



DEVELOPMENT SET ASIDE (DSA) WORK PLAN PROPOSAL FY2026-27

Monterey County Business Council (MCBC) is a 501(c)(6) nonprofit organization that brings together leaders from business, government, and education to address countywide economic issues. Since its founding in 1995, MCBC has advanced effective public-private partnerships by applying private-sector expertise to strengthen economic and workforce development throughout Monterey County. Serving all cities and unincorporated areas, MCBC leads regional collaboration in areas including economic growth, workforce development, broadband deployment, and leadership development to support job creation, business retention, and long-term economic vitality.

MISSION

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

VISION

A thriving, inclusive, and resilient Monterey County economy powered by
collaboration, innovation, and strong regional leadership.

PROGRAMS

Some key initiatives led by the MCBC team that support local businesses and drive economic development include:

- **MONTEREY BAY APEX ACCELERATOR** – Helping businesses pursue and secure government contracts through no-cost advising, workshops, and training.
- **LEADERSHIP MONTEREY COUNTY (LMC)** – Building future leaders through a 10-month program focused on local industry sectors, civic engagement, and community collaboration.
- **SUPERVISOR SPEAKER SERIES & SPECIAL EVENTS**– Creating opportunities for civic leaders, public agencies, elected leaders, and the private sector to engage in meaningful community dialogue and business networking.
- **REGIONAL COLLABORATION** – Elevating local business voices and working with regional partners to strengthen economic and workforce development.



COUNTY OF MONTEREY DSA GOALS

MCBC’s Workplan is strategically aligned with the four core goals outlined in the County of Monterey’s DSA Guidelines.

<p>ECONOMIC DEVELOPMENT</p> <ul style="list-style-type: none"> • Support business growth, retention, and expansion across Monterey County • Advance job creation through targeted economic development programs • Strengthen key regional industries through data-driven strategies and support 	<p>WORK FORCE DEVELOPMENT</p> <ul style="list-style-type: none"> • Build employer capacity through small business advising and technical assistance • Support workforce stability by helping businesses start, grow, and scale • Advance initiatives that drive job creation, workforce stability, and public- and private-sector investment across Monterey County
<p>MARKETING & OUTREACH</p> <ul style="list-style-type: none"> • Promote awareness of economic development resources and business programs • Digital and in-person outreach through newsletters, social media, events, and regional convenings • Intentional weekly outreach in South County and Monterey 	<p>COLLABORATIONS & PARTNERSHIPS</p> <ul style="list-style-type: none"> • Provide economic development support to cities and unincorporated areas through coordination and technical assistance • Partner with the County to support coordinated response, communications, and economic recovery during emergencies or disruptions • Serve as a countywide convener bringing together business, government, and education to align economic development strategies and priorities





REQUEST FOR INVESTMENT

The projected Development Set Aside (DSA) allocation for FY 2026–27 is **\$190,000**, with program scope contingent upon final funding. MCBC will continue reporting outcomes consistent with prior years.

I. Monterey Bay APEX Accelerator

Funding Request: \$140,000

The Monterey Bay APEX Accelerator delivers measurable economic development and impact by helping Monterey County businesses secure government contracts and create or retain jobs.

Performance Measures (FY 2026–27):

- Support Monterey County businesses secure \$25 million in government contracts
- Help create or retain at least 300 jobs

II. Business Outreach, Marketing, and Partnerships

Funding Request: \$50,000

MCBC will strengthen outreach and partnerships to reach businesses throughout Monterey County. Through hands-on technical assistance, our team provides one-on-one guidance to entrepreneurs from startup through growth, in planning, marketing, financing, and operations.

Performance Measures (FY 2026–27):

- Deliver six programs aligned with the County’s Economic Opportunity Pillars
- Host ten economic activities advancing business advocacy, leadership, and public engagement

<p>TOTAL FUNDING FOR FY 2026-27 0.46% of DSA FORMULA = \$190,000</p>
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Work Plan and Budget Utilizing County Funds
July 1, 2026 - June 30, 2027
(Approved by MCFC Board on 1/31/26)

Goal 1 – Increase Film Industry Outreach and Local Facilitation Efforts **\$170,999**

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 and encourage local workforce opportunities.

