

October 30, 2025

SEE MONTEREY BOARD OF DIRECTORS

SEE
MONTEREY





PUBLIC COMMENT



STAFF ANNOUNCEMENTS

New Hires



Jennifer Chiesa
Director of
Public Relations



Erin Burd
Content
Manager



Mackenzie Fisher
Marketing
Coordinator



Zeke Ramsell
Senior Business
Development
Executive
(SF Bay Area)

The Team Out & About



VOICES CARRY
CALTRAVEL SUMMIT
NORTH LAKE TAHOE
OCTOBER 6-8, 2025

IMEX
LAS VEGAS OCTOBER 7-9 2025

IMMLUX
A TRAVMEDIA EVENT
HOST CITY **Las Vegas**
IMM LUX
The Event Connecting
Luxury Brands and Media

The Team Out & About



INDIA SALES &
MEDIA MISSION

Brand USA Travel Week U.K. & Europe
2025

London, United Kingdom



NEW Chicago Flight

- ORD → MRY on United
- May 23 – August 15
- 1 x per week on Saturday
- Strong excitement from United to expand to daily over time
- Coincides with up gauge to Denver service in June (+90 seats daily)



Taylor's Midas Touch

- Taylor Swift wore a vintage Monterey Bay Aquarium t-shirt in "Life of a Showgirl" movie
- Aquarium re-released the 90's shirt and raised \$2M+ for otter conservation
- Resulted in strong nationwide media coverage
- See Monterey aligned with Aquarium to support and take advantage of the moment
- Additional activities being considered for shirt release (December)



See Monterey
Published by Sprout Social · October 16 at 12:04 PM ·
a comeback era? 🌿 This one's otterly iconic.... See more



insights

Create

California Rodeo Salinas and 2.9K others

73 comments 138 sh

Like

Comment

Share

more comments

Kim Williams

Almost 2 million raised! (So far) imagine a tiny little marine mammal bringing such light to an incredibly chaotic world

1w Like Reply Hide

58

View all 3 replies

Comment as See Monterey



Monterey County Awards

Condé Nast Traveler

20 Best Hotels in Northern California



12 Best Resorts in Northern California



25 Best Resorts in California



MCC
Bronze for Best Conference Center

See Monterey
Best DMO/CVB

BoardEffect Implementation

- BoardEffect is LIVE, have you logged in yet?
- Web based + Mobile App
- Sole source of information regarding Board & Committee meetings moving forward
- Review packet information prior to this meeting + follow along live during the meeting
- Please email us if you need your account information to be resent



SAND CITY HOTEL UPDATE



COURTYARD AND RESIDENCE INN SAND CITY MONTEREY

OUR VISION



- At the Courtyard/Residence Inn by Marriott Sand City Monterey, we envision a uniquely elevated, best-in-class dual-brand hotel experience that redefines hospitality in Monterey County.
- More than just a place to stay, our hotel is a destination in itself—offering a fresh and elevated way to experience the natural beauty, culture, and wonders of the Monterey Peninsula.
- We are committed to creating unforgettable moments for every guest through inspired design, exceptional service, and a deep connection to the stunning destination we call home.

COURTYARD SAND CITY MONTEREY



Number of Rooms

- 127

Room Categories

- Standard Room with 1 King Bed* – 85 rooms
- Standard Room with 2 Queen Beds* – 36 rooms
- 1-Bedroom Suite with 1 King Bed – 6 rooms

