

TO: City Council
FROM: James L. App, City Manager
SUBJECT: **Economic Strategy – Marketing & Promotion**
DATE: May 15, 2007

NEEDS: For the City Council to consider restructuring community marketing and promotion efforts.

FACTS:

1. In 2005, the City Council called for a transformation of approach to community economic vitality.
2. The 2006 Economic Strategy defines a wholly new vision and plan for increasing economic vitality.
3. Developing and marketing the unique character, heritage and special attributes of the community is identified as a key stratagem to long-term economic progress.
4. The City's methods of marketing and promotion required reinvention to address the initiatives and objectives of the new Strategy.
5. Exploration of alternative marketing and promotion efforts was undertaken mid-2006 through mid-2007.
6. A community group is proposing restructure of a major portion of the established marketing and promotion effort (see Exhibits A & B).

ANALYSIS &

CONCLUSION: Historically, the City has contracted with the Paso Robles Chamber of Commerce for Visitor & Conference Bureau (VCB) services and with the Main Street Association for downtown promotion services (see Exhibits C & D). These contracts served the community well, but the new vision and plan of the 2006 Economic Strategy compelled re-evaluation.

A community group formed out of the Chamber of Commerce Board of Directors, with other accomplished individuals from tourism, visitor serving, and related industries, are recommending a restructuring of the VCB component. Specifically, they propose a broad redefinition of the marketing and promotion mission as well as realignment of the VCB from the Chamber of Commerce to the City organization.

The group has developed a budget to fulfill the proposed mission, as well as an alternative budget that is within the City's current investment capacity.

POLICY

REFERENCE: 2003 General Plan; 2006 Economic Strategy.

FISCAL

IMPACT:

- > Immediate impact = \$0; and
- > July 1, 2007 proposed increase in funding of \$75,000 – to be considered in the FY 2008-11 City Budget; and
- > Potential future expansion of budget (\$350,000) to fulfill defined mission will require supplemental funding.

OPTIONS: A. **City Council:**

- **Adopt the Proposed Marketing & Promotion Plan & Restructure; and**
- **Establish a Promotions Coordinating Council.**

B. **Amend, Modify or Reject the Option Above.**

Exhibits: A – Community Group
B – Proposed Marketing & Promotion Plan
C – Chamber of Commerce Visitor & Conference Bureau Contract
D – Main Street Association Downtown Promotion Services Contract
E – Letters of Endorsement from P.R. Events Center & Wine Country Alliance Boards of Directors

TOURISM TASK FORCE

Hawley, John	Chamber Board; Odyssey Cafe
Jacobs, Stacie	Wine Country Alliance Executive Director
Johnson, Margaret	Chamber Board; Martin Resorts
Masia, Matt	Adelaide Inn; Former Chamber Board; Main St. Board
Moye, Norma	Main Street Association Executive Director
Newkirk, Cindy	Steinbeck Vineyards; Agribusiness Tour; WCA
Roberts, Neil	Chamber Board; WCA; Roberts Vineyard Service
Robertson, Vivian	Events Center Chief Executive Officer
Roof, Bill	Chamber Board; Hampton Inn
Wilhoit, Dick	Past President Chamber; PR Hot Springs

ECONOMIC DEVELOPMENT

| POSITIONING |

(Marketing & Promotion)

The community has established an Economic Strategy for the future. A future that includes a vital, expanding and balanced economy where the great majority of Paso Robles can live, work, shop and play.

The Strategy is comprehensive in its scope and long-term in its orientation. Of its four primary objectives, **'positioning'** is a key. It is set forth that to earn the future that is sought, significant effort and investment must be made to **develop and market the unique character, heritage and special attributes of the community as the destination to visit, shop, play, invest, work and live.**

Paso Robles needs to **actively promote** unique local industry, products, services and destinations **to the world – to let them know what is here; let them know there is opportunity.** This is the emerging center of world class wines and viticulture. It is an ideal setting for unique medical, health and wellness destinations. It is a year-round place for dining, entertainment, events, and conferencing. It is a welcoming home with unique history and distinctive depth of character in its downtown, Victorian neighborhoods, agriculture, and people.