Measures:

- 1a. Attract and facilitate the number of inquiries and contacts as summarized in Film Commission records, as compared to the previous year and increase by 3% from 282 to 290.
- 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 5% from 151 to 158.
- 1c. Estimate the total spend from film production, as compared with a 3-year average, and increase by 3% from \$3.79M to \$3.98M.

Goal 2 – Expand Reach of Advertising and Promotions **\$100,000**

Marketing and staff communication about Monterey County to targeted film production industry and international, regional and local audiences.

Measures:

- 2a. Increase promotional placements in film trade industry and other media, as compared to the previous year and increase by 5% from 44 to 46.
- 2b. Expand reach from film trade advertising and media exposure, as compared to the previous year and increase by 5% from 2,470,010 to 2,593,511
- 2c. Track website (unique visitors) for propelling marketing message and MCFC brand exposure as compared to previous year and increase by 10% from 17,838 to 19,622

Goal 3 – Expand Countywide Collaborations **\$20,000**

Countywide branding of MCFC, partnering with DSA members, businesses, and educational institutions to leverage support and raise awareness of MCFC’s value and economic impact.

Measures:

- 3a. Expand the number of collaborative community relationships, as compared to the previous year and increase by 5% from 54 to 57.

Total **\$292,999**
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COUNTY OF MONTEREY DSA WORK PLAN PROPOSAL FY 2026-27
JANUARY 30, 2026

Tourism is Monterey County’s second-largest industry, behind agriculture, and the leading industry on the Monterey Peninsula. As the County’s official destination marketing organization, See Monterey is a primary driver of this economic engine—directly influencing hundreds of thousands of visitor-trips each year within a \$3.1 billion tourism economy.

Tourism generates hundreds of millions of dollars annually in Transient Occupancy and Sales Tax revenues that fund essential public services and community programs, while supporting nearly 28,000 jobs countywide. See Monterey creates managed tourism growth by focusing on the right visitors, at the right times, in the right places.

In FY 2024–25, See Monterey influenced more than 547,000 overnight leisure trips, secured over 83,000 booked room nights for meetings and conferences, and generated several million dollars in public relations exposure for the unincorporated County. SeeMonterey.com also delivered more than 20,000 direct referrals to businesses in unincorporated areas—primarily small, owner-operated enterprises with limited marketing capacity.

The County’s investment in See Monterey consistently delivers measurable returns, strengthening the tourism economy, generating critical tax revenues, supporting local jobs, and enhancing residents’ quality of life. In partnership with the County and nine jurisdiction partners, this collaborative approach has created a unified, high-performing destination marketing program that balances economic vitality with community benefit.

The following Work Plan builds on this proven success, outlining the strategies and initiatives that will guide continued impact and long-term prosperity for Monterey County.

ORGANIZATION

Monterey County Destination Marketing Organization, Inc. dba SEE MONTEREY

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.



OUR BOARD

34-member Board of Directors and Advisors representing hospitality, attractions, agriculture, arts and culture, transportation, education, retail, wine country, and community leadership. This cross-sector alignment ensures decisions are market-informed, execution is coordinated, and every dollar invested works harder to deliver higher ROI.

JURISDICTION PARTNERS

See Monterey partners with the County and nine city jurisdictions across the entire County to deliver coordinated, market-driven destination marketing that maximizes impact and return on investment.

ALIGNMENT WITH COUNTY DSA GOALS

See Monterey’s DSA Work Plan is strategically aligned with the four key goals established in the County’s DSA Guidelines. The examples below illustrate how key initiatives directly support and advance these priorities. Additional detail on the Work Plan is provided throughout the document.

County of Monterey DSA Goals - SUMMARY	
<p>1. Economic Development</p> <ul style="list-style-type: none"> • Support businesses by driving visitation and travel spending • Advise on new tourism development opportunities • Attract new industries through groups and meetings 	<p>2. Work Force Development</p> <ul style="list-style-type: none"> • Educational workshops and programs for tourism businesses • Partner with Monterey County Hospitality Association • Implement programs that support education of future hospitality industry
<p>3. Marketing</p> <ul style="list-style-type: none"> • Grow Market Share within drive markets and beyond into short and long-haul air markets • Promote responsible/sustainable travel • Increase intent to visit in leisure, group and international markets 	<p>4. Collaborations & Partnerships</p> <ul style="list-style-type: none"> • Continued collaboration with agriculture, technology, and other business sectors • Support and promotion of existing and new events • Crisis communications in partnership with County officials and implementation of travel recovery programs

SEE MONTEREY’S STRATEGIC PRIORITY

Generate ideal visitation that enhances economic development while protecting quality of place for residents.

