2020 Annual Report & Marketing Plan for Visit Carmel

City of Carmel | Carmel Hospitality Improvement District | Carmel Restaurant Improvement District

2020 VISIT CARMEL ANNUAL REPORT & MARKETING PLAN

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A LETTER FROM OUR CHAIR & EXECUTIVE DIRECTOR

This is truly an extraordinary time to be assembling an Annual Report and Marketing Plan, as we must not only take a look at our accomplishments from the past year, but also take a hard look toward the year ahead. Less than two months ago, Carmel-by-the-Sea was a bustling mix of residents, business owners, and visitors — all living in a symbiotic relationship that had found an ideal balance between promoting our community and protecting it.

Due to the unprecedented global pandemic of COVID-19, our community now finds itself strangely empty of the visitors who have sustained us in the past. It has forced us to look inward. And we have found that, while most of us are physically separated from each other, we as a community have become even closer.

We do not know exactly when the recovery will come and what form it will take, but we do know that it will happen. After all, this crisis has served as a collective reminder of the freedom and togetherness that travel provides. And it will be in high demand when that opportunity arises once again, though the climb back may be slower than we'd hoped.

Meanwhile, we will continue to think about the near-term needs of our residents and business owners while carefully planning for the long-term goals of Carmel-by-the-Sea as a world-class destination. We also will continue to serve, rely on, and appreciate the even stronger relationships we have with our community and tourism partner organizations, such as the City of Carmel, Carmel Residents Association, Carmel Chamber of Commerce, the Monterey County CVB, the Central Coast Tourism Council, Visit California, and more.

Visit Carmel has achieved several accomplishments during the past year, in large part due to the effort and dedication by our volunteer Board of Directors, our Restaurant Management Committee, and our marketing agencies – Madden Media and The Abbi Agency. Some of the highlights: the formation of Carmel's Restaurant Improvement District (CRID); implementation of a comprehensive culinary brand image revamp and marketing plan; the January 2020 launch of the first Carmel-by-the-Sea Culinary Week; leveraging our position as "co-host" of the U.S. Open Golf Tournament into priceless positive exposure; creation of a high production value destination video; and being named a finalist in Visit California's Poppy Awards for Best Overall Brand Identity. In addition, the ease of access allowed by increased airlift to the destination provided an opportunity to more broadly promote Carmel-by-the-Sea's appeal.

Our 2019 highlights are followed by a COVID-19 Recovery Campaign Plan, based on what we know and can predict at this time. The economic projections for this upcoming year seem daunting. But as an organization, Visit Carmel is determined to regain our strong trajectory, return to welcoming visitors, and help our destination thrive once again. On behalf of the Board of Directors, we would like to thank the Carmel-by-the-Sea City Council and all of the innkeepers and restaurateurs, as well as the entire community, for their continued support of and confidence in Visit Carmel.

Rich Pèpe
Chairperson
pepe@pepeinternational.com

Amy Herzog
Executive Director
amy.herzog@carmelcalifornia.com

ABOUT VISIT CARMEL

Visit Carmel is a private, non-profit 501(c) 6 organization which serves as the official destination marketing organization for Carmel-by-the-Sea.

Upon identifying an opportunity to generate supplemental funding in order to accomplish mutually beneficial goals, Carmel-by-the-Sea lodging properties, business leaders and City officials formed the Carmel Hospitality Improvement District (CHID) implementing a five-year program which began March 1, 2016. The CHID is an assessment district proposed to provide specific benefits to payors, by funding marketing efforts. This approach has been used successfully in other destinations throughout the country to provide the benefit of additional room night sales directly to assessed lodging businesses.

Similarly to the CHID, upon identifying an opportunity to generate supplemental funding in order to accomplish mutually beneficial goals, Carmel-by-the-Sea full-service restaurants formed the Carmel Restaurant Improvement District (CRID) in late 2018 and implemented a five-year program beginning January 1, 2019. Both the CHID and the CRID are performing its responsibilities under the State Property and Business Improvement District Law of 1994 and City of Carmel-by-the-Sea Resolution 2016-04 and 2018-107 respectively. Visit Carmel serves as the Owner's Association for both the CHID and the CRID pursuant to the Streets and Highways Code sections 36612 and 36651, and in accordance with each district's Management District Plan.

