AGENDA
Visit Yolo Strategic Planning Committee Meeting
Date/Time: January 30, 2018 at 1:00 PM

Conference Call information:
Go to https://www.uberconference.com/visityolo
Or call (720) 835-5695 and use PIN 89886

Committee members: Al Eby, Ken Hiatt, Rafael Galiano, Maria Lara, Diane Parro and Tracy Rios

1. Review “Budget Work Plan Board Workshop” agenda
   a. Attachment 1-A: Budget Work Plan Board Workshop Process

2. Provide input on Mission and Vision Statements for recommendation to the Board of Directors

3. Review comments from board members from the January meeting and go over redlined Budget Work Plan
   a. Attachment 3-A: Comments from January Board Meeting
   b. Attachment 3-B: Edited Budget Work Plan

4. Review “weaknesses” and “threats” from the SWOT analyses of other destination marketing organizations
   a. Attachment 4-A: Weaknesses and Threats of other DMOs

5. Next Steps

All agenda items are subject to discussion and possible action. All interested parties are invited to attend the open session portions of the meeting. Time will be allowed for members of the public to make comments on each agenda item (up to 2 minutes). To make a request for more information or to make a request regarding a disability-related modification or accommodations for the meeting, please contact Tiffany Dozier at (530) 297-1900, or visit 132 E Street, Suite 200, Davis, CA 95616; or via email tiffany@visityolo.com. Requests for disability-related modification or accommodation for the meeting should be made at least 24 hours prior to the meeting when possible. This notice and agenda is available on the internet at www.visityolo.com.
Visit Yolo Mission and Vision Statements

Our Vision: Creating economic growth by promoting Yolo County as an exceptional destination for leisure and business travelers

Why: To champion the exceptional communities of Yolo County

Our Mission: To stimulate the economic activity of Davis, Woodland, Winters and unincorporated Yolo County by promoting its hotels and cultural, athletic, business and entertainment events; and to create programs that promote the strengths of our region.

To accomplish our mission, the Yolo County Visitors Bureau is committed to these core objectives:

- To create and support programs that market and promote Yolo County as an overnight destination for leisure and business travelers
- To create new opportunities to increase hotel nights in Yolo County
- To compete aggressively with destinations throughout the region in attracting visitors
- To offer – and encourage – outstanding service and hospitality to visitors
- To share expertise on industry issues, trends, and product development with partners and stakeholders

SUMMARY OF BOARD FEEDBACK ON BUDGET WORK PLAN

SWOT Analysis for Yolo as a Destination

- Move “cooperation between communities” to the “opportunities” section
- Cannabis is an important subject and deserves more discussion
- Cannabis is part of a larger agritourism conversation
- “Culinary Tourism” should be moved to “opportunities.” “Farm to Fork” is already in the “strengths” category and makes sense given that Yolo County is “all about food.” Whereas, “culinary” for our destination category is something to aspire to.
- “Heritage Tourism” is big right now and should be added to “opportunities.”
- “Sports and conferences” will be separated into two categories with “sports” changed to “Youth Sporting Events”
Visit Yolo
Budget Work Plan
February 2018 - June 2019

Executive Summary, Vision, and Mission Statements ................................ 3
Destination SWOT Analysis ............................................................................. 4
Organization SWOT Analysis ......................................................................... 5
Goal Summary .................................................................................................. 7
Goal #1 – Improve Funding & Finance Policies ................................................. 8
Goal #2 – Improve Governance & Administration ........................................... 9
Goal #3 – Increase Destination Marketing and Public Relations ....................... 10
Goal #4 – Enhance Product Development ...................................................... 11
Goal #5 – Increase Events, Meetings & Conventions that Result in Overnight Stays 12
Goal #6 – Achieve Improved Collaboration and Community ......................... 13
Goal #7 – Davis Local Destination Marketing .............................................. 14
Goal #8 – Woodland Local Destination Marketing ....................................... 15
Goal #9 – Winters LDM .................................................................................. 16
Goal #10 – Yolo County LDM ................................................................. 17
Executive Summary, Vision, and Mission Statements

Executive Summary (incl. overview of Visit Yolo, purpose of creating the one-year budget work plan, and goals of the budget work plan):

Vision of organization:
To create economic growth by promoting Yolo County as an exceptional destination for leisure and business travelers

Mission of organization:
To stimulate the economic activity of Davis, Woodland, Winters and unincorporated Yolo County by promoting its hotels and cultural, athletic, business and entertainment events; and to create programs that promote the strengths of our region.

