

Discover a
STORYBOOK
Kind of **PLACE**

Visit
CARMEL
BY-THE-SEA
California

**2024-25 ANNUAL REPORT &
2025-26 MARKETING PLAN**

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



FY 2024-25 ANNUAL REPORT & FY 2025-26 MARKETING PLAN

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A LETTER FROM OUR CHAIR & EXECUTIVE DIRECTOR

Dear Carmel-by-the-Sea Community and Partners,

On behalf of Visit Carmel, we are proud to present the 2024–25 Annual Report and 2025–26 Marketing Plan. This past year achieved record-breaking results, innovative new initiatives, and strengthened partnerships that together highlight Carmel-by-the-Sea as both a storybook village and a dynamic, world-class destination.

Fueled by record-high average daily rates and increased room inventory following several major renovations, transient occupancy tax (TOT) collections grew by nearly 12%, generating more than \$9.3 million in revenue for the City.

Our integrated marketing programs delivered exceptional outcomes across nearly every metric. Our website drew 1.6 million new users, with traffic for dining, shopping, and events more than doubling year-over-year. The “Storybook Kind of Place” campaign continued to elevate Carmel’s brand through new photo and video assets, national connected TV ads, and strategic print and digital placements across drive and fly markets.

Through the Carmel Restaurant Improvement District we elevated our culinary profile through new video reels, print campaigns, and an expanded Carmel Culinary Week. Accolades for local restaurants and wineries, a refreshed Carmel Wine Walk, and Meet the Makers—pairing artists and winemakers—further showcased Carmel’s creative spirit and enriched the visitor experience.

Public relations and social media amplified our visibility, with media placements generating 12.7 million coverage views—nearly half from national outlets—and strong engagement across all platforms.

Equally important, Visit Carmel deepened its community partnerships, expanding collaborations with local organizations and reviving events such as the Annual Meeting and Innkeepers Dinner to foster dialogue, transparency, and shared success.

Looking ahead, we recognize both challenges and opportunities—from regional competition and infrastructure limits to new hotel openings, expanded air service, and growing recognition of our culinary scene. Our focus remains on sustaining results while balancing growth with stewardship and community well-being.

Our success is made possible by the enduring partnership between Visit Carmel, city leadership, local businesses, and our vibrant community. Thank you for your continued support as we carry Carmel’s story forward.

Carrie Theis, Board Chair

Amy Herzog, Executive Director



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) 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. The CHID was renewed on March 1, 2021 for a 10-year term.

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). The CRID was renewed for a 9½ year term starting on January 1, 2024. 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, the City of Carmel contracted Visit Carmel as the administrator of its marketing funds and program. In June 2024, that agreement was renewed for a three-year term. 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 prioritizes finding the balance between sharing our beautiful village and protecting it.

BOARD OF DIRECTORS

Carrie Theis, Chair

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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 2025-26.

CHID-Assessed Lodging Properties:

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



CRID-Assessed Restaurants:

- | | | |
|--------------------------------|--------------------------------|---------------------------------|
| 1. Akaoni | 21. Flaherty's Seafood Grill | 42. Patisserie Boissiere |
| 2. Alvarado Street Brewery | & Oyster Bar | 43. Pizza Heaven |
| 3. Anton & Michel Restaurant | 22. Flying Fish Grill | 44. Portabella |
| 4. Aubergine | 23. Foray | 45. Rise+Roam |
| 5. A.W. Shucks Cocktail | 24. Grasing's Coastal Cuisine | 46. Seventh & Dolores |
| & Oyster Bar | 25. Grill on Ocean Avenue | 47. Stationæry |
| 6. Barmel / Barmel Supper Club | 26. Hog's Breath Inn | 48. Sushi Heaven |
| 7. Brophy's Tavern | 27. Il Fornaio | 49. Terry's Restaurant + Lounge |
| 8. Bud's at La Playa Hotel | 28. Il Tegamino | 50. The Pocket |
| 9. Cafe Luna | 29. Jeju Kitchen | 51. Tommy's Wok |
| 10. Carmel Belle | 30. Katy's Place | 52. Toro Sushi & Sake |
| 11. Carmel's Bistro Giovanni | 31. L'Escargot | 53. Tree House Cafe |
| 12. Carmel's Hidden Gem | 32. La Bicyclette | 54. Tuck Box |
| 13. Casanova Restaurant | 33. Le Souffle | 55. Vesuvio Restaurant |
| 14. Catch | 34. Links Club | 56. Village Corner |
| 15. Chez Noir | 35. Little Napoli | 57. VIN by the Sea |
| 16. Cultura Comida y Bebida | 36. Little Swiss Cafe | 58. Yafa |
| 17. Dametra Cafe | 37. Mission Bistro | |
| 18. Edwin's Carmel | 38. Mulligan Public House | |
| 19. El Bistro by the Sea | 39. Nicolás Cocina de Herencia | |
| 20. Enzo Ristorante Italiano | 40. Nora's Comfort Cuisine | |
| | 41. Pangaea on Ocean Avenue | |

ASSESSMENT METHODOLOGIES

Visit Carmel manages two assessment districts—the Carmel Hospitality District (CHID) and the Carmel Restaurant Improvement District (CRID).

Carmel Hospitality Improvement District (CHID)

The CHID annual assessment rate is two percent (2%) 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 bi-monthly 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* dated August 1, 2020.

FY 2025-26 Projected Funding	
CHID.....	\$1,930,243
CRID.....	\$301,573
City of Carmel -by-the-Sea . . .	\$120,000
Other	\$39,151
Total	\$2,390,967

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,** dated July 11, 2023.

Tourism Economy

Tourism is vital to Carmel-by-the-Sea and generates a substantial portion of the City’s income revenue . 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.

Travel and tourism is one of the state of California’s most crucial engines for economic growth. In 2024, travel spending grew to \$157.3 billion, a 3% year-over-year increase from the prior year. ***

The fluctuating rate of recovery and economic outlook, combined with mixed consumer sentiment, and increased competition from both in-state as well as domestic and even international destinations, make Visit Carmel’s marketing funds essential to maintaining a competitive market share.

Carmel-by-the-Sea continues to be impacted by heavy competition for the drive market visitor, a lackluster return of international travel, and fluctuations in the national economic outlook. The collective funds from the CHID, CRID, and the City allow for a more inclusive marketing program that promotes and benefits all of the visitor-serving businesses in the Village.

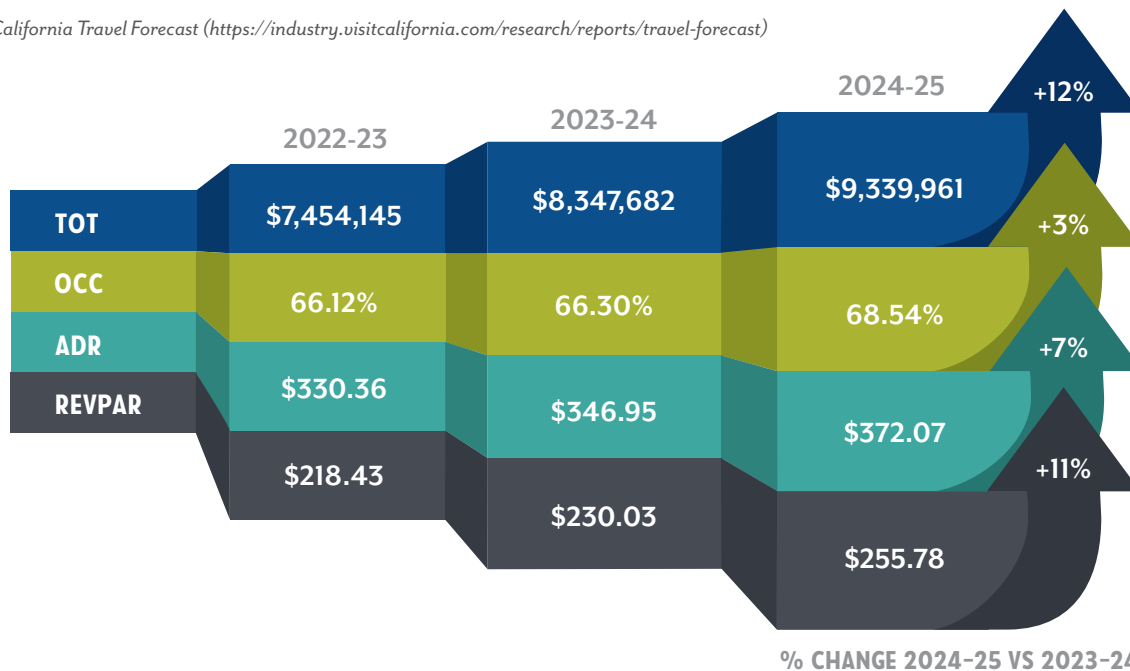
*https://www.carmelcalifornia.com/userfiles/file/Carmel_CHIDRenewalManagementDistrictPlan_10_6_20.pdf
**https://www.carmelcalifornia.com/userfiles/file/MDP_CarmelRID_Final2024-2033.pdf
***<https://industry.visitcalifornia.com/research/dashboard>

TRAVEL TRENDS AND LODGING OVERVIEW

FY24-25 ended with a record \$9.3 million in TOT revenue, representing a 12% increase over the prior year. The majority of that growth is due to a 7% increase in the average room rate during the year. In line with Visit Carmel's strategy to strengthen off-season performance and reduce peak-season pressures, the below bi-monthly data shows notable success in driving revenue growth during the winter and spring months. Revenue per Available Room (RevPAR) achieved double-digit year-over-year gains from January through June. These results are especially meaningful given those periods are traditionally the most difficult to influence. While hotel occupancy remains highest in the summer, this strong off-season performance reflects the effectiveness of Visit Carmel's marketing focus on promoting travel during quieter periods—helping create a more balanced, sustainable tourism economy for the community.

