



FISCAL YEAR 2024-2025 SALES & MARKETING STRATEGY & BUDGET PLAN



Letter From The President

June 26, 2024

Dear Board of Directors & Industry Stakeholders,

As we enter the first year of our 5-Year Destination Strategic Plan, I want to thank you all for your invaluable input, comments and advice; your wholehearted dedication to our Tri-Valley travel industry, and all for the betterment of our much beloved way of life here in the East Bay, California. Visit Tri-Valley, and our hospitality partners throughout Pleasanton, Livermore, Dublin and Danville, would undoubtedly falter without these collective voices proactively looking forward together, for an optimum economic and sustainable future for us all.

Following the VTV Board Retreat and Staff Workshop in late January, our team embarked on the collective task to bring the Board Members' top priorities to light alongside existing core programming in marketing, communications and sales. This first year of our DSP will show accomplishments in enhanced collaboration with our TMD District Partner Cities and Town, new direct marketing and retargeting campaigns, development and support of signature cultural attractions and events, as well as creation of a tourism business 'hub'. Key to VTV's implementation toward measurable goals and key performance indicators also involves Phase 1 and Phase 2 development of a Multi-use Venue for increased sports, entertainment and meetings in the Tri-Valley. Our partnership with JLL Advisors and the recently formed "MUD" Task Force will ensure forward movement and essential collaboration to bring this legacy project to life.

In conclusion, the team at Visit Tri-Valley is poised to meet our next tourism industry challenges head on with the professional expertise and spirit that have brought us to where we are today. We look forward to the opportunity to work side by side and shine even brighter in FY2024-25.
Sincerely,

Tracy Farhad, President & CEO

Visit Tri-Valley

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Executive Summary

About

Visit Tri-Valley (VTV) is the official destination marketing organization (DMO) for the cities of Pleasanton, Livermore, Dublin, and Town of Danville, as well as, the unincorporated regions of Livermore and Danville, within the counties of Alameda and Contra Costa.

Vision

A visit to the Tri-Valley Region will be recognized as an accessible experience mixing culture, commerce, culinary, and communing with the outdoors that cannot be found anywhere else.

Organization Purpose

VTV works to enhance the region's unique livability by expertly telling its story to those searching for the experience we enjoy as residents every day.

Mission

VTV collaboratively leads the development of the region's experience economy, advocating for responsible travel to enhance the area's Quality of Place.



How Tourism Marketing Districts [TMDs] Work

Visit Tri-Valley is funded by a Tourism Marketing District (TMD) assessment through forty-two hotels in the four cities at \$3.25 per occupied room. In May 2022, with 79% petition approval and no public dissent, the TMD was renewed for 10 years providing sustainable funding and cementing the importance of tourism for the next generation of hospitality leaders and revenue makers.

The funds are collected by each city where the hotel is located. In turn, each city receives 1% to serve as a collector. The individual cities also receive 100% of their Tourism Occupancy Tax (TOT) from their hotels. VTV's program of work contributes to the TOT as well as the TMD funds.

The City of Pleasanton serves as the overall administrator for the TMD and receives 1% of the total TMD collection to pay for this service. Each city forwards its TMD collection to Pleasanton (minus its 1%) and Pleasanton forwards the total to VTV quarterly minus 1% of the total collected. Each city/town contributes an annual partnership fee of \$2,500.

The mandate of the TMD states that the forty-two hotels are the sole members of the organization and must receive a benefit that is exclusive to them. This means that the programs of the DMO must drive toward increased hotel occupancy for the participating hotels and that these hotels must benefit from the marketing, sales, and promotional activities.

2024-2025 BUDGET ALLOCATION

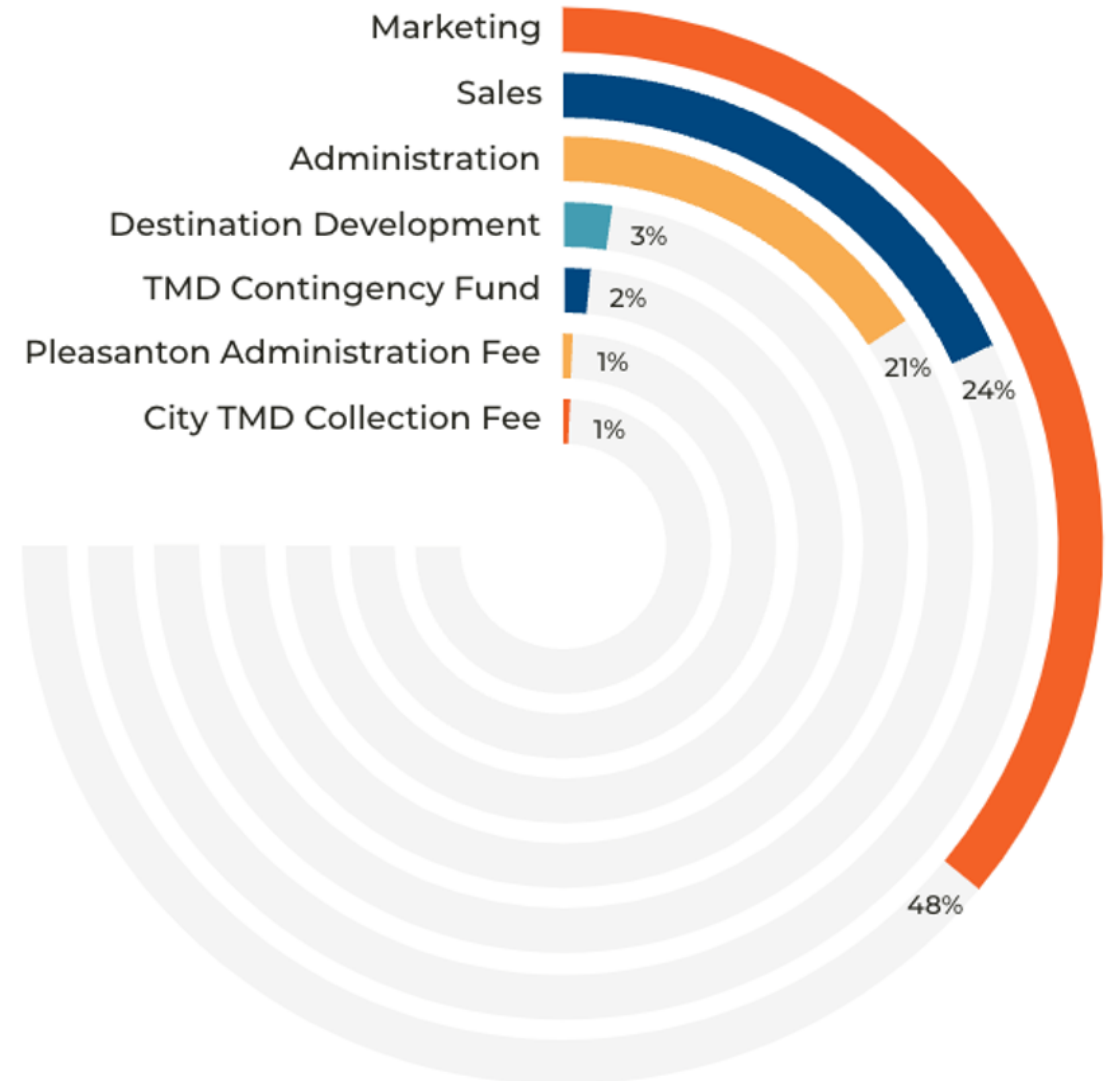
City TMD Collection Fee: 1%

Pleasanton Administration Fee: 1%

TMD Contingency Fund: 2%

Destination Development: 3%

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2024-2025 Budget Allocation

Marketing: 48%

- Advertising, social, and digital media campaigns, public relations activities, print and electronic collateral, regional event support, research, promotions, marketing opportunities for partners, website development and maintenance.
- Staff: Vice President of Marketing/Communications, Digital Marketing Manager, Assistant Marketing Manager/Film Liaison, Summer Intern

Sales: 24%

- Sports tournaments and alternative competitions
- Regional & International Representation / Co-ops
- Leisure, Business, and Travel Trade lead generation and sales
- Staff: Director of Sports Development
- Group Sales Contractor (New 1099 role FY23-24; FY24-25)

Administration: 21%

- Board, budget, employee and office management, contractual agreements, rent, supplies, equipment, computer, internet/phone services
- Staff: President & CEO and Office Manager

The Visit Tri-Valley Team

Visit Tri-Valley has a full-time team of 6 employees that manage multiple contracts and contractors in Administration, Marketing & Communications, and Sales. FY24-25 Team Members are:

- **Tracy Farhad**, President & CEO
- **Robin Fahr**, VP of Marketing & Communications
- **Todd Dibs**, Director of Sports Development
- **Susan Bolt**, Office Manager
- **Amber Birdwell Haley**, Digital Marketing Manager
- **Justin Bower**, Assistant Marketing Manager & Film Liaison
- **Group Sales Coordinator/Manager** (TBD)
- **Summer Intern** (Matt Carter)



The Board of Directors

Visit Tri-Valley is managed with oversight by a board of directors composed of 11 members of the Tri-Valley hospitality community (51% hoteliers) serving 3-year terms with annual and mid-term appointments as needed. The Membership votes on a slate of incoming nominees each June. VTV holds 6 Board Meetings annually, with an additional Annual Luncheon and Holiday Party. The Board follows the California Brown Act rules, with meetings open to the public and in person at VTV headquarters. Current FY24/25 Board members include:

- **Jim McDonnell**, Chair, Sabio on Main, Pleasanton
- **Chris Hill**, Vice Chair, Four Points Sheraton, Pleasanton
- **Jennifer Koidal**, Secretary, San Francisco Premium Outlets, Livermore
- **Chris Carter**, Treasurer, Livermore Valley Arts
- **Felicia Escover**, Economic Development Manager, City of Dublin
- **Rhonda Wood**, Wood Family Vineyard
- **Kendall Clay**, Pleasanton Marriott
- **Dianna Teves**, AC Marriott Pleasanton
- **Ron Gapol**, La Quinta, Dublin
- **Catherine Cheda**, Hawthorn Suites, Livermore
- **Debbie Loge**, Courtyard by Marriott, Livermore

The Committees

Visit Tri-Valley hosts several ad hoc committees during the fiscal year with various board members and community partners to further the goals of the organization.

