

SEE
MONTEREY

MONTEREY
COUNTY
TOURISM

2030
ROADMAP



THE TOURISM ECONOMY IS A TEAM SPORT



As we approach 2030, we recognize that predicting Monterey County's future is challenging. That's why we've developed the Monterey County Tourism 2030 Roadmap (MCT 2030) to adapt our previous Strategic Plan, reflecting the rapid changes we've seen. Instead of reacting to the future, we've involved our community in shaping it.

We start with a strong foundation: Monterey County's renowned sights, stories, and experiences, which attracted 4.5 million visitors last year generated \$3 billion in economic impact. Over the length of this roadmap, tourism will drive more than \$18 billion more. These dollars drive economic vitality which in turn supports and improves quality of life for our communities and residents.

Maximizing the potential of our tourism economy depends on unprecedented community collaboration. Monterey County has more stories to tell and places to highlight. See Monterey's role is to share these experiences while preserving what makes our region unique. We'll reach our full potential as a tourism destination only through partnerships and effective communication supporting shared goals for a better Monterey County. While we adapt to inevitable changes, our collective expertise and determination will lead us toward a thriving future.

The MCT 2030 Roadmap will be our guide to navigating this evolving landscape.

Rob O'Keefe
President & CEO, See Monterey



A STRATEGY BUILT ON COLLABORATION

The outlook for Monterey County tourism through 2030 presents both a wealth of opportunities and significant challenges. To effectively address these and harness tourism's potential to enhance economic vitality and quality of life, a collaborative, destination-wide approach will be essential to the success of the MCT 2030 Roadmap.

See Monterey works in close partnership with the Monterey County Hospitality Association (MCHA) and many other organizations, including ten jurisdictions, to foster tourism growth for the benefit of businesses and communities across the County.

The See Monterey brand is rooted in a destination that is Naturally Connected. This is more than just a marketing campaign. This positioning speaks to the interconnectedness of the destination with the people and industries it encompasses. While See Monterey can directly influence some things, tackling others is dependent on the efforts of MCHA, local governments, governmental agencies, and other partners.

A key insight from community feedback in 2022 was that See Monterey should act as both a catalyst and a connector, facilitating and coordinating managed growth. While See Monterey should not always lead discussions, it is crucial to be involved in relevant conversations.