The outlook for leisure travel to Carmel-by-the-Sea remains positive for the remainder of 2025 and into 2026. Statewide visitor volume is projected to grow by 0.8% in 2025 and accelerate to 1.7% in 2026. Although international visitation is expected to decline slightly this year—down 0.7%, with a 2.1% decrease in international visitor spending*—a gradual rebound is anticipated in 2026 as global travel confidence improves. Overall, Carmel is well positioned for continued, sustainable growth in the years ahead, supported by its strong domestic base, high visitor satisfaction, and increasing demand for premium, small-destination experiences.

* Visit California Travel Forecast (<https://industry.visitcalifornia.com/research/reports/travel-forecast>)



FY 2024-25 Bi-Monthly Breakdown (% Change YOY)

	July-Aug	Sept-Oct	Nov-Dec	Jan-Feb	Mar-Apr	May-June
TOT	\$2,290,176 +17%	\$1,769,436 +6%	\$1,202,872 +13%	\$984,305 +16%	\$1,368,398 +9%	\$1,724,775 +11%
Occ.	81.65% +3%	74.72% -3%	57.37% +2%	53.46% +5%	68.36% +7%	75.70% +7%
ADR	\$449.70 +8%	\$389.79 +5%	\$347.38 +8%	\$321.36 +11%	\$337.94 +4%	\$386.24 +8%
RevPAR	\$367.18 +11%	\$291.25 +2%	\$199.29 +9%	\$171.80 +14%	\$231.02 +11%	\$292.38 +13%

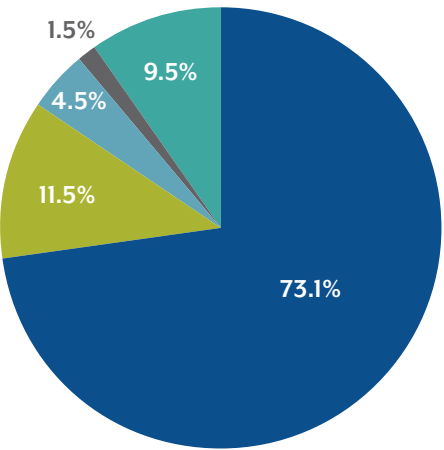
FINANCIAL SUMMARY AND FY 2025-26 BUDGET

The FY 2025-26 budget reflects a fairly optimistic revenue projection, slightly higher than last year. This forecast is based on industry trends and historical performance, taking into account nearly full inventory and a projection of \$9.7 million in TOT revenue, a 3.2% year-over year increase.

Restaurant assessment revenue is projected to be commensurate with approximately 3% of Transient Occupancy Tax (TOT) revenue, with expected year-over-year growth of CRID collections of 5-6%.

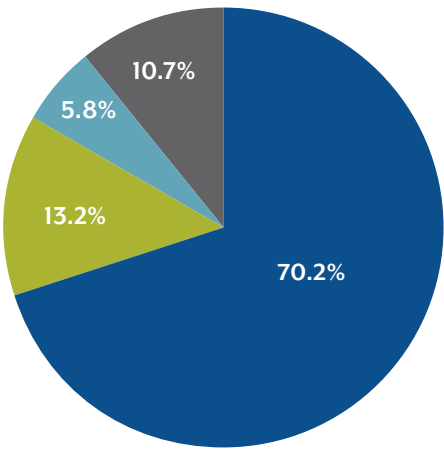
Visit Carmel has established an investment account for our cash reserve in order to generate interest income and has allocated \$250,000 from our cash reserve fund to support expanded marketing initiatives.

The FY 2025-26 budget outlines projected revenue and expenses, positioning Visit Carmel to build on the momentum of last year’s strong performance.



2025-26 BUDGET REVENUE

CHID Assessment	\$1,930,243
CRID Assessment	\$301,573
City of Carmel-by-the-Sea	\$120,000
Other	\$39,151
Cash Reserve Balance	\$250,000
TOTAL REVENUE	\$2,640,967



2025-26 BUDGET EXPENDITURES

Marketing	\$1,823,998
Public Relations	\$344,000
Sales & Promotion	\$151,680
Administration	\$278,535
TOTAL EXPENDITURES	\$2,598,213

Beginning Reserve Balance	\$965,088
Projected Ending Reserve Balance	\$ 757,841

2024–25 YEAR-END FINANCIAL REPORT

VISIT CARMEL, Inc.

BALANCE SHEET

As of June 30, 2025

	<u>Total</u>
ASSETS	
Current Assets	
Bank Accounts	
1060 Pinnacle Bank Ckg (8842) ^	\$176,855.30
1062 Pinnacle Bank Svgs (6223)	\$10,997.58
1064 Pinnacle Bank MMA (3909) *	\$100,264.09
1065 Pinnacle Bank MMA Cash Mgr (9095) *	\$676,910.56
Total Bank Accounts	\$965,027.53
Other Current Assets	
1200 Undeposited Funds	\$0.00
Total Other Current Assets	\$0.00
Total Current Assets	\$965,027.53
Fixed Assets	
1500 Furniture and Equipment	\$0.00
1510 Accumulated Depreciation	\$0.00
Total Fixed Assets	\$0.00
TOTAL ASSETS	\$965,027.53
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
2100 Payroll liabilities	\$0.00
2200 Prepaid Seminar Fees	\$0.00
2210 Sales Tax Payable	\$0.00
Total Other Current Liabilities	\$0.00
Total Current Liabilities	\$0.00
Long-Term Liabilities	
2725 SBA EIDL Funded 7/27/20	\$0.00
Total Long-Term Liabilities	\$0.00
Total Liabilities	\$0.00
Equity	
300 Opening Balance Equity	\$0.00
32000 Unrestricted Net Assets	\$1,200,998.64
Net Income	\$ (235,971.11)
Total Equity	\$ 965,027.53
TOTAL LIABILITIES AND EQUITY	\$ 965,027.53

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

2024-25 OVERVIEW & 2025-26 STRATEGIC MARKETING PLAN





INTEGRATED MARKETING PLAN OVERVIEW

Visit Carmel uses a strategic and integrated approach to destination marketing based on these specific objectives:

- Target high-value, multi-day visitors who live in our primary drive and fly markets: San Francisco Bay Area, Los Angeles region, Sacramento, and Fresno—along with Dallas, Denver, Phoenix, Seattle, and San Diego.
- Increase visitation during the off-season from November–May and midweek from Sunday–Thursday.
- Encourage visitors to book hotel reservations direct via the official travel website (www.CarmelCalifornia.com) to increase hotel revenue and reduce commissions paid to third-party online travel agencies (OTAs).
- Brand and promote Carmel-by-the-Sea as a world-class destination by focusing on brand pillars which include natural beauty, food & wine, arts & culture, wellness & fitness, and responsible travel.
- Continue to tell fresh stories through new brand campaigns, imagery, events, and paid, earned and owned media.

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





VISIT CARMEL'S STORYBOOK BRAND CAMPAIGN ELEVATES CARMEL-BY-THE-SEA AS CALIFORNIA'S COASTAL GEM AND DELIVERS RECORD RESULTS AGAIN THIS YEAR

The “Discover a Storybook Kind of Place” Brand Campaign was created to highlight Visit Carmel’s most defining quality—its whimsical, fairytale charm set against a backdrop of breathtaking coastal beauty. By positioning Carmel-by-the-Sea as “California’s Coastal Gem,” the campaign connects the village’s enchanting character to the larger California travel brand, reinforcing its image as a truly one-of-a-kind destination. Supported by an integrated marketing strategy and expanded media presence, the campaign continued to gain momentum in FY 2024–25, driving strong digital performance, increasing new website users, and generating significant growth on the Hotel Specials landing page and with citywide hotel revenue.

