



REQUEST FOR PROPOSALS FOR A TOURISM MASTER PLAN/DESTINATION DEVELOPMENT PLAN FOR VISIT OCEANSIDE

Visit Oceanside (VO) is a nonprofit 501C6 Mutual Benefit Corporation organized under the California Corporations Code. The specific purpose of VO is to advance, promote and foster the growth and development of tourism in the city of Oceanside and market Oceanside as a preferred visitor destination for the benefit of the community and its funding authorities pursuant to the policies established by the board. Located in Oceanside, California within the County of San Diego, VO seeks an experienced consultant and/or strategic planning firm to lead our tourism industry partners and supporters in the creation of a Tourism Master Plan/Destination Development Plan. The process will consist of the following two phases.

Phase I: Commission Global Sustainable Tourism Council (GSTC) Destination Assessment of the City to apply for the GSTC Criteria for Destinations (Version 2, 2022) – the baseline destination standard for sustainable management of tourism within destinations.

Phase II: Develop Tourism Master Plan/Destination Development Plan which includes strategies for stewarding City of Oceanside tourism into a sustainable future through the guidance and criteria set forth by GSTC.

OVERVIEW

Visit Oceanside is the official sales and marketing engine for Oceanside's tourism industry. The goal is to manage and implement the destination brand through sales, marketing and promotional efforts aimed at potential leisure, corporate, incentive, sports and SMERF markets. The program of work is designed to provide incremental business by stimulating demand for the travel to Oceanside.

The organization influences approximately one-third of the \$419 million that is generated by visitor spending in Oceanside each year, which supports over 3,500 jobs. Visit Oceanside also operates one of the state's official California Welcome Centers. The organization is led by a board of directors compiled of tourism-related industry professionals and community liaisons working to fulfill the mission of the organization.

The main objective of the mission is to increase economic well-being of the hospitality industry and, therefore, the overall economy of Oceanside. The specific results of the VO's mission are to increase RevPAR for the hotels and Transient Occupancy Tax (TOT). By accomplishing this, VO will seek to book the highest quality revenue producing businesses into the lodging members, ultimately improving, and adding to the economic vitality for the City of Oceanside.

According to the World Tourism Organization, destination marketing organizations (DMOs) like Visit Oceanside are the only organizations within a city with the capabilities and capacity to focus on developing and managing the experiential quality of a destination. It is the DMO's role to coordinate and manage all the elements that make up a destination, including product development, access, marketing, human resources, image, infrastructure, sustainability, and pricing. It takes a strategic approach to link-up very separate entities for the better management of the destination.

The Tourism Master Plan will serve as a critical component of Visit Oceanside's strategic framework. It will identify an overarching vision and the experiences, infrastructure and policies that will guide long-term sustainable, responsible development of Oceanside's tourism industry. As the tourism industry in the city grows, it will be important for VO to be destination stewards by balancing the interests and benefits of tourism with those of the local community. This is also important as the city looks to implement the Comprehensive General Plan Update that is underway. Having a holistic Tourism Master Plan will help accomplish the important goal of driving diverse demand opportunities throughout the year and mitigating highly impacted times and locations.

Four Key Quality Objectives:

1. Quality of the Economy – Shape and expand the economy in ways that ensures its long-term sustainability and vibrancy.
2. Quality Visitor Experience – Continue to provide an excellent visitor experience that highlights our sustainability values and keeps visitors coming back.
3. Resident Quality of Life – Maintain and enhance the elements that make the community a truly special place to reside.
4. Quality of Environmental impact – Lead the tourism industry in implementing sustainability principals, positioning the community as a national and international leader in destination stewardship.

BACKGROUND-STRATEGIC IMPERATIVES: SEE ATTACHMENT A

It is the intention of VO to contract with a firm to develop a long-term destination development strategy. VO estimates that the scope of work would be completed in a 12–18-month timeframe. Our goal is to select a firm and begin the process by June 30, 2022. If it is deemed appropriate, VO could extend the agreement to include work on implementation of the plan. This decision would not be made until after the plan has been designed and presented.