SEE MONTEREY BOARD ADVISORS



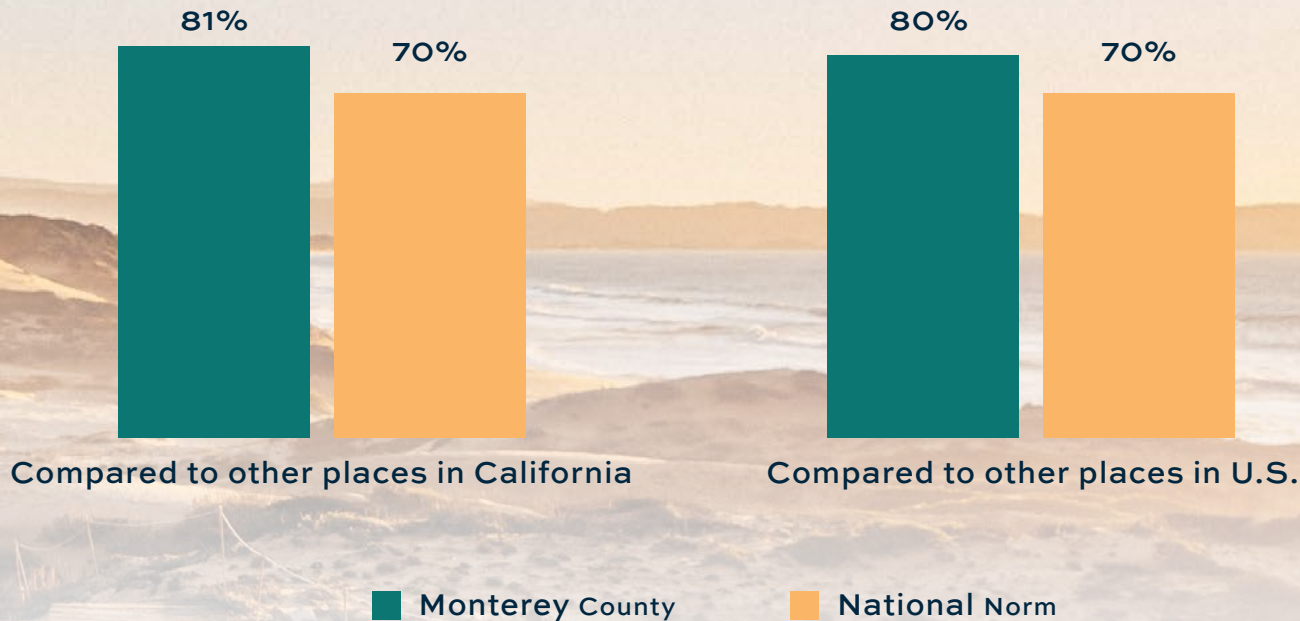
THE PATH TOWARD 2030

In the past two years, Monterey County tourism has experienced significant changes. Plans are now in place to increase the current supply of 12,000 hotel rooms by about 1,000 in the coming years, with new accommodations developed from the peninsula to Seaside and Salinas. The Monterey Regional Airport (MRY) is set to unveil a new five-gate terminal, enhancing the passenger experience and supporting the case for more nonstop flights.

The 10-year reauthorization of the Monterey County Tourism Improvement District (MCTID) in 2023 is generating additional funding to support a managed growth strategy for destination marketing. This, combined with ongoing investments from 10 jurisdiction partners, is crucial for sustaining economic vitality and benefiting local communities.

Additionally, the rebranding to See Monterey and the new brand position, “Find Your Way Here,” are designed to boost local awareness and drive visitor demand, inviting travelers to explore and find inspiration in Monterey County.

QUALITY OF LIFE COMPARISONS



SMARInsights 2024 Visitor Profile Study

OUTSIDE FORCES

The Monterey County tourism economy faces several external influences. These include disruptions from Silicon Valley, challenges in San Francisco, interruptions along Highway 1, and climate change. Like many places in California and the U.S., Monterey County is addressing issues related to transportation, workforce development, and housing.

Visitation numbers have not yet returned to pre-pandemic levels, largely due to the slow recovery of international and business travel. The strong dollar makes U.S. destinations more expensive, and corporate cutbacks continue to impact business travel.

Nationally, the travel sector is growing more slowly, with notable differences across segments. Air and cruise passenger numbers are rising, hotel demand has stabilized just below 2019 levels, and RevPAR growth remains slow. There is optimism about business travel recovery, and the leisure and luxury markets are expanding.

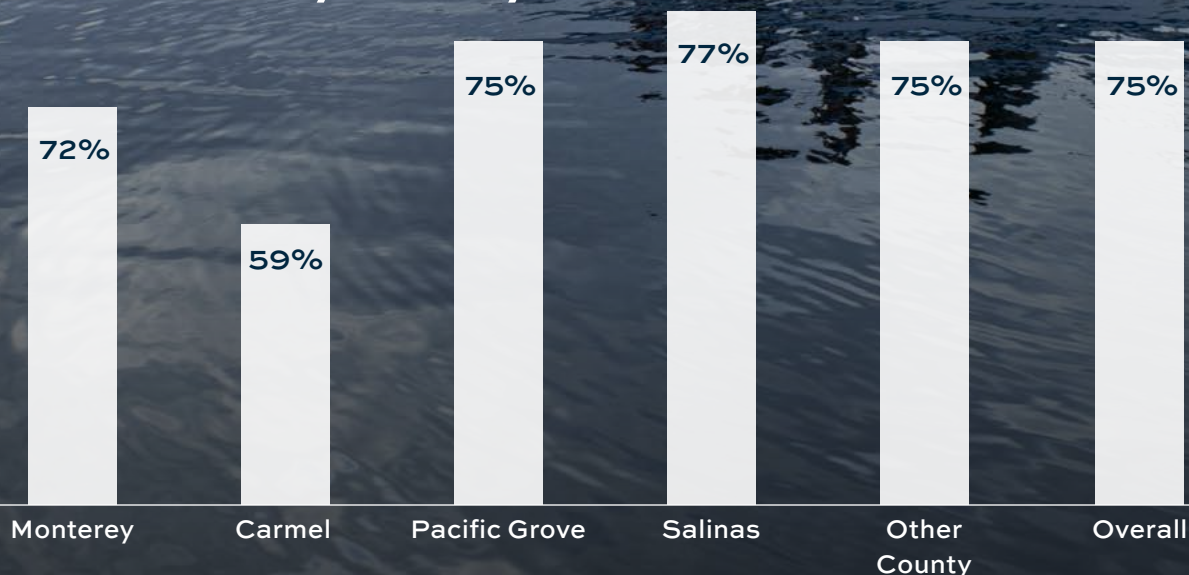


THE LOCAL PERSPECTIVE

See Monterey's 2024 Resident Sentiment Study reveals that most residents recognize the importance of tourism for the local economy and support tourism promotion more than Californians elsewhere. Nearly 80% believe the local quality of life surpasses other parts of California or the U.S., and they are committed to preserving it. Top priorities include maintaining local quality of life, addressing housing needs, and improving transportation. There is a strong preference for attracting environmentally conscious visitors.

