visit★
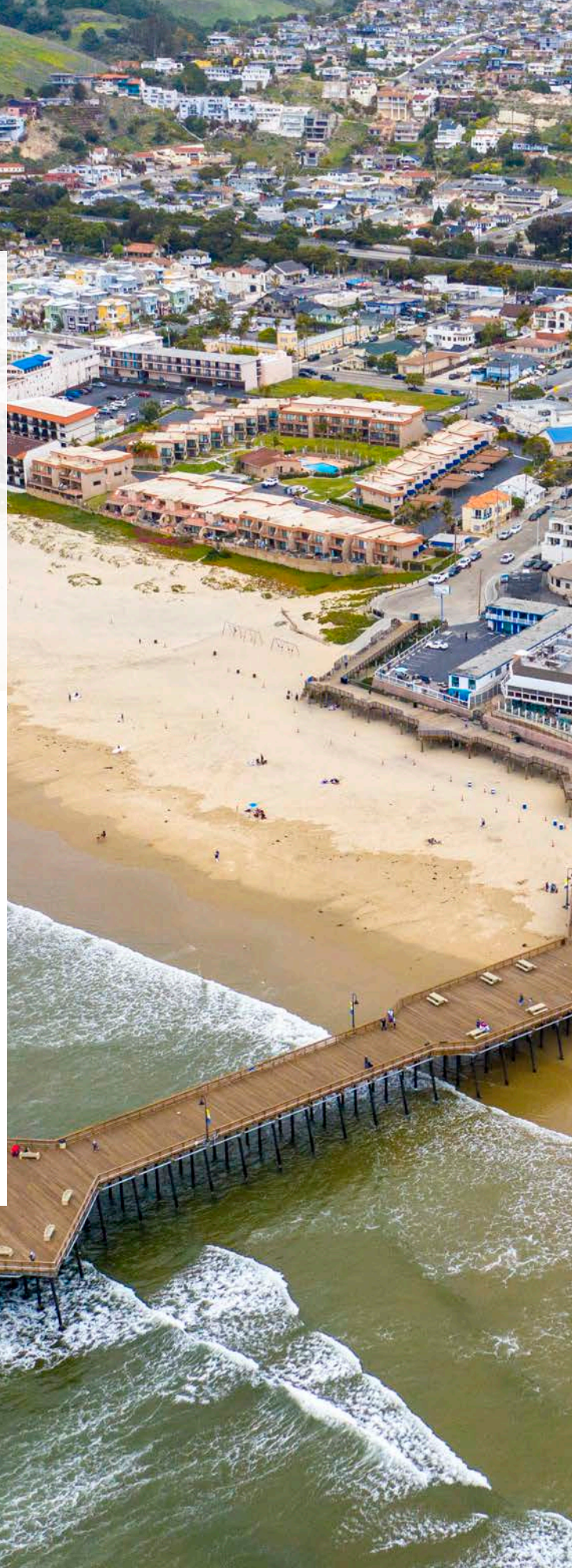California

Regional strategic tourism plan

Central Coast

JLL SEE A BRIGHTER WAY

March 2025

The development of these regional plans was funded by a State Tourism Grant awarded to Visit California as part of the U.S. Economic Development Administration's Travel, Tourism and Outdoor Recreation program. The program invested federal funds appropriated by the American Rescue Plan Act to support states and communities whose tourism economy was damaged by the COVID-19 pandemic.

The majority of the grant funds were used to directly support tourism recovery through marketing initiatives. With the EDA's oversight, a portion of the grant was directed to the development of these plans, which are designed to build a more resilient travel and tourism sector in California. While the one-time nature of the grant does not provide funding for ongoing implementation, the plans identify existing resources that can be leveraged at the state and regional level.

Visit California extends its gratitude to the diverse project teams, strategic partners and industry experts whose contributions were instrumental throughout the two-year process.

Pismo Beach

Contents

Executive summary

The Central Coast of California, stretching from Oxnard and Camarillo in the south to Gilroy in the north, is a top destination known for its blend of natural beauty, cultural attractions, flourishing wine country and recreational activities.
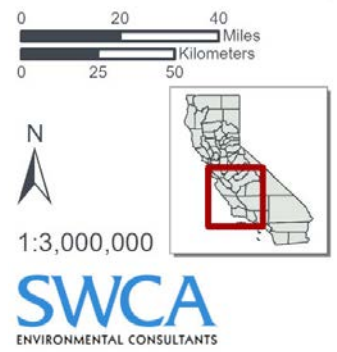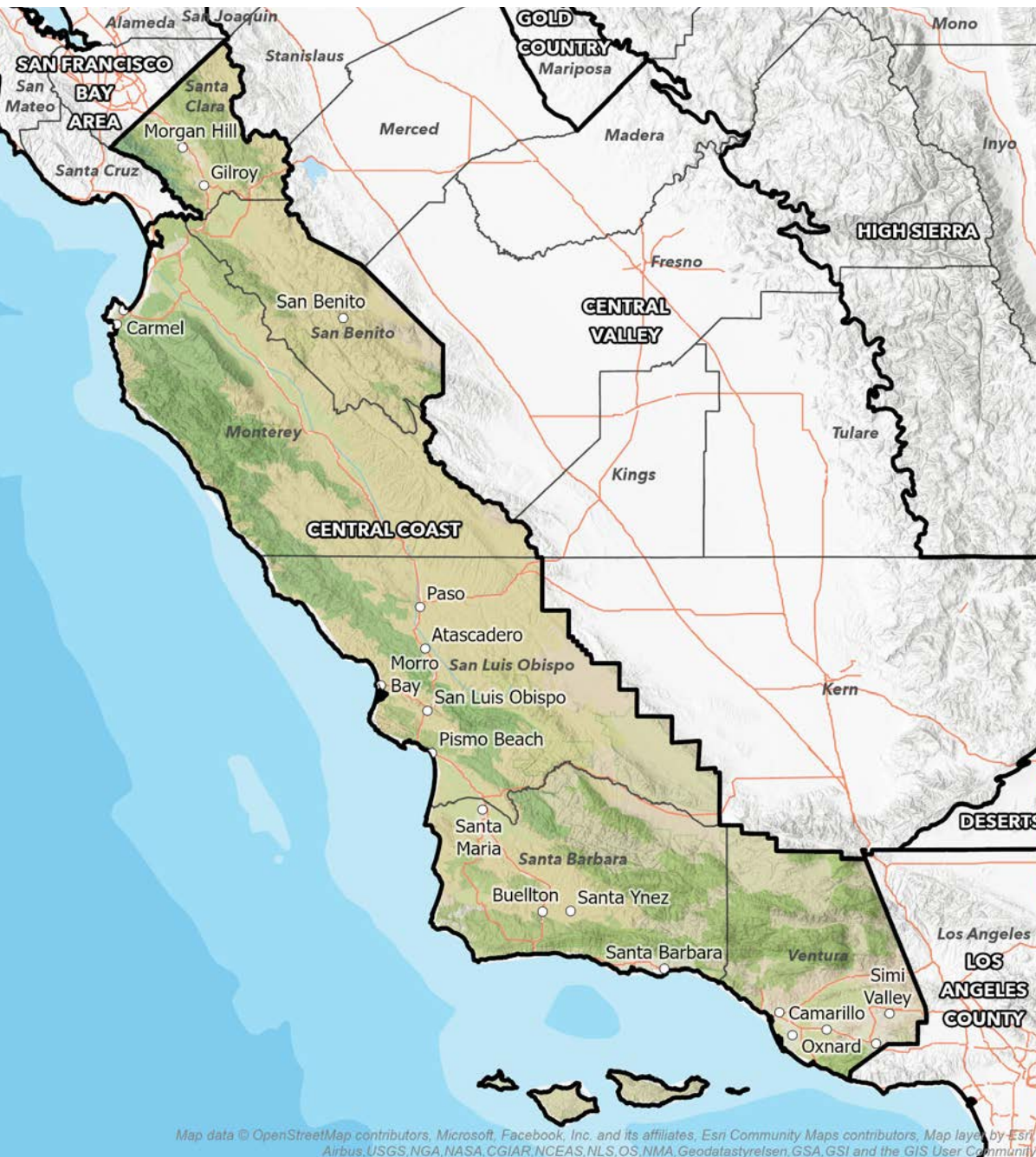
County   Region   Major Road

Phase 1 Draft: Regional strategic tourism plan | **Central Coast**

To develop a comprehensive regional tourism strategy, Jones Lang LaSalle (JLL) and Visit California embarked on an extensive two-year planning initiative. This effort aimed to enhance, harmonize and validate existing destination plans while examining tourism priorities and opportunities from a regional perspective. The approach included a thorough review of existing plans, such as **Monterey County Tourism 2030 Roadmap**, **Experience SLO CAL 2050 Destination Management Strategy**, **Oceano Dunes Stewardship Study** and **Big Sur Destination Stewardship Plan**, among others. Broad stakeholder engagement was conducted through various methods, including regional advisory committee meetings, tourism stakeholder surveys with over 195 participants, focus groups, individual interviews with more than 130 industry stakeholders, and site visits to over 75 points of interest. Additionally, in-depth Regional Research and Discovery was carried out to inform strategy development. This comprehensive approach not only provided valuable insights but also emphasized the importance of regional collaboration across the Central Coast, seeking to complement local strategies while identifying overarching priorities and opportunities to strengthen the region's tourism sector as a whole.

The research process utilized several proprietary tools and methodologies. The tourism readiness index, developed in collaboration with the World Travel & Tourism Council, analyzed nearly 4,000 tourism related-data points across 68 indicators. Results showed that the Central Coast surpasses state averages in six out of eight of the **index pillars**, particularly in safety and security, environmental readiness and policy. The region is classified as a "balanced dynamics" destination, indicating established tourism infrastructure with balanced growth in business and leisure sectors. This positions the region to stay focused on key areas where there are indicators of potential negative outcomes or trends that affects visitor demand.

In the context of this project, "demand" refers to motivating individual leisure travelers to visit a destination through various offerings such as products, events, activities, experiences and other attractions. To address this challenge, two JLL analytical tools, the demand driver scorecard and the event matrix, have been used. These products are specifically designed to evaluate and analyze the effectiveness of leisure demand drivers, providing valuable insights into sustainably attracting this crucial leisure market segment.

The **demand driver scorecard** evaluated over 110 attractions and experiences in the region. Notably, 42% of the scored assets are generating regional or national demand, with 17 attractions identified as national or worldwide demand drivers. These include the Highway 1 coastline and Big Sur. The analysis also revealed that 77% of assets are family-friendly, and 48% are classified as outdoor recreation, highlighting the region's strengths in these areas. Essentially, the Central Coast has a broad spectrum of tourism assets that appeal to a variety of travelers.

Using the **event matrix** rubric, this report evaluated 101 events across the region, identifying 17 unique events positioned to drive national and regional demand. The analysis also revealed a concentration of events during peak seasons, suggesting an opportunity to expand and diversify events into shoulder seasons.

Carmel Beach

Phase 1 Draft: Regional strategic tourism plan | **Central Coast**

Based on the research findings and stakeholder input, several strategic priorities have been identified for the Central Coast. These priorities are designed to drive sustainable tourism visitation growth while managing the tourism ecosystem to balance resident and visitor needs. The strategic priorities focus on:

1 Invest in tourism product development: focus on agritourism, outdoor recreation, cultural tourism and events/festivals, especially in shoulder seasons.

2 Improve tourism-related transportation infrastructure: expand services like ParkIT!; implement mobility options such as microtransit programs and bike-sharing.

3 Support workforce development: leverage existing apprenticeship programs and collaborate with educational institutions for tailored training programs.

4 Promote sustainability and resiliency efforts: implement reservation systems for popular outdoor sites and encourage participation in the California Green Business Network.

5 Raise awareness in the inland areas of the Central Coast and develop visitor opportunities: the Inland opportunities continue to develop and strengthen; there is an opportunity to highlight this subregion as part of experiencing the Central Coast.

Paso Robles

These opportunities align with the broader statewide goals and Visit California's focus on sustainable tourism development, economic growth and enhancing visitor experiences while preserving natural and cultural resources. Implementation will require ongoing engagement with stakeholders, including destination management/marketing organizations, local businesses and community organizations.

In conclusion, the Central Coast's tourism potential is significant, especially with its diverse natural and cultural attractions and experiences. The strategic plan emphasizes the importance of balancing tourism growth with community needs and environmental preservation. Ongoing focus among local stakeholders will be crucial in implementing these strategies and ensuring the sustainable development of the region's tourism industry.

JLL and Visit California would like to thank the Central Coast Regional Advisory Committee which played a crucial role in this planning process. Their valuable contributions throughout the process were instrumental in shaping this strategic plan. **Please refer to the committee participants in the Appendix**.

Monterey

Regional research and discovery

To ensure a comprehensive approach, this regional strategic plan for the Central Coast integrates insights from stakeholder engagement and regional research and discovery to develop a clear vision and strategy. Throughout two years of planning, extensive research was conducted to gain an in-depth understanding of the current state of the tourism industry and identify potential areas for growth. JLL leveraged proprietary strategic planning tools, extensive stakeholder feedback and and previous Visit California research to better understand each region. The insights from these findings were critical to formulating this plan.

Santa Barbara

Contents   Executive Summary   Regional Research & Discovery   The Central Coast Regional Opportunities   Conclusion   Appendix

Phase 1 Draft: Regional strategic tourism plan | **Central Coast**

The regional research and discovery section includes vast research that has been detailed further and organized under the following categories for the Central Coast

JLL-conducted research components:

1 **State of the region overview:** The overview provides a summary of what currently impacts the tourism industry in the Central Coast

2 **Destination plans review database:** data gathering process that included 55 individual plans inventoried; elements include addressing housing and employment, guiding development and preserving existing neighborhoods, protecting the environment, improving pedestrian experience and walkability, reducing commuting out of the city, promoting larger open spaces in specific areas, and ensuring a multimodal, sustainable city and much more.

