



VISIT  
*tri*Valley



# HELLO

Dear Tourism and Hospitality Industry Stakeholders,

As members of the Visit Tri-Valley Board of Directors, we extend our warmest greetings to you. We are delighted to have participated in developing Visit Tri-Valley's five-year Destination Strategic Plan (DSP). The collaboration and dedication displayed by our board members, internal team members, stakeholders like you, and the wider community has truly been inspiring. The DSP marks an exciting milestone in our journey to shape the future of the Tri-Valley as a destination. It reflects our shared commitment to inclusivity, sustainability, and long-term vision for driving positive change in our communities. By leveraging extensive industry research, incorporating valuable stakeholder feedback, including our active Steering Committee, and embracing innovative strategies, we aim to create exceptional visitor experiences while enhancing the quality of life for our community. We acknowledge and appreciate your active involvement throughout the development of the DSP. Your insights and contributions have been invaluable in shaping this comprehensive roadmap. Together, we have explored opportunities such as the development of a multiuse venue that will enhance our programming capabilities and offer immense economic benefits for the Tri-Valley for many years to come. As we move forward, we are deeply committed to our role as stewards of this plan. Visit Tri-Valley will continue to foster collaboration, facilitate positive change, and drive the implementation of the DSP strategies. We recognize the transformative power of this plan and its potential to shape the Tri-Valley's tourism landscape. Thank you for your unwavering support, compassion, and partnership. It is through our collective commitment that we can create a destination that not only captivates visitors but also nurtures the well-being and aspirations of our community.

With gratitude,



Chair of the Board of Directors

Dear Tourism and Hospitality Industry Stakeholders,

I am excited to share with you the progress made by Visit Tri-Valley over the past year in developing our Destination Strategic Plan (DSP). As we envision the future of the Tri-Valley as a premier destination, we are eager to engage with partners like you on the key priorities outlined in this plan. The DSP encompasses everything from tourism product development and infrastructure enhancements to partner support and internal organizational improvements. It is a comprehensive roadmap that will guide our efforts towards a thriving and sustainable destination. During the research process, it was validated that there is a strong demand for a multiuse venue within the Tri-Valley. This versatile facility has the potential to host a wide range of activities, including sports tournaments, events, concerts, and meetings. Not only will it provide additional programming options for the Tri-Valley, but it also has the potential to significantly boost our local economy and bring immense benefits to our community at large. As an organization, we are committed to serving as stewards of our destination and working closely with our community to drive successful plan implementation over the next five years. The priorities outlined in the plan are rooted in extensive research, complete with data-driven insights, recommended actions, milestone targets, and identified partners. Visit Tri-Valley will actively convene partners, facilitate collaboration, and take a leading role in implementing the DSP strategies. We are truly excited about the partnerships that have been formed within and beyond the hospitality industry. In particular, I'd like to thank our Steering Committee whose names are listed in the plan appendix for their dedication and active participation. Together, we can turn this visionary plan into a reality and drive positive change in the Tri-Valley. Thank you for your ongoing support, and we extend a warm invitation for you to join us on this exciting journey towards a vibrant and prosperous destination.

Sincerely,



President and CEO



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## Visit Tri-Valley Team and Board of Directors

*We sincerely thank the Visit Tri-Valley Staff and Board of Directors for their time and support throughout this process. Their contribution has been invaluable in driving the Destination Strategic Plan forward.*

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**DEBBIE LOGE - VICE CHAIR**

Courtyard by Marriott Livermore

**CHRIS HILL - TREASURER**

Four Points by Sheraton Pleasanton

**JENNIFER KOIDAL - SECRETARY**

San Francisco Premium Outlets

**CHRIS CARTER**

Livermore Valley Arts

**RHONDA WOOD**

Wood Family Vineyards

**KENDALL CLAY**

Marriott Pleasanton

**DOSHIA MYRICK**

Homewood Suites Livermore

**RON GAPOL**

La Quinta Inn - Dublin

**CATHERINE CHEDA**

Hawthorn Suites by Wyndham Livermore



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# EXECUTIVE SUMMARY

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 ensured that the DSP is strategically aligned with industry trends and best practices. The outcome of this research is located in the Appendix section.

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



**Destination Development**



**Multiuse Venue Development**



**Connectivity**




**Direct Marketing  
and Branding**



**Economic Development and  
Business Friendliness**



**Organizational  
Development**



These priorities, supported by research, strategic recommendations, and implementation tactics, will be cornerstones of Visit Tri-Valley's mission as the steward of this plan, representing the destination to the visitor audience and to the industry within its own backyard.

Beyond this 5-year DSP, Visit Tri-Valley explored the potential for developing a flexible multiuse venue that can host a diverse range of events throughout the year and compete with notable convention, entertainment, and sporting venues in the region. The area's proven appeal for sports tournaments prompted a study to assess the demand for such a venue to accommodate community needs as well as an increased range of programming and event types. Engagement with sports organizers, entertainment promoters, event organizers, and corporate planners confirmed the value and impact of a new multiuse venue with a minimum of 100,000 square feet of indoor space. The analysis demonstrated the potential for substantial revenue growth, increased overnight visits, community engagement, and a broader economic impact on the Tri-Valley area.

During the DSP process, an initial site analysis was conducted, with the top three recommended sites presented to the Steering Committee for further evaluation in the development phase. The development of a multiuse venue will strategically align with the DSP priorities to ensure mutual benefits.

This DSP has ambitious goals that range from the development of a multiuse venue to creating compelling visitor experiences and directly marketing them to enhance destination vibrancy. The Visit Tri-Valley Board of Directors and internal team are steadfast in their commitment to vision, community values, and a visitor-centric approach and will maintain their focus on the plan's recommendations and tactics.

The project team acknowledges and expresses heartfelt gratitude to the Steering Committee (see list of names in the Appendix section) for their invaluable input and dedication throughout the DSP process, as their involvement has been fundamental to its success.

# PLANNING PROCESS

To support the Destination Strategic Planning efforts, Jones Lang LaSalle (JLL) was selected as the consulting firm. JLL's approach consisted of four phases. The first phase involved collaborating with the Visit Tri-Valley leadership team, forming a Steering Committee comprising key Tri-Valley stakeholders, and analyzing data and historical information provided by Visit Tri-Valley.

Phase Two focused on engaging stakeholders, which included outreach to over 100 individuals.

The stakeholder engagement initiative featured five focus groups with approximately 30 participants in total. These groups covered a range of topics such as lodging, economic development and transportation, wineries and breweries, restaurants, retail, downtowns, and arts and cultural tourism.

In Phase Three, a comprehensive market study was conducted. This included benchmarking research on competitive destinations at both the macroeconomic and destination attribute levels, analyzing demand drivers specific to the Tri-Valley, reviewing leisure events, and conducting an in-depth demand analysis for the proposed multiuse venue. Additionally, a review of Visit Tri-Valley as an organization was undertaken.

During Phase Four, the priorities, recommendations, milestone timelines, and action items were developed. The Steering Committee carefully reviewed and vetted these priorities and recommendations throughout the DSP process. Additionally, newsletters were distributed to provide updates throughout the entire process, and a dedicated website for the Destination Strategic Planning initiative was created to update the industry and local communities and further encourage engagement.







# RECOMMENDATIONS & PRIORITIES

The outcomes of this process included six categorical priorities, each with research-based strategic direction, recommendations, milestone action items, and identified partners. These priorities include:

- Destination Development: diversify and expand tourism offerings, products, and experiences into the Tri-Valley market.
- Multiuse Venue Development: develop a flexible multiuse venue that can host a diverse range of events throughout the year and compete with notable convention, entertainment, and sporting venues in the region.
- Connectivity: connect visitor assets to improve experience and expand reach into neighborhoods and districts.
- Direct Marketing and Branding: develop targeted experiential packages and implement effective strategies to attract leisure travelers.
- Economic Development and Business Friendliness: position Visit Tri-Valley as a central hub for tourism-related businesses and foster regional collaboration within the Tri-Valley.
- Organizational Development: adjust the organizational structure and resource allocation to support the newly emerged priorities.

Each of these priorities covers key areas that came up in stakeholder findings and were vetted through the market study research. The priorities and subsequent recommendations and actions will position the destination to attract more quality visitors and facilitate the development of the proposed multiuse venue. Many of these priorities are long-term and will require action to be taken in the immediate term, as well as the prolonged attention needed to realize the ambitions of the Tri-Valley as a destination.

# STAKEHOLDER ENGAGEMENT

The success of a strategic planning process begins with the commitment to include stakeholders from the outset. The DSP aims to create a roadmap for long-term tourism development and promote alignment throughout the Tri-Valley. Therefore, the active support and involvement of industry stakeholders and community leaders play a pivotal role. The DSP process included engagement with over 100 individual stakeholders and community groups, including city and county staff and elected officials, economic development agencies, regional corporations, sports organizers, venue managers, developers, and industry business owners and operators ranging from hotels to wineries, retail, and other small businesses. This inclusive approach facilitated multiple touchpoints to gather valuable input and feedback on the process for shaping the future of the Tri-Valley as a tourism destination.



100 Total stakeholders engaged

5 Focus Groups

55+ Individual meetings

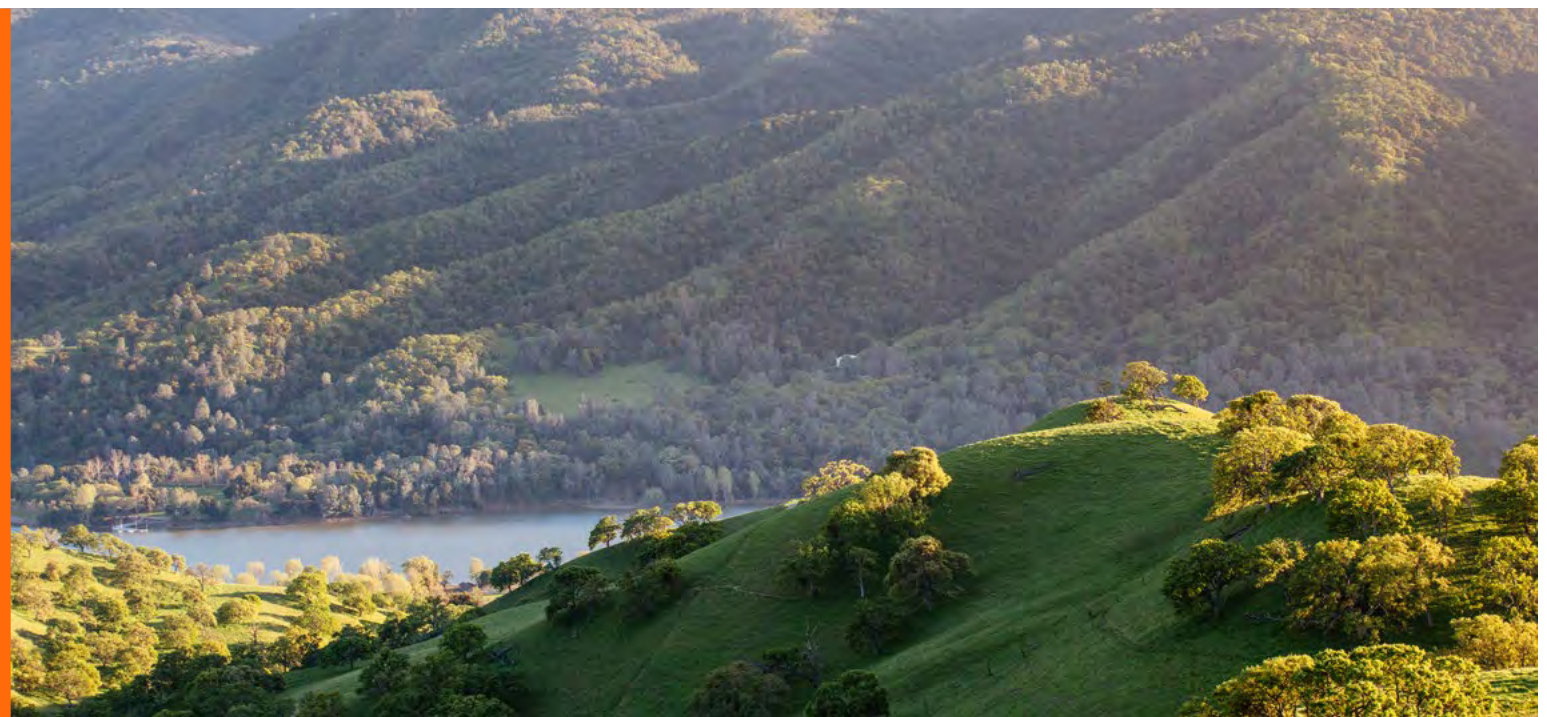
1500+ Stakeholders reached via bimonthly newsletter updates

# STEERING COMMITTEE

A Steering Committee was formed and met regularly throughout the planning process. The names of the Steering Committee can be found in the Appendix section of this report. Visit Tri-Valley is grateful to the members of this committee, as their input was pivotal in shaping the plan priorities, providing guidance on implementation strategies, and broadening community involvement.

Key components of the stakeholder engagement process included:

- Monthly meetings with a Steering Committee comprising 24 industry and community leaders.
- 55+ individual meetings were held with various stakeholders.
- Monthly stakeholder updates and newsletters, reaching an audience of 1500+ individuals.
- Engagement of city administration and elected officials from Dublin, Pleasanton, Danville, and Livermore. In addition, the City of San Ramon was also engaged, as it plays an important role in the regional experience.
- 5 focus groups on topics including economic development, transportation, arts and cultural tourism, lodging, wineries and breweries, and restaurants and retail, with a total of 27 participants.
- Dedicated Destination Strategic Plan webpage with a community feedback form on [visittrivalley.com](http://visittrivalley.com)



# STAKEHOLDER ENGAGEMENT OUTCOMES

The stakeholder feedback provided insightful guidance and direction, forming the basis for many of the priorities and recommendations in the DSP. It was apparent that there was a high level of interest in seeing the visitor economy grow in the future. There was also a clear understanding that there was a need to enhance the visitor experience if Tri-Valley was going to experience material growth in the visitor economy. It also highlighted areas requiring further validation and research during the market study phase of the plan's development. Through the stakeholder engagement process, several key themes emerged:



Tri-Valley's unique and diverse arts and cultural offerings could be a source for targeted growth.

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Investment in events should be expanded for the development of a signature Tri-Valley event and a targeted strategy for growth.

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The development of a multiuse venue is needed to address the overwhelming capacity demand for sports tournaments, entertainment programming, and select corporate meetings in the region.

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The activation of Tri-Valley's downtown is critical to enhancing the region's vibrancy.

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Raising awareness of the wine experiences in the region can enhance Tri-Valley's tourism product and package offerings.

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Transportation and connectivity for visitors are needed to service the airports, venues, downtowns, experiences, and assets.

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A targeted marketing approach focused on facilitating visitor conversion could promote Tri-Valley as a leisure destination to drive-market audiences.

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The creation of a Tri-Valley tourism business hub could support new and existing small businesses in navigating complex processes.

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These key themes are a synopsis of a multitude of stakeholder conversations and quantifiable feedback collected from interactive platforms. The stakeholder input has been instrumental in shaping many of the priorities that will be further developed in this plan. The DSP process leveraged this input to conduct in-depth research and validate the direction for the future of the destination.



## BALANCING QUALITY OF LIFE

During stakeholder engagement, one consistent theme that emerged was the stakeholders' interest in confirming that the DSP priorities go beyond solely focusing on economic growth or development objectives and also contribute to the enhanced quality of life for Tri-Valley residents. This interest extends to various aspects of the DSP, whether it be the proposed multiuse venue development or broader priorities like destination development and infrastructure enhancement. The stakeholders highlighted the importance of considering the overall well-being and satisfaction of the local community, emphasizing that the DSP should address and improve various elements of daily living such as access to amenities, transportation, infrastructure, recreational spaces, and social and cultural opportunities. By seeking confirmation that the DSP's priorities align with the Tri-Valley residents' quality of life, the stakeholders demonstrated the expectation that the decisions and actions taken by the DSP should have a positive and lasting impact on the community.



# REGIONAL COLLABORATION

Another significant outcome of the stakeholder engagement process was the consensus regarding the importance of functioning as a seamless region. This acknowledgment came about through discussions with representatives and stakeholders from the four cities of Pleasanton, Dublin, Livermore, and Danville, where stakeholders recognized the value of presenting the region as one. The emphasis on collaboration reflects the shared understanding that a cohesive and coordinated approach can lead to more effective outcomes for the Tri-Valley area as a whole. By furthering their collaboration and alignment, these cities can enhance their collective influence and maximize their potential for economic growth, attract investments, and foster a sense of community pride. The public sector and private sector stakeholders agreed on the value of a seamless region, which underscores their commitment to working together, leveraging shared resources, and aligning efforts to address common challenges and capitalize on mutual opportunities.



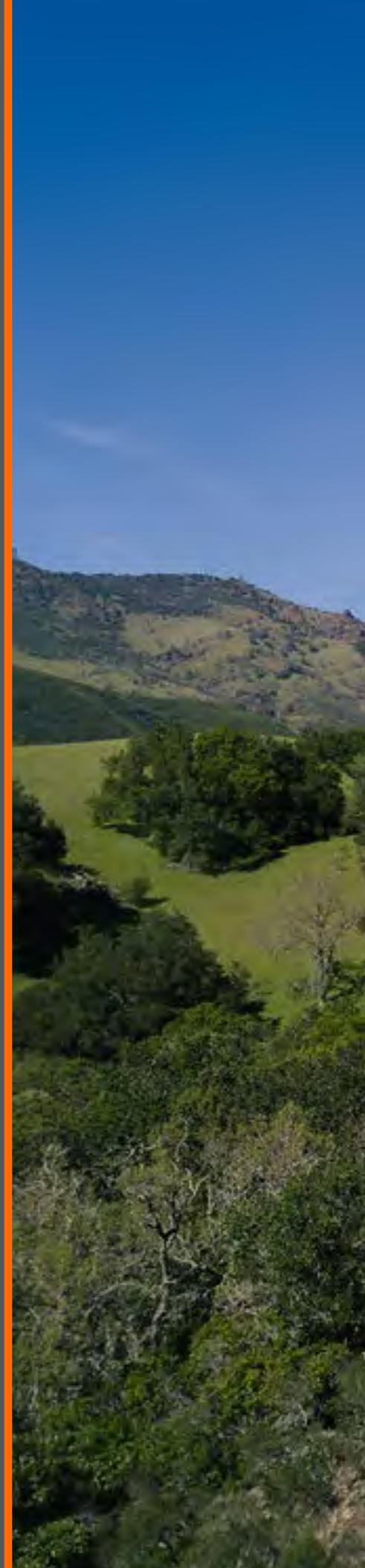
# MARKET STUDY

## MARKET STUDY COMPONENTS

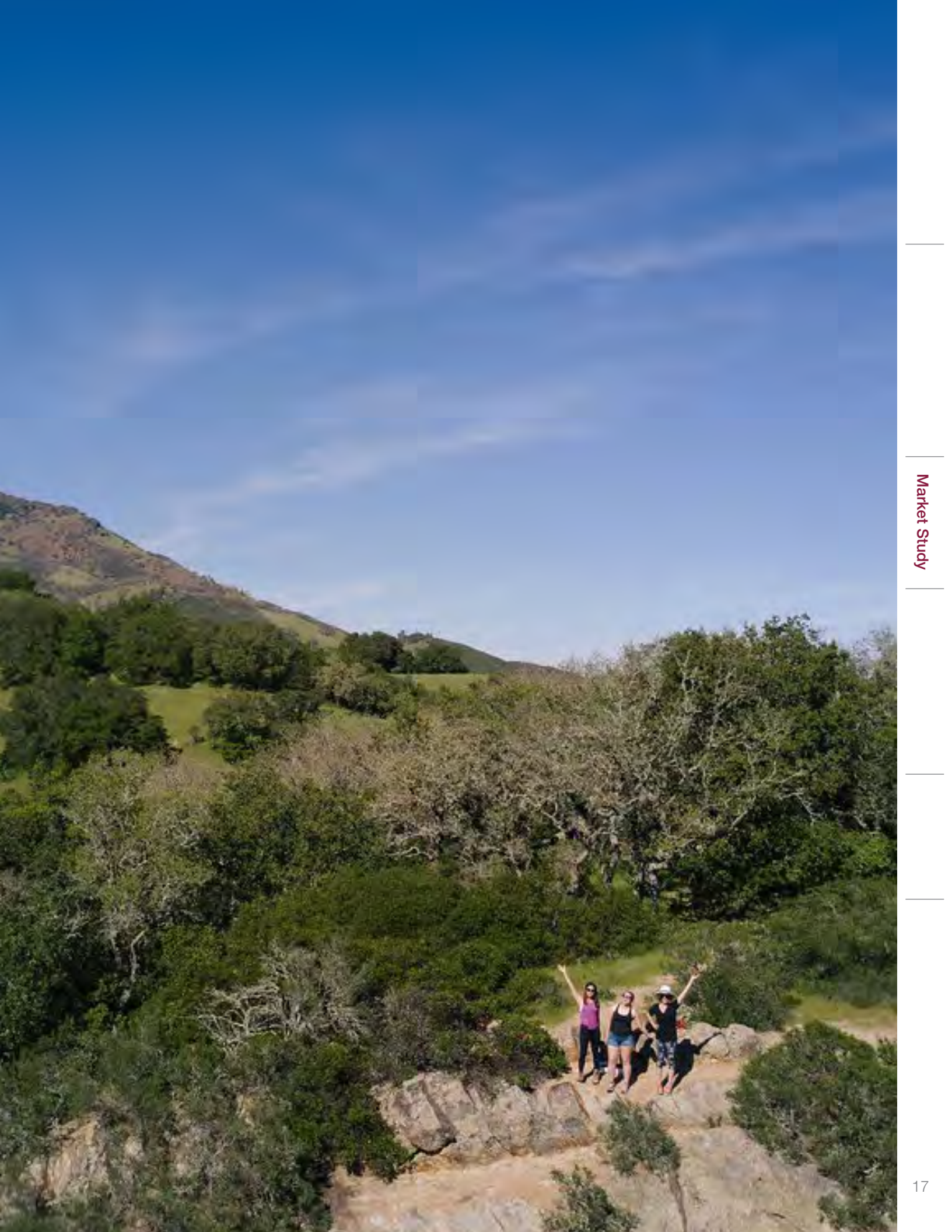
The foundation of the DSP is built on a combination of market research and validation of stakeholder engagement and participation. The market research conducted for the Tri-Valley Destination Strategic Plan included:

- **Benchmarking research**
- **Lodging review**
- **Hotel business mix review**
- **Assets and amenities inventory and evaluation**
- **Event inventory and evaluation**
- **Sports organizer interviews**
- **Corporate/meeting planner interviews**
- **Entertainment promoter interviews**

All of these elements included detailed research, collaboration with the Visit Tri-Valley team for data validation, and vetting outcomes against the stakeholder feedback received throughout the planning process. The current and future value of the tourism and hospitality industries to the Tri-Valley area as a significant economic contributor was very apparent in this research. The following are the outcomes of the market study.