Tourism industry stakeholders, particularly from the 10 jurisdictions supporting See Monterey, contributed to this roadmap. In 2021, See Monterey expanded free member benefits to all hospitality businesses within these jurisdictions, growing membership to 1,200. During a June input session, stakeholders envisioned Monterey County in 2030 as an authentic, multi-dimensional, inclusive, and engaging destination.

Perception of importance of tourism for Monterey County



SMARInsights 2024 Visitor Profile Study

WHERE THE ROADMAP LEADS

Regardless of how local, regional, or national trends may shift in the next few years, MCT 2030 is designed for flexibility and to achieve a singular goal: **to maximize the long-term viability of Monterey County's tourism economy.**

This roadmap also sets a two-stage journey. It aims to regain ground held before the pandemic. Then, with the opening of more lodging properties and a revitalized airport, attention will shift to managed growth, primarily by attracting valued visitors and stimulating them to visit at less-busy times and in less-visited places. With more in-depth insight than ever before into what visitors are seeking and what residents want from their tourism economy, See Monterey is well equipped to achieve new strategic directions.



OUR WAY

To achieve the desired results, every roadmap needs a vision, and every organization needs a mission. These guiding statements were created in collaboration with the community and industry stakeholders.

VISION

A thriving tourism economy
that enriches Monterey
County's economic vitality and
quality of life.

MISSION

To generate community prosperity
for Monterey County through the
responsible promotion and growth
of the tourism economy.

VALUES

ACCOUNTABILITY

AGILITY

COLLABORATION

CONNECTIVITY

INCLUSIVITY

SUSTAINABILITY

OUR GUIDEPOSTS

These principles and values were developed for the 2022 Strategic Plan and remain relevant today.

GUIDING PRINCIPLES

See Monterey's efforts to advance Monterey County as a destination and strengthen the tourism economy and hospitality community must:

Promote an inspiring, memorable, and life-enriching visitor experience.

Enhance quality of life by increasing economic vitality throughout the County.

Consistently engage the community to build understanding of tourism, exchange insights, and maintain productive collaborations with local governments.

Encourage collaboration with community partners to create a shared vision for sustainable growth.

Provide guidance on ways both visitors and locals can engage responsibly with the natural environment.

Welcome all in ways that respect and reflect Monterey County's unique history, land and culture.

Demonstrate fiscal responsibility in driving results for investing members and partners.

THE PATH TOWARD 2030 TOP PRIORITIES

Ongoing community research since 2022 points to three clear priorities for MCT 2030.

1 ENHANCE QUALITY OF PLACE

“Quality of place” goes beyond just quality of life, addressing both the appeal of the destination and the experiences that captivate visitors. It’s about promoting the spectacular beauty and unique offerings of Monterey County, creating a seamless connection between the desires of travelers and the needs of residents. Improving quality of place leads to a virtuous cycle: a better living environment enhances the visitor experience, while tourism investments boost local quality of life. Essentially, a great place to live is a great place to visit, and the billions spent by visitors further enrich the community, making Monterey County an ever more exceptional destination and place to live.

2 STIMULATE ECONOMIC DEVELOPMENT

Tourism is a key economic driver for Monterey County, ranking second only to agriculture countywide and as the top industry on the peninsula. According to the 2023 Dean Runyan Travel Impacts Study, travelers contributed \$177 million in taxes, supporting community services such as parks, roads, first responders, and libraries. Between 2024 and 2030, tourism-generated taxes will amount to more than a billion dollars. The tourism sector employs nearly 27,000 residents whose spending further stimulates the local economy through purchases of cars, groceries, healthcare, and other goods and services. New hotels coming online will generate construction jobs and drive demand for more wholesale and retail supplies and services. Stimulating a healthy tourism economy will be vital to building economic success for the entire County.