*Accessible rooms are available

RESIDENCE INN SAND CITY MONTEREY



Number of Rooms

- 88

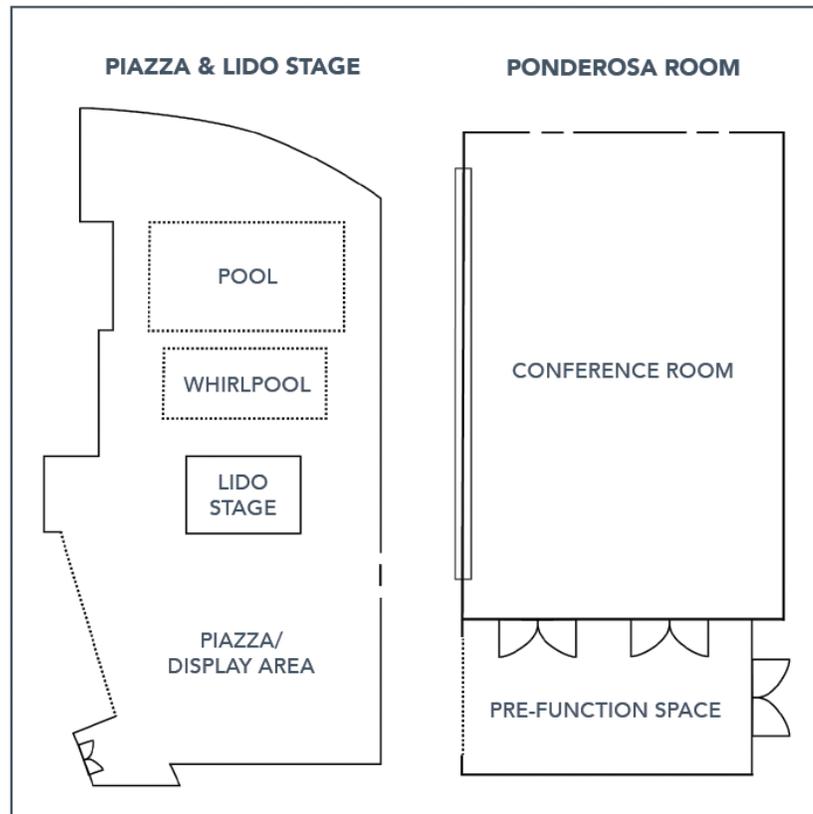
Room Categories

- Studio King with full kitchen* – 53 rooms
- 1-Bedroom Suite with 1 King Bed and full kitchen* – 9 rooms
- 1-Bedroom Suite with 2 Queen Beds and full kitchen* – 26 rooms

*Accessible rooms are available

MEETING, EVENT AND EXHIBITION SPACE

MEETINGS & EVENTS SPACE



Courtyard and Residence Inn Sand City Monterey will offer a flexible venue ideal for weddings, retreats, reunions, and social events. With versatile indoor and seasonal outdoor spaces, curated catering that highlights local flavors, and tech-enabled meeting rooms, every detail is designed to deliver a seamless and memorable experience.

The modern dual-property hotel also features dedicated showcase areas tailored for industry activations—whether in automotive, art, golf, or beyond. These dynamic spaces offer a platform for exhibitions, product reveals, and lifestyle experiences that connect, inspire, and engage.



CONSENT AGENDA

Consent Agenda

1

Minutes of the June 26, 2025 Board of Directors Meeting

Recommended Action: Approve the draft minutes as presented.

2

Results Reports

Recommended Action: Receive Q1 Department Results Reports.





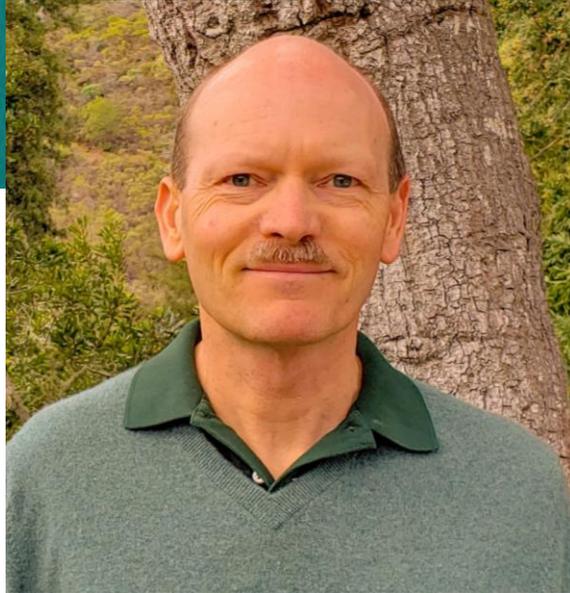
REGULAR AGENDA

REGULAR AGENDA

A. SEE MONTEREY FY2025-26 TREASURER & FINANCE COMMITTEE ELECTIONS



Changes to the Finance Committee



Kirk Gafill

Nepenthe /Phoenix Inc.