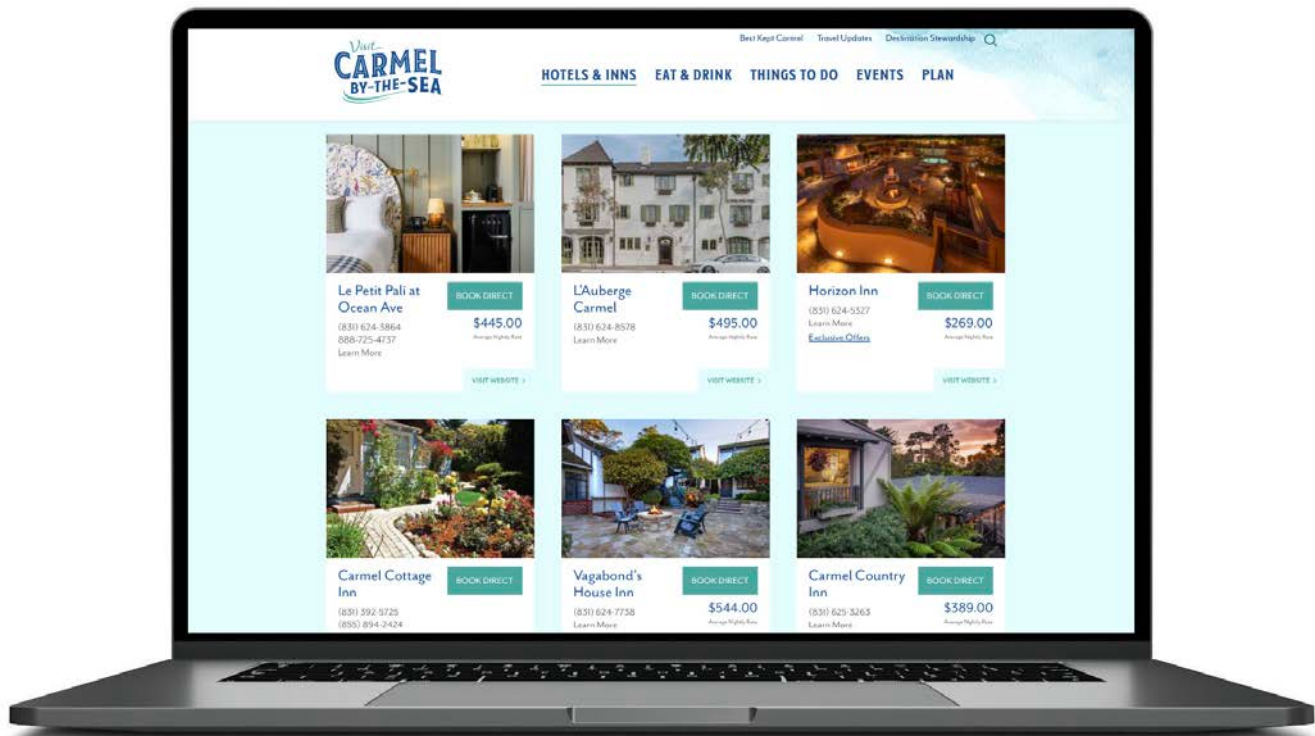


1.6 MILLION
Website New Users
+45% YOY Increase

369,000
Hotel Offers Page Visits
+405% YOY Increase

STRONG MARKETING AND WEBSITE PERFORMANCE FUELS A REBOUND IN HOTEL OCCUPANCY AND TAX REVENUE

At the heart of Visit Carmel's strategy is transforming inspiration into bookings—guiding visitors from CarmelCalifornia.com directly to local hotel websites and reservation pages. This focused digital approach not only increased engagement but also delivered tangible results, contributing to a healthy rebound in citywide hotel occupancy and tax revenue during FY 2024–25.



Hostelry Average Daily Occupancy Rate - Bi-Monthly

How many rooms, on average, are occupied daily within the City during the reporting period?

Fiscal Year	Jul-Aug	Sep-Oct	Nov-Dec	Jan-Feb	Mar-Apr	May-Jun	Annual Avg.
2023-24	78.91%	76.89%	56.44%	51.10%	63.63%	70.84%	66.30%
2024-25	81.65%	74.72%	57.37%	53.46%*	68.36%*	75.70%	68.54%
% change vs LY	3.47%	-2.83%	1.64%	4.62%	7.44%	6.86%	3.38%

Average Hotel Occupancy Rate 68.54% (+3.38% YOY Increase)

Receipts of Hostelry Tax - Bi-Monthly

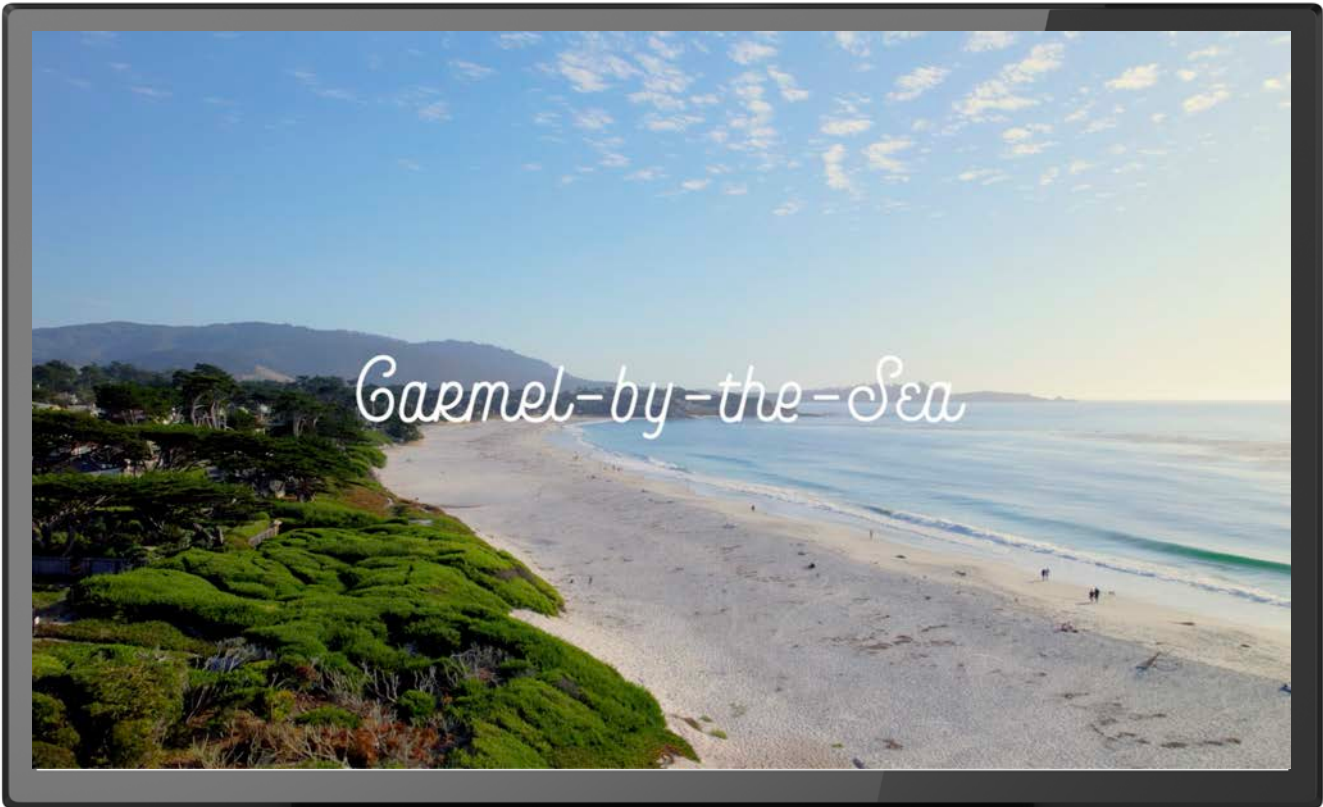
How much Hostelry Tax was collected by the City for the reporting period?

Fiscal Year	Jul-Aug	Sep-Oct	Nov-Dec	Jan-Feb	Mar-Apr	May-Jun	Annual Total
2023-24	\$ 1,951,202	\$ 1,676,903	\$ 1,060,305	\$ 850,282	\$ 1,256,345	\$ 1,552,645	\$ 8,347,682
2024-25	\$ 2,290,176	\$ 1,769,436	\$ 1,202,872	\$ 984,305*	\$ 1,368,398*	\$ 1,724,775	\$ 9,339,961
% change vs LY	17.37%	5.52%	13.45%	15.76%	8.92%	11.09%	11.89%

Total TOT Revenue \$9,339,961 (+11.89% YOY Increase)

STORYBOOK CHARM CAPTIVATES MILLIONS ON BROADCAST AND CONNECTED TV, BRINGING CARMEL'S COASTAL MAGIC TO LIFE WITH 10.4 MILLION TV COMMERCIALS

In FY25, Visit Carmel’s broadcast and Connected TV campaigns brought the village’s storybook charm to life for both drive and fly markets, reaching 10.4 million viewers. Broadcast TV on premier stations in San Francisco, Los Angeles, and Sacramento elevated brand visibility with +89% more ads aired, while Connected TV via Mountain (MNTN) extended Carmel’s reach to a national audience. Together, these campaigns inspired high-value travelers to discover and plan their next stay in Carmel-by-the-Sea.



Mountain CTV Prospecting Targets Drive and Fly Markets, plus Reaches Nationally with Remarketing. It also provides "Verified Website Visits" that tracks website traffic generated by CTV views.



10.4 MILLION
TV & CTV Commercials Aired
+89% YOY Increase

189,000
CTV Verified Website Visits
+425% YOY Increase



CONQUESTING ADS CONVERT COMPETITOR SEARCHES INTO CARMEL-BY-THE-SEA HOTEL BOOKINGS

Many travelers remain loyal to Online Travel Agencies (OTAs) like Expedia and Hotels.com when booking hotels and resorts. Visit Carmel's conquesting digital media strategy targets these high-intent consumers by intercepting searches for competing destinations such as Napa, Santa Barbara, and San Luis Obispo—and redirecting them to Carmel-by-the-Sea. In the past year, this campaign generated 2,057 room nights, delivering \$771,301 in hotel revenue and achieving an impressive 11.3 Return On Ad Spend (ROAS).




