



**DSA WORK PLAN PROPOSAL FY2024-25**

**ORGANIZATION:** Monterey County Destination Marketing Organization, Inc. dba SEE MONTEREY

**VISION:** A thriving tourism economy that enriches our economic vitality and quality of life.

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

**PRIORITY:** Generate ideal visitation; target overnight stays during lower occupancy months and midweek bookings; inspire and influence longer stays (one more night!); all of our work supports the incremental growth of the County’s Tourism Occupancy Tax (TOT) and Sales Tax revenues.

The competition for each travel dollar is intense. Monterey County’s competitors are fighting to gain market share, visitor spending, tax revenues and employment at the expense of Monterey County.

We publish an annual business plan focused on business development and marketing programs that inspire visitation and increase overnight stays throughout our County. A collaborative and leveraged approach to destination marketing is essential to the success of these programs and is built into the development of each initiative. Our Board of Directors is made up of lodging, attraction, restaurant and other hospitality business leaders and elected officials from across the County.

In collaboration with local businesses and in partnership with local county and city government, See Monterey is working harder than ever to implement the critical marketing, public relations, group business development, and community relations programming that is needed for our destination’s success.

We also work closely with a broad group of partners throughout the County to ensure an integrated approach to information sharing, marketing collaboration and crisis management. These include:

- |   |  |
|---|--|
| Monterey County Hospitality Association | Monterey County Vintners & Growers Assn. |
| Monterey County Business Council        | Monterey County Farm Bureau              |
| Monterey County Film Commission         | Arts Council for Monterey County         |
| Big Sur Byways Organization             | Monterey Regional Airport                |
| Salinas Valley Chamber of Commerce      | Visit Carmel                             |
| Monterey Peninsula Chamber of Commerce  | Pacific Grove Chamber of Commerce        |
| Cal State University Monterey Bay       | WeatherTech Raceway Laguna Seca          |

**See Monterey is committed to educating travelers.**

Monterey County is a bucket-list destination and attracts visitors from around the world to see and experience the jewel of the central coast. With visitation, comes a need for education on how to travel safely and responsibly so that residents and current and future guests can experience Monterey County’s splendor for generations to come. See Monterey’s Sustainable and Responsible Travel initiatives will continue to engage residents, businesses, stakeholders, travel trade, clients and visitors on best practices for experiencing all that Monterey County has to offer responsibly and safely. Responsible travel messaging is included in our content across all customer engagement touch points. We also remain vigilant and ready to pivot to respond to emergencies the region has historically faced including floods, wildfires, storms and highway closures.

## INVESTMENT BUDGET

Jurisdiction Investment Partnership with See Monterey through the Development Set Aside (DSA) has been estimated to be approximately **\$2,389,304**.

The County's investment will be leveraged with nine other jurisdictions' investments and the Monterey County Tourism Improvement District (MCTID) Assessments to:

- Implement programs necessary to sustain the hospitality industry's market share in a way that supports quality of life for our residents
- Generate TOT and Sales Tax revenues that build general fund and discretionary income
- Ensure that our locally owned and operated businesses thrive.

## PROGRAMS:

**Marketing Communications \$1,124,796:** See Monterey's Marketing Communications programs use integrated brand-based content marketing strategies that incorporate compelling advertising, public relations, and social media. This works to inspire and influence overnight visitation among Leisure, Group, and International travelers.

### Marketing Communications Strategic Priorities

1. Bring "Find Your Way Here" Full Circle
  - a. Launch "Inspiration Meets Here" group and meetings campaign at IMEX
  - b. Launch "TBD" luxury campaign
  - c. New FYWH leisure spots
2. Grow Awareness & Consideration Online
  - a. Launch new website with new ways of moving people through the process from our site to booking
  - b. Incorporate AI
  - c. Grow and nurture engaged users through e-news and app
  - d. Online media partnerships to reach new audiences
3. Extend Visitor Stay and Spend
  - a. Focus on high value travelers – stay longer, spend more
  - b. Develop content and programs that encourage visitors to stay one more night
4. Maximize the Near, Grow the Far
  - a. Realign media channels and spends by drive, fly and national markets
  - b. Direct-to-consumer advertising in international markets via co-ops and travel trade partnerships
5. Always On, Everywhere
  - a. National and international PR pitching and media hosting year-round
  - b. Grow and evolve social channels to prioritize active engagement
6. Work with Challenges, not Against Them
  - a. Develop Big Sur North and Big Sur South strategy
  - b. Develop ready made plans for opportunistic deployment to support soft spots in the market, bad weather (and good), etc.
  - c. Sustainable and Responsible Travel messaging
7. Realign goals to parallel updated Long Term Strategic Roadmap and Visitor Profile Study
  - a. Implement dashboard tool