To advance this priority, See Monterey focuses on the following interconnected strategies:

1. **Drive demand for overnight stays**, with an emphasis on lower-occupancy periods and midweek travel.
2. **Inspire and influence longer stays** that increase visitor yield and reduce visitation pressure (the “One More Night” strategy).
3. **Distribute visitation and economic benefits** more evenly across the entire County.
4. **Support incremental, managed growth** in visitor spending that drives Transient Occupancy Tax (TOT), Sales Tax revenues, employment, and overall community well-being.

SEE MONTEREY

- 5. **Responsible Travel & Sustainability** – educate travelers on responsible, respectful behaviors that protect natural resources and local communities.

Outcome: A more balanced, higher-value tourism economy that generates sustained public revenue, supports local jobs, and preserves the quality of life that makes Monterey County an exceptional place to live and visit.

SITUATION ANALYSIS

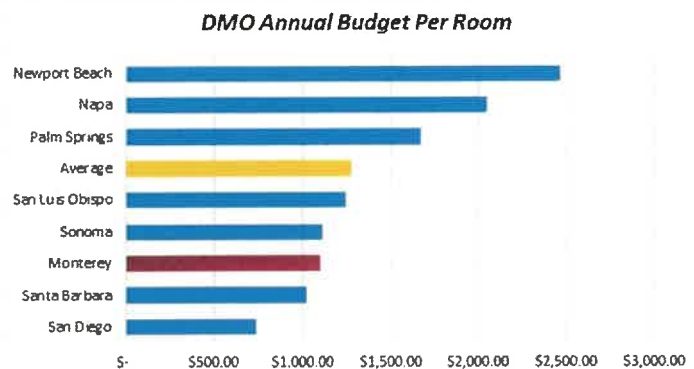
Tourism Outlook

The travel outlook through 2026 and beyond remains constrained. Ongoing economic uncertainty continues to weigh on domestic travel demand, while inbound international travel faces additional headwinds from geopolitical conditions, trade policy impacts, and fluctuations in the U.S. dollar. Two independent, third-party forecasts—from Tourism Economics and LARC—project flat growth at best in the coming year.

Notably, the outlook at the start of 2025 was similarly cautious. While many competitive destinations ultimately saw flat or declining occupancy, Monterey County outperformed—achieving nearly 3% growth in occupancy year over year. This divergence underscores a clear point: strategic investment in marketing, paired with strong collaboration between the County, See Monterey, and our jurisdiction partners, can outperform broader market forecasts and deliver measurable results even in challenging conditions.

Competitive Situation

Competition for the travel dollar has never been more intense. Monterey County competes with destinations such as Napa Valley, Sonoma County, and San Luis Obispo for leisure travelers, and with larger, heavily funded markets—including San Diego, Palm Springs, and San Francisco—for high-value meetings and conferences. As the accompanying chart illustrates, most of our competitive set invests more in destination marketing on a per-hotel-room basis than Monterey County.



Monterey County succeeds when we invest strategically, collaborate aggressively, and maximize every marketing dollar. This Workplan outlines how See Monterey will continue to punch above its weight—leveraging partnerships, focus, and execution to compete effectively, grow visitor spending, and deliver economic vitality while supporting the quality of life of residents.

SEE MONTEREY

1,000 New Hotel Rooms

The core premise of See Monterey’s strategic roadmap, MCT 2030, is the addition of 1,000 new hotel rooms by the end of the decade. As of January 30, 2026, 300 of those rooms are now online with the opening of two new hotels in Sand City and the Kimpton Mirador in Pacific Grove. This growth strengthens the County’s long-term economic outlook by diversifying the lodging portfolio with modern limited-service properties and a high-end boutique hotel.

Additional projects are underway or preparing to break ground. With new supply comes the need for smart, managed growth in visitation. To support both existing and future inventory, See Monterey must continue expanding demand by reaching new markets and audiences—particularly the Midwest, East Coast, and key international markets.