Board Treasurer

Finance Committee Chair



Chris Sommers

Monterey Plaza Hotel

Finance Committee Member



REGULAR AGENDA

B. FY2024-25 AUDITED FINANCIAL STATEMENTS AND 2024 IRS FORM 990

Financial Statement Audit Results

- ▶ A clean, unmodified opinion will be issued.
- ▶ No material internal control weaknesses were identified.
- ▶ No fraud was identified as a result of our audit procedures.
- ▶ There were no disagreements with management.
- ▶ The audit was completed in a timely manner as planned.
- ▶ Management was knowledgeable and very helpful.
- ▶ Forms 990, 990-T, 199, 109 and RRF-1 will be filed timely.

REGULAR AGENDA

C. Q1 FINANCIAL REVIEW



See Monterey
Statement of Activities Summary
For the Three Months Ending September 30, 2025

	YTD Actuals	YTD Budget	Variance	% Chg	Prior Year	Variance	% Chg	Annual Budget
Total Talent	\$755.0	800.8	-45.8	-6%	1,001.5	-246.6	-25%	3,958.8
Marketing Communications	\$1,511.1	1,964.8	-453.7	-23%	1,822.1	-311.0	-17%	5,613.7
Business Development	\$522.7	829.0	-306.3	-37%	540.1	-17.5	-3%	3,022.2
Community Relations	\$64.6	84.3	-19.7	-23%	63.4	1.1	2%	122.7
General & Administration	\$168.4	305.8	-137.4	-45%	221.4	-53.0	-24%	981.8
Total Expenses	\$3,021.7	\$3,984.6	-\$962.9	-24%	\$3,648.6	-\$626.9	-17%	\$13,699.2
Net Retained		YTD Budget	Variance	% Chg	Prior Year	Variance	% Chg	
Revenue	4,051.4	4,378.4	-326.9	-7%	3,856.9	194.6	5%	13,789.7
Expenses	3,021.7	3,984.6	-962.9	-24%	3,648.6	-626.9	-17%	13,699.2
Net Retained	\$1,029.7	\$393.8	\$636.0	162%	\$208.2	\$821.5	395%	\$90.4