**Group Business Development \$843,681:** See Monterey’s Group Business Development programs create revenue opportunities through groups, meetings and conferences for the benefit of our hotel community and other related businesses. Meetings and conferences are highly valued for their ability to attract business in ‘need’ periods where they fill rooms and create increased rate compression that benefits the hosting hotel as well as other lodging properties in the area.

### **Business Development Strategic Priorities**

1. Expand on Hosted In-market Industry Events
  - a. Host industry association events
  - b. Targeted FAMs to support new flight and direct flight markets
  - c. Conduct high level client activation at Pebble Beach Food and Wine
2. Champion Need Periods and New Business
  - a. Target high value groups and meetings from existing and new feeder markets
  - b. Solicit compression causing group events
  - c. Group incentive targeting need periods
3. Broaden our Partnerships and Sponsorships
  - a. Target sponsorships with speaking opportunities to reach a wider audience
  - b. Activate new group marketing campaign to grow awareness
  - c. Engage in targeted partnerships with key industry organizations to grow awareness
4. Build on Sustainability and DEI programs to Elevate our Brand – Find the Right Path
  - a. Educate clients on the sustainability aspects of our destination
  - b. Highlight LGBT Clients and their experience in the destination
5. Lengthen Group Stay patterns
  - a. Educate Clients on things to do to Drive Attendees and Stay Patterns
  - b. Leverage Destination Attributes
6. Increase Customer Satisfaction
  - a. Implement a Paid Site Tour Program, “See/Stay/Book”
  - b. “Flash Your Badge” Program Offering Discounts to Conference Attendees

**Community Relations \$77,582:** See Monterey’s Community Relations program aligns with the strategic direction to promote inclusion between residents, local government, small business and the hospitality and tourism sectors. Attracting visitors to stay in the destination overnight directly affects the economic impact throughout Monterey County.

### **Community Relations Strategic Priorities**

1. Community Connectivity
  - a. Community benefit campaign: educational materials, speaking platforms
  - b. Develop new and strengthen existing industry and strategic partnerships
2. Hospitality Business Engagement
  - a. Travel Ready Member workshops
  - b. Member newsletter development and engagement
  - c. Continued Virtual Meet-a-Members, site visits, regional FAM trips
3. Destination Services
  - a. Refresh planning tools and resources
  - b. Further develop digital content that highlights our members and regional Visitor Centers



**General Administration \$343,246:** Expenses are required to support all departments' programs and staffing. See Monterey is an accredited not-for-profit Destination Marketing Organization that adheres to industry best practices throughout its operations and financial management.

### **Operations, HR and Administration Strategic Priorities**

#### *Finance and Operations:*

1. Implementation of browser-based accounting, expense reporting and accounts payable systems with digital controls and approval processes that result in real time information at team members' fingertips, shorter payables processing time, cash flow analysis and financial forecasting.
2. Maintain organizational insurances, equipment and supplies that support the needs of the team and our hybrid work schedules.

#### Human Resources and Relations:

1. Develop and maintain strategic partnerships that support our culture and provide critical internal function backups.
2. Implement new payroll, expense reimbursement and performance management systems that create time efficiencies and cost savings.
3. Elevate talent acquisition and intentional retention programs and create the ideal environment that fosters growth transitions.
4. Ensure that all team members feel welcome and have an equal opportunity to connect, belong, and grow. Encourage team members to contribute to the organization and the hospitality industry, advance their skill sets and to be comfortable and confident as their authentic selves within the framework of professional guidelines that we have established as a team.

#### Governance Administration:

1. Provide administrative leadership and support to the Board of Directors and 8 Committees in accordance with best practices and in compliance with the Brown Act and other laws and guiding principles for non-profit organizations.
2. Administer and track diversity, equity and inclusion programs that demonstrate organizational commitments.