REPORTING & ACCOUNTABILITY

See Monterey maintains a disciplined, transparent reporting structure focused on results, ROI, and alignment with County and jurisdiction priorities. The following outlines how performance is tracked and accountability is upheld:

- **Annual Business Plan:** Defines strategies and initiatives to drive responsible visitation, increase overnight stays, and countywide economic impact.
- **Annual Report:** Summarizes performance, outcomes, and progress against strategic objectives.
- **Investment Reporting:** Semiannual ROI reports to the County, supported by a public Annual Report shared with all jurisdiction partners.
- **Ongoing Executive Reporting:** Regular CEO updates delivered via email, ongoing collaboration with the Economic Development Committee, and periodic presentations to the Board of Supervisors to ensure alignment, transparency, and informed decision-making.
- **Annual Meeting:** Reports on prior-year results and outlines strategies and priorities for the year ahead.

COLLABORATIVE PARTNERSHIPS

We work closely with a broad group of partners throughout the County to ensure an integrated approach to information sharing, marketing collaboration and crisis management, including but not limited to:

Monterey County Hospitality Association
Monterey County Business Council
Monterey County Film Commission
Monterey Bay Economic Partnership
Big Sur Byways Organization
Salinas Valley Chamber of Commerce
Monterey Peninsula Chamber of Commerce
Cal State University Monterey Bay

Monterey Salinas Transit
Monterey County Farm Bureau
Arts Council for Monterey County
BSMAAC / CABS
Monterey Regional Airport
Visit Carmel
Pacific Grove Chamber of Commerce
WeatherTech Raceway Laguna Seca

SEE MONTEREY

RESPONSIBLE TRAVEL & SUSTAINABILITY

As a top bucket-list destination, Monterey County attracts visitors from around the world—making education around safe, responsible travel essential to preserving the place residents call home. “The Right Path”, See Monterey’s sustainable and responsible travel initiative, engages residents, businesses, stakeholders, and visitors to promote best practices across every visitor touchpoint. The program helps guide visitation in ways that protect natural resources, respect local communities, and support long-term economic vitality while reinforcing Monterey County’s leadership in responsible destination stewardship.

CRISIS COLLABORATION & COMMUNITY

PREPAREDNESS

See Monterey works closely with the County and community partners to prepare for and respond to regional challenges such as wildfires, severe storms, and road closures. In times of crisis, the hospitality industry is often the first to step up—providing shelter and evacuee rates for residents—and See Monterey serves as the key connector, gathering real-time input from hotels and sharing coordinated, accurate information with residents and visitors. This approach supports visitor safety while prioritizing resident well-being and community access.

From crisis response to responsible travel education to Car Week, See Monterey plays a vital role as a trusted County partner—providing clear guidance on where to go, where not to go, and when and how to travel.



INVESTMENT BUDGET

MAXIMIZING IMPACT TOGETHER

The proposed Jurisdiction Investment Partnership with See Monterey through the Development Set Aside (DSA) is based on a flat growth projection for the coming year. Accordingly, the requested investment for FY 2026–27 remains level year over year at \$1,913,494.

Historically, See Monterey’s funding was tied to 6% of actual Transient Occupancy Tax (TOT) collections from two years prior, though this approach shifted following the COVID-19 disruption. While this Work Plan is built on the current DSA framework, it is designed to scale should the County choose to increase its investment. Higher funding levels would enable expanded market reach, greater impact, and increased return on investment for the County.

When combined with contributions from nine jurisdiction partners and the MCTID hotel assessment, the County’s investment delivers an immediate 7-to-1 leverage ratio. This highly collaborative funding model allows Monterey County to compete effectively, driving visitor spending, market share, and tax revenues.

Finally, See Monterey respectfully requests the Board of Supervisors consider a multi-year funding commitment, which would support more effective long-term planning, improve operational efficiency, and maximize the return on the County’s investment over time.

MONTEREY COUNTY TOURISM 2030

In September 2024, See Monterey published Monterey County Tourism 2030 (MCT 2030, available [here](#)), a long-term strategic roadmap shaped by extensive input from industry, community, and public-sector stakeholders across the County. Since its launch, See Monterey has made meaningful progress—expanding into new Midwest markets, advancing a countywide event strategy, investing in new air service including nonstop Chicago service, and launching a new sustainable travel program, among other initiatives. The County’s continued investment is essential to sustaining this momentum and fueling the next phase of progress outlined in this Workplan.

