

2018 - 2019

Marketing Plan



VISIT
SANTA BARBARA
THE AMERICAN RIVIERA

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Welcome

Dear Community Partners:

Last fiscal year was one of the most challenging we've experienced as a community and industry due to the devastation and instability caused by the Thomas Fire and 1/9 Debris Flow in Montecito. Many of our originally planned marketing activities were paused as we adjusted our strategy and messaging in response to the circumstances. Six months after the disasters, our industry is moving forward as we work together to bring tourism business back to more customary levels.

This Annual Marketing Plan details how we intend to continue this slow and steady progress while getting the regional tourism industry back on track for sustained future growth. One key shift that will continue for the foreseeable future is an emphasis on the Los Angeles and Southern California markets, which are ripe for immediate travel and therefore critical to hastening the speed of our recovery.

We will resume regular marketing activities across all disciplines to raise awareness and generate demand for the Santa Barbara experience in all drive markets and nonstop fly markets. It's equally essential we continue to keep a foot in the international arena so that Santa Barbara is included in itineraries for travelers from around the globe, with extra attention paid to staking a claim on business development opportunities in sizable, fast-growing markets like China, India and South America.

Partnerships are at the heart of everything we do, both partnerships within our local business community and the greater tourism industry. This year, we will focus on developing new strategic partnerships with businesses both within and outside of the hospitality industry that can further extend our reach and enhance our brand through innovative co-marketing initiatives. Positioning The American Riviera® as one of the world's premier luxury destinations is another priority woven throughout this 2018-19 roadmap.

Visit Santa Barbara is looking forward to another productive year working together to promote the Santa Barbara South Coast and helping our diverse audiences understand that Santa Barbara shines more brightly than ever before.

Sincerely,

Kathy Janega-Dykes

President/CEO
Visit Santa Barbara



VISIT
SANTA BARBARA
THE AMERICAN RIVIERA™

President/CEO **KATHY JANEGA-DYKES**
Director of Sales **MICHELLE CARLEN**
Director of Film & Special Events **RYAN GRAU**
Director of Communications **KARNA HUGHES**
Director of National Accounts **CATHERINE PUCCINO**
Director of Marketing & Events **NOELLE BUBEN**
Director of Digital Marketing & Content Development **JESSYLYNN PERKINS**
Administrative Manager **ANGELICA RAMIREZ**
Travel Trade Manager **JOCILYN SCHUMACHER**
Communications Manager **NATALIE BOVEE**
Industry Relations Manager **ELSKE FREE**
Marketing Associate **CARLY BATES**
Sales Associate **DANIELLE METHMANN**
Industry Relations Coordinator **OLIVIA BARROCA**
Communications & Marketing Coordinator **JASMINA MALMQVIST**
Tourism Coordinator **TANYA RASTELLI**
Regional Sales Representative (Northern California) **MARK FELDMAN**
Regional Sales Representative (Southern California) **SUZY KAY**

About Visit Santa Barbara

Visit Santa Barbara (VSB) is a non-profit 501(c)(6) organization jointly funded by the City of Santa Barbara, the County of Santa Barbara, the South Coast Tourism Business Improvement District (TBID) and by a membership of hospitality-related businesses. As the official destination marketing organization for the Santa Barbara South Coast, VSB is contracted by the City of Santa Barbara to market the area nationally and internationally as a premier destination for leisure and business travel.

VSB's Board of Directors is composed of business owners and professionals who have the experience and willingness to serve the community beyond the scope of their demanding work schedules. Their volunteer responsibilities include steering company policy, building relationships with local government, interpreting the needs and interests of the community, shaping how VSB delivers upon its mission and influencing the organization's future evolution.

Mission

The primary mission of Visit Santa Barbara is to enhance the economies of the City of Santa Barbara, Santa Barbara South Coast communities and Santa Barbara County areas through tourism marketing that increases business and tax revenues and creates and sustains jobs.

Visit Santa Barbara is committed to the continued viability and strategic growth of tourism, one of the region's largest industries, thereby enhancing the quality of life for all who live, work and play here.

SITUATIONAL ANALYSIS

Impact of Tourism

Tourism is a key economic impact sector that yields significant revenue, employment and tax benefits for Santa Barbara County. According to the 2016-17 Destination Analysts Santa Barbara South Coast Visitor Profile Study, the Santa Barbara South Coast region (including Santa Barbara, Goleta, Montecito and Summerland) welcomes 7.2 million visitors annually, which equates to 28,884 visitors a day. VSB focuses on increasing and attracting overnight visitation because visitors staying in paid lodging account for 54.2% of all spending, equating to over \$1 billion—compared to day visitors who spent \$579.5 million. Tourism-related revenues total approximately \$1.9 billion in visitor spending annually, supporting 13,482 tourism-related jobs and generating a \$1,031 annual tax benefit per Santa Barbara South Coast household.

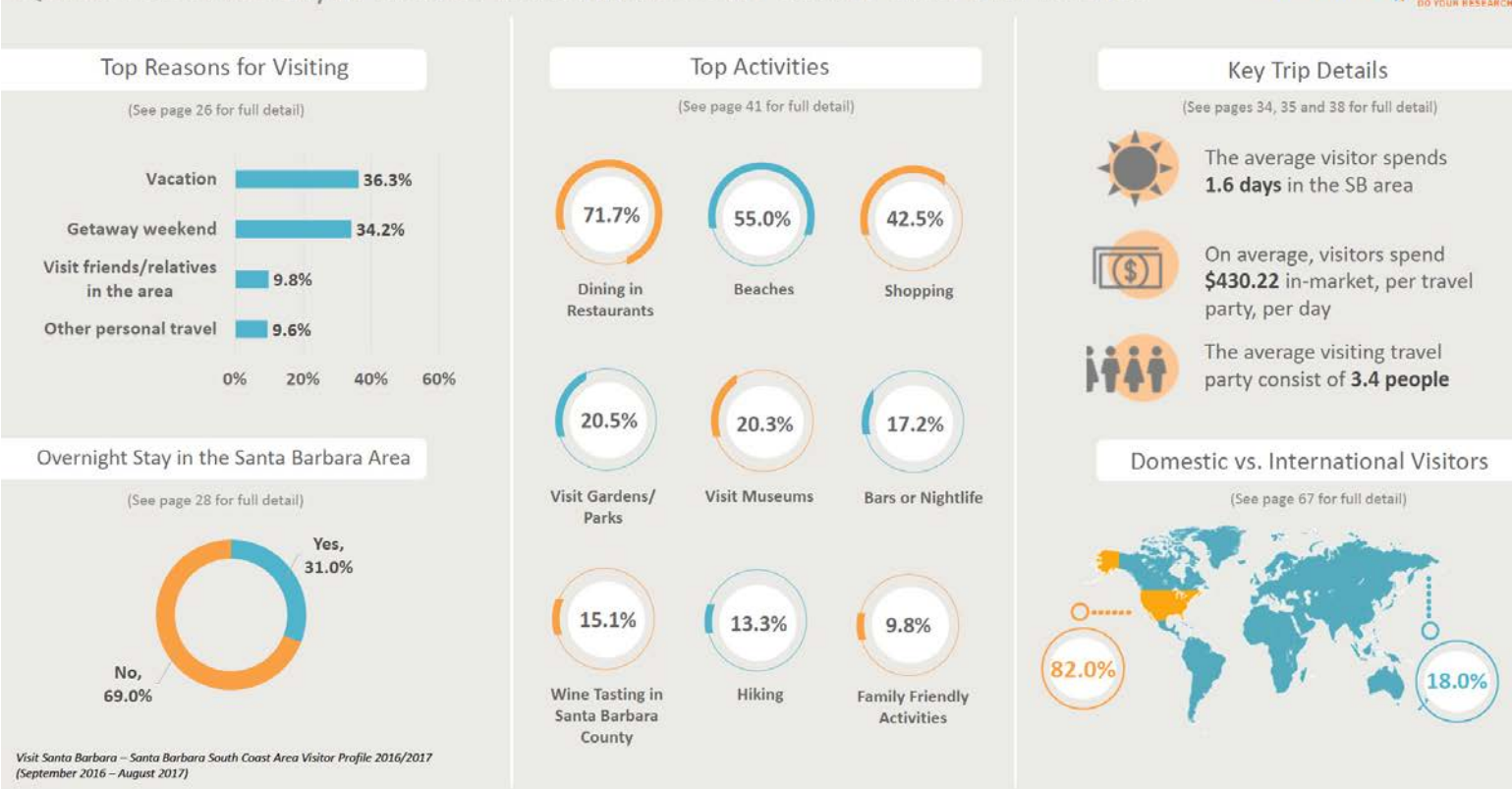
Visitor Profile

The 2016-17 Destination Analysts Santa Barbara South Coast Visitor Profile Study provided a current, in-depth analysis of the Santa Barbara visitor's travel and spending patterns. Following are highlights, including notable nuances of four key visitor categories: day-tripper, hotel guest, international and affluent.