### **PERFORMANCE MEASURES:**

See Monterey will continue to measure and report on success just as in previous years with organizational metrics including:

- Marketing Communications generating travel demand with an Intent to Visit Score Goal of 4.3
- Group Business lead generation at 620 and Booking Conversion at 25%

This work plan, including the performance measures and budget, are tentative until adopted by the See Monterey Board of Directors on June 27, 2024.



**AND NEW (!) IN 2024-2025:**



# **WORKPLAN**

# **2024 -2025**

## **MCBC MISSION**

**Forging cross-sector alliances to build a vibrant and prosperous Monterey County Business Community.**

## **BACKGROUND AND OVERVIEW**

The Monterey County Business Council (MCBC) is a 501(c)(6) nonprofit corporation comprised of professionals from business, government and education working together on countywide issues. All cities in Monterey County are members. Since its founding in 1995, the membership only organization has promoted the concept of private-public partnerships by bringing business experience and techniques to the public arena to bolster workforce and economic development. As we venture into our third decade of work, the MCBC is at the forefront of fostering and developing regional assets and collaboration in areas such as economic growth, workforce, broadband deployment, leadership development, and an inventory of assets to better help create and retain jobs and businesses in Monterey County. The MCBC serves both business and government by providing collaborative leadership, promoting sustainability and global competitiveness of existing and emerging businesses, while reflecting our strong commitment to economic vitality, the environment and quality of life.

## **APEX ACCELERATOR**

The MCBC's economic development efforts were greatly enhanced in 2012 when it created and became the host organization for the Monterey Bay APEX Accelerator. The Monterey Bay APEX Accelerator mission is to improve the economic condition of our region by assisting small and medium size businesses in applying for and obtaining local, state, and federal government contracts. The Monterey Bay APEX provides procurement technical assistance to help companies sell their products or services to the appropriate government agency by offering confidential counseling at no cost to the client. The core of the procurement assistance program is counseling and education. The Monterey Bay APEX is staffed with four local counselors experienced in government contracting and provides a wide range of services, including classes, individual counseling and easy access to bid opportunities, contract specifications, procurement histories, and other information necessary to successfully compete for government contracts. Our APEX counselors are bilingual, have backgrounds in government acquisition, small business, and all receive ongoing training to keep pace with continually evolving acquisition procedures and policies.

The Monterey Bay APEX will continue to develop partnerships with government agencies, universities, community colleges, local economic development entities, small business development centers and other business programs or local institutions providing additional contracting opportunities. It will also continue to educate area businesses on opportunities for obtaining and performing under federal, state and local contracts by providing workshops and training in collaboration with groups such as the new Small Business Development Center (SBDC) and regional chambers of commerce.

## **SUPERVISOR SPEAKER SERIES/MEMBERSHIP LUNCHES**

We continue our Supervisor Speaker Series to bring the public sector, private industry, and non-profit organizations a better understanding of what is happening countywide--- straight from each of the Supervisors. We hold the series in each supervisorial district and give the Supervisors the forum to discuss hot topics and issues both within their district, and countywide initiatives. Additionally, we address big issues like healthcare negotiations (with Anthem and MCSIG) and Kaiser Permanente's move to Salinas and local colleges Promise program. We also give the microphone to new leaders who are handling issues within their respective industries, like Dr. Allen Radner, Interim CEO of Salinas Valley Health, Dr. Vania Quinonez, President of CSUMB and Mr. Michael Gutierrez, President of Hartnell College. Speakers this year included Sonia de la Rosa, CAO of the County of Monterey, and Sheriff Tina Nieto.

## **LEADERSHIP MONTEREY COUNTY**

In 2018, MCBC launched Leadership Monterey County. MCBC offered to take the lead to merge the two previous leadership programs into a countywide program and formulated a new 501(c)(3) organization with a board of directors comprised of board members of LMC alumni, the Salinas Valley Chamber of Commerce and Monterey Peninsula Chamber of Commerce.

Graduates of the program are encouraged to lead in the business, government, education, and not-for-profit board positions and enhance the economic vitality of the region. This program is designed to educate future leaders of the Monterey County Economic Opportunity Pillars: Agriculture, Tourism, Education, and Research. Mitchell Friedman, a professor at the Naval Postgraduate School, is the facilitator. As of this year, the program has graduated 170 participants.