PROPOSAL REQUIREMENTS

All proposals must follow the following proposal format and include all required information:

- Business Identification
- Contact information of individual(s) who will be involved in this process
- Qualifications/Experience/Relevant background in tourism and destination planning
- Qualifications/Experience/Relevant background in sustainable tourism initiatives to include working with the Global Sustainable Tourism Council
- Technical approach and proposed process
- Appropriate or related sample of work on a similar project
- Proposal cost
- Designation of all confidential and proprietary information
- References (minimum of three including contact information)
- Any additional information which could aid in your proposal evaluation

SCOPE OF SERVICES

Energize and engage the stakeholders and industry partners.

Energize and engage community leaders in the process.

Employ fresh, innovative methods to lead our developmental discussions.

Survey and/or facilitate workshops with visitors, industry partners and residents.

Conduct a destination assessment through destination visits, tours and research.

- Identify current products, resources, experiences and ascertain gaps/opportunities with current offerings, destination experience and infrastructure.
- Identify current markets and new market opportunities.
- Identify potential new partners such as affinity brand partners and revenue/funding opportunities.
- Identify new product/experience opportunities and infrastructure needs; product/experiences include arts, culture, sports tourism, venue development, transportation development, etc.
- Evaluate current transportation services and provide recommendations on how we can best collaborate with transportation entities (air and ground) and mitigate roadblocks due to the distance from the major airports. How can we better leverage opportunities with train travel and other alternatives.
- Identify strengths and weaknesses within workforce development and identify opportunities.

Prepare Situation Analysis for Oceanside

- Conduct workshops to discuss and update the current SWOT analysis to determine strengths, weaknesses, opportunities and threats that will guide the destination development process.

DELIVERABLES

The Tourism Master Plan Document will include a long-term strategic road map for developing Oceanside as a sustainable, responsible tourism destination. It will focus on creating diverse demand opportunities. The destination development plan will include but is not limited to the following:

- A priority list of specific product development that will enable us to grow both leisure and meetings/group business. The primary objective is to grow responsibly, focusing on diverse opportunities that will generate new business mid-week and in the shoulder season. These may include agritourism initiatives, sports tourism, arts and cultural venues, corporate development, etc.
- A list of policy recommendations that will allow for changes and innovation to occur, making Oceanside relevant and more competitive in the marketplace.
- A review existing visitor resources, attractions, museums and events and make recommendations on how the VO and the City of Oceanside can assist with these entities, preserving, protecting and growing their business.
- A review and identify how the destination can create new product, programs and events to drive demand for need periods.
- Comparisons and best practices with similar destinations to grow tourism responsibly with an emphasis on generating new jobs, growing the tax base and adding to the attractiveness of Oceanside.
- A review that identifies infrastructure and beautification improvements that will improve the quality of life for residents as well as enhance the destination experience; making Oceanside a desirable destination, year-round so we are not just impacting leisure in the summer.
- A review and recommendations on how the destination can grow market share and develop new market opportunities with a limited budget.
- An implementation plan that includes responsibilities/roles for Visit Oceanside as well city staff and partners.

RFP REVIEW AND SELECTION TIMELINE

Deadline for Proposals	June 1, 2022
Vendor finalist selection and notification of presentations *	June 14, 2022
Vendor interview/presentations	Week of June 20, 2002
Vendor Selection	Week of June 27, 2022

*Presentations will be arranged if VO is unable to select based on the proposals received. If presentations are required, they make take place via videoconferencing or in-person.

RESEARCH

VO will be able to provide the following data/research

- 2020 Economic Impact Report
- FY 20-24 Strategic Plan
- 2021 Business Plan
- Monthly/Quarterly reports highlighting key measurements and KPIs
- 2021 Annual Report
- 2016 Branding Initiative Studies
- Tourism Sentiment Index Reports

PAYMENT TERMS

Deposit 25% payable upon signing of contract

Early phase payment of 15%

Intermediate phase payment of 15%

Late phase payment of 15%

Project completion payment of 30%. Payment will be received within 30 days of project completion. All facets of the agreement must be completed, received and deemed satisfactory by VO leadership team to receive final payment.

