

Annual
Report

2012-13

MONTEREY
COUNTY CONVENTION AND VISITORS BUREAU

Making Tourism Work
Harder for Monterey

Executive Summary

FY 2012-2013 was an important period of transition for Monterey County Convention and Visitors Bureau (MCCVB). The Board of Directors took a deep look inward at the organization and how to make it work harder for the local tourism industry and its stakeholders.

Last year, the MCCVB 2012-2013 Business Plan was published and it included new strategic priorities that set the foundation for a long term vision and plan to aggressively drive tourism growth in Monterey County. The plan specifically laid out goals for the 2012-2013 year that would guide MCCVB efforts and gauge our success in working towards that vision. This Annual Report summarizes the work as related to those published goals.

The key to success in destination marketing is through partnerships and collaboration with industry stakeholders and partners beyond our destination as well as within it. By sharing ideas, programs and resources, total investment in market development can be leveraged and excellence can be achieved.

The MCCVB has important sales and marketing as well as community development partnerships. We work with Visit California, Central Coast Tourism Council, California Welcome Centers, San Francisco Travel, Alaska Airlines, Monterey Regional Airport, Monterey County Hospitality Association, Historic Monterey, California State University Monterey Bay, local area Chambers of Commerce, Salinas Historical Board, Monterey County Vintners and Growers Association, Pebble Beach Company, as well as various other interest groups and individual businesses. We are also active members of regional, national and international professional associations in our sales and marketing arenas; these include AMPS, ASAE, CalSAE, GMIC, IAGTO, MPI, NTA, PCMA, SGMP, SITE, SVBTA, USTA and DMAI.

Travel spending in Monterey County in 2012 was \$2,274 million. This represents a 5.9 % increase from 2011, following a 6.4 % increase for the preceding year. Employment (21,910 jobs) also increased for the second consecutive year following the recession.

Dean Runyan Associates, 2013

Our funding jurisdictions are key partners in developing the resources and direction for effective, competitive destination marketing programming. We are committed to growing an organization of excellence and executing innovative, effective sales and marketing programs that build business for the destination.

Destination Performance Overview

Monterey County's average occupancy this year was 64.1%, continuing an increasing trend over the previous year. Competitor destinations in California, such as Napa County or Palm Springs, have higher year-to-date occupancy rates, but Monterey County's percent of change over 2012 YTD is higher than the average growth rate of the competitive set.

	Occupancy	% Change	ADR	% Change	RevPAR	% Change
2011-2012	62.8%	7.3%	\$161.52	5.1%	\$101.46	12.8%
2012-2013	64.1%	2.1%	\$166.90	3.3%	\$107.05	5.5%

MCCVB Key Performance Measures

Sales	2012-2013	GOAL	% of GOAL
Total Leads	613	785	78%
Total Lead Room Nights	223,282	240,450	93%
Conversion Rate	24%	29%	84%
Total Definite Room Nights	54,179	69,730	78%
Destination Services	65%	60%	109%
Marketing & Communications	2012-2013	GOAL	% of GOAL
Website Visitation	1,010,556	1,258,652	80%
Earned Media	\$44,807,477	\$30,000,000	149%
Facebook (<i>fans</i>)	38,587	23,500	164%
Twitter (<i>followers</i>)	8,712	5,971	146%
Website/CMS System	2012-2013	GOAL	% of GOAL
Website Impressions	3,878,846	4,300,000	90%
Time on Site (<i>in minutes</i>)	3:12	3:30	92%
Visitor Database	21,315	23,500	91%
Membership	2012-2013	GOAL	% of GOAL
Retention Rate	85%	80%	106%
New Members	85	85	100%
Visitor Services	2012-2013	GOAL	% of GOAL
Visitor Referrals/Inquiries	122,049	115,570	106%
Visitor Services Influence Index	41%	New	N/A

July 2012 to June 2013 Highlights and Accomplishments

An assortment of changes was accomplished this past year to position MCCVB for future growth, including wholesale re-establishment of governance and transparency along with a revised budget management process. It was the first full year during which the organization had an established new vision and published goals. While restructuring inwards, the corporation still made great strides in a variety of areas. In fact, never before has Monterey had so much publicity attention; never before have so many been talking about the Monterey experience.

Awards, Accolades and Notable Media Attention

Monterey County was awarded a number of designations as a destination over the past year. Most notably were the wine and golf accolades by internationally recognized associations:

- Wine Enthusiast Magazine named Monterey County as one of the **10 Best Wine Travel Destinations** in the world for 2013; the only destination chosen from California.
- The global trade association of the golf tourism industry, International Association of Golf Tour Operators (IAGTO), awarded Monterey County as the **2013 Top North American Golf Destination**.
- SeeMonterey.com was a **2012 Gold Award Winner** in the destination website category from the North American Travel Journalists Association (NATJA).
- Earned media skyrocketed this past year with recognition by Bon Appétit, Travel + Leisure, Condé Nast Traveler, Brides and Town & Country magazines, as well as the TODAY Show, PBS, Forbes.com and others.
- Social Media was working overtime for the destination as well, especially during events such as the AT&T Pebble Beach National Pro-Am, when the celebrities told the world why they love experiencing Monterey, captured in video vignettes and shared by our followers.

New Partnerships

In addition to continuing to strengthen our relationships with regional, national and international professional associations, the MCCVB searched, vetted and began new partnerships with some key vendors and providers in order to improve efficiency in our work and the services we offer to our clients in the next year.