To accomplish our mission, the Yolo County Visitors Bureau is committed to these core objectives:
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• To create new opportunities to increase hotel nights in Yolo County
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• To offer – and encourage – outstanding service and hospitality to visitors
• To share expertise on industry issues, trends, and product development with partners and stakeholders

Why statement:
To champion the exceptional communities of Yolo County.

Means of data collection:
In late 2017, Consero Solutions was hired to provide guidance and recommendations on the future of Visit Yolo’s governance. A key recommendation was to develop a budget work plan in conjunction with each fiscal year’s budget. To help inform the development of this document, Visit Yolo staff asked our tourism partners and stakeholders to complete a comprehensive survey to capture their views about Yolo County as a destination and Visit Yolo as an organization. Visit Yolo used this information to guide the development of the workplan.

Destination SWOT Analysis [gathered from survey results and committee meetings]

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Natural beauty and open areas</td>
<td>• Cities have fewer attractions &amp; less shopping than nearby metro areas</td>
</tr>
<tr>
<td>• Highly productive agricultural land</td>
<td>• Not well connected with alternative transportation options, other than bus system</td>
</tr>
<tr>
<td>• Geographic diversity within County (valley, foothills, rivers and creeks)</td>
<td>• Lack of promotion and development of organized outdoor recreation opportunities</td>
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<tr>
<td>• Proximity to other metro areas and greater geographic diversity (e.g. mountains and coast)</td>
<td>• Competition for tourists within Yolo County</td>
</tr>
<tr>
<td>• Farmer’s markets, farm-to-fork, and other locally sourced food options</td>
<td>• Lack of unified identity for county</td>
</tr>
<tr>
<td>• Inexpensive relative to surrounding metro areas</td>
<td>• Constrained resources for marketing/communication at cities and County, including staff</td>
</tr>
<tr>
<td>• Vibrant downtown cores</td>
<td>• Thief</td>
</tr>
<tr>
<td>• Unique walking and biking experiences</td>
<td>• Homelessness</td>
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<tr>
<td>• Vibrant local art community</td>
<td>• No large conference spaces</td>
</tr>
<tr>
<td>• University and other higher education options</td>
<td></td>
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<tr>
<td>• Culinary tourism</td>
<td></td>
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<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
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</thead>
<tbody>
<tr>
<td>• Improve public awareness of Visit Yolo resources</td>
<td>• Lack of enthusiasm for change</td>
</tr>
<tr>
<td>• Provide additional marketing with new TID revenue</td>
<td>• Crime</td>
</tr>
<tr>
<td>• Recruit youth sporting events</td>
<td>• Homelessness</td>
</tr>
<tr>
<td>• Recruit conferences</td>
<td>• No large conference spaces</td>
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<tr>
<td>• Highlight small businesses</td>
<td></td>
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<tr>
<td>• Promote events and weddings</td>
<td></td>
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<tr>
<td>• Grow agritourism and outdoor recreation</td>
<td></td>
</tr>
<tr>
<td>• Build conference space</td>
<td></td>
</tr>
<tr>
<td>• Agritourism opportunities</td>
<td></td>
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</tbody>
</table>
### Organization SWOT Analysis [gathered from survey results and committee meetings]