3 SUPPORT MANAGED GROWTH

The 2022 Strategic Plan emphasized encouraging visitors to stay “one more night” rather than just increasing the number of visitors. With Monterey County’s hospitality sector now expanding, future success hinges on both attracting more visitors and extending their stays. Attracting the most valued visitors and balancing tourism with community development is crucial, including managing transportation, infrastructure, housing, and workforce development. Prioritizing community needs ensures that tourism growth enhances rather than disrupts local life.

THE PATH TOWARD 2030 OPPORTUNITIES AND BARRIERS FOR GROWTH

Rollercoaster travel patterns from the global pandemic, while highly disruptive to business models and projections, also sparked a remarkable increase in community collaboration. Building upon this positive outcome will be essential for the next phase of Monterey County tourism development, especially to accelerate recovery past 2019 performance as rapidly as possible.

Good solutions will require thoughtful planning, consideration of multiple, interconnected factors, and finding a sustainable balance between travelers' expectations and residents' priorities. A fine example lies in how the Transportation Agency of Monterey County (TAMC) is considering the potential impacts of climate change for rail development serving commuters and travelers alike. Issues such as rail service, along with others, transcend the demands of a tourism economy but are directly connected to its long-term success.



“Good solutions will require thoughtful planning, consideration of multiple, interconnected factors, and finding a sustainable balance between travelers’ expectations and residents’ priorities.”

THE PATH TOWARD 2030 OPPORTUNITIES AND BARRIERS FOR GROWTH

CHALLENGE	FUTURE OPPORTUNITIES
FLIGHT ACCESSIBILITY	A modern new terminal for MRY will create more capacity for nonstop flights, improve passenger experience, and help retain existing air service.
TRANSPORTATION	A comprehensive transportation plan can mitigate congestion and create better travel options, whether through expansion of the MST Trolley or long-term projects such as SURF! and more rail service development.
HIGHWAY 1/BIG SUR	Ongoing collaboration with Big Sur Chamber, Big Sur Multi-Agency Advisory Council (BSMAAC), Community Association of Big Sur (CABS), Caltrans and others is crucial to preserve a major asset and the area's tourism economy.
RESPONSIBLE TRAVEL	Promoting responsible and sustainable travel is vital to protect the quality of the Monterey County experience and for a managed growth strategy.
CRISIS MANAGEMENT	See Monterey can foster trust with residents and visitors by building preparedness to activate and connect the hospitality sector and locals with resources and information on when, where, and how to travel during times of crisis or natural disaster.
EVENT DEVELOPMENT	Creating or attracting new destination-driving events can be an effective way to bring high-spending visitors to high-need periods.
HOUSING	More new developments like the Dunes Promenade in Marina and Campus Town in Seaside can create win-wins. They offer opportunities for housing and include plans for new hotels as part of their master plans.
PRODUCT DEVELOPMENT	Identifying opportunities for new hotels, attractions, restaurants and other experiences in lesser-visited areas of the County can grow offerings for visitors, disperse them, and generate new economic activity.
WORKFORCE DEVELOPMENT	To support new hotel growth and preserve high levels of service, it will be essential to create a shared focus around building the local workforce.