The formation of both the CHID and the CRID are proactive efforts to provide sustainable and adequate financing for the investment required to increase revenue for Carmel-by-the-Sea's hotels and restaurants and to remain competitive in the tourism market. With other destinations growing their marketing budgets, and with mounting competition for visitor dollars, it is important that Carmel businesses invest in sustainable marketing programs.

In January 2018, Visit Carmel signed a contract with the City of Carmel-by-the-Sea to administer its marketing funds for a term of three years (through June 30, 2021). The amount of funds allocated by the City is determined each fiscal year during the budgeting process. Visit Carmel's management of the City's funds allows for a more robust marketing program so that the destination as a whole, including all visitor-serving businesses, receives the broadest possible benefit. The ability to promote the destination with one voice is crucial to maximizing effectiveness from both a marketing and a financial standpoint.

MISSION & OBJECTIVES

The mission of Visit Carmel is to promote Carmel-by-the-Sea as a top-rated, world-renowned destination where one-of-a-kind visitor experiences and discoveries are within walking distance of a variety of charming hotels and restaurants. Visit Carmel is focused on developing integrated destination marketing campaigns that attract off-season and midweek overnight visitors to improve year-round tourism revenue yet retain the natural beauty and integrity of our historic village by the sea. Carmel's beauty, serenity, safety, and charm are assets for businesses and residents alike, and Visit Carmel is sensitive to finding the balance between sharing our beautiful village and protecting it.

Board of Directors

Rich Pèpe, *Chairperson*
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Agendas and minutes are available at www.carmelcalifornia.com/visit-carmel-public-meetings-and-information.htm

CURRENT BOUNDARY

The CHID includes all lodging businesses and the CRID includes all full-service restaurants located within the boundaries of the City of Carmel-by-the-Sea. There are no proposed boundary changes for 2020.

CHID-Assessed Lodging Properties:

1. Adobe Inn
2. BW Carmel's Townhouse Lodge
3. Briarwood Inn
4. Candle Light Inn
5. Carmel Bay View Inn
6. Carmel Cottage Inn
7. Carmel Country Inn
8. Carmel Fireplace Inn
9. Carmel Garden Inn
10. Carmel Inn & Suites
11. Carmel Lodge
12. Carmel Oaks Inn
13. Carmel Resort Inn
14. Carmel Stonehouse
15. Carmel Wayfarer Inn
16. Carriage House Inn
17. Casa de Carmel
18. Coachman's Inn
19. Colonial Terrace
20. Comfort Inn–Carmel-by-the-Sea
21. Cypress Inn
22. Edgemere Cottages
23. Forest Lodge
24. Green Lantern Inn
25. Hofsas House
26. Horizon Inn/ Ocean View Lodge
27. Hotel Carmel
28. Lamplighter Inn
29. La Playa Carmel
30. L'Auberge Carmel
31. Lobos Lodge
32. Monte Verde Inn
33. Normandy Inn
34. Pine Inn
35. Sea View Inn
36. Svendsgaard's Inn
37. Tally Ho Inn
38. The Getaway
39. The Hideaway
40. The Homestead
41. Tradewinds Carmel
42. Vagabond's House Inn
43. Wayside Inn

CRID-Assessed Restaurants:

1. Affina Food & Wine
2. Akaoni
3. Anton & Michel Restaurant
4. Aubergine
5. A.W. Shucks Cocktail & Oyster Bar
6. Basil
7. Brophy's Tavern
8. Cafe Luna
9. Cantinetta Luca
10. Carmel Beach Grill
11. Carmel Belle
12. Carmel's Bistro Giovanni
13. Casanova Restaurant
14. Catch
15. Cottage Restaurant
16. Cultura Comida y Bebida
17. Dametra Cafe
18. Enzo Ristorante Italiano
19. Flaherty's Seafood Grill & Oyster Bar
20. Flying Fish Grill
21. Forge in the Forest
22. Grasing's Coastal Cuisine
23. Hanagasa Japanese Restaurant
24. Hog's Breath Inn
25. Il Fornaio
26. Il Grillo
27. Il Tegamino
28. Katy's Place
29. L'Escargot
30. La Balena
31. La Bicyclette
32. Little Napoli
33. Little Swiss Cafe
34. Mission Bistro
35. Mulligan Public House
36. Pangaea Grill
37. Patisserie Boissiere
38. Pescadero
39. Portabella
40. Rise + Roam
41. Seventh & Dolores
42. Stationæry
43. Sushi Heaven
44. Terry's Lounge
45. The Pocket
46. Tommy's Wok
47. Tree House Cafe
48. Tuck Box
49. Vesuvio Restaurant
50. Village Corner
51. Yafa
52. Yeast of Eden