3 **Stakeholder engagement: This section incorporates feedback from multiple methods:**

- Regional advisory committees: Meetings held monthly for approximately 24 consecutive months with a committee consisting of 20-plu members. Please refer to the **Appendix** for a full list of members.

- Tourism stakeholder Survey: over 195 participants representing a diverse range of people and organizations involved in the tourism sector. The feedback summary highlights perspectives on strengths, weaknesses, and growth opportunities.

- Focus group feedback: In a small group environment, 10 in-depth discussions with stakeholders were conducted from 10 different sectors, with over 100 total participants, including destination management/marketing organizations; lodging; restaurants and retail; arts and culture; agritourism; Diversity, equity, and inclusion; economic development; transportation and connectivity; and workforce and housing. Through these discussions, valuable insights were gathered on specific areas of interest and growth potential.

- Individual interviews feedback: Over 130 key industry stakeholders were interviewed, offering a deeper understanding of perspectives and addressing any specific questions or concerns.

- Site visits: Visited 75-plus points of interest throughout the Central Coast across two weeks, providing valuable insights and observations.

4 **Tourism readiness index:** Detailed data analysis process that used nearly 4,000 data points to assess the readiness and capacity of the tourism industry in the Central Coast.

5 **Demand driver scorecard:** Evaluation that identified the key assets and experiences driving visitor demand in the region.

6 **Event matrix:** Evaluation which identified key events driving visitor demand in the region.

Visit California provided research, JLL reviewed components:

7 **The Economic Impact of Travel (Dean Runyan Associates, 2023)**

8 **Visit California Community Sentiment Study (Future Partners, 2023)**

A comprehensive research approach allowed for the development of a clear vision and strategy for the Central Coast tourism industry, with foundational strategies that are rooted in data, insights, and feedback from stakeholders.

State of the region

As a vibrant and beautifully scenic region, the Central Coast of California is a top destination for millions of visitors annually.

Stretching from Oxnard and Camarillo in the south to Gilroy in the north, the region boasts a blend of natural beauty, cultural attractions and recreational activities. The Central Coast region includes five counties and is home to 20 destination management organizations and tourism departments.

In 2023, the Central Coast reported total travel spending of $9.34 billion, showing a modest 0.3% increase from the previous year. Visitor spending contributed $8.94 billion, while additional travel-related expenditures added $400 million. While the modest growth in travel spending indicates a level of stability, it also underscores the need for continued efforts to enhance the Central Coast's appeal and attract a wider range of visitors.

The Central Coast offers a wealth of experiences from hiking the rugged coastline of Big Sur to shopping the historic streets of Santa Barbara and sipping wine in Santa Ynez Valley. Renowned outdoor spaces such as Los Padres National Forest and Monterey Bay offer plenty of hiking, biking and aquatic activities. The Central Coast's vibrant atmosphere is enriched by its diverse population and cultural heritage. Visitors can experience a rich tapestry of food, music and art, from the quaint streets of Carmel-by-the-Sea to the lively downtown areas of Santa Barbara and San Luis Obispo.

Visit California's Community Sentiment Study highlights the region's exceptional climate (91%), rich dining scene (86%) and variety of recreational/outdoor activities (83%) to be the Central Coast's top appreciated features. The most popular visitor attractions include beaches (84%), hiking trails (77%) and wineries/vineyards (72%).

Residents of the Central Coast see significant benefits from tourism, such as job creation (78%) and support for hotels and resorts (77%). However, they also express concerns regarding beach overcrowding (25%) and issues at theme parks (14%) as well as traffic and crowding due to tourism. Yet overall, two-thirds of residents believe that the benefits of tourism outweigh the problems in their local community and regionally.

Santa Barbara

Destination plans review database

The Regional Strategic Tourism Planning process was designed to examine issues from a regional perspective, building upon the valuable work already completed in destination-specific plans by destination management/marketing organizations, convention and visitors bureaus and municipalities. This approach ensures that existing efforts are leveraged and enhanced rather than duplicated.

The comprehensive review encompassed 500 plans across California, with 55 plans specifically focused on the Central Coast region. A full list of the reviewed plans can be found in the **Appendix.**

Several key themes for the Central Coast were identified that align with the priorities highlighted in the present plan:

1 Environmental sustainability and climate action

- Climate change adaptation and mitigation
- Conservation of natural resources
- Air quality improvement
- Water efficiency and management
- Emergency preparedness

2 Economic development and vitality

- Business attraction and retention
- Job creation and workforce development
- Tourism promotion

3 Transportation and mobility

- Multimodal transportation options
- Pedestrian and bicycle infrastructure
- Public transit improvements
- Traffic management and congestion reduction

4 Housing and land use

- Affordable housing provision
- Mixed-use development
- Historic preservation

5 Community health and quality of life

- Parks and open space expansion
- Recreation opportunities
- Public health and safety
- Arts and cultural development
- Services for disadvantaged communities

Working in conjunction with the regional advisory committee and armed with insights from the existing plans, the approach sought to examine regional issues holistically. This methodology was further validated through the engagement process. It is crucial to consider this regional plan in the context of destination-specific plans, recognizing that it does not aim to reinvent existing strategies. Instead, the regional plan serves to complement and align with these destination plans, while simultaneously reinforcing the significance of regional cooperation and engagement.

Stakeholder engagement

Stakeholder input was collected through multiple methods (detailed below), including regional advisory committee discussion forums, topical focus groups, a comprehensive tourism survey, a thorough site visit, and individual meetings with tourism stakeholders, industry leaders and related entities.

Regional advisory committees
Regional advisory committees were monthly gatherings of industry leaders representing culture and heritage; economic development; lodging; resilience and sustainability; state parks; attractions; restaurants and retail; wineries; educational institutions; workforce; housing; transportation; and more. Meetings were held monthly for approximately 16 consecutive months. The committee consisted of 20-plus members who can be found in the **Appendix**.

Tourism stakeholder survey
Questions from the survey capture a variety of topics, including travel preferences; satisfaction levels with accommodations, transportation, attractions, etc.; suggestions for improvement and more. The tourism survey was conducted anonymously to encourage feedback and diverse perspectives from various sectors across the region, while asking overall demographics and industry profile questions to shed light on the represented stakeholder groups. This survey garnered 195 responses.

Focus groups
Focus groups were conducted to discuss key themes and gather qualitative data. Ten focus groups were conducted with over 75 total participants, including destination management/marketing organizations; lodging; restaurants and retail; arts and culture; agritourism; diversity, equity, and inclusion; economic development; transportation and connectivity; and workforce and housing. Through these discussions, valuable insights were gathered on specific areas of interest and growth potential.

Individual interviews
Individual meetings were held with stakeholders to collect detailed feedback. The stakeholders included industry leadership and management, supporters and individuals concerned with tourism's potential challenges and impacts on the Central Coast. The process encompassed over 100 individual interviews, including all members of the regional advisory committee.

Site visits
Multiple visits were conducted to the Central Coast region to immerse further in the local environment, engage directly with stakeholders, visit tourism sites and attractions, and witness firsthand the dynamics of the tourism industry. Over 75-plus points of interest were visited throughout the Central Coast across two weeks.

The diverse set of perspectives ensured this study comprehensively captured both the benefits and potential drawbacks of tourism. All stakeholder feedback also provided key guidance and direction to become the basis of many strategies.

Key themes from stakeholder engagement

The various methods of stakeholder feedback reflected several major themes within the Central Coast region:

- The Central Coast region's top assets are natural tourism attractions, active recreation and vineyards/breweries, presenting opportunities for sustainable tourism development.

- Development of new, expanded or enhanced historical and cultural experiences and products is considered a key approach to enticing longer stays in the Central Coast.

- Events and festivals were identified as the top opportunity for tourism development, with potential to diversify and expand cultural tourism events, particularly into shoulder seasons, to attract year-round visitors.

- Agritourism experiences are recognized as major demand drivers but face obstacles in education, marketing and implementation costs.

- The region lacks comprehensive public transportation options, resulting in lengthy travel times for those without private vehicles.

- The region faces challenges in road access due to limited infrastructure, increasing demand and the prevalence of landslides.

- Improved bikeability and development of safe, connected bike routes would enhance visitor experiences and promote sustainable transportation.

- Improved broadband and cellular coverage, particularly in remote and rural locations, would enhance visitor experiences and support digital connectivity.

- Changing the low perception of hospitality jobs and including the tourism sector in workforce development and housing initiatives would improve labor availability.

- Collaborative efforts with existing regional structures for workforce development present opportunities to create tailored training and apprenticeship programs for the tourism sector.

- The tourism industry lacks adequate representation in sustainability and resiliency discussions, highlighting the need for increased involvement in these critical areas.

- Leveraging existing certification processes like the California Green Business Network would help promote sustainable practices in the tourism industry.

- The region's preparedness for natural disasters is minimal, emphasizing the need for improved resiliency measures.

- Water usage management is a critical issue, with conflicting efforts for water delivery in some areas and a need for responsible usage promotion.

- There is an opportunity to roll out reservation systems in the Central Coast at key locations such as Point Lobos State Natural Reserve, Julia Pfeiffer Burns State Park, and Pfeiffer Beach in Big Sur, among other areas in order to better manage visitor numbers, reduce congestion on Highway 1 and local roads, and mitigate environmental impacts in these sensitive coastal and inland areas.

The key themes identified above present a brief synopsis of the stakeholder conversations, focus group feedback, survey results and individual interviews. The themes supported the development of the priorities in this plan. The regional strategic planning process leveraged stakeholder feedback to validate research and direction for the future of the region. While this plan addresses many crucial aspects of tourism development, it is important to acknowledge that some identified issues fall outside the direct purview of the tourism industry and may require coordinated action from various levels of government and other sectors to effectively address.

Tourism readiness index

Overview

The first phase of regional research and discovery involved an in-depth analysis of the Central Coast as a destination based on the tourism readiness index. The tourism readiness index is an analysis tool developed collaboratively by JLL and the World Travel & Tourism Council. The **index** offers destinations an opportunity to evaluate and comprehend their own tourism preparedness based on 68 essential data points that directly influence the tourism industry. The indicators evaluate the current state of the region's tourism industry and identify potential areas for future growth.

The assessment encompasses research of various aspects within a destination's landscape, including traditional hotel performance metrics, infrastructure and capacity building, environmental sustainability requirements and more. With the insights provided by the tourism readiness index, destinations can gain a thorough understanding of growth readiness, enabling informed decisions and optimization of tourism strategies.

A comprehensive analysis was conducted on all 58 counties in California, examining a total of 68 indicators. The process resulted in the collection and organization of nearly 4,000 data points, categorized according to regional boundaries. All sources included were vetted by JLL and WTTC.

The tourism readiness index analyzed data for each region in the following categories:

- **Scale:** the capacity of the destination's tourism infrastructure, considering its size and volume.

- **Concentration:** the tendency to attract leisure visitors who focus on specific key attractions and areas.

- **Leisure:** evaluation of visitor spending, perceived attractiveness and specific attractions related to cultural and natural heritage sites and retail offerings.

- **Business:** the development of necessary infrastructure and products to support business travel.

- **Urban readiness:** investments in enhancing connectivity within the destination to attract business opportunities, talent, and visitors.

- **Safety and security:** the prioritization of safety and security within policies and practices.

- **Environmental readiness:** the prioritization of sustainability through reflected strategies, policies and destination positioning.

- **Policy:** The integration of tourism policy within the destination's broader agenda.

These eight categories each incorporate up to 15 data points that are grouped to create the pillars of tourism readiness. The data points in each pillar are weighted and scored. The outcomes from this analysis determine what features of the destination need to be prioritized to ensure long-term smart growth to positively impact the local economy through tourism's benefits. See **Appendix** for further detail on the tourism readiness index methodology.

Los Padres National Forest

The Central Coast results

The tourism readiness index reveals that the Central Coast surpasses state averages in six out of eight pillars, showcasing strong performance. Notably, the Central Coast stands out when compared to other regions in terms of safety and security, environmental readiness and policy. However, it falls slightly behind in scale and business.
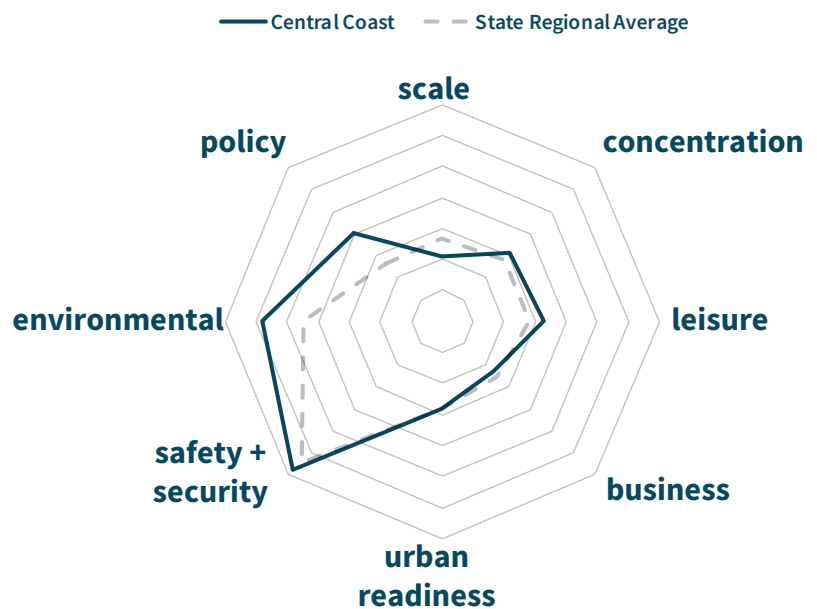
In-depth analysis of data from reputable global databases such as Centre for Aviation, CoStar, Oxford Economics, TripAdvisor and more shed light on the factors contributing to the Central Coast's strong readiness performance. For instance, the analyzed data highlights the positive impact of factors like high-quality attractions, drive accessibility, economic stability, LGBTQIA+ well-being, air quality and adaptation.