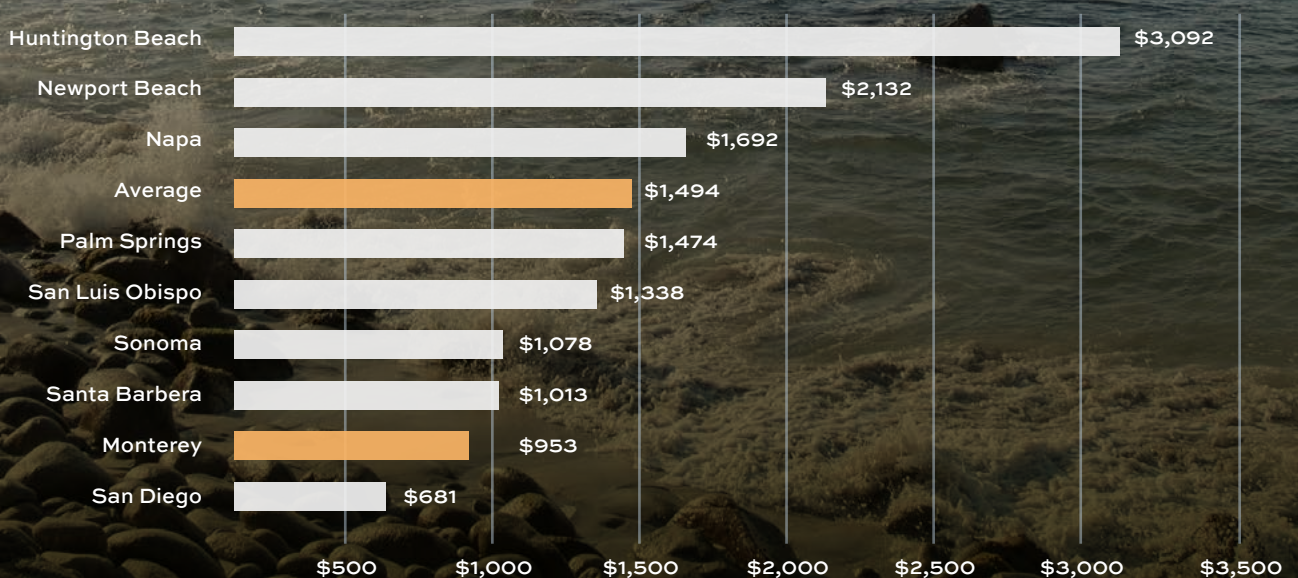
THE PATH TOWARDS 2030 COMPETITION

Monterey County is not the only visitor destination preparing for the future. Competition for high quality visitors is fiercer than ever before, and Monterey County directly competes with top destinations in California.

MONTEREY COUNTY COMPETITIVE SET

LEISURE, INTERNATIONAL, LUXURY AND SMALL GROUPS	ALL SEGMENTS PLUS LARGE GROUPS
NAPA VALLEY	SAN DIEGO
SONOMA COUNTY	SAN JOSE
SANTA BARBARA	PALM SPRINGS
SAN LUIS OBISPO	SAN FRANCISCO
NEWPORT BEACH	ANAHEIM
LAKE TAHOE	

DMO BUDGET PER ROOM



PULSE CHECK

RESIDENT AND VISITOR RESEARCH FINDINGS

MCT 2030 builds upon extensive community and industry engagement conducted as part of the 2022 Strategic Plan process. It also draws fresh inspiration from new research led by national tourism research firm SMARInsights (SMARI) on behalf of See Monterey. This work includes both a Visitor Profile Study and a Resident Sentiment Study. Important insights also have been drawn from the MCT 2030 Task Force and forums facilitated by Better Destinations in June 2024 with tourism industry stakeholders and members of the Monterey County community.

With all this research and input, See Monterey has sharper insight than ever on what travelers want, what residents need, and how the hospitality industry can help fulfill both interests. At the center of this proposition is managed growth that creates wins for all.

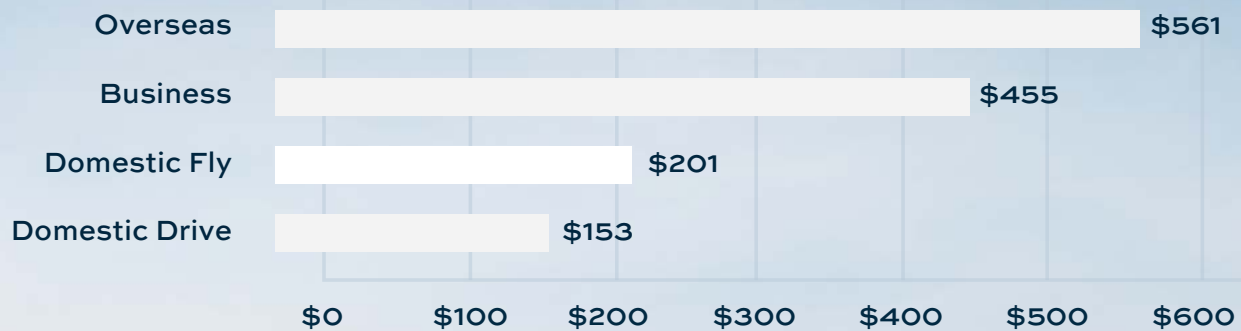


PULSE CHECK

2024 VISITOR PROFILE STUDY

To develop a year-round perspective of traveler characteristics, SMARI gathered input from Monterey County visitors between July 2023 and June 2024. These findings were augmented by responses in a national travel survey database from people who reported visiting Monterey County, for 4,710 total respondents.