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| <p>FY26-27 Key Areas of Focus</p> <ul style="list-style-type: none"> • Reinvigorating Monterey Wine Country • Renew International Visitation • Recover lost business from HWY1 closure • Maximizing value of major events (e.g., US Men’s Open, other) • Driving ‘One More Night’ Visitors • Advancing Responsible Travel & Stewardship |
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PROGRAMS

Marketing Communications: \$957,151

See Monterey’s Marketing Communications programs integrate brand-led advertising, public relations, and social media to drive awareness, influence

SEE MONTEREY

decision-making, and increase overnight visitation across leisure, group, and international markets. In short, this work drives national and global demand for Monterey County's multifaceted, bucket-list experiences. Marketing Communications Strategic Priorities – *Grow Demand*:

Market Growth & Development - Build awareness, preference, and intent to visit; maximize reach in drive and short-haul air markets while expanding into long-haul domestic and international markets through year-round national and international PR and highly engaged social channels.

Brandtailing – Grow the destination's long-term brand while using targeted promotions to drive immediate bookings, supported by partnerships that expand reach beyond paid advertising.

Extend Visitor Stay & Spend – Prioritize higher-value travelers and deploy "One More Night" strategies—exclusive offers, event extensions, and compelling content—to increase length of stay and visitor spending.

"One More Night," famously sung by Phil Collins, isn't just a song—it's a strategy. One more night per visitor delivers an incremental \$899 million in economic impact per year.

Group Marketing Strategy – Support business development through lead-generation advertising and content, explore nontraditional channels to reach planners, and integrate group and luxury messaging to influence C-suite decision makers.

International Strategy – Maintain a tiered market approach with primary focus on the U.K., Canada, and Mexico, supported by direct-to-consumer advertising, co-ops, and opportunistic promotion in markets across Europe and Asia.

Responsible Travel Strategy – Advance the redesigned "The Right Path" stewardship program by educating travelers before they arrive and reinforcing those messages while they are here, with added emphasis during peak travel periods.

Crisis Communications Strategy – Stay prepared at all times by regularly reviewing plans, using a clear crisis response framework, and coordinating closely with the County, hotel stakeholders and partner agencies.

Event Strategy – Build on past efforts by strategically strengthening existing events and selectively adding new events to drive visitation during need periods, support emerging locations, and maximize return on public investment.

Group Business Development: \$659,629

Group Business Development programs drive countywide economic impact by attracting meetings, conferences, and group business. These efforts strengthen

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demand by filling rooms during need periods and creating rate compression that benefits both host hotels and surrounding lodging businesses. Strategic Priorities:

Expand Group Market Segments – Identify and penetrate new and emerging group segments through targeted industry engagement, destination-wide events, and strategic partnerships that grow awareness and demand.

Meetings, conferences, and events are critical to the success of unincorporated County properties and are a key driver of County TOT and sales tax. Properties at Pebble Beach, Carmel Valley Ranch, Bernardus, The Quail, and others rely on See Monterey to generate qualified leads and help convert them into booked business.

Activate High-Value Industry Engagement – Host and participate in industry events, FAMs, and high-touch client activations that generate leads and accelerate conversion in priority and high-value segments.

Drive Off-Season Group Demand - Target specialty and incentive groups that meet during need periods, prioritizing events that generate compression and extend stays to maximize rate and occupancy.

Strengthen Strategic Partnerships – Leverage sponsorships, speaking opportunities, and alliances with key industry organizations to expand reach into longer-haul markets and grow qualified group leads.

Elevate Planner Value & Destination Differentiation – Promote Monterey County’s sustainability leadership and inclusive experiences while enhancing planner-facing programs—such as curated site tours and attendee offers—to increase bookings, attendance, and length of stay.

Community Relations: \$60,888

See Monterey’s Community Relations program unites residents, local government, small businesses, and hospitality around a single priority—driving overnight visitation that fuels economic vitality and enhances quality of life for communities and residents. Community Relations Strategic Priorities:

Community Engagement – See Monterey’s Community Engagement efforts protect and grow tourism’s economic impact by aligning residents, agencies, and industry around shared priorities, delivering targeted education and outreach that supports informed decision-making and long-term destination success.

Membership Growth & Development – Membership Growth and Development expands destination marketing by growing participation, strengthening local businesses, and increasing visitor-driven economic returns.