Conversely, certain data points contribute to the underperformance in areas such as traffic congestion during peak hours, housing affordability, water availability, water quality and job growth rate. These insights provide opportunities for targeted improvements to enhance the Central Coast's overall tourism readiness and maintain its competitive edge.

Based on the results, the Central Coast is classified as a "balanced dynamics" destination. This typology represents a region with established tourism infrastructure, growth in business, adequate leisure offerings and products for the visitor base, and equalized scale and concentration. As a balanced dynamics destination, the Central Coast should prioritize proactive visitor management by investing in tourism product development in nightlife and entertainment, cultural tourism and events/festivals to attract visitors, strengthen the local economy and showcase the region as a diverse and vibrant destination. The Central Coast should prioritize creating a positive sentiment around tourism for locals and develop a plan to minimize key concerns by locals such as overcrowding, traffic congestion and visitor behavior.

Please refer to the **Appendix** for a more detailed overview of the tourism readiness index and all destination typologies.

McWay Falls

Outcome by Pillar

—— Central Coast – – State Regional Average

scale

concentration

policy

leisure

environmental

business

safety + security

urban readiness

Demand driver scorecard

Overview

The regional strategic planning process used JLL's proprietary demand driver scorecard to evaluate the impact of individual regional assets and experiences and future investment opportunities. The demand driver scorecard is designed to establish a baseline and identify investment prospects within the tourism sector. Strategic planners, investors and developers gain the ability to make informed decisions backed by robust data and analysis. The scorecard assists destinations in strategic planning and guides stakeholders in the formulation of targeted marketing to maximize returns.

This scoring process was based on an evaluation that includes:

- **Multistep assessment:** evaluating and assigning points to each attraction or experience against eight key criteria, including current visitor demand levels, event opportunities, engaging visitor experience and more (further detail outlined in the **Appendix**).

- **Categorization as attractions vs. attractors/demand generators:** categorizing assets as attractions or attractors based on a scoring system of 0-100.

- **Scoring:** classifying each attraction into a category based on overall points score. Categories were little to no visitor interest (0-20), interesting to do on a repeat visit (20-40), "must see" if in the area (40-60), regional attractors (60-80), national attractors (80-95) and global attractor (95-100). Scoring above 60 indicates assets or experiences as an attractor.

- **Categorization of each demand driver:** segmenting assets into 13 unique market categories based on specific criteria and characteristics, including family-friendly attractions, museums, entertainment, educational attractions, outdoor recreation and more. Assets could be assigned to multiple relevant categories.

Categorization of a region's demand drivers helps assess the visitor experience, assists in strategic planning, identifies areas for future development or revitalization projects and enables the prioritization of enhancements to visitor-facing attractions. Overall, asset categorization provides a framework for a more organized and detailed analysis, aiding in market research, planning and decision-making processes.

Highway 1

Santa Barbara Zoo

The Central Coast results

The Central Coast demand driver scorecard process assessed over 110 attractions and experiences across the region, which were identified by regional advisory committee members, desktop research and by JLL during site visits. The scoring and analysis is intended to highlight the significant inventory and diversity of assets in the Central Coast, surpassing some of the other regions in the state with good performance.

The results reveal that 42% of the scored assets are generating regional or national demand. Notably, 17 attractions and experiences are identified as national or worldwide demand drivers, including popular destinations such as Highway 1, whale watching, Hearst Castle, Pebble Beach, Point Lobos and Bixby Bridge. Additionally, there are 31 assets and experiences categorized as regional demand drivers, with examples like the Santa Barbara Zoo, El Capitan State Beach, Camarillo Premium Outlets and Santa Ynez Wine Trail.

According to the analysis, 77% of assets scored in the region are considered family-friendly, with 48% of these assets driving regional and national demand. Notable examples of family-friendly attractions include the Stearns Wharf, Cannery Row, Lotusland and Ostrich Land among others. The abundance of family-friendly attractions in the region highlights the importance of catering to the needs and preferences of family travelers.

Furthermore, approximately 48% of the assets scored are classified as outdoor recreation, of which about half are considered attractors for the region. The outdoor recreational areas encompass popular destinations such as Julia Pfeiffer Burns State Park, Pinnacles National Park, Oceana Dunes State Beach and California Mission Trail among others. It is essential to underscore the significance of preserving and maintaining the natural assets within the region. Natural resources, such as beaches, parks and mountains, not only enhance the quality of life for residents but also play a vital role in attracting visitors and driving tourism.

As a third and final example, 26% of all assets are related to culture, heritage, and history, and 30% (nine assets) are classified as attractors. These assets include the National Steinbeck Center, Santa Barbara Museum of Art, and Ronald Reagan Presidential Library and Museum among others.

Driven by the insights obtained from the demand driver scorecard, it is evident that cultural, heritage and historical assets play a vital role as key drivers of visitor demand in the Central Coast. Recognizing the significance of these assets, the region can strategically leverage and showcase its rich cultural fabric to attract additional visitors. Focusing on targeted cultural tourism will not only attract visitors with a specific interest in culture but also appeal to a broader audience seeking unique and immersive travel experiences. This approach can contribute to the overall growth and sustainability of the tourism industry in the Central Coast and will further be explored as a priority in the opportunities section.

The demand driver scorecard analysis findings have supported the identification of key priorities and the formulation of strategies to continue positioning the Central Coast for sustainable success.

Pescadero

Event matrix

Overview

The event matrix process encompassed a thorough evaluation of existing annual leisure-facing events within each region. The assessment helps tourism stakeholders understand which events generated the most impact and, more specifically, what aspects of event planning could further enhance the event. Similar to the demand driver scorecard, JLL's event matrix product involves a dedicated analysis of individual events, charting their outcomes and impacts based on overall scores.

The iterative approach enables continual refinement and optimization as events are held each year. It empowers regions, destination management/marketing organizations and event organizers to stay ahead of market trends and make strategic adjustments to optimize event offerings, ensuring events remain competitive in the ever-changing landscape of the industry.

The event matrix process included:

• **Identifying significant events:** collaborated with regional advisory committee members and DMOs to inventory regionwide event master list.

• **Utilizing comprehensive criteria:** scoring each event based on 11 detailed criteria aligned with the broader tourism landscape, such as event infrastructure, planning, marketing and potential economic impact.

• **Categorizing events based on score:** categorizing assets as attractions or attractors based on a scoring system of 0-100.

• **Scoring:** classifying each attraction into a category based on overall points score. Categories were community based events (0-60), regional events (60-80), national events (80-95) and global events (95-100). Scoring above 60 indicates assets or experiences as an attractor.

• **Evaluating critical mass:** assessing the overall volume and significance of current events, identifying need periods, gaps and opportunities.

• **Leveraging outcomes:** developing optimal calendar programming and identifying specific opportunities to enhance events.

• **Collaboration:** working closely with the regional advisory committee to review effective tactics, addressing study results, and engaging individual event organizers in the future.

This approach ensures a well-informed understanding of the event landscape and helps in positioning regions for success by focusing on high-impact events. See **Appendix** for further detail on the event matrix methodology.

San Luis Obispo

The Central Coast results

The Central Coast event matrix process inventoried and scored 101 events across the region that were collaboratively identified by the regional advisory committee and all the Central Coast DMOs, visits to the region, stakeholder surveys and validated as significant current and future room night generators during stakeholder discussions. It is worth noting that the 101 events analyzed are a representative sample of all events in the region. Similar to its demand drivers, the Central Coast hosts an array of annual events, with a diversity of events across the region throughout the year.

The outcomes from this analysis identified 17 unique events that are positioned to drive a broad-based regional demand to the Central Coast region, including the Monterey Jazz Festival, Ferrari Challenge, Dallas Cowboys Training Camp and others, as shown below. The high-impact events drive extensive leisure tourism, reinforce the positive nature of the Central Coast brand and enhance the destination's visibility.

Hoteliers, retailers, creative economy representatives and other regional representatives reinforced the significant annual economic impacts of these events. The Central Coast events also exhibit some seasonality, with 66% of total events held during peak seasons.

Several additional events were analyzed, such as Downtown Live, Garlic City Car show and others. While these events attract some visitors, overall scores indicate these events are primarily local in nature and contribute relatively less overnight visitation and economic impact as compared to other annual events in the region.

The results of the event matrix indicate stakeholder focus should be placed on regional annual events that have a greater potential for driving overnight visitation and substantial economic impact. Further, it is recommended that the event matrix be utilized on an ongoing basis as an objective approach to evaluating the event inventory at any given time to assess the impacts of current events in the region.

As the event matrix identified, 70% of the demand generator events are held during peak season. Expanding and diversifying the demand generator events into the shoulder season, where only 30% of demand generator events are held, has the potential to drive more tourism in the off-season and spread visitors out year-round.

Additionally, it is highly recommended to supplement the utilization of the event matrix with external resources to support events with regional impact. Collaborating with local DMOs, economic development organizations and industry experts can provide valuable insights, data, and expertise to further evaluate the potential economic benefits and overnight visitation drivers of current and future regional annual events. This collaborative approach in conjunction with the event matrix, ensures a comprehensive and well-informed decision-making process when assessing the overall impact of current events in the region.

Pebble Beach

Key themes from the research process

- Widespread stakeholder engagement played a crucial role in developing the regional strategic plan, with input gathered through various methods such as interviews, surveys and focus groups.

- JLL's tourism readiness index classifies the Central Coast as a "balanced dynamics" destination with an established infrastructure, growth in business, leisure paces with scale and equalized scale and concentration.

- As a balanced dynamics destination, the Central Coast should prioritize visitor management by investing in tourism infrastructure, and developing a growth strategy that grows business and leisure visitors hand-in-hand.

- The Central Coast demand driver scorecard process assessed 101 attractions and experiences across the region. Focus should be placed on the potential for further investment in arts and cultural tourism, which contributes to more than half of demand generation but only makes up 10% of the total demand drivers.

- The demand driver scorecard results highlighted the significant number of outdoor activities in the Central Coast. To increase diversity, investment should be explored with regards to entertainment and nightlife assets.

- The Central Coast event matrix process inventoried and scored 101 events across the region. Fifty-two of the 101 events are positioned to drive global, national and regional demand to the Central Coast, indicating potential to increase these demand generator events.

- Key themes that emerged from the event matrix process include expanding and diversifying more events into the shoulder season. Only 37% of demand generator events are currently held in the shoulder season.

Throughout the planning process, JLL also conducted an in-depth review of research and data provided by Visit California. A summary of the findings for the Central Coast can be found on the following page.

Santa Barbara

Santa Barbara

The Economic Impact of Travel
(Dean Runyan Associates, 2023)

This report provides a comprehensive analysis of the economic effects of travel on California's state economy. It addresses various key metrics such as travel spending, earnings, employment and tax receipts, broken down by county and tourism regions. The data below is based on estimates and research conducted by Dean Runyan Associates for Visit California.

Direct visitor travel spending in the Central Coast grew at a steady pace from 2014 to 2019, before a significant drop-off due to the COVID-19 pandemic. The region has experienced a full comeback from pre-pandemic highs, reaching $8.94 billion in 2023. This upward trend reflects strong recovery and robust growth post-pandemic, highlighting the county's attractiveness and resilience as a travel destination.

The economic impact of travel in the Central Coast was significant. Jobs in the travel sector increased by 4.5% from 2022 to 2023, reaching 87,820 positions. Direct earnings from travel rose by 8.9% to $4.1 billion, with notable growth in visitor air travel, arts, entertainment and recreation.

Visit California Community Sentiment Study
(Future Partners, 2023)

The Visit California Community Sentiment Study provides detailed findings and insights from various regions, including demographic data and the perceptions of residents regarding tourism. It explores both the benefits and strains of tourism on local communities and regions, highlighting aspects such as economic opportunities, traffic congestion and quality of life impacts. Specifically, the Central Coast is examined in terms of its residents' views on tourism's importance, the challenges it creates, and overall community sentiment.

Key findings for the Central Coast include that the majority of residents believe that tourism provides jobs to locals, plays a role in supporting local hotels and resorts and supports attractions that appeal to both visitors and locals. The majority of residents identify top strains of tourism on the Central Coast as traffic and congestion, crowding and being rude/not respecting the local community and culture.

The Central Coast offers numerous appreciated features, such as excellent climate (91%), restaurant and dining options (86%) and outdoor activities (83%). Popular tourist attractions include beaches (84%), hiking trails (77%) and wineries/vineyards (72%). Though less common, residents also say that they avoid visiting beaches (25%), theme parks (14%) and large music festivals (12%) due to overcrowdings.

Strategically, the region might focus on balancing tourism's economic benefits with quality-of-life improvements. Addressing traffic congestion, crowding and the behavior of visitors could increase positive resident sentiment and a better visitor experience. Distributing events into the shoulder season could address the issue of overcrowding and traffic congestion. A targeted campaign addressing visitor behavior and the Central Coast cultural norms could allow for more local and visitor synergies.