Each new fiscal year the committee membership and viability is reviewed for renewal or new additions. Current FY2425 committees include:

- Executive Committee
- Finance Committee
- Nominations and Bylaws Committee
- Cultural Heritage Tourism Committee
- Tourism Cares Committee
- Multi-Use Venue Development Task Force



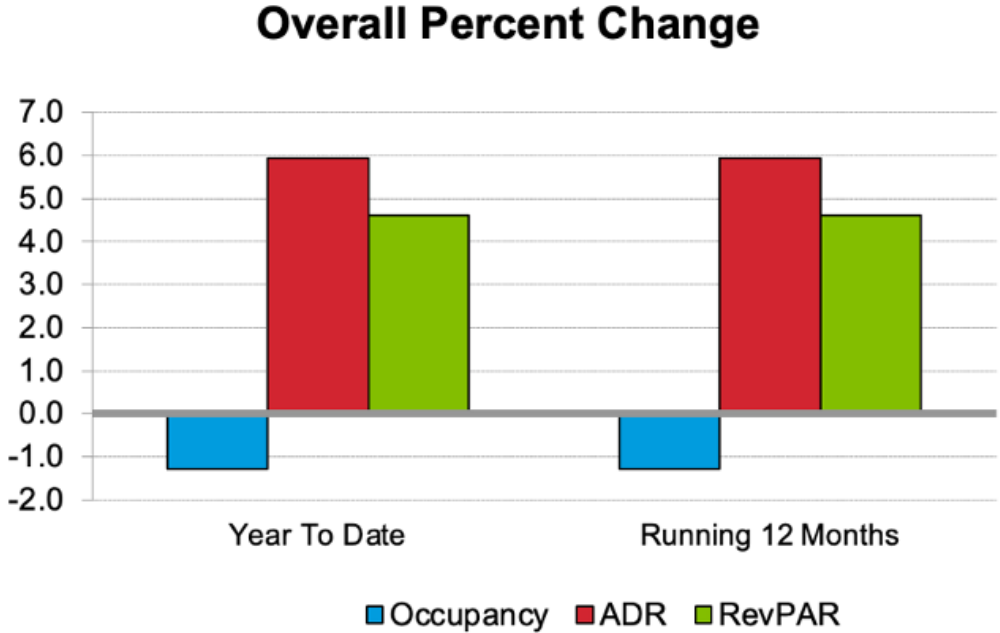
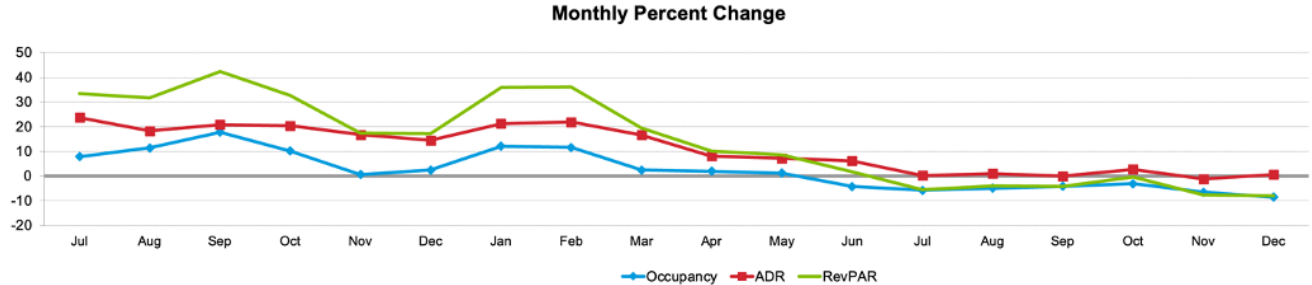
PART II

The State of Tri-Valley Tourism

Insights From 2023/2024

Hotel Sector: Trends, ADR, Occupancies, RevPAR Details

The past year's STR Report performance noted in graphs below:



Hotel Survey Insights

As part of the annual Hotel Survey, two key areas that provided context to the focused efforts of VTV were sales tools and external business development trade events. The results are noted here:

Question:

What VTV sales tools do you find most helpful?

The top indicators included:

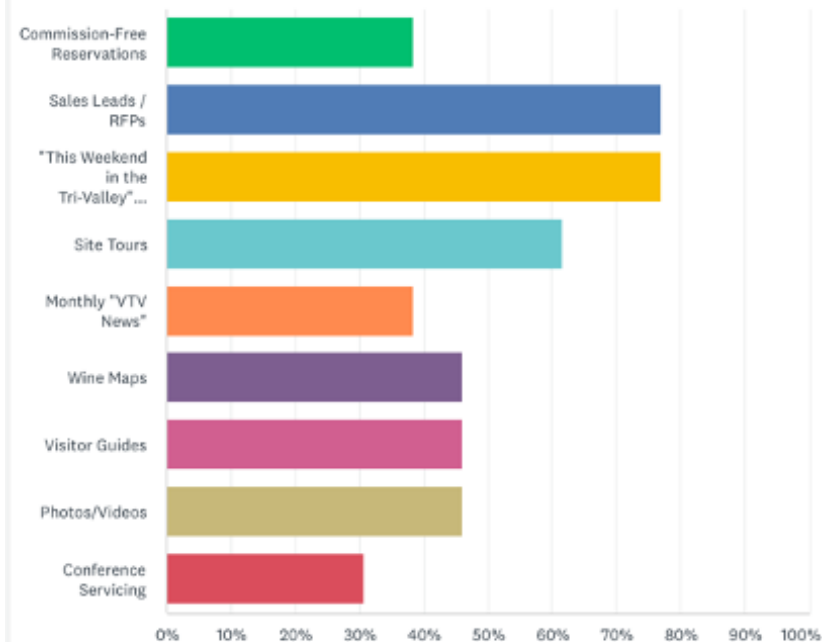
1. Sales Leads/RFPs
2. This Weekend in the Tri-Valley
3. Site Tours

Q8



What VTV sales tools do you find most helpful? (Select all that apply)

Answered: 13 Skipped: 0



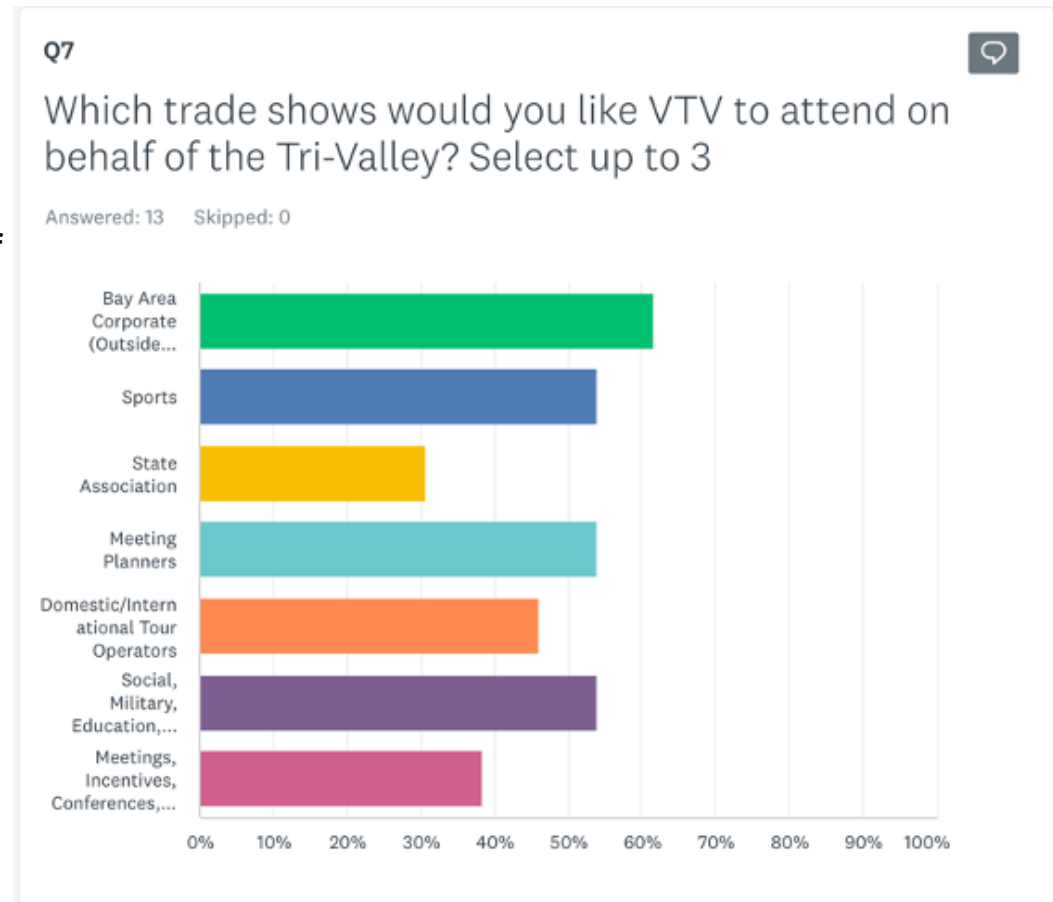
Hotel Survey Insights

Question:

Which trade shows would you like VTV to attend on behalf of the Tri-Valley?

The top indicators included:

1. Bay Area Corporate
2. Sports / Meeting Planners / Social - Military - Education
3. Domestic & International Tour Operators



PART III

Key 2023/2024 Insights



The State of U.S. Tourism: Key Insights

As shared by the US Department of Commerce and the National Travel And Tourism Office, the overall National Travel and Tourism Strategy continues to focus on the following key pillars:

- 1 | Promoting the United States as a travel destination.
- 2 | Facilitating travel to and within the United States.
- 3 | Ensuring Diverse, Inclusive and Accessible tourism experiences.
- 4 | Fostering resilient and sustainable travel and tourism.

This effort is bolstered through the collaborative efforts of key tourism industry organizations such as: US Travel Association, Brand USA, Destinations International, Alaska Indian Alaska Native Tourism Association, Visit California and California Travel Association.

Visit Tri-Valley actively engages with various organizations such as those noted to ensure the collective national engagement perspectives and efforts can strengthen the regions' efforts to bolster tourism for the Tri-Valley.

The 2023/2024 insights from U.S. Travel Association note the following:

Travel appetite started the year on a softer note, but overall growth continued. Air passenger growth remained positive, up 6% versus the prior year but lower than the double-digit growth seen through 2023. Foreign visits remained strong, up 24% YoY.

Hotel room demand continued a trend of slight contraction falling 1% versus the prior year, while short-term rental demand grew 1%, a lower rate than 2023.

A particular bright spot was that group room demand within the top 25 markets displayed solid growth of 9% relative to the prior year

The outlook for the economy remains optimistic due to the strength of the labor market, looser financial conditions and healthy household and nonfinancial corporate balance sheets. This has filtered through to slightly higher consumer sentiment in February.

Sentiment is also growing for upcoming leisure travel in 2024. The share of travelers reporting having travel plans within the next six months increased to 93% in January from 92% in December, according to Longwoods International's monthly survey.

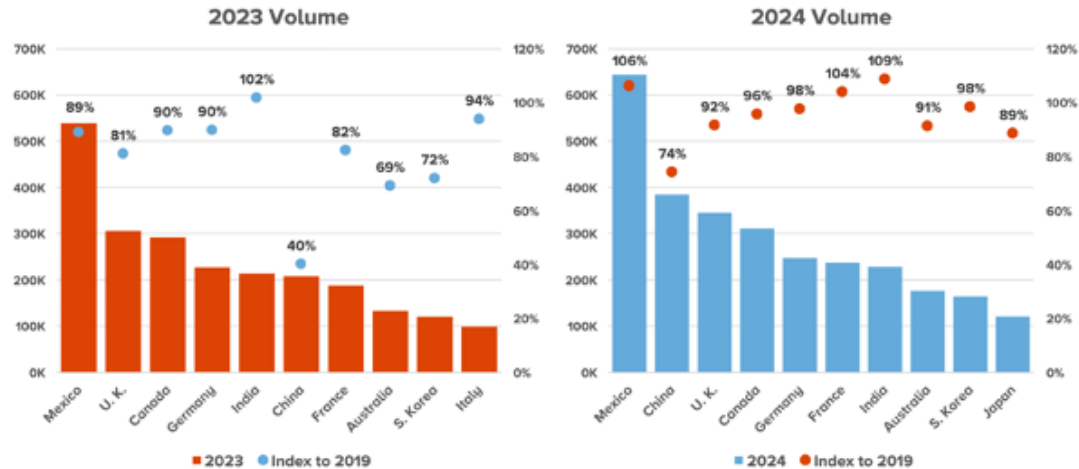
Travel price inflation (TPI) fell slightly in January because of falling transportation prices. Sticky services inflation should see relief from decelerating wage growth. However, upside risks stem from rising healthcare costs, supply chain disruptions and slowing labor supply.

Key Insights: The State of the International Inbound Traveler

The past year has realized the continued rebuilding of U.S. Travel Association today released a study that found the **United States ranks 17th out of 18 top travel markets** in terms of global competitiveness, according to Euromonitor International. Decades of underinvestment and a lack of focus and coordination from federal policymakers caused the U.S. to fall behind, while other countries actively apply robust strategies to increase travel and grow economic output.