Destination Services – Destination Services initiatives improve visitor conversion by modernizing trip-planning tools and coordinating with regional visitor centers,

SEE MONTEREY

helping turn interest into overnight stays, visitor spending, and measurable return on investment.

General Administration: \$235,826

See Monterey is an accredited not-for-profit Destination Marketing Organization that adheres to industry best practices in operations and financial management. This budget supports essential expenses required to sustain all departmental programs and staffing. Priorities:

Finance & Operations – See Monterey’s Finance & Operations function ensures fiscal discipline through modern financial systems and controls that support transparency, forecasting, and informed decision-making, while maintaining core infrastructure for productivity and continuity.

Human Resources & Organizational Culture – Human Resources and Organizational Culture strengthen people systems and talent development to support a high-performing, inclusive workplace.

Governance & Administration – Governance and Administration support the Board and its eight committees, ensuring compliance, accountability, and long-term organizational stability.

PERFORMANCE MEASURES

See Monterey will set, measure and report against ambitious, results-driven organizational metrics designed to deliver increased return on investment and measurable economic benefit to the County. Key Performance Indicators include:

- Marketing Communications generating travel demand with an Intent to Visit Score Goal of 4.3
- Group Business lead generation at 750
- Group Booking Conversion at 25%
- Engaged Web Sessions
- Social Engagements
- Partner Site Conversions to Partner Websites
- Top Level Group Conversions driving Group Awareness
- Achieve placement in Top Media Outlets
- And more...

Ultimately, See Monterey will report clear, dollar-value ROI across influenced visitor spending, direct meetings and events spending, and earned media value, along with additional measures of demand generation.

This work plan, including the performance measures and budget, are tentative based on the final investment budget from the Monterey County Board of Supervisors and the adoption by the See Monterey Board of Directors on June 25, 2026.



ARTS COUNCIL for Monterey County

Arts Investment Work Plan

COUNTY OF MONTEREY DSA WORK PLAN 2026-27

Our mission is to champion the arts to enrich our community—through education, healing programs and support for local creatives, nonprofits and cultural organizations.



Why the Arts Matter in Monterey County

The arts are a vital economic, workforce, and quality-of-life asset locally, statewide, and nationally. In 2022, arts and cultural industries reached an all-time high, contributing 4.3% of U.S. GDP (\$1.1 trillion) and supporting millions of jobs. In California, the creative economy continues to be a major driver of growth, contributing hundreds of billions in regional product and supporting 7.6% of statewide employment. Locally, Monterey County's creative economy generates approximately \$1.5 billion annually, supports over 14,000 jobs, and contributes significant state and local tax revenue—demonstrating that arts and culture are not discretionary, but foundational to economic vitality.

Beyond economic impact, the arts play a critical role in community resilience, mental health, and social cohesion. In periods of economic uncertainty and social stress, arts and cultural engagement provide proven benefits: improving emotional well-being, strengthening community connection, supporting youth and seniors, and fostering civic pride. Strategic County investment in the arts will expand access to education, workforce opportunities, and healing programs—particularly in unincorporated and historically under-resourced communities—while strengthening tourism, small businesses, and local economies.

This work plan positions arts funding as a **strategic County investment**—driving economic development, workforce opportunity, tourism growth, and equitable revitalization. Through clear goals, measurable outcomes, and strong partnerships, Arts4MC will ensure County resources deliver meaningful return on investment for residents, businesses, and visitors alike.

Based on the recommendation from the Economic Development Manager to request the same amount of funding as the past two years, but to expect less, we propose to provide the following for the amount of \$603,164:

Goal 1: Economic Development Investment: \$324,500

Strategic Priority A: Regranting & Cultural Event Support

In partnership with the David and Lucile Packard Foundation, Arts4MC will regrant funds to approximately **30 local nonprofit organizations** to expand arts programs, events, and festivals that serve as economic drivers. Funding will be paired with technical assistance and consulting to build organizational sustainability. At least **10 festivals, concerts, or performances** will receive direct support and promotion.