The Central Coast regional opportunities

1 Invest in tourism product development

Agritourism

Agritourism encompasses a diverse range of activities and experiences centered around agricultural environments. In agritourism, visitors engage with farming operations, participate in farm-related activities and learn about the various aspects of agricultural production. California holds a special position in this sector, producing a remarkable 70% of the nation's produce.

In the Central Coast, agritourism is specifically surging in areas of small farm experiences, as well as wine and olive oil tasting (oleotourism), in locations such as Paso Robles, Santa Ynez Valley, San Miguel and Salinas. The Central Coast stakeholder survey indicates that respondents regard agritourism experiences as a major demand driver in the Central Coast.

Tourism and destination plans in the Central Coast are already doubling down on this area, aligning with the opportunities below to expand and diversify agritourism products:

- **Experience SLO CAL 2050 Destination Management Strategy** emphasizes the development of culinary tourism experiences, including farm-to-table dining, wine tasting and agritourism trails, aligning with the recommendation to invest in agritourism product development.

- To expand agritourism throughout the county, **Monterey County Tourism 2030 Roadmap** calls for partnerships with organizations such as the Monterey County Vintners & Growers Association and the agricultural community, specifically to enhance wine country experiences and agritourism in the Salinas Valley.

* * *

Key partners

California Department of Food and Agriculture, Central Coast Tourism Council, FARMstead, Central Coast Wine Growers Association, Monterey County Farm Bureau, Santa Barbara County Farm Bureau, San Luis Obispo County Farm Bureau, Farm Bureau of Ventura County, California Avocado Commission, California Strawberry Commission

Strategies
- Organize familiarization trips to local farms, enabling tourism industry professionals to experience firsthand agricultural operations and establish connections with restaurants and suppliers.

- Incorporate QR codes in menus and link diners to information about the origin of the food and the farm or ranch it came from.

- Highlight the benefits of local sourcing, sustainable practices, freshness and quality of the food to attract diners who value these aspects.

Outdoor recreation

The Central Coast region offers an abundance of natural beauty and outdoor recreational activities, making it a popular destination for tourists and visitors. From its stunning national, state and regional parks and beaches to its thriving wine industry, the region's economy relies on tourism, particularly in outdoor spaces.

The stakeholder survey highlighted that natural tourism attractions, active recreation, and vineyards and breweries are the top three strengths of the Central Coast. Moreover, the quality of the region's assets, including nature, beaches and outdoor recreation, has been rated as excellent by a majority of respondents.

As the region looks toward the future, there is a growing recognition that newly developed outdoor experiences hold tremendous potential to further enhance its tourism sector. Nearly 45% of stakeholders agree that investing in new outdoor recreational offerings can have a positive impact on attracting visitors and boosting the local economy.

The **demand driver scorecard** provides further evidence of the significance of outdoor recreation in the Central Coast. With more than half of the region's over 110 assets and attractions falling under the outdoor recreation category, and a substantial portion of these acting as demand generators at regional, national, and even global levels, it becomes evident that outdoor experiences play a pivotal role in driving visitor interest and sustaining economic prosperity in the Central Coast.

Key partners

California Outdoor Hospitality Association, Leave No Trace, Central Coast State Parks Association, Channel Islands National Park, Pinnacles National Park, Los Padres National Forest, Julia Pfeiffer Burns State Park, Pfeiffer Big Sur State Park, Andrew Molera State Park, Limekiln State Park, Hearst San Simeon State Historical Monument, Morro Bay State Park, Montana de Oro State Park, El Capitán State Beach, Refugio State Beach, Gaviota State Park

Strategies

- Create guided tours or curated regional experiences that showcase the lesser-known areas, providing visitors with a chance to discover hidden gems and off-the-beaten-path destinations.

    - This opportunity aligns with **Experience SLO CAL 2050 Destination Management Strategy** that aims to transform San Luis Obispo County into a premier West Coast outdoor and cycling destination by fostering collaboration between various organizations and developing top-tier infrastructure for all types of biking and riders.

- Promote outdoor recreational activities that can be offered during non-peak seasons, such as whale watching, tide pooling, year-round hiking or birdwatching, to drive more balanced visitation.

    - The **Oceano Dunes Stewardship Study** is an example of an existing plan in the Central Coast encouraging local businesses to consider offering experiences such as kiteboarding, sandboarding, hiking and fat-tire biking for outdoor activities on the sand.

Salmon Creek Falls

Cultural tourism

The Central Coast region presents a promising destination for cultural tourism. The Central Coast stakeholder survey revealed that approximately one-third of respondents recognized the potential for new, expanded or enhanced historical and cultural experiences. This acknowledgement underscores the wealth of arts and cultural resources available in the area. From historic missions to a thriving arts scene and indigenous traditions, the Central Coast offers a diverse range of cultural attractions for visitors to explore.

The comprehensive assessment of more than 110 assets in the Central Coast revealed interesting findings regarding the region's cultural resources. The study indicated that while the volume of cultural assets is relatively low, constituting only 10% for arts and 25% for culture, heritage and history categories out of all assets, they play a significant role in driving demand to the region. These cultural assets were found to generate 50% of demand for arts and 30% of demand for culture, heritage and history experiences, respectively. Although the percentage of cultural assets may be modest compared to other categories, their impact on attracting visitors is significant. This gap between the proportion of assets and their ability to generate demand reflects an opportunity for increased investment and development in cultural resources.

The Central Coast recognizes and celebrates its deep connections with indigenous communities. Native American tribes such as the Chumash and Salinan have ancestral ties to the region, and their cultural heritage is honored through events, festivals, and exhibitions. These celebrations of indigenous art, music, dance, storytelling, and traditional crafts provide visitors with an opportunity to engage with and appreciate the richness of Native American traditions.

Cultural tourism development should prioritize the arts community by offering economic opportunities for core programs, fostering community involvement and preserving heritage. This in turn benefits the tourism industry by diversifying offerings, attracting international recognition and extending visitor stays through enriched experiences.

Key partners
California Arts Council, US Cultural Heritage Arts Council, Californians for the Arts, Santa Barbara County Office of Arts and Culture, Arts Council for Monterey County, Arts Council Santa Cruz County, San Benito County Arts Council, San Luis Obispo County Arts Council, Ventura County Arts Council, Gilroy Arts Commission, the Central Coast Arts Coalition

Strategies
- Create "the Central Coast Cultural Trail" that connects and showcases the variety of the region's attractions, further intertwining the regional destinations together and enticing longer stays.

- Collaborate with California Welcome Centers to highlight the cultural tourism offerings and experiences in the Central Coast region.

  - The Chumash Heritage National Marine Sanctuary is the first tribal-nominated national marine sanctuary designation in the U.S. and sets a precedent for elevating Indigenous perspectives and cultural values in ocean conservation.

- Provide training and resources to California Welcome Center staff to ensure they are knowledgeable about the cultural attractions, events, and festivals in the Central Coast.

  - This aligns with the **Oceano Dunes Stewardship Study**, which includes a recommendation on providing historical tours with information on the Chumash and the Dunites. The plan further suggests collaborating with local indigenous leadership to develop new visitor experiences and educational resources centered on the Chumash people's history and cultural connection to the Dunes.

Events and festivals

The findings of the stakeholder survey identified events and festivals as the top opportunity for tourism development, according to over half of the respondents, highlighting their significance in attracting visitors and driving overnight stays.

To further understand the potential impact and the current state of event offerings in the region, an in-depth analysis of 101 events was conducted within the **event matrix** process. The results indicated that nearly half of the events in the Central Coast region are strategically positioned to drive demand to the area, with a significant portion contributing to regional appeal. Additionally, many events are scheduled between the months of April and June.

To fully capitalize on the potential of events and festivals, it is essential to diversify and expand offerings into shoulder seasons to maximize the impact of cultural tourism and attract visitors throughout the year. This will not only boost the local economy but also mitigate overtourism and showcase the region as a year-round cultural tourism destination that appeals to a wider range of visitors.

However, event production costs have significantly increased in recent years due to several factors. Higher insurance premiums in areas such as Gilroy, stricter security requirements, and increased fees from public sector partners have all contributed to rising expenses. Additionally, compliance with more stringent regulatory requirements across various aspects of event management have further escalated costs. These factors collectively pose challenges for event organizers, impacting budgets and planning processes.

Key partners

California Arts Council, U.S. Cultural Heritage Arts Council, Californians for the Arts

Strategies

- Adopt the event matrix process, which assesses an event's current and future potential to drive measurable impact on the destination and includes specific criteria that are laid out in detail in the Appendix.

  - The event matrix can be tailored to consider seasonal factors and short-term opportunities, enabling strategic event planning in conjunction with other activities throughout the year.

- Promote and support local film festivals, such as the Poppy Jasper Film Festival, as a means of creating a regional destination for cultural tourists.

- Leverage film festivals to attract visitors, especially during off-peak seasons, by highlighting screenings, workshops and networking opportunities.

  - The aligns with the **Monterey County Tourism 2030 Roadmap** in a similar manner with this opportunity, calling for the creation and promotion of new events or moving existing events to less busy times or places to attract visitation in off-peak times or to less traveled parts of the county.

San Luis Obispo

2 Improve tourism-related transportation infrastructure

Investments in transportation infrastructure are vital for the Central Coast region, as indicated by the stakeholder survey findings. The survey responses underscore the necessity for infrastructure improvements to enhance road access, walkability/bikeability and airlift to the region. Additionally, improved public transportation was rated as a crucial priority for enhancing infrastructure, with 42% of stakeholders emphasizing its importance. The survey also revealed that inadequate infrastructure, such as public transportation options, walking paths and parking facilities, posed a significant obstacle to tourism development in the region.

Currently, the Central Coast lacks comprehensive public transportation options, which results in lengthy travel times for those without cars. To improve transportation options in areas with limited access, such as Ventura Harbor and between Big Sur and Monterey, a concerted effort is required to connect the region's assets and attractions. Leveraging Highway 1 as a connector, implementing shuttle services and hop-on, hop-off options between key attractions would enable more visitors to experience the region.

The area's scenic beauty and popularity as a visitor destination, coupled with population growth, contribute to congestion on the existing road network. Additionally, the geography of this coastal region presents challenges for expanding road capacity, as it often requires navigating hilly terrain and protected natural areas.

As evidenced by weather patterns of the past decades, the frequency of severe floods, drought and wildfires is on the rise, establishing a new norm across California. These climate factors increase the prevalence of landslides, which pose a major challenge to road access in the Central Coast region. The region's geological composition, characterized by steep slopes and unstable terrain, makes it prone to landslides during heavy rainfall and seismic activity.

ParkIT! is a collaboration of residents, nonprofit organizations and public agencies working together to improve public safety, protect natural resources and optimize visitor experiences to parklands from Carmel to Big Sur. The solutions proposed by ParkIT! include alternatives to parking on the side of the roads, shuttles designated to move visitors between the towns and parklands, and a day-use reservation system to regulate crowds. The success of ParkIT! mitigating visitor traffic on key routes and roads is replicable in other locales.

The California Air Resources Board and the California Energy Commission are focusing on a migration to electric vehicles and expanding the EV infrastructure. As EV adoption increases, the Central Coast region needs investment in EV charging infrastructure or risk becoming cut off to road trippers in the future. Organizations are collaborating on EV charging throughout the Central Coast. Santa Barbara County Association of Governments, San Luis Obispo Council of Governments and Association of Monterey Bay Area Governments partnered to develop the **Central Coast Zero-Emission Vehicle Strategy** to identify EV charging infrastructure needs and to serve as a guide for future investments. CCZEVS includes an analysis of and recommendations for priority locations for additional EV charging infrastructure. Additional public charging infrastructure, as well as chargers at key attractions and destinations, will encourage visitors to drive an EV to explore the Central Coast region.

Key partners

California Department of Food and Agriculture, Central Coast Tourism Council, FARMstead, Central Coast Wine Growers Association, Monterey County Farm Bureau, Santa Barbara County Farm Bureau, San Luis Obispo County Farm Bureau, Farm Bureau of Ventura County, California Avocado Commission, California Strawberry Commission

Strategies

- Expand ParkIT! service area and offerings and promote the use of ParkIT! through digital platforms, including mobile applications, to facilitate seamless booking, payment, and utilization of microtransit services within the designated zones.

- Consider mobility options, such as microtransit programs or shared-ride services and shuttles, as solutions to first/last mile challenges and to enhance accessibility and ease of travel for tourists and local commuters.

  - For example, the **Big Sur Destination Stewardship Plan** previously proposed establishing Big Sur shuttles in the Big Sur Valley as well as the Southern Coast, inspired by an Island Explorer Shuttle Service at Mount Desert Island in Maine. This would help diversify transportation options.

- Implement mobility options, including shared rides, bike-sharing and scooter-sharing programs.

  - This opportunity is a key identified theme in **Monterey County Tourism 2030 Roadmap** emphasizing the development and expansion of transportation options to improve accessibility and reduce congestion.

  - Pursue financial incentives for the installation of sustainable transportation infrastructure, such as the federal **Alternative Fuel Infrastructure Tax Credit**, California's **Low Carbon Fuel Standard Program** zero emission vehicle infrastructure crediting, **San Luis Obispo County Air Pollution Control District** Alternative Fuel Infrastructure Program, **PG&E** Small Business EV Charger Program and **the Central Coast Community Energy** charger rebates, among others.

- Encourage the use of bicycles as a means of transportation for both visitors and residents and the development of safe and connected bike routes in the Central Coast region.

  - For example, Visit SLO CAL and SLOCOG identified the creation of bike tourism and the enhancement of biking infrastructure as a priority in their **Experience SLO CAL 2050 Destination Management Strategy**.