# MARKET STUDY OUTCOMES

## Benchmarking

The first component of the market study was an in-depth analysis of the Tri-Valley against its competitive set. In collaboration with the Visit Tri-Valley team, benchmarks were chosen based on their similarity to the destination as well as being markets with which the Tri-Valley currently competes for group or individual visitors.

## Destinations Reviewed

The reviewed destinations that possess similar destination experiences and pursue many of the same visitors and target markets were the following:

- Berkeley
- Concord and Walnut Creek
- Fremont
- Napa
- Oakland
- Roseville
- San Luis Obispo
- San Mateo County
- San Ramon
- Santa Clara
- Santa Rosa
- Stockton
- Temecula



## How the Tri-Valley Compares

JLL benchmarked the Tri-Valley against other destinations in terms of macroeconomics, market size, connectivity, and overall assets. The research utilized data from JLL, ArcGIS, Smith Travel Research (STR), and Visit Tri-Valley.

Here are some key highlights from the research:

### **Population**

The Tri-Valley area is home to approximately 380,000 people, ranking third in population size behind Oakland and San Mateo County among the competitive set.

### **Household Income**

The Tri-Valley is projected to have the highest median household income in 2027. However, it falls within the bottom 40% of the competitive set in terms of household income growth rate.

### **Average Consumer Spending**

The Tri-Valley leads the competitive set in consumer spending across dining, entertainment, and travel categories.

### **Tourism GDP**

According to the Bureau of Economic Analysis (BEA), the Tri-Valley, comprising Alameda and Contra Costa counties, has the third-smallest percentage of tourism contribution to real GDP among its competitive set. Currently, the tourism sector in Contra Costa and Alameda counties accounts for only 2.48% of the region's overall real GDP. This indicates a significant opportunity for growth and development in the tourism industry to further enhance the Tri-Valley's economic impact and capitalize on its potential as a thriving tourism destination.

### **Business and corporate presence**

The Tri-Valley area boasts 17,741 active businesses, placing it among the top three destinations in the competitive set, trailing Oakland and San Mateo County.

### **Walkability and "bikeability"**

"Walk Scores" and "Bike Scores", nationally recognized measurement tools, typically range from 0 to 100, with higher scores indicating areas that are more walkable and easier to get around on foot or by bike. Walk and Bike Scores are used by city planners and policymakers to identify areas that need connectivity improvements.

In terms of walkability, the Tri-Valley area scores an average of 36, making it more car-dependent than 75% of the competitive destinations. Regarding bikeability, the Tri-Valley has an average score of 56.75, ranking in the bottom 40% of the competitive set. However, Livermore scored 79 individually, placing it among the top four destinations within the competitive set in this category.

### **Hotel Supply and Room Inventory**

With 40 hotels and 4,184 existing rooms, Tri-Valley has the second highest room inventory and the third highest hotel supply within the competitive set. However, it ranks in the bottom three for Average Daily Rate (ADR), with an average of \$138.71 reported for 2022. In terms of occupancy, the Tri-Valley aligns with the average of destinations studied, standing at 65.5% for 2022.

## LODGING REVIEW

As part of the DSP process, a thorough examination of the hotel inventory and performance in the Tri-Valley was conducted. As stated above, the benchmarking results revealed that the Tri-Valley boasts one of the largest inventories among the destinations studied, and it continues to perform comparably or slightly better than similar destinations.

However, when examining hotel room classifications based on data from Smith Travel Research, it was found that the Tri-Valley has a comparably small inventory in the Upper Upscale and Luxury categories. Currently, upscale rooms constitute the highest proportion of the total room inventory at 46%, followed by upper midscale at 20%, midscale at 15%, economy at 12%, upper upscale at 6%, and luxury at 1%.

This analysis highlights the significant potential for growth in the upper-upscale and luxury segments within the Tri-Valley. By focusing on enhancing the offerings and amenities that appeal to these categories, the region can attract a higher-end clientele and strengthen its market position in these desirable market segments.

Among the total of 40 properties in the Tri-Valley, 21 are located in Livermore, thirteen (13) in Pleasanton, five (5) in Dublin, and one (1) in Danville. Pleasanton boasts the most rooms, with a total of 1,812, followed by Livermore with 1,604 rooms, Dublin with 706 rooms, and Danville with 62 rooms. In addition to the existing inventory, there are currently six new properties in the planning and construction phases across the Tri-Valley, adding 642 rooms to the total inventory. This will raise the total hotel room inventory at the Tri-Valley to 5,053 rooms. These developments highlight the region's commitment to expanding its hospitality offerings and capitalizing on the growing demand for accommodations. The additional inventory will support the region's goal of attracting more visitors and meeting the needs of a diverse range of travelers.

Additionally, the Tri-Valley has just over 260 active short-term rental listings. AirDNA data indicates an average occupancy of 58% and an ADR of \$248 in 2022 for these listings, putting the Tri-Valley average in the bottom 20% of the competitive set about short-term rental occupancy and the top 30% in terms of short-term rental ADR.





## Assets and Amenities Inventory and Evaluation

The destination is comprised of a variety of assets and attractions. The quantity and quality of these assets are significant, an important metric when considering how leisure travelers make decisions about where to visit and why. The DSP process included an inventory and analysis of these key assets driving visitation on JLL's proprietary Demand Driver Scorecard.

The Demand Driver Scorecard is used to evaluate the impact of individual destination assets and experiences on visitor stays. This is a multistep assessment, where each asset is assigned a score based on its ability to drive incremental visitation. The higher the score, the more likely the asset is to attract visitors from a greater distance and cause overnight stays.

The Demand Driver Scorecard consists of eight key criteria with a total value of 100 points. Assets and amenities scoring above 60 are considered attractors that drive visitation. The level of visitation is scaled based on the score, with scores of 60–70 indicating a regional draw, 80–90 a national draw, and 90–100 a global draw. As the competition for leisure visitation increases, the outcomes of the demand driver scorecard can help identify the destination asset's current positioning as well as opportunities for future growth and concentration.

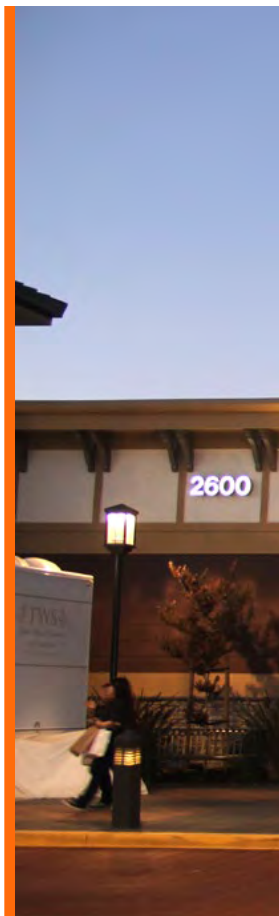
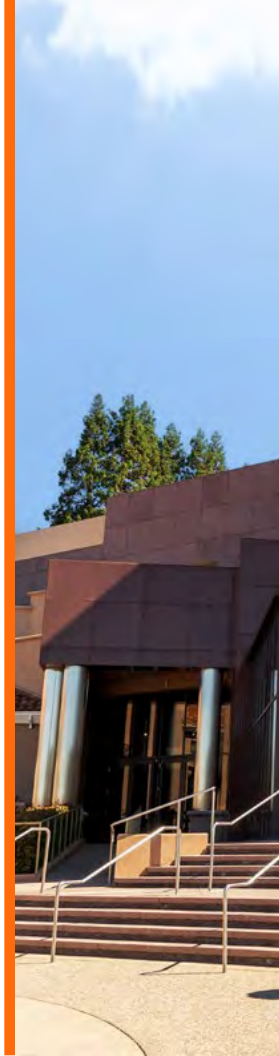
This multi-step process includes:

- **Utilizing past research and data to assess current demand**
- **Placing individual assets on a scale based on eight criteria**
- **Rating anything that scores 60 or greater as the Tri-Valley's Attractors**
- **Utilizing the outcome to identify future competitive positioning**
- **Recommending new investments or enhancements to grow assets on the scale**

The Demand Driver Scorecard assessed a list of 30 individual assets and experiences that were put together with the Steering Committee's input. The outcomes of the Scorecard highlighted Mount Diablo State Park and San Francisco Premium Outlets as the Tri-Valley's signature experiences, both scoring over 60 and attracting regional visitors. Additionally, 14 attractions scored between 40 and 59, classifying them as "must-see" products for visitors in the area.

The analysis reveals that over half of the Tri-Valley's demand drivers are associated with outdoor recreation and sports. While other product categories like arts, culture, retail, and education exist in the Tri-Valley's tourism landscape, they currently do not drive significant regional visitation to the area on their own. To broaden the range of demand generators for different target audiences, further product development and diversification, especially within the creative economy, are essential.

The analysis findings have supported the identification of key priorities and the formulation of recommendations to position the Tri-Valley for growth and stimulate new product development in the future. The comprehensive framework of the Demand Driver Scorecard, which further illustrates these insights, can be found in the appendix of this report.





Market Study



## Event Inventory Analysis

As part of the Destination Strategic Planning (DSP) process, a comprehensive assessment of the existing events within the destination landscape was conducted, recognizing their significance in attracting visitors. The analysis focused on evaluating prominent events to understand their requirements and anticipate their needs over the next five years. Events can and should play a pivotal role in any tourism plan, as they often serve as an initial introduction to a destination for visitors.

Using a set of criteria that emphasizes the impact of events on visitation returns, JLL's Event Matrix was used to provide insights into the current event landscape of the Tri-Valley and support emerging events in achieving success.

The process included:

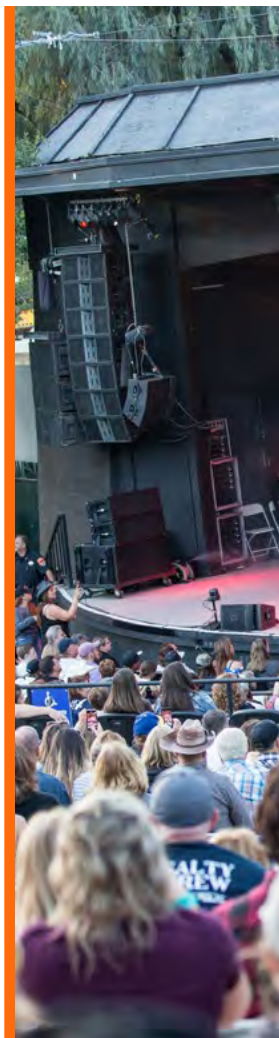
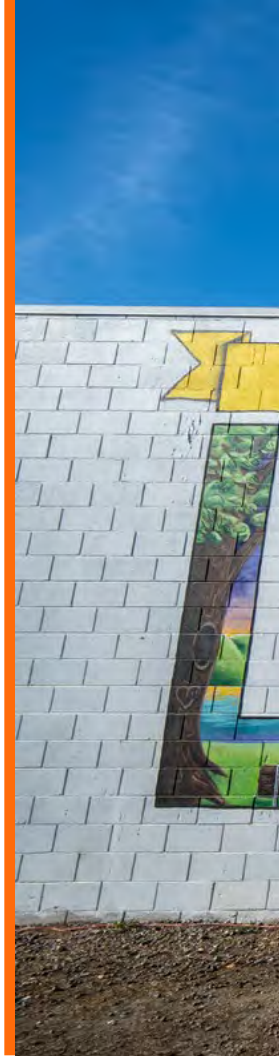
- **Identifying key events that are visitor-facing or well-positioned for future overnight visitation**
- **Rating events on JLL's proprietary Event Matrix using 11 broad-based criteria**
- **Identifying those events that can grow in specific areas through progressing on matrix outcomes**
- **Recommending working with targeted event organizers on tactics for implementation**

The DSP process included a comprehensive examination of 33 of the Tri-Valley's top leisure events, with in-depth interviews conducted with 10 event organizers who are currently generating a sustainable level of economic impact. The concentration for the plan's development was on the higher-profile leisure events where the economic impact is felt, and therefore the Event Matrix criteria could be applied.

The outcomes from this analysis identified that five events are delivering the highest scores across the 11 criteria. These events include the Alameda County Fair, Livermore Rodeo, Alameda County Fair's Horse Racing, and Innovation Fair. All five of these events drive a leisure tourism impact, reinforce the positive nature of the brand, and enhance the destination's visibility. Economic development managers, hoteliers, retailers, creative economy representatives, and other DSP Steering Committee members reinforced the significance of implementing an event strategy in shaping Tri-Valley's tourism landscape.

Additional events, including but not limited to Goodguys Car Show, Scottish Highland Gathering & Games, 626 Night Market, Dublin St. Patrick's Day Festival, Danville Fourth of July Celebration, Art and Wind Festival, and Artwalk Livermore, were studied. These events have a visitor impact; however, their overall scores portrayed limited overnight visitation and economic impact on the destination.

Events and the role Visit Tri-Valley plays in positioning them to benefit the destination will be an important consideration for the duration of this plan.







## SWOT Analysis

The SWOT analysis below is a culmination of input received and past and current research reviewed during planning process. The SWOT below represents input from the market study, benchmarking comparisons and stakeholder input throughout the planning process. This provides a foundation for the Plan priorities.

### STRENGTHS

- Proximity to drive markets
- High household income
- Unique wine region offerings
- Strong presence of arts and culture
- Supportive and proud community
- Growing sports tourism demand
- Established corporate presence
- Outdoor recreation opportunities
- Safe community
- Pleasant weather and climate
- Proximity to 3 international airports/BART

### WEAKNESS

- Lack of diverse and high-profile demand generators and attractions
- Limited events with overnight visitation impact
- Challenging geography and accessibility
- Lack of local engagement and vibrancy
- Inadequate micromobility options
- Limited luxury accommodation and hotel mix options
- Insufficient downtown hotel packaging
- Absence of competitive sporting venues
- Lack of high-profile corporate event spaces
- Lesser-known destination brand
- Need for more regional collaboration on major projects and economic development priorities





## OPPORTUNITIES

- Development of cultural tourism offerings
- Acquisition of new high-profile assets
- Increased advocacy for new destination developments and aspirational opportunities
- Proactive event development strategy for a signature event
- Enhanced transportation infrastructure
- Establishing a unified wine region presence
- Multiuse development potential
- Strengthening direct marketing campaigns with curated content to target audiences
- Collaboration among all five cities including tapping into the rich resources and offerings of Bishop Ranch and San Ramon

## THREATS

- Challenges with public sector processes
- Political influences and uncertainties
- Competition from ongoing development and innovation in other cities
- Insufficient regional collaboration and seamless relationships
- Safety and security concerns impacting the perception of the Bay Area
- Transportation challenges, including traffic and congestion
- BART not seen as a visitor amenity
- Potential impact of corporate exodus
- No-Growth movement
- Constraints in sports tourism due to inadequate facilities

# PRIORITY AREAS

## DESTINATION DEVELOPMENT

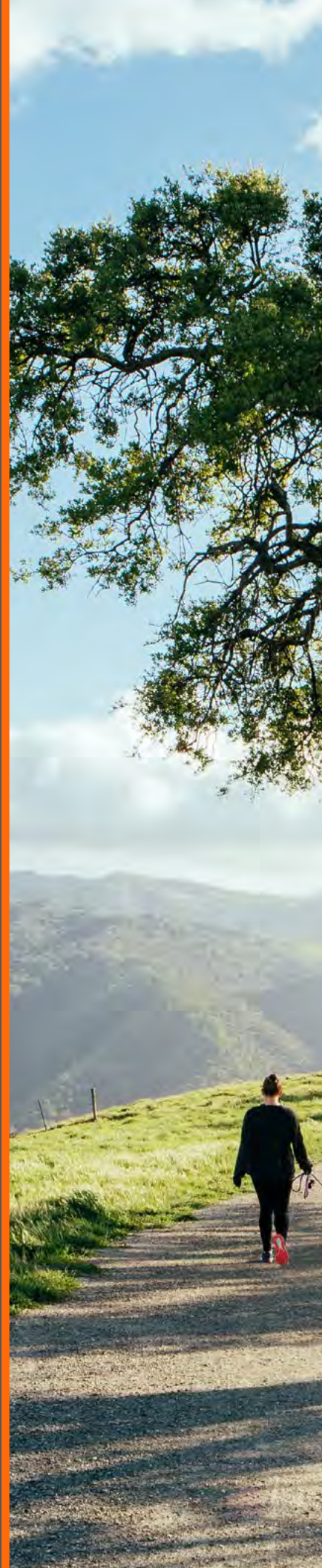
The Destination Development priority in the DSP centers around destination development by diversifying and expanding tourism offerings, products, and experiences into the Tri-Valley market. This includes leisure tourism assets and events, new facilities, and visitor services to support the destination development efforts. Each priority includes detailed recommendations and, in some cases, tactics to guide Visit Tri-Valley through the DSP's implementation.

### Research-Based Strategic Direction

The leisure visitor market is a highly competitive space in the global tourism economy. Destination marketing and management organizations worldwide invest a substantial amount of time and resources to promote their locations as ideal destinations for long weekends, getaways, or full vacations. The independent leisure traveler, while highly sought after, is the most difficult to attract.

Based on Visit Tri-Valley's geolocation data processed by Future Partners, the average stay in Tri-Valley was 2.1 days in 2022. The top five origin markets were all in-state metro areas, with Sacramento-Stockton-Modesto accounting for 38%, Fresno-Visalia at 10%, and Los Angeles at 8.5%. This indicates that most visitors come from within a 0 to 150-mile drive.

When examining the data collectively from Future Partners and JLL's Demand Driver Scorecard, it becomes evident that the top visited attractions by leisure travelers in the Tri-Valley are San Francisco Premium Outlets and Alameda County Fairgrounds. This highlights the role of events and specific retail in driving regional visitation to the area. JLL's Event Matrix also confirms the significant impact of events like the Alameda County Fair and Livermore Rodeo on visitation numbers and the overall return on investment in the region. However, the Matrix review process demonstrates that the existing event landscape is limited as to the number of events that currently drive overnight stays on their own.





Among the most popular categories for travelers, downtowns, meeting and event venues, outdoor recreation, and arts and cultural attractions stand out as significant points of interest. However, the data shows that arts and cultural attractions account for only 0.2% of total time spent by travelers, highlighting the need for further product and experience development that leverages the creative economy.

The visitation and attraction data, along with the origin markets, make it clear that Visit Tri-Valley's ongoing targeted marketing efforts can and will have a strong impact on local and regional audiences within a 0-150-mile driving distance. To effectively serve these audiences, a diverse range of tourism offerings, products, and experiences is essential. Stakeholder engagement and research revealed opportunities for growth, investment, and improvement in existing products, as well as the introduction of new assets and events to drive incremental demand for the destination. Accordingly, the Destination Development Priority is structured around five main categories: cultural tourism development, events, downtown activation, wine experiential development, and visitor services.

Furthermore, this process revealed that the sports segment, although currently consistently generating demand for overnight stays, still requires enhanced products to remain competitive in the future and address the overwhelming increase in demand for sports venues. As part of the DSP process, a separate study was conducted on the demand analysis for a new multiuse venue in the Tri-Valley area, primarily catering to sports, meetings, conventions, and entertainment.

# RECOMMENDATIONS

## Cultural Tourism Development

Cultural tourism development plays a pivotal role in showcasing the identity of a destination. As travelers increasingly seek authentic and immersive experiences, cultural tourism has emerged as a key driver of visitor interest and economic growth. By preserving and promoting local culture, destinations can not only attract tourists, but also foster a sense of pride and identity among local communities. This indicates the significance of enhancing and developing new cultural offerings in tourism destinations.

### *Cultural Tourism Packages*

To capitalize on Tri-Valley's potential for driving one-to-two-night visitation through cultural tourism, it is recommended for Visit Tri-Valley to proactively facilitate collaboration and engagement with visual and performing arts organizations in the Tri-Valley region. By expanding the partnership with local hotels, restaurants, events, transportation providers, and entities such as Livermore Valley Arts, Dublin Arts Collective, Pleasanton Cultural Arts Council, Danville Arts Advisory Board, Alameda County Arts Commission, Contra Costa County's new Arts Commission, Firehouse Arts Center, and others, Visit Tri-Valley can create attractive packages that combine a diverse array of local and cultural experiences and drive overnight visitation from targeted drive markets to the Tri-Valley.





# Milestone action steps

- Leverage the Cultural Heritage Tourism Committee and expand to a Tri-Valley-wide council with the presence of all five cities and Tri-Valley businesses to curate packaged experiences that cater to different target audiences and encompass performing arts events, visual arts exhibitions, wine tasting experiences, scenic hiking excursions, downtown exploration, and shopping adventures.
- Work with partners to develop and implement a direct marketing strategy to promote these cultural packages to specific target audiences. Further steps for a direct marketing strategy are detailed in the Direct Marketing Priority.
- Work with arts, accommodations, public and private transportation providers, and restaurant and shopping partners to collaborate on exclusive deals and discounts for direct marketing audiences to enhance the overall visitor experience and encourage overnight stays.
- Utilize the Event Matrix and Visit Tri-Valley's new Arts and Culture Portal, The Vibe, to identify signature Tri-Valley arts and cultural events and analyze the potential for building an 'event-centric' tourism package to increase overnight stays around event programming, especially during weekends and shoulder seasons.
- Partner with arts organizations and event planners to boost Tri-Valley awareness by adding seasonal marketing information to ticket confirmation emails. Include stay and experience package links and connect e-tickets to tourism offerings, encouraging visitors to explore more cultural offerings.
- Implement a robust system for tracking and analyzing the performance of the cultural tourism packages. Collect feedback from visitors to identify areas for improvement and continuously enhance the offerings to meet evolving visitor preferences.
- Take a leadership role in developing fulfillment approaches and engaging the visitor center as the "cultural tourism" concierge with the ability to help visitors with all aspects of securing an experience.

### *Demand Driver: Cultural Asset Development*

The recommendation of the DSP specific to assets and attractions is to implement JLL's proprietary Demand Driver Scorecard tool that was applied in this process\* to inform existing assets and new developers/investors as to how to best scale an asset to be visitor-facing and drive new demand to the Tri-Valley. The leisure market is highly competitive, and to have success with the target markets for the Tri-Valley, the destination will need to ensure and support the investment efforts so that the assets and attractions remain competitive.

While the Demand Driver Scorecard is focused on understanding where the assets and amenities are positioned today, it also highlights where there are strategic opportunities to work with those assets to better grow their impact on the destination. This process can help the asset's leadership vet their upcoming plans against the overall destination landscape and the Demand Driver Scorecard criteria to prioritize their next steps for visitor-facing enhancements to their attractions. In addition, it can position Visit Tri-Valley to provide advocacy support with private or public funding sources.

Additionally, these criteria can support existing assets that desire to be visitor-facing but struggle to capture their "fair share" of the visitor market. This recommendation will enable Visit Tri-Valley to work collaboratively with the asset's leadership to think through the product and programming development needs for the future.

