

MONTEREY

MONTEREY COUNTY CONVENTION
& VISITORS BUREAU

— FY2020-21 —

Annual Report



Big Sur | Carmel-by-the-Sea | Carmel Valley | Marina | Monterey | Moss Landing
Pacific Grove | Pebble Beach | Salinas | Salinas Valley | Sand City | Seaside

SeeMonterey.com

From the CEO

A Year In The Rearview Mirror

Never has it felt so good to have a fiscal year in the rearview mirror. While FY20-21 gets smaller in that mirror, it is imperative that the challenges, solutions and lessons not to be forgotten. COVID-19 devastated the hospitality industry by bringing travel to a near stop in the beginning, only to ramp up (and down) again in fits and starts. Even now, uncertainty is rampant and travel seems to ebb and flow like the swell in Monterey Bay.

Going into the last fiscal year, MCCVB was down to nine employees from a total of 38 prior to the pandemic. The smaller team scrambled to move from our previous office into a smaller, much more affordable space. While we didn't yet know the depths of the crisis' impact, we planned for the very worst. Through all of that, not only did we hope for the best, we committed ourselves to it.

That commitment was challenged beyond the pandemic – from the destruction of the state's worst wildfire season to rainstorms that took out a large portion of Highway One, once again cutting off that vital pipeline of travel commerce. Crisis Communications has always been a part of MCCVB's repertoire, but there were new curve balls that had us engaging in projects like providing financial projections to jurisdiction partners to help guide their budget management, or finding temporary housing for critical agriculture workers. In many ways, we committed to doing more with less – and not just responsible travel promotion – just as every hospitality business and worker was forced to do through the last year.

I am proud of the MCCVB team and proud to be a part of a hospitality industry that took on multiple challenges. Any one of these crises alone would pose a significant issue, but each was layered upon the other. Our Board of Directors and the hospitality business sectors they represent, our jurisdiction partners and elected officials, our residents – all banded together in ways never before imagined. The last fiscal year gets smaller in the rearview mirror each day – but the lessons learned and the level of community collaboration achieved are things to be embraced and renewed in the years to come.



Rob O'Keefe
President & CEO

MCCVB Governance

FY2020-21 BOARD OF DIRECTORS

Officers

Kevin Ellis, Chair, Hyatt Regency Monterey
Jeroen Gerrese, Chair Elect, The Sanctuary Beach Resort
Chris Sommers, Treasurer, Monterey Plaza Hotel
John Turner, Past Chair, Intercontinental The Clement
Teri Owens, Secretary, Embassy Suites Monterey Bay Seaside

Directors

Mary Adams , Board of Supervisors 5th District	John Lloyd , Pine Inn and Tally Ho Inn
Rick Aldinger , Big Sur River Inn and Restaurant	John Narigi , WeatherTech Raceway Laguna Seca
Kimbley Craig , K. Craig Media	Amrish Patel , Centrella Inn and Green Lantern Inn
Janine Chicourrat , Portola Hotel & Spa	Bina Patel , Peninsula Hospitality Group
Sean Damery , Bernardus Lodge & Spa	Ed Smith , City of Monterey
Kirk Gafill , Nepenthe Phoenix Corporation	Tim Ryan , Pebble Beach Resorts
Mimi Hahn , Monterey Bay Aquarium	Erik Uppman , Cannery Row Company

Advisors

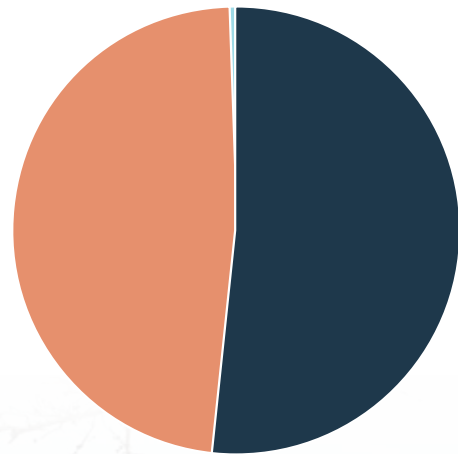
Jacquie Atchison , Arts Council for Monterey County	Matt Mogensen , City of Marina
Carol Chorbajian , CCM&E Destination Services	Doug Phillips , Monterey Conference Center
Mike Freed , Post Ranch Inn	Bobby Richards , Fly Away Cafe
Norm Groot , Monterey County Farm Bureau	Kim Stemler , MCVGA
Mike LeBarre , City of King City	Hans Uslar , City of Monterey
Stefan Lorch , Monterey Marriott	
Paula Joy MacNab , Monterey County Film Commission	

FY2020-21 Financials (unaudited)

COVID-19 took a tremendous toll on Monterey County's hospitality industry with a total loss in visitor spending of \$1.74 billion in calendar year 2020. The impact is evident in MCCVB's revenues, showing a significant decline from previous years. However, MCCVB developed a COVID-19 Impact Model to guide expenditures – week-by-week, quarter-by-quarter – allowing the team to spend judiciously, stay nimble and be prepared for the national marketing campaign launched in April 2021. MCCVB carried money over from FY 19-20 to FY 20-21, enabling additional expenditures over revenues for the year.