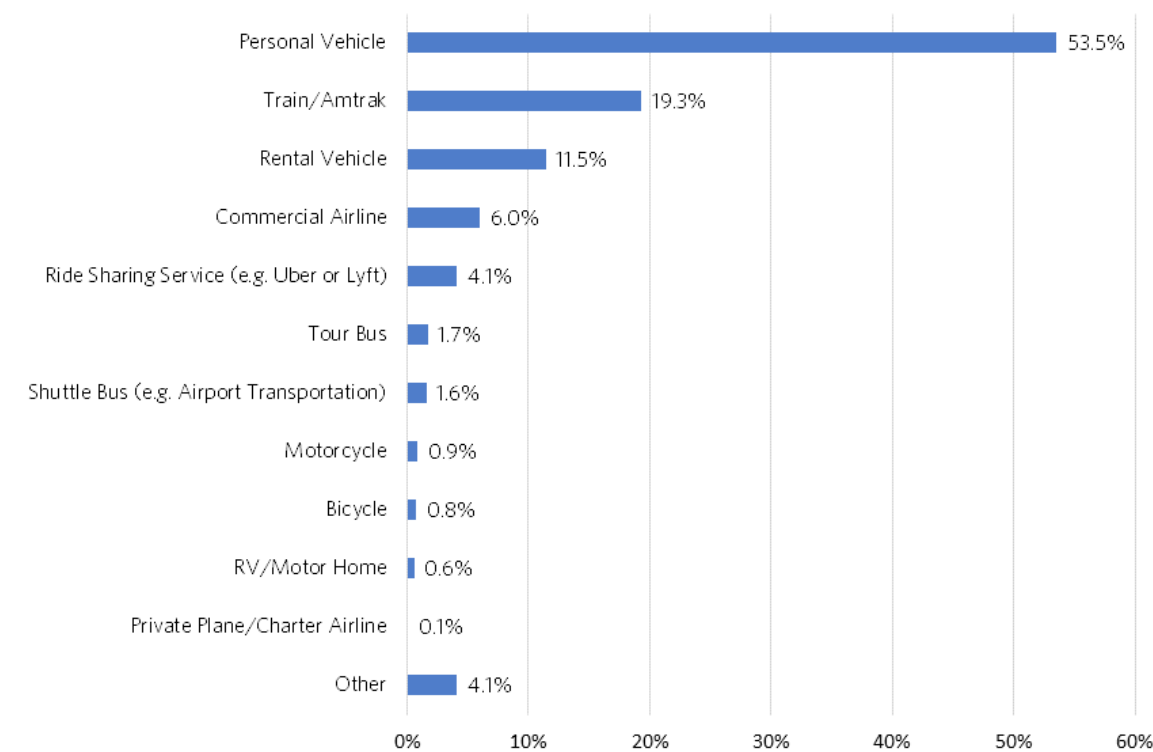
Point of Origin

| Top 10 MSAs | Top 10 States By Volume | Top 10 International Markets By Volume |
|---|--|--|
| <ol style="list-style-type: none"> LA-Riverside-Orange County, CA Ventura, CA San Diego, CA SLO-Atascadero-Paso Robles, CA San Francisco-Oakland, CA San Jose, CA Las Vegas, NV Bakersfield, CA Sacramento, CA Tucson, AZ | <ol style="list-style-type: none"> California (80%) Nevada Arizona Washington Florida Texas Colorado Pennsylvania Hawaii Massachusetts | <ol style="list-style-type: none"> Canada United Kingdom China Germany Netherlands Australia France Israel Switzerland Spain |

QUICK FACTS: 2016/17 SANTA BARBARA SOUTH COAST VISITOR PROFILE



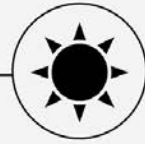
Method of Arrival



Source: Destination Analysts, SB South Coast Visitor Profile Study 2016-17

THE DAY TRIP VISITOR

Visitors who did not stay overnight in the Santa Barbara South Coast during their trip.



Top Methods of Arrival

- Personal Vehicle - 54.2%
- Train/Amtrak - 21.6%
- Rental Vehicle - 9.3%
- Ride sharing service (Uber or Lyft) - 5.6%



Top Santa Barbara Area Attractions Visited

- Downtown /State Street - 58.4%
- Stearns Wharf - 50.5%
- Santa Barbara Harbor - 41.4%
- Santa Barbara Paseo Nuevo - 18.2%
- Funk Zone - 17.7%



Average Daily Spending In-Market

Mean - \$146.36, per travel party

Top Activities Participated In

- Dining in Restaurants - 68.4%
- Beaches - 51.8%
- Shopping - 39.1%
- Visit Gardens/Parks - 18.6%
- Wine Tasting in Santa Barbara County - 12.4% (Ranked 6th overall)



Mean Travel Party Size

- 3.6 people, on average
- 25.7% of travel parties had children



Key Demographics

Annual household income - \$127,078

Marital Status: Married/Partnered - 63.4%
Single - 31.6%



Mean age - 44.9



Visit Santa Barbara - Santa Barbara South Coast Area Visitor Profile 2016/2017 - (September 2016 - August 2017)

THE INTERNATIONAL VISITOR

Visitors who reside outside the United States.



Top Methods of Arrival

- Rental Vehicle - 35.0%
- Personal Vehicle - 24.2%
- Train/Amtrak - 14.5%
- Commercial Airline - 12.9%



Days Spent in the Santa Barbara Area

Mean - 2.2 days



Average Travel Planning Window for SB Trip

Mean - 6.6 weeks



Average Daily Spending In-Market

Mean - \$618.52, per travel party

Top Activities Participated In

- Dining in Restaurants - 71.4%
- Beaches - 56.6%
- Shopping - 46.8%
- Visit Museums - 17.9%
- Wine Tasting in Santa Barbara County - 11.1% (Ranked 8th overall)



Mean Travel Party Size

- 3.3 people, on average
- 15.9% of travel parties had children



Key Demographics

Annual household income - \$112,824

Marital Status: Married/Partnered - 69.0%
Single - 26.5%



Mean age - 43.6



Visit Santa Barbara - Santa Barbara South Coast Area Visitor Profile 2016/2017 - (September 2016 - August 2017)

THE HOTEL GUEST VISITOR

Visitors who stayed overnight in a hotel in the Santa Barbara South Coast during their trip.



Hotel Stay Details

Mean hotel spend daily - \$228.53
Mean # of people in hotel room - 2.4



Top Methods of Arrival

- Personal Vehicle - 52.0%
- Rental Vehicle - 20.5%
- Commercial Airline - 13.4%
- Train/Amtrak - 14.5%



Days Spent in the Santa Barbara Area

Mean - 2.8 days



Average Daily Spending In-Market

Mean - \$520.78, per travel party

Top Activities Participated In

- Dining in Restaurants - 79.1%
- Beaches - 58.9%
- Shopping - 50.1%
- Bars or Nightlife - 26.8%
- Wine Tasting in Santa Barbara County - 21.9% (Ranked 7th overall)



Mean Travel Party Size

- 2.9 people, on average
- 12.2% of travel parties had children



Key Demographics

Annual household income - \$167,790

Marital Status: Married/Partnered - 68.9%
Single - 24.0%



Mean age - 51.0



Visit Santa Barbara - Santa Barbara South Coast Area Visitor Profile 2016/2017 - (September 2016 - August 2017)

THE AFFLUENT VISITOR

Visitors who reported having an annual household income over \$200,000.



Top Methods of Arrival

- Personal Vehicle - 52.9%
- Rental Vehicle - 19.1%
- Train/Amtrak - 15.7%
- Commercial Airline - 6.4%



Days Spent in the Santa Barbara Area

Mean - 2.1 days



Average Travel Planning Window for SB Trip

Mean - 4.7 weeks



Average Daily Spending In-Market

Mean - \$997.65, per travel party

Top Activities Participated In

- Dining in Restaurants - 77.8%
- Beaches - 55.3%
- Shopping - 49.7%
- Visit Gardens/Parks - 23.5%
- Wine Tasting in Santa Barbara County - 22.2% (Ranked 5th overall)



Mean Travel Party Size

- 3.8 people, on average
- 18.5% of travel parties had children



Key Demographics

Annual household income - \$374,854

Marital Status: Married/Partnered - 76.4%
Single - 21.6%



Mean age - 49.2



Visit Santa Barbara - Santa Barbara South Coast Area Visitor Profile 2016/2017 - (September 2016 - August 2017)

Lodging Forecast

From 2011 to 2017, Santa Barbara’s lodging industry experienced strong growth in occupancy, Average Daily Rate (ADR) and Revenue Per Available Room (RevPAR), making it one of the strongest performers in its competitive set. Before the disasters, it had been anticipated that in 2017-18, occupancy rates would stabilize due to increased competition in the Southern California market, new lodging supply in Santa Barbara and the uncertain national economic and political climates. Both ADR and RevPAR were expected to increase but at a lower rate of growth than the South Coast has recently experienced. That was before disasters struck in the middle of last fiscal year.

