



Visit Tri-Valley 2023-2027 Destination Strategic Plan

Steering Committee Kick Off





Agenda

- Introductions
- Destination Strategic Plan Overview
- Role of the Steering committee
- Project Approach
- Next Steps





Introductions



The Team of Experts

We are industry pros who have walked in your shoes. We use our practitioner lens as former CVB executives, convention center operators, destination marketers, economic developers and hoteliers to deliver customized solutions across all your destination needs.



Dan Fenton

Executive Vice President

Former Destinations International chair, CVB president, convention center operator



Bethanie DeRose

Senior Vice President

Former hotel operator, destination management background, Certified Destination Management Executive (CDME) candidate



Shirin Jafari

Vice President

Tourism consulting background with a concentration on sustainability, Masters degree in Tourism Administration (MTA)



Juliet Velazquez

Associate

Destinations International Committee Member, CVB and destination management background



Mitchel Anzivino

Associate

Hospitality consulting and analytics background, focused on research and data analysis.

The Legacy of Success & The Industry's Advisor

Our team has a **25+ year** track record in supporting destinations by identifying needs, stimulating growth and measuring success:

<p>100+ Convention & conference center studies</p>	<p>100+ Tourism & destination strategic planning clients</p>	<p>50 Strategic planning clients</p>	<div data-bbox="1857 375 2188 468" style="background-color: red; color: white; padding: 5px; text-align: center; font-weight: bold;">Select Clients</div>
<p>35 Multi-jurisdictional destination plans</p>	<p>22 Public-private hotel development & advisory projects</p>	<p>20 Governance & model restructuring efforts</p>	





What's your
favorite thing to do
in the Tri-Valley?



Destination Strategic Plan

- Four-phased approach
- Research-based effort
- Stakeholder input as cornerstone of plan development
- Steering Committee as sounding board in the process
- Action-oriented outcomes to drive implementation
- Potential Development of a New Regional Sports & Events Center
- **GOAL:**
Develop a 5-year plan through a strategic approach and implementation tactics to create a vibrant visitor economy while also enhancing the quality of life for residents.

Project Approach



Phase 1 Listen & Meet

- Meet with leadership and organize a Steering Committee
- Initiate data gathering & review
- Ongoing client calls



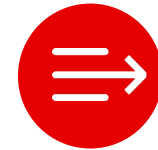
Phase 2 Stakeholder Engagement

- Stakeholder Interviews
- Focus Groups



Phase 3 Research & Analysis

- Demand Driver Scorecard
- Event Matrix
- Demand Analysis – **Multipurpose Sports and Event Center**
- Competitive Benchmarking
- Organizational Review
- Metrics



Phase 4 Strategize & Recommend

- SWOT Analysis
- Organizational Review
- Priority Identification
- Final Plan Development + Deliverables
- Implementation Plan



Role of the Steering Committee



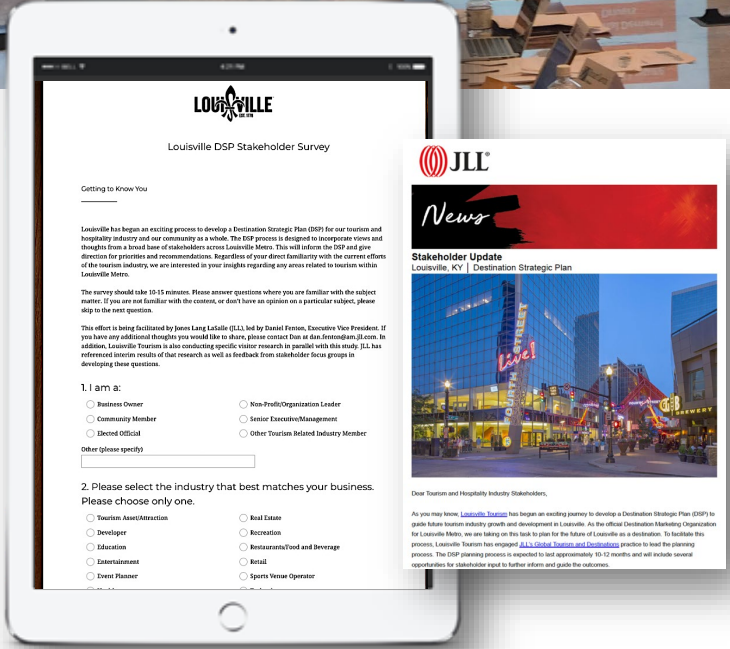
- Understand the goals and objectives of the DSP
- Vet feedback from stakeholders
- Provide guidance into community dynamics and key relationships
- Represent the DSP brand to the community and industry
- Debate direction and priorities
- Provide feedback for clarity of recommendations
- Formulate support for priorities and recommendations

Stakeholder Engagement



Multi-prong approach for facilitation - Interviews, focus groups & website and newsletter outreach for broad-based input.