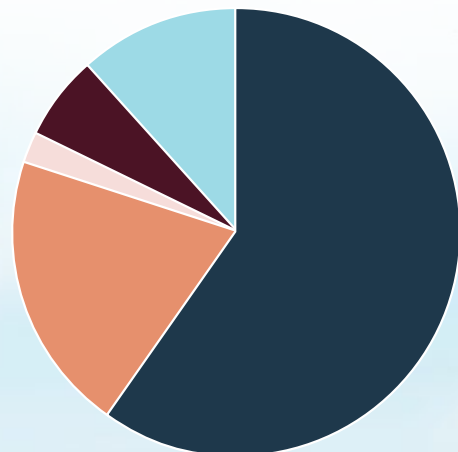
Revenues

MCTID Revenue	2,368,396
Jurisdiction Investment	2,186,581
Private Revenue	16,414
Total	\$ 4,571,391



Expenditures

Marketing Communications	3,361,578
Group Business Development	1,128,299
Administration	643,919
Visitor Services	344,236
Community Relations	124,591
Total	\$ 5,602,623



Marketing Communications

An unprecedented year called for a strategic, data-driven approach to MCCVB's marketing and communications programs. Normally, the Marketing Communications team's goal is to drive demand amongst Leisure, Group and International travelers – however at a time when travel was not allowed and uncertainty ruled the day, the team shifted focus to be an informational resource, providing clear and current communication, as well as inspiration for travel as days got brighter. The year culminated in the broad re-opening of travel in California and MCCVB's first-ever national advertising campaign in April 2021 - "Now is the Moment" – encouraging travelers to get inspired, get up and get to Monterey County (in a safe and responsible way). Even in an uncertain environment, the marketing communications program successfully drove Intent to Visit by synergizing advertising, public relations and social media to develop and distribute relevant, compelling and targeted content.



1.1 million
unique visits to
SeeMonterey.com



1.4 million
social media
engagements



539,000
business referrals
(on and offsite)



2,300
media
placements



2.6 billion
earned media
impressions



\$45.6 million
earned media
value

More than Heads in Beds...

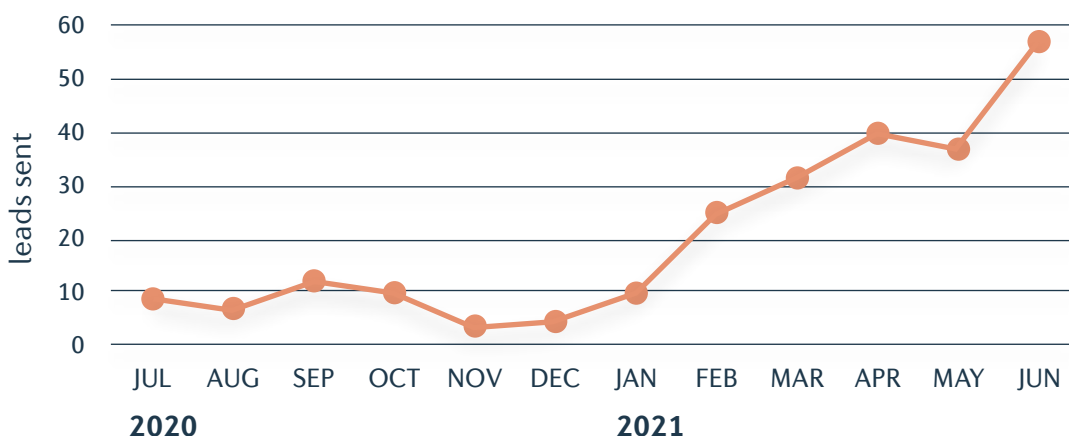
While MCCVB's primary goal is to drive overnight visitation, i.e. heads in beds, a secondary goal is to inspire visitors to **stay longer, spend more, and spread out**. A vital pathway to this is sending a potential visitor from SeeMonterey.com directly to members' "digital doorstep" – their websites. Every click to a member's website is an opportunity to reserve a room, make a dinner reservation, book a tee time and more. **In FY 20-21, more than 195,000 clicks went from SeeMonterey.com to member sites** – each an opportunity to do business.