Marketing, promotion, and public relations are the keys to communicating the attractions and opportunities of Paso Robles. It is through tourism, i.e., visits to the area, that people are awakened to the place, to the distinct community character, to the opportunities – opportunities not only to visit, but to invest in a home, a business, a life. It is through marketing and promotion that economic development is achieved.

Therefore, it is proposed that the community-at-large, through its City agents, take a more active and direct role in marketing and promotion. And that this new involvement is undertaken in partnership with the Paso Robles Wine Country Alliance, Events Center, Main Street Association, Chamber of Commerce, hoteliers, and other tourist-serving business interests.

Tourism Development Mission

The mission of tourism development is to garner public interest and investment. Attraction of interest can be accomplished by positioning the area, its assets and attractions as unique, distinct and different. Name recognition and long-term visibility must be built, and validated, through extensive third party acclaim, clear and identifiable branding, and advertising that underscores and highlights the brand and third party acclaim.

The mission may be accomplished through a three-fold effort broadly categorized as public relations, marketing & promotion, and hospitality.

Public Relations:

Solicit attention of targeted media outlets, media professionals, and lifestyle/travel/wine/food writers through feature story development and promotionals, press releases, and media kits.

Marketing & Promotion:

Develop name recognition through brand development; advertising development, buying & placement; special event & conference attraction and development; travel and trade show exposure; web, brochure and graphic design and development.

Hospitality (Visitor Services):

Validate and expand public interest and investment by providing welcome center/information, visitor guides, and special event & conference coordination, support and concierge services.

The vitality and outcome of these efforts is dependent upon a clear economic development and marketing objective(s) and plan; adequate and stable funding; partnerships and coordination among and between tourist-serving interests; and an expert, accountable and broad-based tourism promotion organization.

Tourism Development Organization

A variety of organizational models were evaluated. Key organizational effectiveness criteria included:

- Broad-based – represents the interests of all tourism related industry and services.
- Expert – knowledgeable and experienced public relations/marketing principals.
- Inclusive – actively seeks out and cooperates with tourist-serving interests.
- Stable – secure funding and constant staff support.

Against these criteria it was concluded that member-driven organizations may benefit from member financial support, however are limited in their capacity to represent the interests of non-members. Independent non-member organizations may represent all, but lack the capacity to self-fund, or if self-funding may be unduly focused in their representation, e.g., to the interests of those funding.

A public relations and marketing tourism organization may be established within the City government. Positioning, i.e., marketing, of the community is an established strategy thus receives the highest possible policy support. Likewise, inclusivity is regularly practiced, encouraged, and itself is an adopted stratagem to realize economic development. Further, the City is dedicated to promoting the interests of all businesses that contribute to the community's economic vitality. And, it has the financial and staffing stability requisite to sustained effort. Expertise in the field may be provided as follows:

- Promotions Coordinating Committee (PCC)

A standing committee, reporting to the City Council, would be responsible for developing and overseeing a detailed marketing plan, and recommending an annual marketing budget.

The Committee would be made up of seven members including:

- Wine Country Alliance Executive Director
- Event Center Chief Executive Officer
- Chamber of Commerce Chief Executive Officer
- Main Street Executive Director
- Two hoteliers
- One private business person with substantial marketing experience/expertise.

- Public Relations/Marketing Staff

The PCC would be supported by 2-2.5 City staff including a public relations/marketing/promotions manager, tourism promotions assistant, and a part-time hospitality aide.

The City staff would report through the City Manager's Office, who in turn would provide continuing strategic and program management.

- Budget

Two budget alternatives are provided. The recommended budget (A) contemplates considerable expansion of the historical effort to increase visitor attraction. The expanded effort will require a new source of funding – a local hotel/motel business improvement district (charging 2% on each night’s lodging in town) could provide the supplemental funding. The alternative budget (B) provides a continuation of baseline effort with some less significant expansion all from City funds.