Santa Barbara

3 Support workforce development

The stakeholder survey highlighted labor availability as a prominent weakness, with 41% of respondents identifying it as the primary concern. Recruiting and retaining qualified employees has become increasingly difficult for tourism and hospitality businesses. Stakeholder survey results indicate that 71% of respondents have experienced challenges in attracting and retaining skilled workers.

Engagements with various nonprofit organizations, government entities and industry representatives have shed light on the low perception of hospitality jobs as a viable career path. Stakeholders express a shared desire to change this perception, recognizing the industry's significant potential for employment and economic growth. They aim to include the tourism and hospitality sector in discussions around workforce development and housing initiatives, ensuring that the industry's needs and interests are represented. The importance of such discussions is underscored in several destination plans across the Central Coast. For instance, the **Experience SLO CAL 2050 Destination Management Strategy** advocates for a comprehensive analysis of the SLO CAL Travel & Tourism workforce. This analysis, to be conducted in partnership with local educational institutions, workforce development organizations, and economic partnerships, would examine current and future labor needs, supply and demand forecasts, necessary skills and qualifications, educational and training requirements, and potential career advancement pathways within the industry.

Stakeholders are actively working on innovative solutions to workforce development challenges and engaging in discussions at both the state and regional levels. Their initiatives focus on attracting and retaining skilled workers and finding ways to increase housing affordability for employees.

Key partners
Labor and Workforce Development Agency, Governor's Office of Business and Econonmic Development, Tourism Diversity Matters, JobTrain, Uplift Central Coast, California Polytechnic State University in San Luis Obispo, California State University, Monterey Bay, Santa Barbara City College, Cuesta College, Hartnell College, Cabrillo College, Allan Hancock College, Monterey Peninsula CollegeCalTravel, Placemate

Strategies
Increase available workforce by leveraging existing apprenticeship programs, such as American Hotel and Lodging Association **Foundation Apprenticeship Program** and Tourism Diversity Matters **Apprenticeship Program** in one or more of the three distinct career tracts: a destination track, a sports track, and a meetings and events track.

Conclusion

The development of the Central Coast Regional Opportunities represents a significant milestone in the collaborative effort to enhance and sustain the region's tourism industry. Through extensive stakeholder engagement, comprehensive research and strategic analysis, this plan identifies opportunities that can guide the Central Coast toward a more vibrant, sustainable, and economically prosperous future.

The process of creating this plan has been marked by dedication, innovation and a shared vision among diverse stakeholders. From DMOs and economic development agencies to arts councils, transportation entities and sustainability organizations, the input and expertise of numerous partners have shaped a plan that is both ambitious and achievable.

The key priorities identified — tourism product development, tourism-related infrastructure, workforce development and sustainability and resiliency — are supported by actionable strategies. These opportunities are more than just a plan; they represent a more sustainable future of the Central Coast's tourism industry.

The road ahead may present challenges, but it also offers tremendous opportunities for growth, innovation and positive change. By staying true to the region's vision and values, the Central Coast region can exceed expectations and stand as a model for sustainable tourism development.

The project team extends their sincere gratitude to all who contributed their time, insights and passion to this process. Your involvement has been crucial in developing strategies that truly reflect the needs and aspirations of the Central Coast region.
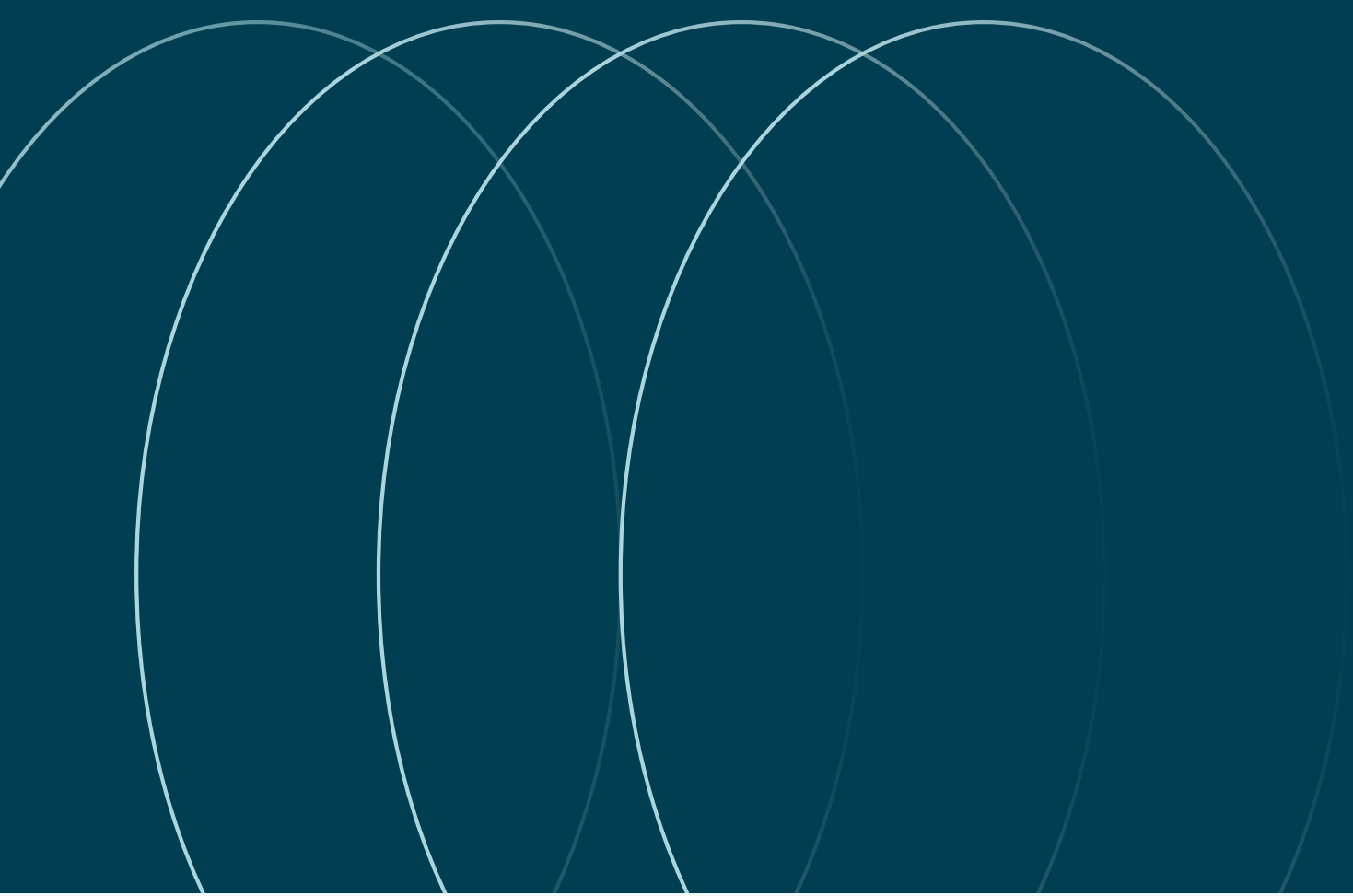
Appendix

Regional advisory committee members

We would like to extend our heartfelt appreciation to the entire Visit California team, the dedicated members of the regional advisory committee, as well as the stakeholders and partners across the community who actively participated in the Regional Strategic Tourism Planning process for the Central Coast. Without their unwavering support and commitment, this plan would not have been possible. Thank you all for your contributions.

Name	Organization
Amy Herzog	Visit Carmel
Brian Coleman	Governor's Office of Business and Economic Development
Chris Kandziora	Ojai Valley Inn
Chuck Davidson	Visit SLO CAL
Claudia Pineda Tibbs	Monterey Bay Aquarium
Dawn Mathes-Park	Pebble Beach Resorts
Frank Johnson	Visit Gilroy
Jane Howard	Gilroy Chamber of Commerce, Visit Gilroy
Janine Chicourrat	Portola Hotel & Spa
Jim Allen	Hearst Castle
Kathleen Lee	Pebble Beach Company Foundation, Point Lobos Foundation
Kathy Janega-Dykes	Visit Santa Barbara
Kim Stemler	The Carmel Foundation, Monterey County Vintners & Growers Association
Michael Cohen	Santa Barbara Adventure Company
Michael Wambolt	Visit Morro Bay
Molly Cano	Visit SLO CAL, City of SLO
Noreen Martin	Peregrine Hospitality
Paige Viren	CSU Monterey Bay, Sustainable Hospitality Management Program
Quinn Brady	Uplift Central Coast
Rob O'Keefe	See Monterey
Ronnie Glick	California State Parks, Oceano Dunes SVRA
Shelby Sim	Visit Santa Ynez Valley
Tim Snider	Fess Parker Family Portfolio

Engaged destination marketing organizations and convention and visitors bureaus

We extend our sincere thanks to the destination marketing organizations and convention and visitors bureaus whose partnership and expertise were essential to the success of this project. Their insights into local tourism landscapes and their commitment to collaboration were invaluable.

Organization
Discover Buellton
Santa Maria Valley Visitors Bureau
See Monterey
Travel Paso
Ventura County Lodging Association
Visit Atascadero
Visit Camarillo
Visit Carmel
Visit Conejo Valley
Visit Gilroy
Visit Morro Bay
Visit Oxnard
Visit Pismo Beach
Visit San Benito County
Visit Santa Barbara
Visit Santa Cruz County
Visit Simi Valley
Visit SLO CAL
Visit Santa Ynez Valley
Visit Ventura

Santa Ynez Valley
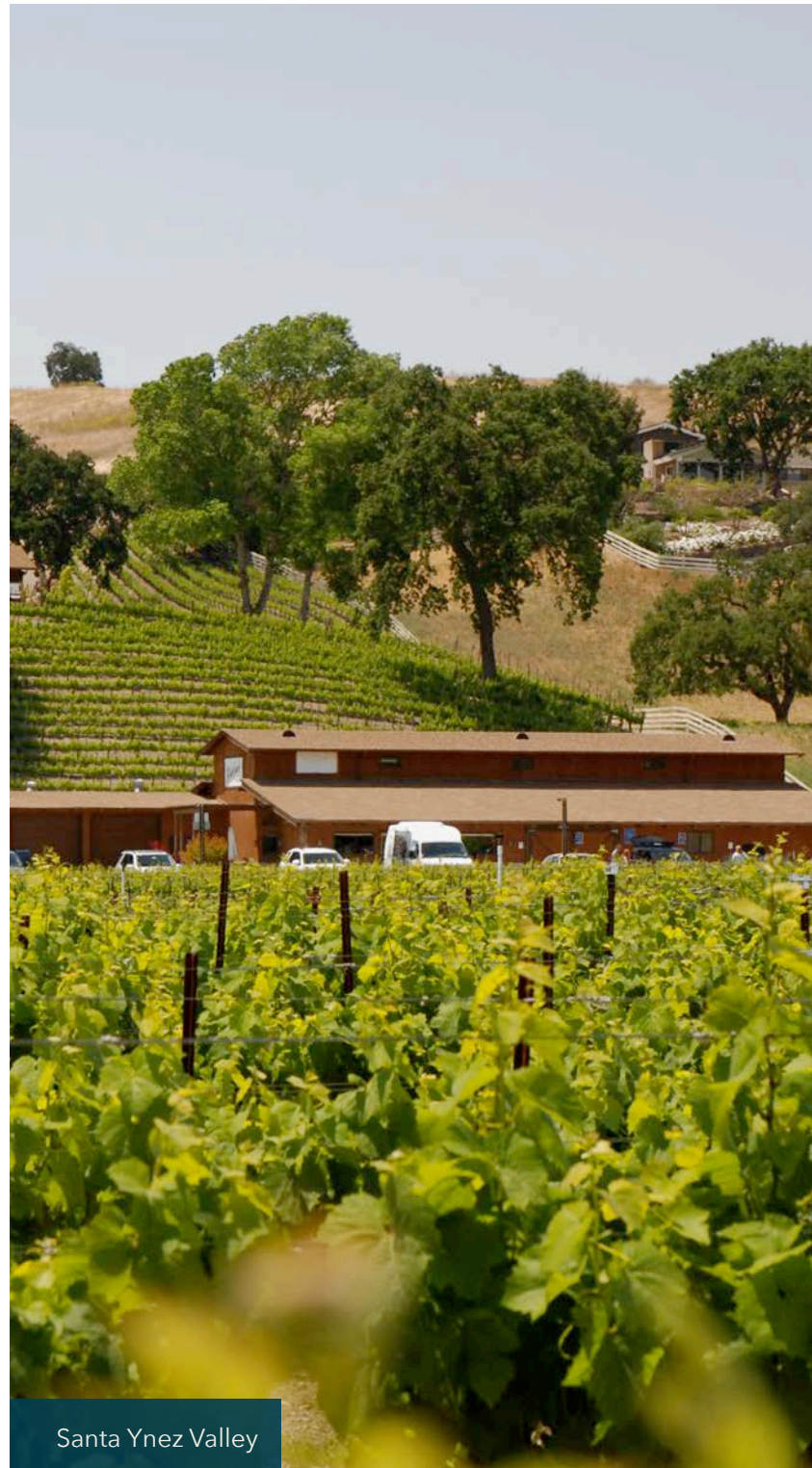
Destination plans review database

A review of the following existing regional plans was conducted to establish context and identify key priorities and available resources for this project:

City/County	Name of Plan
Arroyo Grande	Arroyo Grande Subbasin Groundwater Sustainability Plan
Atascadero	City of Atascadero Final Climate Action Plan
Atascadero	Downtown Atascadero Infrastructure Enhancement Plan
Atascadero	Scoping Meeting Briefing Book Atascadero 2045 General Plan Update
Big Sur	Big Sur Destination Stewardship Plan
Buellton	City of Buellton General Plan Updated
Camarillo	2020 Urban Water Management Plan
Camarillo	City of Camarillo 2021 General Plan
Camarillo	Climate Action Plan & Safety Element Update
Carmel-By-The-Sea	City of Carmel-By-The-Sea Climate Action Plan
Carpinteria	Establishing a Sustainable Community Policy
Del Rey Oaks	General Plan Update
El Paso De Robles	The City of Paso Robles General Plan
Fillmore	Fillmore Basin Groundwater Sustainability Plan
Gilroy	City of Gilroy 2040 General Plan
Gonzales	Climate Action and Resilience Plan
Greenfield	Sustainable Greenfield
Grover Beach	Climate Action Plan
Guadalupe	Guadalupe General Plan Update
Guadalupe	Guadalupe Mobility Revitalization Plan
Hollister	Climate Action Plan
King City	King City General Plan
Lompoc	Streetscape Multimodal Improvement Plan
Marina	Groundwater Sustainability Plan
Monterey	Climate Action Plan
Monterey County	Monterey County Sustainability Program
Monterey County	Monterey County Tourism 2030 Roadmap
Moorpark	The Moorpark General Plan Update 2050 Program Environmental Impact Report
Morro Bay	Downtown Waterfront Strategic Plan
Oceano	The Oceano Dunes Stewardship Study

Destination plans review database (cont.)