VISITOR VOLUME & SPENDING FORECAST

INTERNATIONAL INBOUND

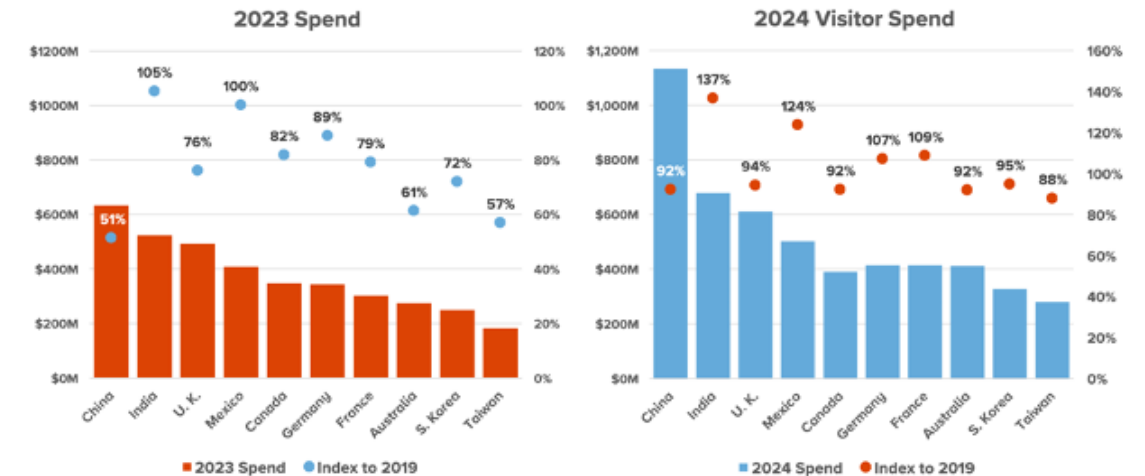


San Francisco/San Mateo Market

Source: Oxford Economics

VISITOR VOLUME & SPENDING FORECAST

INTERNATIONAL INBOUND



San Francisco/San Mateo Market

Source: Oxford Economics

Performance Metrics

Performance and Travel Impact Study

As outlined in the 2023 report completed by Dean Runyan Associates, the impact of travel to the Tri-Valley realized a 4.14% increase in overall travel spending year-over-year as noted in this summary:

Tri-Valley / Summary

Travel Impacts, 2023p

Tri-Valley, a region in Northern California, includes the destinations of Danville, Dublin, Livermore, and Pleasanton. Travel spending in Tri-Valley grew by \$24.6 million in 2023, a 4.15 increase compared to the previous year. The growth of Tri-Valley's travel economy can be attributed to price inflation of goods and services with food services and accommodations having the highest inflationary increases.

- **Direct travel-related spending** increased 4.1% from \$606.3 million in 2022 to \$631.0 million in 2023.
- **Direct travel generated employment** gained approximately 300 jobs in 2023, a 7.4% increase compared to the previous year.
- **Direct earnings** generated by travel grew 10.7%, from \$183.5 million in 2022 to \$203.1 million in 2023.
- **Taxes receipts** generated by direct travel-related spending totaled \$43.5 million in 2023, a 3.8% increase compared to 2022.
- **Visitor Volume** increased from 1,403,848 person trips in 2022 to 1,404,627 person trips in 2023.
- **Local tax revenue** generated by travel activity contributes approximately \$197 per local household.

Tri-Valley / Direct Travel Impacts

Summary Table

							% Change	
	2018	2019	2020	2021	2022	2023	22-23	19-23
Spending (\$Millions)								
Visitor	590.0	570.4	359.1	474.1	606.3	631.0	4.1%	10.6%
Earnings (\$Millions)								
Earnings	198.7	209.7	140.5	158.0	183.5	203.1	10.7%	-3.1%
Employment								
Employment	4,870	4,910	4,080	4,140	4,190	4,490	7.4%	-8.4%
Tax Revenue (\$Millions)								
State	20.0	19.1	13.2	19.6	23.1	23.6	2.0%	23.7%
Local	20.1	19.2	10.7	13.9	18.8	19.9	6.0%	4.0%
Total	40.1	38.2	23.9	33.5	41.9	43.5	3.8%	13.9%

Note: Details may not add to totals due to rounding. Percent change calculated on unrounded figures. Employment figures represent an annual average and are rounded to the nearest 10.

Further to the reported 2023 Travel Impacts, the following insights by key category are provided:

Tri-Valley / Direct Travel Impacts

Detailed Table

	2018	2019	2020	2021	2022	2023	% Change	
							22-23	19-23
Travel Industry Earnings (\$Millions)								
Accom. & Food Serv.	123.2	129.2	90.5	104.3	121.5	136.8	12.6%	5.8%
Arts, Ent. & Rec.	50.0	53.9	28.4	31.2	37.3	40.3	8.2%	-25.2%
Retail**	15.4	15.6	16.1	16.9	18.1	18.8	3.7%	20.2%
Ground Trans.	10.2	11.0	5.5	5.6	6.7	7.3	9.2%	-33.7%
Total	198.7	209.7	140.5	158.0	183.5	203.1	10.7%	-3.1%
Travel Industry Employment (Jobs)								
Accom. & Food Serv.	3,030	3,120	2,530	2,410	2,650	2,790	5.4%	-10.5%
Arts, Ent. & Rec.	1,290	1,240	1,100	1,260	1,000	1,150	14.3%	-7.4%
Retail**	320	310	300	310	340	350	2.1%	10.9%
Ground Trans.	240	240	170	160	200	210	6.7%	-12.6%
Total	4,870	4,910	4,080	4,140	4,190	4,490	7.4%	-8.4%
Tax Receipts Generated by Travel Spending (\$Millions)								
Local Tax Receipts	20.1	19.2	10.7	13.9	18.8	19.9	6.0%	4.0%
State Tax Receipts	20.0	19.1	13.2	19.6	23.1	23.6	2.0%	23.7%
Total	40.1	38.2	23.9	33.5	41.9	43.5	3.8%	13.9%

Note: Details may not add to totals due to rounding. Percent change calculated on unrounded figures. Employment figures represent an annual average and are rounded to the nearest 10.
 **Retail includes gasoline station employment and earnings.

For more information, see Glossary on page 14.

Tri-Valley / Direct Travel Impacts

Detailed Table

	2018	2019	2020	2021	2022	2023	% Change	
							22-23	19-23
Spending (\$Millions)								
Visitor	590.0	570.4	359.1	474.1	606.3	631.0	4.1%	10.6%
Visitor Spending by Type of Traveler Accommodation (\$Millions)								
Hotel, Motel, STVR	372.2	345.6	195.7	267.9	366.3	388.6	6.1%	12.4%
Campground	7.6	7.9	6.1	10.0	11.1	8.7	-21.5%	10.4%
Private Home (VFR)	82.2	90.4	92.2	98.4	107.3	110.4	2.9%	22.2%
Seasonal Home (2nd Home)	3.5	2.9	2.5	3.4	2.7	2.8	2.5%	-6.2%
Day Travel	124.5	123.7	62.6	94.3	118.9	120.6	1.4%	-2.5%
Total	590.0	570.4	359.1	474.1	606.3	631.0	4.1%	10.6%
Visitor Spending by Commodity Purchased (\$Millions)								
Accommodations	165.9	154.8	71.7	89.5	133.1	143.2	7.6%	-7.5%
Food Service	166.2	162.3	116.1	149.8	186.4	200.4	7.5%	23.5%
Food Stores	19.3	19.0	15.0	18.6	22.3	22.7	1.7%	19.2%
Arts, Ent. & Rec.	76.9	73.3	50.6	63.7	75.2	79.5	5.8%	8.4%
Retail Sales	82.8	84.4	58.9	75.7	89.8	90.9	1.2%	7.6%
Local Tran. & Gas	78.9	76.6	46.8	76.9	99.6	94.4	-5.2%	23.3%
Total	590.0	570.4	359.1	474.1	606.3	631.0	4.1%	10.6%

Note: Details may not add to totals due to rounding. Percent change calculated on unrounded figures.

For more information, see Glossary on page 14.

PART IV

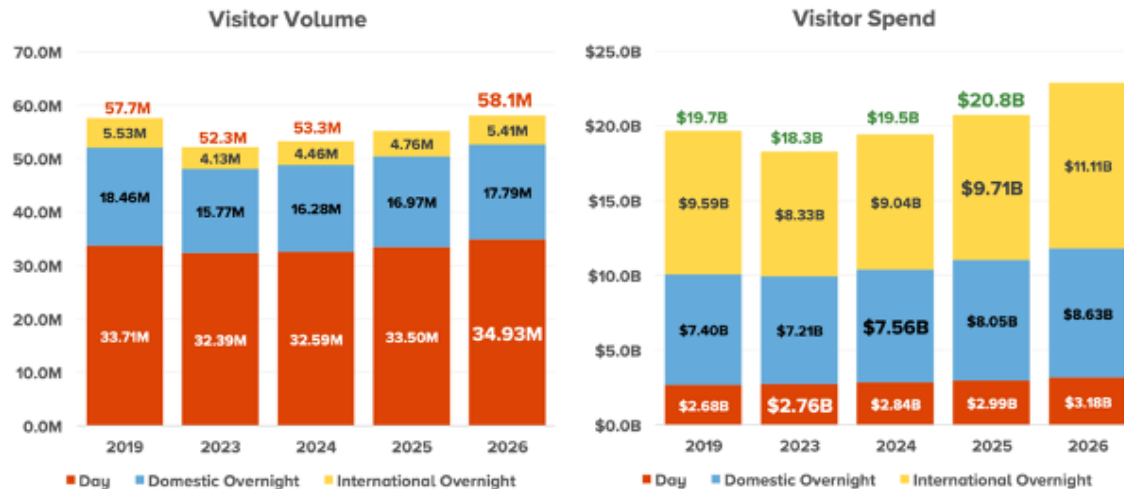
The Regional Viewpoints of Tourism

The Bay Area

San Francisco Travel Association provides this overview as the broader impact of regional tourism for the Bay Area. The overall visitor volume for 2023 has not rebounded from the 2019 Pre-Covid tourism volume. The trajectory is for incremental growth in 2024/2025 to scale forward in this forecast projection:

VISITOR VOLUME & SPENDING FORECAST

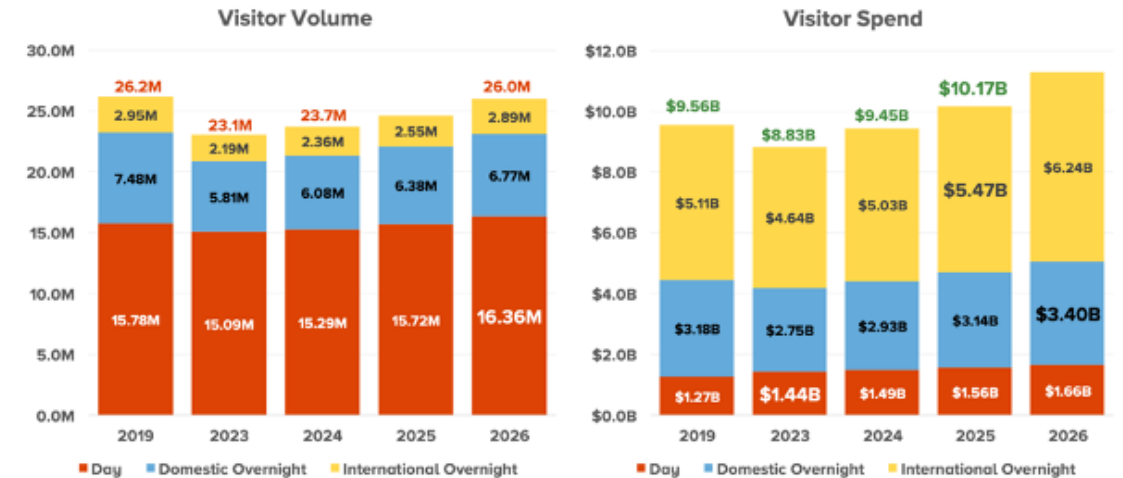
REGIONAL VISITOR VOLUME & SPEND



Source: San Francisco Travel Association in conjunction with Tourism Economics; Travel Forecast, San Francisco Market