- Public Relations: Parasol Marketing (www.parasolmarketing.com)
- Advertising: Cramer-Krasselt (www.c-k.com)
- Publications: Madden Media (www.maddenmedia.com)
- Website Advertising: Destination Travel Network (www.destinationtravelnetwork.com)
- Housing Bureau System: MeetingMax (www.meetingmax.cc)

Destination Marketing Association International (DMAI) Accreditation Completion

A cornerstone to the administration plan this past year was to attain the “gold standard” of destination marketing organizations (DMOs): DMAI Accreditation. MCCVB worked through the meticulous application process and at the end of the fiscal year was awarded with the qualification to pursue the coming years with confidence. The Destination Marketing Accreditation Program is a major stepping stone for three critical reasons:

- It acknowledges that MCCVB adheres to a higher level of standards, procedures and values for established for DMOs.
- It ensures our Board and stakeholders of the industry’s highest level of operational integrity and accountability.
- It signifies to the many corporations, meeting planners, brand partners and others we seek to do business with that Monterey County is among the best and most select DMOs in the world.

Brand Development

A brand is a promise and the expectation of a specific feeling that our guests will experience when they visit Monterey. MCCVB went through an exhaustive brand discovery process this year that includes speaking to past and prospective visitors, meeting planners and stakeholders to define the brand identity for Monterey County. The brand identity will be the basis for a new integrated marketing communications campaign launched in Fall 2013.

Summary Statement

This year has been a time of reorganization and foundation building. MCCVB is now prepared to look forward to future years and the goals set ahead, with confidence and stable footing. We appreciate the partnership, support and financial investment of our regional governments and members; without which we would not have been able to make these necessary adjustments. It remains our commitment to inspire the world to experience our extraordinary destination and to drive business growth through compelling marketing and targeted sales initiatives that maximize the benefits of tourism to our guests and members.

Monterey County Convention & Visitors Bureau

FY 2012-13

Annual Report

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2012-2013 BOARD OF DIRECTORS

Officers:

Kirk Gafill, Chair*

Business Owner
Nepenthe

Mike Oprish, Secretary*

General Manager
Bernardus Lodge

Lisa Dias, Vice Chair*

General Manager
Mirabel Hotel & Restaurant Group

Randy Venard, Treasurer*

General Manager
Inns of Monterey

John Lloyd, Past Chair*

General Manager
Pine Inn

Tammy Blount*

President / CEO
MCCVB

Board Members:

Blair Robinson

Director of Sales & Events
Monterey Bay Aquarium

Janine Chicourrat*

General Manager
Portola Hotel & Spa

Bob Buescher

General Manager
Carmel Mission Inn

John Turner

General Manager
InterContinental The Clement Monterey

Bob Cowdrey

General Manager
Monterey Conference Center

Joy Anderson

Director of Public Relations
Mariposa Inn & Suites

Carol Chorbajian

Business Owner
CCM&E

Lisa Cotter*

VP, Marketing
Pebble Beach Company

Colleen Bailey

Executive Director
National Steinbeck Center

Mairead Hennessy

General Manager
Asilomar Conference Grounds

Dan Priano

General Manager
Post Ranch Inn

Marietta Bain*

Business Owner
Fandango Restaurant

Dave Potter
County Supervisor, 5th District
Monterey County Board of Supervisors

Patrick Sheridan
General Manager
Beach Resort Monterey

Frank Sollecito
Council Member
City of Monterey

Gill Campbell
Chief Executive Officer
Mazda Raceway Laguna Seca

Harvey Dadwal
President
Five Rivers Hospitality

***Executive Committee Member**

Advisors:

Candy Myers-Owen
Economic Development Commission
City of Marina

Daniel Dawson
City Manager
City of Del Rey Oaks

Kimbley Craig
Council Member
City of Salinas

Mike Zimmerman
Chief Operating Officer
Cannery Row Company

Prashant Mora
General Manager
Holiday Inn Express & Suites Salinas

Rene Boskoff *
General Manager
Monterey Marriott Hotel

Steve McNally
General Manager
Hyatt Regency Monterey Hotel & Spa
Hyatt Carmel Highlands

Jackie Behrick
Manager
Skydive Monterey Bay

Todd Kruper
Council Member
City of Sand City

Tom Frutchey
City Manager
City of Pacific Grove

Tom Greer
General Manager
Monterey Peninsula Airport District

MARKETING & COMMUNICATIONS

Marketing the destination is the centerpiece of the overall MCCVB mission. Marketing is essentially telling a compelling story about Monterey County to inspire our target audience to choose our destination for their vacation, getaway, conference or meeting. The focus of the communications effort is to showcase the wealth of compelling content Monterey County encompasses that will inspire and motivate travel to our destination. In particular, the purpose is to generate coverage and exposure beyond what our budgets allow for advertising.

New Partnerships

The Marketing & Communications department worked diligently to secure the right line up of strategic partners this past year:

Public Relations: Parasol Marketing (www.parasolmarketing.com)

Advertising: Cramer-Krasselt (www.c-k.com)

Publications: Madden Media (www.maddenmedia.com)