REGULAR AGENDA

D. SEE MONTEREY FY2025-26 BUSINESS PLAN UPDATE



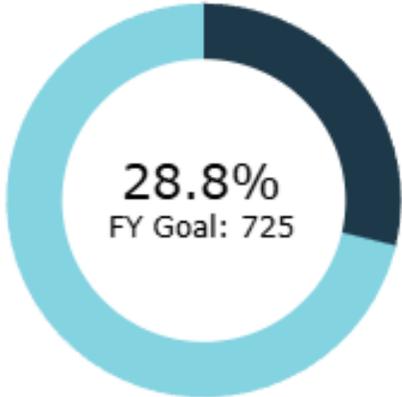


Q1 UPDATES

ORGANIZATION GOALS

FY2025-26 Q1 Results

Sales Leads



September 2025
76
+61.7% YOY

Fiscal Year-to-Date
209
+75.6% YOY

Sales Conversion



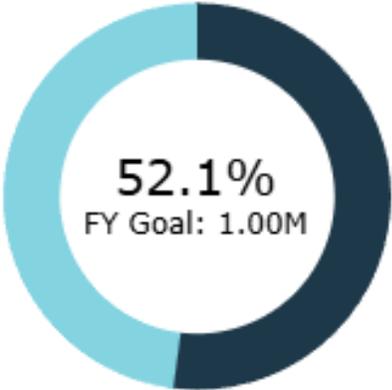
September 2025
17.1%
+703.9% YOY

Fiscal Year-to-Date
26.3%
+64.8% YOY

ORGANIZATION GOALS

FY2025-26 Q1 Results

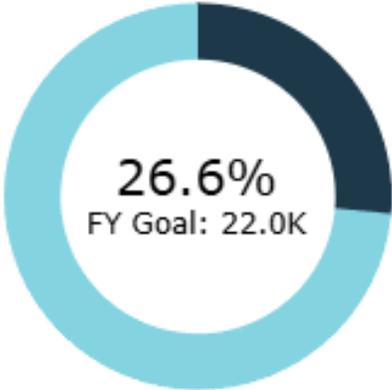
Engaged Sessions



September 2025
90,269
-16.0% YOY

Fiscal Year-to-Date
521,198
-6.0% YOY

Social Media New Followers



September 2025
1,188
+98.3% YOY

Fiscal Year-to-Date
5,843
+140.7% YOY

Marketing Communications



Car Week

- 70% of all Q1 website traffic
- 175K+ engaged sessions
- 20% increase in engagement time
- 20% more engaged sessions YOY



Another Day Promo

- Spring results: 13 hotels, \$840K economic impact
- Fall Campaign: 22 hotels, Book Oct. 1 – Dec. 31, Stay Nov. 1 – March 31
- Part of brandtailing strategy



Brand Campaign

- Sept. – Nov. w/ spots in Emmys and NFL games + full suite of digital
- Chicago: +385% YOY in website visits
- Austin: +55.8% YOY in website visits



India Media Mission

- Mumbai and New Delhi
- 120+ trade and media meetings
- Strong knowledge and enthusiasm for CA and Monterey County

MarCom KPIs

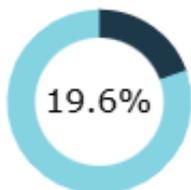
Fiscal Year-to-Date as of September 2025



Meet in Monterey Engaged Web Sessions

34.3K

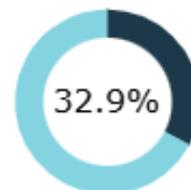
Goal: 175.0K



Referral Traffic from Earned Media/Influencers

592

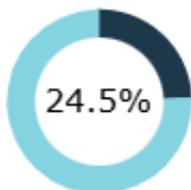
Goal: 1.8K



Website Impressions

13.2M

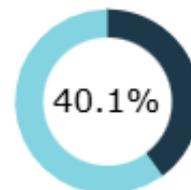
Goal: 54.0M



Earned Media Impressions

901.6M

Goal: 2.3B



Partner Site Conversions

176.0K

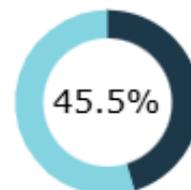
Goal: 165.0K



Media Hits in Top 125 Publications

25

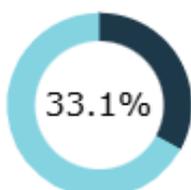
Goal: 55



Top Level Group Conversions

101

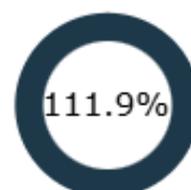
Goal: 305



Average Media Quality Score

16

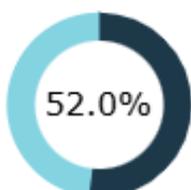
Goal: 14



Social Engagements

1.6M

Goal: 3.1M



Marketing

Metric	Goal	Q1 Stats	% To Goal
*Engaged Web Sessions	1,000,000	521,198	52%
<i>Organic Engaged Web Sessions</i>	<i>381,473 (FY24-25)</i>	<i>287,964 (FY25-26)</i>	<i>25% YoY</i>
MIM Engaged Web Sessions	175,000	34,349	20%
Website Impressions	54,000,000	13,200,000	25%
*Social Engagements	3,100,000	1,600,000	52%
<i>Organic Social Engagements</i>	<i>107,032 (FY24-25)</i>	<i>204,013 (FY25-26)</i>	<i>90% YoY</i>
Social Audience Growth	22,000	5,843	27%
*Partner Site Conversions	165,000	175,967	106%
Top Level Group Conversions	305	101	33%

****Will re-evaluate at mid-year***

Business Development Update



Showcase County for Meetings

- Cars and Culinary Concours FAM - 10
- All Things Meetings Event at Folktale - 85
- BCD The Collective Team Meeting - 17
- Maritz Sourcing Team meeting

Partnerships- Drive Sales Leads

- Maritz
- HPN
- CEMA
- Prestige

Conferences – Engage with Industry

- ASAE Annual Conference
- IMEX America
- Meetings & Incentive Worldwide
- Connect Marketplace - Sports