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>• A recognized leader in tourism efforts for the county</td>
<td>• Absence of Executive Director</td>
</tr>
<tr>
<td>• Knowledgeable staff on industry and tourism trends</td>
<td>• No large conference spaces</td>
</tr>
<tr>
<td>• Successful marketing programs</td>
<td>• Insufficient understanding in community of benefit of tourism marketing</td>
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<tr>
<td>• Tourism advocacy</td>
<td>• Insufficient data to measure performance</td>
</tr>
<tr>
<td>• Centrally located visitor center</td>
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<tr>
<td>• Established infrastructure</td>
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<tr>
<td>• New organizational foundation and funding from TBID</td>
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<tr>
<td>• Renewed Board and city/County participation in governance</td>
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<tr>
<td>• Strengthen relationships between city entities</td>
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<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
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</thead>
<tbody>
<tr>
<td>• Improve community branding</td>
<td>• Revenue fluctuates based on overnight stays</td>
</tr>
<tr>
<td>• Focus event development on increasing overnight stays</td>
<td>• Competition between communities</td>
</tr>
<tr>
<td>• Increase hotel development</td>
<td>• Increased competition for funding dollars</td>
</tr>
<tr>
<td>• Explore potential for direct fundraising from community and businesses</td>
<td></td>
</tr>
<tr>
<td>• Invest in more robust marketing initiatives</td>
<td></td>
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<tr>
<td>• Increase convention space</td>
<td></td>
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<tr>
<td>• Improve communication of marketing and event services offered to local</td>
<td></td>
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<tr>
<td>jurisdictions</td>
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<tr>
<td>• Develop additional partnerships with local organizations that offer</td>
<td></td>
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<tr>
<td>amenities</td>
<td></td>
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<tr>
<td>• Identify and implement “walks” and “tours” to showcase art, agricultural</td>
<td></td>
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<tr>
<td>and open space amenities</td>
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Goal Summary

1) Improve Funding & Finance Policies
2) Improve Governance & Administration
3) Increase Destination Marketing & Public Relations
4) Enhance Product Development
5) Increase Events, Meetings and Conventions that Result in Overnight Stays
6) Achieve Improved Collaboration & Community Engagement
7) Develop Focused Local Destination Marketing Plans
   a. Davis
   b. Woodland
   c. Winters
   d. Yolo County

Goal #1 – Improve Funding & Finance Policies

Objectives:

1-A. Increase involvement of the Finance Committee in the oversight of Visit Yolo finances. (Owner: Finance Subcommittee, Visit Yolo Staff, Board of Directors)

1-B. Ensure consistency of annual budget with annual budget workplan and Visit Yolo Strategic Plan. (Owner: Finance Subcommittee, Visit Yolo Staff, Board of Directors)

1-C. Ensure Board oversight of finances, including budget, reserve, and cash flow. (Owner: Board of Directors)

Targets:

1-i. Increase the number of hoteliers on the Finance Committee to 50% or more.

1-ii. Ensure Finance Committee reviews draft and final budget before presentation to Board of Directors, conducts a quarterly review of Visit Yolo finances, and reviews financial policies annually, including the reserve and audit policies.

1-iii. Provide updates twice a year to the Board of Directors on implementation of Board-adopted finance policies.
Goal #2 - Improve Governance & Administration

Objectives:

2-A. Evaluate Board governance to reflect new Tourism Business Improvement District responsibilities (Owner: Board of Director, Visit Yolo Staff)

2-B. Evaluate staffing needs based on new Tourism Business Improvement District responsibilities (Owner: HR Consultant, Visit Yolo Staff, Board of Directors)

2-C. Improve long-term planning (Owner: Visit Yolo Staff)

2-D. Improve performance measurement (Owner: Visit Yolo Staff)

Targets:

2-i. Increase number of hoteliers on Board of Directors to 50%

2-ii. Develop Visit Yolo policies and procedures manual, including policies related to financial management

2-iii. Develop a Strategic Plan

2-iv. Develop an updated staffing framework

2-v. Hire a new Executive Director

2-vi. Develop baseline for performance measurement and a data collection protocol

2-vii. Establish and maintain subcommittees of the Board to advise staff on implementation of specific areas of budget workplan

Goal #3 – Increase Destination Marketing and Public Relations

Objectives: (all staff owned)

3-A. Increase overnight hotel occupancy in all jurisdictions from baseline performance

3-B. Increase visibility of Yolo County in Northern and Central California through various types of media attention

3-C. Develop brand position through advertising, co-ops, marketing and social media

3-D. Create evergreen blog content promoted on owned channels

3-E. Use owned social media to create visual campaigns, Instagram takeovers and blogger partnerships

3-F. Develop special social media campaigns that focus on specific target audiences (ex: foodie, art, sunflowers, etc)

3-G. Stay abreast of trends in social media and mobile technologies to create a competitive advantage of formats

3-H. Increase reader acquisition through improved website and development of engaging content

Targets:

3-i. Develop task force to establish clear direction and strategy for destination marketing development

3-ii. Create one new promotional video for Yolo County

3-iii. Provide support to at least five multi-day events that necessitate overnight hotel stays

3-iv. Grow owned social media channels by 10% from baseline through organic and paid marketing strategies

3-v. Increase database of opt-in consumers for e-marketing by 15% from baseline

3-vi. Create brochure distribution program to hotels and points of interest

3-vii. Create promotional campaign around launch of new website to increase reader acquisition
Goal #4 – Enhance Product Development

Objectives: (All staff owned)

4-A. Improve online presence through website and other social media outreach.