Following the December Thomas Fire and 1/9 Debris Flow, demand was soft in the first part of 2018 with first responders and local evacuees offsetting some of the lost leisure business in the first quarter. Year to date in June has seen occupancy decline -5.5% year over year. In addition, the Santa Barbara lodging market missed a crucial booking window, resulting in international and group business arranging plans elsewhere for the balance of this year.

We are beginning to see leisure business recover in the mid- to late summer months. However, this season, the trend for leisure travel has been very short-term bookings, making it difficult to predict the demand for travel to Santa Barbara for the remainder of the year. While industry experts have mixed opinions on the forecast, many feel that we will end the year with occupancy in the flat to -3 % range year over year.

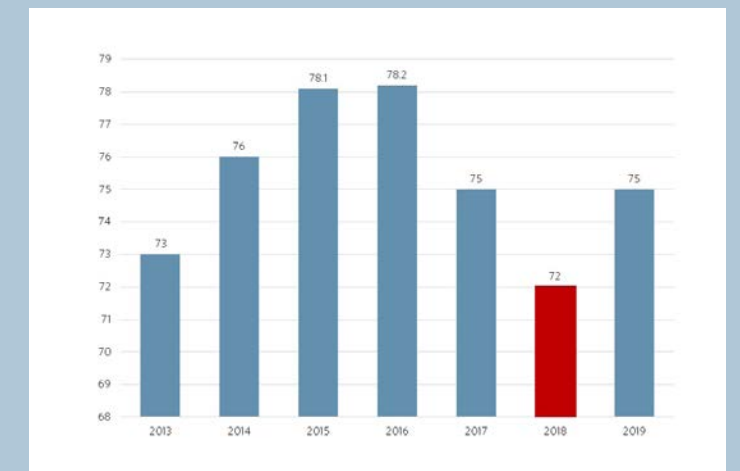
Looking ahead to 2019, occupancy will depend on several macro factors; the overall national and state economic picture as well as competitive pressures from other destinations that have benefited from the region’s challenges. One of the positives in what has been an otherwise challenging market environment for Santa Barbara is the reopening of Highway 1, which had been closed for reconstruction after the devastating rains in 2017. We remain cautiously optimistic that 2019 occupancy levels will return to 2017 levels while both ADR and RevPAR are projected to show slight increases year over year.

Santa Barbara 2018 Average Daily Rate & RevPAR Forecast



Source: Smith Travel Research

Santa Barbara South Coast 2018 Occupancy Forecast



Source: Smith Travel Research



2017-2018 HIGHLIGHTS

2017-2018 Marketing Highlights

Last fiscal year, VSB's marketing program achieved several impactful results, which will be built upon through 2018-19 programming. All strategies and tactics aimed to drive awareness, consideration and, ultimately, visitation to the Santa Barbara South Coast.

Advertising & Promotions

"MISS NOTHING" CAMPAIGN 2.0

The "Miss Nothing" campaign creative was updated for its second year with greater emphasis placed on The American Riviera® brand and the introduction of color photography.



Discover a majestic California coastline where mountains meet the sea, with Channel Islands National Park just beyond. Mingle beneath distinctive red-tile roofs, where acclaimed cuisine pairs with bold wine, fresh seafood and handcrafted cocktails. Dive into colorful festivals and a storied Spanish colonial heritage. Revitalize with a delicate, post-spa pinot. The American Riviera® welcomes you with the unexpected and leaves you feeling revived. Explore more. Relax longer. Miss nothing. [Plan your escape at SantaBarbaraCA.com](http://Plan.your.escape.at.SantaBarbaraCA.com)

AFAR WANDERLUST

Sponsored by Visit Santa Barbara

A Relaxing California Getaway

Visiting Santa Barbara is a rejuvenating experience in and of itself, given the sunbaked, coastal breeze, friendly faces, and relaxing atmosphere. But if you want to take your rest and relaxation a step further, Santa Barbara offers plenty of opportunities, from sessions in underground hot springs to self-care to whole-body massages.

EXPLORE MORE

Santa Barbara's Foodie Scene

Santa Barbara wine country has an authentic vibe all its own. Get a taste of local viniculture right in the heart of downtown along the historic Old Mission. Or spend an afternoon sampling the Spanish neighborhood's dining rooms and wine bars. State Street, Santa Barbara's main thoroughfare, beckons with its restaurants, cafes, and dessert spots.

EXPLORE MORE

Santa Barbara's Luxurious Side

The Santa Barbara Polo & Equestrian Club features with glamorous action as the best polo players in the world reconvene upon The American Riviera to compete in the "Sport of Kings." During the annual season, from April to October, the club is open to the public on Fridays for happy hour and Sundays for polo matches—signature and highly entertaining Santa Barbara experience.

EXPLORE MORE

SANTA BARBARA THE AMERICAN RIVIERA®

1000 State Street, Santa Barbara, CA 93101
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 Photo: Visit Santa Barbara. All rights reserved.

"SANTA BARBARA SHINES" CAMPAIGN

The new "Santa Barbara Shines" creative campaign communicated that Santa Barbara is open for business and welcomed visitors back to Santa Barbara following the Thomas Fire and 1/9 Debris Flow. The creative—featuring color photography, warm hues and sensitive and compassionate messaging—was deployed across high-impact digital billboards, online, print, out-of-home advertising, email and radio channels.



Visit Santa Barbara's winning advertisement campaign.

HOSPITALITY SALES & MARKETING ASSOCIATION (HSMIA) ADRIAN AWARD

HSMIA Adrian Awards recognize hospitality brands and agencies for creativity and innovation in advertising, digital marketing and public relations. Award winners are judged to be exceptional by experts in hospitality, travel, tourism and media. VSB won the Silver Award for the Miss Nothing campaign and Silver Award for Live Social Media Influencer Tour.



Website

SantaBarbaraCA.com

Unique Page Views:
2,932,179

Average Time on Site:
2:09

Average Bounce Rate:
50%

Partner Handoffs:
193,139

1,084,137
UNIQUE VISITORS



Website metrics: July 2017 - June 2018

Social Media Metrics

f 232,559 Followers

ig 73,072 Followers

tw 35,320 Followers

Total followers across Facebook, Twitter, Instagram, YouTube, Pinterest and LinkedIn:
345,842

Social media metrics: as of July 2018

"The American Riviera® Vacationist" Influencer Tour

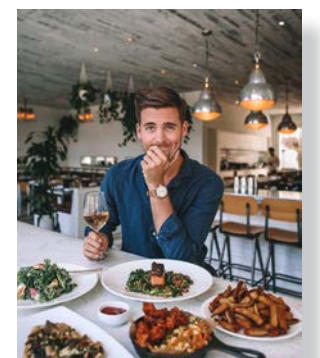
Visit Santa Barbara partnered with five social media influencers to share the love of The American Riviera® through a series of Instagram Takeovers.



ALEX SNODGRASS
@TheDefinedDish
Dallas, TX
51K Followers



ELLIOT HAWKEY
@elliotawkey
Portland, OR
51.5K Followers



JOHN PHILP THOMPSON
@johnphilp3
Chicago, IL
97.7K Followers



ALI STONE
@alialistone
Chicago, IL
28.4K Followers

CAMPAIGN RESULTS
231 posts
2,099,318 impressions
77,925 engagements
940,536 reach

All metrics: as of July 2018



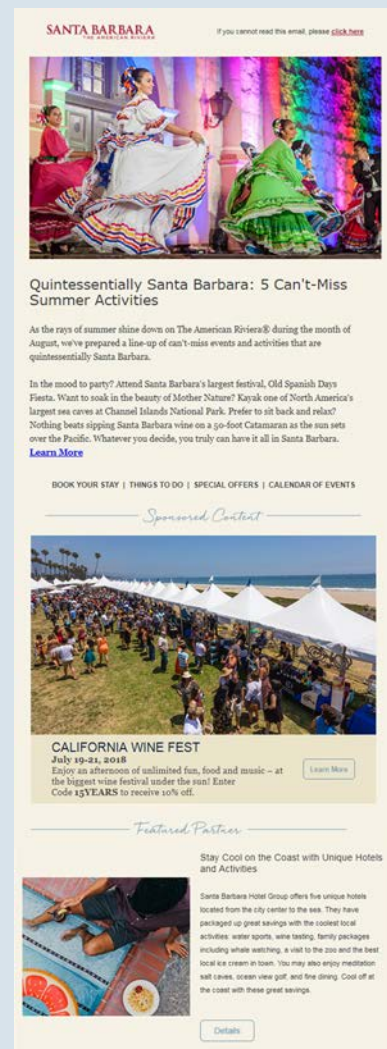
KELLY STILWELL
@kastilwell
Florida
43K Followers

E-Newsletter Metrics

Average Open Rate:
13.00%

Average CTR:
2.10%

1,165,931
EMAILS DELIVERED



Public Relations

DESTINATION FEATURES IN:



583
TOTAL MEDIA PLACEMENTS

2,145,363,576
TOTAL MEDIA IMPRESSIONS

HONORABLE MENTIONS:

"Best Small Cities in the U.S." - 2017 *Condé Nast Traveler* Readers' Choice Awards

"Where to Travel in 2018, According to the Experts" - *Vogue.com*

"Best Beaches in the World" - *Thrillist*

Group Press Trips Increased **100 PERCENT** Year over Year
Hosted **9** group media trips, in addition to **79** individual press visits

Group Sales & Travel Trade

LEADS: 423
BOOKINGS: 90
ROOM NIGHTS CONTRACTED: 48,203
(22,921 Group/25,282 TT)

Client Events

Held client events in Los Angeles, Orange County, Dallas and Denver for meeting planners.

