interested in dining, shopping, visiting friends and relatives, going to a beach or lake and sightseeing in a city. Morro Bay completely fulfills those tourism needs, along with being affordable, which is another current travel concern. Growing tourism in Morro Bay requires increasing awareness of the amenities that the city has to offer. Utilizing both traditional and new media vehicles will attract Baby Boomers and the Gen X and Millennial demographics we need to attract. It is imperative to court the 25-44 year-old demographic for both present-day tourism and tourism in years to come.

Branding Morro Bay in an innovative and consistent fashion is vital. If the logo and messaging are consistent in all the marketing and throughout the city, visitors begin to recognize Morro Bay in an instant. Whether they are browsing through a magazine or reading a tent card in a restaurant, the brand should be an automatic key to city recognition. We plan to work diligently to align the city and all of its businesses, so that current or potential visitors feel compelled to visit Morro Bay.

Barnett Cox & Associates is pleased to provide the 2011-2012 Morro Bay Tourism Marketing Plan and is very excited by the many marketing opportunities available. We feel confident that by pushing into new markets, constantly staying on top of new media trends, and staying true to the Morro Bay brand and a strong marketing strategy, we can move Morro Bay in an upward tourism direction.



Shari Clark  
Barnett Cox & Associates  
Account Manager

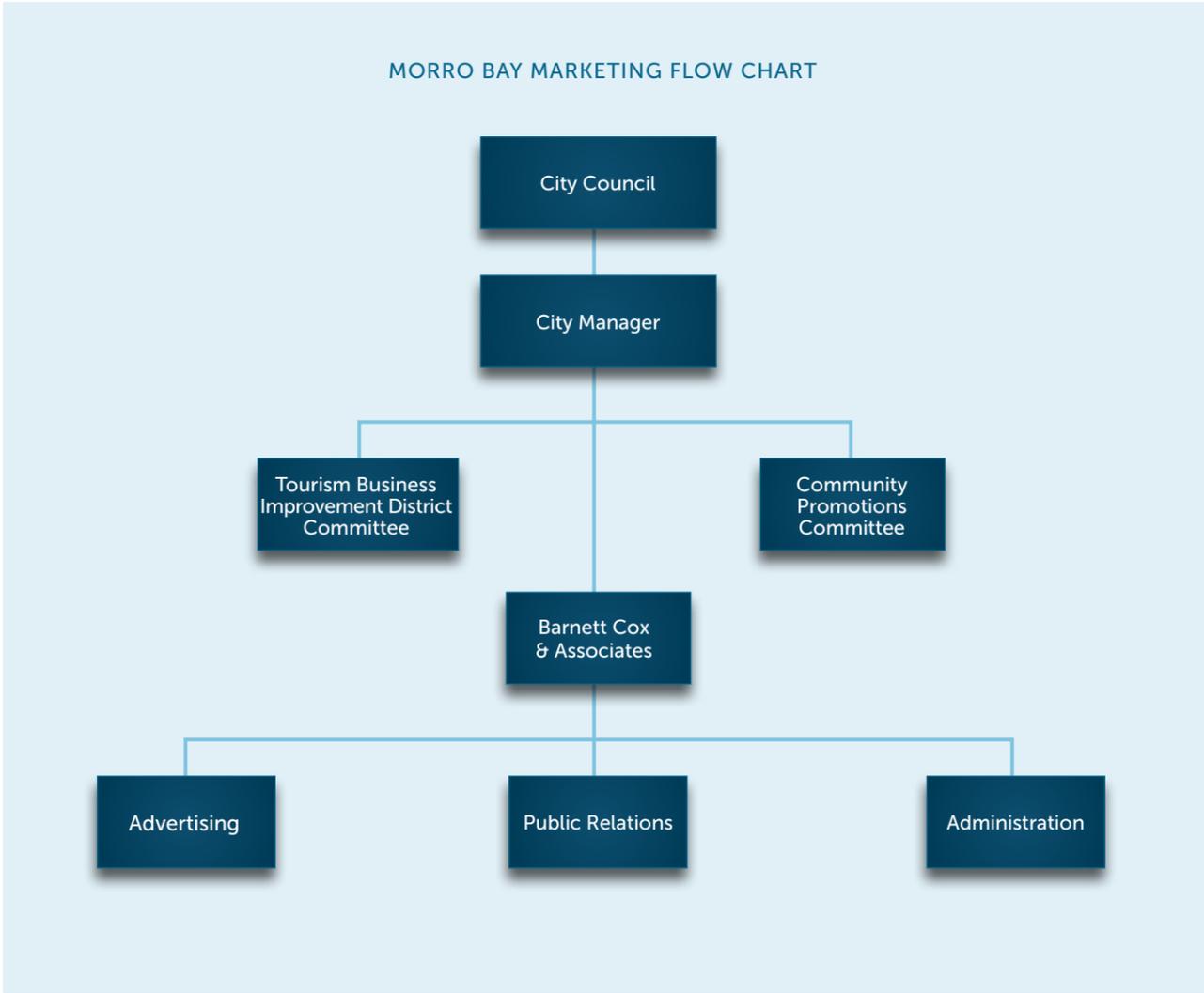


*"Many of Morro Bay's attributes synchronize completely with the desires and needs of today's tourists. Morro Bay completely fulfills those tourism needs, along with being affordable which is another current travel concern."*

# Mission Statements

## City of Morro Bay

The City of Morro Bay is dedicated to the preservation and enhancement of the quality of life. The City shall be committed to this purpose and will provide a level of municipal service and safety consistent with and responsive to the needs of the public.