SPENDING PER NIGHT BY ORIGIN MARKET



KEY FINDINGS

- Visitors are motivated to come to Monterey County for its scenic beauty and abundance of natural resources. While shopping, dining and outdoor recreation are high on the list of things they enjoyed while visiting, **it is the beauty and power of nature that compelled them to visit.**
- About 70% of Monterey County's visitors are from California while the rest arrive either from nearby states, domestic fly markets, or from places outside the U.S. **International visitors account for 7%** of the County's visitation, and they are the highest spenders.
- Overall, 59% of visitors made Monterey County their sole destination, with 37% making the County part of a Northern or Coastal California trip. **Those visiting during a longer trip tend to spend just as much** as those who are visiting only Monterey County.
- Visitors are highly satisfied with their experience. About 70% are repeat visitors, and **99% say they are likely to return in the next three years.** This means that attracting new visitors is a solid long-term investment.
- Overall, 78% of visitors used paid overnight accommodations. **Even many of those who came to visit friends and relatives**, about 64%, used paid lodging for at least part of their trip.
- Special event travelers are the most likely to come from out of state and to visit at times other than summer. **They also tend to stay longer than other domestic leisure visitors.** Creating new off-season events can be a productive way to fill rooms during slow times while generating more happenings for locals to enjoy as well.

PULSE CHECK

2024 RESIDENT SENTIMENT STUDY

In spring 2024, SMARI conducted a Resident Sentiment Survey to solicit opinions, ideas, and suggestions for the destination's tourism economy. The results underscored broad support for tourism as a crucial economic driver for Monterey County, while also highlighting key challenges and opportunities for managing tourism growth in the coming years.

KEY FINDINGS

- Across the County, **71% of residents recognize that tourism is important for their economy.** In every community surveyed, a large majority acknowledges tourism's significance for businesses and jobs. Overall, 56% say it is important to promote tourism, reflecting greater backing than in other parts of California.
- **Nearly 80% of residents, well above the national norm, believe the local quality of life in Monterey County is superior** to other parts of California or the U.S. Maintaining this quality is a top priority.
- Residents support attracting visitors who respect the environment and practice sustainable tourism, as well as initiatives that encourage longer stays and higher spending. **Residents are eager for See Monterey to attract responsible travelers.**
- Residents **highly value effective communication during crises and expect continuous improvement in collaboration** between tourism, hospitality, local governments, community leaders, and emergency agencies.
- Perceptions about the volume of tourists vary significantly by season. While summer is seen as a time with too many tourists, about **26% of residents believe there are too few visitors during winter.** Residents also want to see travelers more spread out through the entire county.
- While recognizing the importance of tourism, residents are **concerned about impacts on infrastructure, transportation, and housing.**

PULSE CHECK

EMERGING THEMES: WHAT TRAVELERS WANT, WHAT RESIDENTS NEED

Taken together, the Resident Sentiment and Visitor Profile studies offer vital insights for a managed growth strategy for tourism. The core principle remains: A great place to live is also a great place to visit, with visitors playing a vital role in sustaining local quality of life. Balancing travelers' desires with residents' expectations is essential. The studies point to the following emerging themes and opportunities for achieving that balance.

THEME 1: Safeguard What Makes Monterey County Extraordinary.

VISITORS are drawn to Monterey County for its stunning scenic beauty, diverse natural assets and wildlife, and its soothing and peaceful surroundings. **RESIDENTS** choose to live here for the same reasons.

OPPORTUNITY: Ensuring that these unique attributes remain intact amidst expansion will maintain the quality and appeal of this special place for both visitors and residents.

THEME 2: Grow the Tourism Economy by Prioritizing Valued Visitors.

RESIDENTS prefer to build the tourism economy by attracting travelers who stay longer and spend more. They also value visitors who share respect for natural resources and what makes Monterey County unique. Long-haul and international **VISITORS** stay longer and spend more. Although these two traveler segments are less familiar with Monterey County, they show significant interest once they learn more.

OPPORTUNITY: Supporting the County's expanding hospitality sector requires increased marketing investment to reach new domestic and international markets. This aligns with resident desires by focusing on attracting valued travelers and educating visitors on minimizing their impact. Achieving these outcomes will be crucial for fostering a thriving tourism economy while maintaining quality of place.

THEME 3: Create More Balance in the Ebbs and Flows of Tourism.

RESIDENTS recognize the value of tourism for the local economy but do not want it to diminish their own lifestyle. Many acknowledge that visitation is slow at certain times and in certain places. A wide range of **VISITORS** enjoy Monterey County, and some are more likely to come at less-busy times and leave a greater economic impact. They tend to visit what they know about.