Public Relations:	<u>A</u>	<u>B</u>
Travel Writers	\$ 60,000	\$ 15,000
Media Kits, Story Development	<u>\$100,000</u>	<u>\$ 30,000</u>
	<u>\$160,000</u>	<u>\$ 45,000</u>
 Marketing & Promotion:		
Advertising	\$100,000	\$ 20,000
Brand Development	\$ 50,000	0
Web & Graphic Development	<u>\$ 40,000</u>	<u>\$ 10,000</u>
	<u>\$190,000</u>	<u>\$ 30,000</u>
 Hospitality:		
Event Coordination & Concierge	<u>\$ 50,000</u>	<u>\$ 15,000</u>
Sub-Total	<u>\$400,000</u>	<u>\$ 90,000</u>
 <u>Staffing:</u>		
PR/Promotions Manager	\$100,000	\$100,000
Tourism Coordinator	\$ 60,000	\$ 60,000
Concierge/Hospitality (1/2 time)	<u>\$ 40,000</u>	<u>0</u>
	<u>\$200,000</u>	<u>\$160,000</u>
 <u>SUB -TOTAL:</u>	<u>\$600,000</u>	<u>\$250,000</u>
 <u>Related Efforts:</u>		
Main Street – Downtown Promotions		
Chamber of Commerce Visitors Center		
Wine Country Alliance Membership	<u>\$150,000</u>	<u>\$150,000</u>
 <u>TOTAL</u>	<u>\$750,000</u>	<u>\$400,000</u>

<u>REVENUE:</u>	<u>A</u>	<u>B</u>
City – Current	\$328,000	\$328,000
City – Proposed Supplement	\$ 72,000	\$ 72,000
Sub-Total	<u>\$400,000</u>	<u>\$400,000</u>
New Source (Lodging B.I.D.)	<u>\$350,000</u>	N/A
<u>TOTAL</u>	<u>\$750,000</u>	<u>\$400,000</u>

N/A Paso approved at 10/17/06 ORIGINAL FULLY EXECUTED COPY

AGREEMENT BETWEEN THE CITY OF PASO ROBLES AND THE PASO ROBLES CHAMBER OF COMMERCE INC., FOR THE PROVISION OF TOURISM PROMOTION SERVICES

THIS AGREEMENT, effective July 1, 2006, is made and entered into this 13th day of November 2006, by and between the City of Paso Robles, hereafter referred to as the "CITY", and the Paso Robles Chamber of Commerce, Inc., hereinafter referred to as "Chamber," through its Visitors and Conference Bureau, hereinafter referred to as the "VCB".

WHEREAS, the VCB has special knowledge and experience together with available facilities to provide tourism promotion necessary to enhance the economic vitality of Paso Robles; and

WHEREAS, the CITY desires to have the VCB provide these services in order to facilitate economic development throughout the City; and

WHEREAS, the VCB is willing to provide services hereinafter set forth on behalf of the CITY in the manner and for the purpose hereinafter provided.

The City of Paso Robles hereby enters into an agreement for tourism marketing services to be provided by the Paso Robles Chamber of Commerce via its Visitors and Conference Bureau.

1. VCB RESPONSIBILITIES. The VCB's efforts under this agreement shall include, but are not limited to:
 - a. Visitors and Conference Bureau Marketing
 - Maintain and enlarge Paso Robles' market share of the California tourism market
 - Coordinate individuals, organizations, agencies and other tourism-related resources in the community
 - Increase mid-week and off-season tourism
 - Build group and conference business
 - Educate the public as to the importance of tourism in the local economy
 - b. Visitors and Conference Bureau Promotions
 - Coordinate advertising efforts and media relations
 - Develop promotional materials
 - Participate in tourist promotion trade shows
 - Staff and operate 2 visitor centers (downtown and train station) and establish a visitor information center at the Paso Robles Airport
 - Provide marketing support for special events, Barney Schwartz Park, and attracting a new air show
 - Provide research to track visitors and related economic impacts
 - c. Local Event Promotion
 - Support local events sponsored by the Mid-State Fair, Paso Robles Main Street, and Paso Robles Wine Country Alliance
 - Identify and maintain board liaison to the Main Street Board and invite same from Main Street to the Chamber of Commerce/Visitors and Conference Bureau Board