Tradeshows

IMEX America - Las Vegas, NV
International Luxury Travel Market - Cannes, France
Receptive Tour Operator Summit - Los Angeles, CA
Senior Planners Industry Network - Dallas, TX
CalSAE Seasonal Spectacular - Sacramento, CA
MPI Northern CA ACE - San Francisco, CA
Meetings Industry Council - Denver, CO
SeaTrade Cruise Global - Ft. Lauderdale, FL
U.S. Travel's IPW - Denver, CO

Sales Missions

Met with key trade and planning contacts in Canada, China, Denver, Dallas, Sacramento, Los Angeles, Orange County, San Francisco, Sacramento and Seattle.

Familiarization Tours

VSF hosted international wholesale travel buyers from U.K., Canada, China, Brazil, Australia, Mexico and France.

VSF hosted Visit California's China California Advisory Board VIPs at Hotel Californian in November.

VSF hosted Avery Murphy Client Appreciation & FAM for third-party meeting planners.

VSF hosted the Northern California ConferenceDirect team of associates for their team meeting and showcase tour.



The Avery Murphy group at the rooftop of Kimpton Canary for the Avery Murphy Client Appreciation & FAM in October 2017.

Film Commission Secured High Level Studio Meetings with...



Membership Events



Santa Barbara Hospitality Training Program



Visit Santa Barbara's Travel Outlook



Annual General Meeting and Tourism Celebration

2018-2019 STRATEGIC OVERVIEW



2018-2019 Primary Objectives

VSB programs and initiatives will track to these four priorities for the fiscal year, while remaining nimble enough to allow for any necessary changes due to fluctuating market conditions.

1 Move Santa Barbara's tourism industry forward and reclaim market share lost to the past disasters.

In January 2018, the Santa Barbara community faced an unprecedented tragedy when a mudslide/debris flow swept through Montecito, causing loss of life and damaging and destroying homes and infrastructure. The impact was felt deeply, especially in the wake of December's Thomas Fire. Tourism's role as a key revenue generator for local businesses was felt immediately during the back-to-back crises that put Santa Barbara in the global media spotlight, and it quickly became evident how critical tourism is to the community's livelihood as visitation plummeted. VSB is committed to helping fuel the momentum to rebuild by welcoming visitors back and driving new visitation to support our local businesses including hotels, restaurants, retailers, cultural institutions and attractions. Beyond generating sales and tax revenues, these tourism-related businesses support thousands of jobs that local residents rely upon. Throughout the Marketing Plan, you'll see specific tactics and programming focusing on recovery efforts in key drive markets.

2 Capitalize on the opportunity to own luxury.

The recent acquisition of Bacara Resort & Spa by the Ritz-Carlton was a game-changer for the destination, which already had a reputable luxury portfolio, with properties including Belmond El Encanto, Four Seasons Resort The Biltmore Santa Barbara and San Ysidro Ranch. The addition of the world-class, iconic Ritz-Carlton brand combined with the newly opened Hotel Californian and highly anticipated Rosewood Miramar Beach Montecito opening in early 2019 affords Santa Barbara the opportunity to appeal to an entirely new luxury audience that is global in nature.



Luxury journalists toast during a winemaker lunch in the Funk Zone.
Photo courtesy of Visit California.

3 Champion and leverage the value of tourism in the community.

Tourism is one of the largest industries for the Santa Barbara South Coast, supporting more than 13,000 jobs and generating \$1.9 billion in direct visitor-related spending. Without tourism, every area resident would need to spend an additional \$13,241 each year in order to maintain the current level of services and infrastructure supported by tourism and sales tax revenues. Various community issues, including street civility and a shift in downtown retail offerings, have the potential to threaten the destination's image and negatively impact the visitor experience. In partnership with government agencies and complementary community organizations, VSB must actively participate in and contribute to the strategic planning for growth and sustainability of the visitor industry to ensure tourism remains a bright spot on the economic horizon. Furthermore, the tourism industry can be leveraged as part of the solution to some of these pressing community challenges.

4 Create strategic alliances that amplify the destination brand.

Visit Santa Barbara's marketing budget can only go so far. Therefore developing strategic partnerships with both traditional hospitality and non-hospitality brands provides a promising avenue to extend its reach and enhance the brand's image while working with existing resources. VSB will collaborate with local corporations and business associations as well as cultivate co-marketing partnerships with national and global brands that align to VSB's mission and/or enhance its ability to further Santa Barbara's reputation as a world-class destination.

On the local level, partnership activities will focus on key topics like infrastructure, transportation, way-finding, downtown improvements, new product development and strategically growing airlift. Each of these areas contributes to ensuring the long-term success of the visitor industry and preserving the equity of The American Riviera® brand, which has been built over more than a century.



Photo courtesy of Gabriela Herman.

Target Audiences

The overnight visitor "opportunity" audience is between the ages of 25 to 44, with a household income of more than \$100,000. These consumers are "experience collectors" looking to get away from their challenging lives and believe that relaxation should be a multi-dimensional experience.

Given the vast majority of visitors to the Santa Barbara South Coast represent day-trips (69 percent), VSB is focused on the following geographic priorities in 2018-19 in order to generate incremental, overnight hotel stays during the off-season:

- Short-Drive Markets (Southern California and Central California)
- Long-Drive Markets (Northern California and Las Vegas)
- Nonstop Flight Markets (Seattle, Portland, Phoenix, San Francisco, Dallas and Denver)
- International Markets (Canada, Western Europe, China and India)

Interest-based audience segments include:

- Up-and-Coming Career Builders: 25- to 35-year-old young professionals with a propensity to choose brag- and share-worthy destinations.
- Modern Families & Solid Single Parents: Families looking for an easy getaway that caters to everyone.
- Professional Wealth: Established higher-income professionals motivated by service, amenities and the ability to escape from the pressures of being "always on."
- Baby Boomers: Established adults ages 55+ who have the time and resources to travel often, including midweek and during the off-peak season.

Destination Developments

Below is a recap of recent and upcoming destination developments and product offerings, which are expected to help drive additional awareness, interest and visitation to the Santa Barbara South Coast.

| | |
|---|---|
| <p>Hotel Californian, a major resort complex, opened in Fall 2017, transforming lower State Street. Appealing new products are continuing to come into the area, with openings of Finney's, Melville Winery, a second Santa Barbara Visitors Center, expansion of the Harbor View Inn and more.</p> | <p>Strong public and private sector alliances emerged to support the recovery of the South Coast community and economy following the Thomas Fire and 1/9 Debris Flow, from downtown pop-up shops to campaigns to stimulate local shopping, dining and visitation.</p> |
| <p>New chef-driven restaurants are bringing attention to the South Coast's culinary scene. They've included Bibi Ji, Blackbird, Bluewater Grill, Frankland's Crab & Co. at Montecito Inn, Smithy and Oliver's, among others.</p> | <p>New openings and reimagined spaces in re-emerging neighborhoods, such as the Presidio Neighborhood, "Lagoon District" and the Hub, have continued to revitalize areas around the downtown corridor.</p> |
| <p>New hotel openings in Goleta bolstered inventory in the "Good Land," including the Hilton Garden Inn and Residence Inn by Marriott Santa Barbara Goleta.</p> | <p>New air service developments include seasonal Sun Country Airlines flights to Minneapolis/St. Paul and the return of Frontier Airlines flights to Denver, both beginning in August 2018.</p> |
| <p>Amtrak/LOSSAN brought enhanced train service to the region. Additional partnerships are underway to market and promote increased ridership.</p> | <p>The city of Santa Barbara implemented "ACCELERATE," an expedited planning and design review initiative to foster economic development for State Street and Coast Village Road businesses.</p> |
| <p>New taprooms are slated to open along State Street in Summer 2018 and beyond, supplementing the South Coast's fast-growing craft brewery scene.</p> | <p>Red-shirted Downtown Ambassadors took to the streets to help tourists, assist business owners and reduce nuisance calls to police.</p> |
| <p>Rosewood Miramar Beach Montecito, with 124 guestrooms and 37 suites, will open in early 2019. Four Seasons Resort The Biltmore Santa Barbara reopened in June 2018. San Ysidro Ranch is tentatively slated to reopen in 2019.</p> | <p>Planning is underway to improve the infrastructure and design of the Highway 101 underpass connecting State Street and the waterfront, making it more pedestrian- and visitor-friendly.</p> |

Messaging & Creative Strategy

Photo Courtesy of JessyLynn Perkins

Visit Santa Barbara's new advertising agency of record, Greenhaus, will help further evolve The American Riviera® brand and lay the groundwork for a clear and distinct positioning of the destination in the California landscape. Unique selling points will be brought to life through new campaign creative and refreshed messaging that aligns with trends in the consumer marketplace. Product messaging priorities will include immersive experiences, wellness and personal growth opportunities, accessible luxury and showcasing Santa Barbara as an antidote to the hectic, always-on, media-saturated world.