## City of Morro Bay Community Promotions Committee

The Community Promotions Committee (CPC) was created in the belief that tourism is essential to the economic health and quality of life of this community. The purpose of the CPC shall be to act on behalf of the Morro Bay City Council on policies and expenditure programs to advertise and promote the City of Morro Bay and its special events as a tourist destination point in areas both inside and outside the boundaries of San Luis Obispo County. In addition, the CPC shall carry on a continuing and sustainable program designed to make known the advantages of tourism, recreation, business and community events to the people of Morro Bay, which helps to maintain the highest quality of life for the residents.

## City Of Morro Bay Tourism Business Improvement District

The Morro Bay Tourism Business Improvement District (MTBID) Advisory Board advises the City Council on the administration and use of the MTBID assessment funds. The Board recommends projects to the City of Morro Bay to promote tourism to directly benefit the City's lodging industry.

# Overview

## Tourism—Historical Recap

Morro Bay's unique coastal location, Morro Rock, historic port and mild weather have made it a popular attraction to visitors for decades. Tourism is the city's largest industry. The harbor has been a center point for the fishing industry, giving the city a quality hundreds of miles to the north and south.

Transient Occupancy Tax (TOT) is the City's single largest source of revenue. In FY 1999/00 to 2009/10, revenues grew by 5%. In the last three FY TOT revenues

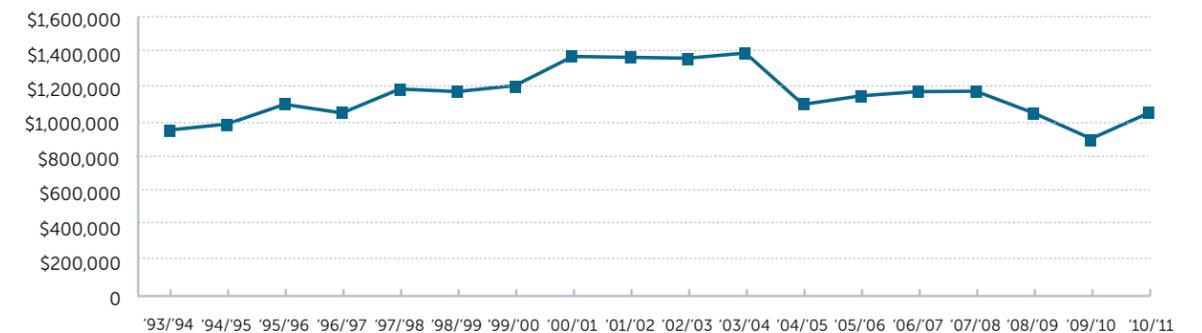
declined by 1.5%, while occupancy grew by 6%, posing a problem for government and local business.

Similarly, sales tax revenues have declined by 10% in the past decade, attributable to local and national economic conditions.

Through August 2011, Transient Occupancy Tax has increased by 3.86% when compared to FY 2010.