ASSESSMENT METHODOLOGIES

Visit Carmel now manages two assessment districts—the Carmel Hospitality District (CHID) and the Carmel Restaurant Improvement District (CRID). Revenue from these districts are collected and budgeted separately.

Carmel Hospitality Improvement District (CHID)
The CHID annual assessment rate is one percent (1%) of gross short-term (stays less than 31 days) room rental revenue. The assessment is levied upon and a direct obligation of the assessed lodging business. However, the assessed lodging business may, at its discretion, pass the assessment on to transients. The City is responsible for collecting the assessment on a bimonthly basis (including any delinquencies, penalties and interest) from each lodging business. More detail on the assessment methodology can be found in the CHID Management District Plan* prepared by Civitas, dated October 16, 2015.

Carmel Restaurant Improvement District (CRID)
The CRID annual assessment rate is one-quarter of one percent (0.25%) of gross food and drink sales revenue. The assessment is levied upon and is a direct obligation of the assessed restaurant business. However, the assessed restaurant business may, at its discretion, pass the assessment on to customers. The City is responsible for collecting the assessment on a quarterly basis (including any delinquencies, penalties and interest) from each full-service restaurant. More detail on the assessment methodology can be found in the CRID Management District Plan** prepared by Civitas, dated May 15, 2018.

Tourism is vital to Carmel-by-the-Sea . Overnight stays generated approximately $6.7 million in hotel tax revenue in 2019. Approximately 60% of the City of Carmel's budget relies on the collection of tax dollars in the form of transient occupancy tax (TOT) and sales tax attributed to visitor spending.

Carmel-by-the-Sea's heavy economic reliance on tourism dictates that the COVID-19 pandemic will have a dramatic negative and immediate impact. As of this writing, the situation is very much in flux, but predictions on when recovery can begin, the pace of the return of our visitors, and the state of our community are very much unknown. Once travel does resume, there will be heavy competition for the drive market visitor, and we will be tasked with being able to gain or maintain market share from amongst neighboring destinations. (For more on COVID-19 Recovery Plans see p. 26.)

Based on current trends and predictions, Visit Carmel has revised its 2020 budget accordingly, projecting at least a 35% reduction in funding and available marketing dollars for the fiscal year.

**https://www.carmelcalifornia.com/userfiles/file/ManagmentPlanCarmelHIDMDP10-16-15.pdf*

*** https://www.carmelcalifornia.com/userfiles/file/CRBID%20MDP%205-15-2018%20(1).pdf*

2020 Original Projected Funding

CHID	$650,000
CRID	$200,000
City of Carmel -by-the-Sea	$120,000
Total	**$970,000**

COVID-19 Revised Projected Funding

CHID	$386,000
CRID	$128,000
City of Carmel -by-the-Sea	$96,000
Total	**$610,000**

At least 35% decrease in funding

LODGING REPORT

An analysis of overnight stays in Carmel-by-the-Sea demonstrates an increase in Transient Occupancy Tax (TOT) revenue of more than 2% for 2019 as compared to the previous year, totaling $6,738,219 in receipts collected—the highest amount of annual TOT revenue in the Village's history. Indeed, Carmel's TOT receipts have grown steadily over the past decade and, in fact, have grown by 11% over the past four years.

This growth is attributed to increasing Average Daily Room Rates (ADR), which boosted overall TOT collections for the destination. This is a continuing trend for Carmel-by-the-Sea. While overall annual average occupancy actually decreased slightly this past year, the lodging businesses achieved higher revenue while mitigating the day-to-day impact on the properties and the destination.