2. COMPENSATION. In consideration of the services performed by the Chamber through its VCB, the CITY will make payments as follows:

a. Commencing with the Agency's fiscal year beginning July 1, 2005, the Agency shall disburse to Chamber monthly payments equal to:

Fiscal Year 2006/2007	\$248,000.00
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b. In the event that the City Council is compelled to reduce General Fund budget expenditures in any given year during the term of this agreement, the base contract shall be reduced by the same percentage as the overall General Fund budget reduction. The CITY recognizes that the base contract reductions may result in a reduction of the services provided by the VCB.

c. This agreement shall not prevent CITY from appropriating additional sums for specific projects which the CITY may desire to have performed by the CHAMBER through its VCB.

3. VCB'S ANNUAL BUDGET. The Chamber shall, by the first of April each year, submit to the CITY for review by the City Council, a proposed budget and Tourism Marketing Plan for the Visitors and Conference Bureau for each the coming fiscal year covered by this AGREEMENT. This budget shall include all funds proposed to be received from the CITY and how those funds will be spent:

The VCB will also provide an annual and mid-year report of their implementation of the Marketing Plan.

4. VCB'S FINANCIAL RECORDKEEPING AND REPORTING. The CITY shall have the right to audit the books, records, and accounts of the VCB at any reasonable time in the VCB's offices.

5. POLITICAL ACTIVITY. The Chamber shall not use any monies received under this agreement for the endorsement, opposition or participation in any public office campaign or other political or lobbyist activity.

6. HOLD HARMLESS. The Chamber shall defend and hold the CITY, its members, officers, agents and employees free and harmless from any and all liability for any damages whatever arising out of the acts of the Chamber, its officers, employees or agents in carrying out the terms of the agreement.

7. LIABILITY INSURANCE. The Chamber and its VCB agrees to maintain in full force and effect during the term of the agreement public liability insurance in the sum of not less than Five Hundred Thousand Dollars (\$500,000) for death or injury of one or more persons in any one accident; property and products damage insurance in a sum of not less than Twenty-Five Thousand Dollars (\$25,000). All such insurance shall be carried with insurance companies satisfactory to the CITY and shall name the CITY, its officers, agents, and employees as additional insured. The Chamber and its VCB shall cause to be furnished to the CITY certificates of insurance stating that such insurance is in full force and effect; that the premiums thereon have been paid; and that the insurance carrier will give the CITY at least ten (10) days prior written notice of cancellation, termination or modification. The CITY is not liable for the payment of premiums or assessments on this policy.

8. INDEPENDENT CONTRACTOR. Notwithstanding any other representation, oral or written, between the parties, including any and all agents or representatives thereof, the Chamber and its VCB is at all times acting as a free and independent contractor, not as an agent of the CITY.

9. REVERSION OF FUNDS AND PROPERTY. During the term of this agreement should the VCB be dissolved, disbanded, or otherwise cease to function in a manner described in this agreement, all funds attributable to the CITY, and equipment purchased out of funds provided by the CITY, shall revert to ownership of the CITY. For the purpose of this provision, the VCB shall maintain a written record of, and include as part of each annual report, a listing of capital equipment that has been purchased with the funds provided by the CITY.
10. TERM. The term of this agreement shall be for a one-year period, expiring on June 30, 2007, unless terminated earlier in accordance with Section 11 below.
11. NOTICE. This agreement may be terminated in whole or in part at any time by either party hereto upon one year's written notice to the other as identified below, whereupon all rights and obligations of both parties hereto shall terminate, and the payments from the CITY to the Chamber hereunder shall be adjusted on a pro rata basis to the date of the termination.
12. FULL AGREEMENT AND AMENDMENT. This document represents the entire understanding between the parties and supersedes all prior negotiations, representations or agreements, either written or oral. This agreement may only be amended by a writing signed by both parties.