OPPORTUNITY: To manage growth of the County's second-largest economic sector in keeping with resident priorities, the County can attract more visitors at slower times and create or promote experiences in less-visited places.

THEME 4: Support New Attractions and Amenities That Appeal to Both Residents and Visitors.

RESIDENTS and **VISITORS** alike value the County's diverse attractions, dining options, shopping, outdoor experiences, and events. These amenities enhance local quality of life and are a major reason why nearly all visitors can't wait to repeat the experience.

OPPORTUNITY: A key tenet of managed growth is to continually improve and expand tourism experiences in ways that align with the interests of both residents and visitors.

THEME 5: Enhance Transportation and Infrastructure to Improve the Experience for All.

Traffic congestion and infrastructure issues are top complaints for **RESIDENTS** and negatively impact their perception of tourism. These challenges, often seasonal and localized, affect local quality of life. As Monterey County attracts more long-haul and international **VISITORS**, the demand for efficient transportation options will increase.

OPPORTUNITY: Developing and expanding transportation options can improve accessibility and reduce congestion. Enhancing links to other locations and facilitating easier movement within the County benefits both visitors and locals.

THEME 6: Disperse Visitors Throughout the County for Sustainable Growth.

RESIDENTS in areas with fewer tourism amenities often feel their quality of life is lower compared with more visited locations. They may experience frustration due to a lack of economic activity or amenities. Meanwhile, the County's abundance of repeat **VISITORS** seeks diverse and new experiences.

OPPORTUNITY: Developing and promoting new amenities and attractions across the County can help distribute visitation more evenly. This approach not only boosts local economies but also enhances quality of life by bringing economic benefits to less-visited areas. It supports sustainable growth by offering fresh, engaging experiences for visitors and ensuring that local communities benefit from tourism.

THEME 7: Leverage Events as a Strategic Component of Tourism Development.

RESIDENTS have mixed views of events in Monterey County. While they enjoy attending them, major events during peak tourism seasons often contribute to congestion and traffic. **VISITORS** come to Monterey County year-round to attend events and come back for more. Event travelers also stay longer than other leisure travelers.

OPPORTUNITY: Creating and promoting new events — or shifting existing events to less busy times or places — can be a way of attracting visitation in off-peak times or to less traveled parts of the County. Other benefits of this strategy include reducing congestion and providing more visitors with compelling reasons to choose Monterey County, resulting in both new and repeat visitation.

THEME 8: Invite Residents To Be Net Promoters for their Visitor Economy.

RESIDENTS take pride in their communities and most understand the importance of tourism. They often serve as key sources of information for their guests, advising them on what to do, when to visit, and how to make the most of their stay. Many **VISITORS** come to Monterey County to see friends and relatives and combine these visits with leisure activities. A large majority create economic impact by staying in paid accommodations and exploring local attractions. Many come during less-busy times of year.

OPPORTUNITY: Encouraging residents to act as de facto ambassadors by inviting and guiding their friends and family can deepen appreciation for Monterey County tourism. It also can build visitation and spending in off-peak times and enhance local understanding of how tourism supports community amenities. Some residents may even be interested in joining formal ambassador programs and taking part in hands-on training.

THEME 9: Enhance See Monterey's Role as a Resource in Crisis and for Responsible Tourism.

RESIDENTS highly value See Monterey's practice of sharing crucial information during crisis situations. The organization is seen as a trusted resource, both in times of crisis and for its track record of guiding visitors in responsible behaviors. **VISITORS** seek reliable information when planning their trips and view local destination organizations as a key resource, especially when crises arise.

OPPORTUNITY: To generate goodwill among residents and visitors alike, See Monterey can build on its strengths as a hub for crisis communication and responsible travel. This role will become increasingly important as the tourism economy grows.

THEME 10: Healthy Businesses and Organizations are Key to a Healthy Tourism Economy.

Monterey County's gorgeous natural assets are a proven draw for **VISITORS**. But their satisfaction is driven by the variety and quality of what is offered by businesses and organizations, whether roadside stands, vineyards, restaurants, accommodations, shops, galleries, or major attractions like the Monterey Bay Aquarium. **RESIDENTS** who operate and work for these businesses see a need for continued visitor growth to support their own success, especially because many businesses continue to face significant challenges in operating at full capacity. The health of the tourism sector also is significantly impacted by a need to attract, retain, and afford a workforce.