Due to the huge impact of the COVID-19 pandemic and subsequent effects, the lodging numbers for 2020 will look drastically different. All indicators are that recovery back to pre-COVID-19 levels will take not months but years.

It is notable that the largest bi-monthly gain in TOT, Occupancy, ADR and RevPAR (Revenue Per Available Room) occurred during the May-June period. This can be attributed to Pebble Beach hosting the U.S. Open Golf Tournament in June. An increased ADR during this event made a significant economic impact on the destination. The March-April and Sept-Oct shoulder season periods also were reasonably strong. (A look at early 2020 also indicates that the January-February period was fairly robust, just prior to the COVID-19 scourge.)

2019 BI-Monthly Breakdown (% Change YOY)

	Jan–Feb	Mar–Apr	May–June	July–Aug	Sept–Oct	Nov–Dec
TOT	$706,838 (-1.27%)	$915,336 (0.42%)	$1,394,908 (22.89%)	$1,607,409 (-4.05%)	$1,266,140 (-1.02%)	$847,588 (-3.49%)
Occ.	54.75% (-7.85%)	65.45% (-3.15%)	77.00% (3.31%)	83.13% (-4.06%)	77.82% (0.05%)	58.29% (-6.13%)
ADR	$217.76 (1.17%)	$227.67 (2.89%)	$294.91 (20.34%)	$310.77 (0.82%)	$265.82 (-0.22%)	$236.99 (2.82%)
RevPAR	$119.22 (-6.76%)	$149.01 (-0.35%)	$227.08 (24.33%)	$258.28 (-3.29%)	$206.86 (-0.17%)	$138.14 (-3.49%)

Financial Report

REVENUE	2020 Budget	% of Revenue	2019 Actual	% of Revenue
CHID Assessment	$386,062	63%	$677,963	71%
CRID Assessment	$128,621	21%	$152,021	16%
City of Carmel	$96,000*	16%	$120,000	13%
Total Revenue	**$610,683**	**100%**	**$949,984**	**100%**

**projected*

EXPENSES	2020 Budget	% of Revenue	2019 Actual	% of Revenue
Marketing	$299,609	57%	$575,883	69%
Public Relations	$57,537	11%	$112,538	13%
Sales & Promotion	$7,793	2%	$9,698	1%
Administration	$159,718	30%	$139,304	17%
TOTAL EXPENSES	**$524,657**	**100%**	**$837,423**	**100%**

Note: A planned reserve is carried forward each calendar year to effectively launch the first quarter marketing effort. For 2020 a reserve of $284,990 was carried forward from 2019. At the end of 2020, the projected carry forward reserve amount is $374,728. These funds will be vital for post-COVID-19 Recovery Campaign.

Visit Carmel

BALANCE SHEET

As of December 31, 2019

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
WFB Checking	10,315.70
WFB Savings	274,674.60
Total Bank Accounts	**$284,990.30**
Other Current Assets	
12000 Undeposited Funds	0.00
Total Other Current Assets	**$0.00**
Total Current Assets	**$284,990.30**
Fixed Assets	
1500 Furniture and Equipment	1,420.83
1510 Accumulated Depreciation	-1,420.83
Total Fixed Assets	**$0.00**
TOTAL ASSETS	**$284,990.30**
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
2100 Payroll liabilities	0.00
2200 Prepaid Seminar Fees	616.36
Total Other Current Liabilities	**$616.36**
Total Current Liabilities	**$616.36**
Total Liabilities	**$616.36**
Equity	
32000 Unrestricted Net Assets	178,990.83
Net Income	105,383.11
Total Equity	**$284,373.94**
TOTAL LIABILITIES AND EQUITY	**$284,990.30**

2019 Year-End Financial Report

Certification of Financial Statements

In accordance with Visit Carmel bylaws, this letter certifies that the financial statements included in this report were prepared by an authorized officer of the corporation from the corporation's books and records, and were not independently audited.

Mark Watson
Visit Carmel Treasurer

A LOOK BACK BEFORE LOOKING AHEAD

Along with countless tourism-based communities around the world, Carmel-by-the-Sea is facing an unprecedented challenge for 2020. As an organization, Visit Carmel is determined to act with strategic and thoughtful planning. While much of the detail as well as the timing are still unclear, a marketing and recovery campaign is taking shape. (Please see page 25.)