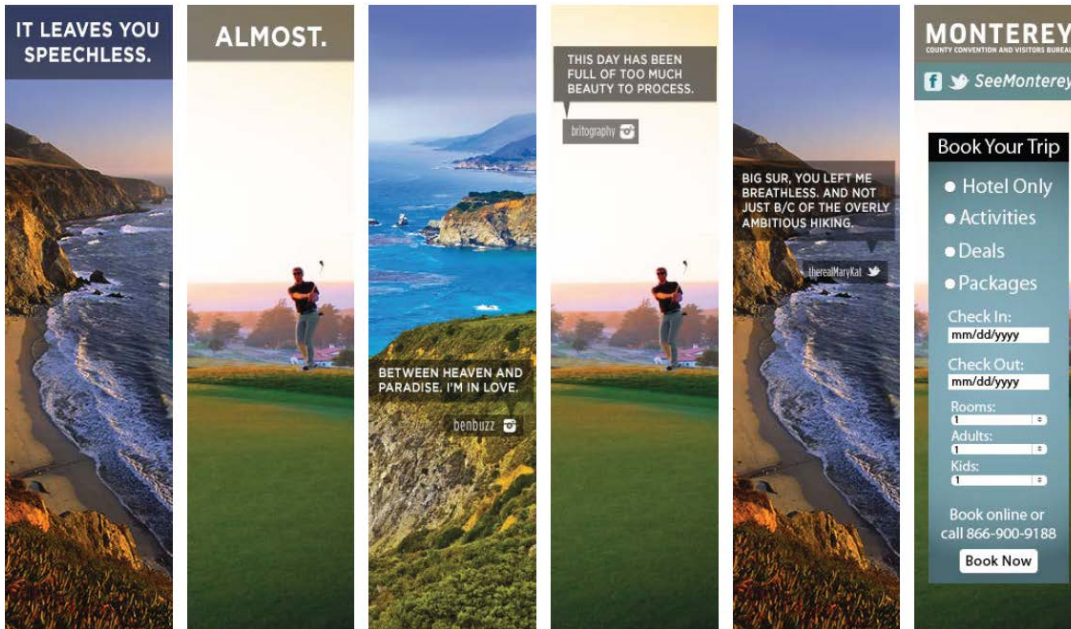
Website Advertising: Destination Travel Network (www.destinationtravelnetwork.com)



Advertisements & Special Promotions

Throughout the year MCCVB advertised via digital banner ads for the leisure market on sites like TripAdvisor and Virtual Tourist and print ads in core/direct fly markets. Digital group ads were placed on LinkedIn and print ads appeared in publications like Meeting Mentor, Forum Magazine and Smart Meetings.

The Fall "Chatter" advertising campaign came to an end in December 2012. Print ads were placed in the California Visitors Guide and the San Francisco Chronicle. Digital banners ads were featured on TripAdvisor, Travelocity, SF Gate, LA Times and dedicated emails with Weekend Sherpa, Travelocity and AAA Via.



The "More Monterey" promotion launched the first week of February and ran through the end of March. It included a sweepstakes with six distinct vacation/getaway experiences found in Monterey County: "Family Fun", "Action & Adventure", "Food & Wine", "Epic & Scenic", "Golf & Spa" and "Art & History."

The results:

- 10,304 total entries
- Web traffic was up by 64% during the promotional period
- Database increased in size by 24%
- Facebook fans increased by 51%, Twitter followers by 49%
- Facebook engagement increased by 159%
- 9,481 total clicks, retweets and replies on promoted Tweets

MCCVB partnered with the Monterey Regional Airport and launched a promotion with Alaska Airlines promoting their direct air service from San Diego. The goal was to raise awareness with residents of San Diego that a getaway to Monterey is only a short flight away. The "Win a Trip a Day to Monterey" promotion ran for one week (May 13-17) through radio, TV, digital and social media channels. Every day we gave away an inclusive trip to Monterey with roundtrip airfare provided by Alaska Airlines, two night hotel stay and two passes to the Monterey Bay Aquarium. There were over 3,200 entries and 1,600 opt-ins to the monthly eNewsletter.



Local Media Personality and MCCVB Membership Manager, David Marzetti was out in the field during the AT&T Pebble Beach National Pro-Am and scored some epic interviews with the celebrities. The endorsements were shared through all of MCCVB's social media channels and provided some fantastic content for future marketing.

Brand Development

MCCVB has conducted extensive brand development research in the past year to better understand our customers and our region's brand identity, by utilizing surveys, focus groups and other research methods. The research helped MCCVB to discover the core brand truth, to package and promote it, and to ensure stakeholders understand and are a part of what is being "promised" in our marketing communication programs. Fall 2013 will bring the launch of an overarching Monterey brand campaign designed to showcase the destination in a new and emotionally compelling perspective.



**I think it's the most beautiful place on earth...
I always have.**

Chris O'Donnell, 2013

**It's a sublime place, really.
It's just a magical, magical place...
It really changes your spirit. I find when I come
here, my spirit changes.**

Andy Garcia, 2013

Website & Online Media

SeeMonterey.com is the dynamic vehicle providing compelling information that allows potential visitors to commit to a trip to Monterey. The strategic goal for this department is to increase online reach and to deliver a high level of quality content to potential visitors. Over 1 million people visited the MCCVB website in 2012-2013.

In September, MCCVB launched a mobile site which received over 43,000 visits. We also moved our blog to seemonterey.com and added Google Translate to the site which allows web content to be translated in over 50 different languages.



The North American Travel Journalists Association (NATJA) named MCCVB one of only four Grand Prize Winners for its outstanding excellence as a participating DMO and gave SeeMonterey.com the Gold level award for the 2012 NATJA Awards Competition in the "Destination Website" category.



The MCCVB submitted and won a slot as an "8th Wonder of the World" on VirtualTourist.com for McWay Falls in Big Sur. Promotions through social media encouraged residents and visitors alike to vote for the falls.