## **MONTEREY BAY DEFENSE ALLIANCE**

The MCBC's crucial component of our support in furtherance of efforts to prepare our region for the next possible round of Base Realignment and Closure (BRAC). As part of such efforts, MCBC will continue to work with a regional approach by convening and providing administrative and logistical support to its meetings, which include members of the Monterey Bay Defense Alliance and faculty and staff from CSUMB, MIIS, NPS, Defense Manpower Data Center and the U.S. Army Training and Doctrine Command (TRADOC) Analysis Center (TRAC). In 2024-2025, MCBC plans to partner with the City of Monterey on an Economic Impact Report on the Defense industry's impact on Monterey County. Participants in the meetings are at the forefront of such efforts and the MCBC will continue to work with our region's military personnel and facilities to help ensure they remain at the forefront of such work and thereby better prepare to demonstrate that our regional military installations are vital to not only our local economy, but to national defense and security.

MCBC formed the Monterey Bay Defense Alliance with Representative Jimmy Panetta as an advocate for the group on national affairs. The Congressman laid out a series of strategies to help Monterey County retain its military installations. The group meets monthly, and Monterey Bay Defense Alliance also expanded the board to include representatives from Hospitality and Education—identifying the need to expand the efforts into other significant areas of the economy on the Monterey Peninsula. Recently, MBDA reported out with Congressman Panetta’s introduction of the Annual Regional Economic Impact Report. MBDA meetings have also featured VADM Ann Rondeau of the Naval Postgraduate School and former Commandant COL Phillip Deppert of the Defense Language Institute.

## **LOCAL BUSINESS AND ECONOMIC DEVELOPMENT**

MCBC will continue to encourage economic development business legislation at both the local and state level. However, **MCBC does not endorse political candidates.** This past fiscal year MCBC spoke at city council meetings, authored letters of support for economic development funding for local jurisdictions. Additionally, MCBC was present for business-related issues being presented at City of Marina, City of Salinas, City of Soledad, City of King City and County Board of Supervisors meetings, as well as city planning commission meetings and strategic planning sessions for multiple jurisdictions.

## **ECONOMIC DEVELOPMENT AWARDS – “COMMUNITY BUILDERS” GALA**

Taking a cue from the overwhelming need for housing in Monterey County, MCBC opted to focus the Gala this year to honor the local businesses who are trailblazing in the efforts of bringing bold, innovative housing solutions in Monterey County.

There were seven awards presented at the Gala. They are listed below for your reference.

1. Agriculture – Avila Construction
2. Education – Salinas Union High School District
3. Government – City of Gonzales
4. Nonprofit – Community Human Services
5. Creative & Innovation – Monterey Peninsula Unified School District
6. Sustainable Building & Design – Rancho Cielo Youth Campus
7. Lifetime Achievement Award – Pete Scudder

The MCBC Board of Directors felt each of these organizations were champions of their respective industries and led the community in bringing forward-thinking housing options for our county.

Lastly, and certainly not to be underestimated, the pandemic hit and MCBC took a strong lead in providing free webinars to over 2,400 small and large businesses on Zoom for Monterey County business owners through 2020-2022. This was the beginning of a strong partnership with the County of Monterey, to assist with outreach to businesses in all areas of the county, and in multiple languages. This upcoming year, we are wrapping up the partnership with the County of Monterey with the one-time ARPA “Building Business Back” plan that has focused specifically on countywide business retention and pandemic recovery, and flood damage relief programs.

MCBC’s success with educational lunches and forums, Monterey Bay APEX, Leadership Monterey County, and the Monterey Bay Defense Alliance has resulted in greater awareness of our County’s incredible resources and has broadened our base of assets, collaborations, and successful entrepreneurial endeavors.

## **KEY PROGRAMS/PROJECTS - REQUEST FOR INVESTMENT**

### **I. Monterey Bay APEX ACCELERATOR**

Monterey Bay APEX Funding Request: \$100,000.00

The Monterey Bay Apex Accelerator provides free consulting to small and medium businesses in Monterey County, enabling them to apply and win government contracts in all sectors – local, state, and federal agencies. Our APEX is funded, in part, by a contract with the Defense Logistics Agency (DLA) and a match from the MCBC and its partners. Our local Monterey Bay APEX Accelerator has had enormous success nationwide, resulting in the acquisition of 15 other counties in California for counseling assistance. Additionally, the overwhelming success of contracts awarded in Monterey County alone has encouraged our APEX in confidently increasing our Workplan from the goal in 2018-2019 (\$500,000) and 2019-2020 goal (1000% increase to \$5,000,000) to doubling our efforts in 2021-2022 and again for 2022-2023 had a \$10,000,000 goal in local contracts awarded for Monterey County businesses. In 2023-2024 we have closed \$18,732,557 in government contracts for Monterey County---resulting in 328 jobs created and 186 clients served.