The Demand Driver Scorecard also helps identify where there are leverage points and connection points across the assets and attractions that are part of the fabric of the Tri-Valley as a destination. There is an opportunity as the DSP is implemented and the destination grows to utilize the Demand Driver to support development plans in different cities within the Tri-Valley to concentrate the focus on particular areas for development and work with community leaders locally to strategically see new assets developed.







# ✓ Milestone action steps

- Work internally and with key stakeholders to identify signature products and upcoming projects.
- Meet with asset operators, owners, and investors, communicate the results of the Demand Driver Scorecard, and discuss future development plans.
- Work with asset operators and owners to develop and confirm an advocacy and engagement plan for each potential project.
- Review project-specific results with the local municipalities in the assessment of their assets, and advocate for multiple funding streams to support the needed enhancements.
- Create and present a tourism-supported approach for attracting and supporting targeted asset investments by potential funders and developers.

## Partners to include

- **Danville Arts Advisory Board**
- **Dublin Arts Collective**
- **Livermore Cultural Arts Commission**
- **Livermore Valley Arts**
- **Pleasanton Cultural Arts Council**
- **San Ramon's Art and Culture Department**
- **Alameda County Arts Commission**
- **Contra Costa County's Arts Commission (pending new contract)**
- **City Administration/City Council**
- **Economic Development Departments**
- **Blackhawk Museum**
- **Firehouse Arts Center**

*\*An overview of the Demand Driver Scorecard can be found in the appendix.*

## EVENTS

Events are vital to destinations as they attract overnight visitors, inject economic activity, and showcase the destination's offerings. They create memorable experiences, foster community engagement, and contribute to the overall growth and sustainability of the tourism industry. By analyzing event data on attendance, visitor spending, and overall economic contributions, destinations can identify areas for improvement and make informed decisions to optimize future event strategies.



### Event Evaluation

To enhance Tri-Valley events' regional impact, it is recommended for Visit Tri-Valley actively evaluate events and collaborate with event organizers in the areas cited in the Event Matrix to support future positioning with a focus on securing increased overnight visitation. This includes adopting JLL's proprietary Event Matrix evaluation process to assess an event's current and future potential to drive measurable overnight visitation.

The Events Matrix will enable event organizers to understand the tourism industry's priorities in the Tri-Valley and aid in planning for growth. Visit Tri-Valley should engage event organizers and utilize the tool to conduct ongoing destination research and data gathering to enhance their programming.

Successful implementation of the Event Matrix will empower event organizers to create programming that aligns with the criteria and demonstrates to the industry that there is a tangible return on investment. Engaging with the Steering Committee on the Event Matrix throughout the DSP process surfaced events including Shakespeare in the Vineyard, Innovation Fair, Artwalk Livermore, and Taste Tri-Valley Restaurant Week as examples that have momentum for significant growth potential for expanded collaborative opportunities. It is important to note that following the Event Matrix process, the Steering Committee reviewed the complete results and provided additional input and background on the Tri-Valley events.

Moreover, this tool can be customized to consider seasonality and address short-term opportunities, allowing the Tri-Valley to strategically plan events in conjunction with other activities throughout the year. By curating adjacencies around successful events, the impact of each event can be further amplified within specific periods and lead to the enhancement of the visitor experience.

## Event Impact Calculator (EIC)

The DSP recommends that Visit Tri-Valley expand the usage of Destination International's Event Impact Calculator (EIC) to make it the accepted standard for all event reporting metrics and share the benefits and outcomes with all event organizers in the region. The EIC is a nationally recognized measurement tool currently used by over 300 destination management/marketing and marketing organizations nationwide. The implementation of an EIC will allow event organizers to track the economic impact and benefits generated by their events accurately. This tool is essential for quantifying the value and success of events and providing valuable and consistent data that can be used to attract future events and secure additional funding and support.

The use of an EIC will benefit both event organizers and Visit Tri-Valley. Event organizers will gain insights into the economic impact of their events, allowing them to make informed decisions and enhance the overall success and sustainability of their events. Visit Tri-Valley can leverage the EIC data to make data-driven decisions regarding investments and partnerships with specific events. This allows Visit Tri-Valley to assess the regional economic impact of various events and determine their future potential. The EIC data can be used to demonstrate the value of events to stakeholders, attract new events, and showcase the Tri-Valley region as a destination for hosting impactful events.



## Signature Event Development

During the planning process, a common opportunity that emerged was the need to cultivate additional signature events. A “signature event” stands out in scale and uniqueness, elevating the visibility of the Tri-Valley and serving as a major “demand driver”. To address this, it is recommended that Visit Tri-Valley establish a task force dedicated to developing or potentially acquiring a signature event for the region. By prioritizing event development, Visit Tri-Valley takes the lead in shaping the future and fosters a collaborative approach with all communities in the area.





# ✔ Milestone action steps

- ✔ Prioritize events with potential for growth and alignment with Tri-Valley's brand for investment based on the Event Matrix review.
- ✔ Develop a communication plan, share the event matrix, and conduct meetings with event organizers to support their efforts in enhancing events for overnight visitation.
- ✔ Expand the usage of Destination International's Event Impact Calculator (EIC) to make it the accepted standard for all event reporting metrics.
- ✔ Share the benefits and outcomes of the EIC with all event organizers in the region. Collaborate with each community to identify event opportunities and develop an engagement plan.
- ✔ Identify events with the potential to attract overnight visitors and fill need periods in the region.
- ✔ Create an "internal" calendar to map high-profile visitor-facing events and guide recruitment and placement of future events on "open" dates and timeframes.
- ✔ Set room night and event growth goals for current events.
- ✔ Consider hiring or contracting an event production manager.
- ✔ Form a task force with key partners to identify and develop a signature event, elevating the region's brand and increasing visitation.
- ✔ Develop a recommended approach and business plan for the signature event.
- ✔ Garner support for the launch of the signature event.
- ✔ Successfully launch the first signature event.

## Tourism Package Marketing by Leveraging Ticket Confirmation Emails

To boost awareness of Tri-Valley products and experiences, collaborate closely with event planners to incorporate relevant and seasonal marketing information into ticket confirmation emails. Include links in event details to stay packages and connect e-tickets to complementary products, encouraging visitors to explore more of the region's offerings during their visit. This tactic will enhance the overall visitor experience and drive increased engagement with Tri-Valley attractions and services.

## Corporate Meetings and Events Support

To enhance the Tri-Valley's appeal as a destination for business events and meetings, it is imperative to foster strong partnerships with corporate contacts and stakeholders. By engaging in constructive discussions with these key players, Visit Tri-Valley can gain valuable insights into the preferences and requirements of corporate event planners.

A critical component involves advocating for real-time notification to Visit Tri-Valley by the four cities and venues, such as the Alameda County Fairgrounds, when a significant corporate event is scheduled to take place in the area. With early awareness of such events, Visit Tri-Valley can stay informed of potential prospects and, when appropriate, proactively plan and execute targeted marketing campaigns on behalf of meeting and event clients, showcasing the region's unique offerings and tailored amenities to cater to the specific needs of each corporate gathering. This proactive approach will enable the Tri-Valley as a destination to offer seamless experiences while showcasing the region's amenities to attendees.

## Partners to include

- Event Organizers
- Town of Danville
- City of Dublin
- City of Livermore
- City of Pleasanton
- City of San Ramon
- Alameda County
- Contra Costa County
- Danville Area Chamber of Commerce
- Dublin Chamber of Commerce
- Innovation Tri-Valley
- i-Gate
- Livermore Valley Chamber of Commerce
- Livermore Area Recreation and Park District
- Pleasanton Chamber of Commerce
- San Ramon Valley Chamber of Commerce
- Alameda County Economic and Civic Development Department
- Contra Costa County Economic Development
- Alameda County Fairgrounds
- Amos Productions
- Beets Hospitality Group
- Bishop Ranch
- Corporate meeting planners



# DOWNTOWN ACTIVATION

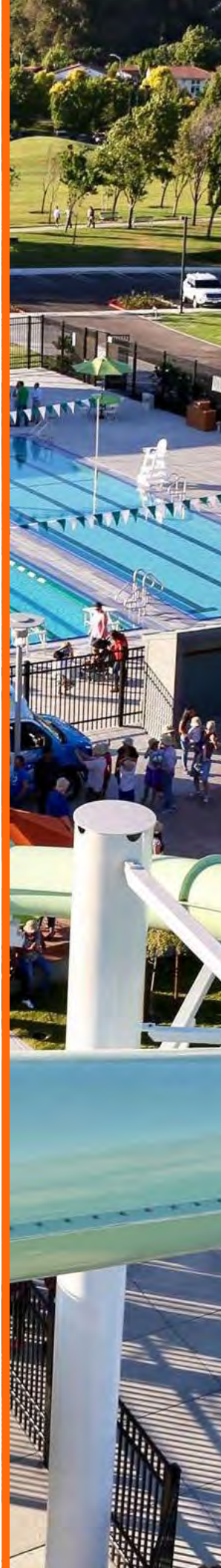
Downtown areas play a crucial role in attracting visitors, fostering walkability, and creating a sense of density. It is important to explore strategies that can further engage visitors as well as the local community, tapping into their expendable income and enhancing vibrancy. By advocating for the vibrancy of downtown areas, Visit Tri-Valley can create a compelling experience for visitors, encouraging them to spend more time and contribute to the local economy. In all four cities across the Tri-Valley, the recent development of downtown-specific plans has identified various opportunities for current and future development. However, it is imperative to involve Visit Tri-Valley in the planning and implementation process, as their presence brings valuable insights, data, and research related to visitors' needs and preferences and ensures a comprehensive approach to maximizing the potential of downtown areas as vibrant, multiuse destinations. Visit Tri-Valley can play a major role in enhancing the overall planning process by supporting successful experiential and product development. Additionally, it assists prospective tourism-related businesses through market data and potential marketing collaborations.

## Supporting Activation of Downtowns

To support the activation of downtown areas, Visit Tri-Valley should focus on identifying initiatives that have the potential to become major attractors and demand drivers for the Tri-Valley. By integrating activation efforts into JLL's Demand Driver Scorecard, Visit Tri-Valley can work with investors and developers to measure the new attractor's impact on visitor demand and the economic vitality of the Tri-Valley. Vetting new assets and experience developments through the Demand Driver Scorecard will enable Visit Tri-Valley to gain a deeper understanding of which initiatives can truly transform downtowns into compelling destinations. This approach can also help Visit Tri-Valley to pinpoint specific areas for advocacy efforts to support public and private approaches where applicable.

## Vibrant Marketplace

To support the activation of downtown areas, Visit Tri-Valley should focus on identifying initiatives that have the potential to become major attractors and demand drivers for the Tri-Valley. By integrating activation efforts into JLL's Demand Driver Scorecard, Visit Tri-Valley can work with investors and developers to measure the new attractor's impact on visitor demand and the economic vitality of the Tri-Valley. Vetting new assets and experience developments through the Demand Driver Scorecard will enable Visit Tri-Valley to gain a deeper understanding of which initiatives can truly transform downtowns into compelling destinations. This approach can also help Visit Tri-Valley to pinpoint specific areas for advocacy efforts to support public and private approaches where applicable.









# Milestone action steps

- Collaborate with local stakeholders, including city officials, business owners, and community organizations, to identify opportunities for downtown development and activation.
- Advocate for the engagement of Visit Tri-Valley in the planning and implementation process to provide valuable insights, data, and research on visitors' needs and preferences.
- Finalize a small business support package from Visit Tri-Valley to be included in the overall support efforts for new tourism-related downtown businesses.
- Advocate for enhanced communication and coordination between Visit Tri-Valley and the city governments to ensure timely notification of new tourism-related development and investment opportunities within the Tri-Valley region.
- Advocate for streamlined processes for tourism-related entrepreneurship and actively participate in business and economic development discussions.
- Develop a working package by asset type for investors and developers to identify and support initiatives that have the potential to become major attractors to downtown areas.
- Collaborate with economic development departments to continuously monitor and evaluate the success of downtown activation initiatives.

## Partners to include

- **Town of Danville**
- **City of Dublin**
- **City of Livermore**
- **City of Pleasanton**
- **Alameda County**
- **Contra Costa County**
- **Danville Economic Development Division**
- **Danville Area Chamber of Commerce**
- **Dublin Economic Development Office**
- **Dublin Economic Development Committee**
- **Dublin Chamber of Commerce**
- **Livermore Innovation and Economic Development Department**
- **Livermore Valley Chamber of Commerce**
- **Livermore Downtown Association**
- **Pleasanton Economic Development Department**
- **Pleasanton Chamber of Commerce**
- **Pleasanton Downtown Association**
- **Alameda County Economic and Civic Development Department**
- **Contra Costa County Economic Development**

# WINE EXPERIENTIAL DEVELOPMENT

Throughout the stakeholder engagement process, the Tri-Valley wine region was consistently mentioned as a highlight and a potential demand driver for visitors. Locals recognize the region as an “affordable luxury” wine destination, presenting a significant opportunity to further develop it as a prominent attraction within the Tri-Valley.

The Livermore Valley wine region has been best described in Wine Review Online as a wine region that offers “wine enthusiasts an opportunity to discover hidden gems and experience the delights of a burgeoning wine region. “The charm of Livermore Valley wineries lies in their unpretentious nature, their love of experimentation, and their dedication to continuing the region’s rich winemaking history.”

Recognizing this potential, it is recommended that Visit Tri-Valley expand its collaboration with the Livermore Valley Wine Community to promote and enhance the Wine Trail as a primary experience that has had success in attracting overnight visitation. A key strategy to achieve this objective is the development of enhanced curated packages for visitors, enticing them to extend their stay and immerse themselves in the region’s remarkable wine offerings. While existing packages may already be in place, there is a significant opportunity for expansion and an intensified direct marketing campaign to establish the wine region as an influential demand driver. Visit Tri-Valley should explore opportunities to support and fund activations for wineries, such as investing in events and experiences that showcase the unique attributes of each winery.



In addition to promoting the wine region, it is important for Visit Tri-Valley to consider transportation options that can connect key points of interest in the Tri-Valley. Discussions during the planning process confirmed interest in future public and private approaches to enhance transportation options. This includes establishing collaborations with entities such as the Livermore Valley Wine Trolley, Livermore Valley Transit Authority, Black Tie Limousine, and Pedego Electric Bikes. Furthermore, to provide visitors with new and appealing transportation options, Visit Tri-Valley should explore the inclusion of horseback riding experiences. Research should be conducted to identify suitable partners that can facilitate this unique mode of transportation within the Tri-Valley region. By advocating for the expansion of transportation options that connect the SF Premium Outlets, downtown areas, and other frequented spots with the wine region, Visit Tri-Valley can help enhance travel experiences for visitors and encourage them to explore all that the Tri-Valley has to offer. Advocacy for connectivity options will be further expanded in the Connectivity Priority.



# ✔ Milestone action steps

- In collaboration with the Livermore Valley Wine Community, conduct a comprehensive review of existing products and events offered by wineries in the Tri-Valley region, analyzing potential areas for growth and improvement.
- Collaborate with key stakeholders, including wineries, hotels, and transportation partners, to engage in experiential development in order to expand and promote options for a 1–2-day hotel and winery package.
- Engage in discussions and partnerships with the Livermore Valley Wine Trolley, Livermore Valley Transit Authority, ACE, Valley Link, Black Tie Limousine, electric bike providers, and potential partners for horseback riding to identify additional routes, stops, and transportation methods that maximize the region’s visitor experiences.
- Actively participate in discussions for Vasco Row’s economic development plan to contribute insights from a visitor lens and recommendations on activating walkability and improving accessibility within the wine region.
- Implement a targeted direct marketing campaign to raise awareness among wine enthusiasts in the drive market, emphasizing the Tri-Valley’s wine region as a local, family-owned, and “affordable luxury” destination that sets it apart from competitors. This will be further explored in the Direct Marketing Priority.
- Work with the winery partners to establish and optimize a fulfillment process to efficiently manage reservations, bookings, and customer inquiries related to the curated hotel and winery packages and transportation services offered.
- Develop a reporting structure to communicate success.



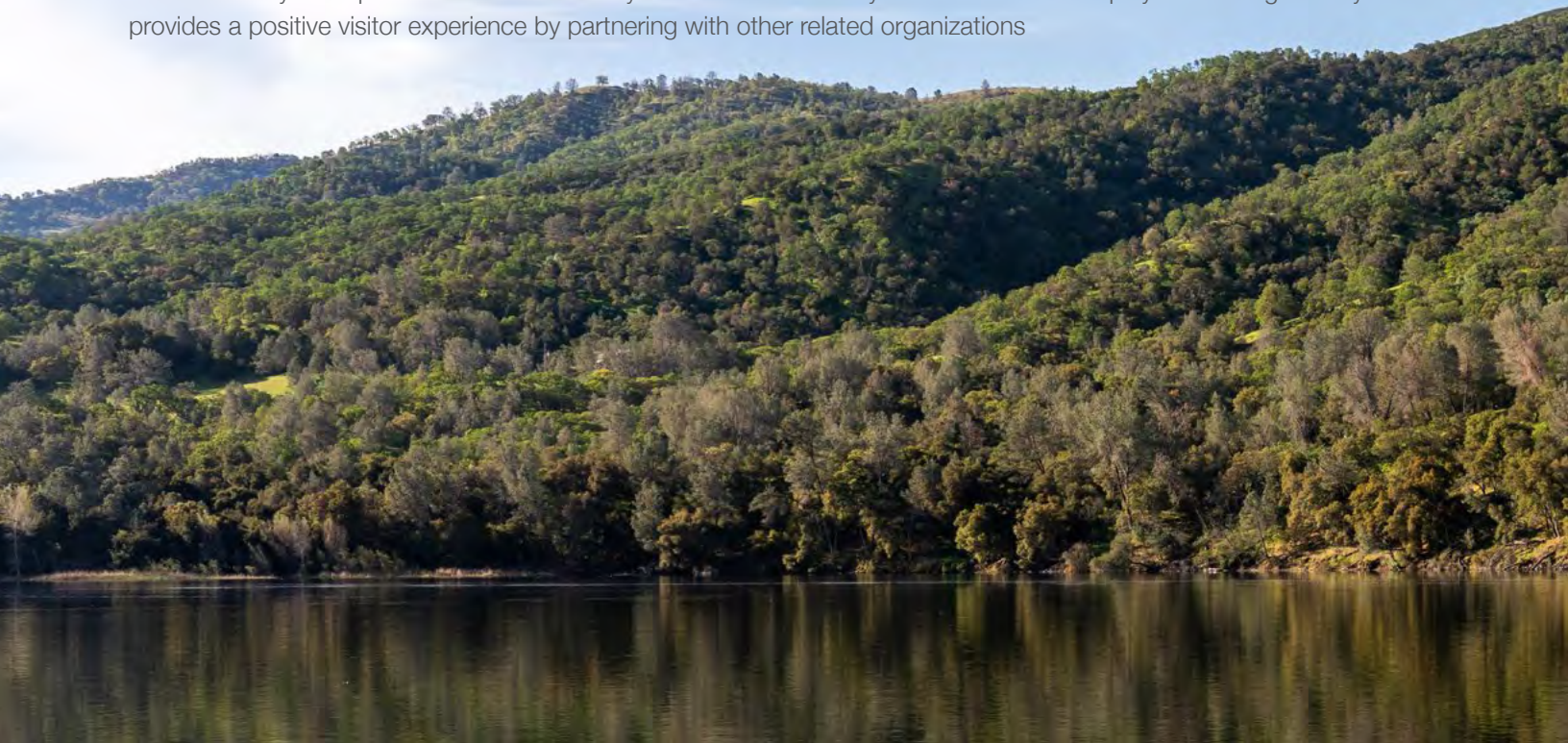
## Partners to include

- Livermore Valley Wine Community
- Wineries in all of Tri-Valley Areas and Regions
- Livermore Valley Wine Trolley
- Livermore Valley Transit Authority
- Innovation Tri-Valley Leadership Group
- Altamont Limo
- Black Tie Limousine
- Pedego Electric Bikes
- ACE Train
- California Association of Winegrape Growers



# VISITOR SERVICES

Throughout the development of the DSP, discussions on how best to serve the needs of future visitors abounded. Enhancing the visitor experience is critical to ensuring a successful visit to the Tri-Valley. This includes the visitor experience extending beyond the walls of the traditional visitor center, encompassing a visitor's needs before they arrive in the Tri-Valley and specific services once they're here. Visit Tri-Valley has a central role to play in ensuring the city provides a positive visitor experience by partnering with other related organizations



## **Proactive Visitor Experience Services (Ticketing, Reservations and more)**

The main recommendation in this section is to revamp reactive visitor services into proactive, concierge-style services, with particular emphasis on pre-arrival services for visitors to the Tri-Valley. Adopting a proactive approach to visitor services involves leveraging various tools to inform and educate visitors about the region's diverse offerings (including direct marketing strategies that are further explored in their respective priorities), showcasing additional experiences beyond their initial interests. The key to the ultimate success of the newly refocused visitor experience services is the ability to work directly with prospective visitors to secure the desired experience or package experiences when needed. This shift brings a sales dynamic to the traditional role of the Visitor Center, ensuring visitors are provided with personalized assistance in tailoring their experiences and enhancing their overall satisfaction.

In addition, it is crucial to leverage the support of visitor services as ambassadors for tourism in the Tri-Valley. Visitor services should be trained to provide on-site or online personalized recommendations and assistance, including making reservations, securing tickets or passes, and ensuring that visitors receive tailored information that aligns with their interests in the Tri-Valley, especially for cultural tourism and outdoor recreation. This personalized approach not only enhances the visitor experience but also showcases the Tri-Valley as a destination that values and promotes its cultural offerings.





## New Visitor Experience Center Development

The strategic positioning of a visitor experience center greatly influences its effectiveness and success. Considering the development of the new multiuse venue center, it is imperative to establish a visitor information center within the venue itself. The venue attracts a diverse range of traveler types, from sports enthusiasts and athletes to individuals attending meetings, conventions, and business events, as well as concert attendees. By having a visitor experience center at the venue, visitors can conveniently access valuable information, make reservations, secure tickets, and seek other assistance, ensuring they have a seamless and enjoyable experience throughout their visit.

Moreover, the presence of the new visitor experience center within the multiuse venue center offers opportunities to engage with visitors who may not be staying overnight. This strategic positioning allows for the dissemination of information, securing experience packages, attractions, and upcoming events, and enticing those visitors to consider a future overnight stay in the Tri-Valley. By providing these visitors with a comprehensive understanding of the region's offerings and showcasing the benefits of an extended stay, the visitor information center becomes a persuasive tool for attracting potential overnight visitors. In this way, the center catalyzes building interest and inspiring future trips to the Tri-Valley, extending the reach and impact of the region's tourism industry.

The evolution of the visitor center and enhancement of visitor experience services go beyond just the physical space. It encompasses the development of a comprehensive online service and transaction capability to cater to the evolving travel preferences of today's visitors. In fact, with the increasing reliance on digital platforms, online activity may even surpass in-person services in terms of engagement and convenience.