The refreshed creative and messaging will be reflected in VSB's marketing outputs across all disciplines. Strategies will also focus on storytelling and raising awareness around four key "Passion Pillars": Food & Libations, Arts & Culture, Lifestyle & Wellness, and Outdoor & Recreation.

Photo Courtesy of Mark Weber



Marketing Activity Highlights

KEY 2018-19 PROGRAMS AT A GLANCE

| JULY - AUGUST | SEPTEMBER - OCTOBER | NOVEMBER - DECEMBER |
|--|--|---|
| Amtrak/LOSSAN Consumer Activation & Media Promos (Los Angeles) | Visit California Canada Sales & Media Mission (Vancouver, Montreal, Calgary & Toronto) | World Travel Market (London, U.K.) |
| New Member Orientation | Mega Mixer/I Am Santa Barbara Hospitality Training Program/AICP Awards | American Film Market & COLA Awards |
| 2019 Santa Barbara Visitors Magazine Production Launches | IMEX America (Las Vegas, NV) | Visit California Domestic Media Boot Camp |
| Connect Marketplace (Salt Lake City, UT) | New Member Orientation | Dallas Sales Mission |
| Marketing Activation: Pop-Up Boutique in Los Angeles | Commercial & Print Familiarization Tour | I Am Santa Barbara Hospitality Training Program |
| Sun Country Flight Campaign/Contest | Visit California San Francisco Media Reception & Desksides | Visit Santa Barbara Travel Outlook |
| JANUARY - FEBRUARY | MARCH - APRIL | MAY - JUNE |
| Travel Outlook New Member Orientation | Meetings Industry Council (Denver, CO) | I Am Santa Barbara Hospitality Training Program |
| 2019 Santa Barbara Visitors Magazine Released | I Am Santa Barbara Hospitality Training Program | Annual General Meeting & Tourism Celebration |
| MPI Northern California ACE (San Francisco, CA) | Film & Television Familiarization Tour | Film in California Conference |
| | New York Media Reception & Deskside Meetings | San Francisco Activation |
| | Active America (Anchorage, AK) | IPW Anaheim |
| | HelmsBriscoe Annual Business Conference | Official Drink of Santa Barbara Annual Cocktail Competition |
| | New Member Orientation/ LMGI Awards | |
| | Visit California China Sales Mission (Beijing & Shanghai) | |
| | Seatrade Cruise Global (Miami, FL) | |

Metrics

| PROJECTED GOALS: FY 2018-19 | RESULTS: FY 2017-18 |
|---|--|
| Advertising/Marketing | |
| *Paid Media Impressions: TBD Website unique visits: 3% increase Website page views: 5% increase Visitors Magazine Requests: 10,000 Enewsletter opt-ins: 5,000 Social Media: Awareness: 20,000,000 Engagement: 2,100,000 Action: 70,000 Advocacy: 675,000 | *Paid Media Impressions: 108,925,869 Website unique visits: 1,084,137 Website page views: 2,932,179 Visitors Magazine Requests: 8,170 E-newsletter opt-ins: 3,713 Social Media: Impressions: 26,214,023 Engagement: 2,488,885 Website Referrals: 79,710 Mentions: 720,034 |
| Group Sales & Travel Trade | |
| # of Leads: Increase by 15% year over year # of Bookings: 100 Room nights contracted: 52,000 | # of Leads: 423 # of Bookings: 90 Room nights contracted: 48,203 (22,921 group/25,282 TT) |
| Membership | |
| Total co-op advertising revenue: \$125,000 Membership count: 280 Membership Revenue: \$100,000 | Total co-op advertising revenue: \$96,862.50 Membership count: 256 Membership Revenue: \$94,071.85 |
| Film | |
| # of Productions: 100 Total Direct Production Spending: \$4,800,000 # of Days: 189 # of Room Nights: 4,810 | # of Productions: 115 Total Direct Production Spending: \$5,300,000 # of Days: 209 # of Room Nights: 5,343 |
| Communications | |
| Total media placements: 600 Total media impressions: 2,150,363,576 | Total media placements: 583 Total media impressions: 2,145,363,576 |

Results July 2017 - June 2018

*Paid Media Impressions to be determined upon approval of 18-19 media plan, and include digital, radio and out of home advertising.



DEPARTMENT PLANS

Marketing

Department Overview:

The Marketing Department promotes Santa Barbara through paid, owned and earned channels including digital and print media, broadcast, social media, experiential marketing, content marketing and more. The Marketing Department oversees VSB’s direct-to-consumer activities including paid advertising campaigns, co-operative marketing partnerships, promotions and owned digital channels—collaborating with all departments to ensure a seamless and consistent voice.

Branding, Advertising & Promotions

KEY STRATEGIES:

1 Extend and refresh the brand campaign to drive consideration and ultimately overnight visitation among target audiences.

- Capture new photography and video to ensure a rich asset collection, improve creative performance and allow for a variety of innovative media platforms and ad formats.
- Explore new segmentation and targeting for group, wine, luxury and weddings.
- Integrate the refreshed brand positioning across all communication channels to amplify messaging and recall - including traditional and non-traditional advertising, publishing, social media and public relations efforts.
- Develop tactical programs, tailored messaging and promotions during need periods (Q2, Q3 and mid-week) specifically focused on driving incremental overnight visitation.
- Produce collateral and compelling content that differentiates Santa Barbara from other California coastal destinations - and that speaks to the diverse experiences the destination offers.



Digital billboards and Out Of Home creative were strategically placed throughout Los Angeles and San Francisco.

2 Evaluate, place and optimize integrated media and experiential activations based on audience design and geographic priorities, including short-drive and nonstop flight markets.

- Explore a richer variety of media tactics - including sponsored video placements, smart content, new ad formats, rich media networks, and storytelling to break through competitive clutter.
- Engage in out-of-home (OOH) advertising and experiential activations in target markets to increase visibility and awareness, keep Santa Barbara top of mind and drive visitation.
- Refresh creative units and re-engage audiences during two to four different campaign periods and seasons throughout the fiscal year to optimize creative and media performance.
- With mobile visits to SantaBarbaraCA.com now surpassing desktop visits, develop creative and select media placements that are primarily consumed on digital and mobile channels.
- Continue to partner with Visit California, Brand USA and other strategic entities to stretch marketing dollars and extend reach.

3 Effectively position Santa Barbara as a premier destination for group business and film production.

- Work with agency of record to evaluate paid media options and creative development/messaging as appropriate.
- Explore development of new and updated sales and film tools, including trade show banners, destination videos and collateral.
- Provide resources and expertise to assist meeting professionals with attendance building and buzz.
- Work with the Film Commission to leverage new films, television shows and projects to create cross-promotional marketing opportunities.



Content Marketing

KEY STRATEGIES:

1 Develop and distribute personalized content.

- Work with outside agencies and freelance writers to develop articles and itineraries centered on particular interests and personas and written in an authentic voice, with the intent to inspire travel to the Santa Barbara South Coast.
- Determine content themes by top searched and trending topics.
- Merchandise new content across SantaBarbaraCA.com through native advertising and target appropriate site visitors by geo-location with the help of the Bound platform.
- Distribute new content through VSB's owned channels, including Facebook, Twitter, Pinterest and consumer newsletters.
- Support select content with audience-specific media buys on Facebook to drive traffic and engagement back to SantaBarbaraCA.com.

2 Repackage and redistribute existing content.

- Work with Miles Partnership to repackage existing website content to create robust collections of articles centered on a particular audience segment.
- Use Facebook advertising to market newly packaged content that speaks directly to specific audience segments.

3 Introduce a new specialized content layer to support marketing to travel trade and meeting planners.

- Develop articles and itineraries specifically for meeting and event professionals as well as travel trade audiences who ultimately serve as conduits to the consumer.
- Develop four travel trade and four meeting-centric articles annually to be distributed via quarterly newsletters and shared on VSB's LinkedIn account.