Napa

Sonoma

Santa Barbara

Palm Springs

North Tahoe

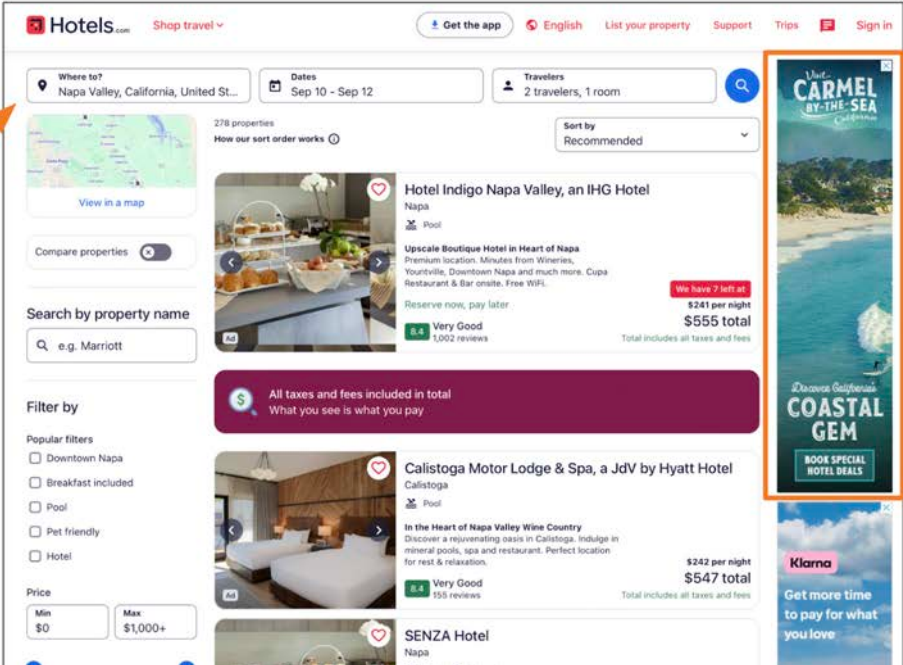
Monterey

Paso Robles

San Luis Obispo

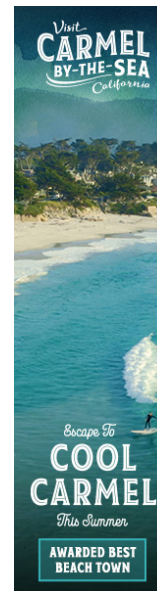
San Francisco

San Jose



					
Ad Spend	Impressions	Clicks	CTR	Revenue	ROAS
\$67,961	3,424,704	4,994	0.15%	\$771,301	11.3

\$67,961 Ad Spend / \$771,301 Hotel Revenue = 11.3 ROAS (+69% YOY Increase)



TARGETED DIGITAL CAMPAIGNS DRIVE RECORD RESULTS AND QUALITY VISITORS

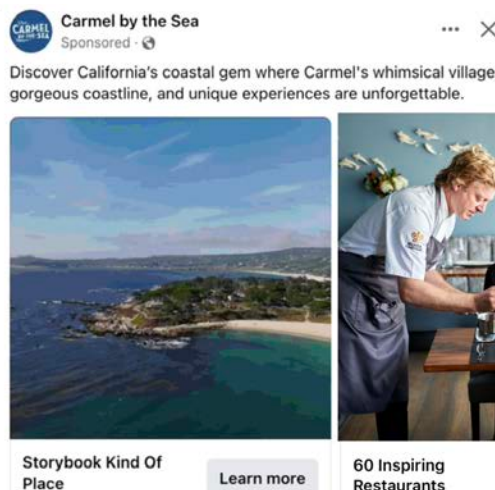
Visit Carmel's digital-first media strategy continues to be the leading driver of website traffic that converts into hotel bookings. In FY25, targeted digital campaigns achieved exceptional performance—boosting Impressions by +93%, Clicks by +138%, and Social Media Engagements by +34% year over year.



142 MILLION
Total Impressions
+93% YOY Increase

1.8 MILLION
Total Clicks
+138% YOY Increase

8 MILLION
Total Engagements
+34% YOY Increase



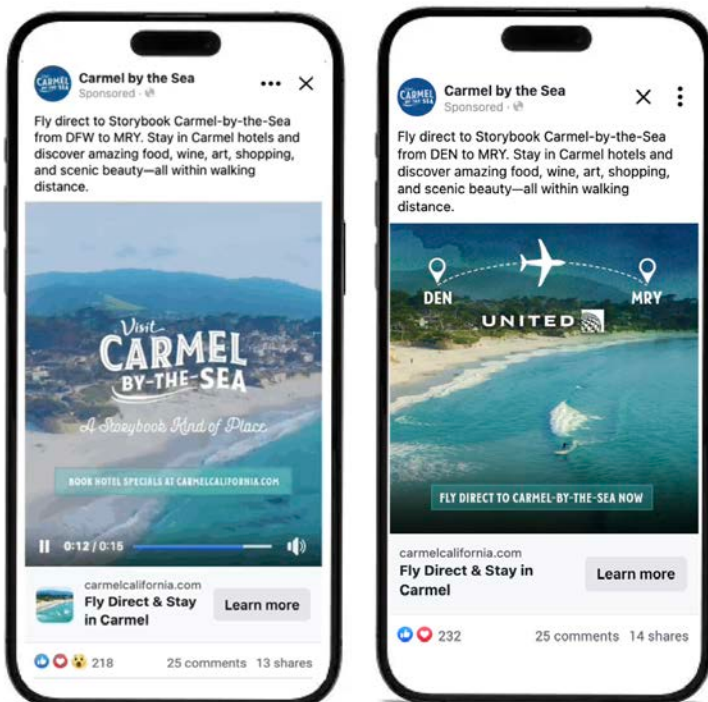
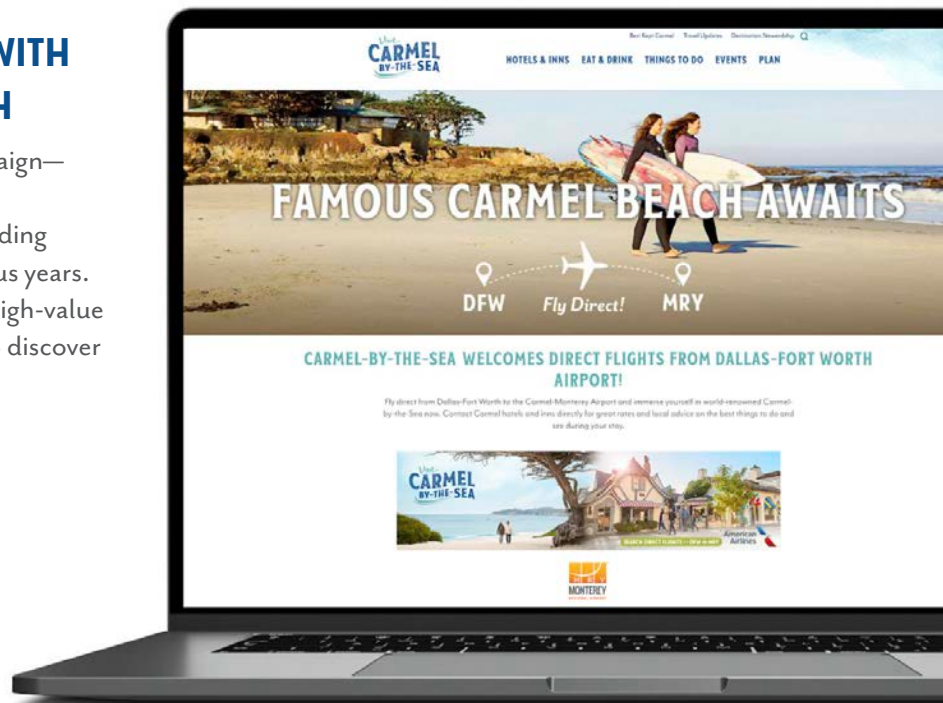


FLY MARKET CAMPAIGN SOARS WITH RECORD LANDING PAGE GROWTH

Through Visit Carmel's integrated digital campaign—spanning Facebook, Instagram, and Mountain Connected TV—traffic to the five Fly Direct landing pages grew exponentially, surpassing all previous years. This targeted approach successfully captured high-value travelers from key fly markets, inspiring them to discover and book their next stay in Carmel-by-the-Sea.

LANDING PAGE GROWTH

Phoenix (PHX)	+681%
Denver (DEN)	+949%
Dallas (DFW)	+633%
Seattle (SEA)	+985%
San Diego (SAN)	+606%
Chicago (ORD)	Coming May 2026



 Meta

21 MILLION

Total Impressions

+159% YOY Increase

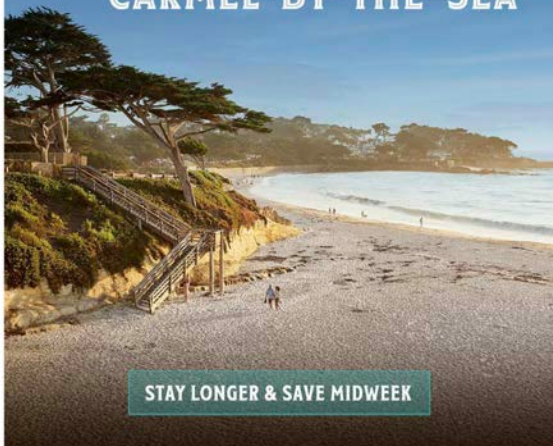
 mntn

1.3 MILLION

TV Commercials Aired

New Co-op Campaign

Feel Worlds Away in Storybook CARMEL-BY-THE-SEA



STAY LONGER & SAVE MIDWEEK

Transport yourself to charming Carmel-by-the-Sea this summer and explore fairytale cottages and hidden passageways that lead to world-class food and wine, endless boutique shopping, local artist galleries, and many hidden surprises around every corner. Carmel-by-the-Sea is truly a magical village nestled above picturesque Carmel Beach.

SEARCH CARMEL HOTELS & INNS



Food & Wine

ALL FRESCO DINING ALL SUMMER IN COOL CARMEL-BY-THE-SEA

Thanks to Carmel's cool, coastal climate, outdoor dining is waiting for you all summer long. Plus, you can taste your way through our village-by-the-Sea with more than 60 vibrant restaurants and 18 award-winning wine tasting rooms—all within walking distance from your hotel or inn.