Although the 2020 Recovery Plan will be uniquely tailored to the post-COVID-19 situation, a review of the pre-COVID (past year's) work is indeed of value, both as a reminder of our integrated approach to marketing as well as a benchmark to shoot for as we patiently yet precisely create rebound goals.

2019 Integrated Marketing Plan Review

Visit Carmel employs a strategic and integrated approach to destination marketing to accomplish specific objectives:

- Drive off-season and/or midweek overnight visits.
- Encourage visitors to book hotel reservations direct via Carmel's official travel website (www.CarmelCalifornia.com) in order to enhance revenue and reduce commissions on reservations to third party online travel agencies.
- Brand and promote Carmel-by-the-Sea as a world-class destination.
- Continue to tell fresh stories via special events, news, imagery, and innovative initiatives.

Visit Carmel's marketing objectives are executed by the agencies of record. Madden Media and The Abbi Agency work in concert with Visit Carmel and each other to supplement and integrate marketing initiatives with a cohesive voice.

Marketing Partnership

The destination marketing planning and execution of annual campaigns is a collaboration between the three investing organizations and is managed by Visit Carmel:

- City of Carmel-by-the-Sea
- Carmel Hospitality Improvement District
- Carmel Restaurant Improvement District

Increased Website Traffic & Hotel Referrals Generate an Estimated $3.03 Million in Hotel Revenue

The key performance indicators for Visit Carmel focus on two primary metrics: Driving high-intent consumers traffic to the website and increasing room nights through book-direct hotel web referrals.

Increased Website Traffic

+9%

2019: 726,885 New Users

2018: 666,894 New Users

Increased Hotel Web Referrals

+1.1%

2019: 145,687 Referrals

2018: 144,071 *Referrals*

Estimated Hotel Revenue Value

$3.03

MILLION

Hotel Revenue Value Calculation: Total 2019 Hotel Web Referrals 145,687 x 3.2% Conversion x Avg. Room Reservation $650.00

2019 CHID & CITY OF CARMEL MEDIA MIX

Multi-media campaigns include a combination of traditional and digital media to generate mass awareness and engage individuals with targeted search engine marketing, remarketing and prospecting. In addition, added-value media opportunities are leveraged as part of the media mix—such as a sweepstakes and native content—to increase reach and capture opt-in emails depending on the promotion.

INTERNET
74%

Google
Quantcast
facebook
Instagram
SFGATE
NBC

PRINT
2%

San Francisco Chronicle

TV MEDIA
24%

abc 7
abc GOOD MORNING AMERICA
NBC BAY AREA
TODAY
KRON 4
KTVU FOX 2
KTLA 5
4 SOUTHERN CALIFORNIA

Digital-First Media Mix

Visit Carmel's media strategy remained digital-first to target high-intent consumers who are more likely to book a stay in Carmel, while TV and print are geared to increase brand awareness.

Consistent Brand Marketing Sets the Foundation for Growth

Increasing brand awareness, engagement and visitation are vital to Carmel-by-the-Sea and so is the brand marketing. Every component needs to work together year over year with enhanced elements to remain competitive.

New Eblast & Expanded Email List Drives Return Visitor Business

A more robust enewsletter and opt-in email program increases brand engagement and visitation to Carmel-by-the-Sea.

Opt-In Email List Growth

+21%

2019: 68,730

2018: 56,716

Branded Digital Advertising Series

Search, display and video digital ads play a key role in the integrated marketing strategy for Visit Carmel. By using data-driven insights and machine learning, digital advertising is the most effective way to target and convert potential visitors who show a high-intent to visit Carmel-by-the-Sea.

Google

facebook

Instagram

SFGATE

New Video Takes You on a Journey

Visitors stay longer when they're aware of all the things to do, so this year Visit Carmel invested in a new video concept showcasing all the unique things to do in the village and on the beach.

New RID Launches an Image-Driven Food Destination Digital Campaign

New photography and content for each restaurant is showcased on the website and in a digital ad series that targets high-intent foodies living in the primary visitor markets and local markets.