The continued growth of this program is assured with the increased awareness of local businesses for contracting opportunities with state, local and federal governmental agencies.

#### **Monterey Bay APEX Accelerator Performance Measures:**

300 new jobs created and/or retained. \$20,000,000.00 in new contracts awarded for Monterey County small and medium-sized businesses. We have outperformed year after year and are committed to expanding the program.

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<sup>1</sup> <http://www.aptac-us.org/contracting-assistance/successes/>

## **II. Central Coast Small Business Development Center (SBDC)**

Central Coast SBDC Funding Request: \$64,000.00 (BoS already approved)

The Central Coast Small Business Development Center (SBDC) provides free consulting to small businesses in Monterey County, enabling them to have the tools necessary to be successful. Creating a business plan, human resources issues, and access to capital are all components to a successful small business.

Monterey County Business Council participated in the competitive bid process to win the award for the SBDC and launched it on April 1, 2024. The contract is a 50/50 match with the Small Business Administration, and a match between MCBC and its partners. We were thrilled to get financial commitments secured by the County of Monterey for 2024-2025 for \$64,000 at the Board of Supervisors meeting. Additionally, 11 of 12 of the cities committed to funding close to \$70,000. The Community Foundation committed \$5,000, and Monterey Bay Economic Partnership committed \$25,000. MCBC has a personal match of \$45,000 of in-kind services and costs associated with putting on the programming.

MCBC decided to roll out the SBDC a little differently than what Cal Coastal had provided previously. MCBC put agreements in place to expand the visibility of the SBDC all over the county – to include satellite offices in the City of Soledad, and the City of Monterey, with bilingual business counselors available in all three locations, including the home office in Salinas.

Last year, the Cal Coastal SBDC assisted 839 local businesses. MCBC's goal is to exceed that number in its first full year. We have recently hired a Program Director, Roger Gilbert to launch the SBDC and hire two, full-time bilingual business counselors.

### **SBDC Performance Measures:**

Program launched on April 1, 2024. In fiscal year 2024-2025, the SBDC goal is to hire staff, establish satellite locations, and assist more than the 839 Monterey County businesses that were assisted in 2023.

### **III. Increase Small and Medium Size Business Outreach Efforts**

Funding Request: \$26,000 (decrease from \$50,000 in previous years)

MCBC key objectives for 2024-2025 include the following:

- To create greater alignment among the activities of business, government, education, media, health and foundation/community-based efforts.
- To build coalitions around key community issues and foster increased public-private partnerships.
- To develop programs that support the development of jobs and business opportunities.
- To work to improve the business climate to retain and expand existing businesses and the recruitment of new businesses; to keep economic development in the forefront of municipal priorities.

In order to fulfill those objectives, MCBC will continue to provide facilitation and implementation of programming supporting the main economic drivers of Monterey County. The flexibility of industries remains a major topic, but it can be presumed the major industries continue to fall under the Monterey County Economic Opportunity Pillars: Agriculture, Tourism, Education, and Research. These efforts aid in accelerating regional development of small and medium-size businesses and the creation and retention of jobs.

Overall, MCBC will continue to execute the facilitation of the Leadership Monterey County program. MCBC will also continue to educate and engage the public, among other things, highlighting the success of our initiatives and partners through events such as our Supervisor Speaker Series, Hot Topics forums and Annual Economic Development Awards.

MCBC will also continue to advocate for the region's military missions through the Monterey Bay Defense Alliance which seeks to prepare the County for the next anticipated BRAC round.

Partners in all of these activities include, but are not limited to, the following: local Chambers of Commerce; See Monterey; Salinas United Business Association; Monterey County special districts; the Monterey County Office of Education; CSUMB; MPC, Hartnell College; El Pajaro CDC; NPS; the Workforce Development Board; California GoBIZ, Small Business Administration; trade organizations, and all cities of Monterey County.