DISCOVER FOOD & WINE PARADISE

Hotels & Inns

FIND YOUR SUMMER HIDEAWAY IN WORLD-RENNOWNED CARMEL

Search 42 unique Carmel-by-the-Sea hotels and inns—all located in the village and walking distance to food, wine, art, and Carmel Beach. Check out the **Newest Deluxe Carmel Hotels** for an elevated experience and book direct with Carmel hotels and inns for the best rooms, rates, and personalized service.

BOOK YOUR CARMEL GETAWAY



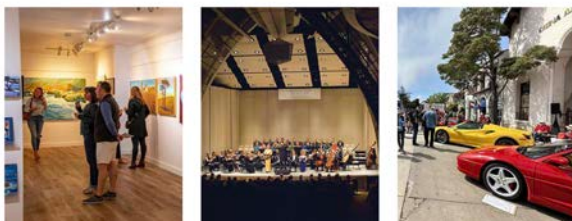
Things To Do

NO SHORTAGE OF WALKABLE STORYBOOK ADVENTURES

Carmel-by-the-Sea is a place that tempts you to get delightfully distracted — to turn down a passageway, linger in a courtyard, stop to savor an impromptu coffee or sip a glass of deliciously local wine. This is the allure of one of the most walkable coastal villages this side of Europe.

EXPLORE TOP THINGS TO DO

JOIN US FOR ONE-OF-A-KIND CARMEL EVENTS THIS SUMMER



TOP PERFORMING EMAIL MARKETING CAMPAIGN

The image-driven design and engaging content delivers exceptional performance with each edition and reaches a highly qualified, opt-in audience of more than 88,000 consumers. As a result, the campaign outperforms the travel industry average.

Best Open Rate

38.2%

Industry Avg. 20.44%
(Mailchimp.com)

Best Click Rate

7.1%

Industry Avg. 2.32%
(Mailchimp.com)



Qualified clicks mean business for Carmel hotels, restaurants, shops, and more!

With numerous clickable buttons, images, and navigation included in the content blocks, e-newsletter deployments drive clicks that lead to bookings and purchases. Plus, our email audience is the most loyal and provides the best source for increasing return visitors.



FY 2024-25 MEDIA MIX

This year's media mix remains a digital-first strategy with an "always on" focus to increase year-round website traffic and visitation. Traditional print and broadcast TV are added for multi-media brand campaigns to drive shoulder and off-season awareness and hotel bookings. In addition, Connected TV through Mountain (MNTN) uses an "always on" strategy to expand Carmel's visitor base nationwide with an emphasis on the primary drive and fly markets.

DIGITAL
50%

Google
facebook
Instagram
YouTube
Expedia

TV & CTV
39%

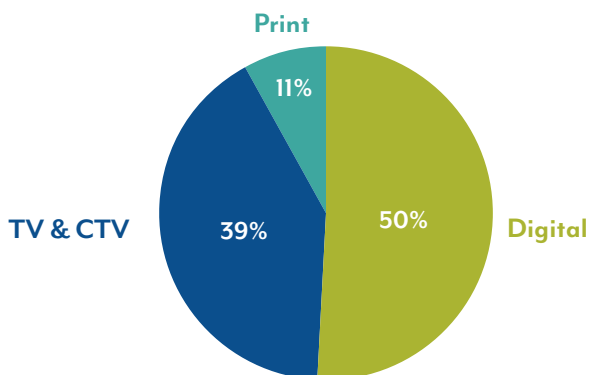
mntn
TODAY
GOOD MORNING AMERICA
NBC BAY AREA
abc BAY AREA
KCRA SACRAMENTO
COMCAST
CNN
food network
GOLF
HGTV
KSBW

PRINT
11%

Sunset
SAN DIEGO
San Francisco Chronicle
Carmel magazine
The Carmel Pine Cone
MONTEREY COUNTY WEEKLY

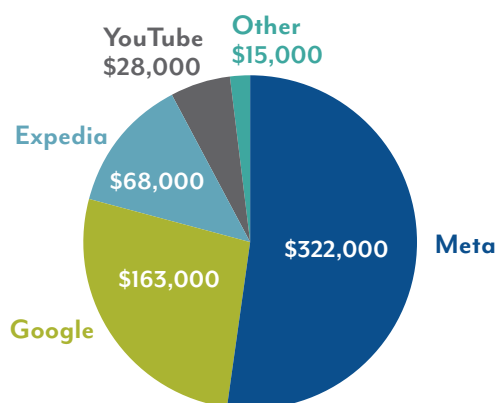
FY 2024-25 Overall Media Mix

This full-funnel media mix emphasizes digital media and combines linear/connected TV and print to maximize brand awareness, increase engagement, and drive bookings and sales.



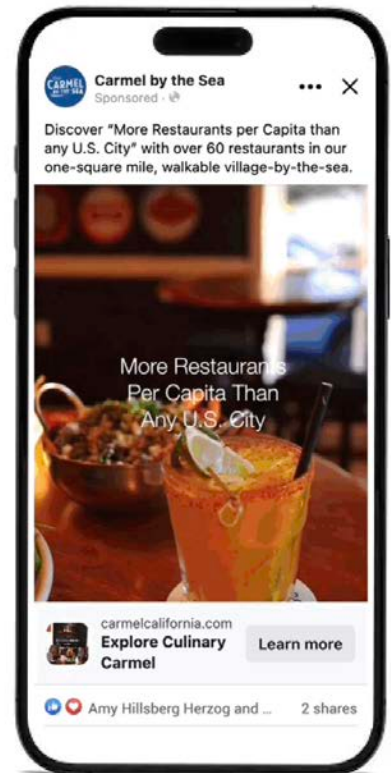
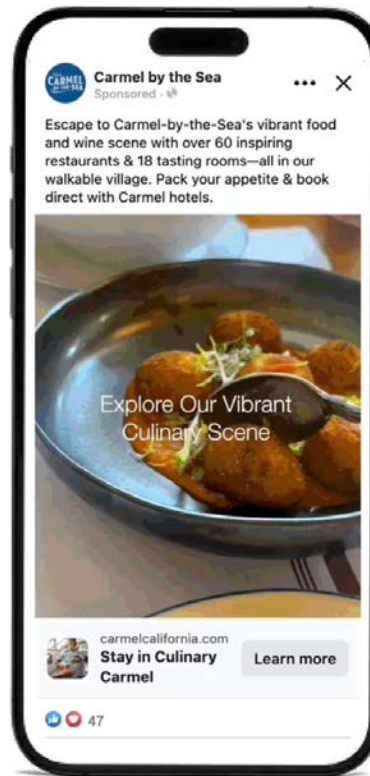
FY 2024-25 Digital-First Media Mix

Google, Meta, and YouTube focus on impressions, clicks, and engagement, while Expedia delivers Return On Ad Spend (ROAS) reporting with actual hotel booking revenue.



"CULINARY CARMEL" PAID SOCIAL MEDIA VIDEO CAMPAIGN SERVES UP RECORD PERFORMANCE

Video reigns supreme on social media, and Visit Carmel's restaurant sizzle reel series proved it—delivering 12.7 million impressions and 120,112 clicks across key Drive Markets (San Francisco Bay Area, Sacramento, and Fresno) and local Peninsula audiences. The high-impact campaign not only captured both visitors and locals but also inspired authentic engagement, generating 1.7 million interactions through likes, comments, and shares that amplified Carmel's dining scene organically.



12.7 MILLION
Total Impressions

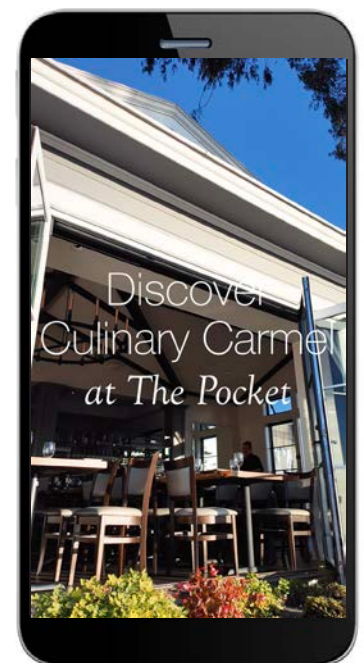
+126% YOY Increase

120,112
Total Clicks

+47% YOY Increase

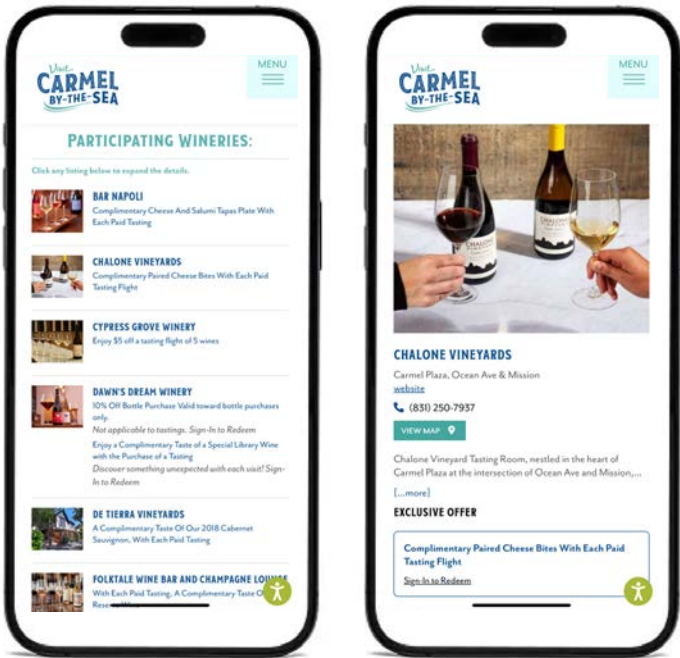
1.7 MILLION
Total Engagements

+81% YOY Increase



CARMEL WINE WALK APP & DIGITAL ADVERTISING CAMPAIGN TOAST TO TRIPLE-DIGIT GROWTH

In September 2024, Visit Carmel introduced the new Carmel Wine Walk web-based app, supported by a robust digital campaign featuring paid Facebook and Instagram video and static ads, along with Google display advertising. This always-on initiative strategically targets top Drive Markets and the Monterey Bay region, driving continuous awareness and engagement. As a result, year-over-year (YOY) performance for FY2024–25 achieved triple-digit growth, fueled by expanded media reach, frequency, and the campaign’s strong creative impact.