IN WITNESS WHEREOF, this agreement is hereby executed as of the day and year first hereinabove written.

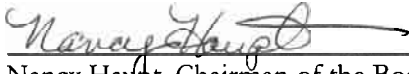
THE CITY OF PASO ROBLES
1000 Spring Street
Paso Robles, CA 93446

By

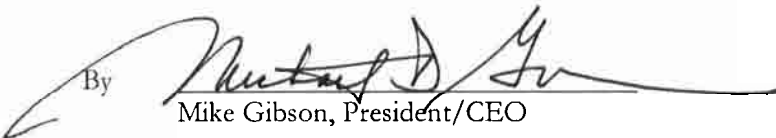

Frank R. Mecham, Mayor

PASO ROBLES CHAMBER OF COMMERCE, INC.
1225 Park Street
Paso Robles, CA 93446

By


Nancy Haupt, Chairman of the Board

By


Mike Gibson, President/CEO

**AGREEMENT BETWEEN THE CITY OF EL PASO DE ROBLES
AND PASO ROBLES MAIN STREET, INC., FOR THE PROVISION
OF DOWNTOWN PROMOTION SERVICES**

THIS AGREEMENT is made and entered into this 5 day of December 2006, by and between the City of El Paso de Robles (hereafter referred to as "Agency") and the Paso Robles Main Street, Inc., (hereafter referred to as "MAIN STREET").

WHEREAS, MAIN STREET has special knowledge and experience together with available facilities and personnel for the maintenance of an office to provide downtown promotion services necessary to enhance the economic vitality of the historic downtown business area in accordance with Main Street's adopted Work Plan;

WHEREAS, the Agency desires to have MAIN STREET provide these services in order to facilitate economic development and historic preservation in the downtown area; and

WHEREAS, MAIN STREET is willing to provide the services hereinafter set forth on behalf of the Agency in the manner and for the purpose hereinafter provided:

NOW, FOR, AND IN CONSIDERATION of the mutual covenants, promises and agreements contained herein, the Agency and MAIN STREET agree as follows:

1. MAIN STREET RESPONSIBILITIES. MAIN STREET agrees to do and perform the following services and activities during the term of this agreement:
 - a. To carry out the National and State of California Main Street Program in accordance with the guidance and assistance of the State of California and the National Trust for Historic Preservation;
 - b. To promote downtown Paso Robles as a unit and enhance its economic viability;
 - c. To initiate and actively coordinate and cooperate with the Chamber of Commerce, Paso Robles Visitors and Conference Bureau and City officials;
 - d. To maintain a viable organization and representation of the community, including downtown business and property owners, the Chamber of Commerce, Paso Robles Visitors and Conference Bureau, the financial community, industrial plant managers, Paso Robles Area Historical Society, ACORN, and the Board of Realtors;
 - e. To operate and maintain a professional staff and office setting for the Paso Robles Main Street Program;
 - f. To identify and implement steps toward increasing non-Agency financial resources in accordance with Main Street's adopted Work Plan;
 - g. To immediately establish and maintain board member liaison to the Paso Robles Chamber of Commerce/Visitors and Conference Bureau board and include a Chamber of Commerce/Visitors and Conference Bureau board member as the Chamber of Commerce/Visitors and Conference Bureau's board liaison to MAIN STREET.