4-B. Work with partners to improve marketing of guides to events, walks, and other local touring options.

4-C. Increase advertising revenue by expanding advertising options.

Targets:

4-i. Create and launch new Visit Yolo website

4-ii. Create new art map and guide, as well as interactive online version and an app.

4-iii. Create a revenue-generation strategy related to website and newsletter advertising

4-iv. Increase advertising revenue by 50%.

4-v. Develop two new partnerships to implement “walks” and “tours” to promote Yolo amenities

Goal #5 – Increase Events, Meetings & Conventions that Result in Overnight Stays

Objectives: (All staff owned)

5-A. Assist and enhance existing local events to generate more hotel nights

5-B. Improve Visit Yolo’s directory of event venues, including venue type, capacity, availability and other information critical to matching venues with potential planners.

5-C. Develop a comprehensive marketing campaign to entice local and out-of-county corporations and event planners to hold their functions at Yolo County venues.

5-D. Create development and education program for local meeting planners and event venues to maximize marketability and partnerships with hotels.

5-E. Facilitate event sponsorship program that provides assistance to events that draw overnight stays.

5-F. Work with communities to create new events during the slow season (November through March).

5-G. Work with hotels to enhance sales of room blocks for events.

Targets:

5-i. Develop baseline data for number of corporate events held in Yolo County to set goals

5-ii. Develop marketing campaign and pipeline for potential event planners through the Visit Yolo website

5-iii. Identify strengths and challenges of venues and existing events in Yolo County.

5-iv. Create an event development program that will leave to more overnight stays in Yolo hotels.

5-v. Develop a starting list of 20 quality sales leads with whom to follow up regarding Yolo County as a unique and accommodating destination for meetings, conventions or events.
Goal #6 – Achieve Improved Collaboration and Community

Objectives:

6-A. Strengthen relationships with the Yolo County Board of Supervisors and City Councils to align destination marketing vision and fortify confidence in tourism. (Owner: Board of Directors, Visit Yolo Staff)

6-B. Improve availability of information on Visit Yolo activities to general public and partners. (Owner: Visit Yolo Staff)

6-C. Establish and strengthen relationships with UC Davis to promote tours and sports (Owners: Board of Directors, Visit Yolo Staff)

6-D. Improve coordination with local jurisdictions to inform marketing priorities. (Owner: Board of Directors, Visit Yolo Staff)

6-E. Grow relationships with local organizations to enhance marketing efforts (Owner: Board of Directors, Visit Yolo Staff)

Targets:

6-i. Organize regular meetings between Visit Yolo, local communities and hoteliers, including distribution of meeting summaries and regular updates on Visit Yolo activities

6-ii. Executive Director will attend at least one meeting per month of local chambers, downtown business associations, etc. to build community and government relations and report back to board

6-iii. Create and implement at least two positive marketing campaigns to showcase Visit Yolo’s’ efforts

6-iv. Develop procedure and a schedule for committee meetings held by each local jurisdiction (at least one meeting per quarter)

6-v. Leverage strategic partnerships to grow marketing programs and increase business community engagement.

6-vi. Hold quarterly “progress report” meetings with hoteliers

6-vii. Publicly post all meeting materials and budgets to Visit Yolo website

Goal #7 – Davis Local Destination Marketing

Objectives:

7-A. Commit to marketing initiatives (advertising, special campaigns, social media, press placement) that position Davis in market segments as a leisure travel destination

7-B. Create educational components and resources for meeting planners and event venues to maximize partnerships with hotels

7-C. Approach sports groups to host events in Davis

7-D. Target youth travel groups to add Davis to their overnight itineraries

7-E. Create partnership with UC Davis to entice campus visitors to extend their stay in Davis

Targets:

7-i. Development of brand position to market Davis as a vacation destination.

7-ii. Create resources for corporate meeting planners and local event venues.

7-iii. Approach sports and youth travel groups to stay and host events in Davis.