12 MILLION
Total Impressions

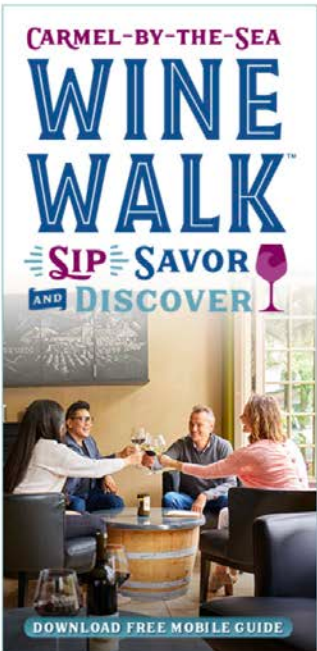
+499% YOY Increase

100,687
Total Clicks

+463% YOY Increase

164,684
Total Engagements

+537% YOY Increase



A TASTE OF SUCCESS: CARMEL CULINARY WEEK SERVES UP ITS MOST FLAVORFUL YEAR YET

The 5th Annual Carmel Culinary Week transformed the village into a vibrant celebration of food, wine, and community. The nine-day festival introduced five expanded ticketed experiences that wowed attendees with creative culinary pairings, live entertainment, and signature Carmel charm—prompting feedback like, “A fabulous week! I hope you repeat the same magical events next year.” Nearly 40 restaurants and 14 wineries participated, offering special menus and exclusive tastings throughout the village. In total, 1,195 tickets were sold for the signature events, drawing guests from across California, the U.S., and the local community.



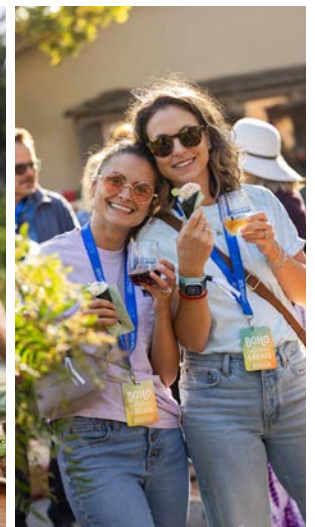
PARTY
at The
PLAZA

LA
DOLCE
VITA
on Dolores Street

SOIRÉE
By The
SEA

CULINARY
SHOW
DOWN
at Carmel Farmer's Market

BOHO
Bites
& BEATS





CHEERS TO AN INSPIRING 6TH ANNUAL "MEET THE MAKERS" ART & WINE WALK

Celebrating the artist-owned galleries that carry on Carmel's bohemian art colony heritage, Visit Carmel unites the Carmel Art Walk and Carmel Wine Walk to invite the public to connect, socialize, and discover local art and wine. This year's integrated advertising, social media, and PR efforts attracted visitors from across California while cultivating strong local engagement.

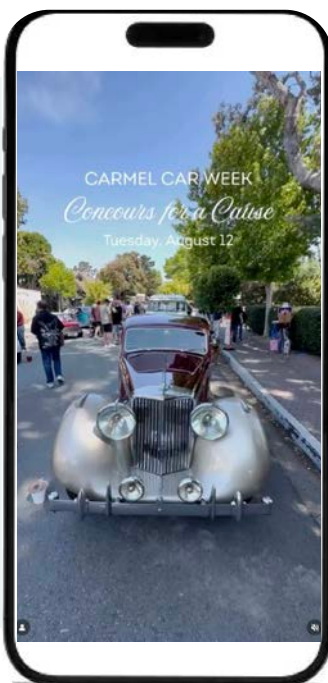
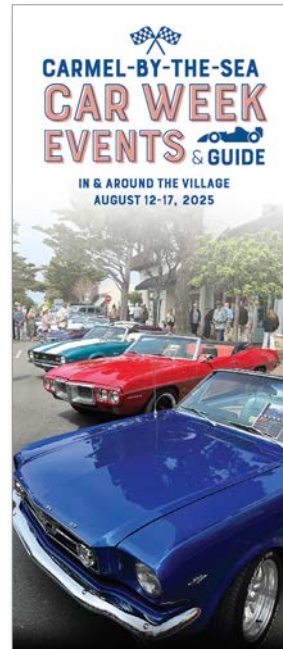
- 373 Attendees
- 14 Local Artist Galleries
- 13 Local Wineries
- 6 Local Food Crafters
- 2 Live Bands
- 2 Live Artists





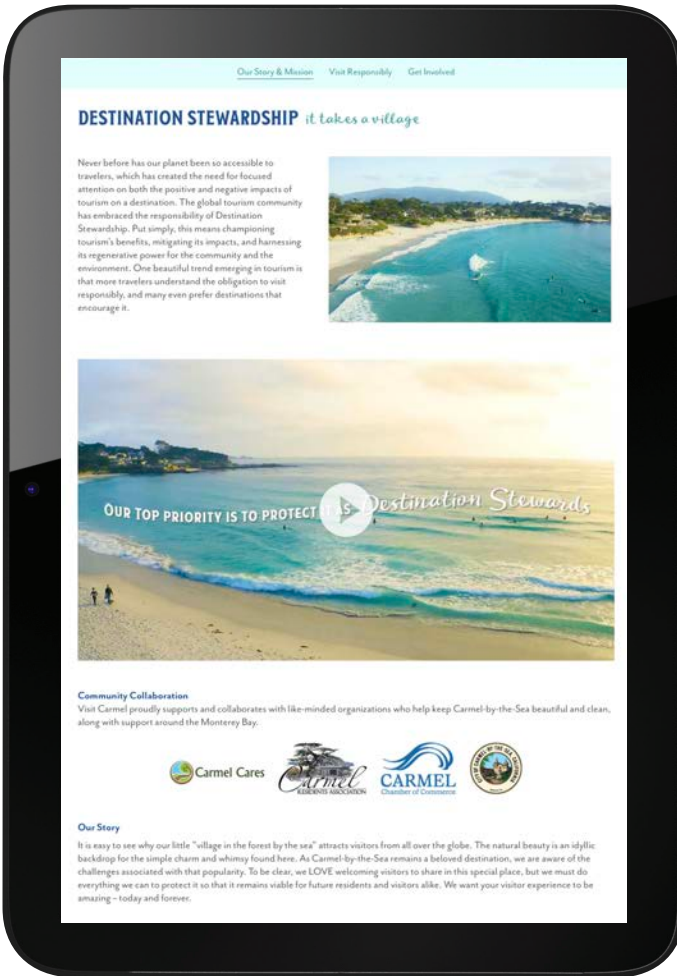
PROVIDE MARKETING SUPPORT FOR COMMUNITY EVENTS

In addition to producing signature events, Visit Carmel provides marketing and promotional support for numerous local events and performances to help boost attendance and provide visitors with more to experience. These events are executed by the Carmel Chamber of Commerce, City of Carmel, Carmel Art Festival, and Carmel Art Walk.



DESTINATION STEWARDSHIP

Our destination stewardship initiative is committed to promoting safe, responsible, and respectful travel, which safeguards the vital components of our community for a vibrant future. To generate awareness and support, a comprehensive website provides all the details, how to get involved, and highlights the amazing work done by community organizations, specifically Carmel Cares, Carmel Residents Association, Carmel Chamber of Commerce, and the City of Carmel-by-the-Sea.

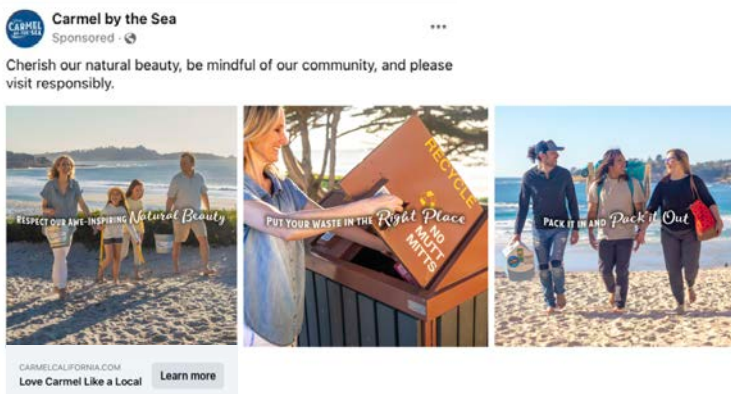


**LOVE
CARMEL**
like a local



“Love Carmel Like a Local” Campaign and new line of branded products

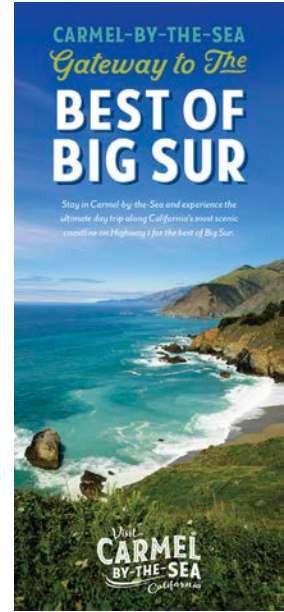
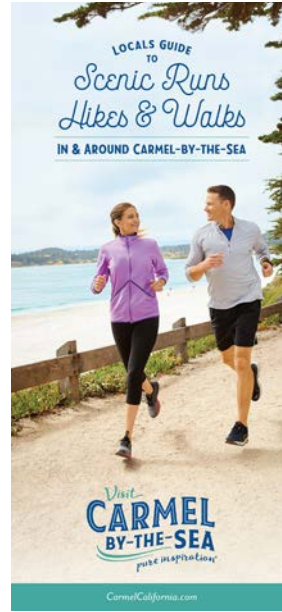
The targeted digital ads and paid social media campaign reminds visitors to cherish our community and visit responsibly.