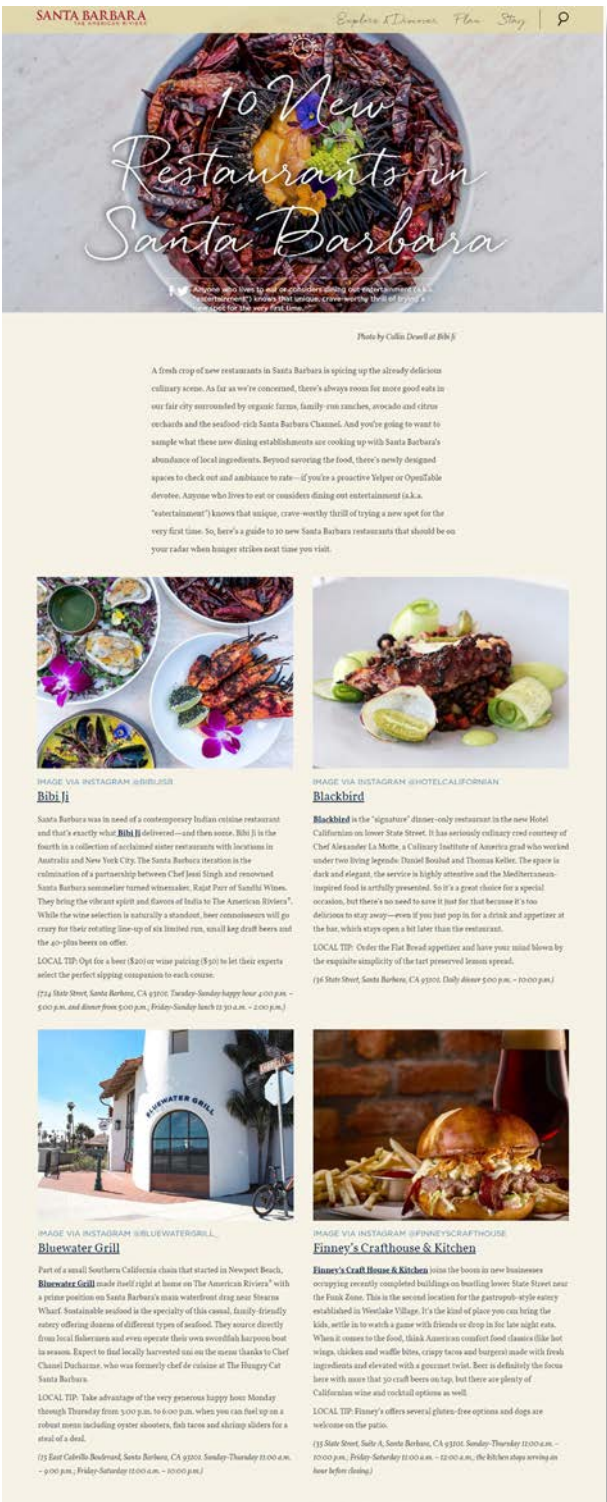


Photo Courtesy of Elliot Hawkey

4 Build upon Santa Barbara's brand equity in The American Riviera.®

- Ensure brand campaign maximizes The American Riviera® brand.
- Utilize campaign, collateral and communications channels to showcase why Santa Barbara can own the distinction of The American Riviera® - particularly as a point of differentiation among the competitive set.
- Collaborate with community partners and stakeholders to align resources and manage the destination story.
- Ensure campaign, editorial photography, publications, website and general content reflect diverse interests and a contemporary spin on The American Riviera®.

5 Execute events and promotions designed to keep Santa Barbara top of mind.

- Explore seasonal promotions and activations to encourage visitation to the destination during the shoulder season.
- Hold third annual "Official Drink of Santa Barbara" craft cocktail contest to create in-market programming and leverage content through social media, SantaBarbaraCA.com and earned media.

4 Implement the 2018 Website Usability Study findings.

- Continue making recommended updates and implement new strategies as budget allows.
- Utilize smart technology to display User Generated Content (UGC) in various locations of the website to inspire travel, aid in trip planning, highlight member businesses and showcase real-time events and activities.
- Audit and update member business profiles to ensure VSB is providing additional value to the site visitor as well as members.



5 Embark upon a Google DMO partnership program to rebuild demand.

- Improve the quality and visibility of destination-related content within Google's search and travel planning products to rebuild demand for the market following the natural disasters in the area.
- Conduct an educational program for VSB members and agency partners at the conclusion of the program to focus on helping businesses understand why Google products are important to their business and how they can maximize their exposure within these products and communicate with customers.

Social Media

KEY STRATEGIES:

1 Meet consumers' expectations for personalization and engagement.

- Engage in community management tactics to foster positive conversation and quick response times to questions and comments for a personalized relationship with fans and followers.
- Utilize advertising opportunities across Facebook, Instagram and Twitter to serve audience and interest-based ads within VSB's key fly and drive markets.
- Promote area offerings, activities and timely events through a variety of media types, including images, videos and articles.
- Implement paid social advertising to promote website content to drive traffic back to SantaBarbaraCA.com.

2 Maximize storytelling resources and produce episodic content.

- Prioritize video content as part of the overall content development strategy.
- Develop episodic video content for distribution across VSB's social media platforms. Through this approach, content series can be released at a slower pace, capturing the attention of the user for a longer period of time.
- Use Instagram, Facebook, and YouTube for visual storytelling that entertains and engages audiences longer than one-off posts that can sometimes feel disjointed.

3 Produce premium "shareable" content to spark engagement.

- Amplify content with a media spend to extend reach and increase engagement beyond organic numbers.
- Capitalize on high levels of engagement on Instagram by posting content at least once a day and developing weekly Instagram Stories
- Limit Facebook posting to two to three times a week.
- Continue to explore new advertising options with the development of Instagram Story ads and shopping tags, while still using Facebook's intensive targeting.

4 Integrate influencer marketing throughout social media activity.

- Maximize the potential of influencer collaborations to generate original image and video assets, create awareness and drive demand for the destination.
- Partner with micro-influencers—those with followings around 30K—who drive nearly seven times more efficiency per engagement when compared to macro- or mega-influencers.
- Develop influencer programming to highlight member business offerings and grow audiences in key fly and drive markets.



Public Relations & Communications

The Public Relations & Communications Department creates demand for visitation through earned and owned media coverage that excites and inspires travelers, while elevating brand awareness and enforcing key messages about the Santa Barbara South Coast. The department further supports all VSB platforms through communication and creative content development.

KEY STRATEGIES:

1 Generate press and public awareness of the Santa Barbara South Coast among targeted audiences, including long-drive and non-stop flight markets.

- Work with PR firm to assist with securing national press coverage and developing key PR-driven initiatives.
- Develop new story pitches and thoughtful messaging campaigns that heighten interest and differentiate the destination, including angles that support overnight stays and off-season travel.
- Create immersive, customized destination experiences for domestic and international media visiting on group and individual press trips to produce editorial coverage. Southern California media will be a particular focus.
- Partner with Visit California, Central Coast Tourism Council, Brand USA, Amtrak/LOSSAN and other strategic entities to extend reach of earned media programming.
- Refresh and maintain online Press Room and editorial photo/video library with up-to-date content, compelling press releases and destination fact sheets that support story development.



Visit California Curtis Stone media FAM group dines at The Lark.

2 Build and strengthen relationships with target media, generating awareness of the destination, new product and diverse experiences.

- Conduct one-on-one meetings with media in key U.S. markets. As appropriate, include opportunities for partner participation when it comes to promoting niche travel.
- Produce and host an interactive media event in collaboration with partners in a select domestic market.
- Participate in Visit California's media receptions and media missions, as well as media networking events sponsored by other professional organizations in key markets.
- Update and refine media distribution lists and database.

3 Advocate for the organization locally and serve as a resource for the local and regional hospitality industry.

- Develop pitches and press releases for local media about VSB programs, tourism industry news and positive impacts of tourism and film production.
- Disseminate VSB reports, newsletters and collateral to the local hospitality industry.
- Host PR "Lunch & Learns" to discuss techniques, trends and opportunities for working with editorial media.
- Provide emergency information and resources to the local hospitality industry and visitors in times of crisis, working with public agencies and emergency services personnel.



Top US journalists visit Ganna Walska Lotusland.



A-List Chinese journalists tour Coast Village Road.

4 Produce a Visitors' Magazine that inspires travel to the region and conveys the brand's distinctive attributes.

- Present inspiring and fresh editorial content, special features and bold imagery to create a strong emotional appeal for the reader.
- Feature compelling reasons for off-peak, mid-week and extended stays.
- Integrate references to VSB's marketing campaigns and digital channels.
- Distribute print magazines through regional, state and out-of-state channels and explore new avenues including a distribution partnership with a renowned Southern California media outlet or lifestyle brand.
- Produce digital version of the Visitors' Magazine for distribution on SantaBarbaraCA.com.
- Create awareness of magazine through owned, earned and paid marketing channels.