City/County	Name of Plan
Ojai	City of Ojai General Plan
Oxnard	2023 General Plan
Oxnard	Climate Action and Adaptation Plan
Pacific Grove	City of Pacific Grove Climate Change Vulnerability Assessment
Pismo Beach	City of Pismo Beach Climate Action Plan 2014
Port Hueneme	2020 Strategic Plan
Salinas	Environmental Impact Report and Climate Action Plan for Comprehensive General Plan Update
Salinas	The Salinas Plan
San Juan Bautista	San Juan Bautista 2035 General Plan
San Juan Bautista	San Juan Bautista Active Transportation Plan
San Luis Obispo	Climate Action Plan
San Luis Obispo	Experience SLO CAL 2050 Destination Management Strategy
Sand City	Sand City Sustainable Transportation Plan
Santa Barbara	2030 Climate Action Plan
Santa Barbara	City of Santa Barbara Sea-Level Rise Adaptation Plan
Santa Barbara	Sustainability Action Plan
Santa Maria	City of Santa Maria Comprehensive General Plan Update Santa Maria 2040
Santa Paula	Santa Paula 2040 General Plan
Santa Paula	Santa Paula Two-Year Strategic Plan
Seaside	Seaside 2040 General Plan
Simi Valley	Climate Action Plan
Soledad	General Plan
Solvang	City of Solvang General Plan Update And Rezoning
Thousand Oaks	Climate and Environmental Action Plan (Ceap)
Ventura	Energy Action Plan
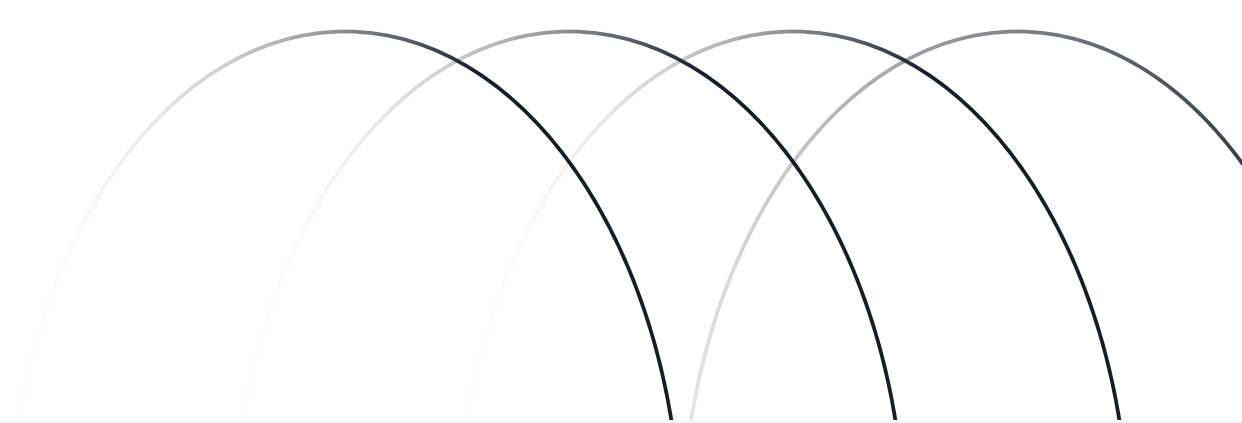
Focus group attendees

We extend our sincere gratitude to all the focus group participants whose valuable insights and contributions were essential to the development of this plan. Your time and expertise are deeply appreciated.

Name	Organization
April Baserga	Rod & Hammer's SLO Brew
Blanca Stransky	Pinnacles National Park
Brian Coleman	Governor's Office of Business and Economic Development
Brian Pendleton	Ventura Port District
Bruce Stenslie	Economic Development Collaborative
Chris Huot	City of Paso Robles
Chris Read	City of SLO
Claudia Pineda Tibbs	Monterey Bay Aquarium
Colleen Bailey	Monterey Jazz Festival
Corey Madden	Monterey Museum of Art
Courtney Pene	SLO County Airport
Crystal Casillsa	City of Salinas
Daniel Banyai	California State University Channel Islands
Danna Stroud	Governor's Office of Business and Economic Development
Darlene Boyd	City of San Juan Bautista
Darrin Peschka	Ventura County Transportation Commission
David Yoshitomi	County of Ventura Executive Office
Dena Bellman	Channel Coast District
Deya Terrafranca	Museum of Ventura County
Elaine Kelly	Camarillo Premium Outlets, Pismo Beach Premium Outlets
Erika Weber	Guadalupe-Nipomo Dunes Center
Esther Jacobsen Bates	Elverhoj Museum
Estrella Sainburg	Juan Bautista de Anza National Historic Trail
Evan Oakes	Ag Venture Tours
Fran Beaudet	City of Gilroy Downtown Committee
Frances Hadley	The Quill
Garret Matsuura	Arclight Media, Guadalupe Business Association
Glenn Morris	Santa Maria Valley Chamber of Commerce
Gloria Martinez-Chavez	County of Ventura
Ian Pullan	Peregrine Hospitality
Jacqui Clark-Charlesworth	City of SLO
Jacquie Atchison	Arts Council for Monterey County
Jane Howard	Gilroy Chamber of Commerce, Visit Gilroy
Janine Chicourrat	Portola Hotel & Spa
Jennifer Talt-Lundin	Ventura Port District
Jenny Macmurdo	City of Pacific Grove Economic Development
Jill Allen	Dorothy's Place

Focus group attendees (cont.)

Name	Organization
Jim Allen	Hearst Castle
Jim White	Ventura County Transportation Commission
Joe and Lisa Raineri	Terra Amico Farms
Joeli Yaguda	General Store Paso Robles
John Lozano	IHM Outdoors, PeachTree Hotel Group
Kathleen Lee	Pebble Beach Company Foundation, Point Lobos Foundation
Kim Stemler	The Carmel Foundation, Monterey County Vintners & Growers Association
Koren Widdel	County of San Mateo
Kristin Horton	Monterey County Hospitality Association
Krystlyn Geidt	Half Moon Bay Coastside Chamber of Commerce
Loreli Cappel	City of Atascadero
Luis Ochoa	City of Salinas
Lynette Sonne	FARMstead
Marcos Ortega	California State Parks, Big Sur Sector
Mattie Scariot	Poppy Jasper International Film Festival
Melanie Reynisson	Gilroy Arts Commission
Michael Cohen	Santa Barbara Adventure Company Channel Islands Adventure Company Santa Barbara Wine Country Tours
Michael Tripp	Channel Islands Harbor Director
Michelle Leonard	San Benito County Chamber of Commerce
Molly Cano	Visit SLO CAL, City of SLO
Norm Groot	Monterey County Farm Bureau
Paul Sloan	City of Paso Robles
Rebecca Evans	Workforce Development Board of Ventura County
Richard Vaughn	Monterey County
Rick Ellison	Bike SLO County
Roger Jacobs	California State Parks, Oceano Dunes SVRA
Ronnie Glick	California State Parks, Oceano Dunes SVRA
Sam Cohen	Santa Ynez Band of Chumash Indians
Sandy Shen	California Polytechnic State University, San Luis Obispo
Scott Collins	Housing Authority of San Luis Obispo
Stacey Otte	California Nature Art Museum
Stephanie Loftus	The Quill
Susan Wolfe	Pacific Grove Museum of Natural History
Tahra Goraya	Monterey Bay Economic Partnership
Tim Snider	Fess Parker Family Portfolio
Toni Bowels	The Neon Exchange
Victor Dollar	Brighton Management
Victoria Valencia	City of Gilroy, Gilroy Chamber of Commerce

Stakeholder interviewees

We would like to express our sincere thanks to our stakeholders and interviewees for their collaborative spirit and willingness to share their knowledge. Their partnership was invaluable in achieving the goals of this project.

Name	Organization
Alelia Parenteau	City of Santa Barbara
Amy Herzog	Visit Carmel
Bent Olsen	Olsen Danish Village Bakery
Blanca Stransky	Pinnacles National Park
Brian Tucker	Ventura County Lodging Association
Caroline Singer	Foray
Carrie Theis	Hofsas House Hotel
Cary Glenn	City of Ventura
Cathy Cartier	Visit SLO CAL
Cherryl Connally	Island Packers
Christine Varnava	Santa Barbara Botanical Gardens
Chuck Davison	Pure Navigation, Visit SLO CAL
Claudia Pineda Tibbs	Monterey Bay Aquarium
Corey Jordan	Libretto Piano Bar
Craig Kaufman	Salinas Valley Tourism & Visitors Bureau
Danielle Borja	Visit Conejo Valley
Danielle Laudon Ruse	Visit Santa Ynez Valley
Danna Stroud	Governor's Office of Business and Economic Development
Darlene Boyd	City of San Juan Bautista
Dave Elcon	The Inn at Mattei's Tavern
Dawn Mathes-Park	Pebble Beach Company
Dena Bellman	Channel Coast District
Deya Terrafranca	Museum of Ventura County
Dominic Mercurio	Café Fina
Elaine Kelly	Camarillo Premium Outlets, Pismo Beach Premium Outlets
Elizabeth Evans	Santa Clara County Parks
Frank Johnson	Visit Gilroy
Garret Matsuura	Arclight Media, Guadalupe Business Association
Gordon Jackson	Visit Pismo Beach
Greer Araujo	Fess Parker Family Portfolio
Greg Gorga	Santa Barbara Maritime Museum
Heliena Walton	City of San Juan Bautista
Hilary Graves	Booker Winery
Holly Lohuis	Ocean Futures Society
Irene Davis	Visit San Benito County

Stakeholder interviewees (cont.)

Name	Organization
Jack Forniash	Blue Sky Center
Jan Shriner	Marina Coast Water District
Jane Howard	Gilroy Chamber of Commerce, Visit Gilroy
Janine Chicourrat	Portola Hotel & Spa
Jasmine Reinhardt	Channel Islands National Park
Jennifer Harrison	Santa Maria Valley Visitors Bureau
Jennifer Talt-Lundin	Ventura Port District
Jim Allen	Hearst Castle
Joe and Lisa Raineri	Terra Amico Farms
Joel Peterson	Paso Robles Wine Country Alliance
John and Chip Nassar	Nigt Lizard Brewing Company
John Hiles	California State Parks, Monterey Sector
John Narigi	WeatherTech Raceway Laguna Seca and Laguna Seca Recreational Area
Juan Martin Palafox	Post Ranch Inn
Julie Mino Buffo	Visit Oxnard
Kathy Janega-Dykes	Visit Santa Barbara
Kathleen Lee	Pebble Beach Company Foundation, Point Lobos Foundation
Kathy Vreeland	Discover Buellton
Keith Nevison	Santa Barbara Botanical Gardens
Kelsey Kenshalo	Booker Vineyard
Kerilyn Lafournaise	Visit San Benito County
Kim Stemler	The Carmel Foundation, Monterey County Vintners & Growers Association
Kirk Gafill	Nepenthe
Lacie Johns	Travel Paso
Layma Askarzoi	Visit Simi Valley
Leslie Jordan	City of San Juan Bautista
Marcos Ortega	California State Parks, Big Sur Sector
Marie Blankley	City of Gilroy
Mark Watson	Four Carmel hotels
Marlyss Auster	Visit Ventura
Mattie Scariot	Poppy Jasper International Film Festival
Meighan Dietenhofer	Figueroa Mountain Brewing Company
Melissa Hopf	Totally Cali Tours
Melissa James	REACH Central Coast
Meredith Hart	City of Ventura
Michael Cohen	Santa Barbara Adventure Co. Channel Islands Adventure Co. Santa Barbara Wine Country Tours
Michael Wambolt	Visit Morro Bay

Stakeholder interviewees (cont.)