Communications & Public Relations

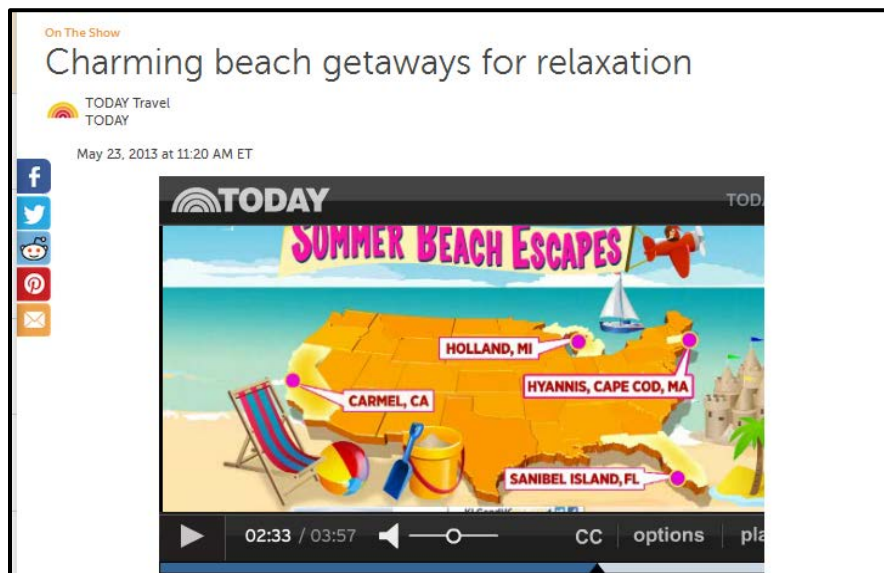
Many publications and media channels featured attractions, attributes and destinations within Monterey County this past year, resulting in a total of over \$44,800,000 in earned media. The Marketing & Communications Department achieved 149% of the published goal for earned media by pitching stories, assisting journalists with information requests and hosting media familiarization trips:

- Representatives of Skyward Magazine
- Representatives of The Boston Herald
- Geraldine Campbell, New York Magazine
- Lauren Leonardi, About.com
- Craig Outhier, Phoenix Magazine
- Erin Roth, Where Magazine SF
- Kelly Carter, AOL Pawnation
- Liz Laing, CBS LA online
- Ewan Cameron, Evening Express (UK)
- Todd Wessell, Journal and Topics Newspapers
- Ann Abel, Forbes.com
- Julien Amado and Enguerrand Lebec, Moto Revue
- Colleen Kelly, Family Travel with Colleen Kelly on PBS
- And others

Monterey County was featured on Resolution Getaway with Elizabeth Mayhew which was responsible for 840 airings resulting in over 170 million impressions and an ad value of \$3,727,865.

In mid-June the MCCVB hosted a crew from NBC4 in Los Angeles for a "Road Trippin" segment during which Jessica Vilchis highlighted activities, lodging and dining within the area. The 90-second segment ran on NBC4 with additional digital advertisements on www.NBCLA.com.

Monterey County was featured on the TODAY Show in May for "Charming Beach Getaways". The coverage netted 4,359,000 broadcast media impressions and 9,452,552 online media impressions.



Preview Magazine traveled to Monterey County to highlight it as the destination that started the sustainable food trend in their July 2013 issue. The article focuses on everything that is sustainable in the region; from the Portola Hotel and Spa to Earthbound Farms, this article gives an inside look at going “green” in Monterey.

CBS Los Angeles produced a Getaway Guide article on a Romantic Road Trip to Big Sur in April. This coverage reached 582,684 unique visitors and equaled \$244,727 in earned media value.

Wine Enthusiast's designation of Monterey County as a Top Ten Wine Travel Destination surpassed nine million dollars in advertising equivalency.

The MCCVB brought a taste of Monterey County to New York and created an intimate epicurean experience for a collection of the top media editors and writers from New York. "Pacific to Plate" was the theme for a four course luncheon hosted by the MCCVB and created by a collection of our destination's top culinary talent including Chef John Cox from Post Ranch Inn, Chef Ted Walters from Passionfish, Chef Tim Woods from Carmel Valley Ranch and Sommelier Ted Glennon from 1833.



The goal of the program was to generate interest in Monterey County with high-profile publications that attended including Bon Appétit, Food & Wine, Travel + Leisure, Conde Nast Traveler, Brides, Town & Country and more. The luncheon was hosted in the private dining room at one of New York's top restaurants, Marea, but just as we brought our chefs, the chefs brought all the ingredients which were locally sourced in Monterey County and told the story of the destination and the dishes they prepared.

This event served as a great conversation starter spurring ongoing communication, a number of journalist visits and media FAM trips. So far, two CNN Eatocracy articles were written by *Food & Wine* correspondents whom had been introduced through Pacific to Plate, resulting in 289,359 media impressions and a PR value of \$26,040 and Departures also published an article entitled "Wine Tasting in Monterey County, California" that resulted in 4,473,485 media impressions, yielding a PR value of \$533,481.

**Assisted 1,748 journalists with information requests
throughout the year**

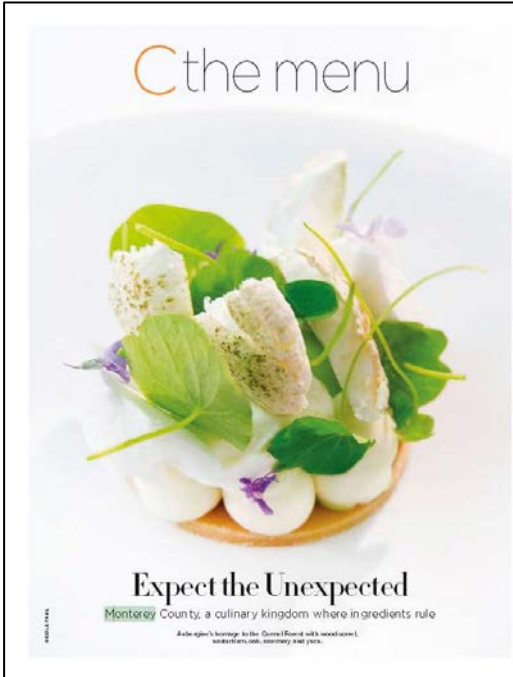
Total Media Impressions for 2012-2013:

3,092,192,589

Total Advertising Equivalent:

\$43,455,127

Monterey County featured in C Magazine, COAST and Alaska Airlines Magazines:



Cthe menu

Expect the Unexpected

Monterey County, a culinary kingdom where ingredients rule

Andie's place brings to the Carmel Boardwalk with wood-fired seafood and wine. Monterey and more.