International Travel Trade – Stay the Course

- Virtuoso Travel Week
- VCA India Sales Mission
- Luxury Travel Advisor Event - SoCal
- BrandUSA Travel Week UK

Administration & Operations Update



Holiday Open House

- Come tour our new office in Heritage Harbor
- Thursday, December 18th from 3:00 PM-6:00 PM
- Network with other Board members and business partners

Team Summit

- December 19th facilitated by FiredUp!
- Roll out of the See Monterey Way
- Workshops focused on critical thinking, curiosity & connectivity
- Team holiday luncheon



Q2 & BEYOND

Hotel Performance: Monterey County, CA+

Occupancy 70.4% +2.7% YOY	ADR \$270.38 -0.9% YOY	RevPAR \$190.27 +1.8% YOY
--	-------------------------------------	--

YTD STR Data through September

- Monterey at 70.4% YTD (2.7%)
- San Francisco (70%) and Napa (65.5%) seeing uptick in group occupancy
- Santa Barbara (68.6%) down 10% in group occupancy

Competitive Hotel Performance

Market	Occupancy	YOY	ADR	YOY	RevPAR	YOY
San Francisco/San Mateo, CA	70.0%	+4.7%	\$224.7	+3.2%	\$157.2	+8.0%
Napa County, CA	65.5%	+2.9%	\$421.1	+0.2%	\$276.0	+3.2%
San Luis Obispo County, CA	67.2%	+1.6%	\$193.3	-0.5%	\$129.9	+1.1%
Santa Barbara/Santa Maria, CA	68.4%	-0.6%	\$255.3	+1.0%	\$174.7	+0.4%

Source: STR

Updated Travel Forecasts

- Steady but uneven recovery with CA outperforming U.S. average – a “slow growth stabilization year”
- U.S. inbound international visits projected at -6.3% in 2025; CA at -9.2%
 - Decreases driven significantly by Canada at -18% for CA
 - Some international bright spots for CA: Mexico +6.1%; Japan +4.9%; Italy +5.7%; China +2.4%; India +0.6%
- Domestic travel remains strong and is shoring up some lost international visitation
- Forecast swings highlight high sensitivity to macroeconomic and airline capacity shifts

Hotel Forecast:

Monterey County, CA+ - Total Segment Summary



	2024	2025	2026
Occupancy	66.9%	68.5%	68.3%
ADR	\$268	\$271	\$276
Rev PAR	\$179	\$186	\$189
Supply	4.57M	4.56M	4.66M
Demand	3.05M	3.13M	3.18M
Revenue	\$817.8M	\$847.9M	\$877.7M

% Change vs. Previous Year

	2024	2025	2026
Occupancy	1.1%	2.4%	-0.4%
ADR	0.4%	1.3%	1.9%
RevPAR	1.5%	3.7%	1.5%
Supply	0.8%	-0.1%	2.0%
Demand	1.9%	2.4%	1.6%
Revenue	2.3%	3.7%	3.5%

% Change vs. 2019

	2024	2025	2026
Occupancy	-7.6%	-5.3%	-5.7%
ADR	16.8%	18.3%	20.5%
RevPAR	8.0%	12.0%	13.7%
Supply	4.5%	4.4%	6.5%
Demand	-3.4%	-1.1%	0.5%
Revenue	12.8%	17.0%	21.1%

Tourism Economics Forecast May 2025

- Monterey occupancy will grow 2.4% in 2025 and be flat in 2026
- Monterey ADR will grow 1.3% in 2025 and 1.9% in 2026

Marketing Communications

Arts & Heritage Tourism

- Encourage visitation and deeper engagement with local communities
- Off the Canvas: Showcase public art as an extension of the County's natural beauty and inspiration
- Monterey 1000: Bite-sized content to celebrate and commemorate 1,000 years of Monterey County history

Regional Identities

- “Vibes” for each region to show unique characteristics while highlighting destination connectivity
- Phase 1 (fall): Website content rollout – updated destination pages with vibes incorporated
- Phase 2 (spring): Video production to highlight each region + One More content series to showcase connectivity