7-iv. Support multi-day events that necessitate overnight stays

7-v. Create new video content that focuses on Davis as a destination

7-vi. Creation of Davis specific social media campaigns
Goal #8 – Woodland Local Destination Marketing

Objectives:

8-A. Commit to marketing initiatives (advertising, special campaigns, social media, press placement) that position Woodland in market segments as a leisure travel destination

8-B. Use Visit Woodland website as a platform to leverage Woodland as a vacation destination and a resource of things to do

8-C. Create educational components and resources for meeting planners and event venues to maximize partnerships with hotels

8-D. Create new leisure events and corporate meetings that take place between November - March

8-E. Update and create publications for dining and shopping in Downtown Woodland

Targets:

8-i. Development of brand position to market Woodland as a vacation destination.

8-ii. Create resources for corporate meeting planners and local event venues.

8-iii. Create events that increase hotel nights during the slow season (Nov-Feb) and leverage existing events to maximize hotel stays.

8-iv. Target corporate agriculture businesses to host meetings and events in Woodland.

Goal #9 – Winters LDM

(No objectives or targets listed)
Goal #10 – Yolo County LDM
(No objectives or targets listed)

Attachment 4-A

**Weaknesses and Threats of other DMOs**

**Tri-Cities**
- Destination
  - Weaknesses
    - Under-developed Waterfront
    - Location in the State
    - Lack of Nightlife/Entertainment
    - No Statewide Tourism Promotion
    - Drive Time to Major Population Centers
    - Lack of Community Entrances/ Beautification
    - Lack of TC American Viticultural Area (AVA) – No Brand Connection
    - Not Retaining Young Professionals
    - Seattle Flights Not Convenient/Price of Airfare
    - No Core Downtown/Gathering Place
    - Need to Increase Convention Center Meeting Space
    - Need 350-400 Guest Rooms Adjacent to Convention Center
    - Multiple Jurisdictions
    - Hanford Perception
    - Culture, i.e. Performing Arts Center, Art Galleries
    - Limited Financial Resources
    - Lack of a Cohesive Destination Brand
    - Way-Finding Systems
  - Threats
    - Well-Funded Competition
    - Lack of a Cohesive Vision
    - Perception of Hanford
    - Cost of Fuel
    - Economy
    - Cost of Airfare Compared to Major City Hubs

- Organization
  - Weaknesses
    - Board Focus
    - Technology Assets
    - Lack of Board Involvement
    - Limited Budget Relative to the Competition
    - No State Marketing Support
    - Limited Leisure Travel Focus
    - Board Orientation/Education
    - Traditional DMO Thinking
  - Threats
Washtenaw County

- Opportunities for improvement
  - Road infrastructure for traffic congestion
  - Brand
    - Becoming ready for international visitors to the county (i.e. translation of signage, menus, etc.)
    - Creating more brand recognition for the Eastern, Western, and Southern regions as:
      - Being a safe, secure, and clean destination
      - Being an outdoor, active destination
      - Being a high-tech, innovative destination
  - Creating public Wi-Fi zones
  - A need for convention & meeting facilities
  - Improve the attractiveness of the industry to create greater retention within the workforce.
  - Need to improve the labor relations environment within the county. (i.e. better communication with the workforce, advocacy on behalf of the workforce)

Mendocino County

- Weaknesses
  - Current Perception—There are elements within the industry that don’t have a favorable perception of the organization.
  - Capital Investment—Area needs additional capital investment to continue improvements.
  - Lack of anchor infrastructure—Area lacks anchor hotel, higher educational institution.
  - Awareness—Limited awareness of destination beyond region.

- Threats
  - Economic Related—National and state related economic performance, federal budget reductions impact travel to the region.
  - Competition Related—Other competitive areas, including Northern California competitive set.
  - Internal Fighting—Internal fighting between different elements of the tourism industry.

- Potential Marijuana Issue—Area is known for high quality marijuana, but there are related issues including gang involvement, environmental damage, etc., that may have negative impacts.