In conjunction with this digital transformation, a new reporting process on package conversion will be introduced. This process will track and analyze the success of converting visitor inquiries into finalized packages. By implementing robust reporting mechanisms, Visit Tri-Valley and its partners can gather valuable insights into visitor preferences, trends, and overall conversion rates. This data-driven approach will enable continuous improvement and optimization of the visitor experience, ensuring that the center remains responsive to visitor needs and preferences in the tourism landscape.

# Milestone action steps

- Form a cross-functional team across the Visit Tri-Valley departments, including marketing, operations, and customer service, to ensure a holistic approach to planning and implementation.
- Research and select an appropriate location for the center, considering factors such as accessibility, visibility, and proximity to major attractions or transportation hubs (an example would be the new multiuse venue).
- Design the physical space of the center, ensuring it reflects the desired visitor experience and provides a welcoming and engaging environment.
- Develop an integrated technology infrastructure to support online services, transaction capabilities, and reporting processes.
- Recruit and train knowledgeable and customer-focused staff to serve as visitor experience guides or advisors.
- Create a comprehensive marketing and communication plan to promote the visitor experience center and generate awareness among target audiences.
- Establish partnerships and collaborations with the four cities, local businesses, attractions, and connectivity partners to enhance the range of experiences available to visitors.
- Implement feedback mechanisms to collect visitor insights and continuously improve the center's offerings.
- Monitor key performance indicators such as visitor satisfaction, conversion rates, and revenue generation to assess the effectiveness and impact of the visitor experience center.
- Regularly review and update the visitor experience center's offerings and strategies to adapt to changing visitor needs and market trends.

## Partners to include

- **Town of Danville**
- **City of Dublin**
- **City of Livermore**
- **City of Pleasanton**
- **Visit California**
- **Reservation and Fulfillment Software Companies**







# MULTIUSE SPORTING AND EVENTS CENTER 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.

Yet, sports organizers are increasingly seeking complexes that can house the entire tournament in one location, with added amenities and services to enhance the experience for athletes and their families. For instance, regional and state girls' volleyball tournaments require a minimum of 18 to 24 courts in one location. Despite the Tri-Valley's unique offerings, the absence of such a facility has resulted in the area losing out on several sports tournaments over the years, as organizers prefer competitive facilities that offer an adequate number of courts and at least 100,000 square feet of indoor space. The potential of sports tourism, particularly in attracting youth sports tournaments, has been evident in the Tri-Valley. However, it has yet to be fully realized due to the lack of facilities with a critical mass of indoor courts necessary to host a wider range of events.

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.

During the Destination Strategic Planning process, extensive interviews were conducted with local and national organizers across multiple disciplines, including basketball, volleyball, gymnastics, and fencing. The feedback from these interviews overwhelmingly supported the development of an indoor sports complex in the Tri-Valley region. Many organizers expressed their interest in hosting year-round weekend tournaments in the area, some with potential impacts of between 800 to 1,000 room nights per weekend. However, organizers emphasized that for the new facility to be competitive, it must meet or exceed industry size standards specific to each sport. Examples of this included:

 <b>Volleyball: A minimum of 18-24 courts</b>	 <b>Fencing: A minimum of 32-36 fencing strips (each measuring 55 ft. by 5 ft.)</b>
 <b>Basketball: A minimum of 12-16 courts</b>	 <b>Gymnastics: A minimum of 60,000 square feet of space for three gymnastics ‘floor’ events</b>

In addition to engaging stakeholders, a comprehensive study was conducted to assess similar facilities within a four-hour driving distance. The study revealed that the current inventory of sports complexes in the area is significantly lower compared to other regions. The two existing competitive facilities within a four-hour drive of the Tri-Valley offer over 100,000 square feet of space and can accommodate up to 24 volleyball courts and 12 basketball courts. However, these facilities are situated in residential areas, lacking on-site amenities and convenient access to family-friendly attractions, restaurants, and hotels. Furthermore, considering the limited availability of usable land parcels in the Bay Area, the Tri-Valley has a unique opportunity to leverage its distinct land structure, intersecting with four municipalities and downtowns, to develop a new sports facility with a competitive size and prime location.

In order to maximize space utilization, revenue, growth, and overall impact on the Tri-Valley, the idea of a multiuse venue rather than a sports-only complex was suggested during the Destination Strategic Planning (DSP) process and in discussions with the Steering Committee. This multiuse venue would not only cater to sporting events but also be highly competitive in attracting two additional user groups: entertainment and meetings and conventions. To assess the demand from the corporate event and meeting planner segment in the Tri-Valley, a separate analysis was conducted. In-depth interviews with 10 corporate event planners affirmed interest from the corporate community for the development of a multiuse venue.

Although there are currently a few facilities supporting corporate meetings in the area, the planners expressed a desire for a new, flexible, and highly divisible facility. This facility would be ideal for employee and VIP meetings, training workshops, and company retreats. In addition, the planners saw value in a venue that could attract relevant industry association meetings. While the demand for corporate events and meetings may not currently be as significant as that for sports, prior to the COVID-19 pandemic, they played a vital role in the Tri-Valley's midweek business. In fact, corporate events and meetings accounted for a substantial portion of the region's occupancy rates, often exceeding 85% on weekdays. Although there has been a slow recovery, it is anticipated that corporate events and meetings will experience increased growth and make a greater contribution to the venue's programming, visitation, and space utilization in the next five years as the DSP is implemented.

Moreover, this process included engaging with entertainment industry promoters in the area to gather valuable insights. Research and stakeholder feedback indicate that the Bay Area offers approximately 20 venues capable of accommodating 3,000 to 5,000 attendees. However, in the greater region surrounding the Tri-Valley, this number decreases to just five venues. Drawing upon national trends, it is evident that the previously outlined demographic data highlights a highly sought-after audience for the entertainment industry in this area. This data further emphasizes the potential for entertainment programming and events in the region.

To better understand the facility requirements for sports, corporate meetings and entertainment, conversations were held and will continue to be held with sports organizers, corporate meeting planners and entertainment promoters. During these discussions, certain features were highlighted as being important for the multiuse venue, including:

## Features needed for corporate meetings and events:

- **Audiovisual Technology**
- **Divisibility in Meeting Rooms**
- **Food and Catering**
- **Hybrid and Virtual Meeting Features**
- **Indoor and Outdoor Components**
- **Training Facilities**
- **Various Transportation Options**
- **Walkable Access to BART**
- **Walkable Proximity to Hotels**



## Features needed for sporting events:

- Affordable Wi-Fi Options
- Air Conditioning
- Electrical Outlets
- Flat Floor Flexibility and Convertibility
- Hardwood Floors
- Healthy Concession Stands
- Meeting Rooms for Sporting Officials and VIPs
- Open Lobby Area with Seating
- Parking Options
- Proximity to Hotels and Attractions
- Recovery Suites for Athletes
- Scoreboard
- Shot Clock
- Engagement with Local Sporting Clubs

## Features needed for entertainment events:

- Artist Experience
- Backstage and Artist Facilities (e.g., Green Rooms, Dressing Rooms, Rest Rooms, Storage Areas, Etc.)
- Ease of Production including Loading and In-House Production Support
- Equipment Upgrade Considerations Over Time
- Exceptional Acoustic Design
- High Quality Audiovisual and Screening Systems
- Immersive Multimedia Experience Capabilities
- Parking Options
- Patron Experience including Food and Beverage and Social, Non-Seated Areas
- Proximity To Hotels
- Proximity To Pre- and Post-Event Food and Beverage Experiences
- Sound And Lighting Equipment
- Various Transportation Options Connectivity including Ridesharing Support
- Well-Designed Stage and Performance Area



After conducting thorough research and engaging with stakeholders, a preliminary event calendar was developed to evaluate the potential impact of the proposed multiuse venue on the Tri-Valley area. This calendar encompassed events from three user groups: sports, entertainment, and meetings and conventions. Important factors considered in the analysis included the types of events, the duration of use, move-in and move-out days, average event attendance (as consulted with entertainment promoters, event organizers, and corporate planners), total attendance, percentage of room nights per event, and overall room nights generated.

Multiuse Demand (Stabilized Year)	# of Events	# of Use Days	Move in/out days	Total Use Days	Total Move in/out days	Avg Attendance/Event	Total Attendance	% of Room Nights	Total Room Nights
Volleyball	25	2.5	1.5	62.5	37.5	1700	42500	30%	12750
Basketball	18	2.5	1.5	45	27	1400	25200	25%	6300
Other Sports (Fencing, Gymnastics, etc)	5	2	1	10	5	1200	6000	15%	900
Conventions	5	3	1	15	5	1000	5000	12%	600
Meetings	30	0.5	0.25	15	7.5	100	3000	12%	360
Local Entertainment/Concerts	17	1	0.5	17	8.5	750	12750	-	-
Touring Entertainment/Concerts	13	1	0.5	13	6.5	2500	32500	10%	3250
Social Events/Banquets	8	1	0.5	8	4	500	4000	-	-
<b>Totals</b>	<b>121</b>			<b>185.5</b>	<b>101</b>		<b>130,950</b>		<b>24,160</b>
				<b>Total Event Days</b>	<b>Total Occupancy</b>				
				<b>286.5</b>	<b>78%</b>				

Based on this preliminary analysis, the following findings emerged regarding the potential impact of the new multiuse venue on the Tri-Valley area:

 <b>1855</b> Annual Events Days	 <b>130,950</b> Annual Attendees	 <b>24,160</b> Annual Room Nights	<b>121</b> Total Events  <b>286.5</b> Days in Use
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The high potential for utilization of the analyzed multiuse venue indicates not only an increase in revenue and overnight visits but also a broader direct and indirect economic impact on the Tri-Valley area. Additionally, the development of this facility has the potential to create new job opportunities within the region.





## Site Analysis

During the DSP process, Visit Tri-Valley and local municipalities identified several potential sites for the development of a multiuse venue. Following the Demand Analysis process, the DSP project team conducted visits and evaluations of seven identified sites, each with a land area of over 20 acres across the Tri-Valley region. The visits assessed not only the suitability of the sites for a multiuse venue but also considered broader factors such as the presence of hotels, restaurants, transportation options, and connectivity to local attractions. The team considered walkability, vibrancy, local community benefits, and proximity to tourism assets and amenities as key criteria for a successful facility that could support a full calendar of events.

The results of the site analysis process were presented to the Steering Committee, and three top sites in Dublin, Pleasanton, and Livermore were identified. These sites were chosen based on factors such as proximity to transportation options, potential for future development in the area, and unique features. In the next phase of development, a more thorough site evaluation will be conducted to determine the most suitable site. This ongoing evaluation process will also include reviewing additional regional opportunities such as San Ramon in the Tri-Valley area.

In addition to the site analysis, the project team also explored various deal structures and incentive options to ensure the funding of the multiuse venue. These options were discussed with the Steering Committee and Visit Tri-Valley to determine the most suitable approach. As the project progresses, the primary focus will now be on securing the most desirable site by acquiring the required acreage and obtaining approval to move forward with finalizing a deal for the development of the multiuse venue.

# RECOMMENDATIONS

## Multiuse Venue Development

Based on the extensive demand analysis, stakeholder engagement, and site analysis processes, the DSP recommends the construction of a flexible multiuse venue with a mixed-used setting that can host a diverse range of events throughout the year, enhance downtown vibrancy, attract high-value groups, and compete with notable convention, entertainment, and sporting venues in the region. The proposed multiuse venue should have a minimum net square footage of 100,000 to accommodate 18-24 volleyball courts and 12-16 basketball courts to remain competitive in the sports tourism market. To cater to the multiuse concept, the venue should have flexible seating and the potential to host 3,000-5,000 seat events. It is vital that the venue is of high quality, flexible, and equipped with state-of-the-art facilities to meet the needs of youth sports, entertainment programs, and corporate meetings and events.

The Tri-Valley possesses a unique advantage with its identified sites, which provide a concentrated and accessible area for development, all within a 20–30-minute drive from the downtowns. Coupled with a surrounding population of 14.5 million people within 150 miles, the Tri-Valley has the potential to become a prominent hub for sports tournaments, corporate meetings, and entertainment if a multiuse venue is established. The development of the multiuse venue should be strategically aligned with the destination’s growth objectives to ensure mutual benefits. This way, the multiuse dynamic will support the desired activity level and create a positive financial benefit in the Tri-Valley.

To achieve this vision, it is crucial for Visit Tri-Valley to develop a comprehensive advocacy plan that proactively supports a new multiuse venue capable of accommodating flexibility, high quality convertibility, and sufficient capacity for indoor youth sports tournaments, concerts, entertainment programs, and meetings and conventions. This next phase of this plan should encompass finalizing and securing the site, determining the appropriate funding model, evaluating entitlements and zoning regulations, assessing public sector interest, and developing optimal strategies regarding architecture, amenities, and programming.



# Milestone action steps

- Engage the venue development team in the project management.
- Confirm the viability of identified multiuse venue sites in consideration.
- Schedule meetings with elected officials and city leadership at the shortlisted locations to discuss advocacy efforts.
- Identify viable funding options for the multiuse 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.
- Prepare and issue a Request for Information (RFI) to attract potential operators for the multiuse venue.
- Finalize site selection and solidify the deal for the operational model of the multiuse venue.
- Conduct further studies and analysis to finalize the structure and define the relationship between Visit Tri-Valley and the proposed multiuse venue.
- 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.
- Collaborate with architects to create conceptual renderings and validate the venue design, ensuring it meets the needs of all user groups.
- Break ground on the multiuse venue, commencing the construction process.

## Partners to include

- Town of Danville
- City of Dublin
- City of Livermore
- City of Pleasanton
- City of San Ramon
- Alameda County
- Contra Costa County
- Sports Partners (includes sports organizers, private operators, and developers as funding partners)
- Events Partners (includes event organizers, meeting planners, corporate partners, and funding partners)
- Entertainment Partners (includes booking agents, promoters, ticketing providers, catering, event production companies, security, and sponsorship partners)
- Livermore Area Recreation and Park District

# CONNECTIVITY

The connectivity priority of the DSP is centered around enhancing tourism infrastructure and connectivity in the Tri-Valley region. The goal is to connect visitor assets and improve the overall visitor experience while expanding the reach of tourism into key neighborhoods and districts. This priority involves working closely with the cities to advocate for improved connectivity, taking into account the perspective of visitors. Identified areas of focus include establishing better connectivity, including walkability and bikeability, between the four downtown areas, hotels, the wine region, natural assets, and various tourism offerings and event spaces.

## Research-Based Strategic Direction

During the DSP planning process, stakeholder feedback and extensive research revealed that transportation solutions are a critical priority for the Tri-Valley region. In line with national and international trends, the paradigm of pedestrian connectivity and mobility is rapidly shifting, prompting destinations to seek innovative solutions that facilitate seamless movement for both residents and visitors alike. Given the Tri-Valley's geographical layout and dependence on driving, stakeholders have emphasized the necessity for efficient transportation options that effectively connect the cities, downtown areas, hotels, outdoor recreation spots, and the renowned wine region. Recognizing the evolving landscape of transportation, addressing this priority will be vital to enhanced accessibility and maximizing the overall visitor experience within the Tri-Valley.

The DSP research process also demonstrated that within the identified competitive set, Tri-Valley ranked among the top five destinations in terms of having the largest population within a 300-mile radius. However, despite having access to such a drive-market audience, the Tri-Valley was trailing behind its counterparts in terms of public transportation, walkability, and bikeability options for when visitors arrive in the area.





While the Tri-Valley already benefits from two Bay Area Rapid Transit (BART) stations that connect the region to the broader East Bay and San Francisco Bay Areas, there is currently a lack of convenient connections between the individual cities within the Tri-Valley. This poses a challenge for leisure and business visitors who wish to explore the tourism offerings across all four cities during their stay. It is worth noting that the Tri-Valley does have the “Bart Commuter”, an autonomous shuttle service that connects neighborhoods to the BART stations. However, this service does not provide direct access to downtown areas or tourist attractions.

In response to transportation needs, especially for workers and residents, the Innovation Tri-Valley Leadership Group has initiated planning efforts focused on the development of Valley Link. This proposed 42-mile passenger rail service aims to connect over 105,000 Bay Area workers who commute daily over the Altamont Pass from their homes in the Northern San Joaquin Valley. While Valley Link has the potential to alleviate traffic congestion on Interstate 580 and provide a transit alternative, it primarily serves as a means for Bay Area workers to commute to their workplaces and does not specifically address the need for connecting visitors to tourism offerings.

Efforts to streamline mobility and parking in the Tri-Valley’s four downtown areas are already underway, with ongoing connectivity projects in each city. Examples include Dublin’s Iron Horse Trail, Dublin Boulevard Overcrossing, Pleasanton’s Transportation Corridor, Livermore’s Active Transportation Plan, and Danville’s Bike Master Plan. However, as transportation plans traditionally do not prioritize the visitor lens and connectivity of tourism products, it is crucial for Visit Tri-Valley to take an active role in leading and participating in the destination’s evolution, with a specific focus on considering the visitor in future planning.

As the outcome of the research and stakeholder interviews highlighted the importance of private transportation operators in developing solutions and enhancing the visitor and resident experience, the recommendations proposed in this plan encourage Visit Tri-Valley leadership to analyze and advocate for future infrastructure development by working in collaboration with partner organizations.

# RECOMMENDATIONS

## Advocacy for New and Expanded Connectivity Options

The recommendation of the DSP is to advocate for and participate in the development of a public-private model for expanded connectivity across the entire Tri-Valley region. This model offers advantages over traditional public transportation options. By leveraging private sector expertise and resources, a public-private partnership can bring together the best of both worlds, combining efficiency and innovation with the public sector's commitment to accessibility and affordability. Expanded transportation solutions enable visitors to travel seamlessly throughout the area, including the four downtowns, hotels, event venues, the new multiuse venue, tourism attractions, wine regions, and outdoor recreation spaces such as state parks. Visit Tri-Valley's role should involve leveraging visitor data and research to support the case for enhanced connectivity.

### Several tactics can contribute to better connectivity in the Tri-Valley:

- 1 Wine Trolley Route Expansion:** As stated in the Wine Experience Development section, it is important for the Tri-Valley to expand the connectivity between the four cities and the wine region as a major attraction. The involvement of Livermore Wine Trolley and other private partners is significant in achieving this goal. The Livermore Wine Trolley is currently exploring the possibility of reintroducing a route connecting the SF Premium Outlets and the wine region. To capitalize on this opportunity, it is advised that Visit Tri-Valley collaborate with Livermore Wine Trolley and other private partners to identify other key origin points with high demand that can be connected to the wine region.
- 2 Hotel Shuttles:** Throughout the stakeholder engagement process, it was revealed that several hotels in the Tri-Valley region have reintroduced free shuttle services for visitors within a 3 to 5-mile radius of the hotels. To capitalize on this opportunity, Visit Tri-Valley is advised to collaborate with these hotels offering the shuttle service. By engaging with them, Visit Tri-Valley can learn about best practices, gather usage and demand data, and explore the possibility of expanding the radius of these shuttles or adding extra routes to connect to additional attraction areas, such as Livermore's wine region.





**3 Transportation to and from Major Events:** The DSP recommends that, after identifying major events in the Tri-Valley using the event matrix, Visit Tri-Valley collaborates with event organizers and private transportation partners to establish transportation services for attendees. This proactive approach will help alleviate congestion and parking challenges typically associated with major events while providing convenient and accessible transportation options for both locals and visitors. To ensure the financial sustainability of this initiative, the funding model should be carefully evaluated in collaboration with event organizers, transportation partners, and the cities. This evaluation could explore the potential for cities to subsidize a portion of the transportation fees and for a percentage of event revenue to be allocated toward supporting the transportation services. By implementing such a collaborative funding approach, Visit Tri-Valley can create a mutually beneficial system that improves transportation access while supporting the success of major events in the region.

**4 Public-Private Shuttles:** To enhance transportation options, it is essential to evaluate and expand public-private shuttle services within the Tri-Valley region. Visit Tri-Valley should collaborate with the Department of Transportation and Downtown Partnerships in each city to assess current demand and usage data, thereby identifying areas that require shuttle services. Acting as a regional convener, Visit Tri-Valley should work in conjunction with city governments and Tri-Valley's private transportation companies, such as Mega Bus, White Castle, and Black Tie Limousine, to determine points of interest and tourism offerings along potential shuttle routes.

The next step would involve engaging with city governments, public transportation partners, and private providers and advocating for partnerships to secure the initial investments necessary for expanding shuttle services. This expansion may include adding additional stops and routes to increase coverage throughout the region. Visit Tri-Valley could advocate for funding models, such as public support or subsidies, to supplement the cost of these new transportation options and consider implementing revenue generation models like day passes or individual tickets in collaboration with private partners. By establishing sustainable revenue streams, the shuttle services can eventually become self-sustaining, reducing reliance on public funds as the project progresses.

Addressing connectivity challenges and providing enhanced transportation opportunities requires partnerships and direction. Engaging with regional initiatives like the Innovation Tri-Valley Leadership Group's Valley Link project is crucial. By providing tourism data and trends, Visit Tri-Valley can ensure that the unique needs of visitors are considered in transportation planning processes.

## Advocacy for Micromobility Options

To support tourism infrastructure, Visit Tri-Valley should prioritize strategies that improve access and services for alternative pedestrian mobility options, including bikeshare, scooters, e-bikes, and other electric vehicles. The growth of scooter and bike-share programs across the US has been significant in recent years. Companies like Lyft, Lime, Bird, and Spin have introduced dockless electric scooters in urban areas, while bike-share programs have expanded with both docked and dockless formats. These amenities not only enhance the visitor experience but also promote increased visibility and accessibility of community small businesses, such as restaurants and retail establishments. This is especially important with the proposed multiuse venue development in the Tri-Valley. While sports tournaments may not heavily rely on walkability and micromobility, it is crucial to offer convenient transportation options for meetings, conventions, and events.

While this may not be an immediate solution, Visit Tri-Valley should collaborate with city governments to conduct a thorough demand analysis for micromobility options. Starting with small-scale pilot programs in the four downtown clusters can help gauge feasibility and, if successful, allow for expansion throughout the Tri-Valley region.

This type of mobility and connectivity plan creates opportunities for expanding pedestrian spaces, such as scooter and bike share options, benefiting both visitors and residents. The additional benefits of this recommendation, beyond the obvious increased connectivity between these key points of interest, include reduced reliance on individual vehicles and lessening traffic and congestion. The combination of improved mobility and connectivity allows visitors to explore and enjoy more of what the Tri-Valley has to offer.







# Milestone

- Identify the existing transportation options available for local transportation as well as micromobility within the destination. This could include local buses, regional rail lines, bike-sharing systems, etc.
- Convene a brainstorming session with the regional private operators to identify options and gain an understanding of their needs and approach when “investing” in new routes.
- Partner with government agencies responsible for transportation and infrastructure and the city governments to conduct a market demand analysis for local micromobility transportation options. This can help identify gaps in the existing transportation network and potential opportunities for improvement.
- Partner with local municipalities to identify and address any regulatory or policy barriers to improving local and micromobility transportation options.
- Work with city governments to engage public and private transportation providers to develop solutions that can meet the needs of local residents and visitors.
- Collaborate with city governments to explore funding avenues and partnerships to increase and expand the Tri-Valley’s transportation options.
- Identify the pricing structure and model for riders, i.e., visitor day pass cost, commuter monthly cost, individual ride ticket cost, etc.
- Identify points of interest and “stops” along each route.
- Identify a pilot transportation route and work with city governments to map out an implementation plan.
- Engage with the local community and utilize marketing tools to educate them about the new transportation options and encourage their use. This can help build awareness and support for new transportation services and increase ridership.
- Track and monitor success as new local and micromobility transportation options are piloted to help guide future improvements.