VISITOR VOLUME & SPENDING FORECAST

SAN FRANCISCO CITY & COUNTY



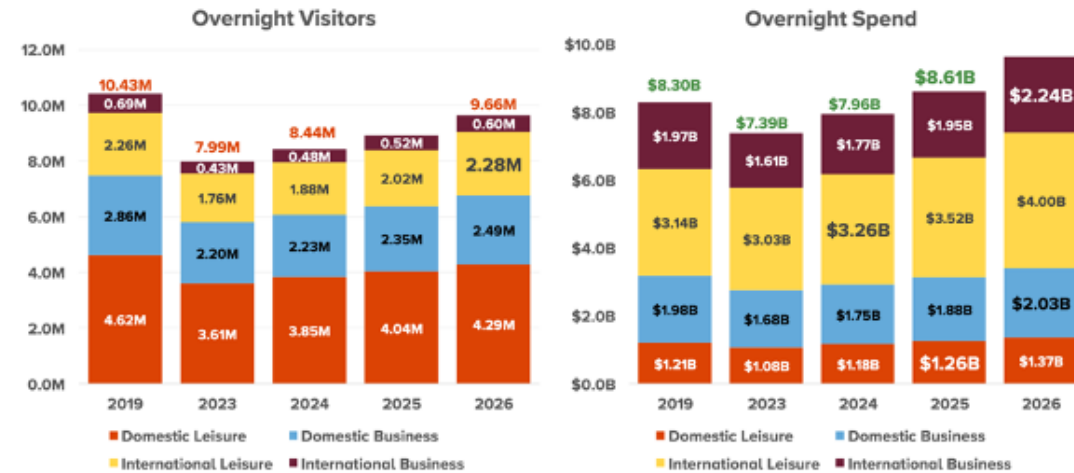
Source: San Francisco Travel Association in conjunction with Tourism Economics; Travel Forecast, San Francisco Market

The Bay Area

Part 2:

VISITOR VOLUME & SPENDING FORECAST

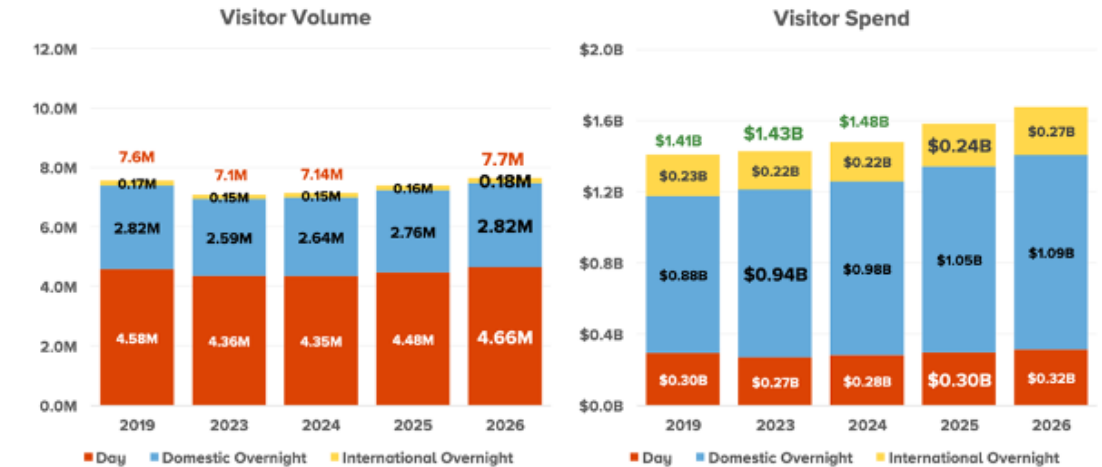
SAN FRANCISCO CITY & COUNTY



Source: San Francisco Travel Association in conjunction with Tourism Economics; Travel Forecast, San Francisco Market

VISITOR VOLUME & SPENDING FORECAST

EAST BAY VISITOR VOLUME & SPEND



Source: San Francisco Travel Association in conjunction with Tourism Economics; Travel Forecast, San Francisco Market



Transportation & Air Service

Visit Tri-Valley will continue to partner with Oakland Airport in increasing air service.

Major Gateway Airports:

The Tri-Valley is accessible via three Bay Area commercial airports and one municipal airport.

- San Francisco International Airport (SFO) 40 miles from the Tri-Valley
- San Francisco Bay Oakland International Airport (OAK) 20 miles from the Tri-Valley
- San Jose International Airport (SJC) 24 miles from the Tri-Valley

Regional Airport:

- Livermore Municipal Airport

Public Transportation: Public transportation, specifically rail service, includes the ACE train from San Jose Airport; Bay Area Transportation (BART) - two Tri-Valley stations and the proposed and future long-term Valley Link (linking rails within the Tri-Valley).

PART V

Five-Year Destination Strategic Plan (DSP)



Five-Year Destination Strategic Plan (DSP) Stakeholder Engagement 2023

As the official Destination Marketing Organization (DMO) for Pleasanton, Livermore, Dublin and the Town of Danville, California, Visit Tri-Valley's mission is to positively impact the destination's visitor economy by developing and promoting exceptional visitor experiences that also elevate the quality of life for the community. Recognizing the pivotal role that tourism plays in economic development and improving the quality of life of growing destinations, Visit Tri-Valley embarked on the development of a long-term Destination Strategic Plan (DSP) in 2022. This plan, guided by extensive stakeholder input, including an active Steering Committee, and multifaceted industry research, reflects the organization's commitment to elevating the Tri-Valley as a sought-after destination for visitors and a great place to live for the local community.

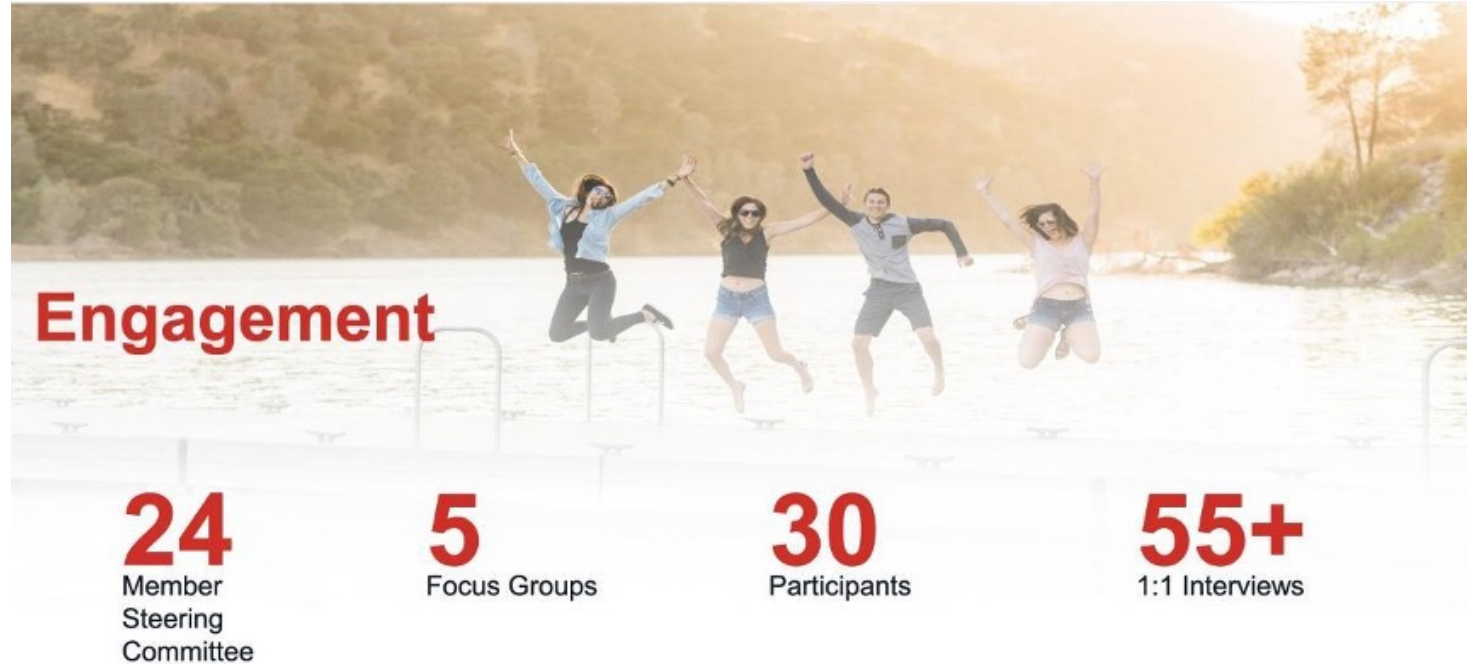
The DSP, a purpose-driven roadmap, was developed over ten months and across four phases. Throughout the process, comprehensive stakeholder engagement was conducted with over 100 individuals representing diverse entities, such as city and county staff, elected officials, economic development agencies, arts and culture leaders, regional corporations, sports organizers, venue managers, developers, and industry business owners. These stakeholders actively participated in focus groups and individual meetings, providing invaluable feedback to enhance the plan's outcomes. The process was also guided by a 24-member Steering Committee that met regularly and provided critical input.

In tandem with stakeholder engagement, the plan's development was supported by in-depth research and market analysis, including JLL's Demand Driver Assessment and Leisure Event Analysis. This rigorous approach ensures that the DSP is strategically aligned with industry trends and best practices.



Overview of Stakeholder Process

- The success of the 2023 strategic planning process that Visit Tri-Valley engaged was rooted in the commitment of key community stakeholders.
- The Destination Strategic Plan (DSP) has been created to be utilized as the signature roadmap for long-term tourism development – ensuring tourism promotion alignment throughout the Tri-Valley.



DSP Stakeholder Engagement

Through the DSP Stakeholder Engagement program, the following key outcomes were realized as the core themes to frame the onward development work of Visit Tri-Valley and their constituents:

- ¹ | *Tri-Valley's unique and diverse arts and cultural offerings could be a source for targeted growth*
- ² | *Investment in events should be expanded for the development of a signature Tri-Valley event and a targeted strategy for growth*
- ³ | *The development of a multi-use venue is needed to address the overwhelming capacity demand for sports tournaments, entertainment programming, and select corporate meetings in the region.*
- ⁴ | *The activation of Tri-Valley's downtown is critical to enhancing the region's vibrancy.*
- ⁵ | *Raising awareness of the wine experiences in the region can enhance Tri-Valley's tourism product and package offerings.*
- ⁶ | *Transportation and connectivity for visitors are needed to service the airports, venues, downtowns, experiences, and assets*
- ⁷ | *A targeted marketing approach focused on facilitating visitor conversion could promote Tri-Valley as a leisure destination to drive-market audiences*
- ⁸ | *The creation of a Tri-Valley tourism business hub could support new and existing small businesses in navigating complex processes.*

DSP Priorities

The collective work embodied within this stakeholder program, and engagement assessment, supports the overarching goal of Visit Tri-Valley to bolster the Region's quality of life and community collaborations.

The DSP centers around six priorities to guide the destination and Visit Tri-Valley as an organization through 2028; the priorities include.



Each priority pillar included Milestone Action Steps & Partnership to engage community partners as part of the successful execution.

In January 2024, the Visit Tri-Valley Board of Directors convened for a Strategic Planning Retreat that addressed the diverse and critical working areas of the 2024-2028 Destination Strategic Plan. The interactive sessions allowed the Board to assess in discussion and discovery exercises the core attributes associated with the identified priorities.