Group Sales

The Sales Department serves to attract group business of 10 room nights or more specific to organizations looking to hold conferences, meetings, retreats and other programs in Santa Barbara. Ideal targets are meeting planners or other key decision makers from the corporate, incentive, state, regional and national association markets and third-party planning entities in desired geographic and vertical market segments. Sales efforts are direct and indirect through dedicated research, sales call prospecting solicitation, in-person client appointments, tradeshows, organized client events, site inspections and familiarization tours.

KEY STRATEGIES:

1 Focus proactive sales efforts in primary and secondary markets, with a key emphasis on California business.

- Prioritize outreach to planners in key California regions and SBA direct-flight, out-of-state markets (Dallas, Denver, Phoenix, Portland and Seattle).
- Secondary sales efforts will focus on key group markets including Minneapolis, Chicago, New York, and Washington, D.C.
- Concentrate efforts into the Southern California market by realigning sales team markets.
- Develop strong relationships with potential and existing meeting planner clients through email and phone communications outlining key destination offerings and group promotions.
- Schedule in-market meetings at specific tradeshows and industry events within these areas to maximize opportunity to meet with potential clients.
- Conduct activations and client events in partnership with the PR department to gain exposure and awareness of Santa Barbara in San Francisco and Los Angeles.

2 Identify strategic markets including verticals or geographic regions that will elevate and accentuate existing group business within the Santa Barbara South Coast.

- Identify vertical industry segments, such as agriculture, automotive, financial, health and wellness, insurance, law, medical and technology, to develop new group business for Santa Barbara.
- Utilize Knowland Group's global meetings and conventions historical database and Destinations International's meetings industry database tool (MINT) to uncover new business opportunities for VSB members.
- Develop and identify a local "backyard marketing program" to uncover business within the local Santa Barbara South Coast region.

3 Execute targeted action plans that focus on growing group business for Santa Barbara hotels during mid-week and off-peak time periods.

- Develop exclusive special promotions for third-party companies such as HelmsBriscoe and Conference Direct.
- Continue existing booking incentive program that encourages meeting planners to book their business in Santa Barbara.
- Work with VSB member hotels to communicate hotel value dates.

4 Engage clients through in-person sales activities including appointments, client events, tradeshows, site inspections and FAMs.

- Create opportunities for VSB members to meet and develop relationships with clients and prospect business.
- Attend key tradeshows such as IMEX America to increase VSB's visibility among meeting planners.
- Host customized site inspections and familiarization visits for qualified meeting planners to immerse them in the destination and create affinity for Santa Barbara, working with key third parties and large meeting planner teams on select initiatives.
- Explore the viability of establishing a Meetings Advisory Group.



Charles Bello team of associates from Northern California, ConferenceDirect experiencing Santa Barbara during showcase tour at Santa Barbara Wine Collective.



Michelle Carlen, VSB; Fred Huther, Releve Unlimited; Tresa Jackson, Hilton Santa Barbara Beachfront Resort, Krystle Johnson, Hotel Californian and Suzy Kay, VSB at IMEX America tradeshow representing the American Riviera®.

5 Leverage industry association memberships and local partnerships to ensure maximum exposure to Santa Barbara as a group destination.

- Activate sponsorship opportunities to promote and elevate the destination's visibility among meeting planner organizations like CalSAE, MPI, PCMA and SITE.
- Maintain and engage the highest level of partnerships with third-parties like Cvent, HelmsBriscoe and Senior Planners Industry Network.
- Partner with Destination Management Companies (DMC's) to extend VSB's reach within designated markets through activations or client events.

6 Reach meeting planners through industry publications, digital platforms and other communications channels.

- Uncover opportunities for print and digital advertising to reach group business influencers.
- Identify e-marketing opportunities that offer a targeted and robust reach to meeting planners.
- Infuse group sales messaging with VSB's brand message to ensure consistency.

Travel Trade

The Travel Trade Department assists with the planning of individual and group trips to Santa Barbara through engagement with travel agents, receptive tour operators and international tour operators. The Travel Trade team assists with FIT and group hotel leads, arranging customized excursions and itineraries and making connections for local attractions, restaurants, wineries, transportation providers and more within the wholesale travel segment. The team is responsible for educating these industry representatives to help influence the decision to buy and sell travel to Santa Barbara, both domestically and internationally.

KEY STRATEGIES:

1 Attract international business from primary (U.K./Ireland, Canada, Germany, France), secondary (Australia, Brazil, China, Mexico) and tertiary markets (India, Italy, Japan, Scandinavia, South Korea).

- Utilize research data and insights from Visit California and the Central Coast Tourism Council to better understand and serve key international markets.
- Collaborate with Visit California and VSB's international representatives to raise awareness of Santa Barbara as a premier destination for international travelers by hosting familiarization tours and participating in sales missions.
- Partner closely with Black Diamond to maximize our contract focused on business development among our target U.K. demographics.
- Collaborate with the Marketing team to identify impactful paid media opportunities in international markets.

2 Uncover new opportunities for international wholesale buyers to add Santa Barbara to their existing California products.

- Attend key industry tradeshows like IPW and Active America China that facilitate face-to-face relationship building.
- Schedule sales visits with receptive tour operators based in Los Angeles to inform and update buyers on new Santa Barbara product.
- Invite product managers and agents to Santa Barbara for immersive familiarization tours that showcase the destination.



Bill Shaw, Hotel Californian; Sylvie Monsivas, Harbor View Inn, Michelle Carlen, VSB meeting with tour operators during US Travel's IPW in Denver, CO



Trufflepig managers Victoria Marsh and Caitlin Jackson along with Sonya Singh from DCI join Margerum Wine Company for a tasting on their city tour of Santa Barbara.

3 Maintain strong cruise ship visitation levels and drive consideration of Santa Barbara as a return overnight trip.

- Partner with the City of Santa Barbara's Waterfront Department to enhance the visitor experience once cruise ship passengers arrive in Santa Barbara.
- Implement findings noted in the 2016 Cruise Ship Passenger Survey & Economic Impact Study, such as expanding bus lines and shuttle services.
- Enhance the cohesiveness of welcome signage, messaging and collateral.
- Work with the VSB Marketing team to continue the bounce-back program that encourages cruise day visitors to return for overnight stays.
- Attend industry tradeshows like Seatrade Cruise Global to engage with cruise industry executives.

4 Further develop new business opportunities from wholesale domestic buyers to increase Santa Barbara product share.

- Utilize sales tools like the National Tour Association directory of tour operators to call on and uncover new business opportunities. Educate and train travel agents and travel buyers on Santa Barbara product.
- Schedule opportunities for VSB members to cooperatively participate in destination presentations and tour operators and travel agent offices.
- Explore participation with VCA's STAR program aimed at educating travel agents through a certification program.

5 Explore cross promotion and packaging with local tour companies and local hotels to better sell the Santa Barbara product.

- Create a workshop session for VSB members to brainstorm and develop ways they can partner together to leverage and elevate Santa Barbara experiences.
- Develop and promote new travel itineraries focused on niche experiences.
- Partner with other destination marketing organizations in local and direct fly markets to build cohesive and compelling regional travel itineraries that can be marketed and sold through travel trade.

6 Leverage industry partnerships to expand awareness of Santa Barbara among tour operators, travel agents and buyers.

- Participate in Visit California trade programming in key markets.
- Partner with Central Coast Tourism Council on special international projects.
- Explore opportunities to engage with large-scale travel consortium like Virtuoso or other corporate agencies.

Film & Special Events

The Film & Special Events Department promotes Santa Barbara County as a production and special event destination, facilitates planning and execution of physical production and special events, and identifies and executes special projects such as “Film Tourism” opportunities in order to generate positive public relations for the destination and create direct economic spending within our jurisdiction.

FILM

1 Update, enhance, and increase Film Commission’s online accessibility, foot print, and prominence for industry scouts when choosing a filming destination.

- Streamline, update and qualify ALL production services, locations services, and information listed on Film Commission website.
- Provide most up-to-date location photos, obtain new location photos, and add video assets from ground and drone to existing location library.
- Update and streamline existing CRM email list to provide most accurate contact information for our industry.
- Promote a three part newsletter detailing updates about Santa Barbara as a leading film destination, recent projects we have partnered with, while highlighting a location of the season. Newsletter will go out to an established list no less than six times per year.
- Promote Film Commission through social media by narrowing scope of social posts to new locations and understanding local regulations. Social media platforms will include Instagram with #FilmSantaBarbara, Facebook, & LinkedIn.

3 Increase feature film, commercial and photo shoot production days in Santa Barbara County.

- Utilize State Incentive Program to increase film and television production, secure face to face meetings with companies who are awarded incentives.
- Increase proactive communications with local and state-wide production teams and studios.
- Execute familiarization tours for feature and commercial production personnel.