The MCBC continues to leverage its website and growth of social media platforms and gain more followers through Facebook, Instagram, and LinkedIn, publicizing its ongoing efforts, increasing community awareness and fostering collaboration with our County Supervisors and new and existing partners throughout the County. The County of Monterey is recognized as a sponsor on all promotional and program materials. The County is also recognized in weekly emails to over 1500 businesses and our Friday Facts, a weekly newsletter featuring articles about new and important business-related events in Monterey County.

**Performance Measures:**

MCBC will provide facilitation and implementation of programs that support County of Monterey Economic Opportunity Pillars: Agriculture, Tourism, Education, and Research, designed for growth in awareness and retention and creation of jobs – **6 programs**.

MCBC will host Economic Activities promoting business advocacy, leadership, and public engagement, designed for growth in public engagement and outreach for economic development – **10 programs**

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**TOTAL FUNDING REQUEST FOR 2024-2025:**  
**0.5% of DSA FORMULA = \$190,000**  
*(request awarded in 2023-2024: \$175,000)*



**Work Plan and Budget Utilizing County Funds  
July 1, 2024 - June 30, 2025  
(Board Approval on 4/24/24)**

**Goal 1 – Increase Film Industry Outreach and Local Facilitation Efforts \$181,699**

*Influence quantity of film inquiries through timely 24/7 ‘Best Practices’ responsiveness by MCFC staff. Increase the number of film productions that select Monterey County as their location destination and expand their total spend.*

**Measures:**

- 1a. Attract and facilitate the number of inquiries and contacts as summarized in the Film Commission records, as compared to the previous year and increase by 5% from 290 to 304.
- 1b. Track the number of media productions occurring in Monterey County as measured by Film Commission records and jurisdictional issued permits, as compared to previous year and increase by 10% from 114 to 125.
- 1c. Estimate the total spend from film production, as compared with a 3-year average, and increase by 5% from \$3.47M to \$3.76M.

**Goal 2 – Expand Reach of Advertising and Promotions \$152,000**

*Marketing and staff communication about Monterey County to film production industry.*

**Measures:**

- 2a. Increase promotional placements in trade industry and other media, as compared to the previous year and increase by 5% from 40 to 42.
- 2b. Expand reach from film trade advertising, as compared to the previous year and increase by 5% from 2,240,373 to 2,352,391.
- 2c. Track website (unique visitors) for propelling marketing message and MCFC brand exposure as compared to previous year and increase by 10% from 16,225 to 17,848.

**Goal 3 – Expand Countywide Collaborations \$28,000**

*Countywide branding of MCFC, partnering with DSA members, economic pillars, and educational institutions to raise awareness and impact.*

**Measures:**

- 3a. Expand the number of collaborative community partnerships with local organizations, as compared to the previous year and increase by 5% from 49 to 51.

**Total \$361,699**  
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# ARTS COUNCIL for Monterey County

COUNTY OF MONTEREY DSA WORK PLAN 2024-25 \$715,617

*The mission of the Arts Council for Monterey County (Arts4MC) is to improve the quality of life for everyone in our region through the arts.*

In 1985, the Board of Supervisors selected the Council as a member agency of the new Development Set-Aside Fund - formally recognizing the critical role of the arts sector in “strengthening and broadening the County’s economic base”.

We work collaboratively with arts groups and community partners throughout the county in every sector to “ensure a diversified and healthy economy that enhances the well-being and prosperity of Monterey County Residents. Our arts, culture and heritage programs strengthen community ties and are a magnet for the kinds of tourists that the hospitality industry has found are more likely to stay longer and spend more.

The Arts Council for Monterey County supports artists, programs, and organizations that preserve culture, create community, promote arts as a universal language, and stimulate the creative economy. The organization’s overarching strategy is to advance social equity through the arts by supporting artists, programs, and organizations that are emerging, under-resourced, or underrepresented. In doing so, the Arts Council pursues the following strategies in programs and operations:

- **Facilitate access** to entry for under-resourced, nascent, emerging, or typically underrepresented groups in accessing Arts4MC’s resources and services.
- **Form partnerships** with leading local organizations at the forefront of social equity issues in Monterey County.
- **Expand Arts4MC’s scope of work** to include and recognize less traditional and conventional art forms.
- **Stimulate the creative economy** through development of artists and arts organizations.