Name	Organization
Michele Gilmour	Visit Ventura
Molly Cano	City of SLO
Neil Redmond	Sunstone Winery
Paige Viren	CSU, Monterey Bay Sustainable Hospitality Management Program
Patricia Bains	San Juan Bautista Economic Development Citizens Committee
Paul Amend	Big Sur Lodge
Paul Nakamoto	Aquarium of the Bay
Quinn Brady	Uplift Central Coast
Rob O'Keefe	See Monterey
Roger Jacobs	California State Parks, Oceano Dunes SVRA
Ronnie Glick	California State Parks, Oceano Dunes SVRA
Sam Cohen	Santa Ynez Band of Chumash Indians
Sandy Shen	California Polytechnic State University, San Luis Obispo
Sara Copping	Visit Buena Park
Shannon Keener	Terra Amico Farms
Shelby Sim	Visit the Santa Ynez Valley
Stacie Jacobs	Travel Paso
Summer White	Deloitte Consulting
Tahra Goraya	Monterey Bay Economic Partnership
Taylor Samuelson	California State Coastal Conservancy
Teddy Cabugos	Sunstone Winery
Toni Bowels	The Neon Exchange
Tracy Long	Ventura Botanical Gardens
Tracy Gillette-Ricci	Point Lobos Foundation
Victoria Valencia	City of Gilroy, Gilroy Chamber of Commerce
William Henry	Lumen Wines
Yuliana Gonzalez	Visit Camarillo

Visited points of interest

The following points of interest were visited to gather firsthand information and context for this project:

Point of Interest	Location	Point of Interest	Location
Arroyo Grande Village	Arroyo Grande	Monterey Bay drive through	Monterey
Julia Pfeiffer Burns State Park	Big Sur	See Monterey Annual Meeting	Monterey
Nepenthe	Big Sur	Pebble Beach	Monterey
Post Ranch Inn	Big Sur	Pacific Grove drive through	Monterey
Big Sur Lodge	Big Sur	17-Mile Drive	Monterey
Los Olivos - The Inn at Mattei's Tavern	Buellton	Morro Rock	Morro Bay
Downtown Carmel	Carmel	Morro Bay State Park	Morro Bay
Carmel River State Beach	Carmel	Oceano Dunes State Beach	Oceano
Scenic Road Walkway	Carmel	Booker Winery	Paso Robles
Ocean Avenue	Carmel	Paso Market Walk	Paso Robles
Foray	Carmel	Libretto	Paso Robles
Le Petit Pali at 8th Ave	Carmel	Downtown City Park	Paso Robles
Gilroy Gardens	Gilroy	Downtown Paso	Paso Robles
Chitactac-Adams Heritage County Park	Gilroy	The Hatch Rotisserie & Bar	Paso Robles
Terra Amico Farms	Gilroy	Hotel Piccolo	Paso Robles
The Neon Exchange	Gilroy	California Welcome Center Pismo Beach	Pismo Beach
Gilroy Downtown	Gilroy	Pismo Beach and Pismo Pier Plaza	Pismo Beach
Garlic City Café	Gilroy	Point Lobos Site Tour	Point Lobos
California Welcome Center Gilroy	Gilroy	Laguna Seca Raceway	Salinas
King City	King City	Buona Tavola	San Luis Obispo
Lumen Wines	Los Olivos	Hotel San Luis Obispo	San Luis Obispo
Bixby Bridge	Monterey	Downtown SLO	San Luis Obispo
Cannery Row	Monterey	Historic Center Library	San Luis Obispo
Public library	Monterey	Mission San Luis Obispo de Tolosa	San Luis Obispo
Larkin House	Monterey	San Luis Obispo Botanical Garden	San Luis Obispo
Middlebury Institute	Monterey	Historic Center and Museum of SLO County	San Luis Obispo
Wharf	Monterey	Cal Poly, SLO tourism department	San Luis Obispo
Hotel Pacific	Monterey	Hearst Castle	San Simeon
Carmel valley	Monterey	Montecito area	Santa Barbara
Monterey Bay Aquarium	Monterey	East Beach	Santa Barbara
Monterey Plaza	Monterey	Andrée Clark Bird Refuge	Santa Barbara
Simoneau Plaza	Monterey	Alameda Padre Seda	Santa Barbara
Portola Hotel	Monterey	Riviera area	Santa Barbara
Monterey Conference Center	Monterey	Alameda Park	Santa Barbara
Monterey State Beach	Monterey	Funk Zone	Santa Barbara
Café Fina	Monterey	Arts District	Santa Barbara

Visited points of interest (cont.)

Point of Interest	Location
Santa Barbara Museum of Art	Santa Barbara
Paseo Nuevo	Santa Barbara
Casa del Herrero	Santa Barbara
Santa Barbara Botanic Garden	Santa Barbara
Night Lizard Brewing Company	Santa Barbara
Waterfront Harbor Tour	Santa Barbara
Riverbench Vineyard and Winery	Santa Barbara
The Lark	Santa Barbara
Hotel Californian	Santa Barbara
The Goat Tree Restaurant	Santa Barbara
Old Mission Santa Barbara	Santa Barbara
Stearns Wharf Pier	Santa Barbara
Santa Barbara Courthouse	Santa Barbara
S.Y. Kitchen	Santa Ynez
Sunstone Estate	Santa Ynez
Olsen's Bakery	Santa Ynez
Figueroa Mountain Brewing Company	Solvang
Solvang Downtown	Solvang
The Robert J. Lagomarsino Visitor Center at Channel Islands	Ventura
Island Packer's Office	Ventura
Ventura Harbor Village Walk	Ventura
Ventura Visitor Center	Ventura
Ventura City Hall	Ventura
Ventura Botanical Gardens	Ventura
Surfers Point Park	Ventura
Ventura Downtown	Ventura
Ventura County Museum of History and Art	Ventura

Ventura

# Global destinations' readiness for sustainable tourism

- Tourism readiness index is the product of a partnership between JLL and the World Travel & Tourism Council to assess global cities' tourism readiness.

- While readiness will depend on the ambitions and goals of every city, WTTC and JLL define tourism readiness as a strategic and all-inclusive approach that proactively addresses and implements factors and policies relating to scale, concentration, leisure and business offerings, environmental and urban readiness, safety and security, as well as the prioritization of tourism.

- Indeed, no two destinations are better or the same and, as such, the challenges they will face and the opportunities to unlock their tourism potential will differ.

- However, commonalities can be identified to provide a framework through which cities can assess their context and plan for the future.

Tourism readiness index

- Comprehensive analysis addresses what makes a destination ready for sustainable travel and tourism.

- Assess current positioning and ability to manage growth

- Indicators | 75 data points across all facets of the tourism economy

- Outcomes | eight categories and five destination typologies

Globally recognized tool validated by over 100 domestic and international destinations and World Travel & Tourism Council

75
Data points
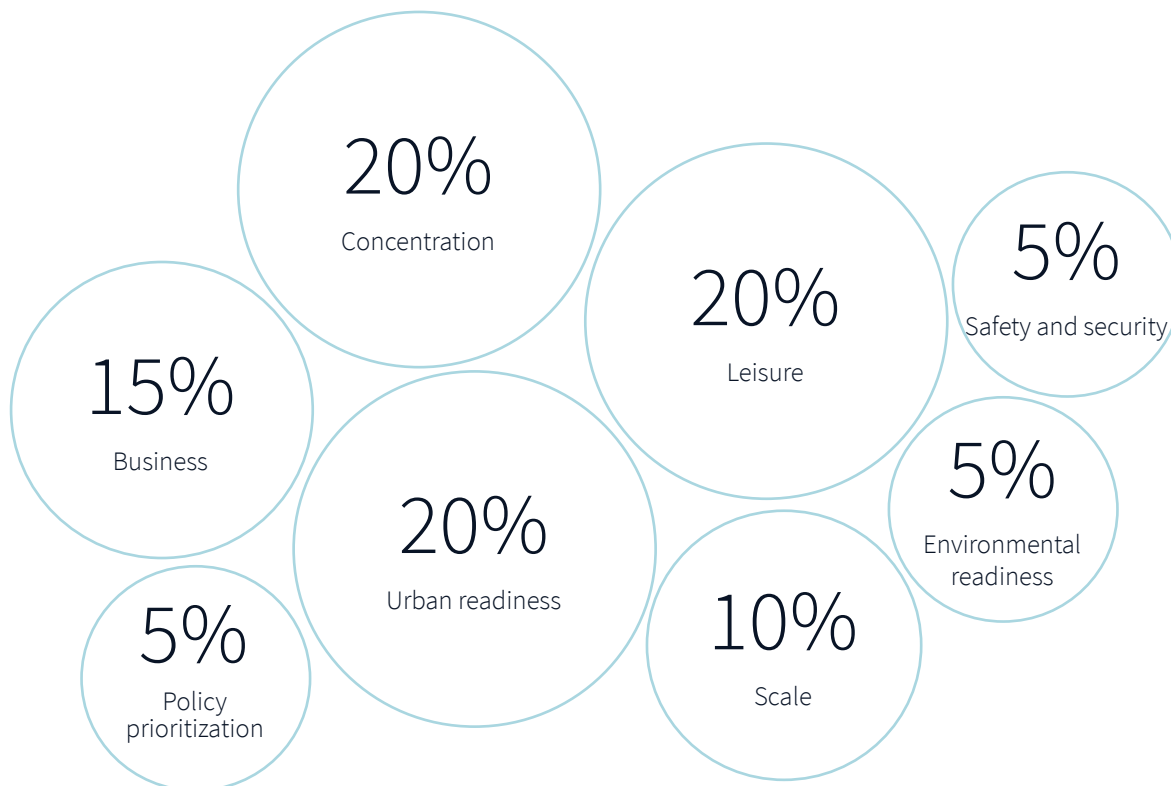
Comprehensive Analysis for Destination Positioning
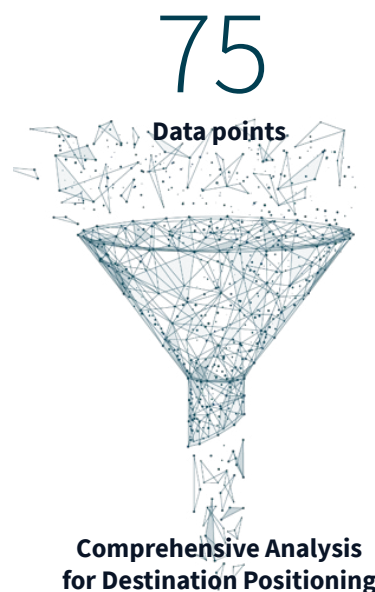
Tourism Readiness Index Categories

1. Scale
2. Leisure
3. Environmental readiness
4. Safety and security

5. Concentration
6. Business
7. Urban readiness
8. Policy prioritization

Levels of readiness | Destination typologies

Dawning Developers	**Emerging Performers**	**Balanced Dynamics**	**Mature Performers**	**Managing Momentum**
Limited tourism infrastructure	Growing momentum	Established infrastructure	Strong leisure and/or business travel dynamics	Historically high growth momentum
Gradual tourism growth	Rising infrastructure	Growth in business and leisure paces with scale	Established tourism infrastructure	Aging or strained tourism infrastructure
Opportunities ahead with planning	Opportunities for strategic development	Equalized scale and concentration	Proactively manage pressures & capacity building	Feeling the pressures of scale and concentration
	Smaller scale — may experience pressures			

Weights by Category

20% Concentration

20% Leisure

5% Safety and security

15% Business

20% Urban readiness

5% Environmental readiness

5% Policy prioritization

10% Scale

The Central Coast results

Outcome by Pillar

─── Central Coast   ─ ─ State Regional Average

scale

policy

concentration

environmental

leisure

safety +
security

business

urban
readiness
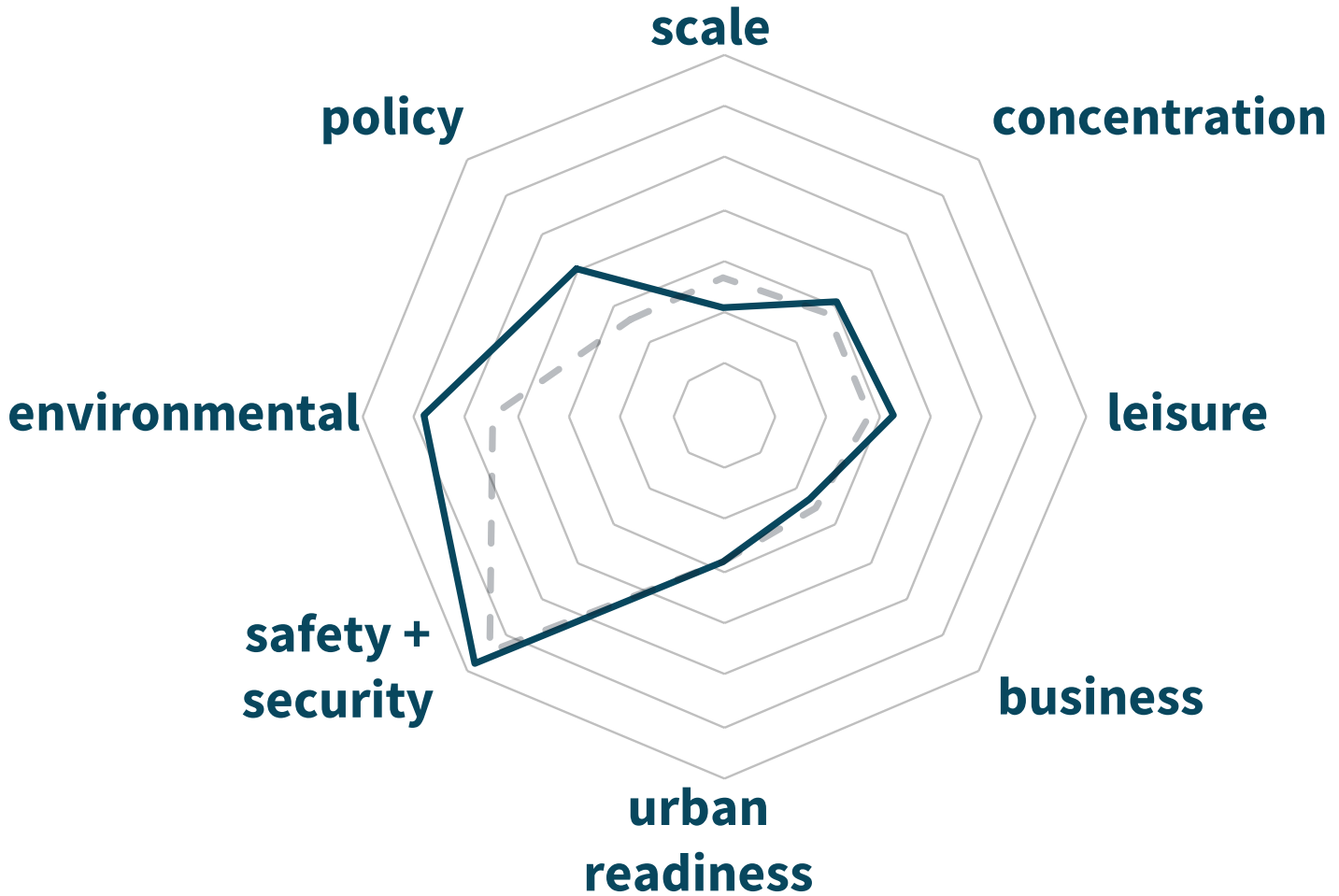
Demand driver scorecard

Process — Multistep assessment of destination assets

Use visitor traffic and flow data to assess current demand	Place individual assets on scale based on eight criteria to score	Rate anything that is a 6-7 or greater as the region's attractors	Use the outcome to identify future competitive positioning	Recommend new investment or enhancement to grow assets on the scale