historic LOVE

DINING, DRINKING, DOTING IN CARMEL-BY-SEA

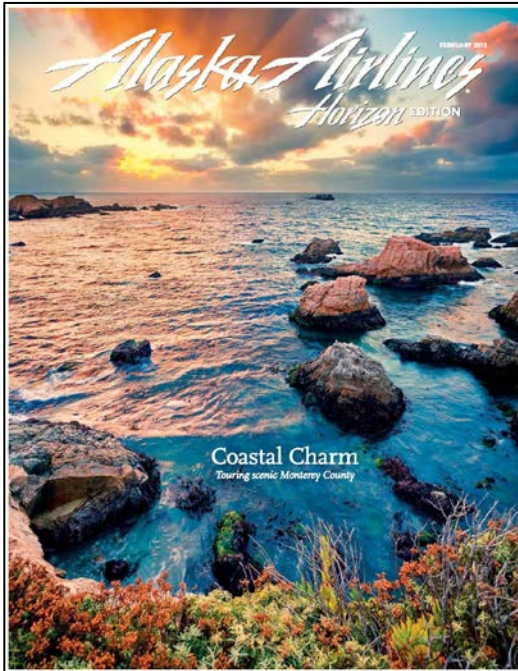
BY SUSAN SEGAL

I f you ask her, Gael Gallagher will be happy to show you her city-council-issued permit that allows her to wear high heels on the cobblestone streets of the tiny town of Carmel-by-the-Sea. She will also happily point out that technically, until you too go to City Hall and sign a waiver, if you visit your Marlin restaurant in the city center, you will be in violation of local law. Gallagher, professional tour guide and walking encyclopedia of Carmel lore, will be quick to add that even the highest-heeled tourists have never actually been cited — the ordinance is merely one of the many idiosyncrasies of this town famous for its beautiful settings, fine accommodations and quirky individuality.

Consider this: In the 1980s, a superstar actor built his dream home on the coastline of this town as involved in preserving its old-world village architecture, ambiance and artistic individuality (although it was founded in 1905) that it has no address, parking meters or street lights. When faced with another of Carmel's eccentric ordinances, this one having nothing to do with the public streets for fear of sticky puddles, and other less-than-business-friendly rules, the stars for mayor and wife, causing the city council to have to move its meetings to a larger venue for the two years of his term so that everyone who suddenly is fascinated by local politics can see Dirty Harry out the town.

Chet Eastwood's famous abode in Carmel's mayor is long over, but the town retains the charm and individualism that have been attracting visitors for over 100 years. We may be the first visitors to Carmel who have not done one bit of shopping, hot for lack of interest in the charming shops and plentiful art galleries that line the main street — it's simply that we were too busy eating. And drinking. Who knew a town half the size of DC could have so much good food and wine?

In search of something a little out-of-the-way for a romantic getaway, my Significant Other and I took the beautiful drive up the coast highway to La Playa Carmel, Carmel's 100-plus-year-old historic hotel, which has just reopened after a \$15 million restoration. With dramatic views of the Pacific from 1,000 rooms that have every modern amenity yet maintain the



Alaska Airlines Horizon EDITION

Coastal Charm

Touring scenic Monterey County



Sampling Monterey County's bounty

by David Acosta

On sunny peninsula, glancing in the late-afternoon sunshine, catch my attention is a small, though the Old Monterey Farmers Market on Alameda Street in Old Monterey. The 3.5-block alfresco market — which takes place every Tuesday starting at 4 p.m. — is filled with produce, flowers and more. I buy one of the mild, sweet penzanceas and bite into it as I would an apple. A Papa, it's in season each fall, and tastes like a slightly spicy fresh pear, living up to its inclusion in the genus *Diospyros*, whose name is derived from Greek words often translated as "olive food."

The sheer variety of produce at this market in the heart of downtown Monterey is remarkable. I see ripe apples, brussels sprouts, leeks, wild mushrooms, very cauliflower and ribwort's edwards. There are stacks of garlic, baby kale and romaine lettuce, rows of purple eggplant, enormous artichokes, vibrant green artichokes, and crisp, perennials with crows that make me think of Christmas tree bulb ornaments.

The market offers a taste of the bounty of Monterey County, a resource and recreation-rich area in California's central coast, where more than 200 crops are grown each year. The county's fertile soil, water resources and climate — cool and foggy on

FEBRUARY 2015 ALASKA AIRLINES | HORIZON EDITION 21

GROUP SALES & SERVICES

The sales team has had a busy year filled with industry trade shows, client events and sales calls while in market. There were many successes and accomplishments to celebrate. Throughout the year MCCVB welcomed new talent to the department, working towards building a solid team of talented individuals with the credentials and the right skills for the job. In addition to continuing the hunt for group leads and booking room nights, the team worked together on developing its menu of conference services and its opportunities in sports, entertainment and leisure business.

Highlights

MCCVB began using a new tool in 2012-2013 which measures the impact of conferences and meetings that have taken place in the destination; in addition it can be used to estimate the value of an event that one of the Sales Executives might be prospecting. The DMAI Event Impact Calculator calculates an event's return on investment in local taxes through an analysis based on city-specific data.