HOW TO SUBMIT PROPOSALS

Please submit two hard copies or one digital copies by the designated due date to:

Leslee Gaul, CEO & President

Visit Oceanside

928 North Coast Highway

Oceanside, CA 92054

Leslee@VisitOceanside.org

Exhibit-A

STRATEGIC ANCHORS

OUR UNIQUE VALUE: Oceanside is the ultimate discovery destination for visitors. It is the quintessential California beach town and stands apart on the Southern California coast. We are an eclectic community that embraces its authenticity while welcoming new experiences and ways of thinking. We are Unpretentious Hospitality + Beach Town Vibe + Entrepreneurial Spirit.

OUR MISSION: The Mission of Visit Oceanside is to unite our community's tourism businesses to generate visitor spending that will positively impact jobs, tax revenues, the coastal environment, and the quality of life for the City of Oceanside.

OUR VISION STATEMENT: Oceanside is Southern California's most desired beach destination.

BRAND PROMISE

For Oceanside, authenticity is a mantra. A credo. It means keeping it real, even when you're on an upward trajectory. Our brand is all about being O'iginal. The Oceanside voice is friendly and conversational, it's quirky and unexpected. Our tone is welcoming and inviting; encouraging everyone to feel a part of O'side.

OUR VALUES

Authentic. Quirky. Clever. Witty Vibe. Friendly. Welcoming.
Diverse. Advocates for Change. Collaborative. Passionate.

DMO STRATEGIC IMPERATIVES

1. Protect and support the culture of the organization.
2. Provide the necessary resources for the organization to succeed (including human and financial).
3. Create awareness of Oceanside and influence consumers to visit.
4. Remain aligned with the organizational mission.
5. Merge funding models for attractions, hotels, restaurants and retailers to contribute the assessment.
6. Influence public policy on all tourism related issues (civic, federal, local and state government level).
7. Build and protect the Destination Brand.

ORGANIZATIONAL PILLARS

Public Policy (Tourism related issues at local, state and federal government)
Group Sales/Business Development
Marketing
Education

DESTINATION PILLARS

A HAVEN FOR FAMILIES

Central to both Los Angeles and San Diego, Oceanside is ideal for families seeking a homebase from which to explore Southern California. Attractions like Disneyland Resort, Knott's Berry Farm, LEGOLAND California, the San Diego Zoo Safari Park, The San Diego Zoo and Sea World are all within a short drive or train ride, as are historical landmarks like Mission San Luis Rey, Mission San Juan Capistrano, the Oceanside Pier and the Oceanside Harbor. While other coastal destinations are rapidly growing and becoming unattainable, Oceanside presents a variety of lodging options across a range of price points, making it one of the most widely accessible beach towns on the Southern California Coast.

AN EXCITING CULINARY SCENE

Crafting Oceanside's agricultural roots to its entrepreneurial spirit has resulted in an exciting farm-to-table culinary identity. At the same time, the resuscitated art of spirit-distilling and craft brewing have found their own niche in Oceanside. The result? A proliferation of eclectic eateries, gastro-and brewpubs, beer gardens, new school taco shops, next wave coffee houses, and reinvented sushi joints, housed in repurposed buildings that breathe new life into their neighborhood settings.

THRILL SEEKERS AND OCEAN LOVERS WANTED

Surf and skate culture permeate Oceanside, home to a famed break at the pier, plus a slew of daredevil-drawing skateboard parks. But you don't have to be chairman of the board to have a good time. There are 3.5 miles of wide sandy beaches, each with its own personality; family friendly, popular with picnickers, ready for beach soccer and sand volleyball tournaments. Ocean sports like body surfing and body boarding are beloved and at night, that welcoming red glow illuminating the beach is from flickering bonfire flames. Sailing, SUP and sportfishing are all on offer as are miles of coastal and inland bike trails. And Goat Hill Park is a refreshingly O'side golf experience- a place where you can even play in your flip flops.