## Partners to include

- **Town of Danville**
- **City of Dublin**
- **City of Livermore**
- **City of Pleasanton**
- **City of San Ramon**
- **Alameda County**
- **Contra Costa County**
- **Livermore-Amador Valley Transit Authority**
- **Innovation Tri-Valley Leadership Group**
- **Altamont Limo**
- **Black Tie Limousine**
- **Mega Bus**
- **White Castle**
- **Hotels**
- **Event Organizers**

# DIRECT MARKETING AND BRANDING

The direct marketing priority of the DSP is centered around the direct marketing and branding of the Tri-Valley region. Current travel trends indicate that what travelers can do and how they can engage with a destination hold greater importance than simply what they see. In light of this, Visit Tri-Valley should develop targeted experiential packages and implement effective direct marketing strategies to attract leisure travelers, thereby enhancing the overall visitor experience. Key areas of emphasis within this priority include direct marketing campaigns, the creation of destination development packages, investments in visitor research and lost business tracking, and reinforcing the Tri-Valley brand. Given the potential complexity of navigating experiences in the Tri-Valley, this strategic approach will provide the necessary guidance for potential visitors to understand and curate enjoyable overnight visits by piecing together the available opportunities. This comprehensive approach ensures that visitors are well-informed about the region's attractions and can make the most of their time in the Tri-Valley area.





## RESEARCH-BASED STRATEGIC DIRECTION

As the official marketing organization for the Tri-Valley, Visit Tri-Valley encompasses the cities of Pleasanton, Livermore, Dublin, and the Town of Danville. Their primary goal is to raise the visibility of the region and attract leisure, group, and business travelers. Recent data from Visit Tri-Valley's geolocation indicates that the average stay in the Tri-Valley region in 2022 was 2.1 days. The top five origin markets were all located within the state, with Sacramento-Stockton-Modesto accounting for 38%, Fresno-Visalia at 10%, Los Angeles at 8.5%, and the San Francisco Bay Area at 4%. These figures can inform the potential geographical focus of future campaigns, indicating that the majority of visitors originate from within a 0 to 150-mile driving distance.

After reviewing the current efforts, it is apparent that Visit Tri-Valley has placed a significant emphasis on broader branding strategies. Visit Tri-Valley's targeted marketing efforts have had some success in attracting local and regional audiences within a 0 to 150-mile driving range. To continue effectively targeting these audiences, shifting further resources from branding to a direct marketing approach would be the most beneficial. This approach ensures focused and personalized communication that resonates with the intended target audience based on visitation and attraction data.

Visit Tri-Valley has implemented marketing campaigns to achieve its objectives and further its mission. In the ever-evolving landscape of tourism marketing, driven by technological advancements and research insights, it is crucial for Visit Tri-Valley's marketing team to refine and further focus their efforts by specifically targeting and converting the most relevant markets, rather than focusing on a broad range of audiences for brand awareness.

# RECOMMENDATIONS

## Direct Marketing

Attracting individual leisure travelers can be a challenge. As identified in the DSP, Visit Tri-Valley recognizes the need for key “attractors” to overcome this challenge. Developing authentic experiences and targeting specific audiences are effective strategies for attracting leisure travelers. Visit Tri-Valley has opportunities to develop and showcase family-friendly activities, outdoor recreational amenities, wine experiences, and arts and cultural offerings to appeal to their target audience within driving distance. In addition, this approach will be used to market the experiences that have been noted in the destination development priority.

The DSP recommends that Visit Tri-Valley directly market to drive markets within a 150-mile radius of the Tri-Valley, as these individuals are most likely to consider a trip to the region. A key aspect of this strategy is to create content and experiences that are solely based on appealing to the targeted visitor’s interest. This includes employing marketing tactics, experiential development, and fulfillment planning to effectively communicate these experiences to the targeted audiences and provide a seamless booking process through Visit Tri-Valley.

Continuing to create unique and engaging multichannel campaigns with clear calls to action for overnight stays in the Tri-Valley is essential. It is recommended to integrate a direct email marketing strategy into a comprehensive marketing and content calendar. Acquiring a database of prospective leisure visitors that aligns with the target market segments is recommended, accompanied by expanding and enhancing Visit Tri-Valley’s email database. To support these efforts, targeted social media campaigns and Google Ads placements should be executed in collaboration with Visit Tri-Valley’s partner agencies.

In the development of future marketing plans, there needs to be a shift in resource allocation away from traditional advertising mediums such as TV, radio, and printed materials. Instead, the focus will be on targeted content creation, experiential development, and direct marketing channels such as social media and email campaigns. Tracking mechanisms should also be implemented to assess conversion rates and evaluate the effectiveness of the marketing initiatives. By adopting this approach, Visit Tri-Valley can position itself as the expert and independent source for conveying suitable visitor opportunities to its targeted audiences.



## Destination Package Development and Fulfillment

As outlined in the Destination Development Priority, it is recommended that Visit Tri-Valley collaborate with hotels, attractions (including the wine region), event organizers, and transportation partners to create a selection of tailored multi-day experience packages that cater to the interests of key target market segments. In conjunction with the events strategy mentioned earlier, there is an opportunity to identify the events that warrant additional resources from Visit Tri-Valley and devise marketing strategies to raise awareness among the target audiences for these events.

One highly supported tactic that emerged during the DSP process is for Visit Tri-Valley to collaborate with partners to directly promote experience packages through event and ticket confirmation emails, thereby expanding the reach of these offerings. This approach not only raises awareness of the tourism offerings and programming in the Tri-Valley in connection with the events but also ensures that the recipients of such campaigns, who have already purchased event tickets, are genuinely interested in what the Tri-Valley has to offer.

The key to the success of these packages lies in their effective fulfillment. It is crucial to ensure that prospective visitors can easily view an offer, make a purchase, and enjoy a seamless experience of their desired visit in the Tri-Valley. This involves expanding the utilization of Visit Tri-Valley's newly created booking engine to convert leads and provide visitors with booking options for multi-day experiences.



## Visitor Research

To market Tri-Valley most effectively, it is recommended that Visit Tri-Valley continue to allocate resources in future years to invest in greater data intelligence to better understand current and prospective target audiences. Key initiatives to consider include conducting recurring visitor profile studies, implementing geotargeted software platforms to gather data on visitation to specific attractions and venues, analyzing visitor spending patterns, conducting perception research on visitors and the brand, and engaging in other industry-related research initiatives. These efforts will provide valuable insights on opportunities to enhance visitor marketing.

It is essential to regularly monitor and report on these platforms to stakeholders. This will provide a clearer understanding of the impact of marketing efforts on influencing visitors and tracking conversions to the Tri-Valley. The insights gained from these data intelligence efforts will also play a crucial role in shaping the marketing strategy moving forward. Visit Tri-Valley should capitalize on the opportunity to expand its efforts in feeder target markets through well-informed direct marketing strategies driven by research insights.

## Lost Business Traction

Visit Tri-Valley should implement a practice of tracking lost business, including meetings, conventions, and sports events. By keeping track of lost business and reporting on trends, the organization can gain valuable insights into missed opportunities and identify ongoing enhancements to better strategize for future endeavors. Additionally, leveraging past successes as a platform can help in showcasing the strengths and advantages of the Tri-Valley region to potential clients and partners, further enhancing its reputation and attracting new business opportunities.

## Branding Reinforcement

To strengthen the impact of Visit Tri-Valley's marketing efforts, it is recommended to reinforce and invest in the "Tri-Valley brand." A strong brand is essential for creating a distinct and memorable identity for the region, attracting visitors, and fostering loyalty among existing visitors. Given Tri-Valley's diverse cities and communities, it is important for Visit Tri-Valley to consistently promote the Tri-Valley brand throughout the entire customer journey and across the region. From the moment a potential visitor first interacts with Visittrivalley.com to their departure after a satisfying visit, every opportunity should be seized to reinforce the brand's identity. This reinforcement should be conducted in conjunction with the direct marketing efforts mentioned above to ensure the highest impact on target audiences. Enhancing the Tri-Valley's branding initiative will also contribute to fostering a sense of unity and community pride, encouraging residents to come out and use their public and open spaces actively.





# Milestone

- Develop a process for content development and new experiences that articulate the destination from a research-based, authentic voice and editorially-based content.
- Revise current online content and promotional packaging to describe the destination from a targeted marketing perspective. Conduct a comprehensive review of all areas of the website and current traditional marketing vehicles.
- Collaborate with partners to pilot and test various direct marketing strategies, including marketing experience packages in the confirmation tickets for event purchases.
- Develop an approach to determining in-house and third-party vehicles to support the fulfillment of experiences for visitors seeking to secure a multi-day stay with a designated “package.”
- Establish in-house fulfillment capabilities and a concierge service approach in conjunction with visitor services to proactively engage potential visitors and facilitate conversion in support of the direct marketing effort.
- Finalize the target markets, experiences, and fulfillment approach, and launch the direct marketing efforts. These preparations will pave the way for the successful launch of the organization’s direct marketing initiatives.

## Partners to include

- Event organizers
- Event venues
- Attractions
- Hotels
- Livermore-Amador Valley Transit Authority
- Livermore Area Recreation and Park District
- Livermore Wine Trolley
- Town of Danville
- City of Dublin
- City of Livermore
- City of Pleasanton
- City of San Ramon (for co-ops)

# ECONOMIC DEVELOPMENT AND BUSINESS FRIENDLINESS

This priority focuses on economic development and fostering a business-friendly environment. Throughout the DSP process, stakeholders highlighted the challenges faced by tourism-related small businesses when starting operations in the Tri-Valley. These challenges include lengthy processes, complex and unclear requirements, difficulties in obtaining business permits, and a general lack of consultation and support. Additionally, the documented impact on the global tourism economy resulting from challenges and reduced small business experiences has underscored the significance of unique locally developed businesses in differentiating the destination experience.

In light of this, several recommendations have been put forth in this section. These recommendations include positioning Visit Tri-Valley as a central hub for tourism-related businesses, raising awareness of the resources offered by Visit Tri-Valley, and fostering regional collaboration within the Tri-Valley, including San Ramon. By implementing these recommendations and supporting economic development and planning efforts, Visit Tri-Valley can help address the barriers faced by tourism-related small businesses and create a more welcoming and supportive environment for entrepreneurship and economic growth in the region. In addition, Visit Tri-Valley can report on successes and challenges to further support tourism-related businesses on an ongoing basis.







# RESEARCH-BASED STRATEGIC DIRECTION

As highlighted throughout this plan, the relationship between the tourism and hospitality industries and the overall economic landscape of a destination is crucial. Throughout the DSP process, stakeholders identified several challenges, including lengthy processes, complex requirements, and difficulties in obtaining business permits. Although positive initiatives like the City of Dublin’s Small Business Accelerator Program already exist in the Tri-Valley, they may be unknown or underrealized by tourism-related business stakeholders, particularly those who are new to the region and/or are first-time business owners.

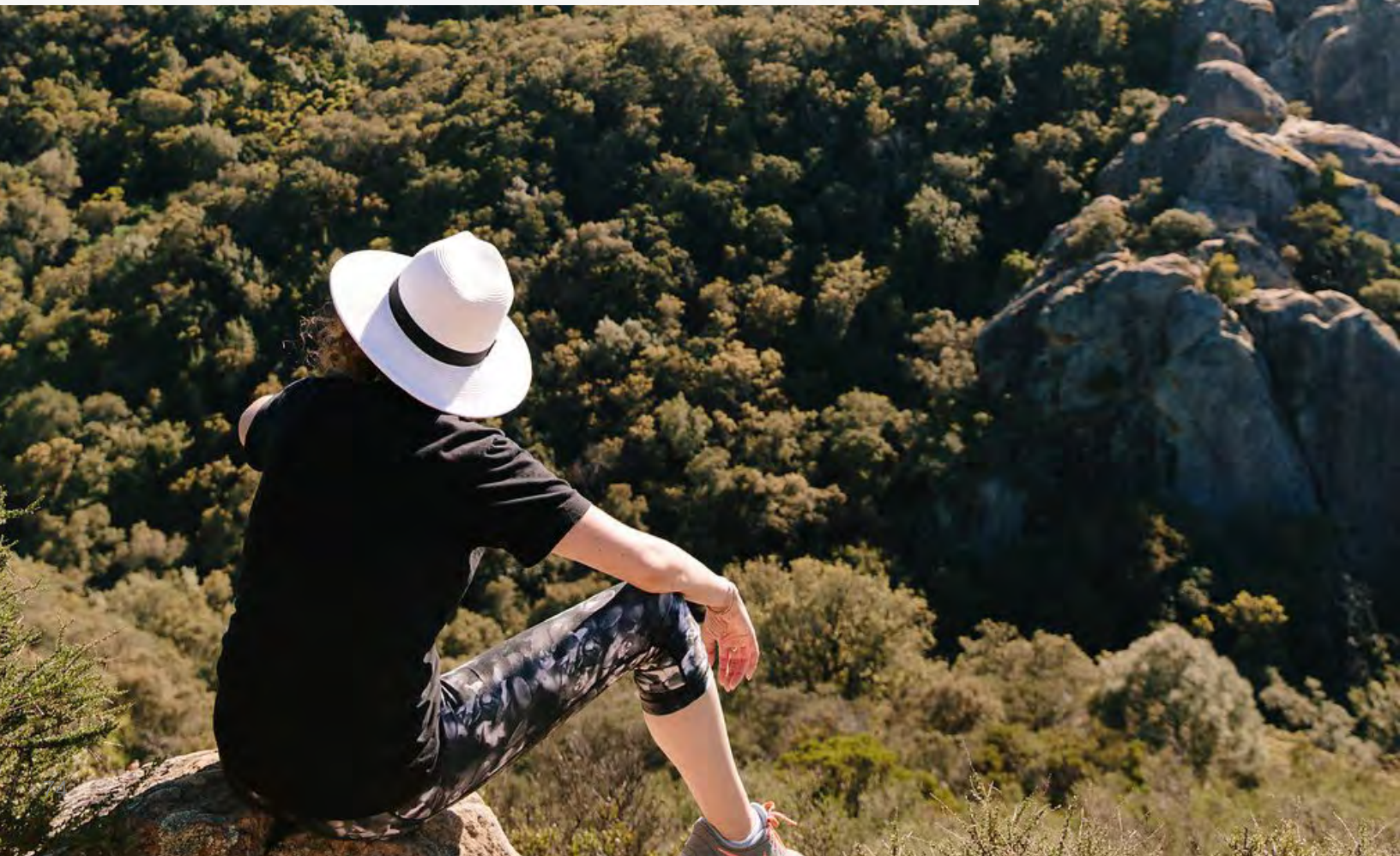
Through stakeholder feedback and engagement in the Tri-Valley cities as well as comparative research, an opportunity has emerged for the Tri-Valley to raise awareness about existing programs and initiatives in the area. Additionally, it is crucial to offer support to tourism-related businesses by helping them navigate the intricacies of the business ecosystem and processes in the Tri-Valley. By providing this additional guidance and support, the destination can advance an environment where tourism-related businesses can flourish, contributing to the overall economic growth and success of the Tri-Valley.

# RECOMMENDATIONS

## Engagement in Economic Development Initiatives

It is recommended that Visit Tri-Valley actively participate as a convener in regional dialogues and be present at the table during economic development discussions between city governments and downtown associations. By doing so, Visit Tri-Valley can contribute valuable tourism-related data, insights, and perspectives to these conversations, ultimately advocating for the betterment of the industry.

As a key stakeholder in the local tourism industry, Visit Tri-Valley possesses a wealth of knowledge and understanding about the region's visitors, market trends, and economic impact. By actively engaging in economic development initiatives, Visit Tri-Valley can ensure that the voices of the tourism industry are heard, supported and considered in broader decision-making processes. Despite tourism currently representing a relatively low percentage of GDP in the Tri-Valley, its future potential can serve as a catalyst for diversifying the local economy, boosting competitiveness in talent attraction, and enriching the overall quality of life in the region.





## Tourism-Related Business Hub – Defining “Tourism-Related”

To navigate and address the challenges faced by “tourism-related” businesses in the permitting and approval process, the DSP recommends that Visit Tri-Valley act as a regional “hub” that serves as a resource for such businesses. “Tourism-related” businesses can be identified as hotels, restaurants (primarily local), specialty retailers, attractions, and overnight visitor generating events. To ensure clarity and alignment, Visit Tri-Valley should collaborate with the cities to develop a clear definition of what constitutes a “tourism-related business” to establish a strong connection between these businesses, their contribution to the visitor economy, and their association with Visit Tri-Valley.

It is recommended that Visit Tri-Valley, in partnership with the cities, advocate for the implementation of a functional platform that would notify Visit Tri-Valley when a tourism-related business approaches the planning department. This would enable Visit Tri-Valley to reach out, provide support, and monitor the business’s progress as they navigate the requirements of business development. To achieve this, Visit Tri-Valley should also collaborate with economic development departments, chambers of commerce, and downtown organizations within the four cities. This collaboration would facilitate insights into specific processes and points of contact involved in establishing, supporting, and attracting new tourism-related businesses, while ensuring alignment and optimal support for small businesses.

To launch this initiative and assume an advocacy role, the DSP suggests that Visit Tri-Valley work with the cities and counties to curate relevant information for prospective small businesses, making it easily accessible on their website or guiding them to respective websites and processes that can assist them in establishing a new business. Visit Tri-Valley can act as an advocate for new tourism-related businesses, offering general support and guidance. Additionally, Visit Tri-Valley’s valuable resources, including data and trends, and featuring businesses on Visit Tri-Valley’s website should be promoted as part of this initiative to assist small businesses in thriving and successfully establishing themselves.

Once the program is launched, Visit Tri-Valley should actively promote it to new businesses intending to open in the area. This can be done by highlighting the success stories of small businesses that have benefited from the support of the Tri-Valley. Key metrics such as the number of businesses contacted, engagement with Visit Tri-Valley’s resources, and challenges encountered during the process can be showcased. This helps Visit Tri-Valley demonstrate the impact and effectiveness of their support program to potential entrepreneurs and reinforces the region’s reputation as a supportive and vibrant business community for future tourism-related business owners.





# Milestone

- Appoint a contract Industry Development Specialist for the Business Friendliness Hub (contract position in the short-term that can turn into full-time in the long-term).
- Work with the cities to develop and clarify the criteria for tourism-related businesses connected to the DMO.
- Advocate for tourism to be included in all economic development planning initiatives by the cities.
- Establish partnerships with economic development departments, city planning departments, chambers of commerce, and downtown organizations and gather and compile information on city and county processes for establishing tourism-related businesses.
- Create a comprehensive web-based resource package on the Visit Tri-Valley website.
- Launch a targeted marketing campaign to promote the Business Friendliness Hub and its services.
- Monitor and measure the successes and challenges of small businesses that have utilized the resources provided by the hub.
- Continuously update and improve the hub based on feedback and evolving business needs.

## HOTEL DEVELOPMENT STRATEGY

The research and stakeholder engagement processes revealed a limited inventory of downtown and wine region hotels in the Tri-Valley region, presenting an opportunity to engage with communities and economic development entities to develop a comprehensive hotel development plan. To initiate this effort, it is recommended for Visit Tri-Valley to consider hosting a forum involving the towns and inviting hotel developers to share current research and trends on visitor demand. This forum would also serve to guide the communities on site selection and facilitate development within their respective areas. These sessions would include creative approaches to public/private financing that have enticed developers to take a risk on an emerging destination. With strong partnerships developed with the developers and the cities, Visit Tri-Valley should ensure immediate notification of any new hotel projects. This will facilitate effective representation of the tourism industry and allow Visit Tri-Valley to provide developers with relevant data and insights for their projects.

In addition, it is important for Visit Tri-Valley to continue to play a proactive role in identifying potential hotel sites and developers. This can be achieved by sharing detailed data and research on visitor demand with the towns and developers. Furthermore, Visit Tri-Valley should support economic development entities through the Request for Information (RFI) processes and advocate for more hotel development. By doing so, a collaborative platform can be established between communities, towns, and Visit Tri-Valley for effective hotel development strategies.





# Milestone

- Develop an advocacy and communication plan/ approach for the development of more full-service and well-located hotels in downtowns and close to the wineries.
- Gather the relevant data on the current performance of the submarkets within the Tri Valley.
- Organize a meeting of the economic development teams of all the municipalities to discuss a coordinated hotel development strategy in the form of active outreach to hotel developers in the Tri-Valley based on market dynamics.
- Organize a forum with hotel developers and investors to discuss approaches for attracting hotel developments.
- Work with the cities and chambers to ensure that Visit Tri-Valley is notified of any hotel development activity in the Tri-Valley.

# REGIONAL COLLABORATION

To maximize revenue generation and enhance the tourism impact across the area, it is essential for Visit Tri-Valley to foster regional collaboration, particularly with San Ramon, which is currently not represented through Visit Tri-Valley’s marketing efforts. Given the size of the region, events and tournaments held in the Tri-Valley often attract visitors who also contribute to overnight stays and visitation in San Ramon. By strategically collaborating with San Ramon, there is an opportunity to optimize revenue generation for all regional destinations.

Visit Tri-Valley has already taken the first steps towards collaboration with the San Ramon Arts Organization within the Cultural Heritage Tourism Committee, showcasing the potential for fruitful partnerships. Another notable collaborator is Bishop Ranch, a prominent organization in San Ramon, which has been a partner during restaurant week and has expressed interest in participating in activities surrounding the event.

Moving forward, Visit Tri-Valley and San Ramon should explore collaboration on various fronts to leverage their collective strengths. One potential area of collaboration is lead generation, where both destinations can work together to attract visitors and generate heightened interest. Sharing research and data can also strengthen the partnership, allowing for a more comprehensive understanding of market trends and visitor preferences. To this end, regular meetings between Visit Tri-Valley and San Ramon representatives can be organized to discuss industry trends, exchange ideas, and strategize joint marketing efforts.

Collaborating with San Ramon to partner on different tourism projects and initiatives will further enhance regional alignment. This could include joint marketing campaigns, coordinated event calendars, and combined efforts to attract major conferences or conventions.

By fostering strong collaboration with San Ramon, Visit Tri-Valley can expand its regional presence and amplify the overall tourism impact for the Tri-Valley and San Ramon alike. This process would need to include a mutually beneficial revenue plan in the long term. The potential for mutual success is significant, and by working together, both destinations can create a more enticing and vibrant visitor experience in the region.