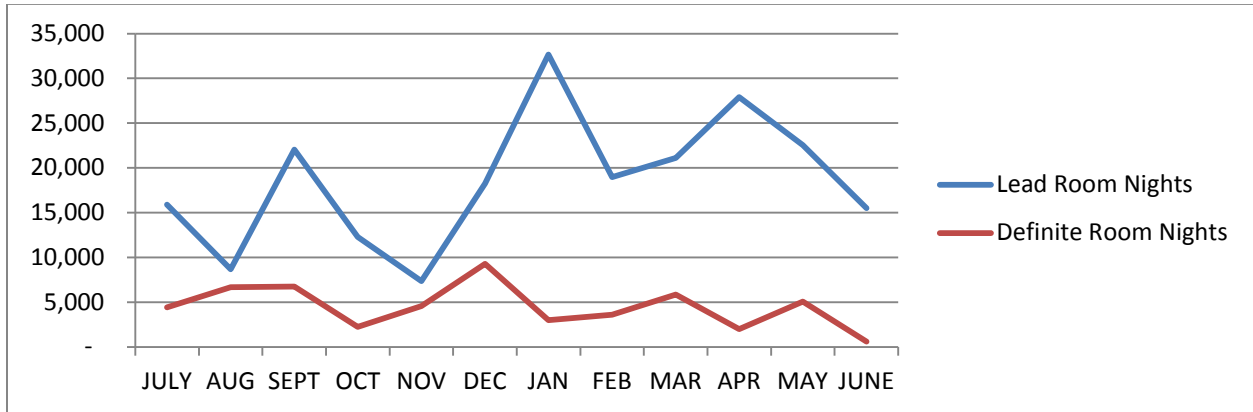
The sales team also began a new partnership with an online conference housing service partner, MeetingMax. An online housing system basically provides a platform for clients to manage room blocks at multiple hotels and this new system enables more flexibility for our clients than the previous service.



Jerry Diaz, Sales Executive, received the Tomorrow's Leader Award for the year 2012-13 from Meeting Professionals International, Northern California Chapter.

Monthly Scores

The Group Sales team generated 613 leads on pieces of business this past year, equaling 223,282 lead room nights. From those leads there was a 24% conversion rate and 54,179 room nights were booked.



Industry Events and Tradeshows

Trade Shows & Client Events

- Connect Marketplace, New Orleans, LA
- IMEX America, Las Vegas
- MPI-NCC Tradeshaw, Moscone West, San Francisco
- Society of Government Meeting Professionals Sacramento and San Francisco Bay Area Chapter
- Annual Joint Education Conference and Tradeshaw, Sacramento, CA
- DC Client Event and regional sales calls, Washington DC
- DMAI Foundation Dinner and Destinations Showcase trade show, Washington DC
- San Francisco Client Event, San Francisco
- Silicon Valley Client Event, San Jose
- MPI - MPI SoCal EdCon & Expo 2013 and Client Event, San Diego
- Sacramento Client Event, Sacramento
- Destinations Showcase Chicago, Chicago
- GMIC NCC Spring Fling and regional sales calls, San Francisco
- MPINCC Annual Gala and regional sales calls, San Francisco
- PowWow, Las Vegas, NV
- MPISSN Gala and regional (Sacramento/San Francisco) sales calls
- IAGTO Conference, Marco Island, FL

Non Co-Op Events

- Client Event, Washington DC (Partnering with SF Travel Assn.)
- Teams Sports Conference, Detroit, MI
- AMPS golf tournament, Waldorf, Maryland
- Regional sales calls with SF Travel & San Mateo/Silicon Valley CVB, New York City
- Successful Meetings Destination California, Newport Beach

- MPINCC Professional Education and regional sales calls
- CalSAE Educational Luncheon, Berkeley, CA
- MPI Orange County Gala & Regional Sales Calls, Anaheim
- AIBTM and regional sales calls, Chicago
- Collaborate Marketplace, Denver, CO
- ASAE Springtime golf tournament, Landsdowne, VA
- California Cup Golf Invitational with Visit California, Santa Barbara

Sponsorships

- Site Classic, Aspen, CO
- Site Classic, Beijing, China
- Sapphire Sponsor: CalSAE ELEVATE Conference, San Francisco
- SDMPI Gala (Wine Sponsor for Gala), San Diego

Other Industry Events

- Site SoCal Annual Installation dinner, Hollywood, CA
- AMPS monthly meeting, Washington DC
- Association Trends luncheon, The Capital Hilton, Washington DC
- PCMA Capital Chapter Mix-N-Bowl, Bethesda, MD
- MPI Orange County Spring Fundraiser Event, Anaheim
- SITE NCC Education Program, San Francisco
- PCMA Capital Chapter monthly meeting, Alexandria, VA
- Monthly AMPS meeting, Washington DC
- CalSAE ELEVATE Conference, San Francisco
- SITE SoCal Meet the Gurus of the Incentive & Meetings Industry – Santa Monica
- PCMA NCC North By Southwest! Regional Education Conference, San Francisco
- SITE SoCal Education Luncheon/Panel –Carlsbad
- Site Northern California Chapter Networking Event, San Francisco



Customer Advisory Board

A Customer Advisory Board (CAB) is a group of existing and potential clients who MCCVB brings to the destination annually to provide advice to the community and local suppliers on conditions in the market and ways that Monterey's sales, marketing, products and services can be improved. The members of the Board rotate to ensure consistently fresh ideas and a variety of perspectives.

This year's CAB was held in March at the Sunset Center in Carmel-by-the-Sea. Specific subjects during the meetings this year included the value proposition of the MCCVB, the branding of the destination, a new direction for the official Meeting Planner Guide, the impending renovation of the Monterey Conference Center and the potential for small boutique "city-wide" meetings in Carmel-by-the-Sea.

In the meetings, Board members shared views on trends and the future of the MICE (Meetings, Incentive, Conferences and Exhibitions) industry to the MCCVB and local stakeholders. A condensed compilation of some of those discussions looks like this:

- Overall outlook for the MICE industry is good. People still want to meet face-to-face.
- Pure incentive is back, which means more potential business for Monterey.
- Technology infrastructure is critical. They mentioned the high costs and the need for bandwidth and knowledgeable assistance. For some, free Wi-Fi is becoming the price of entry.
- Strategic Meetings Management Program (SMMP) changes the way a customer does business. It also changes what a DMO offers in their services and how they package it.
- When discussing MCCVB's value proposition, they described the relationship between our team and meeting planners, placing the most emphasis on the services that we offer. This insight instigated a change of focus in the Group Sales and Services Department for the new fiscal year.