The in-depth discussions and activities brought forward key initiatives to support the activation and delivery of the key priorities above. The sessions included breakout groups, scenario planning, SWOT insights review, and stakeholder engagement discussions, ensuring a comprehensive approach to the strategic planning process.

For this exercise, the Board focused on Fiscal Year 24/25 to kick-off the overall priority engagement process for the Visit Tri-Valley team to assess and implement.

DSP Priorities Expanded

Destination Development

1. Diversify and expand tourism offerings and experiences building upon the success of past products, Restaurant Week and cultural programs.
2. Partner with arts organizations and seasonal events in the Tri-Valley to assess experience packages and ticketing/overnight stays; inclusive of arts, culture, sports etc.
3. Leverage the Cultural Heritage Tourism Committee of VTV, to support and curate expanded tourism promotions, features and marketing; inclusive of The VIBE.

Connectivity

1. Maintain existing transportation options + infrastructure (2024/2025)
2. Understand micro mobility policies and sentiment in each city/town (2024)
3. Consider autonomous shuttle viability (ongoing)

Multi-Use Venue Development

1. Identify and prioritize current events for potential growth (room night goals etc)
2. Establish EIC as Regional Standard for event reporting matrix use.
3. Develop communication plans, share matrix insights and conduct meetings with event organizers to support business growth efforts.

DSP Priorities Expanded: Part 2

Economic Development & Business Friendliness

1. Canvas viable and desirable tourism businesses.
2. Develop business packages with city information, data/demographics.
3. Work with and connect to business headquarters and hotels.
4. Provide welcome materials and maps of offerings for businesses.

Direct Marketing & Branding

1. The focus included a brief discussion of current marketing programs.
2. The Board supports the marketing focus and efforts of VTV's brand placements.
3. The engaged marketing team and VTV agencies of record are adapting to the forward tourism goals for consumer and B2B messaging.
4. Build a comprehensive FY24/25 Marketing/Communications plan to support the goals.

Organizational Development & Funding

1. Research the TMD and the TOT to assess the value areas for the destination.
2. Approval of the JLL Phase 2 project was completed July 2024.
3. VTV: review the staff alignments to the new Strategic Plan and key pillars of focus.
4. Support staff training and ongoing development.

PART VI

Research and Consumer Insights

Research Focus

Continuous research remains crucial in shaping VTV's strategic plans. Exploring various research avenues, including qualitative and quantitative methods, can provide valuable insights to guide informed decision-making. Research options include:

- Dean Runyan Travel Impacts
- PKF/Kalibri Forecasting
- Madden Voyage Platform
- Economic Impact Calculators
- RIPE Booking Engine
- Localist "The VIBE"
- JLL - reports for multi-use venue project
- US Travel Association
- Visit California

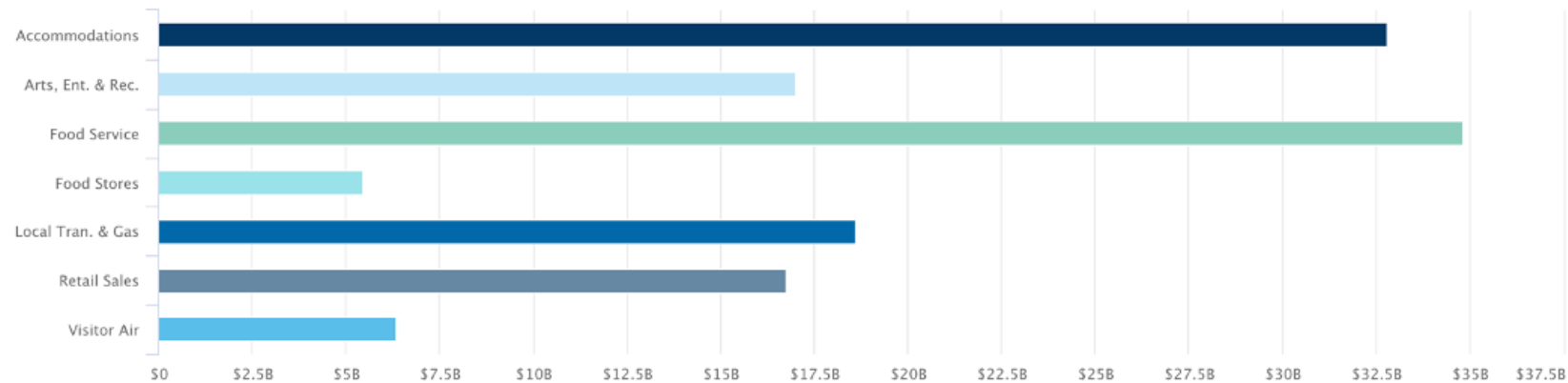


California Focus

Tourism Spending In 2023, travel spending grew to \$150.4 billion, a 5.6% increase from the prior year. Since the peak of 2019, travel spending has grown by 3.8%.

Tourism Spending has fully recovered compared to the previous highwater mark in 2019 due to the impact of inflation. As a result, spending is now 3% higher than 2019, even as visitation volume still trails.

TRAVEL SPENDING BY INDUSTRY SEGMENT



Source: Visit California

California Focus: Part 2

Accommodations: Visitors who stayed in a hotel or motel spent \$63.3 billion in 2023, an increase of 5.4% from 2022. Visitors who stayed in a short-term vacation rental (STVR) spent \$12.7 billion in 2023, an increase of 1.5% compared to 2022.

Total Occupancy & Forecast:

- Statewide hotel occupancy averaged 66.8% in April 2024, a 3.3% decrease from April 2023.
- The state's average daily rate was \$185.74 per night; down 3.5% year over year.
- U.S. hotel occupancy averaged 65.2% in April 2024; up 1.2% from 2023.
- San Diego County led the state in occupancy at 76.8% occupied for the month of April 2024.
- At the local level, communities that saw the highest average daily rate (ADR) per night included Deserts (\$244.19) and Central Coast (\$216.84)

Employment: The travel industry supported approximately 1.2 million jobs in 2023, a 5.9% increase from the prior year. As of 2023, California's travel industry has restored 98% of the jobs compared to 2019

An aerial photograph of the Golden Gate Bridge, showing its iconic red-orange structure spanning the turquoise waters of the San Francisco Bay. The bridge's towers and suspension cables are clearly visible, with cars traveling across the deck. The surrounding landscape includes rugged cliffs and patches of greenery.

San Francisco & East Bay

Visit Tri-Valley works cooperatively with strategic partnerships in the San Francisco Bay Area and Mt Diablo Region.

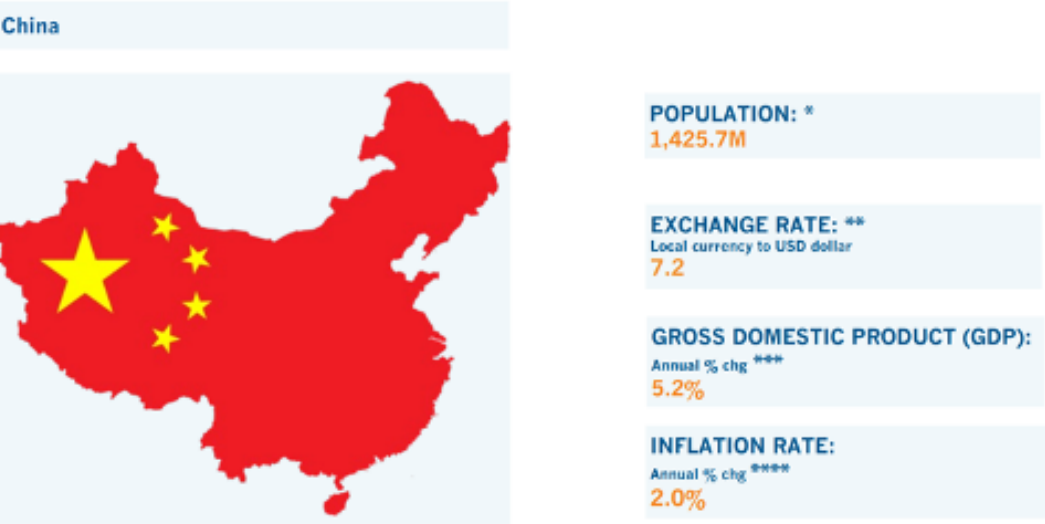
- These co-ops extend our reach to key markets and align campaigns for visitors looking to come to Northern California.
- The San Francisco Travel co-ops connect the Tri-Valley for extended stays, as do those seeking the open spaces, lower rates and accessibility in the Mt Diablo region (Concord, Walnut Creek, Pleasant Hill, Berkley and Oakland).



International Focus: China

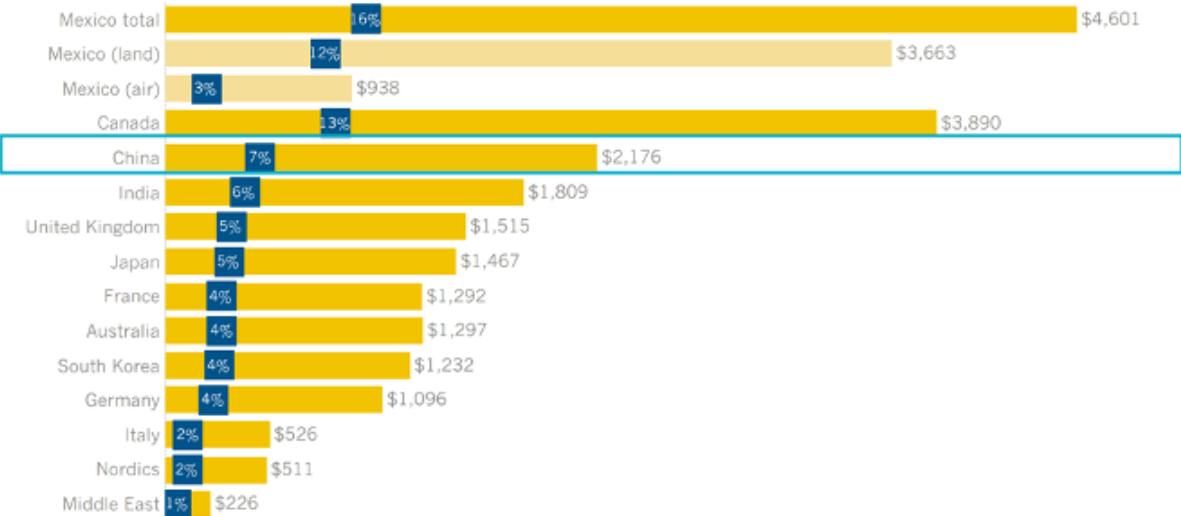
CHINA MARKET PROFILE Visit Tri-Valley currently has representation in two international markets through paid contracts. FY2324 saw a renewal of Visit Tri-Valley’s presence in China to make significant returns on our initial investment through media outreach, travel trade agent training, tour operator site visits and more. FY2324 brought the Tri-Valley to two large cities via the Visit California “Club California” sales missions.

Country Profile



Forecast: Visitor Spending by Market (2024)

The chart below shows California's visitor spending forecast for the state's 14 target markets and share of total international spending in the state.



International Focus : India

INDIA MARKET PROFILE Our India representation continues to deliver on agent trainings, newsletter outreach, social media campaigns and VCA “Club California” activations.