Buffalo Niagra

- Weaknesses
  - The VBN has been underfunded for marketing for more than a decade, making it difficult to effectively compete in the tourism marketplace against a growing list of successful competitive destinations.
  - As a result, there is relatively low top of mind consumer awareness of Buffalo’s visitor amenities; its facilities and services that make it such a special visitor destination. It is this missing first step of visitor awareness that must be expanded in order to lead to customer interest and desire to final action that generates new visitors.
  - The Convention Center is one of America’s oldest and outdated, making it a liability in attracting meetings, conventions and other business. Nearby boarded up buildings are a deterrent as well the general condition of downtown—with limited retail, restaurant hours on the weekend are not ideal, Main Place Mall and back of Statler are sore spots.
  - Airport—limited direct flights beyond east coast destinations, and mostly on regional jet service, including no nonstop service to Albany.
  - The hotel package is far from ideal for meetings and conventions, with groups having to use 3, 4+ hotels.
  - Weather perceptions are a major deterrent to visitation.
  - There are also out of date but lingering media stereotypes to overcome in portraying the city’s vitality and reputation as an emerging new visitor product.
  - A lack of downtown retail.
  - Distance from vibrant neighborhoods to hotels is an impediment.
  - Hotel conditions / quality.
  - The lack of adequate local navigational way-finding signage that could brand the community through the diversity of its facilities and amenities.
  - Local media that points out the negatives more than the positive stories because that’s what makes the news.
  - Lack of public transit.
  - Community planning is missing for cross-promotion of visitor assets.
  - A general deficiency in master planning, particularly in tourism development.
  - From a college perspective, it is tough to show students what there is to do in the city, there is a lack of awareness and a poor image of what facilities are here, and what kind of impact they have.
  - Lack of media appreciation for amateur sports and their positive impact, nor is there a full understanding of area and their capabilities.
  - There are funding issues: it is tough to keep existing facilities we have up to date and competitive due to lack of budget to do so.
  - Difficulty competing with the budgets of larger sports organizations such as the Bills and Sabres.
Lack of integrated indoor facilities with ability to travel under roof and compete during the cold seasons as other competitors.

- A lack of ice to host indoor and outdoor events such as skating and pond hockey
- Limited funding for event solicitation compared to other competing communities who have major budgets to buy events.
- The confusing permitting process should be streamlined. There are issues between certain venues and the city/government, many duplicate applications required for customers that makes the process redundant. Nor is there clarity about which group should govern which space.

Challenges

- Leadership – Determining what role Government (State, County and City) plays in tourism development and marketing.
- There is general Buffalo pessimism among older residents.
- Aging facilities/venues/convention center with lack of capital improvement plans.
- Keeping young people here post-college is problematic.
- Money continues to move to the suburbs.
- Lingering suburban concerns and fears about visiting Buffalo.
- Overcoming old misperceptions and cynicism that Buffalo isn’t a viable visitor destination requires diligence in marketing and communications.
- Some community unwillingness to embrace the positive change.
- Lack of local awareness of new positive developments here today and the visitor experience now provided by Buffalo.
- Creating effective public/private partnerships.

Portland

- Weaknesses
  - Funding: The over-reliance on print advertising revenues, lack of municipal/state funding, à-la-carte fee structure for members, and relatively high dues structures.
  - Awareness: Over arching this issue is the lack of public awareness of how the CVB is funded which results in the above. In addition, the public is unaware of tourism’s overall economic impact on our region.
  - Communication: Lack of technology tracking software to allow sufficient communication to members about results of our marketing efforts.
  - Advocacy and Development: The lack of a convention center in the region, CVB not taking a stand yes or no on issues, and too much overall emphasis on Portland.

- Threats
  - Political: Political changes threatening the brand authenticity of the region were of high concern as well as the lack of urgency to work on problem behaviors such as panhandling.
  - Future Travelers and Members: Generational changes such as the Millennials, and how they will affect the relevance of CVBs in the future and resources, such as TripAdvisor are cause for concern.

Lee County

- Weaknesses
  - Inter-island, inter-county transportation, seasonal traffic congestion
  - On-island parking
  - Restaurants and evening entertainment
  - Entertainment district close to sports facilities
  - Inconsistent quality of lodging and a lack of high-end lodging options
  - Limited air access from secondary markets
  - Meeting space restraints
  - Aging tourism base

- Threats
  - Adverse human impact on natural assets
  - Unforeseen natural or economic events
  - An inability to expand the tourism pipeline and generate replacement visitors
  - Inadequate funding for tourism marketing as compared to competitor destinations
  - Lack of foresight regarding the next generation of visitors and an understanding of their needs and expectations