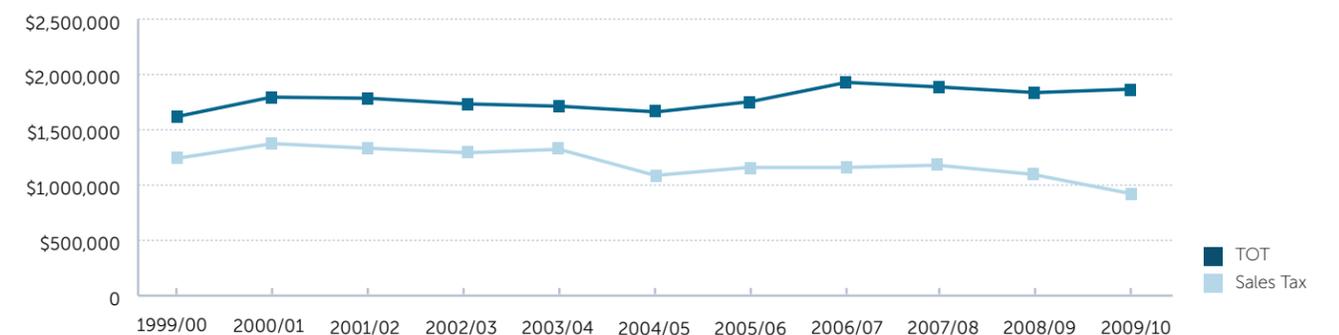


HISTORICAL RETAIL SALES TAX COLLECTIONS FOR CITY OF MORRO BAY



SOURCE: CITY OF MORRO BAY

MORRO BAY HISTORICAL TRANSIENT OCCUPANCY AND SALES TAX RECEIPTS



SOURCE: CITY OF MORRO BAY

## Tourism Business Forecast

Tourism projections from the California Office of Tourism forecast a positive picture for the coming year. As an industry, tourism represents \$95.1 billion in California, which captures the largest share of tourism revenues in the U.S.

Tourism is the second largest industry in San Luis Obispo County (Agriculture) according to the Economic Vitality Corporation. It has a billion dollars in direct economic impact every year to the region, with an estimated 23 million visitors coming to the San Luis Obispo County in 2010. Tourism is Morro Bay's largest industry.

## Planned Vacations for 2012

One-third of all Californians say they plan to increase their leisure travel spending over the next 12 months, and 86% say they will spend their vacations in California.

Baby Boomers, those born between the years 1946 and 1964, are the cohort group providing nearly 80% of travel spending providing a stable economic base; however, those cohort groups identified as Generation X (1964-1977) and Generation Y or Millennials (1978-1996) are driving tourism's new economy.



### VACATION ATTRIBUTES BY GENERATION:



#### Millennial:

- Warm, sunny beaches
- Good place to relax
- Interesting places
- Amusement Parks/ Theme Parks
- Warm, friendly people



#### Generation X:

- Warm, sunny beaches
- Good place to relax
- Warm, friendly people
- Great for walking/ strolling
- Interesting places



#### Baby Boomers:

- Good place to relax
- Warm, sunny beaches
- Warm, friendly people
- Great for scenic drive
- Great for walking/ strolling

SOURCE: U.S. TRAVEL ASSOCIATION

### What is important to visitors overall:

- Nearly 60% of all travelers actively look for discounts and packages when planning their vacation. Ten percent of all travelers will buy packages and 5% invest in group travel.
- Nearly half of all travelers will refer to online, user-generated sites when planning their vacation. Online sources include Yelp, TripAdvisor and Hotels.com.
- Social media is actively used by more than 25% of all travelers. Fifty-seven percent use a mobile device in planning their trip, with 75% of vacationers using their mobile device for travel information, reservations and searching for attractions. Twelve percent of all travelers bring their pets.

### TOP 5 ACTIVITIES WHILE TRAVELING:



1. Dining
2. Shopping
3. Visiting friends/relatives
4. Going to the beach or lake
5. Sightseeing in the city

Source: California Department of Tourism

**70%** OF ALL CONSUMER SPENDING HAPPENS AFTER 6PM

**82%** OF WINE IS PRODUCED IN CALIFORNIA

Source: California Department of Tourism



## Competitive Positioning

Members of Morro Bay’s Tourism Business Improvement District and Community Promotions Committee convened a two-day workshop in July 2011 to discuss the City’s tourism business, competitive position and target markets and to identify opportunities to enhance and improve the overall tourism business. Approximately 40 individuals representing hotel/motel owners, restaurateurs, local business and city staff attended each session. Using digital polling techniques, participants expressed their opinions and comments on a number of questions relating to tourism in Morro Bay. Polling revealed common threads and consensus regarding Morro Bay’s competitive position and unique attractions, and general agreement on an approach for marketing Morro Bay.