2. COMPENSATION. In consideration of the services performed by MAIN STREET, the Agency will make payments as follows:
 - a. Commencing with the fiscal year beginning July 1, 2006, the Agency shall appropriate to MAIN STREET annual amounts as indicated below, to be disbursed each calendar quarter in equal payments:

Fiscal Year 2006-2007 = \$82,000.00

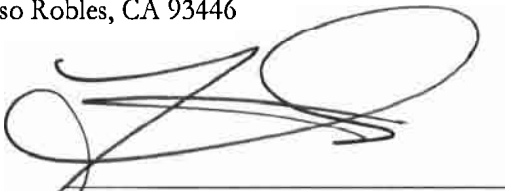
- b. It is understood and agreed that these payments shall be expended for authorized and budgeted MAIN STREET activities only. Funds dispersed under this Agreement will be used for the benefit of the downtown business area.
 - c. In the event that the City Council is compelled to reduce General Fund budget expenditures in any given year during the term of this agreement, the base contract shall be reduced by the same percentage as the overall General Fund budget reduction. The CITY recognizes that the base contract reductions may result in a reduction of the services provided by Main Street.
 - d. This agreement shall not prevent the Agency from appropriating additional sums for specific projects which the Agency may desire to have performed by MAIN STREET.
3. MAIN STREET'S ANNUAL BUDGET. MAIN STREET shall, by the first of April each year:
- Furnish to the Agency an annual budget for the operation of the Paso Robles Main Street Program. The submitted budget shall first have been approved by the Paso Robles Main Street Board of Directors.
4. MAIN STREET'S FINANCIAL RECORDKEEPING AND REPORTING. The Agency shall have the right to audit the books, records and accounts of MAIN STREET at any reasonable time. In addition, as part of its operations, MAIN STREET shall:
- a. Furnish to the Agency by July 31, an annual report of their implementation of the adopted Work Plan.
 - b. Provide the State of California with required reports on Main Street Program activities.
5. POLITICAL ACTIVITY. MAIN STREET shall not use any monies received under this contract for the endorsement, opposition or participation in the public office campaign or other political or lobbyist activity.
6. HOLD HARMLESS. MAIN STREET shall defend and hold the Agency, its member, officers, agents and employees free and harmless from any and all liability for any damages whatever arising out of the acts of MAIN STREET, its officers, employees or agents, in carrying out the terms of the Agreement.
7. LIABILITY INSURANCE. MAIN STREET agrees to maintain in full force and effect during the term of the Agreement public liability insurance in the sum of not less than Five Hundred Thousand Dollars (\$500,000) for death or injury of one or more persons in any one accident, property and products damage insurance in a sum of not less than Twenty-Five Thousand Dollars (\$25,000). All such insurance shall be carried with insurance companies satisfactory to the agency, and shall name the Agency, its officers, agents, and employees as additional insured. MAIN STREET shall cause to be furnished to the Agency certificates of insurance stating that such insurance is in full force and effect, that the premiums thereon have been paid, and that the insurance carrier will give the Agency at least ten (10) days prior written notice of cancellation, termination or modification. The City of Paso Robles is not liable for the payment of premiums or assessments on this policy.
8. INDEPENDENT CONTRACTOR. Notwithstanding any other representation, oral and written, between the parties, including any and all agents or representatives thereof, MAIN STREET is at all times acting as a free and independent contractor, not as an agent of the Agency.
9. REVERSION OF FUNDS AND PROPERTY. Should the Paso Robles Main Street, Inc., Board be dissolved, disbanded, or otherwise cease to function in a manner described in this agreement, all assets of Main Street will be disbursed in accordance with provisions in the Main Street Bylaws.

10. TERM. The term of the Agreement shall be for a one-year period expiring on **June 30, 2007**, unless terminated earlier in accordance with Section 11 (below). After June 30, 2007, it may renew annually, upon the adoption of a resolution extending the contract and appropriating funding for MAIN STREET for a particular fiscal year.
11. NOTICE. This Agreement may be terminated in whole or in part at any time by either party hereto upon one year written notice to the other as identified below, whereupon all rights and obligations of both parties hereto shall terminate. Payment from the Agency to MAIN STREET hereunder shall be adjusted on a pro rata basis to the date of termination.
12. FULL AGREEMENT AND AMENDMENT. This document represents the entire understanding between the parties and supersedes all prior negotiations, representations or agreements, either written or oral. This agreement may only be amended by a writing signed by both parties.