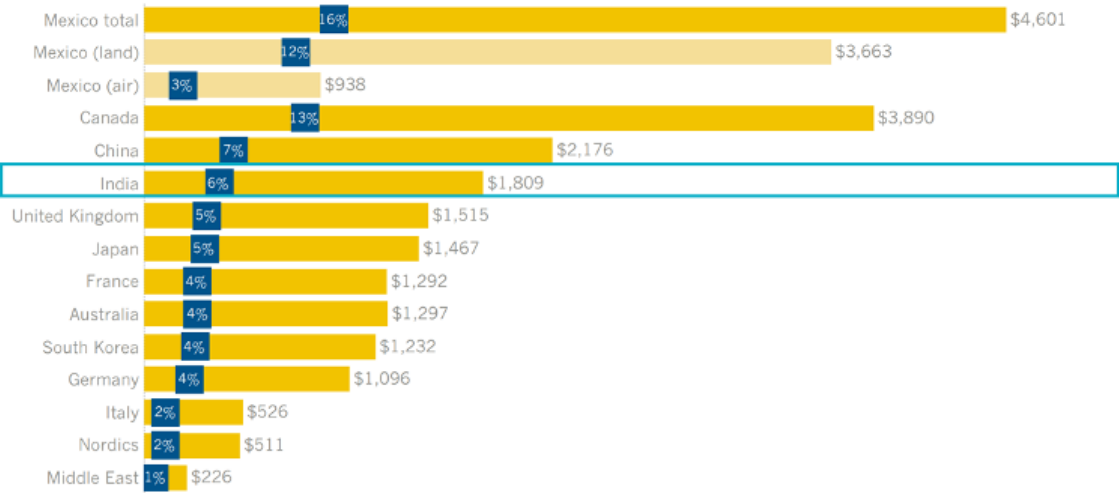
Country Profile



POPULATION: * 1,428.6M
EXCHANGE RATE: ** Local currency to USD dollar 83.0
GROSS DOMESTIC PRODUCT (GDP): Annual % chg *** 5.9%
INFLATION RATE: Annual % chg **** 4.9%

Forecast: Visitor Spending by Market (2024)

The chart below shows California's visitor spending forecast for the state's 14 target markets and share of total international spending in the state.



Geolocation Data Insights: 2023

Visit Tri-Valley, in collaboration with Future Partners, provides the following 2023 geolocation data overview on insights to the attributes of visitor sourcing and core points of interest over the past three years.

This data is used consistently for all marketing efforts.

2023 Year End Geolocation Summary

1. From the geolocation analysis, it appears that out-of-towners visiting a hotel site declined YOY (-5pp; 16% in 2022 to 10.8% in 2023). This may not be unique to the Tri-Valley as several other destinations across the state have seen a softening in their hotel bookings, including major cities and tourist destinations throughout Northern California.
2. While top origin markets, attractions and cities visited has not changed between 2022 and 2023, time spent at different point of interest groups has had some notable shifts. In 2023, slightly more time was spent at sporting venues (+2 percentage points YOY; 10% in 2022 vs. 12% in 2023). In addition, time spent in outdoor areas within Tri-Valley has also increased nominally YOY (+3pp; 5% in 2023 vs. 2% in 2022).
3. In 2022 trip counts peaked in March (16,819) and April (13,789), however in 2023 trip counts peaked in May (25,440) and June (29,815) of 2023.
4. Another notable seasonality shift was an increase in device trip counts recorded in Q4 of 2023. A larger number of both weekday and weekend trips were observed in October (14,563 weekday, 13,040 weekend), November (17,541 weekday vs. 11,510 weekend), and December (14,987 weekday, 12,282 weekend) of 2023 compared to 2022: October (3,606 weekday, 3,046 weekend), November (4,045 weekday vs. 2,897 weekend), and December (6,834 weekday, 5,432 weekend)
5. It was noted that number of points of interests visited in 2023 has increased from 1.9 in 2022 to 2.1 in 2023.



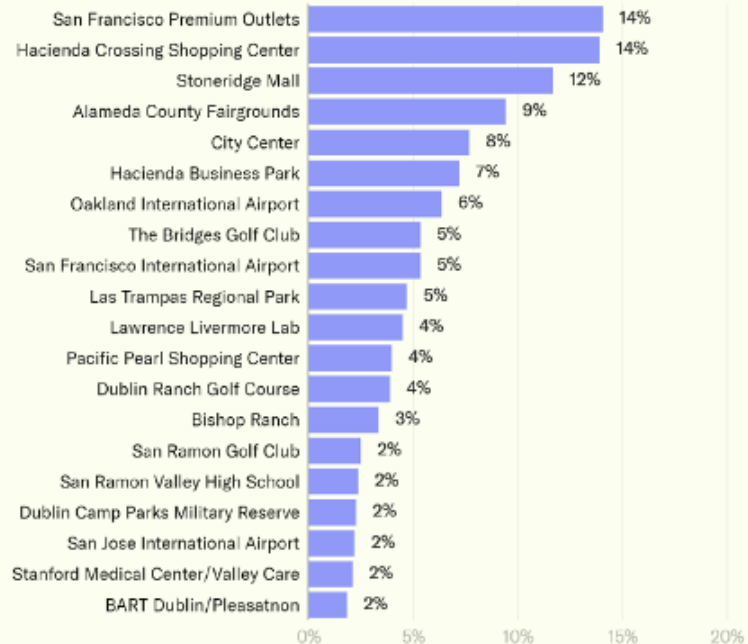
Geolocation Data Insights: 2023

Part 2:

2023 Year End - POI Details

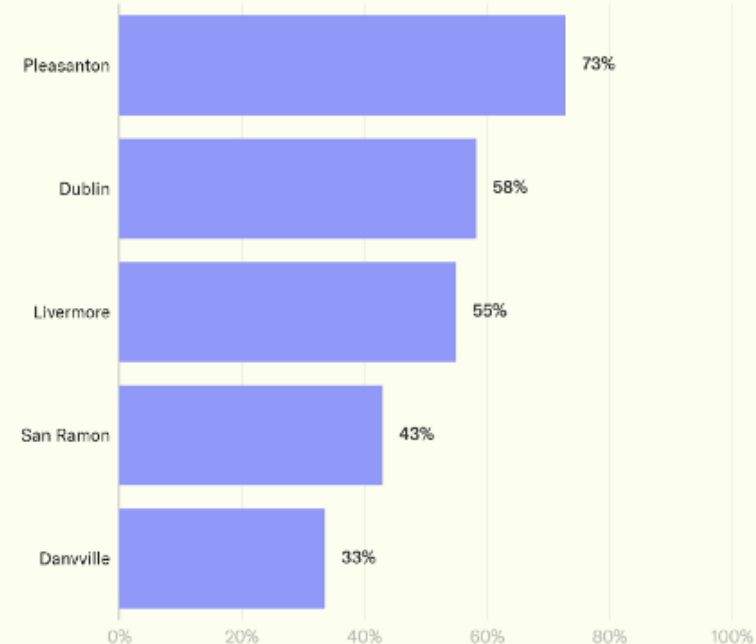
Attraction POI Visitation

Average Attractions Visited 2.3



City POI Visitation

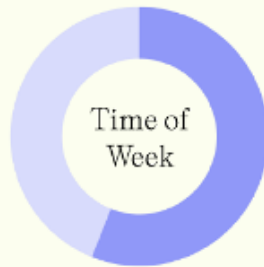
Average Cities Visited 2.2



Geolocation Data Insights: 2023

Part 3:

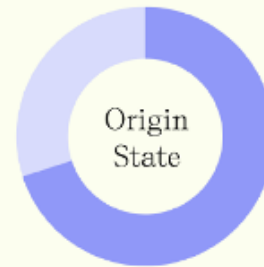
Q4 2023 - Snapshot of Findings



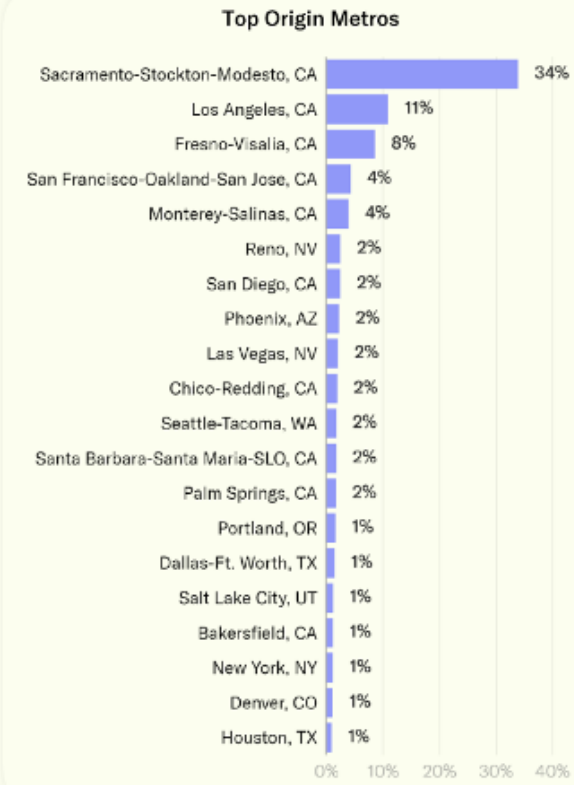
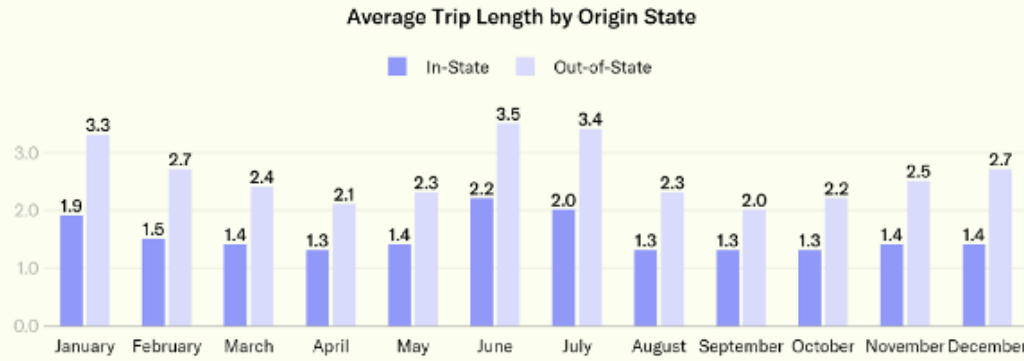
● Weekday 56%
● Weekend 44%



● Day-Trip 25%
● Overnight 75%



● In-State 70%
● Out-of-State 30%



PART VII

Six Key Priorities: 2024- 2025

Downtown & Community Activations

GOAL: Create and enhance VTV trails & hotel package programs to promote year-round

- A | Work with businesses to create new stops on the beer trail, ice cream trail, and caffeine trail
- B | Invite Businesses to Visit Tri-Valley office to meet with the Marketing team
- C | Outreach to new/underrepresented restaurants and wineries for participation in Restaurant Week (Feb.'25)
- D | Continue connecting with museums and other visitor-facing resources, such as EBRPD, SFPO, etc. for package promotions
- E | Work with cities, businesses and hotels to create quarterly visitor-friendly and purchasable hotel promotion packages (consider Gifty Coupon cards)

Downtown & Community Activations

GOAL: Provide ongoing education for hoteliers and businesses

- A | Continue with the *I Am Tri-Valley* program three times a year across all categories
- B | Conduct marketing mixer 1-2x/year for Tri-Valley marketing and sales employees

GOAL: Offer digital maps and materials of tourism related businesses to visitors

- A | Continue promoting existing Beer Trail, Ice Cream Trail and Caffeine Trail
Consider updating the tear-off map or other map of the Tri-Valley
- B | Enhance social media postings, website blogs, imagery and video content to reflect new and existing tourism businesses

GOAL: Create a resource center on the website for Getting Here & Getting' Around

- A | Audit existing transportation page on website
- B | Update transportation options to be inclusive of new/current services
- C | Promote the new portal page to visitors through marketing channels

Event & Visitor Services

GOAL: Pinpoint most popular visitor-reaching events and determine where visitors are coming from to expand targeted marketing outreach

- A | Utilize Voyage dashboard for demographic analysis
- B | Provide content for hotel reservation confirmation emails (Page 38 DSP) with current events, blogs, and additional relevant content (ie: The Vibe)
- C | Conduct Ad Conversion Study of visitors that came to the Tri-Valley by source

GOAL: Strengthen partnerships through visits and meetings to share info with event planners to maximize overnight visitation.