This outreach creates buy-in and enhances the chances of successful plan implementation. Engagement will be conducted in-person and virtually for ease of access and reach.



Intentionality in Audience



Engaging Diverse Audiences



Bi-Monthly Updates



Focus Groups



Interviews



Project Website



Stakeholder Engagement Progress

- Steering Committee kick off
- Focus Group Attendee Types
 - Economic Development (infrastructure, development, entrepreneurs, etc.)
 - Hotel/Lodging
 - Attractions
 - Restaurants, F&B, Retail
 - Arts, Culture, Heritage & Education
- Interviewee Types
 - Developers
 - Sports Organizers
 - Event Organizers
 - Community leaders
 - Others as needed
- Considerations
 - Opportunities for development & industry growth
 - Current challenges (staffing, destination awareness, infrastructure needs, etc.)
 - Regional positioning
 - Product / experience gaps

Demand Driver Scorecard

1

Utilize visitor traffic and flow data to assess current demand

2

Place individual assets on scale based on eight criteria to score

3

Utilize the outcome to identify future competitive position

4

Recommend new investment or enhancement to grow assets on the scale

Sample Demand Driver Scorecard

Attractor Level	Largely Local Attraction	Fairly Connected Attraction	Most Connected Attraction	Attractor	Very Compelling Attractor	Most Compelling Attractor
Visitor Level of Interest	Little to no interest	Interesting to do on repeat visit	"Must see" if in the area	Targeted regional draw	National draw	Worldwide draw
Rating	1-19	20-39	40-59	60-79	80-99	100

- One-of-a-kind Offering
- Iconic Design
- Engaging Visitor Experiences
- Current Visitor Demand
- Event Opportunities
- Venue Capabilities
- Identified Target Audience
- Future Unique Development

Demand Driver Scorecard



Scorecard Example

Item	Definition	Max Score	Attraction A	Attraction B	Attraction C	Attraction D
One of a Kind	Captivating content or collections that drive interest and appeal	25	15	12	10	6
Iconic Scale	Dramatic visual prompting a curiosity powerful enough to inspire a visit	20	15	8	7	4
Engaging Visitor Experience	Interaction between the guest and the attraction	15	8	10	4	4
Current Visitor Demand	Current Level of visitor traffic, reviews, etc.	15	12	8	7	3
Event Opportunities	Programming temporal, catalytic events	10	7	3	2	1
Venue Capabilities	Easy transformation and adaptation to host various functions	5	2	3	2	2
Identified Target Audience(s)	Multiple target audience and visitor types can be targeted based on overall connectivity	5	4	4	2	1
Future Unique Development	Upcoming additions or plans that elevate potential	5	3	3	2	1
		100	66	51	36	22

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Visitor Level of Interest	Little to no interest	Interesting to do on repeat visit	"Must see" if in the area	Targeted regional draw	National draw	Worldwide draw
Rating	0-19	20-39	40-59	60-79	80-99	100



1

Identify key events currently services by Visit Tri-Valley

2

Rate event on Matrix using 13 criteria

3

Identify those events that can grow in specific areas through Matrix outcomes

4

Work with organizers on tactics for implementation

13 Evaluation Factors

The JLL Team will meet with event organizers to learn more information about the following factors:

- Tourism Promotion – Destination Impact
- Benefit to the Destination Brand
- Innovation – uniqueness
- Evidence of Partnerships
- Organizational Structure & Management Capability
- Economic impact (Direct Spend)
- Quality of Research – understanding of audience
- Suitable Target Market(s)
- Comprehensive Marketing Plan/Approach
- Funding Plan
- Evaluation/Measurement Plan
- Room nights
- Scale of Project – future potential

Sports & Events Center



- Sport Organizer Interviews
- Demand Analysis
- Potential Sites
- Size
- Types of Sports
- Other Event Types
- Market Validation
- Programming and Use

Competitive Benchmarking

Drive markets:

- Roseville
- Fremont
- Santa Clara
- San Mateo
- Concord
- Stockton
- Walnut Creek

Wine Regions:

- Temecula
- Sonoma County
- Paso Robles



Priorities and Recommendations

- SWOT Analysis
- Organizational Review and Implications
- Metrics and Monitoring
- Recommendations and Validation
- Strategic Plan Development
- Implementation Plan and Action Steps

TOURISM DEVELOPMENT STRATEGY



Next Steps

- Finalize creation of focus groups
- Conduct interviews
- Complete focus groups in March
- Continue research and benchmarking
- Begin Demand Driver Score Card Analysis
- Begin Event Matrix Analysis



*We welcome
your questions*

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