Super Bowl 60 & FIFA

- Use both to create broad-scale awareness for the destination among attendees
- Reviewing audience-targeted digital marketing prior to events + in-market opportunities during events
- Possible influencer activation with 49ers wives ahead of SB and tie to Hwy 1 Re-opening and FIFA

Highway 1 & New Chicago Flight

- New major activations for March and May
- Working with Central Coast partners and VCA on Hwy 1 re-opening activation – determining “how big”
 - Longest closure on record
- Partnering with Visit Carmel, MRY, United and others on flight launch
 - Grow brand presence through continued investment; some planned activities can be pivoted to focus on Chi

Business Development



Corporate Partnerships

- AMEX Interaction
- FICP Annual Conference
- SITE SoCal Holiday Event San Diego
- Prestige events – Chicago

Conferences and Industry Events

- CalSAE Seasonal Spectacular Sacramento
- Connect Marketplace
- PCMA Convening Leaders
- Religious Conference Management Assn

Sales Missions/Co-ops

- LA/OC Sales Mission
- Sacramento Sales Mission
- San Francisco Sales Mission
- Texas (Houston and Dallas) Sales Mission

International Travel Trade

- VCA Canada CEO Mission
- VCA China Sales Mission
- ILTM
- Travel Trade Campaigns and FAMs

Community Relations



Community Events

- Salinas State of the City Address
- Farm Bureau and MCHA Golf Tournaments
- MCHA Associate Appreciation

Meeting Attendance

- MCHA GAC, BSMAAC
- Bi-monthly Sync meetings with MCHA
- OMBA, Wharf Association, Chambers
- City of Monterey, Sand City, Pacific Grove

Wayfinding Sessions

- Travel Ready Session
- AI Training for Sales
- Digital Marketing Training

Member Services

- 43 new partners
- 103 partner prospects
- 300+ Listings Updates, Events and Specials
- Bi-monthly Virtual Meet-A-Members

REGULAR AGENDA

E. SEE MONTEREY EVENT STRATEGY



Event Strategy

- Make existing events work harder
 - Laguna Seca Partnership
 - Pebble Beach Food & Wine
- Attract and develop new events *when we need them*
 - Event Audit Feasibility Study
 - Industry Task Force to support and guide
- Max out mega events
 - Super Bowl connectivity to AT&T Pro AM
 - Bay Area and LA FIFA World Cup Games



Event Strategy Feasibility Study

- **Event Venue Inventory & Condition**
Evaluation of venues across categories (sports, luxury resorts, wine assets, golf, etc.)
- **Infrastructure Readiness**
Assessment of hotels, transport, parking, digital connectivity, and accessibility
- **Stakeholder & Community Engagement**
Interviews with venue operators, promoters, officials and hospitality leaders
- **Competitive Benchmarking**
Case studies and comparisons with destinations like Sonoma, Santa Barbara, Palm Springs
- **Future Event Potential and Economic Impact**
Analysis of event types Monterey can attract and projected visitor spending, jobs and tax revenue



REGULAR AGENDA

F. SEE MONTEREY AI NOTETAKING & RECORDING POLICY



Prohibition of AI Notetaking & Recording in Board/Committee Meetings

Purpose:

Protect privacy, confidentiality, and legal integrity of meetings.

Scope:

Applies to all attendees (board, committees, guests, staff) in both in-person and virtual meetings.

Policy Statement:

AI-powered tools (e.g., Otter.ai, Fireflies.ai, Read.ai) are **not permitted** for notetaking, transcription, or recording.

Non-AI recording is allowed **only** in public meetings.

Exceptions:

Must be approved in writing by the Board Chair and legal counsel, with consent from all participants.

Why this is important in California?

- **All-party consent** required by law (CIPA); AI tools may violate this.
- AI tools may misuse data, breaching CCPA privacy rules.
- Transcripts could be discoverable in legal cases, risking confidentiality.
- Board members have fiduciary duties to ensure ethical tech use.





BOARD MEMBER ANNOUNCEMENTS



GOOD OF THE
ORDER



**NEXT MEETING OF
THE BOARD
JANUARY 29, 2026
ADJOURNED**