Impact:

- Increases capacity of arts organizations to generate earned revenue
- Supports multi-day events that drive overnight visitation and TOT growth
- Strengthens small and mid-sized cultural producers Countywide

Measures of Success:

- Number of organizations funded and assisted
- Attendance figures and visitor origin data for supported events
- Economic activity generated (sales, ticket revenue, lodging indicators)
- Two County Grant Awardee Receptions delivered

Strategic Priority B: South County Film Festival (Pinnacles Film Festival)

Partnering with Sol Treasures and the City of King City, the Pinnacles Film Festival is a **targeted rural economic development initiative** leveraging cultural tourism to stimulate South County economies. The festival activates underutilized public spaces, supports local businesses, and creates paid opportunities for artists, filmmakers, and youth.

Impact:

- Generates new visitor spending in South County
- Builds creative workforce pathways for youth and emerging filmmakers
- Increases regional visibility for rural communities

Measures of Success:

- Festival attendance and visitor origin
- Number of paid creative opportunities generated
- Local business participation and economic activity



Goal 2: Workforce Development Investment: \$206,592

Strategic Priority A: Individual Artist Grants

Arts4MC will support approximately **15 emerging and established artists** with grants and mentorship to launch or expand creative businesses, including travel support, materials, and professional opportunities.

Impact:

- Increases earned income for artists
- Strengthens creative entrepreneurship and retention
- Supports artists as small business owners

Measures of Success:

- Number of artists supported
- Documented business growth outcomes (sales, contracts, exhibitions)

Strategic Priority B: Professional Development

Arts4MC will offer at least **four free professional development programs** for underserved artists and organizations, focused on business development, marketing, and strategies for transitioning part-time creative work into living-wage employment.

Impact:

- Builds sustainable creative careers
- Improves financial stability and workforce readiness

Measures of Success:

- Attendance and participation rates
- Post-training surveys measuring skill and capacity gains

Strategic Priority C: Affordable Artist Studios (ArtWorks @Salinas)

ArtWorks @Salinas provides affordable studio and gallery space that lowers barriers to entry for under-resourced artists while creating direct economic opportunity.

Impact:

- Supports sustainable creative businesses
- Demonstrated 200% increase in artist sales (Dec 2023-Dec 2024)
- Strengthens local creative economy

Measures of Success:

- Number of artists in residence
- Sales revenue tracked annually
- Business growth outcomes
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Goal 3: Marketing Investment: \$35,000

Strategic Priorities

- **Open Studios Art Tour 2026:** Expanded participation, printed guides (24,000), mobile app with public art integration
- **Community Outreach:** Participation in ~10 festivals and community events
- **Tourism Marketing:** Digital campaigns and visitor tools in partnership with See Monterey

Impact:

- Increased visitation and length of stay
- Higher participation by first-time artists and visitors

Measures of Success:

- Participation growth and repeat engagement
- App usage and guide distribution
- Marketing reach and impressions

Goal 4: Collaborations & Partnerships Investment: \$37,072

Strategic Priority A: Collaborative Marketing

Coordinate cross-promotion with County agencies, See Monterey, Film Commission, Business Council, and Chambers of Commerce.

Measures: Campaign reach, shared calendars, visitor engagement.

Strategic Priority C: Public Art Installations (Unincorporated Areas)

Public art will activate rural corridors and community hubs, increase foot traffic, and support small businesses while creating paid opportunities for artists and youth.

Measures:

- Number of installations
- Community engagement and visitation
- Local business feedback

Strategic Priority B: County Government Center Curation

Annual rotating exhibitions featuring **30-40 local artists**, awards reception, and promotion.

Measures: Artist participation, public engagement, visibility metrics.



ADDITIONAL PROPOSAL

Strategic Priority Monterey County Arts Master Plan (\$142,500)

At the request of the Board of Supervisors, Arts4MC will lead the creation of the first Monterey County Arts Master Plan, serving as a place-based economic development and workforce strategy focused on unincorporated areas of the County. The Plan will guide how arts, culture, and creative placemaking can increase foot traffic, support small businesses, grow tourism spending, activate corridors, and create jobs.

Impact:

- Establishes a County-wide framework aligning arts investment with tourism, workforce development, and equitable revitalization
- Identifies priority geographic areas, infrastructure needs, and funding pathways
- Positions the arts as an economic engine rather than a discretionary service

Measures of Success:

- Completion and Board presentation of the Arts Master Plan
- Number of community engagement sessions and stakeholder interviews
- Adoption of implementation strategies by County departments and partners