Group Business Development

The focus of MCCVB's Group Business Development department is to generate leads that convert to booked room nights by cultivating and building relationships with meeting planners to keep Monterey County top of mind. While "business as usual" meant hardly any business at all during FY20-21, the "Biz Dev" team was unrelenting. The destination sales process was transformed – normal face-to-face interactions became virtual tradeshows, industry webinars, Zoom client events and targeted database marketing. The team acted as a trusted resource to fill in for hotel sales teams when most had to drastically reduce staff, to educate planners on destination-wide COVID-19 impacts, to assist in rebooking canceled programs to keep the business in the destination, and to encourage the booking of future business.

MCCVB provides sales and marketing support for the Monterey Conference Center (MCC). This facility is a local hub of innovation for meetings and conferences, a room generator for surrounding hotels and a compression builder for hotels throughout the city. The results MCCVB delivers for MCC are integrated into the overall report.

Lead Generation During COVID-19 (July-June)



Source: MCCVB Analytics



107,000
total room nights
leads sent



12,300
total room nights
booked



\$4.6 million
total economic
impact

Visitor Services

Visitor Engagement is an ongoing part of MCCVB's programming. Not only putting Heads in Beds, but encouraging travelers to stay longer, do more and, of course, spend more. Historically, the centerpiece of this focus is the Visitor Information Center (VIC) operated at Lake El Estero, however this facility was closed most of the year. In the years prior to COVID, the VIC was already seeing rapidly declining visitor numbers – during this period visitation dropped from thousands to hundreds. Nevertheless, the Visitor Engagement program was



very active through the Online Live Chat platform, email, and phone. Staffed inspiration tables were also available to visitors. MCCVB assisted nearly 2,300 visitors at these tables.

Community Relations

MCCVB worked closely with the community during the destination's challenges including Crisis Communications pertaining to COVID-19 closures and restrictions, wildfires, winter storms and highway closures. MCCVB collaborated with the County on programs including Housing for Harvest, Comprehensive

Economic Development Strategy and Workforce Development. It is important that we continue to build and maintain strategic relationships and have a part in developing programs and initiatives that are focused on responsibility and recovery; in a way that best benefits our community and our residents.



Main Street, Salinas

FY 2020-21 Highlights

In 2019, MCCVB celebrated record tourism spending reaching \$3.24 billion over the calendar year – a growth of 3.3% over 2018. That year, tourism was the number one industry on the Monterey Peninsula and the second largest industry in Monterey County, supporting more than 27,000 jobs and generating \$153 million in local tax revenue.

In 2020, all of the previous year's growth – and the growth of many years before that – was decimated in a matter of months. At the onset of the COVID-19 pandemic in the U.S., MCCVB quickly mobilized to model what the future of tourism in the county might look like. Short-term losses were estimated to be \$400 to \$500 million in first 90 days of the pandemic.

While forecasts heading into FY 20-21 were bleak and lows were lower than ever thought possible, there was also a handful of bright, shining moments that brought the community together building stronger bonds than ever before.



July 2020:
Responsible Travel Campaign
MCCVB worked with several jurisdictions and community organizations to develop, promote and distribute collateral for businesses to use as a tool to educate patrons on how to visit Monterey County safely and responsibly.



August 2020: **Wildfire Season**

In the face of the worst wild fire season in CA history, MCCVB developed a crisis communications program to reach residents and visitors alike, providing a streamlined platform with resources from the Monterey County Office of Emergency Services and other public safety agencies. As part of the coordinated response, Monterey County hotels offered evacuee rates that totaled more than \$1.1 million in discounted savings to provide housing alternatives for evacuees and emergency personnel.

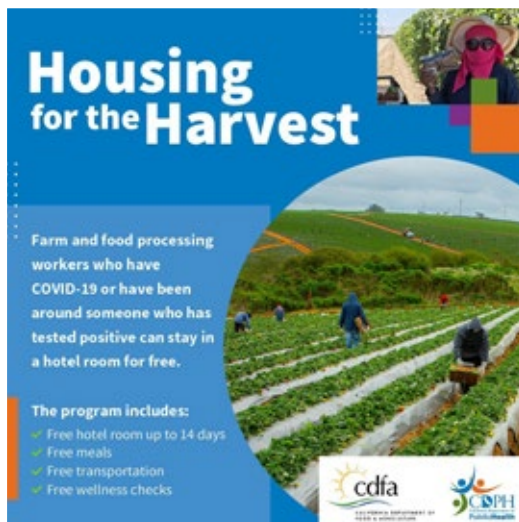
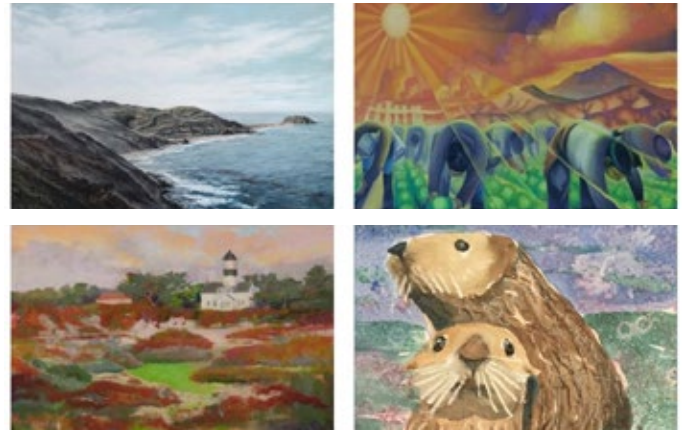


