



May 5, 2025

RE: FY2025-2026 Jurisdiction Investment Partnership

Chip Rerig, City Administrator
City of Carmel-by-the-Sea
PO Box CC
Carmel, CA 93921

Dear Chip,

See Monterey and the City of Carmel-by-the-Sea have enjoyed a long-standing partnership, working together in innovative ways to support and grow the tourism economy. As a cultural and culinary gem of Monterey County, Carmel plays a vital role in shaping the region's visitor experience. Our collaboration has helped drive TOT and sales tax revenue that directly supports employment, local services and enhances the quality of life for residents.

The coming fiscal year presents an opportunity to continue this partnership in meaningful and intentional ways. The following outlines our investment proposal for destination group business development and marketing services, with continued focus on elevating Carmel's distinct arts, culture, and culinary offerings:

Sales & Marketing – Promote Carmel-by-the-Sea as a key part of the Monterey County experience, with dedicated efforts to build awareness and familiarity among drive markets as well as regional, national, and international fly-in audiences. These efforts aim to position Carmel-by-the-Sea as a distinctive and desirable destination, inspire longer stays, and generate increased visitor spending—all of which contribute to incremental growth in the City's TOT and sales tax revenues. Promotions will also continue to support smaller, owner-operated properties in Carmel-by-the-Sea.

Free Membership – Provide complimentary membership to tourism-related businesses in Carmel-by-the-Sea, along with opportunities to participate in See Monterey's promotional programs.

Responsible & Sustainable Travel – Continue and expand efforts to promote responsible and respectful visitation in and around Carmel, aligning with broader sustainable tourism principles.

Public Relations & Social Media – Ensure inclusion of Carmel-by-the-Sea in targeted press releases and facilitate coordinated media opportunities with journalists and social media influencers to elevate the Village's visibility.

Financial, Data Analytics & Research – Collaborate on financial and industry data insights to support the Village's strategic planning and long-term financial forecasting.

Board Representation – As part of this partnership, Carmel-by-the-Sea holds a dedicated seat on See Monterey's Board of Directors, ensuring the Village's interests and priorities are represented in countywide tourism planning and decision-making.



Carmel's partnership level follows the long-standing and equitable formula of 3% of total TOT collections, tentatively projected at \$8,656,929 for the FY2025–26 fiscal year. This would equate to an investment of approximately \$259,708. In alignment with the cities of Monterey and Salinas, we recommend structuring payments on an "actuals received" basis to ensure fiscal accuracy.

The City's investment will be powerfully leveraged alongside contributions from nine other jurisdictions and the Monterey County Tourism Improvement District (MCTID) assessment funded by the hospitality community. Together, these collective investments support a dynamic, countywide destination marketing program—strategically developed, collaboratively led, and implemented with the highest standards of integrity and industry best practices. We look forward to our continued partnership and I'm available for any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Rob O'Keefe", is positioned below the "Sincerely," text.

Rob O'Keefe
President and CEO

CC: Bina Patel, Chair, See Monterey Board of Directors
Amy Herzog, Visit Carmel Executive Director and See Monterey Board of Directors