## Why the Arts Matter in Monterey County

The arts play a vital role in preserving and celebrating the rich cultural heritage of Monterey County. Through various art forms such as visual arts, music, dance, theater, and literature, residents and visitors alike can experience and appreciate the diverse cultural traditions that contribute to the identity of the region.

According to the National Endowment for the Arts, the arts and cultural industries hit an all-time high in 2022, contributing 4.3 percent of gross domestic product (GDP), or \$1.1 trillion, to the U.S. economy. And in California, the creative economy was responsible for a total GRP of \$507.4 billion, roughly 14.9% of the state’s total (Otis Report 2023) and supported 7.6% of California’s jobs. **In Monterey County, the creative economy is approximately \$1.5 billion, supporting 14,278 jobs**, with the performing arts sector only contributing \$320 million to the economy, including \$43 million to state and local tax revenue and supporting 4,273 jobs.

*We propose the following activities for 2024-2025 based on the same budget amount as this fiscal year:*

## **Goal 1: Economic Development \$347,500**

The arts contribute significantly to the local economy of Monterey County. Arts organizations, galleries, theaters, and creative industries generate revenue, create jobs, attract tourists, and stimulate business activity. Additionally, cultural tourism, driven by attractions such as the Monterey Museum of Art and the annual Monterey Jazz Festival, brings in visitors who support local businesses and contribute to the overall economic vitality of the region.

Economic development consists of targeted activities and programs that work to improve the economic wellbeing and quality of life of a community. Desired outcomes can include building local wealth, diversifying the economy, creating and retaining jobs, attracting businesses and talent, and building the local tax base.

### **Measures:**

1. Increase capacity for at least forty (40) local nonprofits to expand art programs and events through funding and technical assistance and consulting and coordinate two (2) County Grant Awardee Receptions;
2. Support at least ten (10) festivals, concerts, or performances with funding and promotion that are economic drivers in the county. Internationally recognized presenting groups like the Monterey Jazz Festival and the Carmel Bach Festival have a long tradition and are still growing and finding new audiences from every corner of the globe;
3. Facilitate access to entry for under-resourced, emerging, or typically underrepresented artists and groups by providing affordable artists' studios and gallery space to assist in launching or expanding their art business, while increasing sales;
4. Curate annual art installation at County Government Center, including CAO's conference room, showcasing 30-40 local artists and organizing the annual Awards Reception and promotion.

## **Goal 2: Workforce Development \$165,000**

"Artwork is real work" because it requires creativity, skill, time, and emotional investment. Artists are professionals who contribute to society through their creative endeavors, enriching our lives and culture in meaningful ways.

According to Entrepreneur.com, creative industries provide jobs, encourage tourism and boost revenue to local businesses. Labor studies also show that the value added by arts and culture to the U.S. economy is five times greater than the value from the agricultural sector.

The arts are a dynamic contributor to the small-business sector. The creative industries are composed of many talented workers who are self-employed, freelancers or employed by microenterprises. According to the National Endowment for the Arts (NEA) analysis of U.S. Census occupational data, artists are nearly 3.5 times more likely than the total U.S. workforce to be self-employed (33.6% vs. 9.8%). Many nonprofit arts organizations, too, are small businesses and play an important role in training creative workers and incubating artistic enterprises.

As more and more businesses rely on employees at all levels to creatively adapt and improve ways of doing business, Monterey County has to provide a range of experiences beyond school to develop the creative skills needed to maintain our comparative advantage in the global marketplace. Many workers with these skills can also develop their own businesses and further diversify and strengthen our economy. Nonprofit arts presenters are also uniquely committed to providing the first opportunities for workers with barriers to employment.

**Measures:**

1. Support at least twenty (20) emerging artists to launch or expand their businesses through grant support and mentorship (examples: travel support to a national competition, material support for a first solo exhibition, etc.)
2. Partner with business development organizations, incubators, and educational institutions to support arts-based entrepreneurship and creative industries that can spur economic growth and job creation. Provide resources, training, and networking opportunities for artists, designers, and creative entrepreneurs can foster innovation, talent retention, and economic diversification. Provide at least four (4) free professional development programs on starting and building arts businesses, marketing and promotion, etc. for artists and arts and culture organizations
3. Prop 28, which passed in November 2022 will provide \$1 billion annually to fund 15,000 credentialed or classified art teachers to fulfill the mandated visual and performing arts programs throughout California schools. We will collaborate with regional partners, community colleges, universities and workforce development agencies to help build this pipeline for artists and teachers to obtain this required training.