September 2020: Monterey Field Trips Campaign

As remote learning and working gained steam, MCCVB launched its fall campaign, Monterey Field Trips, in September. The campaign focused on regional drive markets, encouraging visitors to pair unique learning experiences with the scenic beauty and wildlife found in Monterey County.

October 2020: The Art of Responsibility

As part of its Responsible Travel campaign, MCCVB launched the Monterey Moments face mask contest in collaboration with the Arts Council of Monterey County. The Council commissioned four local artists to create imagery representing unique places and moments found within the destination.



December 2020: Housing for the Harvest

With the help of the MCCVB and the hotel community, Monterey County gained inclusion in the State's "Housing for Harvest" program designed to provide temporary hotel housing options for essential farm and food processing employees in need of a place to quarantine.

January 2021: Highway One Cut Off

Following a harsh wildfire season, intense winter storms caused mudslides and a partial collapse of Highway 1 in Big Sur. MCCVB mobilized its crisis communications program, reaching out to the hospitality industry, regional media partners and local emergency offices to formulate a strategy and respond to the crisis.





BOOK A TRANSFORMATION

With a legacy of inspiring innovative thinkers, Monterey County has always been a pioneer in the meetings industry. Monterey County's unique meeting spaces pair with sweeping shorelines and breathtaking valley vistas that allow attendees to:

- Confidently reconnect
- Relax, rejuvenate and refocus
- Unlock fresh new ideas

Our hospitality community is ready to welcome you back safely to our world-class destination with the highest health and safety protocols in place.

*To be eligible, groups must:

- Book between April 1, 2021 - December 30, 2021
- Actualize between April 1, 2021 - December 30, 2021
- Have a program room stay pattern between Sunday - Thursday
- Contract a minimum of 25 guest rooms
- CVB will credit \$20.00 per actualized room night to use for a hybrid meeting or an offsite event over program dates



Contact Sales@SeeMonterey.com or visit MeetInMonterey.com

*Group room credit will be provided to offset expenditures associated with hosting a Hybrid event, or an offsite event planned in the Monterey County over program booking dates. Credit to be used for Hybrid meeting expenses, transportation to offsite venue or food and beverage at offsite venue in Monterey County. Offer valid for groups utilizing 25 or more guest rooms when booking a program for between April 1, 2021 - December 30, 2021, for stays between Sunday-Thursday, subject to hotel availability. The planner must contact a MCCVB business development manager to process the lead. Valid on new business only, not applicable for tentative or previously contracted business, cannot be combined with any other offer, advanced reservations are required. Weddings or other Social events do not qualify for promotion. Payout on actualized room nights within 60 days. No refund or credit for unused services. Void where prohibited. This group promotion may end at any time.

March 2021: Group Business Ramps Up

With meeting planners growing in confidence and starting to reengage, the Business Development team took advantage of renewed interest by deploying a group booking incentive. The Book Now Promotion enticed group business back to Monterey County by offsetting the cost of a hybrid meeting or offsite event in an effort to drive bookings to hotels as well as offsite venues.

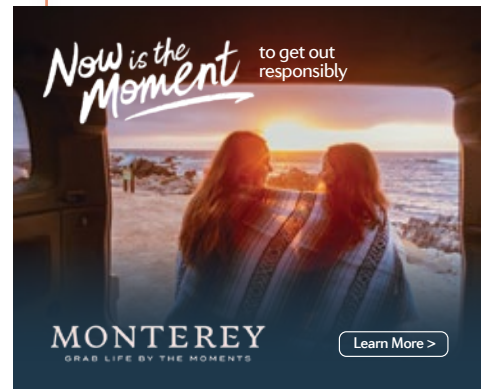


May 2021: Rebuilding the Workforce

MCCVB worked with MCHA and Monterey County's Workforce Development Board to put together a hospitality job fair to address the gaps employers were finding as they were seeking to rebuild their staff in preparation for the kick-off of the summer season and the state's reopening.

April 2021: The National Comeback Begins

After months of careful planning, consumer sentiment monitoring and intensive creative development, MCCVB launched its major Q4 travel recovery campaign and first-ever national television campaign, Now is the Moment. The campaign encouraged visitors to get up, get out and get inspired through a robust paid, owned and earned media strategy.





Fort Ord, Marina

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