MEMBERSHIP

In 2012-2013, MCCVB recruited 85 new members and celebrated a retention rate of 85%, reaching and exceeding the published goals for the year.

Three member orientations were hosted throughout the year. These well-attended events features members going from office to office to get their "passports" stamped by MCCVB staff, while learning how best to leverage their own particular membership. It has proven to be a successful way for the staff to get to know the members better and vice versa.

Another great learning opportunity is the Meet a Member series, which began this past year and is held every other Monday at 9:30am. It is a chance for MCCVB Members to get in front of our entire staff and talk about their business; what they can do for our visitors and what the MCCVB can do to help grow their business.

The MCCVB conducted regional staff familiarization trips so our team can be well-acquainted with all the activities that customers, guests and visitors can experience during their visit to Monterey County.



"I attend the Member Orientations produced by the CVB because each time I go I learn something new about my membership!"

*-Barbara Thomas,
Marketing Director,
Princess Monterey Whale Watching*

"It was great to be able to have some one on one time with your staff to ask questions and learn more about how we can work together for our mutual success! We're excited about utilizing all the resources MCCVB has to offer us. I look forward to future events!"

*- Kalina McKinney
Special Events, Restaurant 1833*

- August – Pacific Grove
- September – Carmel-by-the-Sea
- October - Salinas
- November – Big Sur
- December – Carmel Valley
- February – Munras Avenue
- March – Moss Landing
- April- Seaside, Sand City and Del Rey Oaks
- May – Pebble Beach

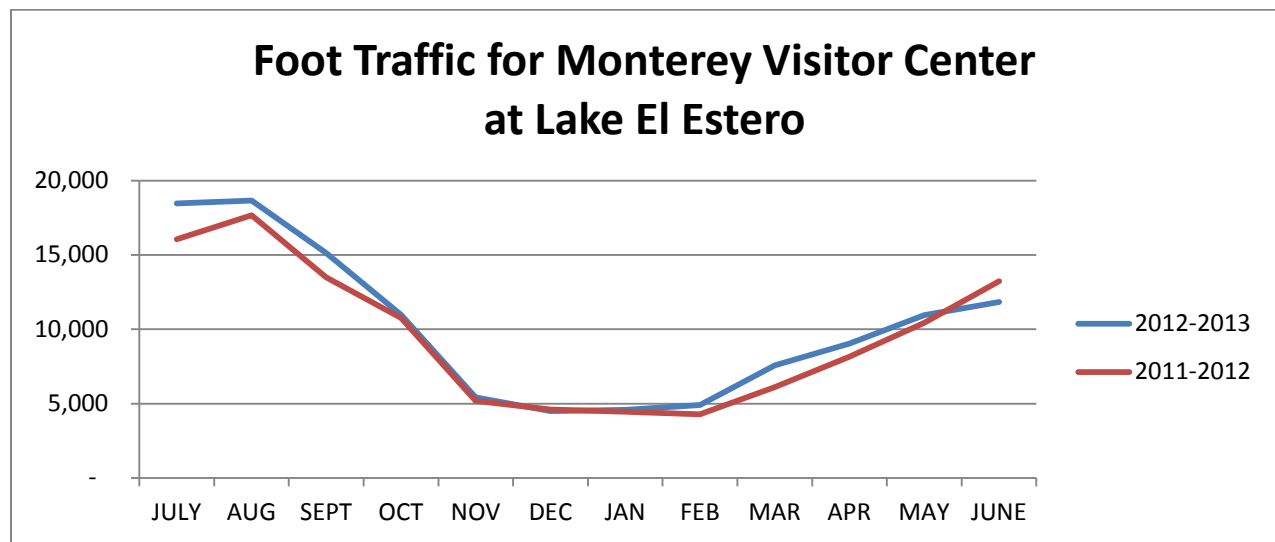
VISITOR SERVICES

Our Visitor Information Specialists at the Monterey Visitors Center put a face, some conversation and smile behind the allure of Monterey County tourism. More importantly, they focus on creating upselling opportunities to turn day-trippers into overnight guests and encouraging overnighters to extend their stay.

The measured goal of 2012-2013 to increase visitor referrals/inquiries was surpassed with over 122,000 total visitors at the center. That is a 7% growth over 2011-2012.

122,049 Visitors
at Lake El Estero Visitors Center in 2012-2013

The busiest month was August with 18,657 visitors. Independence Day 2012 was the busiest day of the year with 760 visitors, followed closely by August 11 with 734 visitors. Almost 7,300 reservation phone calls were made from the lodging room at the Visitors Center throughout the year.



During National Travel & Tourism week, May 4-12, 2013, the Visitor Center was open 8am to 6pm for all hospitality workers and locals to stop by, take a tour and enjoy some refreshments. The MCCVB "Tourism Matters" reception was held Tuesday, May 7, 2013 to celebrate and thank all hospitality employees who help to make our area a welcoming tourist destination.

Survey says...

**81,963 incremental room nights
generated by the Visitors Center,
equaling \$13,523,974 in economic impact**



"Wondered about historic walking tours" Picked up lots of brochures. Here for 20 nights. Thanks a lot!"