Comprehensive discussions led to the following conclusions:

Morro Bay Unique Selling Proposition (USP)	Lead Attractions	Perceived Visitor Image
<ol style="list-style-type: none"> <li>1. Morro Rock and Morro Bay Estuary</li> <li>2. Outdoor activities and recreation</li> <li>3. Working waterfront—fishing industry (village)</li> </ol>	<ol style="list-style-type: none"> <li>1. Outdoor, beach and water activities</li> <li>2. Culinary tourism, local foods and wine tasting</li> <li>3. Walkable town, affordable pricing</li> </ol>	<ol style="list-style-type: none"> <li>1. Unique geological and historic location</li> <li>2. Haven between San Francisco and Los Angeles</li> <li>3. Good value, clean vacation spot</li> </ol>

The group collectively agreed that the best method for generating increased revenue from tourism was to provide a quality experience for visitors, encourage returning business through more weekend-long events, encourage more evening events, and through the development of new high-quality events.

## Revised Target Audience

Participants agreed that visitors from the Central Valley (Fresno, Visalia and Bakersfield areas) represented the primary feeder market for Morro Bay visitors. New markets were identified as San Jose, San Francisco and the Arizona/Phoenix areas. Demographics are generally believed to be older (45+). While this target demographic should continue to be valued and not taken for granted, future marketing should focus resources on the development of a younger audience (25-44), the newly identified geographic areas previously mentioned. Participants agreed that increased emphasis should be placed on seasonal promotion to encourage winter visitors.

Based on Office of Tourism research, development of mobile marketing techniques has been identified as an important conduit for reaching younger audiences. And, as a part of the new marketing plan, it was agreed that a Public Relations campaign capitalizing on unique aspects of Morro Bay must be introduced to the overall marketing effort, with the goal of developing “third-party” endorsements of Morro Bay as a preferred vacation destination.



## Summary

In the recent past, Morro Bay had challenges with their overall marketing efforts. The Morro Bay brand has not been particularly consistent as logos, taglines and messaging were fragmented. Brand consistency is a top priority as we move forward through the next ten years.

Public relations efforts were also relatively weak, as very few stories or press releases were created or distributed in previous years. 2011–2012 looks very promising in this arena, as Morro Bay’s brand is pushed in all the right directions to the most vital travel and nature publications, online sites, bloggers, niche groups and nationwide media outlets.

Morro Bay’s website has also been a struggle as far as functionality, user-friendliness and overall design. BCA is thrilled to be working on a brand-new website, which will serve the visitor in much more compelling and interactive ways. The mobile website will also undergo upgrades as MorroBay.org is redeveloped and redesigned.

Morro Bay is currently expanding its reach into social media. Its Facebook page is steadily growing, and we are working on elevating that growth. The Morro Bay page has a healthy and involved community associated with it, of both tourists and locals alike. Keeping the conversations going on all levels of social media is vital to marketing success.

Our new efforts in marketing, public relations, online, mobile and social media will broaden Morro Bay’s reach and serve to strengthen its overall branding.

# Goals, Objectives and Strategies



## Overall Marketing Goals

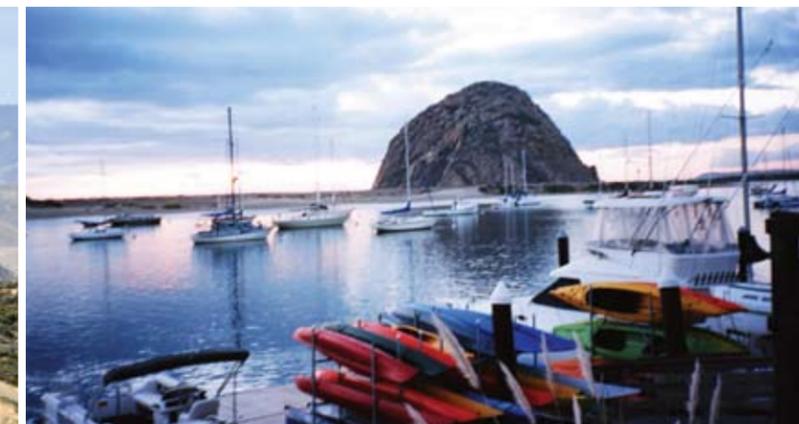
- Improve, enhance and refresh the existing brand and image of the City of Morro Bay
- Ensure the Morro Bay brand and image is provided and utilized by the City and all of the city businesses
- Position marketing resources toward new market opportunities and younger target audiences
- Emphasize Morro Bay's unique attractions
- Establish advertising and public relations campaigns to reach a younger target audience (25-44)
- Revise and refresh Morro Bay's basic brand and graphic image, through representations based on Morro Rock, as a fishing village, outdoor activities and highlighting the collective culinary experience
- Prioritize TBID/CPC resources toward primary website improvement, redesign and rebuild to create audience appeal, increase search engine effectiveness, and nurture visitor leads