Carmel-by-the-Sea Culinary Week

The first annual, citywide Carmel-by-the-Sea Culinary Week exceeded expectation with 25 participating restaurants offering custom, prix fixe menus, food events and incentives—all showcased on an exclusive web-based app.

Culinary Week Webpage Views

41,274

DEC 6, 2019–JAN 26, 2020

Culinary Week Passport Downloads

1,738

"Meet the Makers" Grows into a Delightful Collaboration of Carmel's Art, Food & Wine Makers

Visit Carmel orchestrated another successful Meet the Makers event in partnership with Carmel Art Walk and Monterey County Vintners & Growers Association, including locally sourced craft food this year.

Discover Carmel-by-the-Sea with Exclusive Guides & Maps

Carmel-by-the-Sea Official Visitor Guide & Maps

- Promotes entire destination including historic walking tour
- Highlights all hotels with listings and map
- Includes annual events, wine tasting rooms, and fun facts

Distributed at:

- *58 hotels and attractions throughout Carmel, Monterey, and Salinas*
- *California Welcome Centers in San Francisco, Pismo Beach, and Salinas*
- *Monterey and San Jose Airports*

Visitor Maps Feature Hotels & Restaurants

This two-sided, tear-pad map supports hotel and restaurant referrals and elevates guest service. All Carmel-by-the-Sea hotels are featured on one side and all restaurants on the other.

Fitness & Mindfulness Guides

More and more travelers want to stay active and also unplug while on vacation, so Visit Carmel distributes these exclusive local guides featuring scenic places to stay fit and practice beginner's mindfulness in and around Carmel.

PUBLIC RELATIONS

Public relations elevates brand awareness, amplifies brand messaging, and inspires potential visitors with its innate third-party credibility. For Visit Carmel, The Abbi Agency focused on a three-tiered approach to reach target audiences, including:

- **Digital Performance Based PR** to drive organic SEO impact to CarmelCalifornia.com.
- **Endemic PR** to drive targeted conversations around Visit Carmel's three marketing initiatives.
- **Brand Building PR** to expand upon Carmel-by-the-Sea's reputation as a world-class destination.

2019 Earned Media Coverage Results:

74
Quality Earned Media Placements

5.1K
Placement Social Shares

7.5M
Combined Estimated Coverage Views

53
Backlinks to CarmelCalifornia.com

22
Press Trips Hosted

518
Website Traffic Referrals

2019 Key Media Placements

Elite Daily
Forbes
Forbes Travel Guide
KRON 4
MSN
Oakland/Alameda Magazine
Organic Authority
Outside Magazine
San Francisco Chronicle
The Sacramento Bee
Via
Smart Meetings
7x7
Sacramento Magazine
Reader's Digest
Diablo
USA Today
Los Gatos Magazine
Business Insider
BRIT+CO
Travel Channel
Mercury News
East Bay Times
Brides

A compilation of media placements from 2019 can be found online here: https://share.coveragebook.com/b/baeee074

Key Accolades

The 8 Best U.S. Beaches for Running
Women's Running, July 2019

The 20 Best Beaches on the West Coast
MSN, May 2019

9 Cutest Small Towns in America
Jetsetter, May 2019

5 Best Places To Travel To In The U.S. Alone, For A Sweet Escape From Adulting
Elite Daily, Feb 2019

12 Unique Bay Area Outings for Holiday Visitors — And You
The Mercury News, November 2019

6 Birthday Weekend Getaways In California That Are Just Too Good To Pass Up
Elite Daily, August 2019

4 U.S. Road Trips That Are Great for the Whole Family, Southern Living
June 2019

12 Places to Go in California Other Than Los Angeles
Insider, March 2019

Owned Media

Using high-quality imagery, including user-generated content, original photography, and owned assets from influencers. In 2019, Visit Carmel sought to create and post more original photography and incorporate that more into our content, as opposed to relying heavily on user-generated content. In return, our owned photography was amongst some of the highest performing content of all time on our social channels. Visit Carmel also diversified our content by working with different influencers, who provided us with photography to help promote the new Carmel RID as well as additional experiences around Carmel-by-the-Sea.