-Gail from Loveland, CO

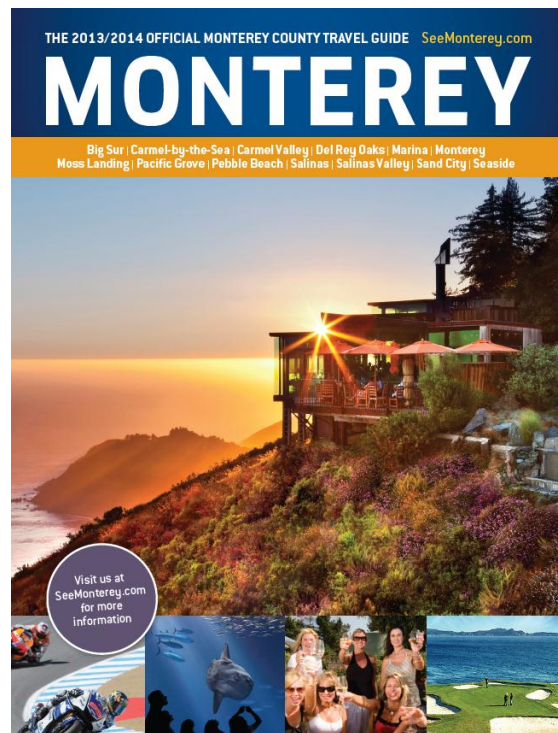
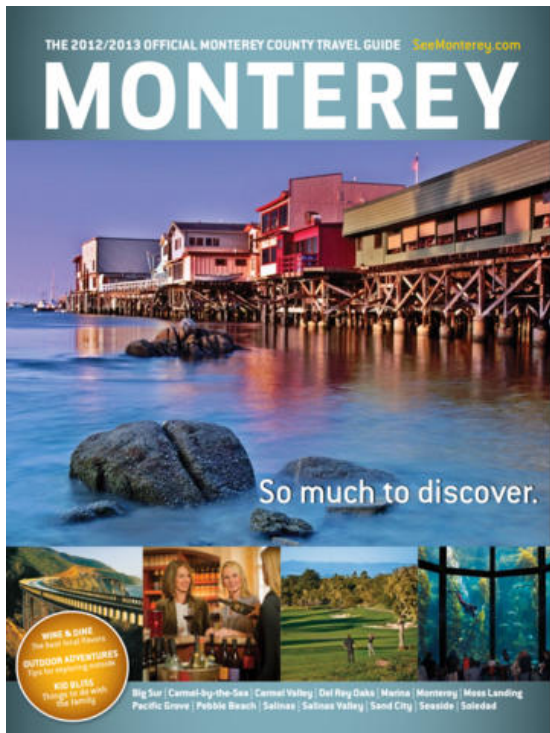
"Personnel have been very friendly and helpful. They gave us good information about the area and lodging."

-Lily from Mendo, CA

"Extremely helpful, friendly and capable. Provided excellent info and suggestions."

-Lloyd from Vancouver, Canada

All 146,000 copies of the 2012-2013 Official Monterey County Travel Guides were distributed. Additionally, it was viewed digitally 21,119 times on SeeMonterey.com and 7,850 visitors to the site requested for a physical copy to be sent to them. The new 2013-2014 Official Monterey County Travel Guide was published and distribution began in February 2-13.



ADMINISTRATION

From cloud-based network systems to the physical office space, the processes and management structure behind the operation of the MCCVB has been reorganized and updated this past year. A new partnership was formed with the local agency, TPO Human Resources Management, which helped to streamline HR processes and establish standardized policies. MCCVB partnered with Avaunt Technologies, Inc. for its IT services and support resulting in dramatically increased network accessibility, improved data security and records retention and the highest level of productivity experience for MCCVB team members. Payroll service, telecommunications and office equipment leases were changed with the move to a new office space, recognizing significant cost savings, increased efficiencies and new options for in-house production.

Accreditation

By completing a meticulous application process, MCCVB was approved to join an elite group of DMOs who have satisfied the rigorous standards set forth by the professional destination marketing community. The accreditation credential is valid for four years beginning July 2013. The Destination Marketing Accreditation Program is a major stepping stone for the MCCVB and is important for three critical reasons:

- 1) It establishes a higher level of standards, procedures and values for MCCVB as a Destination Marketing Organization
- 2) It ensures our Board and stakeholders of the industry's highest level of operational integrity and accountability, and
- 3) It signified to the many corporations, meeting planners, brand partners and others we seek to do business with that Monterey County is among the best and most select DMOs in the world.



Year End Financials

REVENUE	
Jurisdiction Investment	\$ 2,072,692.00
Monterey County	\$826,737
City of Monterey	\$878,529
City of Carmel-by-the-Sea	\$119,235
City of Pacific Grove	\$102,250
City of Seaside	\$56,350
City of Salinas	\$45,179
City of Marina	\$42,412
Sand City	\$2,000
TID/HID	\$ 3,618,615.48
Private Revenue	\$ 311,035.21
TOTAL REVENUE	\$ 6,002,342.69

EXPENSES	
Marketing	\$ 1,936,298.82
Communications	\$ 403,650.67
Web + CMS Systems	\$ 142,417.27
Sales	\$ 1,387,323.60
Membership	\$ 79,708.36
Visitor Services	\$ 365,349.95
Administration	\$ 837,702.10
TOTAL EXPENSES	\$ 5,152,450.77

These are the figures reported prior to the year-end audit and may be adjusted.

JURISDICTION BREAKOUTS

The Monterey County Convention & Visitors Bureau works in collaboration with Monterey County (including Big Sur, Carmel Valley, Del Rey Oaks, Moss Landing, Pebble Beach, Salinas Valley and Sand City) and the cities of Monterey, Carmel-by-the-Sea, Pacific Grove, Salinas, Seaside and Marina. This regional partnership enables all jurisdictions to collectively benefit from leveraged resources and assets, creating broader appeal, reach and effect than any one jurisdiction would be able to do on their own. This regional approach is important to our customers, to the individual businesses within our county and to the success of tourism in Monterey County.