OPPORTUNITY: Encouraging a broader, year-round tourism economy benefits not only the business sector and local government finances but households that depend on tourism for earnings. To address larger, systemic issues relating to the workforce, it will be vital for the region's leaders to seek support and collaborations for meaningful solutions.



MONTEREY COUNTY TOURISM

2030 ROADMAP

To frame See Monterey's strategy for a balanced tourism economy, the MCT 2030 Roadmap identifies a singular overarching goal. This goal is supported by two key strategies. One describes what the organization seeks to achieve through interactions with jurisdictions, members, and the Monterey County community. The other describes how the organization will address challenges and opportunities to achieve such a lofty goal. Both strategies are supported by Imperatives that lead to action steps and quantifiable outcomes.

THE GOAL

MAXIMIZE THE LONG-TERM VIABILITY OF MONTEREY
COUNTY'S TOURISM ECONOMY

KEY STRATEGIES

1. EXPAND COMMUNITY CONNECTIVITY & COLLABORATION
2. ENHANCE THE IMPACT OF SEE MONTEREY



MCT 2030 ROADMAP ACTION PLAN

STRATEGY 1: EXPAND COMMUNITY CONNECTIVITY & COLLABORATION

IMPERATIVES

The following imperatives transcend destination marketing and encompass strategies and tactics that rely on community-wide collaboration.

Collaborate on Tourism-Related Planning and Development

- I. Engage Stakeholders: Partner with local governments, transportation providers, hotel developers, and other key stakeholders to develop a comprehensive master plan for tourism-related transit and transportation.
- II. Explore New Developments & Attractions: Support feasibility assessments for new attractions and entertainment districts, particularly in Salinas and the Salinas Valley.
- III. Manage Visitor Flow: Implement strategies to optimize visitor distribution and flow across the County.

Overcome Challenges, Leverage Opportunities

- I. Access & Transit: Collaborate with MCHA, MRY, local transportation agencies, and communities to enhance air access and traffic mitigation options.
- II. “Spread the Love” and Benefits of Tourism: Partner with other organizations to develop programs County-wide, for example with Monterey County Vintners & Growers Association (MCVGA) and the Ag community to promote wine country and agritourism in the Salinas Valley.

- III. Strategic Event Development: Partner with event producers and local governments to identify and capitalize on need times and unique event opportunities.

Seek Meaningful Ways to Address Community Interest in Responsible Travel and Crisis Communication

- I. Support Environmental Protections: Partner with organizations like the Elkhorn Slough Foundation and Point Lobos Foundation to educate travelers and residents about environmental protection.
- II. Collaborate on Enforcement: Work with agencies such as BSMAAC and the County Government to enforce protections for sensitive environments and natural resources. Increase coordination with in-market agencies, regional and state government, and industry partners like Visit California during crisis.
- III. Equip Local Businesses and Workers: Provide local businesses and tourism workers with tools and knowledge to recognize and support visitors who positively impact the community and environment.

MCT 2030 ROADMAP ACTION PLAN

STRATEGY 2: ENHANCE THE IMPACT OF SEE MONTEREY

IMPERATIVES

The following imperatives are more specific to destination marketing. These strategies and tactics may be more directly led by See Monterey but still rely on community involvement and consensus.

Get From Good to Great

- I. Build Budget to Compete: Enhance the See Monterey budget to effectively compete with leading destinations, aiming to increase market share. Maintain a balanced mix of Transient Occupancy Tax (TOT) jurisdiction investments and MCTID funds.
- II. Maintain Strong Organizational Culture: Stay flexible and adaptive to the evolving landscape. Focus on cultivating a dynamic team and developing a strong, effective Board of Directors.
- III. Enhance Community Connectivity: Increase collaboration with MCHA and other community organizations to share data, align focus, and supplement efforts.

Approach Managed Growth Aggressively

- I. Expand Reach into New Markets: Expand into fly-in domestic markets, meetings, conferences, and international markets.
- II. Embrace Technology: Implement new digital technologies to enhance targeting, measurement, and reporting.
- III. Focus on Seasonality: Put programs into place aimed at increasing shoulder and off-season visitation by exploring new markets, developing events, and prioritizing group travel.

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MCT 2030 Roadmap Taskforce

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Monterey County Hospitality Association

The See Monterey Board of Directors & MCTID Committee

See Monterey's Jurisdiction Investment Partners

Carmel-by-the-Sea | County of Monterey | King City | Marina | Monterey

Pacific Grove | Salinas | Sand City | Seaside | Soledad

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