@visitcarmel

Audience Increase YOY

12.49%

2019 Followers: 47,848
2018 Followers: 42,536

Average Engagement Per Post

19.99%

2019 Average Engagements: 383.86
2018 Average Engagements: 319.91

@visitcarmel

Audience Increase YOY

38.27%

2019 Followers: 34,668
2018 Followers: 25,072

Average Engagement Per Post

36.21%

2019 Average Engagements: 790
2018 Average Engagements: 580

@visitcarmel

Audience Increase YOY

12.7%

2019 Followers: 3,479
2018 Followers:3,087

Average Engagement Per Post

17.02%

2019 Average Engagements: 32.52
2018 Average Engagements: 27.79

2019 Social Media Highlights

#DistinctlyCarmel
Focusing on the smaller, often overlooked details of Carmel-by-the-Sea that gives the village its unique charm.

Meet the Makers
Highlighting some of Carmel-by-the-Sea's most creative artisans, and asking them about how Carmel inspires their work.

Spotify Playlists
Creating quarterly themed playlists; including romance in February, Inspiration in May, Autumn vibes in October, and Christmas in December.

U.S. Open
Promoting the U.S. Open Golf Tournament by recommending a nearby stay in Carmel-by-the-Sea, including special itineraries and activities.

Influencers
Hosting four influencers last year to help promote the RID, as well as additional activities and experiences around Carmel-by-the-Sea.

RESULTS & METRICS

	2017	2018	2019	% Change
CarmelCalifornia.com				
Unique Visitors	615,213	668,847	726,885	+9.00%
Sessions	768,606	843,137	953,165	+13.05%
Book Direct Referrals	170,851	144,071	145,687	+1.10%
Opt-In Emails	47,626	56,716	68,730	+21.18%
Pay-Per-Click Advertising				
PPC Impressions	5,237,830	5,243,134	33,213,550	+533.46%
PPC Clicks/Views	65,771	58,223	315,257	+441.46%
Average CTR	1.26	1.11	.95	-14.41%
Social Media				
Instagram Followers	17,415	25,072	34,668	+38.27%
Facebook Followers	37,996	42,536	47,848	+12.49%
YouTube Video Views	50,347	45,768	41,287	-9.79%
Twitter Followers	2,677	3,087	3,479	+12.70%
Brochure Requests				
City Guide Fulfillment	4,293	5,529	3,083	-44.24%

RESULTS & METRICS

2019 Top Website Traffic Sources to CarmelCalifornia.com	Sessions	% of Total
1. Google (organic)	429,003	45.01%
2. Google (paid prospecting)	120,267	12.62%
3. Facebook(paid prospecting)	47,644	5.00%
4. Google (paid remarketing)	26,766	2.81%
5. Facebook Mobile (organic referral)	25,278	2.65%
6. Yahoo.com (organic referral)	18,493	1.94%
7. Bing.com (organic referral)	17,516	1.84%
8. VisitCalifornia.com (organic referral)	11,508	1.21%
9. Facebook (paid prospecting)	6,523	0.68%
10. carmelcalifornia.bookdirect.net (organic)	7,770	0.82%

2019 CarmelCalifornia.com Website Traffic by Demographics	Sessions	% of Total
1. Ages 25–34 / Millennials	72,283	25.19%
2. Ages 35–44 / Gen X	58,967	19.73%
3. Ages 45–54 / Gen X	51,733	17.31%
4. Ages 55–64	53,015	17.74%
5. Ages 65+	43,501	14.56%
6. Ages 18–24	16,367	5.48%

2019 CarmelCalifornia.com Website Traffic by City (Out of Market)	Sessions	% of Total
1. San Francisco	105,119	11.03%
2. Los Angeles	57,645	6.05%
3. San Jose	31,688	3.32%
4. Sacramento	16,694	1.75%
5. San Diego	14,974	1.57%

2020 COVID-19 RECOVERY & REBOUND PLAN

Given the massive financial implications of COVID-19 to Carmel-by-the-Sea and the region, Visit Carmel is adjusting its marketing strategies accordingly. Adjustments are being made to be 1) conservative with marketing dollars; 2) empathetic to the health and safety needs of both visitors and locals; and 3) strategic about messaging and target audiences.

The Board and its Agency Partners are evaluating and evolving marketing strategies based on available funds, leisure tourism lifts, enhanced safety standards, and economic impacts.