In addition, signage throughout the village and a new product line reinforces the "Love Carmel Like a Local" commitment to protect and preserve Carmel-by-the-Sea as a thriving, one-of-a-kind seaside village. Ultimately, we are focused on promoting safe, responsible, and respectful travel, which safeguards the vital components of our community for a vibrant future.

EXCLUSIVE GUIDES & BROCHURES TO ENRICH THE VISITORS EXPERIENCE

The *Official Visitor Guide & Map* (on the left) is Visit Carmel's primary fulfillment brochure for potential and in-market visitors. It is distributed at more than 60 locations and designed to showcase the destination. The *Scenic Runs, Hikes & Walks* guide and new *Best of Big Sur* guide are found exclusively at Carmel hotels and provide guests with locally curated experiences. Lastly, the *Carmel Dining* guide highlights this vibrant food and wine scene with more restaurants per capita than any other U.S. city.



DISCOVER CULINARY CARMEL-BY-THE-SEA

Taste your way through this vibrant food and wine scene with more restaurants per capita than any other U.S. city. The impressive array of inspiring restaurants and award-winning wine tasting all benefit from the bounty of Monterey County's fresh produce, locally sourced seafood, and California's largest premium wine region. Plus, two restaurants shine bright with Michelin stars and one is recognized as a Michelin Bib Gourmand.



1 Akashi
Lunch & Dinner, Japanese
Mission & 6th • (831) 620-1516
V GF

CARMEL-BY-THE-SEA DINING GUIDE



4 Bud's at La Playa Hotel
Dinner & Cocktails
Carmelo Real & 8th Ave
(831) 293-6100 • budscarmel.com
V GF



5 Cafe Luna
Breakfast & Lunch, Café
Ocean & Mission, Carmel Plaza
(831) 293-7815
V GF



6 Continetta Luca
Dinner, Italian
Dolores between Ocean & 7th
(831) 625-6500 • continetta.com
V GF



7 Carmel Belle
Breakfast & Lunch, Café/Juice Bar
San Carlos between Ocean & 7th
(831) 624-1600 • carmelbelle.com
V GF



8 Carmel's Bistrot Giovanni
Dinner, Italian
San Carlos between 5th & 6th
(831) 626-6003 • carmelsbistrot.com
V GF



9 Carmel's Hidden Gem
Breakfast, Brunch & Dinner, California
Mission between 4th & 5th
(831) 290-7811
carmelshidengem.com
V GF



10 Alvarado Street Brewery & Bistro
Lunch & Dinner, Brewery/Pub
Ocean & Mission, Carmel Plaza
(831) 293-8621 • alvbeer.com
V GF



11 Anton & Michel
Lunch & Dinner, California Cuisine
Mission between Ocean & 7th
(831) 624-2406
antonandmichel.com
V GF



12 Aubergine
Dinner, California Cuisine
Monte Verde & 7th • (831) 624-8578
auberginecarmel.com
V GF



13 Casanova Restaurant
Dinner, European
5th between Mission & San Carlos
(831) 296-3811 • casanovacarmel.com
V GF



14 Catch
Lunch & Dinner, Seafood
Ocean between Mission & San Carlos
(831) 624-5659
catchcarmel.com
V GF



15 Chaz Nair
Dinner, California Cuisine
San Carlos & Dolores & San Carlos
chaznaircarmel.com
V GF



16 A.W. Shucks Cocktail & Oyster Bar
Lunch & Dinner, Seafood
Ocean between San Carlos & Dolores
(831) 624-6605
awshuckscarmel.com
V GF



17 Barmel & Barmel Supper Club
Dinner & Late Night, Gastropub
San Carlos between Ocean & 7th
(831) 626-3400 • barmel.com
V GF



18 Brophy's Tavern
Lunch & Dinner, American
San Carlos & 4th
(831) 586-5566 • brophystavern.com
V GF



19 Cultura Comida Y Bebida
Dinner, Mexican
Dolores between 5th & 6th
(831) 290-7005 • culturacarmel.com
V GF



20 Diametra Café
Lunch & Dinner, Mediterranean
Ocean & Lincoln • (831) 622-7766
diametracafe.com
V GF



21 Edwin's Carmel
Lunch & Dinner, Pacific Island
San Carlos & 6th • (831) 250-7744
edwinscarmel.com
V GF

CarmelCalifornia.com



FY 2024-25 EARNED MEDIA

Also known as public relations, earned media elevates brand awareness, amplifies brand messaging, and inspires potential visitors with its innate third-party credibility. Visit Carmel focuses on a three-tiered approach to reach target audiences:

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



Earned Media Coverage Results:



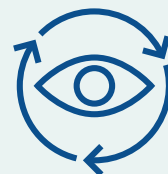
139

Quality Earned
Media Placements



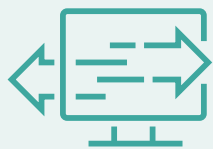
12.4K

Placement Social Shares



12.7M

Combined Estimated
Coverage Views



28

Backlinks to
CarmelCalifornia.com



23

Hosted Media/
Influencer Visits



70

Average Domain
Authority

Condé Nast
Traveler

TRAVEL+
LEISURE

THE
Hollywood
REPORTER

The New York Times

U.S. News
& WORLD REPORT

ESSENCE

2024-25 Key Media Placements

All the Reasons Why Stars Like Brad Pitt and Taylor Swift Fall for the Charm of Carmel, California, *The Hollywood Reporter*

The Most Romantic Getaways in California: Carmel-by-the-Sea, *U.S. News & World Report*

Why Quaint Carmel-by-the-Sea Suddenly Feels Cool, *Condé Nast Traveler*

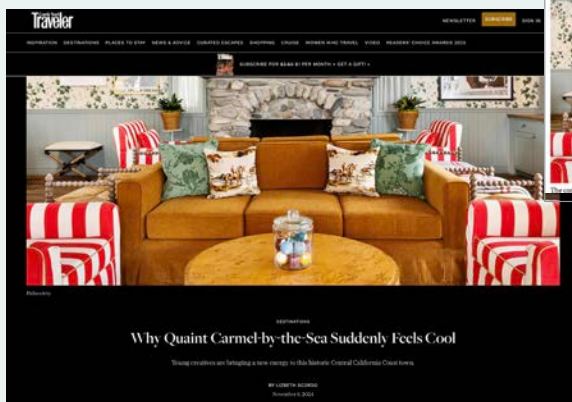
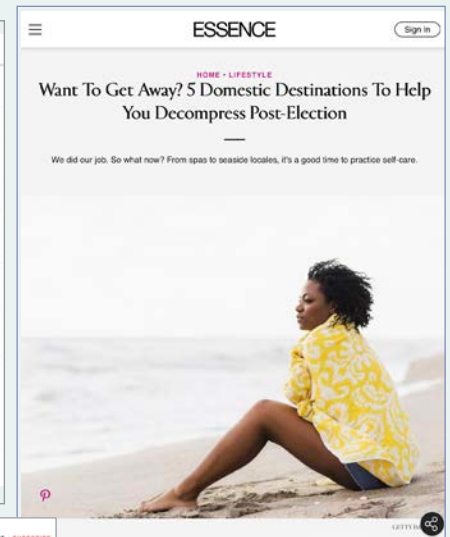
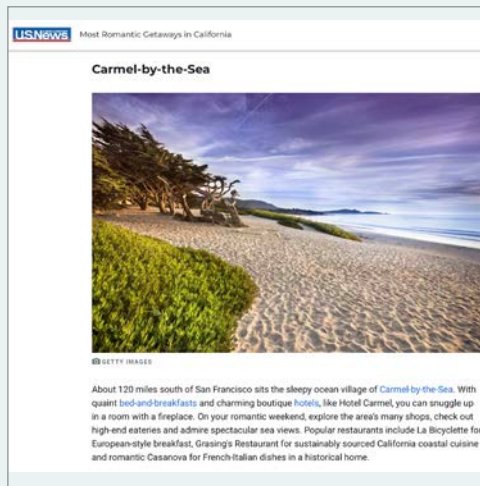
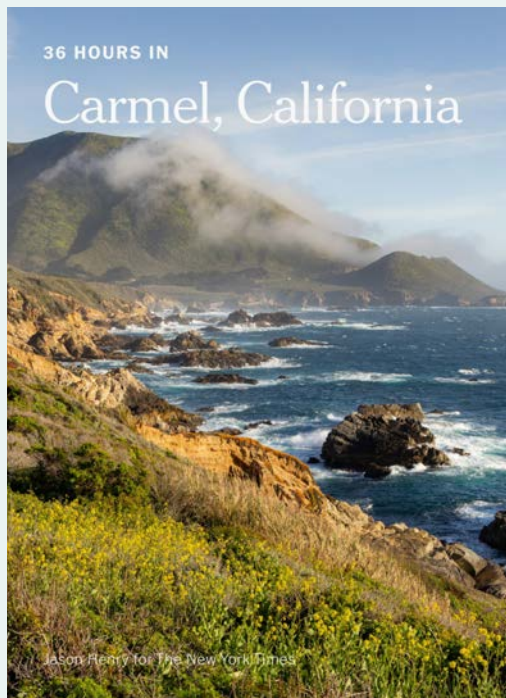
Want To Get Away? 5 Domestic Destinations To Help You Decompress Post-Election, *Essence*