## Overall Marketing Objectives

- Increase Transient Occupancy Tax revenues by 3%
- Incorporate new media channels, along with traditional media, and establish a public relations campaign effort focused on revised target market audiences

## Top Five Marketing Strategies

- Outreach to new target markets in San Jose, San Francisco, Phoenix and Los Angeles



## Tactics

### Morro Bay—Visual Identity, Logo

- Redesign logo to promote the primary visual identity of the city
- Prepare an Identity Standards booklet that establishes the approved use of the City's logo, brand, and visual elements
- Provide approved logos & marketing materials to businesses throughout Morro Bay

### MorroBay.org

- Short Term—Redesign the look, navigation and functionality of the existing website. Analyze current back-end programming; revise key words and tags to improve search capabilities, links and incorporate social media elements

- Long Term—Completely redesign MorroBay.org website to improve overall appeal and look, increase functionality, search capabilities, links and provide content management capability to enable frequent content revisions
- Provide means for an ongoing blog as part of the website. Establish a schedule for writing contributions

### Mobile Website and Applications

- Redesign the mobile website to more closely mirror MorroBay.org, so that transition from website to mobile website is seamless
- Improve functionality with updated mobile technology

### Social Media

- Establish a viable social media campaign using appropriate platforms to increase reach to younger audiences to supplement effectiveness of MorroBay.org
- Maintain creative posting, contesting and conversations on all social media levels

### Advertising

#### Print

- Use compelling photos and consistent messaging throughout all print media
- Tie in Discover and Destination Morro Bay to all print advertising

### Broadcast

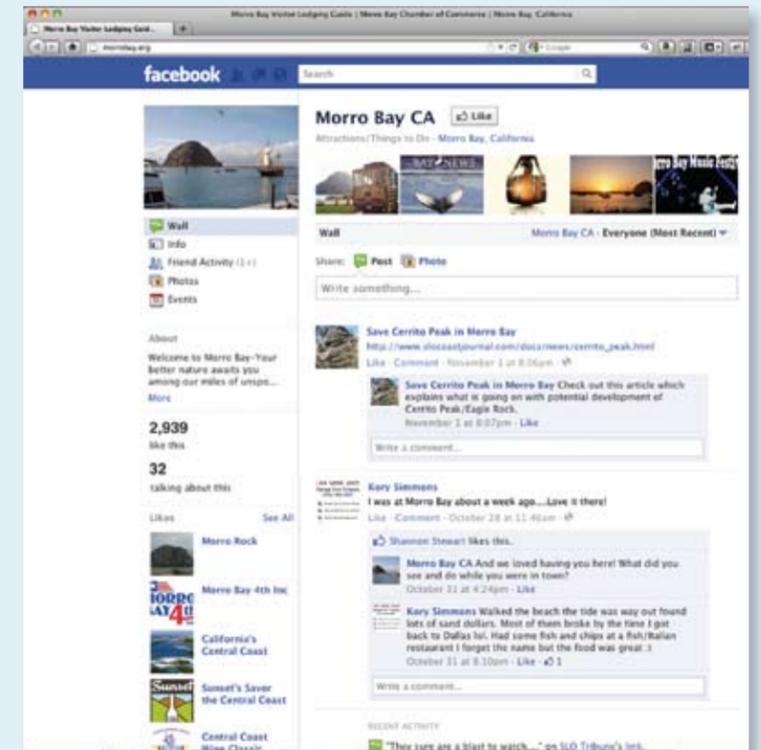
- Utilize TV and radio mainly for the day-trip tourist, focusing on Northern Santa Barbara, Central Valley and Monterey