2 Promote Santa Barbara County as a foremost production destination to a comprehensive spectrum of potential industry clients.

- Sponsor, exhibit, attend and advertise at various tradeshows and conferences including, but not limited to:
 - o American Film Market
 - o Film in California Conference
 - o California on Location Awards
 - o Location Managers Guild International Awards
 - o AICP Next Awards
 - o Producers Guild of America, Produced By Conference
- Maintain, streamline, and update the FilmSantaBarbara.com website.
- Host one general FAM tour per year open to print, commercial, television and film personnel.
- Continue work with the statewide California Film Commission consortium and Film Liaisons in California (FLICS), to maintain access to decision makers in Hollywood.
 - o Serve on FLICS board when space becomes available
 - o Support MPAA, Teamsters 399 & DGA to promote filming through California State Incentive.

4 Increase visibility and understanding of the functionality and benefits of the Film & Special Events Department to Santa Barbara County, on a local level.

- Partner with local casting services, locations management companies, production companies, and specialized crew members to bring greater awareness to the benefits of filming in Santa Barbara County through a collective effort.
- Educate the local film and acting student population, considered the future of the “industry”, through presentations of the importance and process of obtaining permits, respecting local laws, and the pitfalls and perils of going around the established process.
- Create a support system that promotes our local production partners for incoming film industry opportunities and promote such services without bias.

5 Promote Santa Barbara as both a production and tourism destination through integrated branded content

- Create original concepts for branded integration and pitch them to production entities.
- Work with VSB Communications Department to keep content on branded message.
- Identify opportunities with productions planning to shoot in Santa Barbara for branded content integration and cross promotion with VSB and pursue and execute partnerships



Photo Courtesy of Mehosh Commercial Photography

SPECIAL EVENTS

1 Introduce new special events into Santa Barbara County.

- Introduce and increase special interest conventions with high entertainment value such as Star Trek style conventions into our various convention halls and hotel partners.

- Lure medium and large scale style events such as film and music festivals, outdoor live action role play events, and ComiCon style events of the appropriate size for our region.

2 Introduce new sporting events into Santa Barbara County.

- Coordinate with local sports related venues such as stadiums, parks, and open space recreational areas to bring public accessible sporting competitions, team sponsored competitions and entertainment sporting activities to Santa Barbara County.

- Introduce Virtual Sports style game events into Santa Barbara County.

- Attend NASC Sports Event Symposium to generate event leads to bring to Santa Barbara County.



Bikers compete in the AMGEN Tour of California.



Photo Courtesy of Doug Pensinger

Membership & Industry Relations

Industry Relations is the community facing department of VSB responsible for supporting the public and private partnerships and coalitions that are indispensable in maintaining Visit Santa Barbara's vision as a community organization. In addition to identifying prospective members, communicating the value of membership to the local business community and maintaining strong community relationships, the Industry Relations Department cements the value of these community partnerships by listening to the marketing needs of the members and shaping co-op to meet those needs.

KEY STRATEGIES:

1 Maintain member retention by improving the value of membership to current members.

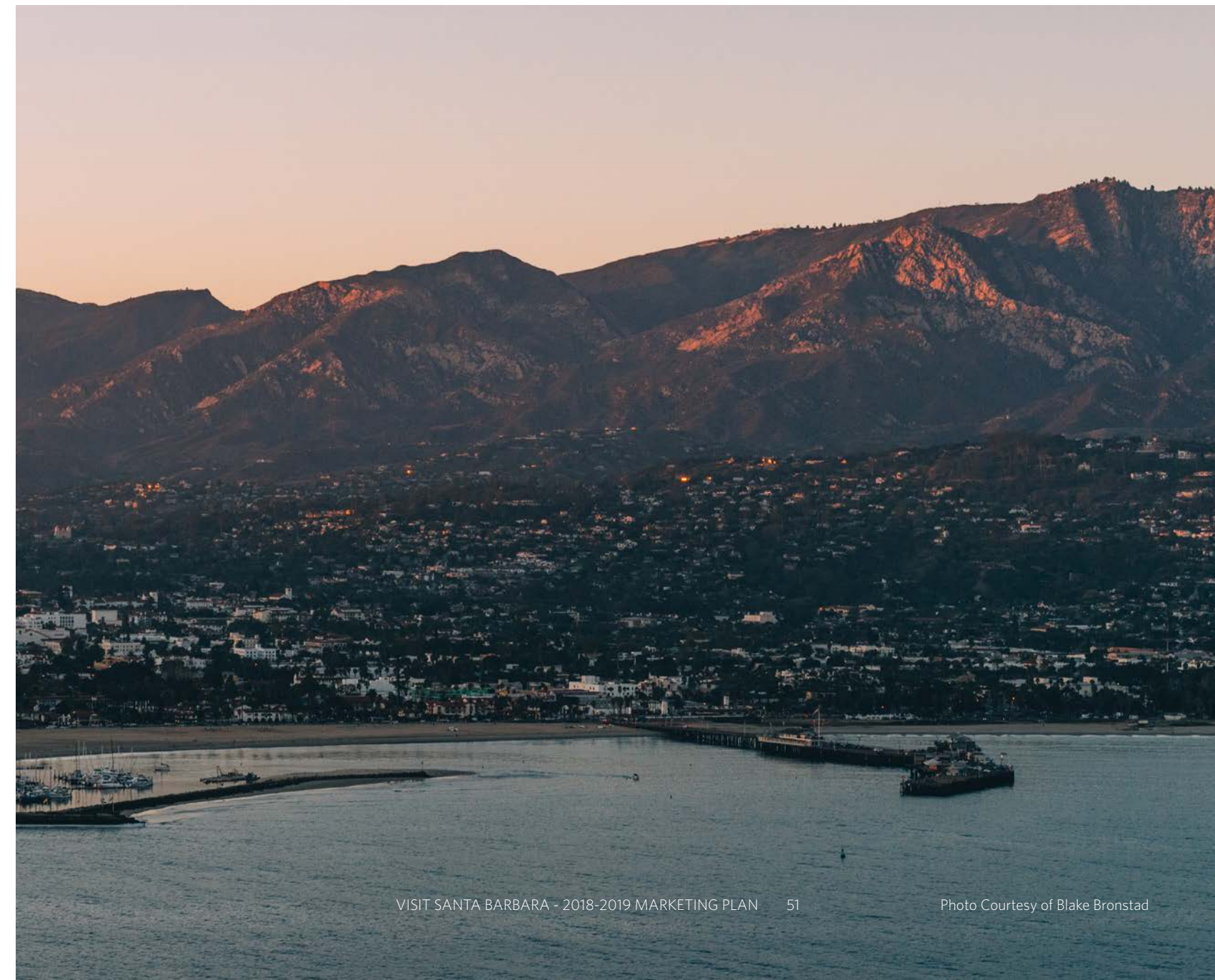
- Increase number of active members by 10 percent in 2018-19.
- Improve the ease of onboarding new members by producing video tutorials and updated power points on working with VSB's channels and membership tools.
- Improve membership communication and strategic engagement through personal targeted communication, monthly member newsletters, and round table events.
- Support each department's strategies by engaging in community management tactics to foster positive conversations and quick response times to questions, building personal relationship with members.
- Work closely with Downtown Santa Barbara, the Chamber of Commerce of Santa Barbara and Goleta, and other area DMO's to maintain positive community relations with our neighboring communities.

2 Continue to enrich and producing two community outreach programs aimed at supporting business owners and their staff, Lunch & Learn and I Am Santa Barbara.

- Host quarterly Lunch & Learn program featuring each department individually, providing business owners and managers with practical tools for working with Visit Santa Barbara.
- Explore producing digital content and power points of these programs as ongoing member resources.
- Produce the I Am Santa Barbara program, designed to empower front-line hospitality staff with historical, cultural, and practical information about the city.
- Connect I Am Santa Barbara ambassadors with the resources available through the Visitor's Center and other local cultural organizations.
- Solicit and curate donated member experiences for I Am Santa Barbara ambassadors so they can speak to visitors about the destination from personal experience and with confidence.

3 Develop innovative co-op programming integrating marketing and travel trends with member marketing needs and goals.

- Generate \$125,000 in co-op advertising sales.
- Explore possible co-op content specific to the digital version of the *Visitors' Magazine*.
- Work with marketing department and outside agencies to develop high-performing paid member co-op placements across Visit Santa Barbara's owned channels (website, social media and direct communications).
- In conjunction with Visit Santa Barbara's paid media strategy, develop an integrated co-op program that leverages a variety of media types that includes, but not limited to print, digital and radio offerings.
- Streamline and segment the portfolio of offerings to allow a more tailored approach for VSB members to select opportunities based on their size and needs.
- Demonstrate value of co-op ad program by improving reporting and providing insights on KPI's.



VISIT
SANTA BARBARA
THE AMERICAN RIVIERA®

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Cover Photo Courtesy of Elliot Hawkey