## Partners to include

- Town of Danville
- City of Dublin
- City of Livermore
- City of Pleasanton
- City of San Ramon
- Danville Economic Development Division
- Danville Area Chamber of Commerce
- Dublin Economic Development Office
- Dublin Economic Development Committee
- Dublin Chamber of Commerce
- Livermore Innovation and Economic Development Department
- Livermore Area Recreation and Park District
- Livermore Valley Chamber of Commerce
- Mount Diablo Region
- Pleasanton Economic Development Division
- Pleasanton Chamber of Commerce
- Alameda County Economic and Civic Development Department
- Contra Costa County Economic Development
- Downtown associations and partnerships
- Hotel developers
- Private sector
- Identified tourism-related businesses





# ORGANIZATIONAL DEVELOPMENT

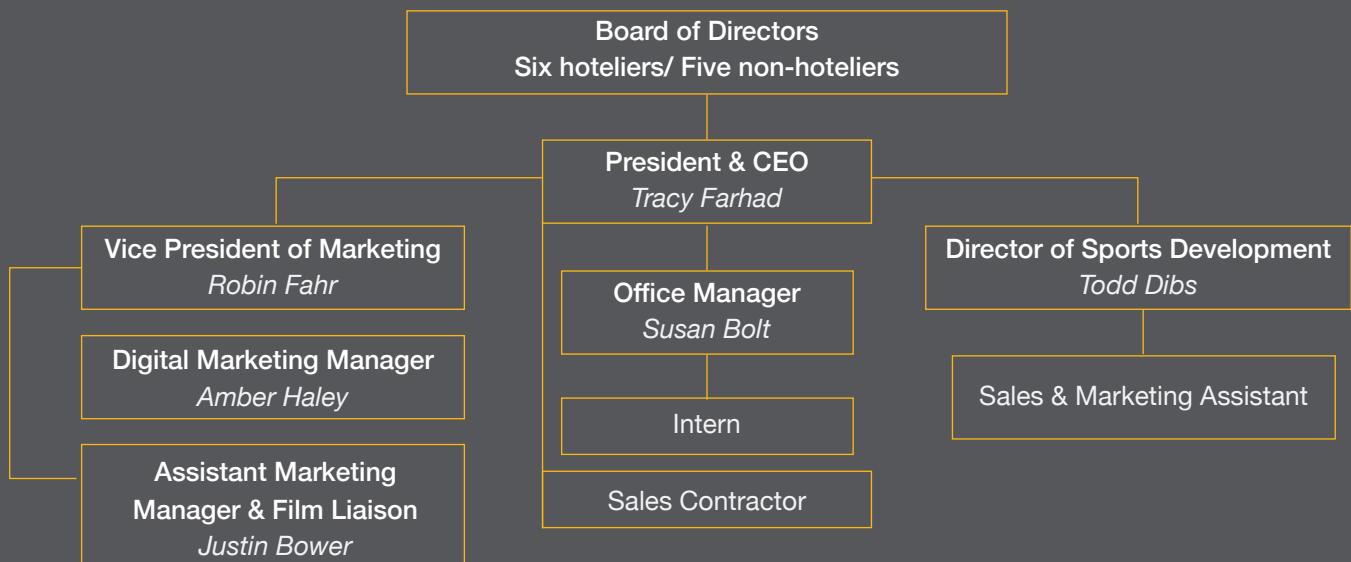
In support of the overall Destination Strategic Plan, Visit Tri-Valley will need to plan for the future of the organization, adapt to the ever-changing travel and tourism industry and continue to be a leader in the community for the destination. In this process it became clear that as an organization, Visit Tri-Valley has, for all the right reasons, broadened its focus from being a pure destination marketing organization to being a destination management organization working on product development, economic impact, and quality of life for the Tri-Valley. This section of the DSP is focused on determining how to adjust the organizational structure and resource allocation to best support the newly emerged priorities.

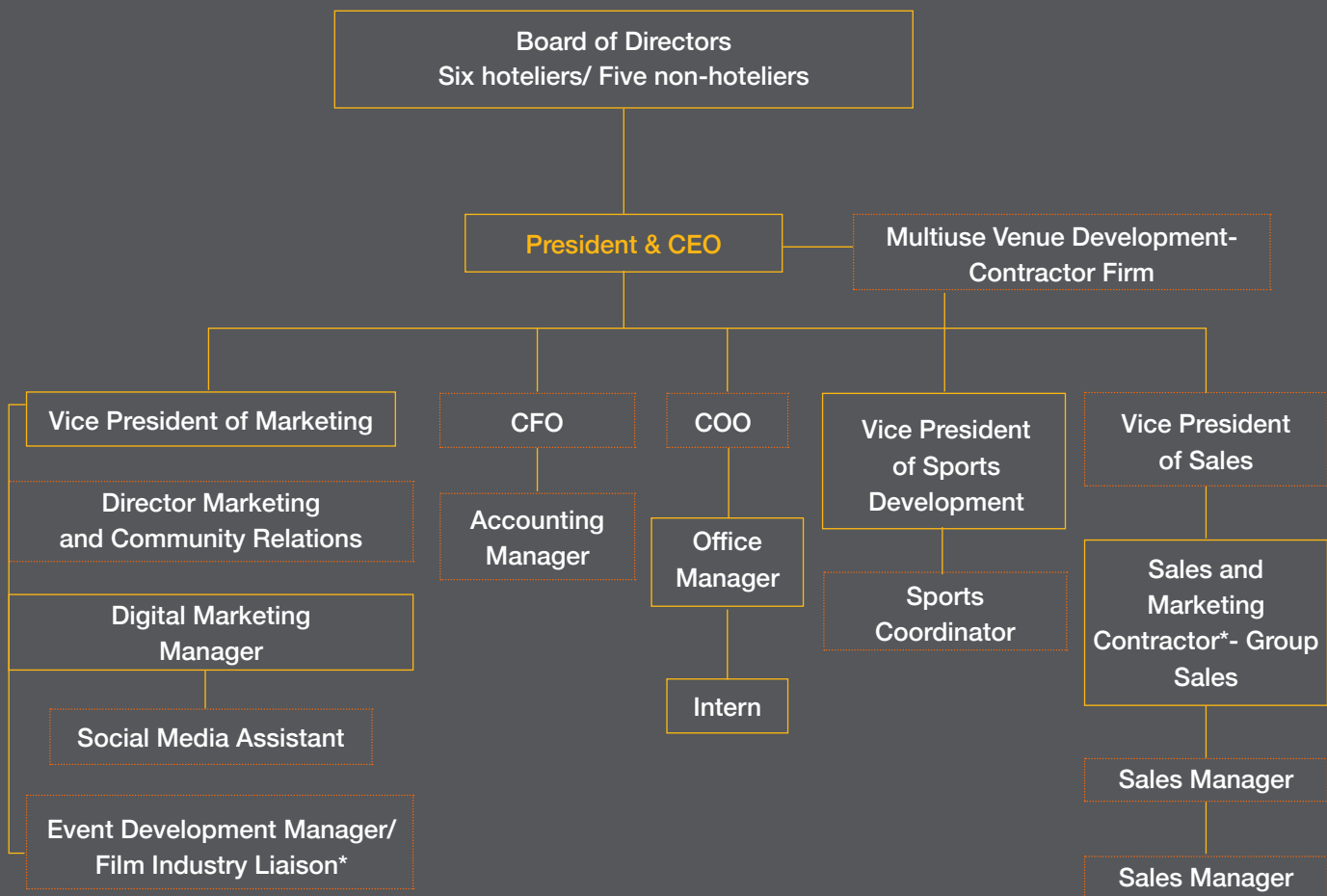
## RECOMMENDATIONS

### Expanded Capacity

The outcome of the strategic planning process supports new focus areas with specific initiatives to include direct marketing, product and experiential development, asset development, targeted advocacy, and strategic partner relationships as future efforts of Visit Tri-Valley. An expanded organizational chart has been created, in collaboration with the Visit Tri-Valley internal team, to support implementation of the Plan’s recommendations. It should be noted that during the DSP process, Visit Tri-Valley created a new Sales and Marketing Contract position that focuses on group and business sales. The chart below takes into account the staffing and longer-term goals of the DSP to add positions and resources over the next several years:

**Visit Tri-Valley Organization Chart**  
June 2023





Priority Areas

\*Contractor for short-term, FTE long-term ----- : New Proposed Positions

The following is an overview of the key areas and new positions that will be critical in the short-term implementation of the Destination Strategic Plan:

### *Event Support and Development*

As the emphasis on event development grows, there is a need for a dedicated role to oversee and support these initiatives. Therefore, a contract position is proposed for fiscal year 2024/2025, focusing on evaluating and supporting events, which has the potential to transition into a full-time role based on future budgetary considerations. The primary responsibilities of this position will involve utilizing the Event Matrix to comprehensively assess and enhance current and future events and make further recommendations for investment and support on the current events that are generating overnight visitation or have the potential to generate overnight visitation with specific enhancements. The incumbent will also collaborate with partners to support the development of a signature event in the Tri-Valley.

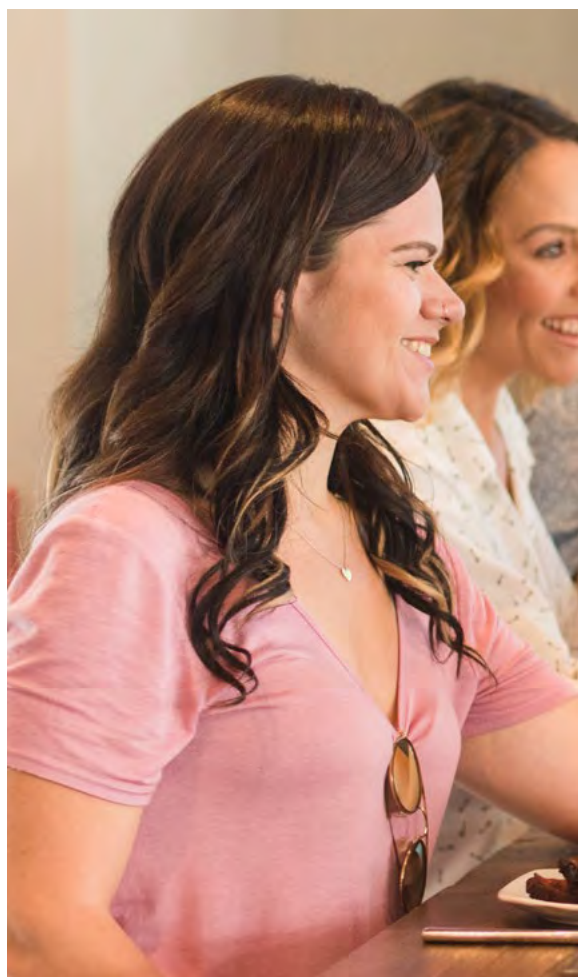
### *Industry and Community Relations*

A position with a background in business development and marketing is recommended to support the efforts in supporting tourism-related businesses in the Tri-Valley. This position will also focus on the Business Friendliness Hub by providing resources and guidelines to help navigate the complex task of starting a tourism-related business in the region. Additionally, there is a need to analyze and establish new business partnerships with economic development agencies (both public and private) and directly advocate with city officials, ensuring overall alignment and consistent engagement. This position could be created through the promotion of a current staff member or by creating a new position within the company.

### *Multiuse Venue Development Support*

As the Tri-Valley prepares for the development of a new multiuse venue, a contracted firm is recommended to provide comprehensive support throughout the entire development and ongoing management process. Including day-to-day management efforts throughout the process, stakeholder engagement, documentation and permits preparation, and communication facilitation among different teams.

The development of job descriptions or scopes and recruitment for these proposed positions and/or firms will begin with the implementation process of the DSP. These recommended changes will align with and support the key objectives outlined in the Destination Strategic Plan, providing dedicated support for the new priorities identified.





In addition to the short-term positions mentioned above, the DSP recommends the inclusion of the following positions within the organization chart in the long-term to support the increased capacity required for implementing the DSP:

- **Chief Financial Officer**
- **Chief Operations Officer**
- **Vice President of Sales**
- **Accounting Manager**
- **Two Sales Managers**
- **Sports Coordinator**
- **Social Media Assistant**
- **Director of Marketing and Community Relations**
- **Event Support and Development Manager (transition from contract to full-time)- This position has the potential to also serve as the Film Industry Liaison within the Tri-Valley team.**

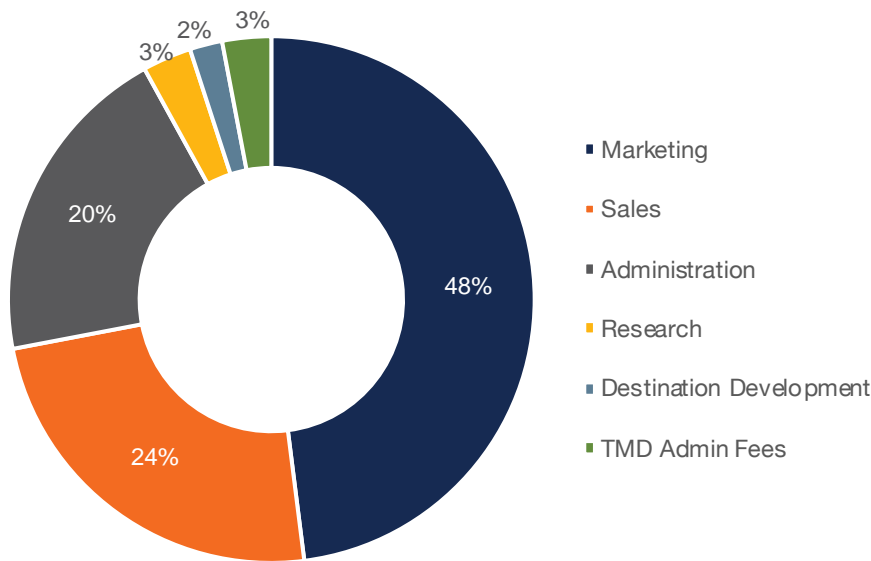
To enhance Visit Tri-Valley's resources for future growth, it is advisable to allocate budgetary funds incrementally over the next five years to support the creation of the proposed new positions that are essential for the organization's success and capacity to implement the plan, alongside the multiuse development. Moreover, it is crucial for the Visit Tri-Valley leadership to update staff education and training programs regularly, incorporating the latest trends and best practices from the travel industry. This will ensure that the organization remains current and utilizes external resources effectively.



## Resource Allocation

As stated previously, the DSP is much broader to include all aspects of the destination’s landscape and therefore expands Visit Tri-Valley’s role beyond being solely focused on sales and marketing. With this in mind, Visit Tri-Valley’s budget as well as staffing will need to be reallocated to support the initiatives of the DSP. Historically, Visit Tri-Valley’s budget allocation has been distributed as follows: 48% for marketing, 24% for sales (including a 20% allocation for Sports), 20% for administration, 3% for research, 2% for destination development, and the remainder designated for TMD administration fees.

**Visit Tri-Valley’s Budget Structure (2023-2024)**



### Direct Marketing Resources

To meet the objectives of the Direct Marketing Priority, it is recommended that over the next five years, a minimum of 50% of total awareness and advertising budget be reallocated to support direct marketing initiatives with targeted audiences and customized and packaged experiences. This would involve targeting identified audiences within a 150-mile radius of the Tri-Valley, as these individuals are most likely to consider visiting the region. The strategy entails refining current marketing strategies to create tailored content and experiences aimed specifically at the interests of the targeted visitors. To effectively communicate these experiences, marketing tactics, experiential development, and fulfillment planning will be employed, ensuring a seamless booking process through Visit Tri-Valley.

The fulfillment and booking process presents an opportunity for Visit Tri-Valley to explore a potential new funding source. One strategy could be to introduce a nominal fee that is charged to end users when they book a hotel or experiential package through the Tri-Valley website. This fee would not only contribute to Visit Tri-Valley's financial sustainability but also support the ongoing promotion and development of the Tri-Valley region as a desirable destination.





Priority Areas

## Overall Funding Strategies

With all the challenges the industry has faced in 2020 amid a global pandemic halting travel and tourism, budget and funding considerations are critically important to build a sustainable future.

As laid out in the DSP, there are many new initiatives over a five- year period and many of these initiatives will require support whether directly from Visit Tri-Valley from a funding allocation standpoint or indirectly through staff and existing resources.

Besides the work tied to the DSP, there is also the existing work that Visit Tri-Valley executes such as sales including group and sports sales, leisure marketing, visitor services, product development, and event support, etc. that need to be sustained for the future. To add to Visit Tri-Valley's scope will require added funding.

The cities in the Tri-Valley area currently collect an 8% Transient Occupancy Tax (TOT), which is at the lower end of the California average range of 8% to 15.5% of room rates. However, it is important to note that currently the TOT does not go to Visit Tri-Valley and is fully collected by the cities. In line with the DSP initiatives, it is recommended that within the first three years of the DSP development, Visit Tri-Valley works with local governments and hotels to advocate for an additional 2% allocation to the current TOT. The additional 2% increase in TOT funding would be exclusively dedicated to supporting Visit Tri-Valley's efforts for the development of the new multiuse venue. This targeted investment would serve as one of the funding streams for this venue, aiming to ensure the long-term success and prosperity of the local community by bringing a range of benefits to the area.

Additionally, it is recommended that Visit Tri-Valley continues through the Tourism Marketing District (TMD) process by increasing its share of TMD assessment from the current rate of \$3.25 per room per night occupied, to \$4.00 in July 2024. An increase in the TMD assessment will support the goals and implementation of the DSP, including additional staffing and resources. It is also recommended that Visit Tri-Valley thoroughly explores the possibility of increasing the TMD rate beyond the initial raise to \$4.00. While it is common for hotel customer fees in many destinations to reach up to approximately 15%, it is important for Visit Tri-Valley to carefully analyze the potential impact of any further increase, particularly with regard to the end user fee for hotels. Striking a balance between generating sufficient funding for Visit Tri-Valley's operations and ensuring that the fee remains reasonable for hotel guests is essential.

Lastly, the DSP suggests that Visit Tri-Valley should actively pursue alternative funding strategies that align with the organization's growth and the successful execution of the DSP. One potential approach is to explore the utilization of a portion of funding designated for the development of the multiuse venue, should it involve a bond, to support the marketing and operation of the venue, as well as Visit Tri-Valley. This approach would help establish a sustainable funding source that contributes to the overall success of the destination and supports Visit Tri-Valley's mission.



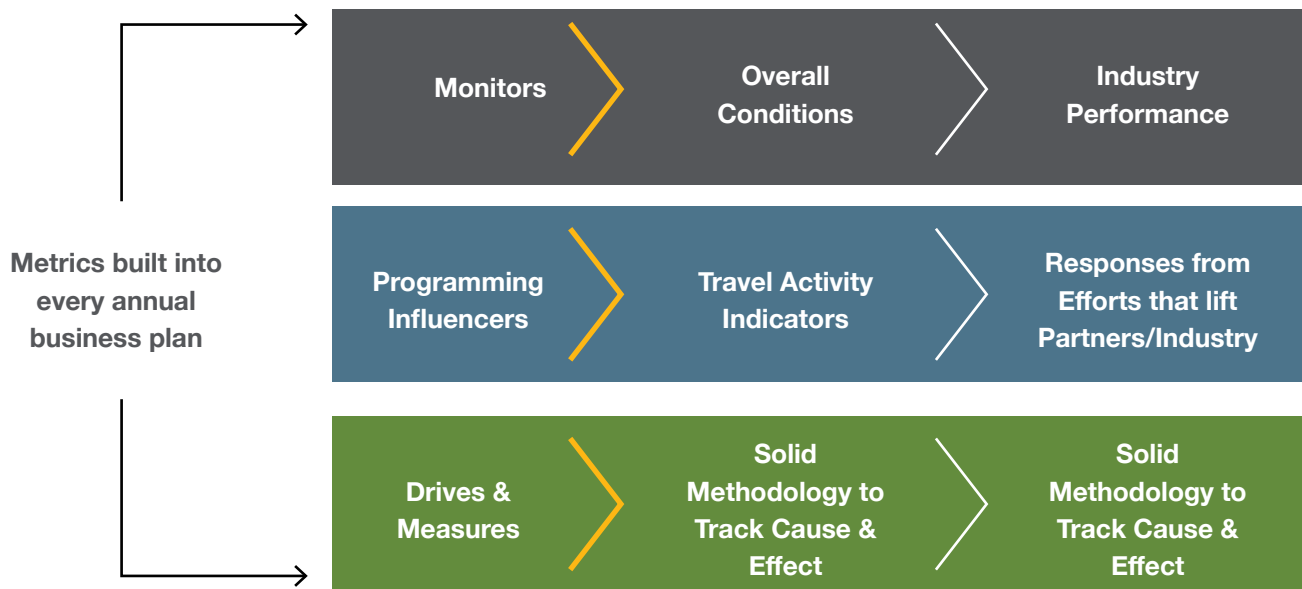




Priority Areas

## Measurement and Reporting

In addition to positioning its departments, allocating resources, and planning for future funding, Visit Tri-Valley’s success in achieving the objectives outlined in the Destination Strategic Plan will depend on effective measurement and reporting for stakeholders. While traditional industry reporting focuses on macro-economic figures such as total visitors and overall economic impact, for the DSP, it is crucial to tie success more closely to the actions taken as a result of Visit Tri-Valley’s own activities as a lead organization and as a partner in implementation. To facilitate this, it is recommended that Visit Tri-Valley incorporates the following areas into their business plan and reporting processes:



Effective reporting for Visit Tri-Valley should be categorized into three key areas. Firstly, monitoring industry performance metrics will provide insight into the overall health and trends within the tourism sector. This can include tracking data on total visitors, economic impact, and other macro-level indicators that highlight the region’s tourism landscape.

Secondly, Visit Tri-Valley should focus on tracking how its programming and initiatives influence outcomes, specifically measuring the impact of its activities. This can involve assessing key performance indicators (KPIs) directly tied to Visit Tri-Valley’s efforts, such as visitor engagement, conversion rates, event attendance, or the effectiveness of marketing campaigns. By monitoring these metrics, Visit Tri-Valley can gain insights into the success and effectiveness of its specific programming.

Lastly, measuring the direct results of Visit Tri-Valley’s work is paramount. This involves gauging the specific actions and outcomes that are driven as a result of the organization’s efforts. This can include assessing the number of new partnerships formed, the coordination of events or initiatives, the development of new tourism products or experiences, or any other tangible outcomes attributed to Visit Tri-Valley’s active involvement.

The benefit of this approach is it does not create the implication that Visit Tri-Valley is solely responsible for the larger destination trends. It opens up a consistent opportunity to report on specific Visit Tri-Valley campaigns and how they have performed.



**Samples of these metrics in each category are below:**

**Monitor**

- Visitation Statistics – frequency annual
- Visitor Impact – frequency annual
- TMD assessment/Revenue – frequency annual
- Lodging Performance – frequency monthly
- Lost business and the reasons as to why
- 

**Program & Influence**

- Website Traffic – frequency: monthly
- Social Media Engagement – frequency: monthly
- Travel Media Mentions/Coverage – frequency: quarterly
- Point of Origin Awareness – frequency: annual

**Drives**

- Research-driven visitor conversion rates
- Room nights associated with specific targeted campaigns
- Group Sales conversion rates
- Room nights associated with definite business secured by Visit Tri-Valley
- Direct marketing conversion rates
- Room nights associated with targeted campaigns
- Referrals to partners
- Transaction trends for partner programs
- Campaign results in conversion

**DSP Specific Reporting – new KPI's**

The following are examples of potential new KPI's that tell a more comprehensive “story” of Visit Tri-Valley's impact.