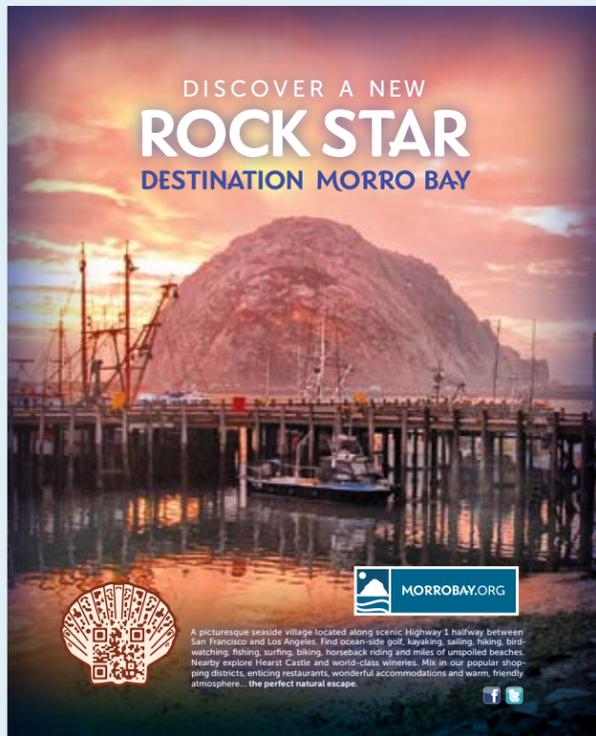
### Outdoor

- Redesign billboard on Hwy 1
- Pursue other viable outdoor advertising vehicles

### Direct

- Short Term—Visitor Guide/Brochure; reprint existing brochure
- Long Term—identify appropriate collateral





materials, design and produce unique, viable collateral pieces

- Redesign rack cards for various distribution uses

#### Public Relations

- Establish consistent program of outreach to travel writers, bloggers and seek out viable niche groups that will respond to Morro Bay's amenities
- Increase the appearance of published stories about Morro Bay in regional and national publications

#### Events

- Strengthen current main events with stronger marketing and public relations pushes
- Research new events that serve to elevate tourism in Morro Bay

#### Trade Shows

- Explore possibilities of outreach to coach/bus tour industry
- Explore possibilities in culinary arena or nature arenas
- Attend trade shows that serve to elevate and expand tourism in Morro Bay

#### Partnerships

- SLO Botanical Gardens
- Cal Poly, San Luis Obispo
- Cuesta College
- Hearst Castle
- SLO County VCB
- Morro Bay Chamber of Commerce



#### Tracking and Evaluation

BCA will provide a complete Marketing Report every month at the CPC and TBID Board meetings. Reports include current marketing efforts, ongoing marketing results including specific reporting on distribution numbers, impressions and click-through rates. Website and mobile website analytics are also provided with data for comparison purposes. Marketing report tracks all public relations efforts and successes. Editorials, television features and online articles are included each month.

#### Advertising

**Print:** Gross Impressions

**Magazine:** Gross Impressions and Reader Response Cards

**Broadcast:** GRP, Reach & Frequency converted to percent of total market reach

**All advertising:** Tracking through special 800 numbers, campaign words

**Direct/Fulfillment:** Raw numbers of mail sent

**Chamber:** Count to visitor center

**Internet:** Analytics, impressions, click-through rates, email captures

**Database development:** Monthly gains

**Anecdotal:** Set up consistent calls to key businesses, motels, restaurants and retail to report on their impressions (seasonal or quarterly)

**Events:** Savor and other events—capture names for database; general consensus on attendance—track comments

**Trade shows:** Captured information—leads

# Conclusion

BCA will update the Morro Bay Marketing Plan every fiscal year. We feel that it is imperative to acknowledge trends, be observant of growth or decline, and make changes according to the current tourism climate every year. This Marketing Plan provides a foundation for building the Morro Bay brand and establishing real tactics for consistently improving tourism in Morro Bay.



MORRO BAY MARKETING PLAN 2011 - 2012 BUDGET

	TBID	CPC
Advertising	\$142,000	\$42,500
Public Relations	\$12,000	\$8,000
Social Media	\$10,000	\$3,000
Website	\$18,200	\$8,100
Creative	\$12,000	\$6,000
Retainer	\$58,800	\$25,200
Events	\$12,000	\$2,000
Billboard	\$12,000	\$2,000
Encumbrance	\$172,000	\$0
Other	\$47,000	\$23,200
<b>Totals for each Board</b>	<b>\$496,000</b>	<b>\$120,000</b>
<b>Total Budget</b>		<b>\$616,000</b>

Data Sources:

- San Luis Obispo County Visitor and Conference Bureau
- San Luis Obispo County Economic Vitality Corporation
- City of Morro Bay
- U.S. Travel Association
- California Office of Tourism
- Arizona Office of Tourism
- Virginia Tourism Corporation
- National Bureau of Economic Research



[WWW.MORROBAY.ORG](http://WWW.MORROBAY.ORG)