- A | Provide visitor dashboards to monitor KPIs; create & distribute reports to sales Dept.
- B | Create 3-5 Meeting Planner/client itineraries always at the ready
- C | Create a hot deals button to include hotel packages and other substantial deals to drive overnight visitation

Event & Visitor Services

GOAL: Evaluate top-performing events for vetted sponsorship and marketing support to increase overnight visitation and spend

- A** | Establish base-line VTV event sponsorship program and budget through DSP Event Matrix for top events (create shareable form)
- B** | Meet with event producers to establish baseline marketing support and future planning
- C** | Establish awardee process based upon Event Matrix criteria

GOAL: Provide weekly and monthly visitor-facing content to hotels and attractions to extend stay and spend.

- A** | Create and distribute weekly “What’s Happening” to hotel front desk clerks
- B** | Create and distribute monthly consumer newsletter to grow visitor base
- C** | Create and distribute monthly VIP newsletter to tourism industry partners

Tourism Related Hub

GOAL: Identify tourism related businesses and create a business resources page on Visit Tri-Valley website for people who may want to open a visitor-facing business, i.e. hotel, F&B, restaurant, ice cream shop, taproom, etc.

- A | Clarify criteria to consider when coming here, i.e. location, traffic, etc.
- B | Update VTV's partners' page to include resources from stakeholder cities, including Permitting, contacts & business support programs from each city. (ie: Dublin's Small Business Navigator program)
- C | Provide visitor demographics and spending statistics (ie: Dean Runyan Impact Report)
- D | Share information about each cities' Chambers of Commerce and other visitor-facing organizations (ITV, PDA, LV, Inc. etc.)
- E | Plan, launch and market 'The Hub' to stakeholders in all four cities

Cultural Assets & Cultural Tourism/Wine Experiential Development

GOAL: Create New Arts Trail (and/or cultural packages) via passport software

- A | Conduct asset inventory of cultural attractions
- B | Reach out to cultural institutions for participation
- C | Create passport 'trail'
- D | Plan, launch and market "Cultural Trail" during October Arts & Humanities Month

GOAL: Develop co-op marketing campaigns with Wine Region to encourage longer stays:

- A | Partner on bringing 2-3 media to the Tri-Valley
- B | Join in LV Wine digital and print advertising opportunities for extending destination appeal (ie: Wine Enthusiast, Wine Spectator, Wine activations, etc.)
- C | Lead and Sponsor "Tri-Valley Alley" Cal Wine Fest (July) with local wineries to increase awareness of the wine region.

Cultural Assets & Cultural Tourism/Wine Experiential Development

GOAL: Curate ongoing promotion of The Vibe (www.VibeTriValley.com)

- A | Provide robust calendar of events to encourage longer stays
- B | Provide quarterly marketing budget to promote The Vibe
- C | Provide outreach to cultural arts, producers, etc. training them to supply The Vibe with content
- D | Establish media plan to generate Vibe PR and articles
- E | Raise funds to support ongoing hosting of The Vibe through inviting Sponsors to participate on landing page of www.VibeTriValley.com
- F | Coordinate Vibe promotional efforts with Cultural Heritage Tourism Committee
- G | Add The Vibe community outreach via branded booth/swag for volunteer activations at selected key local events year-round

PART VIII

Departmental Development Plans 2024-2025 Strategic Deliverables

Marketing: The Metrics

MEASUREMENT	JULY - JUNE 2024	JULY - JUNE 2025
Engaged Website Sessions	212,033	500,000
Website Referrals Via Social Media	60,000	150,000
Organic Email Subscriptions	26,450	30,000
Marketing Campaigns	12	12
Requests for Inspiration Guide / Actual & Digital	1,500	1,500
Social Media Followers Across All Channels	40,250	50,000
Stakeholder Page View	105,000	120,000
Influencers / Bloggers Hosted	4	5
Journalists Hosted	18	9
Media Events Hosted	2	2-3
Media Results	269	Qualitative Media Results: 300 New metric with new quality vs. quantity strategy

Marketing & Branding

GOAL: Rebrand VTV for the foreseeable future to align with new and significant vision and objectives

- A | Identify comprehensive Request For Proposal (RFP)
- B | Distribute an RFP for a new brand, logo, new look, style guide, etc.
- C | Hire a tourism rebranding agency to execute RFP for new Brand Identity
- D | Launch new brand at Annual Luncheon in September, 2025
- E | Share style guide with all stakeholders for synergistic cross-promotions
- F | Plan, launch and market new LOOK/name/etc. across all platforms

Marketing & Branding

GOAL: Create a new website that aligns with new brand messaging for staff/agency maintenance.

- A | Create RFP and list of potential agencies
- B | Distribute RFP and choose agency by end of FY24/25
- C | Initiate new website design during FY25/26 for launch at Annual Luncheon 2026
- D | Share style guide with all stakeholders
- E | Plan, launch and market new look/name/etc. of website to key visitor markets

Marketing & Branding

GOAL: Maintain and grow direct marketing campaigns to increase website and conversion traffic

- A | Coordinate with marketing agencies of record for annual targeted campaigns aimed at awareness, opportunities and conversion with measurable KPI's
- B | Follow 5-Year Destination Strategic Plan objectives and milestone/action steps to enhance targeted campaigns through digital platforms and advertising channels
- C | Identify key and secondary visitor markets through research and monthly data
- D | Increase targeted niche market promotions through known demographic and sector data
- E | Drive Call-To-Actions via social, digital and limited traditional channels to website
- F | Conduct conversion study on campaigns through A/B testing



Sales: Meetings / Sports / Travel Trade

The Sales Department is solely responsible for promoting group visitation to the region through initiative-taking sales efforts from attending trade shows and pitching sporting events to hosting meeting planners and sports organizers.

A new VTV Group Sales Manager was brought on during FY23/24 to enhance existing efforts gained through visibility at Meeting Planners International (MPI) Northern California Chapter and the California Society of Association Executives (CALSAE). The contract was cut short, but still beneficial for this new sales effort. VTV will search for a replacement group sales manager in FY24/25 to maintain the momentum in SMERF, Corporate, and Association lead generation, site visits and bookings.


Repeating early success with our partners in the Mt. Diablo region and San Francisco Travel, VTV Sales will continue to seek limited opportunities to attend (hosted buyer) meeting planner trade shows, generate leads through those shows for stakeholders as well provide increased meeting planner incentives to lure new business and purchase vetted contact lists. Other opportunities include Expedia co-operative hotel bookings and awareness campaigns. These limited opportunities will continue to foster regional focus on meeting planners from non-local corporate and association organizations within the state of CA and the Western region from sizes of 10–200 people.



Sales: Meetings / Sports / Travel Trade

The sales team will maintain its commitment to providing marketing and/or sponsorship support for prominent annual events, including the Scottish Games and the Little League World Series. Additionally, we will proactively seek out and evaluate potential events that may qualify for future sponsorship opportunities, ensuring a strategic and targeted approach to the promotional partnerships.

Visit Tri-Valley is dedicated to the tourism and travel trade sectors in both India and China. While the Indian market continues to demonstrate a robust recovery, with increased air connectivity and consumer spending, the Chinese market still lags behind. However, industry forecasts anticipate a full rebound in the Chinese travel landscape by the year 2026.



To facilitate this resurgence, Visit Tri-Valley has fostered partnerships with two key agencies, Sartha Global and AviaReps, to represent and bolster the region's presence in these crucial international markets. Through these strategic programs, Visit Tri-Valley aims to leverage the expertise and established networks of these agencies to effectively reconnect with the travel trade and drive increased visitation and economic impact for the Tri-Valley region.

Metrics: Sports - Meetings - Travel Trade

Measurement	July 2024-June 2025
Leads Generated / Non-Sports	50
Tradeshows / Sales Activities Attended	6
Tournaments Hosted	26
Room Nights Booked	7,500
Total Attendees	26,500
Overall Economic Impact	\$7.5M

Sales: Objectives & Tactics

Continue strong market share with the Tri-Valley as a preferred destination for sports and other tournaments by targeting planners to bring their events to the Tri-Valley

- To incentivize Director for larger group impact on KPI's (and to ensure multiple hotel impact), 500+(total/consumed) room night groups are counted as two (2) groups and 1000+ (total/consumed) room night groups are counted as three (3) groups

Convene the Tri-Valley Sales Advisory Committee three times within the year to coordinate facility reps, generate and maintain interest in hosting events, and support those events already in the Tri-Valley particularly as large event travel returns

- Provide monthly STR reports for hotel OCC/ADR/RevPar
- Invite guest speakers on pertinent topics to attend Committee meetings

Attend industry trade shows to solicit leads and bids including (To be confirmed)

- Sports ETA (Sports)
- Sports Expo (Sports)
- TEAMS Conference (Sports)
- CalSAE Seasonal Spectacular (State Assn)
- Connect West (Non-Sports)
- Northstar Small Boutique Meeting Conference (October)

Conduct ongoing sales activities to maintain existing client base, cultivate new clients and prepare bid solicitation proposals

- Maintain and utilize a robust incentive budget with strong return on investment to support sponsorship for large events
- Upload all contracted and actualized events into Destination International's Economic Impact Calculator to monitor KPIs and ROI
- Report and measure any lost business

Sales: Goals & Measurements



Increase number of meetings and room nights booked focusing on slower/shoulder seasons and on weekends and holidays by 10%.



Strengthen and build engagement for partnerships in the community that attract groups.



Promote meetings incentive program “More Bang for Your Buck” for all hotel group bookings based upon room night consumption.



Introduce Tri-Valley as a desirable destination for high-spending international travelers through destination representation overseas in top markets.



Refresh existing Sports Guide guide and sales tools to reflect current product offerings

Coordinate through Aviareps (China) and Sartha Global Marketing (India) annual representation contracts to include sales calls, webinars, agent trainings, newsletters and in-person trips from China and India through Brand USA, Visit California, and contractors.



Research a multi-city Bay Area FAM centered around the NBA All Star game in February '25. Leverage compression aspect of mega-sporting events where possible (FIFA, Super Bowl, SailGP Grand, etc.)

Measure engagement by FAMS, impressions, reach, website stats.

Multi-Use Venue Development

In its 2021–2023 Strategic Plan, Visit Tri-Valley aimed to identify opportunities for the development of high-quality sports complexes suitable for tournaments. The Tri-Valley area has witnessed notable success in the sports market, particularly with an increased emphasis on Sports Development. Since 2018, the region has welcomed over 82,000 attendees for sports tournaments, resulting in the generation of over 26,000 room nights. A diverse range of sports tournaments held in the area have proven to be a magnet for out-of-town visitors.

- However, due to the lack of a central sports complex, over 40% of these tournaments and sporting events have been dispersed across multiple locations to accommodate the programming and number of attendees.
- Consequently, some potential opportunities to host events in the Tri-Valley area have been missed and lost to competitors.
- The demand for a new sports complex is clear. Broader sporting trends indicate that volleyball and basketball are among the fastest-growing sports in the United States, confirming the increasing demand for new sports facilities. As the sports tournament industry continues to grow and become incredibly competitive, organizers will seek out facilities that are large enough to host the tournaments at their current size but also enable them to grow and have amenities to support the tournament attendees when they are not playing.
- However, a sports complex is not sustainable in and of itself; nor does it answer the need for additional revenues by unfulfilled markets. Research conducted during 2023's DSP development sought to identify key markets to share in the feasibility of a new complex. This research unearthed additional needs for larger entertainment and meeting spaces to maximize a potential investment through Visit Tri-Valley.