- Policy & Advocacy results
- Event organizers supported and associated trends with respective events
- Event Impact Calculator outcomes
- Products supported/invested in
- Tourism-related businesses supported
- Multiuse-Venue development progress report
- Assets development support
- Partners engaged
- New Programs and Recommendations Fulfilled (or status of)

Visit Tri-Valley is embarking on a new reporting approach that highlights the direct impact of its actions and establishes itself as the go-to resource for industry-level market data. This shift in reporting seeks to provide clearer insights for stakeholders, reflecting Visit Tri-Valley's expanded role in the community in relation to DSP implementation. By presenting tiers of metrics, reporting will become more digestible for stakeholders while effectively conveying Visit Tri-Valley's influence and association with market performance.

## Organization Values

In order 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 support 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 as a whole.

### Partners to include

- Town of Danville
- City of Dublin
- City of Livermore
- City of Pleasanton
- City of San Ramon
- Visit Tri-Valley hotels
- Arts and Entertainment stakeholders
- Restaurant (local) industry



# CONCLUSION

The journey of envisioning the future of the Tri-Valley as a captivating destination has been one of great dedication and collaboration. Visit Tri-Valley and our esteemed partners have eagerly embraced the challenge of pausing, reflecting, and planning for the next five years. By blending thorough research, industry expertise, and valuable stakeholder input, the Destination Strategic Plan (DSP) is now a reality—a comprehensive roadmap that will shape the Tri-Valley's future through impactful and attainable initiatives. There was a conscious commitment to making sure that this plan is thoroughly implementable after completion. The broad-based engagement and buy-in, coupled with key milestones for each Steering Committee-supported priority, creates a solid foundation for on-going success.

To all those who participated, shared their insights, and remained engaged in this inspiring journey, we extend our heartfelt gratitude. Your invaluable contributions have been instrumental in developing a plan that will truly elevate the Tri-Valley as a remarkable place to live, work, and play. The impact of your input will be seen and felt throughout the region.

With its six strategic priorities and detailed recommendations, the DSP charts a course for success as we venture towards 2028. Visit Tri-Valley is committed to assuming a leading role within the industry and driving the implementation of these recommendations. This plan will not merely transform the destination in the short term; it will have a lasting impact that will resonate for years to come. When transformation is contemplated, it is predicated on a committed internal leadership team, a focused Board of Directors and engaged key partners.

As Visit Tri-Valley assumes this leadership position, supported by our dedicated team, Board of Directors, and visionary partners, we are filled with a deep sense of appreciation for the collaborative spirit that has permeated the planning process. Together, we will forge ahead to create a Tri-Valley that exceeds expectations and embodies the very essence of an extraordinary destination.

Once again, thank you for joining us on this remarkable journey. The Tri-Valley will flourish as a result of your commitment and Visit Tri-Valley is honored to be at the forefront, driving progress and fulfilling the vision set forth in our Destination Strategic Plan.

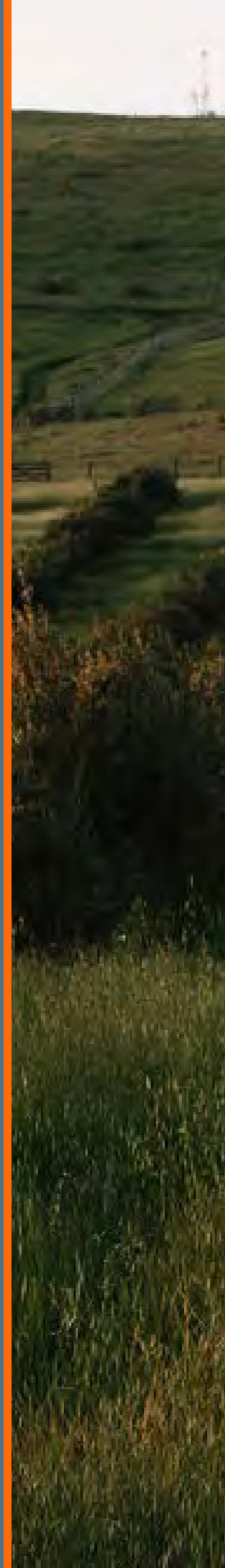


# APPENDIX

## STEERING COMMITTEE

We would like to extend our heartfelt appreciation to the entire Visit Tri-Valley team, the dedicated members of the DSP Steering Committee, as well as the stakeholders and partners across the community who actively participated in the 5-year Destination Strategic Plan for the Tri-Valley. Without their unwavering support and commitment, this plan would not have been possible. Thank you all for your contributions.

Sanjiv Gupta	AC Hotel Pleasanton
Jennifer Koidal	San Francisco Premium Outlets
Chris Carter	Livermore Valley Arts
Tracy Farhad	Visit Tri-Valley
Todd Dibs	Visit Tri-Valley
Kendall Clay	Marriott Pleasanton
Lynn Naylor	Innovation Tri-Valley Group
James Cooper	Pleasanton Chamber of Commerce
Brandon Cardwell	City of Livermore
Hazel Wetherford	City of Dublin
Lisa Adamos	City of Pleasanton
Jill Bergman	Town of Danville
James Paxson	Hacienda Business Park
Katelyn Keeshen	Assemblymember Bauer-Kahan
Jerome Hoban	Alameda County Fairgrounds
Brandi Addington	Livermore Valley Wine Community
David Epstein	Tri-Valley Conservancy
Shawn Wilson	Office of Supervisor Haubert
Jordan Boreman	Boreman Performance Training
Philip Pierpont	Livermore Area Recreation-Parks District
Rikin Lakhani	The Elliott Group
David Stark	East Bay Association of Realtors
Yolanda Fintchenko	i-Gate Innovation Hub/Daybreak Labs
Elaine Cortez Schroth	California State Assemblymember Rebecca Bauer-Kahan (AD-16)





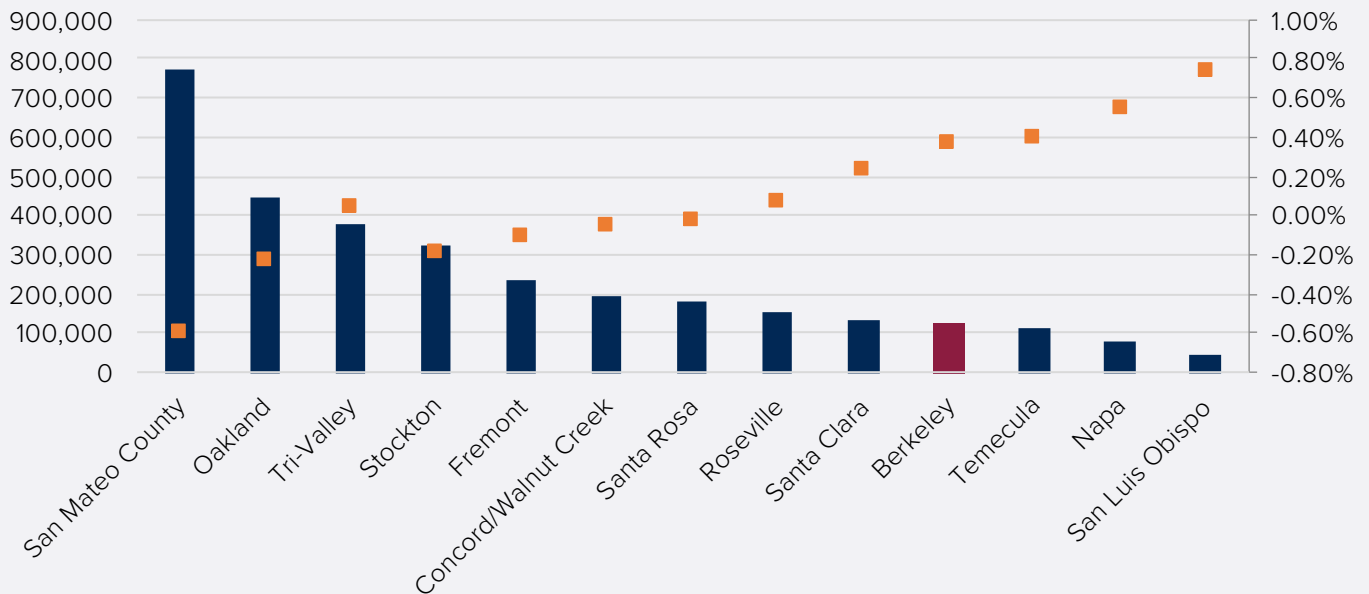


# MARKET STUDY

## Population

- The Tri-Valley area has one of the largest populations in the comp set (top 30%).
- The Tri-Valley area has been experiencing an average population growth rate (0.05%) compared to the rest of the competitive set.

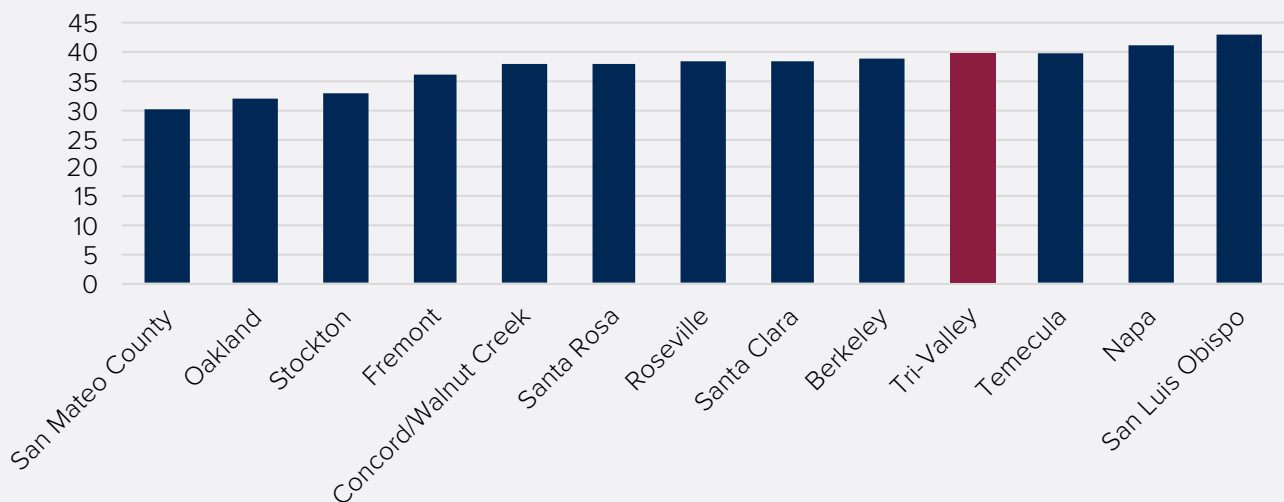
2022-2027 Population Growth



## Demographics

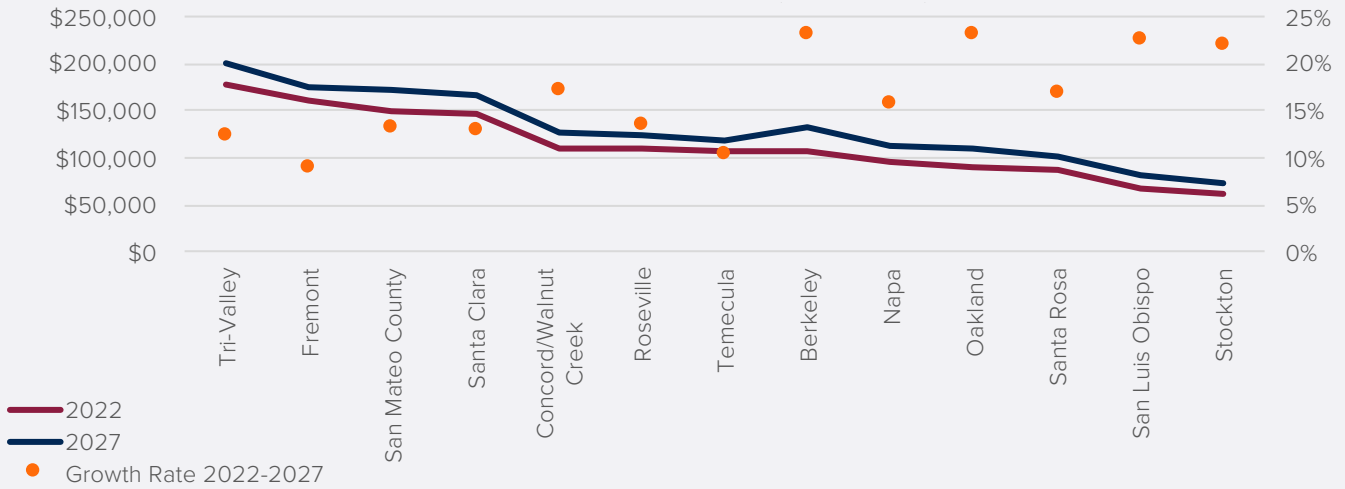
- The Tri Valley area has a higher proportion of older residents in comparison to the competitive set.

Median Age



- The Tri-Valley is expected to have the highest median household income in 2027; however, it has a lower household income growth rate compared to the majority of the other areas in the competitive set.

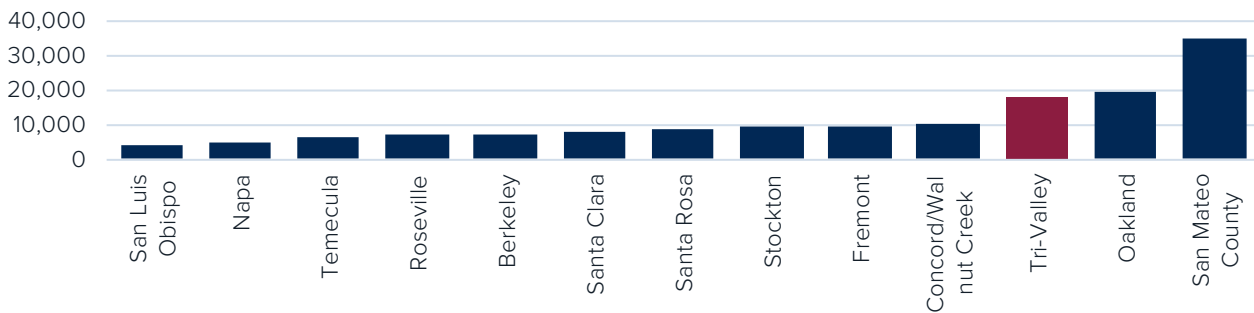
**Household Income Growth (2022-2027)**



## Economic Activity

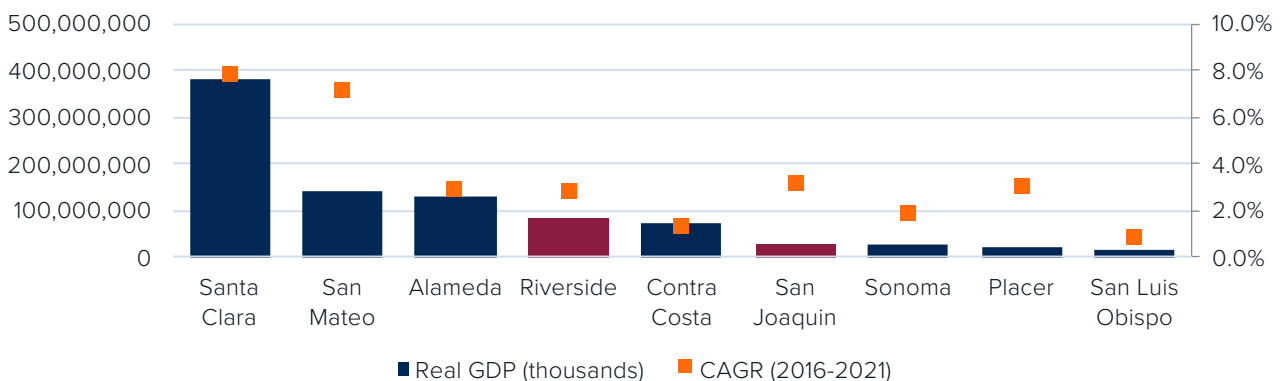
- The Tri-Valley area has the third highest number of businesses within the competitive set.

**Number of Businesses**



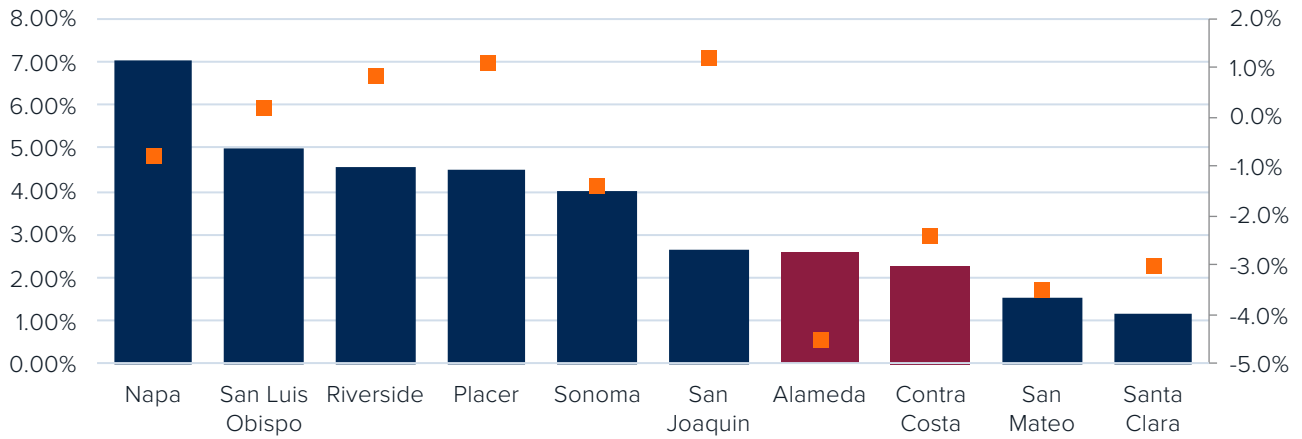
- The share of Alameda and Contra Costa Counties' GDP produced by the tourism industry averages at 2.48%, the third smallest of the competitive set.

**Real GDP (thousands of chained 2012 dollars)**



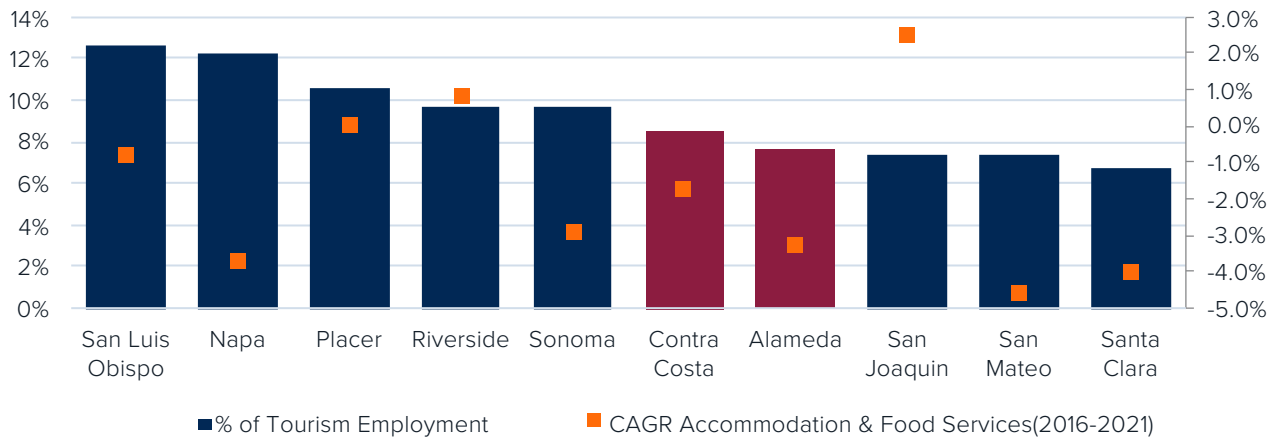
- The share of Alameda and Contra Costa Counties' GDP produced by the tourism industry averages at 2.48%, the third smallest of the competitive set.

Percentage of Tourism as Part of Real GDP



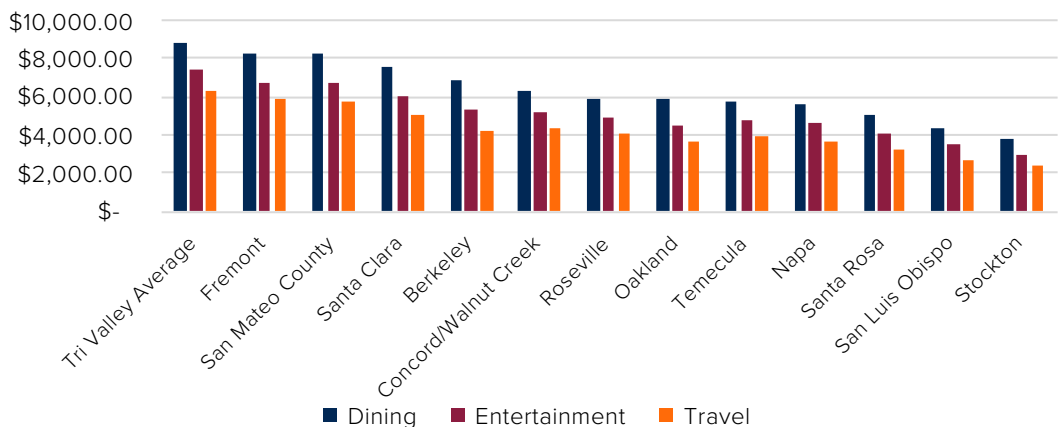
- Contra Costa and Alameda counties' share of tourism employment percentage is in the bottom 50% of the competitive set.
- The growth of hospitality employment is fairly less than the rest of the comp set.

Percentage of Tourism Employment as Part of Total Employment  
(Arts, Entertainment, Recreation, Accommodation, and Food Services)



- The Tri-Valley has the highest consumer spending across all three categories of dining, entertainment, and travel.