Visit Carmel has developed a four-phase COVID Response Plan to destination recovery, during which we continue to employ and will re-employ the following tactics as the situation evolves:

- **Evaluate** our situation
- **Prioritize** our focus
- **Activate** on the most important things
- **Lead** the destination and our organization into a new future

Phase I – Widespread Infection/Shelter-In-Place Order

At the time this plan was written, Carmel-by-the-Sea was still under a Shelter-in-Place order with non-essential businesses closed. This plan included:

- **Shift in Audience:** From visitor to community
- **Shift in Focus:** From visitor-centric to community/business liaison and partner
- **Shift in Ad Spend:** Paused all media with the exception of Google Search and a local digital buy promoting meals-to-go
- **Shift in Campaign:** From visitor-focused to community with "Shell-ter in Place" and "Meals-to-Go" campaigns
- **Shift in Messaging:** From "book a room" to "stay at home while we keep Carmel safe"

"Shell-ter In Place" Campaign

Visit Carmel and the Carmel Public Library launched a community campaign during the shelter in place order. Residents and businesses alike were encouraged to decorate and display the shell illustration in their windows as sign of strength, solidarity, and love for our community.

2020 COVID-19 RECOVERY & REBOUND PLAN

Visit Carmel Goodwill Video

Visit Carmel launched a goodwill video on owned media platforms to encourage visitors to "be safe and stay home" while showcasing the destination's natural landscape and encouraged viewers to take a virtual trip to Carmel-by-the-Sea.

Meals-to-Go Restaurant Campaign

During the shelter-in-place order, restaurants were allowed to provide takeout and delivery options. Visit Carmel launched a Meals-to-Go marketing campaign through digital and traditional media.

2020 COVID-19 RECOVERY & REBOUND PLAN

Phase II – California/Monterey County Infection Peak

California's COVID-19 peak is expected to hit late May 2020 and the Shelter-in-Place order will remain until at least May 31. During this period, plans could stay aligned with Phase I, or we may look at briefly pausing all consumer messaging/spend based on state regulations.

Visit Carmel will use this time to develop a dual communications plan (visitor and local) and to develop the creative assets and strategies so that we are ready for roll out as soon as appropriate.

Phase III – A Return Toward Normalization

Once infection rates decline, the Governor's 6-point Indicators are met, and the Shelter-in-Place order is modified, Visit Carmel will begin a soft Call to Action (CTA) for visitors. This plan will include:

- **Shift in Audience:** From just community to the addition of drive-market visitors
- **Shift in Focus:** Openings and new operation models
- **Shift in Ad Spend:** Slowly increase paid media to drive-market visitors
- **Shift in Campaign:** To a dual communications plan (visitor and local)
- **Shift in Messaging:** From "Stay at home" to "We're ready to welcome you back"— safe, clean, low density, comfort, familiar, and ease of access.

Carmel Innkeepers Commitment: Visit Carmel, in concert with Carmel's hoteliers, will develop and promote a pledge of safety and cleanliness specific to the intimate and personal nature of the smaller owner-operated hotel.

Phase IV – Full (Drive & Fly Market) Recovery

Due to California's early and stringent restrictions, it is our hope that Full Recovery Phase comes as early as possible. Although, the condition of the economy and consumer behavior is likely to be altered for some time.

At this phase, Visit Carmel will build off of previous Recovery preparations. Based on what is learned in the interim, we will reevaluate and adjust as warranted. Special attention will be paid to collaborating with our tourism partners (MCCVB, CCTC, Visit California) as well as local community organizations. The goal is to leverage as many resources both from within as well as outside our destination.

Key considerations:

- Visit Carmel will be working with a reduced budget until such time as hotel stays begin to normalize.
- There will be varying levels of comfort with travel among visitors, the media and the local community, and we will continue to be sensitive to that.
- Focus will be on the drive market – though the range of the market is likely to be larger geographically.
- Visit Carmel will continue to employ an integrated campaign involving paid, owned and earned media, making potential message and visual modifications based on the recovery conditions and mindset.
- The number of flights to MRY will gradually increase over time, but it is anticipated there will be a general opposition to flying and some estimates from the airline industry anticipate anywhere from 18-36 months for full recovery.