For the Beach Gals' Getaway: Carmel-by-the-Sea, California, *Hotels Above Par*

How to Plan the Perfect Escape to Carmel-by-the-Sea, California's Enchanting Small Town on the Monterey Peninsula, *Travel + Leisure*

36 Hours in Carmel, California, *The New York Times*

The Best of Carmel-by-the-Sea's Standout Culinary Scene, *Observer*





2024-25 Key Accolades

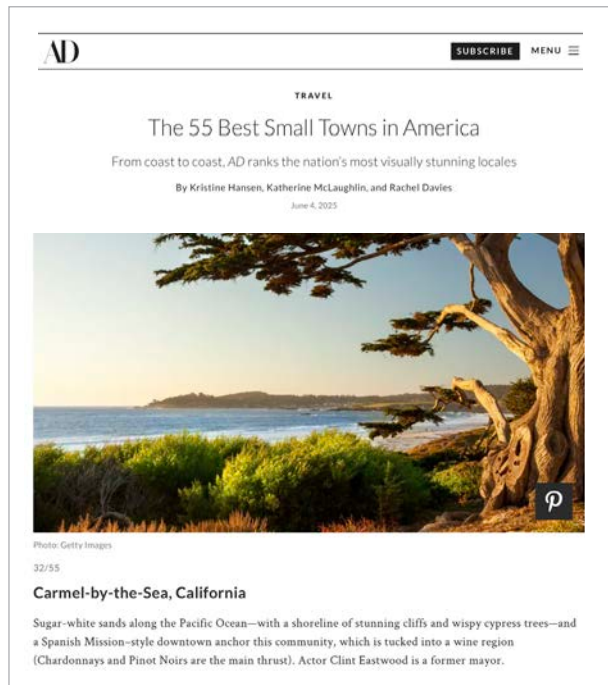
The 55 Best Small Towns in America,
Architectural Digest

12 Most Walkable Cities That Are Simply Stunning to
See in the Fall, *House Beautiful*

Nine of the US's most epic beaches revealed, from
flour-soft sand in Florida to castaway havens in
California, *Independent*

25 Best Christmas Towns in the U.S.,
Travel & Leisure

Travel Awards "Best Top Small Towns": Where to
Eat & Drink, *Sunset*



LIFESTYLE > TRAVEL IDEAS

12 Most Walkable Cities That Are Simply STUNNING to See in the Fall

Skip the rental car and take in the scenery on foot.

BY JAMES BARRETT | PUBLISHED: OCT 9, 2025



Carmel-by-the-Sea in Monterey County, California, defines what a beach town should be. Travelers won't need their vehicle here to walk the main downtown, which is filled with coffee shops, galleries, local vendors, restaurants, and more. It's also one of the most **dog-friendly towns** in the country. Don't miss walking down to Carmel Beach for one of the most surreal sunsets that you'll ever see.

Notable stops in town include **Cafe Luna**, **Stationary**, **Toro**, and **Mad Dogs & Englishmen**, a local bike shop where travelers can rent a bike with a sidecar for their dog—because you simply need to bring your pup along for the ride! Design aficionados will love to call the charming **Le Petit Patis** at **5th Ave** their home away from home—the 24-room **craftsman-style** property has so much character without feeling outdated.

OWNED MEDIA HIGHLIGHTS

Keeping up with social media trends, we focus on original content creation and leverage intriguing user-generated content, especially in the format of short-form videos. These videos offer our followers an authentic, immersive experience of Carmel-by-the-Sea, no matter where they are in the world.



Followers YOY Growth

+8.7%

2024-25 Followers: 79,729
2023-24 Followers: 73,335

Engagement Rate Per Impression YOY

-18.5%

2024-25: 4.4%
2023-24: 5.4%



Followers YOY Growth

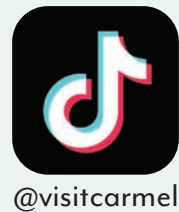
+14.5%

2024-25 Followers: 109,159
2023-24 Followers: 95,297

Engagement Rate Per Impression YOY

+90.0%

2024-25: 5.7%
2023-24: 3.0%



Followers YOY Growth

+13.5%

2024-25: Followers: 23,068
2023-24 Followers: 20,320

Engagement Rate YOY

+12.2%

2024-25: 5.5%
2023-24: 4.9%



Viral Instagram

18.8K
ENGAGEMENTS

Views: 155.5K

Engagement Rate: 10.8%

Shares & Saves: 3.6K

2025-26 EARNED & OWNED MEDIA APPROACH & GOALS

Visit Carmel is working with a new agency for public relations and social media strategy and management. J/PR will focus on generating targeted coverage and awareness through impactful storytelling, awards & accolades, strategic hostings, support of signature destination events, compelling creative ideas and brand partnerships. J/PR will elevate the destination through thoughtful, well-timed and engaging social media content that supports storytelling objectives and spurs social growth and engagement.

- Support & Explore New Avenues to Promote Key Destination Events & Initiatives
- Penetrate New Media Outlets & Drive Destination Awareness in KPI Publications
- Generate Creative Opportunities to Introduce New, Viable Audiences to the Destination
- Elevate Storytelling and Establish Cohesive, Unique Visual Identity

J/PR's earned media efforts will be evaluated using both qualitative and quantitative analysis, intended to measure and evaluate the contribution of communication by its outcome and impact. Quantitative metrics for measurement will include:

- Total media impressions
- Total number of earned media placements
- Share of Voice
- Barcelona Principles Score
- Total number of media and influencer hostings

2025-26 SOCIAL POSTING STRATEGY

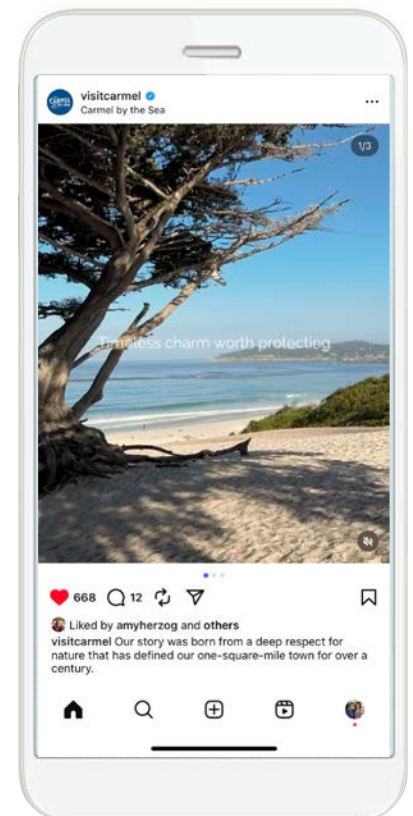
This is effortless coastal luxury in its most charming form.

Carmel-by-the-Sea is a storybook kind of place, one where travelers can discover a new restaurant, taste the latest vintage, and find wonder in natural beauty, whether they stay for two nights or a week. Feelings of awe, whimsy and relaxation come naturally here, and we will invite prospective and past travelers to come experience all that the destination has to offer.

Storytelling-driven, authentic lifestyle video and imagery will put the viewer into the scene, bringing to life the undeniable charm of the destination. Drive state-wide and West Coast intrigue, with a focus on longer overnight visitation.

J/PR's social media efforts will be evaluated from both qualitative and quantitative perspectives, with a focus on engaging current followers and expanding reach to new audiences, while spotlighting partner content and elevating storytelling for the destination. Quantitative social media metrics will include:

- Follower acquisition
- Impressions/views
- Organic engagements
- Content analysis
- Partners featured across in-feed and Story posts
- Paid engagements
- Paid website traffic clicks





FY 2024–25 RESULTS & METRICS: WEBSITE, ADVERTISING, SOCIAL & BROCHURE

	FY 2022-23	FY 2023-24	FY 2024-25	% Change YOY
CarmelCalifornia.com				
New Users	973,386	1,053,868	1,631,619	+55%
Sessions	1,288,410	1,434,492	2,291,242	+60%
Book Direct Referrals	211,191	215,369	227,115	+5.5%
Opt-In Emails	80,519	86,277	88,595	+2.7%
Digital Advertising				
PPC Impressions	71,732,273	73,845,356	123,326,633	+67%
PPC Clicks	585,045	791,883	1,536,156	+94%
Average CTR	0.89%	1.07%	1.24%	+16%
Social Media				
Instagram Followers	69,397	95,297	109,159	+14.5%
Facebook Followers	67,577	73,335	79,729	+8.7%
YouTube Video Views	678,683	1,398,137	1,532,937	+9.6%
TikTok	4,973	20,320	23,068	+13.5%
Brochure Requests				
City Guide Fulfillment	2,370	2,163	1,638	-24%