Score Card Elements

Item	Definition	Max Point Value
One of a kind	Captivating content or collections that drive interest and appeal. Proximity of alternative similar offerings can be a factor in overall uniqueness	25
Iconic scale	Dramatic visual prompting a curiosity powerful enough to inspire a visit (Instagram-worthy — trying to capture a moment)	20
Engaging visitor experience	Interaction between the guest and the attraction	15
Current visitor demand	Level of visitor traffic, reviews, etc., to the asset currently	15
Event opportunities	Programming temporal, catalytic events	10
Venue capabilities	Easily transformed and adapted to host various functions	5
Identified target audience(s)	Multiple target audience and visitor types can be targeted based on overall connectivity	5
Future unique development	Upcoming additions or plan initiatives that elevate potential	5

Score Card: Eiffel Tower Sample Scoring

| Item	Definition	Score	Max Point Value
One of a kind	Captivating content or collections that drive interest and appeal. Proximity of alternative similar offerings can be a factor in overall uniqueness	25	25
Iconic scale	Dramatic visual prompting a curiosity powerful enough to inspire a visit (Instagram-worthy — trying to capture a moment)	20	20
Engaging visitor experience	Interaction between the guest and the attraction	15	15
Current visitor demand	Level of visitor traffic, reviews, etc., to the asset currently	15	15
Event opportunities	Programming temporal, catalytic events	10	10
Venue capabilities	Easily transformed and adapted to host various functions	5	5
Identified target audience(s)	Multiple target audience and visitor types can be targeted based on overall connectivity	5	5
Future unique development	Upcoming additions or plan initiatives that elevate potential	5	5

Santa Barbara

Central Coast Demand Drivers

Demand Generation Potential

Central Coast Demand Drivers

Demand Generation Potential
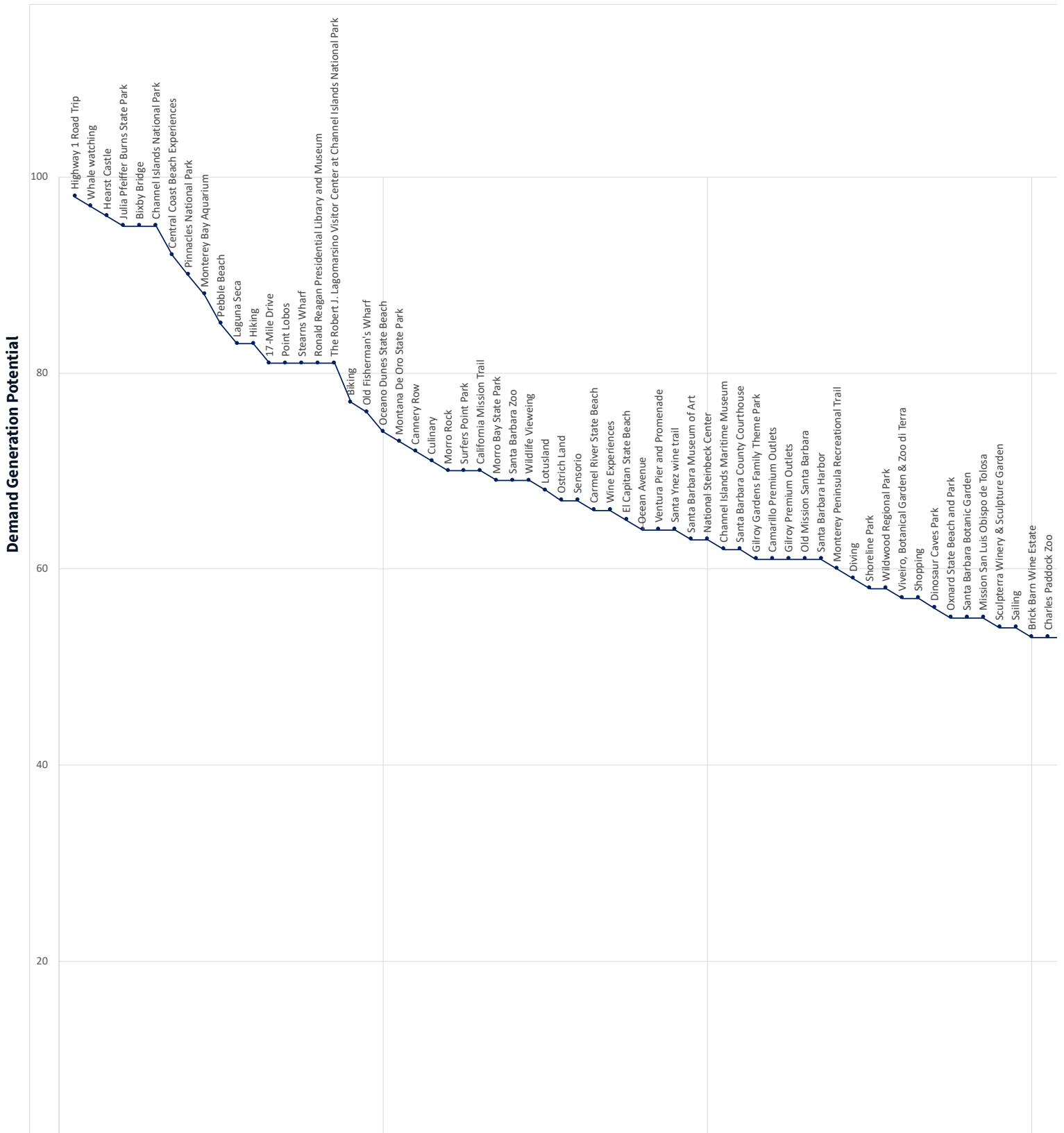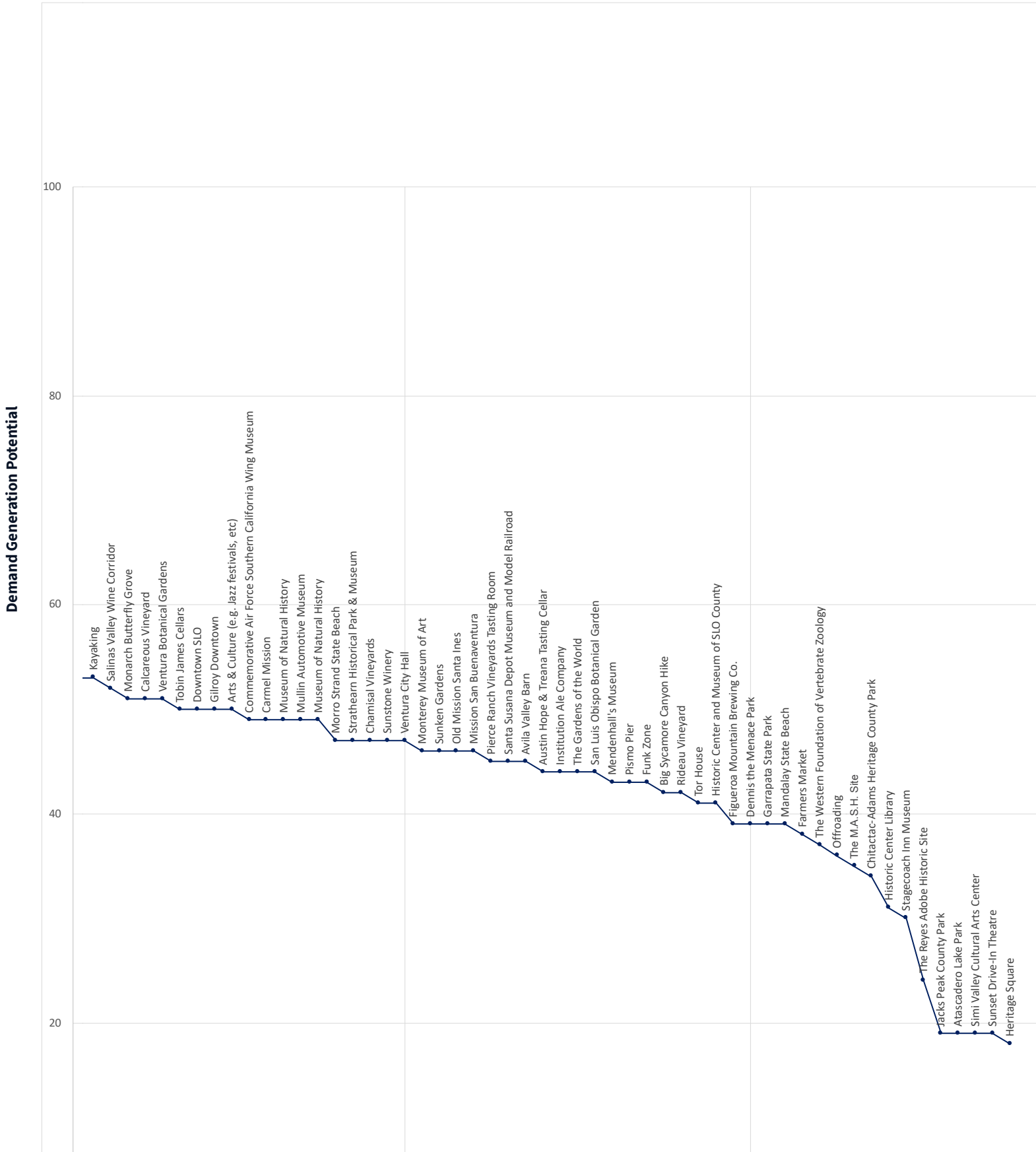
Event matrix

Purpose — Use criteria that drives event return to understand the current landscape of successful events **and** position the region to support up and coming events.

Identify key events serviced by the region

Rate events on matrix using 11 criteria

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

Work with organizers on tactics for implementation

Program components

- Tourism promotion — destination impact
- Benefit to the destination brand
- Innovation — uniqueness
- Evidence of partnerships
- Organizational structure and 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

Santa Barbara

Program Components

	Fail	Poor	Average	Above Average	Excellent	Total Points Awarded
Program Components						10
1. Tourism promotion — destination impact						10
2. Benefit to the destination brand						10
3. Innovation — uniqueness						10
4. Evidence of partnerships						10
5. Organizational structure and management capability						10
6. Economic impact (direct spending)						10
7. Suitable target market(s)						10
8. Comprehensive marketing plan/ approach						10
9. Overnight stays (room nights)						10
10. Scale of project — future potential						10
Bonus — need periods/ time of the year						
Total Maximum possible points = 100						**100**

Central Coast Leisure Events

Demand Generation Potential

Events listed from highest to lowest demand generation potential:

- Ferrari Challenge North America
- Monterey Jazz Festival
- Old Spanish Days Fiesta
- Santa Barbara International Film Festival
- World of Pinot Noir
- Big Sur International Marathon
- Spartan Race
- Pebble Beach Concours D'Elegance
- AT&T Pebble Beach Pro-Am
- Rebels & Renegades Music Festival
- SLO International Film Festival
- Motul Course de Monterey
- Big Sur Food and Wine Festival
- Poppy Jasper International Film Festival
- Ironman 70.3
- SLO CAL Open, Pismo Beach & Morro Bay
- Firestone Grand Prix of Monterey
- 4th of July Celebrations
- Dallas Cowboys Training Camp
- Channel Islands Celebration of Whales
- Trans Am SpeedFest
- Redwood Mountain Faire
- Pebble Beach Food and Wine
- Monterey Bay Half Marathon
- California Rodeo Salinas
- Artichoke Festival
- Ventura Marathon
- California Mid-State Fair
- Wings Over Camarillo
- Danish Days
- The Vintner's Festival
- At Her Table
- California Strawberry Festival
- California Roots Festival
- Santa Barbara Half Marathon
- Harvest on the Coast
- Bovine Classic
- Jazz Bash By The Bay
- Mountain Sol Festival
- Beer Festival
- La Ofrenda- Dias Los Muertos
- Cal Poly Rodeo
- Woodies on the Wharf
- Santa Barbara 100
- Day On the Ridge Music Festival
- Santa Cruz County Fair
- Spartan Race
- Rolex Monterey Motorsports Reunion
- California Wine Festival
- Santa Barbara Harbor & Seafood Festival

Central Coast Leisure Events