HERITAGE MEETS NEXT-GEN ARTS AND CULTURE

Exploring Oceanside leads you into diverse territory. Mission San Luis Rey is a textbook spot for exploring early California history, walking the footsteps of the original padres. The California Surf Museum picks up the thread of Oceanside history a few centuries later, preserving the roots of beach and surf culture. Then there's the Oceanside Museum of Art which has a strong collection of modern and contemporary work, much of it by notable local artists. OMA also serves as a hub for collectors and aficionados. Visit Oceanside, and your intellect gets as much stimulation as your adrenal glands.

A WARM WELCOME FOR GROUP TRAVEL

Oceanside has the infrastructure to support group travel, including several different types of event venues (including 3.5 miles of sandy beaches), a range of amenities and lodging options that cover a variety of price points. That makes it ideal for hosting sporting events and tournaments, as well as special occasions like weddings and family reunions. When groups stay in Oceanside they are on the doorstep of Southern California, a short drive from a host of attractions to the north, south and east.

SITUATION ANALYSIS (SWOT)

STRENGTHS

Natural Resources:

- Beach/Pacific Ocean
- Beautiful, year-round weather
- 3 miles of sandy beaches
- Agriculture region

Beach Experiences:

- Pier/Amphitheatre
- Harbor
- Affordable beach-front parking
- Beach amenities

Authentic Southern California beach vibe

Water sports and outdoor recreation action-sport hub and competition sport facilities:

- El Corazon and beach
- Renowned citywide events; Sports (Ironman 70.3 Oceanside, Beach Soccer, RAAM) and cultural events

Thriving dining and craft beer/wine scene

Local entrepreneurs, artisans and small businesses

Camp Pendleton:

- Military personnel
- Friends and family
- Defense contractors

Visitor Experience:

- Good value
- Friendly, laid back
- Culturally diverse

Positive government and community relations

Location

Transportation hub Central to Southern California

WEAKNESSES

Visitor Experience:

- Aging infrastructure (pier, Amphitheatre and harbor)
- Pedestrian and vehicle traffic circulation

- I-5 gridlock and distance to airport
- Length and scope of Coast Highway
- Lack of shopping and other desirable
- visitor-oriented retail businesses

Perceptions:

- Homeless, vagrant, and panhandling
- Rough, seedy military town

Resident Perceptions:

- Do not appreciate value of tourism
- Anti-tourism sentiment

Leaching Economic Impact:

- Military personnel, families, and visitors
- shopping outside of Oceanside.
- Not optimizing proximity and synergy

Travel Partners; limited

Limited meeting and conference space and access to sports facilities

Lack of awareness

Loss of Conference Center - QLN

OPPORTUNITIES

Infrastructure:

- El Corazon/aquatic center/soccer stadium
 - Beach Improvements (Pier, Amphitheatre, Harbor)
- Coast Highway Vision Plan

Environment:

- Create eco-friendly programs and purpose driven travel
- Encourage visitors to leave no trace behind

Product Development

- Sport/Bike/Event Tourism
- Agritourism
- Arts Master Plan/Oceanside Cultural District

Strong Partnership with Economic Development

Action Sports Industry

Film locations

Visitor transportation opportunities

- Transportation partnerships (train)
- EV Shuttle

Expand markets

Create new TMD partners

THREATS

Beach erosion and other environmental hazards/weather

Homeless/vagrant activity

Legislation

The strength and reputation of competition

Proper funding to increase market share

Economic uncertainty

Political changes/uncertainty

Sharing economy

Saturated lodging supply

Limited group business opportunities with high leisure occupancy

Third Party Platforms

Business Development and tourism opponents

Workforce Development