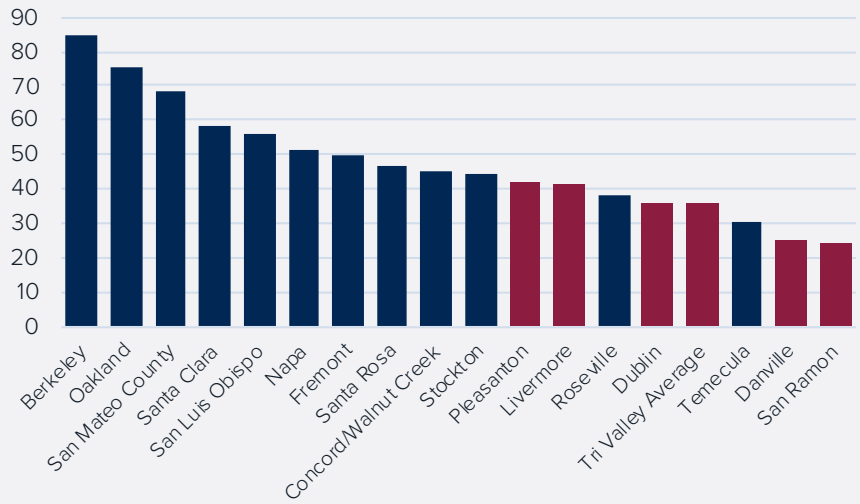
Average Consumer Spend



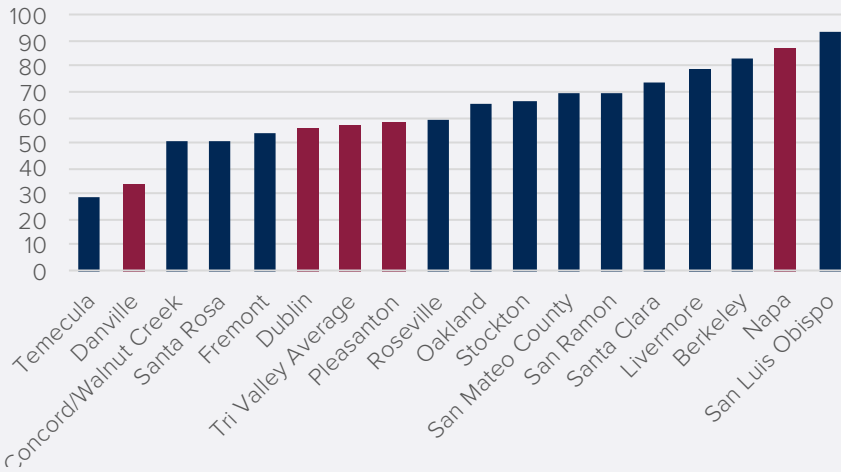
## Connectivity

- Walk Score measures the walkability of an address based on its distance to a set of amenities. Walk Score also measures pedestrian friendliness by analyzing population density and road metrics such as block length and intersection density.
- The Tri-Valley area ranks in the lower half of the competitive set in terms of Walk Score, and is more 'car-dependent' than the majority of the competitive set.

Walk Score



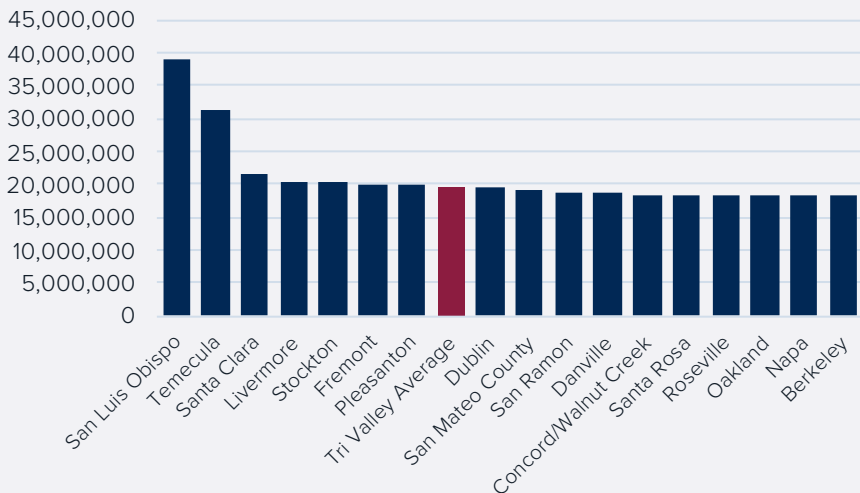
Bike Score



- Bike Score Components include: Bike lanes, hills, destinations and road connectivity, and bike commuting mode share.
- The Tri-Valley has an average Bike Score of 56.75, ranking in the bottom 40% of the competitive set.

- The Tri-Valley is closer to the median of the competitive set in terms of population within a 300 mile (driving) radius.

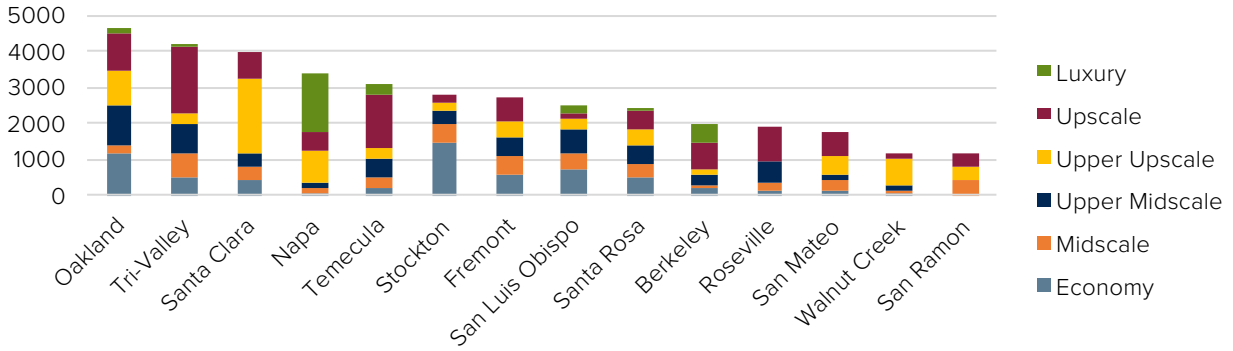
Drive Market Population (300 Miles)



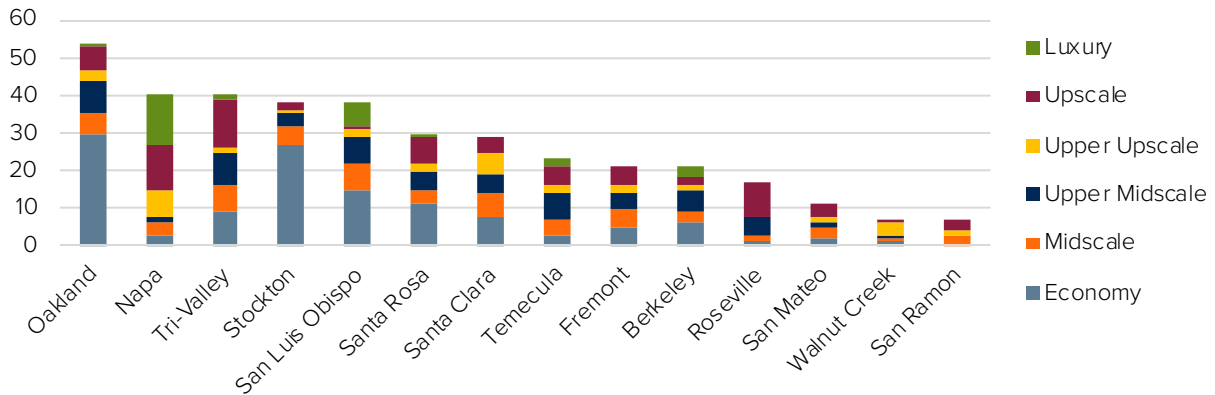
## Inventory

- The Tri-Valley area has the second largest hotel and room supply within the comp set.
- Napa and San Luis Obispo have the largest luxury class hotel and room inventory.

Room Inventory by Class

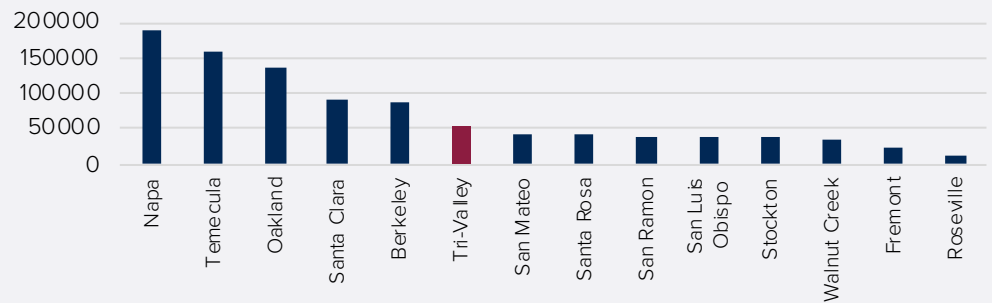


Hotel Supply by Class



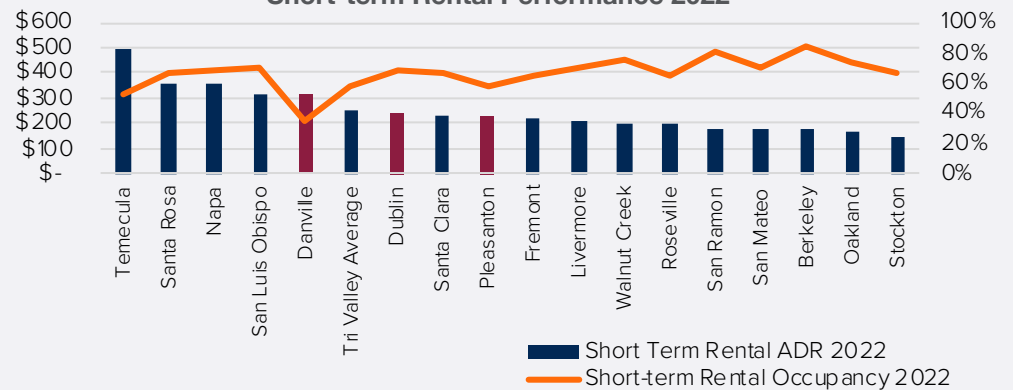
- The Tri-Valley is positioned in the middle of the competitive set in terms of total hotel meeting space.

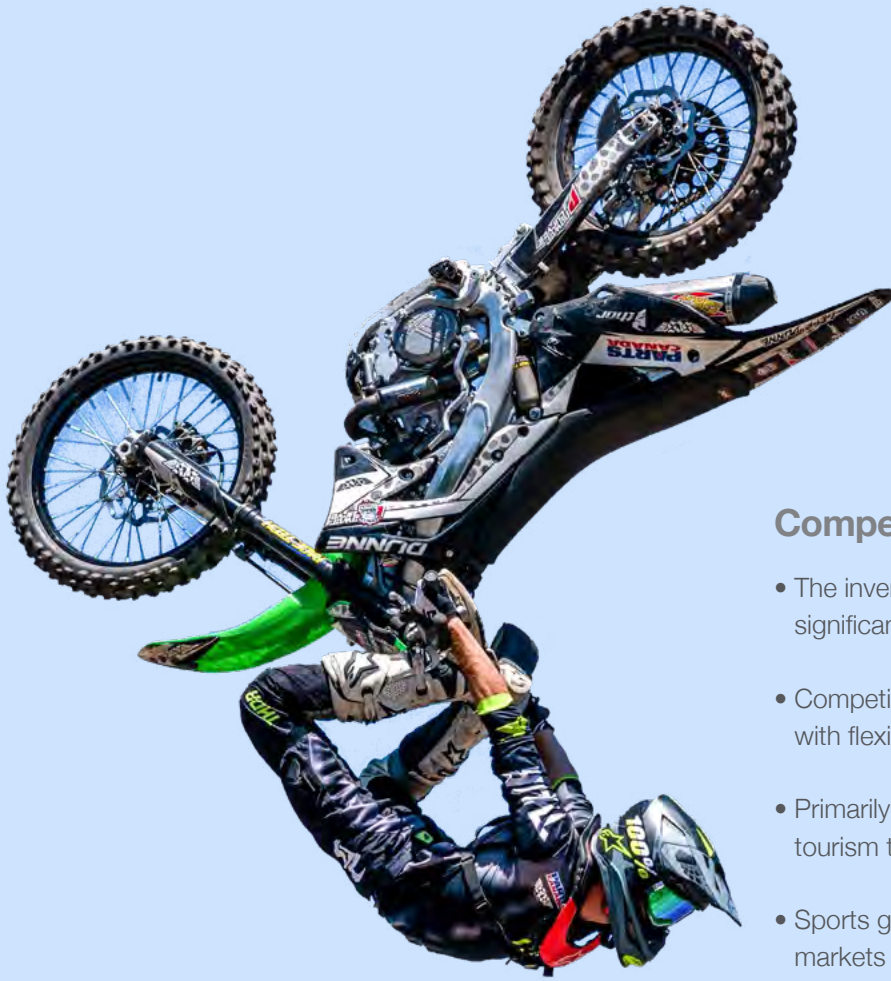
Total Hotel Meeting Space



- At 58% occupancy rates for 2022, the Tri-Valley performs better than the majority of the destinations in the competitive set in terms of short term rental performance.

Short-term Rental Performance 2022





## Competitive Sports Facilities

- The inventory of sports complexes in this area is significantly lower compared to other regions.
- Competitive facilities are typically over 100K square feet with flexibility for meetings and other events.
- Primarily weekend use for youth and amateur sports tourism tournaments.
- Sports groups and organizers prefer family friendly markets with affordable hotels and attractions close by.

Venue	Market	Total Meeting Space	Volleyball Courts	Basketball Courts
The Roebbelen Center at the Grounds Event Center	Roseville	160,000	24	12
Cow Palace	Daly City	100,000	22	21
San Mateo Expo Center	San Mateo	195,000	15-20	11- 15
Santa Clara Convention Center	Santa Clara	150,000	14-20	10- 14
San Jose Convention Center	San Jose	250,000	20-40	15-30

University facilities not included



## Event Matrix

Purpose – Utilize criteria that cause events to drive return to understand the current landscape of events generating the desired outcome AND position Visit Tri-Valley to support up and coming events to be successful.

1

**Identify key events serviced by Visit Tri-Valley**

2

**Rate events on matrix using 11 criteria**

3

**Identify those events that can grow in specific areas through matrix outcomes**

4

**Work with organizers on tactics for implementation**

## Program Components

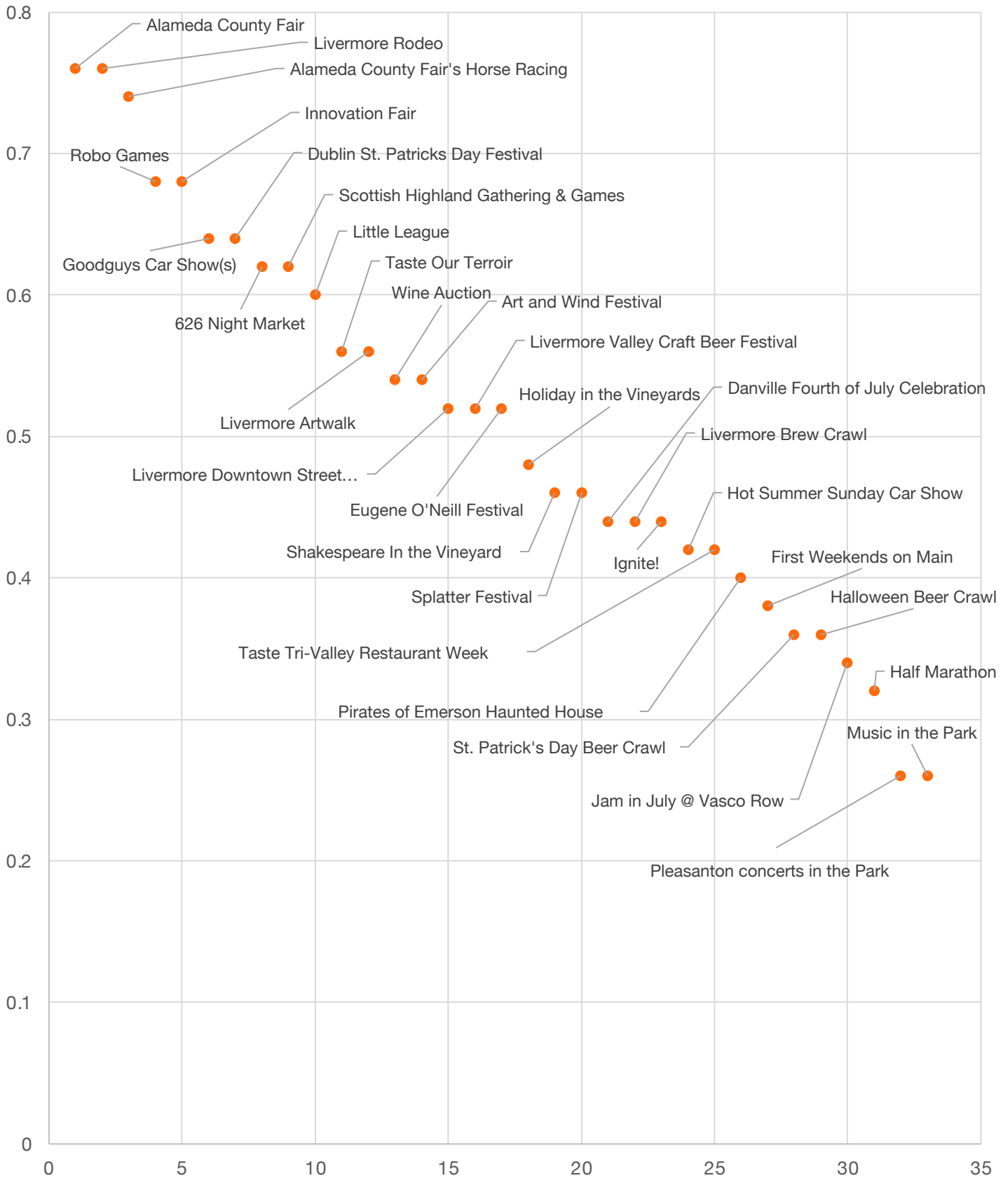
- Program Components
- Tourism Promotion – Destination Impact
- Benefit to the Destination Brand
- Innovation - uniqueness
- Evidence of Partnerships
- Organizational Structure & Management Capability
- Economic Impact (Direct Spending)
- Suitable Target Market (s)
- Comprehensive Marketing Plan/Approach
- Overnight Stays (Room nights)
- Scale of Project – future potential
- Time of Year – Need Periods



## Program Components

	Fail	Poor	Average	Above Average	Excellent	Total Points Awarded
<b>Point Allocation</b> Maximum = 5 points per component	1	2	3	4	5	55 MAX
<b>Program Components</b>						
1. Tourism Promotion – Destination Impact						5
2. Benefit to the Destination Brand						5
3. Innovation - uniqueness						5
4. Evidence of Partnerships						5
5. Organizational Structure & Management Capability						5
6. Economic Impact (Direct Spending)						5
7. Suitable Target Market (s)						5
8. Comprehensive Marketing Plan/Approach						5
9. Overnight Stays (Room nights)						5
10. Scale of Project – future potential						5
11. Time of Year – Need Periods						5
<b>Total</b> Maximum possible points = 55						<b>55</b>

### Tri-Valley Event Matrix







# Demand Driver Scorecard

Process - Multi-step assessment of destination assets.

# 1

**Utilize visitor traffic and flow data to assess current demand**

# 2

**Place individual assets on scale based on eight criteria to score**

# 3

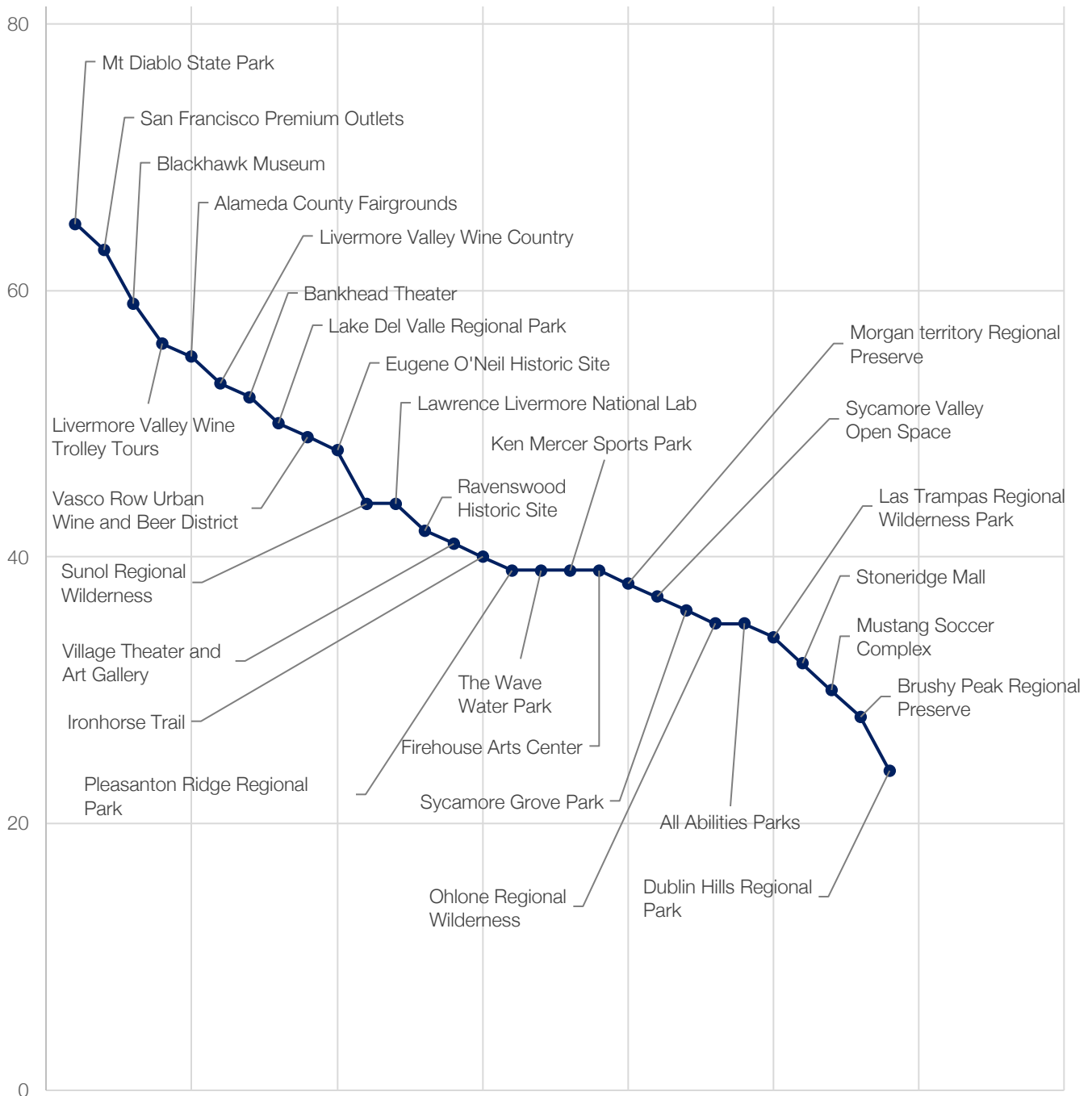
**Rate anything that is a 6-7 or greater as the Tri-Valley's Attractors**

# 4

**Utilize the outcome to identify future competitive positioning**

# 5

**Recommend new investment or enhancement to grow assets on the scale**





VISIT  
*triValley*