IN WITNESS WHEREOF, this Agreement is hereby executed as of the day and year first hereinabove written.

THE CITY OF EL PASO DE ROBLES
1000 Spring Street
Paso Robles, CA 93446

By



Frank R. Mecham, Mayor

PASO ROBLES MAIN STREET, INC.
835 12th Street #D
Paso Robles, CA 93446

By

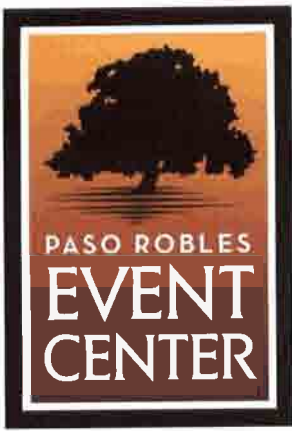


Jim Reed, President

By



Norma Moye, Executive Director



April 24, 2007

Mr. Jim App, City Manager
City of El Paso de Robles
1000 Spring Street
Paso Robles, CA 93446

The Sixteenth District
Agricultural Association

A California State Agency

DIRECTORS:

RICO BARNES
Paso Robles

TINA BAXLEY
San Miguel

STEVE BONESO
San Miguel

MARK BORJON
Creston

CHRIS DARWAY
Arroyo Grande

DEE LACEY
Paso Robles

DIANE TAYLOR
Arroyo Grande

KARL WITTSTROM
Paso Robles

VIVIAN ROBERTSON
Chief Executive Officer

Dear Jim:


On behalf of the Board of Directors of the 16th District Agricultural Association (Paso Robles Event Center), I want to express our full and earnest support of the tourism restructuring plan as drafted for Paso Robles.

We truly believe the Paso Robles Event Center has become a premier event facility attracting hundreds of thousands of guests annually, whether it is for the 12-day California Mid-State Fair, or to attend one of the many diverse events held during the year. The variety of events enriches the lives of our community through many social, cultural, and educational activities, and most importantly, provides immense resources to the economic vitality of Paso Robles.

We are compelled to support the proposal drafted to restructure Paso Robles as it demonstrates effective public relations, marketing and promotions, and visitor services. As we have done by renaming our facility to Paso Robles Event Center, brand development provides identification, solidifies positioning, and drives tourism. In tourism development, hospitality is vital in all of our businesses, and with this restructuring, comes a powerful package. Realignment of the Visitors & Conference Bureau to the City's oversight brings new vision and strong management practices.

Jim, I am confident you will share to the Council that we encourage adoption of the tourism restructuring plan as presented.

Regards,


Vivian Robertson
CEO

Home of the California Mid-State Fair

Post Office Box 8, Paso Robles, CA 93447 805/239-0655 fax 805/238-5308



April 19, 2007

Jim App, City Manager
City of Paso Robles
1000 Spring Street
Paso Robles, CA 93446

Dear Mr. App:

The Paso Robles Wine Country Alliance Board of Directors unanimously supports the restructuring plan for the Paso Robles Visitors and Conference Bureau (VCB) and encourages the City Council to adopt this plan. As outlined in the 2006 Economic Strategy the positioning of Paso Robles is important for increasing economic vitality. The wine industry understands the importance of positioning and marketing the region and looks forward to working closer with the VCB to build upon the Paso Robles brand.

The local wine industry, the largest contributor to local tourism, currently estimates more than 1.2 million Winery visits annually with total wine tourism expenditures at \$113 million. This number can grow even more with strategic regional marketing to coincide with the growth of the wine industry. The proposed promotions coordinating committee brings together the parties who can best market the unique character, heritage and special attributes of the community for long-term economic success.

The vision set forth addresses the community needs, aligns with the adopted Economic Strategy and will help strengthen the brand for Paso Robles.

The Wine Country Alliance encourages members of the City Council to adopt the plan set forth.

Sincerely,

A handwritten signature in blue ink, appearing to read "Stacie Jacob".

Stacie Jacob
Executive Director
Paso Robles Wine Country Alliance