Key findings emerged for the potential impact of a new multi-use venue in the Tri-Valley (noted in this diagram)



Multi-Use Venue Development

Key Project Next Step Action Items

- 1 | Engage the venue development team in the project management.
- 2 | Confirm the viability of identified multi use venue sites in consideration.
- 3 | Schedule meetings with elected officials and city leadership at the shortlisted locations to discuss advocacy efforts.
- 4 | Identify viable funding options for the multi use venue development, including exploring Public- Private Partnership (PPP) models for development, management, and operation, as well as considering local options sales tax and district funding options.
- 5 | Prepare and issue a Request for Information (RFI) to attract potential operators for the multi-use venue.
- 6 | Finalize site selection and solidify the deal for the operational model of the multi-use venue.
- 7 | Conduct further studies and analysis to finalize the structure and define the relationship between Visit Tri-Valley and the proposed multi use venue.
- 8 | Develop a comprehensive proforma and perform a high-level cost estimation to determine the optimal business model, staffing requirements, marketing, sales, and projected operational performance.
- 9 | Collaborate with architects to create conceptual renderings and validate the venue design, ensuring it meets the needs of all user groups.
- 10 | Execute media and trade outreach once event center project is confirmed and suited (after Annual Luncheon) to inform the public and private sectors.
- 11 | Break ground on the multi use venue, commencing the construction process.

Administration & Office Operations

VTV's administration and office operations ensure the organization's efficiency and effectiveness and are overseen by the President & CEO. We continue increased emphasis on the long-term development and health of VTV as outlined in the 5-Year Destination Strategic Plan. Unique to the Administration/Office Operations department is the metrics laid out are qualitative in nature versus being quantitative. The department's success is measured against the execution of these goals:

Metrics: Administration Program Goals

- Financial solvency within allocated budget (Annual Audit, Reserves Investment, Reduction of expenses, Quarterly TMD collection and disbursement)
- 5-Yr Destination Strategic Plan: Top Goal integration with FY2425 Marketing Plan
- Multi-use Venue Development w/ JLL Consulting & Task Force (Phase 1&2)
- Produce Annual Report / Luncheon Program / Enhanced Outreach
- Ongoing development of engaged Board of Directors
- Admin, Marketing, Research & Sales Dept. Oversight, Direction and Support
- Conduct 6 Annual Board Meetings/Committee Oversight (Tourism Cares, Cultural Heritage, MUD, Finance, Bylaws & Nominations, and Executive)
- Advocacy for Tourism Industry
- Ongoing Team Building / Training / Coaching

Administration/Office Operations: Objectives & Tactics

Ensure successful execution of VTV's annual marketing plan through each department

- Hold weekly joint staff meeting for overall efficiency and effectiveness
- Conduct weekly meetings with Directors to provide support, monitor progress, meet goals and mitigate obstacles
- Conduct mid-year reviews of programming goals, budgets and issues
- Hold annual staff workshops and retreats to maximize positive office culture
- Provide for team building, educational and training opportunities for staff members to stay current in their field
- Create positive office culture through regular incentives (lunch, anniv., etc)

Create a business plan to build a Multi-use Venue in the Tri-Valley for sports, meetings and entertainment

- Work with consultants JLL Advisors on a proforma business model in Phase 1 & 2 of MUD project during 2024-2025
- Maintain bi-monthly Task Force meetings with committee
- Identify best site locations within stakeholder cities
- Identify best funding sources from multiple revenue streams
- Present findings and updates on the project to Board & all City Stakeholders
- Engage with architect to create vision of multi-use venue options

Incorporate Board-identified top priorities from 5-Year DSP in to FY2425 programming across all departments

- Establish revised KPI's for entire organization based upon 5-Yr DSP recommendations
- Meet with Department directors regularly to monitor progress
- Identify leading KPIs to measure success; gather monthly reports
- Report to Board at regular meetings throughout the fiscal year

Analyze opportunities to increase the VTV budget

- Consider developing a co-op marketing Partnership program with local businesses
- Identify opportunities to provide ticketing and merchandise sales
- Initiate conversations with other community organizations to provide contracted marketing services to unify the region's brand message
- Engage local corporations to identify opportunities to develop a regional image campaign (ITV) 20/40 vision plan

Administration/Office Operations: Objectives & Tactics

Encourage the maximization of existing attractions and infrastructure

- Work with regional airports to increase passenger lift and terminal visibility
- Enhance the magnetism of area events and festivals
- Work with Cities/Park & Recs to streamline and fast track booking of facilities for quick access to fields, gyms, and facilities based upon event ROI (provide EIC for sports and events)

Develop a new narrative regarding the importance of Visit Tri-Valley to the region's economy

- Research local stakeholders and residents regarding their awareness of and affinity for the Tri-Valley region (resident survey)
- Based upon research, consider an Organizational Name Change to better convey the DMO's purpose and mission (rebranding: see Marketing)

Build relationships with culture and heritage groups in the region

- Work with Ag-tourism, Culinary and Tasting businesses in the region to identify opportunities for cross-promotion and experience
- Consider the development of an Events and Festivals Council (CHT Task Force Committee) to serve as a coordination and collaboration vehicle
- Work with Council to aid in thoughtful scheduling of events to avoid date conflicts and increase off-season events
- Engage event producers to collaborate in marketing and cost-sharing tactics
- Consider options to producing/collaboration on Tri-Valley Signature Event

Develop strong engagement by VTV's Board of Directors

- Advocate for board member engagement through ad hoc committee representation
- Foster ongoing relationships with potential future board members that can add expertise and positive input to VTV's overall mission
- Create opportunities for Board Members to report on 5-yr DSP progress

Administration/Office Operations: Objectives & Tactics

Serve as THE voice and tourism resource for Tri-Valley stakeholder and community communications

- Meet with stakeholders on a quarterly basis or as requested regularly
- Conduct Board meetings six times a year (plus Annual Luncheon/Holiday Party)
- Attend community events and meetings for all Cities
- Represent and be available for public speaking engagements
- Provide content for both the Monthly VIP Newsletter, "VTV News", and Consumer Newsletters
- Produce Annual Report for distribution to City stakeholders and hotel members
- Produce Annual Luncheon Event for all industry partners to report VTV success metrics, present awards, induct the Board of Directors and promote community partnerships

Maintain financial solvency through prudent best practices, cost cutting and budget review for remaining TMD term and beyond

- Maintain investment policy and implementation with wealth management company
- Invest existing contingency resources wisely
- Rebuild contingency funds when recovery produces more revenue
- Audit existing programs, contracts, and vendors for cost savings
- Leverage program funding through cooperative relationships

Maintain and engage strategic industry partnerships within the community and tourism industry at-large to increase brand recognition

- Advocate locally & regionally for our tourism industry through regional, state and national associations
- Facilitate positive relationships with VTV including
 1. Local Chambers/ Local Downtown Organizations
 2. Mt. Diablo Region / NorCal
 3. San Francisco Travel / Visit California / ONEDMA West / CalTravel
 4. Innovation Tri-Valley
 5. Livermore Valley Winegrowers Association / Other non-profits (TVNPA, TVC, Agricultural Committee)

Maintain professional development resources available for ALL employees

- Ongoing professional development training and education (IE: HR Recertification, Leadership Programs)
- Bi-annual staff retreat and/or teambuilding
- Annual staff reviews
- One-on-one coaching



Community Engagement: External

Visit Tri-Valley endeavors to work within the communities of Pleasanton, Livermore, Dublin and Danville to the extent of promoting the overall health and wealth of the lodging and hospitality industry.

Our “Tourism Cares” initiative actively works to feed and house the unhoused and senior population, as well as educate high school and college students on career paths within the travel industry. Visit Tri-Valley is a proud proactive partner within our communities.

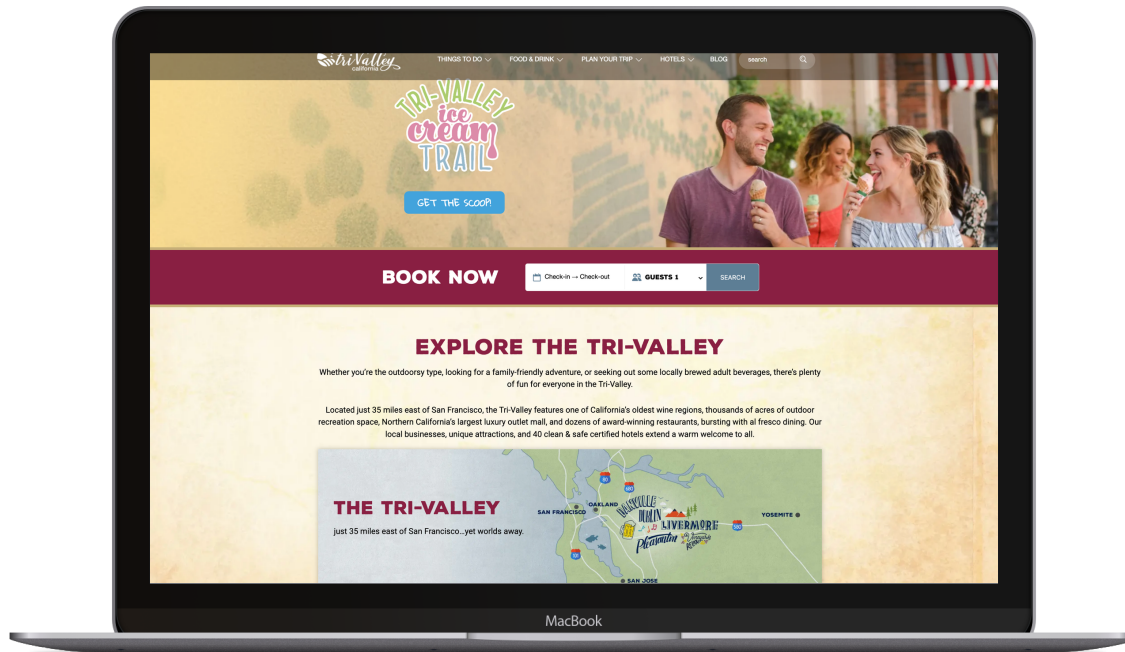
Local partnership and relationships are key to our success in marketing the attractions and desirability of the Tri-Valley. Our efforts include active participation with five area Chamber of Commerces, Downtown Organizations, agricultural and business groups, City Councils and City/Town economic development departments, other regional destination organizations, transportation companies, etc.

We also award nominal grants and sponsorships to visitor-welcoming events, local non-profits and to improve the overall visibility *and* viability of Tri-Valley’s tourism industry as a whole.

Organizational Values Set The Stage

- ✓ To effectively implement the DSP, Visit Tri-Valley must align it with the organization's internal values and the broader values of the destination. Visit Tri-Valley's operations are currently rooted in an environment of respect, trust, collaboration, cohesiveness, relevancy, and service-mindedness. As the travel industry continues to evolve, the DSP should be consistently evaluated through the lens of sustainability and responsible travel practices for both visitors and residents. It is imperative for Visit Tri-Valley to continue to prioritize diversity, equity, and inclusion, ensuring that the destination is welcoming to all visitors regardless of their race, gender, or abilities. Furthermore, Visit Tri-Valley should continue its efforts to give back to local communities through voluntourism and Tourism Cares initiatives, fostering a symbiotic relationship between the industry and the community.
- ✓ Additionally, to stay ahead of the curve, the DSP suggests that Visit Tri-Valley embrace new technologies and pursue an innovative approach that reflects the region's reputation for innovation and tech-savviness. Leveraging emerging technologies can enhance visitor experiences and streamline operations to further support the goals of the DSP. By consistently embodying these principles, Visit Tri-Valley can create a thriving destination that not only is attractive to visitors, but also nurtures a sense of pride and belonging among residents and fosters a positive impact on the community.

Appendix



- 1 | [PKF / Star Reports](#)
- 2 | [Dean Runyan Associates](#)
- 3 | [Strategic Plan Gantt Chart](#)
- 4 | [SWOT Insights: JLL](#)
- 5 | [US Travel Association](#)
- 6 | [Visit California](#)