**Goal 3: Marketing \$40,000**

The arts make communities vibrant, welcoming, and desirable to visitors from all over the world. Cultural places and events are magnetic, attracting not only artists but families, travelers and businesses. Creative placemaking—the gravitational effect of culture on neighborhoods—positively impacts local economies and quality of life. It creates jobs and stimulates commercial traffic, all of which leverage neighborhood revitalization, attract diverse populations and strengthen communities. Capitalizing on these effects of creative placemaking requires strong public-sector support.

**Measures:**

1. Produce and promote the annual Open Studios Art Tour in October 2024, which will increase art sales for artists over these two weekends. Arts Habitat requested we take over this program allowing us to expand the tour to be as successful as Santa Cruz County’s Tour which features over 300 artists and generates over \$1 million in art sales for the artists. The MC Weekly will design, print and distribute 24,000 guides and we are also producing a mobile app for the Tour.
2. Participate in five (5) community events, festivals, and outreach programs to connect with local residents and build relationships. Host workshops, educational programs, or open rehearsals to engage with audiences and foster a sense of belonging.
3. As eighty percent of participants at large festivals (Cali Roots, Monterey Jazz Festival) are from outside the county, we will leverage digital marketing channels such as social media, email marketing, website, and online advertising to reach a broader audience. And create engaging content, share behind-the-scenes glimpses, promote upcoming

events, interact with audiences online and continuously updating specialized apps such as self-guided tours (Cultural Road Trips) in collaboration with SeeMonterey.

#### **Goal 4: Collaborations and Partnerships \$ 7,500**

By fostering collaboration and partnership across sectors, the arts can serve as a powerful catalyst for economic development, driving innovation, creativity, and prosperity in communities. By leveraging the unique strengths and assets of each partner, communities can harness the transformative power of the arts to create vibrant, inclusive, and resilient economies for all.

##### **Measures:**

1. Partner with SeeMonterey, local chambers of commerce, and businesses to promote arts and cultural attractions to attract visitors to the area, stimulating spending on lodging, dining, shopping, and entertainment. Collaborative marketing campaigns, cultural events, and arts festivals can showcase the community's unique cultural assets and attract tourists from near and far.
2. Collaborate with 2 local communities/cities, including urban planners, developers, and community officials or organizations to integrate arts and culture into neighborhood revitalization and placemaking initiatives to enhance the aesthetic appeal, vibrancy, and livability of communities. Public art installations, murals, and cultural districts can transform underutilized spaces into vibrant destinations, attracting residents, businesses, and investment.
3. Collaborating with developers, investors, and community stakeholders to integrate arts and cultural amenities into revitalization projects to enhance property values, attract investment, and catalyze economic growth. Mixed-use developments such as East Garrison Artists Live/Work project, creative incubators, and arts hubs can create synergies between arts, commerce, and community development, fostering a vibrant and sustainable local economy.

***We respectfully request \$715,617 or 1.88% of the 22-23 TOT of \$38,064,751, as recommended by the Economic Development Committee.***

***Additional Items Requested by County of Monterey Supervisors if full DSA funding is approved: \$155,617 (includes admin & overhead fees)***

1. Welcome to Pajaro Sign (D1 Supervisor Alejo and D2 Supervisor Church); the previous sign was destroyed by the flooding and the community is requesting a new one. The plans are for a vertical stone/concrete sign designed and created by a local artist. *“Pajaro, history of one of the largest Chinatowns there, Ohlone Americans leaving stuffed bird on a pole causing Spanish Portola Expedition to call it El Rio Del Pajaro in Oct. 9, 1769, Latino and ag workers, resilient community, etc.”*
2. Crosswalk Mural in Pajaro (D2 Supervisor Church); crosswalk murals are popular methods of traffic calming while adding energy and vibrancy to a community.
3. Mural in Chualar (D1 Supervisor Alejo and D3 Supervisor Lopez); *“September 2023 was the 60th Anniversary of the Chualar train crash where 32 bracero workers were killed and a couple dozen injured when the train hit the makeshift bus they were in. This would be an amazing project in that community. Only public artwork on the central coast on that important part of our history.”*